

BOARD MEETING

AGENDA

5th Meeting 2019/20

17th March 2020

The Board will meet at 1.00 pm, 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-1920-61	To approve the minutes of the previous meeting on 28 th of Jan 20
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1920-62	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	For information & discussion
6	National Convener/ CEO update	EJ	CHS-1920-63	For consideration and discussion
7	2019/20 Financial Forecast Outturn	EM	CHS-1920-64	For consideration and approval
8	2020/21 DRAFT Budget	EM	CHS-1920-65	For consideration and approval
9	Q4 Performance Report	LH	CHS-1920-66	For consideration and assurance
10	Publication of the Review of Care Report	EJ	CHS-1920-67	For consideration and discussion
11	CHS DRAFT Corporate Plan 2020/21 – 2022/23	EJ	CHS-1920-68	For consideration and Approval
12	ARMC: <ol style="list-style-type: none"> 1. ARMC Annual Work Plan 2. ARMC Terms of Reference 3. Accounting 4. Financial regulations 	HR HR HR HR	CHS-1920-69 CHS-1920-70 CHS-1920-71 CHS-1920-72	For consideration and Approval For consideration and Approval For consideration and Approval For consideration and Approval
13	RAC: <ol style="list-style-type: none"> 1. RAC Annual Work Plan 2. RAC Terms of Reference 	JD JD	CHS-1920-73 CHS-1920-74	For consideration and Approval For consideration and Approval

14	Digital Programme: 1. Digital Delivery Oversight Committee Update 2. Business Readiness & Roll out planning	HR LH	Verbal CHS-1920-75	For consideration and discussion For consideration and Approval
15	Feedback Loop	EJ	CHS-1920-76	For consideration and Approval
16	Gender Pay Gap Reporting	LH	CHS-1920-77	For consideration and Approval

Next meeting date: 23rd June 2020

Minutes of the Board meeting of 28 January 2020

The meeting started at 13:18.

In Attendance:

CHS Board:	Garry Coutts (GC)	Chair
	John Anderson (JA)	Board member
	Jo Derrick (JD)	RAC Chair/ Board member
	Beth-Anne Logan (B-AL)	Board member
	Barbara Neil (BN)	Board member
	Henry Robson (HR)	ARMC Chair/ Board member
CHS Team:	Elliot Jackson (EJ)	National Convener/Chief Executive (NC/CEO), CHS
	Lynne Harrison (LH)	Head of Strategy, Development & Depute CEO (DCEO), CHS
	Christine Mullen (CM)	Head of Practice Improvement and Learning (HPIL), CHS
	Ed Morrison (EM)	CHS
	Carol Wassell (CW)	Head of Finance and Resources (HFR), SCRA
	Michael Beardmore (MB)	Head of Area Support and Community Improvement (HASCI), CHS
	(items 10 & 11)	National Quality and Performance Lead (NQPL), CHS
	Franck David (FD)	Business Support Team (minutes taker), CHS

Apologies:

None

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time-scales
1	Declaration of interests	
	B-AL declared an interest in relation to item 16 - CHS Participation Strategy. B-AL is actively involved in the working group set up to develop the strategy to better include in the organisation children and young people with lived experience. This does not preclude B-AL from participating to the discussion of this item.	
2	Minutes of previous meeting	
	The Board reviewed the minutes of the meeting of 26 November 2019.	

Board Decision:			
1. The Board agreed to approve the minutes of the meeting of 26 November 2019.			
3	Matters Arising		
The Chair confirmed that there were no Matters Arising that were not captured on the Agenda.			
4	Action log		
Item 2 – Report on plans to ensure a successful step change to draw enough people from non-traditional backgrounds. The target date is March 2020. Item 8 - Creation of a child/young person friendly complaints policy. The Comms team and SCRA have agreed a joint approach through the joint Information Governance Group to develop the policy. Item 10 - Update on progress of implementation and impact of ASIP role. The target date is June 2020.			
5	Chair update		
<ul style="list-style-type: none"> – The Chair conducted Board members’ appraisal in January and will circulate shortly the forms to members for sign-off. – The Chair met with the Sponsor Team at the Scottish Government (SG) to discuss plans in relation to the Care Review as well as the early impact of the new Area Support Partners (the Partners) at the local level. – The Chair observed hearings and attended some training courses that the new panel members undergo. The Chair encouraged all members to do the same as part of the ongoing development. 			
Board Decision:			
1. To note the Chair’s update.			
6	National Convener/Chief Executive update		
The National Convener/CEO (NC/CEO) spoke to his paper which had been previously shared:			
<u>Meetings</u>			
- The NC/CEO attended the second meeting of the Ministerial Advisory Group on 9 January 2020. The Minister for Children and Young People chaired the meeting and shared some of her views on the minimum age of criminal responsibility i.e. as a minimum it should be 14 yrs old but potentially 16. The CHS position remains as 16. At that meeting, attendees and the Minister also discussed the Whole System approach and in particular the acute importance			

<p>of gathering data. More work is required to fully understand the extent to which data already provided by local authorities are used, for example for the feedback loop, and whether public bodies who receive them use them or find them meaningful.</p> <p><u>Collaborative working</u></p> <ul style="list-style-type: none"> - The NC/CEO reported that he met with Fiona Dyer, the Director of the Centre for Youth and Criminal Justice (CYCJ) to discuss collaborative opportunities between the two organisations e.g. providing information and evidence about youth justice which will help CHS’ change journey. Ms Dyer also agreed to be the first “expert speaker” in a new series of bite sized videos that will be hosted on the CHS Learning Academy site. This specific short video is aimed at panel members and what they can expect when they deal with youth justice. <p>Board decision:</p> <p>1. To note the NC/CEO update.</p>		
<p>7</p>	<p>Finance Report: 2019/20 forecast outturn update</p>	
<p>EM spoke to the Finance Report which had been previously circulated:</p> <ul style="list-style-type: none"> - EM confirmed a forecast revenue underspend of £30k compared to budget. That underspend together, with the additional carry-forward resource of £59k leaves a projected £89k to further support CHS’ business plan objectives including digital systems rollout in the first half of 2020. When the Board last considered the forecast outturn in November 2019 a £33k overspend in the year was expected which gives a turnaround of approximately £50k since the last meeting mainly due to savings on staffing. The staff forecast suggests net savings of £51k, in excess of the savings targets established as part of budget-setting. This figure is net of pressures, backfills and decisions to recycle savings. - The year to date position is not flagging any issues and is consistent with the forecast for the year. - Training, travel and subsistence costs are higher than anticipated as a consequence of the National Team achieving greater visibility in the AST community, including the new ASIPs and Head of Area Support and Community Improvement. Staff recruitment costs are also a part of this line of expenditure and have been higher than budgeted. - Corporate costs forecast an overspend that reflects the Senior Management Team’s (SMT) plans to spend up to £20k on consultancy to support the delivery of the Active Implementation Group’s workplan to promote leadership and to support the Area Conveners’ Liaison Group (ACLG). - Panel and AST expenses are expected to stay close to budget (£535k in 2018/19). - The frequent use of Thistle House to conduct AST meetings as exceeded expectations and created an underspend on Support for Hearings. 		

	<ul style="list-style-type: none"> - Capital resource of £58k is available in the remainder of 2019/20 and would be available in 2020/21 to support digital developments. <u>Board discussion</u> - The Board commented that the forecast outturn left CHS is a comfortable position and commended all staff for managing the budget. The Board discussed that over a third of the budget lines have a variation of more than 10% and queried whether, going forward, there should be a re-profile of the budget to have a more accurate reflection across the budget lines. It was also said that the 2019/20 budget did reflect on 2018/19 and made some adjustments however, as the year goes there have been reprioritisations on activities. - Now that the new HASCI post has been filled, next year's budget will be devolved out to the three Heads of Service. <p>Board Decision: 1. To approve the Finance Report.</p>		
8	Draft 2020/21 Budget		
	<p>EM spoke to the draft Budget which had been previously circulated:</p> <ul style="list-style-type: none"> - The Scottish Government revised Budget date is expected on 6th February (delayed due to the timeline for the UK Budget) therefore SMT expects to be informed before the March Board meeting of CHS' confirmed funding for 2020/21. Discussions with the SG Sponsor Team indicate a reasonable amount of assurance around CHS' substantive budget plus the £700k received this year for the Partners posts; going forward the budget should show a consolidated position of £4.5m. There is a SG commitment of £100k for Independent Reports as this responsibility is being transferred from CELCIS to CHS. There is also an indication that SG is open to commit £100k to cover increase in staff costs. Taken these elements into account, this leaves around £600k that CHS bid for last year as part of the financial plan which might become available subject to further discussions with SG. - Two items which were in the June financial plan are not in this draft 2020/21 revenue budget as draft plans are mostly built on a flat cash basis. The two items are Young Panel Member training and digital technology for panel members. - The available revenue funding in 2020/21 is estimated as £4.689m. - There is a presumption of between £75k and £100k of capital funding in 2020/21 in line with requirements identified last year. Thus available capital funding in 2020/21 is estimated at between £133k and £158k. - A change in the accounting treatment of leases from 1 April 2020 means that part of CHS' revenue grant in aid, that would have been spent on the rent of Thistle House and the CSAS Enterprise Agreement, will be converted into capital during 2020/21. This does not affect the overall resources available. - The Digital Programme for which CHS and SCRA are jointly responsible has funding in 2020/21 of £1m. 		

- Re. staffing the headcounts is at a similar level to 2019/20 (36.8FTE) although staffing is distributed slightly differently.
- Pay policy has been delayed however, the budget reflects an anticipated 3% on all scale points below £36,500 and 2% over £36,500.
- Training, travel and subsistence has increased by £19k although it is not up to the level forecasted for this year.
- The panel and AST expenses budget has been increased by £144k (25%) to reflect a higher spend than the 2019/20 forecast however, once the new expenses modules are live and panel and AST members start using it CHS will have a more accurate picture of the level, and pattern, of expenses claimed.
- To support local participation of Children and young people the AST devolved funding has been increased by £12k compared to last year to amount to £78k.
- There is a £125 budget to reflect SMT’s ambition to embark on a programme of national activity “Connecting our Community” to enable volunteers to feel better connected with CHS as an organisation and enable them to more actively engage with the National Convener and National Team.
- There is a potential budget gap of £363k depending on whether CHS receives funding from SG to cover Independent Reports and staff cost increase. However, SMT will focus on a number of areas at its next Challenge & Review meeting. For example, the 25% uplift in Panel and AST expenses is based on the 2019/20 budget of £575k. A more modest uplift of £94k, given the current 2019/20 forecast, may be more realistic and would reduce the budget gap by £50k. If CHS receives the full extent of required funding of £5.2m, SMT will focus on a prioritisation exercise in February to ensure resources are allocated in line with the Financial Plan and Corporate Plan priorities for 2020/21.
- This is the last year of funding for the digital programme before moving to business as usual. £10m were allocated for the four years programme (£7.5m capital and £2.5m revenue). The draft budget has £225k allocated to the development budget to resolve any technical issues in the system in the first year.
- SMT will continue to make the case for additional funding in 2020/21 in line with the Financial Plan. Should there be no allocation of additional funding SMT will close the £363k gap at Challenge and Review.

Board Discussion:

- The Board commented that, whilst the many activities around “Connecting our Community” will require time as well as human and financial resources to be successful, the Challenge and Review removes some of these elements; there is a balance therefore to strike to ensure that the challenges that the activities will bring can be met. EJ explained that the proposed removal of 2.5 FTE posts to reduce the budget gap are not current posts but instead are based on a 5 year budget plan. In effect no jobs/ resources are taken out. In addition, it is expected that the £89k underspend will be carried forward next year and that some of it could be used to support the 18 month programme of activities around “Connecting our Community” (estimate at around £50k). The existing budget for the programme also has an allocation towards a conference as part of the programme. All estimates indicate that the £125k budget is adequate.

	<ul style="list-style-type: none"> - The Board also discussed the likely impact of the £12k increase in the devolved funding budget and it is expected that ASTs will use that money to involve children and young people more in some of their activities e.g. recruitment. - The Board reflected that over the Past five years the budget has been managed well when, at the same time, CHS ambition has been growing with an increased budget on participation and engagement with the Community. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To bring the budget to the Board for formal approval at the March meeting. 		
9	Q3 Performance Report		
	<p>LH focussed on three activities that require some changes:</p> <ul style="list-style-type: none"> - Review of the National Standards: it is proposed to roll that activity forward to reflect the work on the Complaints policy and the Code of Conduct which will underpin the Standards. - “Learn from the experts” events: It has not been possible to deliver the anticipated learn from the experts courses. This activity is intended to roll in to next year to compliment other activities. A number of possible options for the seminars have already been identified. - Quality Improvement framework: This activity is intended to roll in to next year to compliment other activities and will be reviewed as part of the development of the Corporate Plan. <p><u>Board discussion</u></p> <ul style="list-style-type: none"> - The Board welcomed the update and focussed on the activity on quality improvement which is seen as one of the key elements to drive quality overall. Looking at the wider context of the new digital system being developed, more data will become available next year for example around PPA observations. CW shared with the Board that, having used national quality improvement programmes as part of her previous work, her team will be looking at quality improvement and active implementation frameworks to drive the improvement; in addition there is a willingness to equip Partners and some national leads, through the Scottish Leaders Improvement Programme, with the skills and knowledge to drive forward improvement with ASTs. The current work with CELCIS to help CHS improve its ambition for the next three years will also add value and supplement the development of a quality improvement framework. - The Board commented that the report was well written and accessible. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. SMT to produce for the Board a timescale/ programme (including methodology) to bring an improvement framework for CHS. 	CW	June 2020

10	Draft CHS Corporate Plan 2020/21 – 2022/23	<p>MB gave an update on the progress since the last Board meeting:</p> <ul style="list-style-type: none"> – A significant change since the last review has been the strong involvement of the Communications Team in shaping the Plan e.g. input on language. – The actions have been pulled forward and are now part of the Contents page. – MB and LH had a meeting with the Policy Team at the Scottish Government to seek their comments on the draft Plan; the feedback reflected positively on the inclusion of a separate theme on the rights of children and also welcomed CHS’ mature and innovative approach to corporate planning with an improved tone and language. – The draft will be further considered after the Care Review in early February to reflect any alignment required with the recommendations. The Board will also consider the Care Review report and will discuss any changes. Similarly, Ministers will also review the Corporate Plan through the eyes of the Care Review recommendations. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> – The Board welcomed the draft Plan and asked that consistency of language be used throughout the report to show a shift from “involving” children and young people to “including” them. Young people are already heavily involved in various processes and changing the terminology to “including” would be a further step forward. The same idea should apply to using “deliver” rather than “ensure”. – The Board was interested in the measurement framework (to be decided soon) that will be used to monitor performance and progress over the next three years. <p>Board Decision:</p> <p>1. To consider the report for approval at its March meeting.</p>	EJ	March 20
11	Draft Business & Corporate Parenting Plan 2020/21	<p>MB presented the draft Plan.</p> <ul style="list-style-type: none"> - The plan outlines CHS’ key operational deliverables for the coming year, against which reporting and performance monitoring can take place. It also identifies those activities that fall within CHS’ role as a Corporate Parent. - The process has started with a consultation with the national leads who shared their calendar of activities and key milestones that are coming over the year in their respective areas. - Work on baseline data for ASTs is progressing well and will bring in more data that will help support the Board priorities. 		

	<p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> - In discussing the draft, the Board agreed to show flexibility around finalising details of the Business Plan pending the recommendations of the Care Review. The Board's view mirrors that of the Scottish Government i.e. it is preferable to bring a meaningful plan that reflects, if required, the recommendations of the Care Review even if this means that the Plan might not be ready by March. <p>Board Decision:</p> <p>1. To endeavour to finalise the Business Plan as much as possible for the next meeting in March.</p>	LH	March 2020
12	Independent Reports for Hearings		
	<p>CM spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> - CHS has been asked by Scottish Government to take on the administration of the Independent Reports to Childrens Hearings function from 1 April, 2020. CELCIS currently manage aspects of this function with a range of partners. - Work has started to meet with the various parties i.e. Scottish Government, SCRA, CELCIS, report writers to deliver a smooth transition between current and new arrangements. This represents an opportunity to bring consistency into this new function for CHS. Issues of capacity and funding are also being discussed with Government officials. - Under the Age of Criminal Responsibility Bill there is a need for panel members to ask if an independent report is necessary which may lead to increase in the numbers of requests for independent reports. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> - The Board was keen to understand the characteristics of report writers and was told that they are highly specialised professionals e.g. psychologists. - The Board discussed quality assurance and Gold Standard and was keen to have a sense of whether such Standard applied to report writers, how quality was assessed and measured against such technical reports. SMT said that work has started on this e.g. what measures are realistic, the impact of reports on children and young people, etc. <p>Board Decision:</p> <p>1. To approve that CHS will assume responsibility for independent reports subject to a number of criteria and operating principles.</p> <p>2. consider an update report at a future meeting.</p>	CM	tbc
13	Digital Programme		
	a) HR gave a verbal update following a meeting of the Digital Delivery Oversight Committee.		

- The Committee met recently and reported that development was now complete. The CHS testing and user engagement has been positive with SCRA now in a testing phase. The go-live planning is therefore at an advanced stage with a full roll-out for CHS taking place in February.
- The Scottish Government and Internal Audit on Digital Programmes instigated, as is customary, two gateway reviews: Digital 1st Gateway (focus on the documentation produced e.g. policies behind the implementation of the platform) as well as a Technical Assurance Framework Gateway (security, systems). There is confidence that the Digital 1st team has gained valuable insight of what the new system is about and is therefore in a good position to conduct the audit.
- Previous audits recommended to create a benefits map and this is now underway by operational staff both at CHS and SCRA. This is a useful exercise for the people involved which does give a greater sense of why we are creating a new system.
- The project is on budget and is achieving value for money.
- The key focus for the delivery team at this point in time is to keep the supplier 100% focused on getting the delivery done on time and within budget.
- Overall the Oversight Committee received assurance that the project was being delivered as expected.
- Future governance arrangements with the supplier will be negotiated through a contract to ensure.
- The next meeting of the Oversight Committee will be on 10th March.

b) Business Readiness & Roll out planning

LH provided an update to the Board:

- Digital Champions play a key role in each AST promoting digital and planning in engagement sessions, some without the support of the National Team. Digital Champions have been using the test Teams site to aid collaboration tool, this is working well and receiving positive feedback.
- Plans were in place to undertake a national launch of new e-mail addresses, Community Hub landing page and MS Teams nationally in conjunction with a soft launch of the CHS Community Hub services in 3 ASTs at the end of January 2020. Following analysis of the impact of the activity (technical, development and audit/governance) being undertaken to enable launch and the agile nature of project delivery, a risk based decision has been made to de-couple launch activities to better enable the best launch experience for our volunteer community. The national launch of new email addresses/ landing page/ access to Microsoft Team is proceeding as planned early February whilst the launch of the functional services (expenses, concerns, etc.) is delayed by one month still on a phased approach basis. This slight change was supported by Area Conveners who understood the pragmatic decision. The whole community will be live by 20th April.

	<p><u>Board discussion:</u></p> <ul style="list-style-type: none"> - The Board received assurance that planning was robust, the programme on track and well managed. <p>Board Decision:</p> <p>1. To approve the new roll-out plan.</p>		
14	PPA - Role and function within CHS		
	<p>CM spoke to the Report which had been requested by the Board at a previous meeting:</p> <ul style="list-style-type: none"> - The report highlights the importance of PPAs and the valuable contribution they bring to enhance the Hearings System and provide quality assurance. The role was developed after the creation of Childrens Hearings Scotland. PPAs are members of the Area Support Team. - Observations of panel members and hearings are key to delivering quality and consistency re. overall conduct, ethos. The new digital system will greatly assist in capturing information about panel members practice and the course of actions to improve it when required. - Although training available to PPAs has grown steadily over the last few years more can be done to support them in their role including through the Forum which is designed to share knowledge and good practice among PPAs. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> - The Board found the report useful and gained a good insight of the PPA role. There was a discussion about the potential impact of the Care Review on the role of PPAs and whether adequate resources are available to them to support panel member needs that they identify. - The Board asked if there was an indication of whether PPAs were raising issues, or were confident to raise issues, how these were taken forward/ addressed, the support the available to panel members, etc. It was said that Partners play a crucial role i.e. collection of baseline data will give a sense of consistency/ inconsistency, good practice in the way ASTs work with PPAs. <p>Board Decisions:</p> <ol style="list-style-type: none"> 1. To share the report with PPAs 2. To compile and compare data around the percentage of observations across ASTs that give cause for concern to PPAs and which lead to recommendations. 3. To note the report. 	<p>CM CM</p>	<p>Feb. 20 By next meeting</p>
15	Connecting our Community: Communications Strategy		
	EJ presented the report which had been previously circulated to the Board.		

	<p>- The community survey highlights a slight growing divide between panel members/ ASTs/ national team. Since the Partners have been deployed locally they have reported an appetite from Panel and AST members to have a “national conversation” with the national team. Engagement work has therefore started on that basis followed by a meeting with Area Conveners who expressed different expectations from panel members.</p> <p>Board Discussion:</p> <p>- The Board discussed the perceived disconnect between the panel community and the national team, the resourcing of the work required to support the strategy, whether the Partners are seen as an additional layer between the hearings community and the national team, the added value that engagement events will bring compared with other engagement activities that are already taking place. The Board was also keen that the Aims of the strategy include a statement about what panel members themselves can do to foster a good relationship with the national team. The discussion went on the forthcoming Improvement Programme designed by CW which will be implemented locally in each AST and which will encompass the points above including consistency of quality, mechanisms to lead quality improvement. The Board discussed the importance of getting the timing for this engagement work right, in the context of an environment where CHS saw considerable change with potentially more to come.</p> <p>Board Decision:</p> <p>1. To approve the engagement strategy.</p>		
16	Inclusion of Children and Young People – Strategy Development		
	<p>LH presented the report which had been previously circulated. Beth-Anne Logan, CHS Board Member, and Donna Martin, Partner for Ayrshire, co-wrote the report.</p> <ul style="list-style-type: none"> - A working group made up of Beth Logan, Donna Martin and key partner organisations has been set up to formulate a strategy designed to include children and young people with lived experience more widely in the organisation, Area Support Teams and their own hearings. - Good progress is being made on articulating the vision and aims of the group which will be shared with partners once agreed internally. - Work will also include hearing the voices of younger children who may not always be able to verbalise what they want. - The next meeting will be on 10 February. <p>Board Decision:</p> <p>1. To approve the direction of travel of the group.</p>		

17	Panel Member Recruitment Update		
<p>CM presented an update on the 2019 Panel Member Recruitment campaign.</p> <ul style="list-style-type: none"> - Current numbers of people invited to training are slightly better than last year. The drop out is also in line with previous years as are the reasons for doing so i.e. illness, family circumstances and employers. There is no indication that the target to invite 477 people to training will not be met. Early resignations tend to happen after Day 1 of training however, everyone has done Day 1 now and the numbers are still good. - To date, the feedback from the majority of ASTs has been that the quality of applicant was higher than in previous years. <p><u>Board Discussion:</u></p> <ul style="list-style-type: none"> - The Board noted that although the campaign attracted a high number of expressions of interest there was also a quick drop off; however, the overall number of people deciding to apply remains fairly consistent. In effect, 100 less people were invited than was the AST target and although this figure alone does not constitute a trend the Board agreed that the Recruitment team should reflect on the many factors that may have caused the gap. For example, AST targets may reflect the desire to have more trainees than necessary to ensure that, after natural drop off, there is still enough people going through training. <p>Board Decision:</p> <p>1. To monitor the percentage of care experienced people who apply to ensure adequate support is provided if/when required.</p>		CM	Ongoing
The Chair thanked everyone for their contribution.			

The next Board meeting will be on 17 March 2020, Thistle House Edinburgh. The meeting closed at 15.23

**Children’s Hearings Scotland Board Action Log
Updated on 19th February 2020**

No.	Action(s)	Source	Target date	Owner	Status
1	To support the NC/CEO’s approach on Feedback Loop and to seek Ministers and Parliament’s views on the new approach outlined in the report.	Sept	Nov 19	EJ	On Agenda
2	To consider a report on plans to ensure a successful step change to help draw enough people from non-traditional backgrounds including training and support.	Sept	June 20	CM	Not yet due
3	To consider an updated 5 year financial plan at a future meeting with feedback from the Scottish Government.	Sept	June 20	LH	Not Yet Due
4	Annual Review of Appeals	Sept	Sept 20	CM	Not Yet Due
5	Look to arrange a development session with OHOV Board in 2020	November 19	Before November 20	LH	Not Yet Due
6	To look at the creation of a child/young person friendly complaints policy	November 19	August 20	LH	Not Yet Due
7	SMT to produce for the Board a timescale/ programme (including methodology) to bring an improvement framework for CHS.	Jan 20	June 20	CW	Not Yet Due
8	Update on implementation of Independent Reports	Jan 20	June 20	CM	Not Yet Due
9	To compile and compare data around the percentage of observations across ASTs that give cause for concern to PPAs and which lead to recommendations.	Jan 20	June 20	CM	Not Yet Due
10	To receive the Corporate Plan 2020 – 23 for approval	Jan 20	March 20	EJ	On Agenda
1`	To receive an update of the DRAFT Business Plan	Jan 20	March 20	LH	On Agenda



Agenda Item 6, CHS-1920-63

National Convener / Chief Executive update

1. Introduction

- 1.1 This report provides an overview and insight of events and key activities through January through to the March 2020 Board meeting.

2. Overview

- 2.1 **Coronavirus – Hearing Continuity Planning:** We continue to monitor the impact of Coronavirus carefully. Guidance has been issued to all volunteers and the National Team are receiving timely updates from the Scottish Government Organisational Resilience Room (SGoRR). We are linked in with SCRA on their continuity activity and tracking the impact of the virus on panel member and Reporter availability, which is currently minimal. We continue to monitor and evaluate the information flow and will determine whether any escalation activity is required and scenarios, including a 50% reduction in the workforce are being considered. We are also linking into the Justice Board emergency planning and there is a separate proposal for a half-day scenario planning session with the Scottish Legal Aid Board and Scottish Courts and Tribunal System from civil justice.

Lynne Harrison is leading co-ordination of this activity with Christine Mullen and Carol Wassell leading on practice guidance and implementation.

- 2.2 **Digital:** Digital engagement continues across the country including. Over the last 3-weeks, members of the CHS Team have visited Argyll and Bute, Fife and Glasgow. All workshops have been really well attended and volunteers continuing to react positively to the new system. The introduction of 'Teams' continues to be well used, with the Fife community in particular embracing the tool and report it is having a really positive impact on communications within the area and the speed of filling rota swaps, reducing the admin workload for the team. Following feedback and experience of the launch of Phase 1 which catered for the new email addresses and the launch of 'Teams', we are working to complete arrangements for a dedicated volunteer support team to assist the next phase of launch. This will see CHS recruiting four new temp IT support call handlers for a period of 3-months. These roles will ease the pressure and will provide a central service for our users that will be augmented by our existing support arrangements.

- 2.3 **National children’s advocacy in children’s hearings** – Section 122 of the Children’s Hearings (Scotland) Act 2011 establishes that the chairing Panel Member of a children’s hearing has a duty to inform the child about the availability of advocacy services to support and represent them in children’s hearings.

This section of the 2011 Act was not implemented previously to allow arrangements for advocacy services to be put in place across Scotland.

In the interim the Scottish Government worked with children’s organisations to develop a National Practice Model describing how local advocacy should be delivered in a way that is entirely independent. Pilots of different models of advocacy were tested in two local authorities and consideration was given to the benefits and drawbacks of having one national advocacy provider versus multiple local providers who would all work to national standards.

The Scottish Government has established a national ‘children’s hearings advocacy’ model to ensure that advocacy for children referred to a children’s hearing is available in every part of the country. Instead of having a singular, national advocacy provider, there will be multiple providers with organisations classed as primary and secondary providers in each local authority area. Providers will be managed and overseen by the Scottish Government’s newly formed Children’s Hearings’ Advocacy team.

Our Practice guidance is nearing completion, but essentially if a child attends a hearing and does not have an independent advocate present, the chairing Panel Member must inform the child that advocacy is available, unless the chairing member thinks that it would be inappropriate to do so, taking account of the child’s age and maturity. The working assumption is that most children above 5 years old may benefit from an advocate’s assistance and be able to instruct one. The child will be referred to the local contracted provider. The legal duty placed upon Panel Members is only to *inform* the child of the availability of children’s advocacy services, there is no duty to ensure it is provided. However we would encourage hearings to be deferred if a child intimated on the day that they would like an advocate but one hasn’t been provided.

- 2.4 **CHS Learning Academy:** 470 trainee Panel Member commenced pre-service training in early January. Early feedback from the training team is excellent. The quality of the trainees is high, which mirrors feedback from AST colleagues. Our trainees are currently working through Day 5 of their course. We look forward to welcoming the 2020 cohort into service.
- 2.5 **CHS Complaints Policy** – The Board approved in principle the complaints policy at their December 2019 subject to a further round of consultation with the CHS Community. On the completion of this consultation, the policy, procedure and guidance was fine-tuned before being submitted to the Scottish Public Service Ombudsman for a compliance check. This new policy will be rolled out in the spring.

- 2.6 **Local Authority Clerks Conference** – members of the CHS team hosted a two-day digital immersion conference for clerks in Stirling. The event was well attended and was developed with a sub group of Clerks. As well as a thorough immersion in our new digital system, the Clerks completed the Insight Colour analysis, covered shared interest topics such as Panel and PPA recruitment, IG Training, and Teams. We also built in time for our colleagues to network and share practice. I took the opportunity to talk to the Care Review report and its impact for CHS. Feedback has been incredibly positive with the Clerks gaining a real sense of value and investment in them in their roles. Thanks to members of the National Team who contributed to the programme and made it such a success.
- 2.7 **Engagement with the CHS Community:** Members of the CHS National Team continue to be present locally through attending meetings and learning events, observing Hearings, or through our digital engagement programme. Over the last couple of weeks, I have attended two excellent learning and development events in Fife and Dumfries and Galloway, an insightful workshop in West Dunbartonshire, a trauma informed session in North Lanarkshire and most recently, I attended a stimulating all day event in Ayrshire. These events have allowed me to discuss the impact of the Care Review report and engage our valued communities in what a re-imaged Hearings system could look like. Feedback from the Panel Community is incredibly positive with many recognising the opportunity for transformational change.

Plans for our more formal '*Connecting our Communities*' events across Scotland are being finalised with the first of these planned for Fife and Tayside CHS communities late in April.

3. Collaborative Working

- 3.1 **Centre for Excellent for Looked After Children in Scotland (CELCIS):** Our partnership with CELCIS continues to thrive. CHS have asked CELCIS to provide training on their improvement methodologies to a host of CHS staff. They are also working closely with our planning team to develop a clearer alignment with a range of evidence sources. A detailed planning event is organised for a group of CHS staff in early April 2020.
- 3.2 **Children's Hearings Improvement Partnership (CHIP):** I attended this multi-agency forum at the end of February. The sole focus of this meeting was to discuss the sectors response to The Care Review report. It was an interesting and insightful meeting with all agencies viewing the report as an opportunity to collaborate to improve outcomes for children and young people.

Our Scottish Government colleagues updated us that there was no formal news from the review team on the Oversight Body that will be set up and what infrastructure will be populated underneath to drive forward implementation.

The two high-level take away messages included the need to pause and reflect to allow time for the structures to be set up before agencies move into implementation mode.

The second message was around the opportunity that the report presents for Scotland's children and young people. I was encouraged by the public responses from our partners. Really strong messages about working together and looking beyond our existing boundaries.

4. Conclusion

- 4.1 In reading this report and cross referencing it to the other reports on the Board agenda, a significant picture of planning, review and engagement in the year ahead emerges. I am happy to expand on any of the above or other issues at the Board.

Elliot Jackson NC/ CEO
9 March 2020

Agenda Item 7 – CHS-1920-64

Finance Report: 2019/20 forecast outturn update

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

1 Background, summary and recommendation

- 1.1 The revenue grant in aid allocation for CHS for 2019/20 is £4.5m, excluding any funding to be transferred from SCRA in respect of the joint digital programme with SCRA. The Board approved a revenue budget of £4.575m in March, anticipating £75k of carried-forward resource underspend from 2018/19. Carried-forward resource was £134k, i.e. £59k more than was anticipated at the time the budget was set.
- 1.2 The capital grant in aid allocation for CHS for 2019/20 is £75k. After adjustments for ICT spend and Ladywell House dilapidations, a carried-forward underspend of £14k was available in 2019/20. Almost all of CHS's capital needs in 2019/20 have been met from digital resource rather than core resource: CHS will seek to allocate £88k of unspent 19/20 capital resource to priorities early in 2020/21.
- 1.3 Additionally, £215k of digital resource is available for 2019/20, as detailed in paragraph 3.1.
- 1.4 This paper summarises the indications of the 2019/20 budget position: a forecast spend to budget, resulting in a potential carry forward underspend of £59k. Board members are asked to note the SMT's spending plans in furtherance of CHS's business plan objectives.

2 2019/20 Financial Position

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

Finance Report as at 29 February 2020						
	Actual YTD Period 11	Variance YTD Period 11	2019/20 Annual Budget	2019/20 Forecast	2019/20 Forecast Variance	2019/20 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	1,589	-43	1,790	1,739	-51	-2.8
Board	45	+7	45	51	+6	+13.3
Training, travel and subsistence	105	+33	80	120	+40	+49.3
Property	119	+39	107	137	+30	+28.1
Other Operating Costs	64	+20	63	50	-13	-21.0
ICT Costs	323	+14	355	348	-7	-2.1
Corporate Costs	30	+13	76	96	+20	+26.2
Panel and AST Expenses	341	+15	575	545	-30	-5.2
Panel and AST Training	840	-137	1,174	1,174	+0	+0.0
Support for hearings	10	-14	32	52	+20	+62.5
Volunteer recruitment	146	-34	182	182	+0	+0.0
PVGs	29	+1	30	30	+0	+0.0
AST Devolved Funding	19	-18	66	56	-10	-15.2
Income	-5	-5	0	-5	-5	-
Total	3,655	-109	4,575	4,575	+0	+0.0

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

2.11 Capital resource of £88k is available in the remainder of 2019/20, as described in paragraph 1.2. Digital funding has been provided for many small scale items (see paragraph 3.1 below). Whilst SMT is looking at other potential projects to support efficient working in Thistle House and/or digital systems rollout it is expected that the underspend of £88k can be utilised in 2020/21 to support digital developments.

3 Digital Programme

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

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

4 Conclusion

4.1 This paper summarises the indications of the 2019/20 budget position: a forecast revenue spend on budget, resulting in a potential carry forward underspend of £59k. Board members are asked to note the SMT's spending plans in furtherance of CHS's business plan objectives.

Agenda item 8, CHS-1920-65

Draft 2020/21 Budget

Accountable Director:	Director of Finance
Report author:	Ross Mackenzie
Recommendation(s):	To approve the draft 2020/21 revenue budget and note plans to bring a capital budget to the Board in June 2020.
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required
	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes

1 Background

- 1.1 CHS's grant in aid (GIA) in 2019/20 was £4,500k revenue and £75k capital. In the Scottish Government Budget CHS have been allocated revenue funding of £4,629m and capital funding of £50k. This consolidates the additional funding provided for Volunteer Management in 2019/20 and provides additional funding for Independent Reports to Hearings throughout 2020/21.
- 1.2 CHS identified a revenue requirement of £5,190k in the latest five year Financial Plan. This included additional investment in Young Panel Member training (£95k), digital technology for panel members (contribution model, £184k) which are not included in the draft 2020/21 revenue budget plans. Dialogue is ongoing with Sponsor Team in relation to funding for digital devices, trauma informed training, diversity training and research. The draft budget plans do not provide any resources for the 'Connecting the Community' programme.
- 1.3 SMT anticipates a revenue underspend of £59k in 2019/20 that is required to support business priorities in 2020/21 including successful delivery of the joint digital project. Thus, available revenue funding in 2020/21 is estimated as £4,688k and the draft budget is prepared on this basis.
- 1.4 A capital underspend of £88k is anticipated in 2019/20 and again this will be required in 2020/21 to support digital developments. Thus total available capital funding in 2020/21 is £138k.
- 1.5 Lastly, a change in the accounting treatment of leases from 1 April 2020 means that part of CHS's revenue GIA, that would have been spent on the rent of Thistle House and the CSAS Enterprise Agreement, will be converted into capital during 2020/21. This does not affect the overall resources available.
- 1.6 The Digital Programme for which CHS and SCRA are jointly responsible has funding in 2020/21 of £1m.

2 Recommendation

- 2.1 Board members are asked to approve the draft 2020/21 revenue budget and note plans to bring a capital budget to the Board in June 2020.

3

Draft 2020/21 budget consolidation				
	2019/20 Budget	2019/20 Forecast	2020/21 Draft Budget	Increase from 19/20 Budget
	£000	£000	£000	£000
Staff	1,790	1,780	1,765	-25
Board	45	51	50	+5
Training, travel and subsistence	80	110	99	+19
Property	107	107	107	+0
Other Operating Costs	63	63	53	-10
ICT Costs	355	355	305	-50
Corporate Costs	76	96	68	-8
Panel and AST Expenses	575	545	669	+94
Panel and AST Training	1,174	1,174	1,184	+10
Support for hearings	32	57	110	+78
Volunteer recruitment	182	182	182	+0
PVGs	30	30	30	+0
AST Devolved Funding	66	56	66	+0
Income	0	-5	0	+0
Total	4,575	4,601	4,688	+113

- 3.1 The **staffing** budget includes a headcount of 34.26 FTE (details below).
- The budget reflects anticipated 2020/21 pay policy of 3% on all scale points.
 - The figure above includes a savings target of £64k.
 -

Grade	FTE
Specialist Admin	2.50
Lower Officer	5.95
Medium Officer	4.50
Higher Officer	8.09
Senior Manager	10.22
Depute Chief Executive	2.00
National Convener	1.00
Total FTE	34.26

- 3.2 The **board** budget presumes a full complement of members and recognises an increase in ongoing activity.
- 3.3 **Training, travel and subsistence** has increased by £19k, recognising the commitment to keep National Team staff visible within the community and highly skilled.
- 3.4 As mentioned in section 1, the **Property** budget will be split in due course between capital and revenue during 2020/21 in discussion with Sponsor Team.
- 3.5 Last year, **Other Operating Costs** included a £10k provision for completion of the Community Survey. All remaining costs are anticipated to be managed within the current budget.

- 3.6 The ICT budget reflects the impact of transition from current systems to CSAS. The revenue costs associated with the new digital system are subject to change however at this stage it is estimated that the revenue budget of £355k could be reduced by up to £60k in part due to some of the first year CSAS costs being met from the joint digital budget shared with SCRA. However an additional £10k provision is included given potential increases in CSAS support and maintenance costs.
- 3.7 **Corporate costs** comprises audit, shared services (including SMT joint posts) and corporate legal and actuarial fees. The £8k decrease reflects a reduction in the support required from SCRA as part of shared services due to more skills being available in-house.
- 3.8 Proactive encouragement of volunteers to claim expenses, and the roll-out of the facility to claim expenses online, is expected to increase the number of claimants within the CHS Community. Therefore the **panel and AST expenses** budget has been increased by £94k (17%) to reflect a higher spend than the 2019/20 forecast.
- 3.9 The **panel and AST training** budget reflects a similar spend pattern to 2019/20, with any contract savings being redeployed towards additional training provision. The £10k uplift reflects anticipated SQA costs relating to the volunteers' Personal Development Award (PDA).
- 3.10 **Support for Hearings** comprises reference groups and networks, Area Convener liaison, any national events, specific participation and engagement including children and young people not related to recruitment, independent legal advice relating to practice and Independent reports.
- 3.11 **Volunteer recruitment** nominally breaks down as £172k dedicated to the annual panel member recruitment campaign, plus £10k for AST recruitment. No further spend on the campaign essentials is anticipated in 2020/21.
- 3.12 **PVGs** are anticipated to continue to cost £59 for each of 500 new volunteers.
- 3.13 **AST devolved funding** has been increased modestly by £500 per AST to support local participation of Children and young people, plus £1k National provision. The distribution of this across ASTs may be reviewed in light of different areas' requirements and spending patterns.

Digital Strategy

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

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

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

Capital

- 3.15 SG have allocated a capital budget of £50k. SMT anticipate a capital underspend of £88k in 2019/20 which will be factored in to draft plans for capital expenditure in the first quarter of 2020/21 and presented to the Board in June. These are anticipated to include a proposal around the provision of digital devices which may also be funded from Digital and any new or replacement furniture and equipment.

SMT are exploring updating the capitalisation policy to better meet the needs of the organisation and facilitate investment in the community and National Team's resources.

4. Conclusions

- 4.1 Each area of the 2020/21 draft budget has been reviewed by the members of SMT individually responsible, with due reference to the areas considered a priority by SMT as a whole and the Board. The proposals are aligned to CHS's business plan priorities for 2020/21, are within CHS's anticipated resourcing
- 4.2 SMT will continue to make the case for additional funding in line with the Financial Plan.
- 4.3 Board members are asked to approve the draft 2020/21 revenue budget and note plans to bring a capital budget to the Board in June 2020.

Performance Report 2019-2020

Quarter 4

(January, February, March 2020)








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The Children's Panel — life changing.



Quarter 4 Organisational Summary

	# of Business Activities					# of KPIs		
						Currently Achieving	Currently Not Achieving	Not Yet Due
1. Modernise	4	5	0	0	3	0	0	2
2. Recruit	3	2	1	0	0	2	1	2
3. Train	6	1	0	0	1	2	2	5
4. Support	4	3	1	0	1	4	1	0
TOTAL	17	11	2	0	5	8	4	9

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	●	●	●	●	Activity completed in quarter 2.
2	We will promote child-centred practice in hearings through <i>Our Hearings, Our Voice</i>	P&PL	April - March	○	○	○	●	OHOV have supported a number of local events, and are engaged in the CHS rights and inclusion group.
3	We will design intuitive, user focused digital systems that enhance our volunteering experience.	DPDL	April - November	●	●	●	●	The delivery of the Joint Digital Delivery Programme continues to be supported by a programme of User-Centred Design activity, with regular releases to our Pre-Production environment for Extended Testing with volunteer users.
4	We will ensure that the CHS community is equipped and ready for our new digital systems through a business readiness programme.	BM	April – March	●	●	●	●	Business Readiness resources have been secured internally with a full time Project Manager and Digital Engagement Lead now in place and BR Lead at 0.6 fte. A masterplan is in place to direct business readiness activities across all services. Business Owners for each service being developed have identified stakeholders, training approaches and policy and process impact for the organization. All services are now fully available in the pre-production environment for testing and wide engagement including a mixture of testing, engagement and show and tell has taken place across all

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
								ASTs and has been well attended and received by our volunteer community. Specialist engagement amongst key roles i.e PPAs, LDCs & Rota Manager have also been taking place, with some Rota workshops run in conjunction with SCRA. Engagement and training with CHS Learning Academy Team has also taken place. A series of online modules to support each of the services have been produced and are available on our CHS Learning Academy portal. E mail and Teams has now launched nationally with extensive Teams training delivered to Clerks and Digital Champions. A digital focused 2 day clerks conference has also taken place to enable these key roles an immersion into the full potential of the digital system.
5	We will review our National Standards to drive improvement and enhance Panel Member performance.	P&PL	April – March					Work overtaken by redevelopment of CHS strategic planning - carried forward to 2020-2021.
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					Activity completed in quarter 3.
7	We will work with SCRA to monitor the number of upheld appeals against hearings and implement an improvement plan.	Q&PL	April- March					National Convener presented a paper to the Board on appeals data in Quarter 2. Additional work specifically related to this has not been identified at this time.
8	We will publish a report on the implementation on hearing decisions by local authorities, and work with partners to evidence impact.	Q&PL	April- March					New approach to the 'Feedback Loop' proposed in quarter 4. Work will continue in to 2020-2021.












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					Activities for year completed in quarter 3.
10	We will develop a strategy for inclusion, with a focus on BME communities, to ensure the Children's Panel reflects the diversity of children and young people involved in the hearing system	P&PL	April-March					<ul style="list-style-type: none"> • Remit, workplan and membership of national Workgroup on BME agreed – CHS leading this work • Practice team developed online training resources now available on CHSLA about 'equality and diversity' • The Practice and Procedure Manual includes a chapter on 'Minimising Barriers in the Hearing Room' with guidance for Panel Members to better understand and support diverse communities in hearings • This work is informing the development of a wider inclusions strategy for CHs and the PDC is a member of the Equality, Diversity & Inclusion Group.
11	We will improve the volunteering experience for the CHS community through the launch of our new digital systems.	JDPD	November - March					The following aspects of the system have been launched: 'Teams', new email, Community Hub landing page. Remainder of the system will be rolled out in 2020/21.
12	We will provide advice to government and other partners on: - implementation of UNCRC principles in relation to youth justice and the Children's Hearing System - raising the age of criminal responsibility.	P&PL	Subject to Parliament timetable					<ul style="list-style-type: none"> • CHS participates in group overseeing implementation of Age of Criminal Responsibility (Scotland) Act 2019 and reviewing ACR upwards • Practice team participation in Whole System Approach implementation group. • Joint work with SG underway to reform existing regulations and legislative change pending UNCRC implementation

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of ICT calls resolved within service level agreement	BM	90%	90%	Q4: Not yet available	Q1: 84%; Q2: 96%; Q3: 100% Q4 is not yet available, but the launch of email and Teams is anticipated to have led to a significant increase in calls, and therefore impacted the call resolution rate.
% of positive Community Survey feedback on online practice support	Q&PL	46% (2017)	55%	N/A	Precise question for measure was not asked in community survey in order to provide comparison with previous surveys. However, 77% of panel members agreed that practice updates help them improve their practice. This was a much improved statistic reflecting a 28% increase in satisfaction levels.
% of positive user feedback on new digital systems	BM	New Measure	80%	Not Yet Due	New systems not yet due for launch. Benefits Realisation plan now in place to handle this measurement.

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	●	●	●	●	Activity completed in quarter 2.
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	●	●	●	● A	470 trainees began pre-service training in January. As of end Feb, approximately 420 trainees have continued with their training. Plans are in place to survey those trainees who have left.
15	We will review our recruitment processes for AST members, seeking to fill all vacant volunteer posts within four months of advertising.	R&RL C&EL	April – March	●	●	●	●	Review of AST roles ongoing with advisory group, RRRG, Communication Team and Area Partners to enact a proactive approach to recruitment for these roles.
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	○	●	●	●	Plans are now in place to build on the successes and learning from 2019 in preparation for the 2020 campaign.

















No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
17	We will seek to reappoint approximately 975 Panel and AST members across Scotland, ensuring that they continue to have the skills and qualities to be CHS volunteers.	R&RL	April - June	May:  June: 				Activity for the year completed in Quarter 2, with the reappointment of over 900 panel members.
18	We will continue to work with the CHS community to recognise and value the contribution of our volunteers in protecting Scotland's most vulnerable children and young people.	R&RL	April - March					With the Communications Team, colleagues working locally and re-appointment/resignation letters, we emphasise the value of the Panel and AST contribution.

KPI	Lead	18-19 Result	19-20 Target	19-20 Result	Update
% of new Panel Members appointed aged 25 and under (September 2019 cohort)	R&RL	8%	12%	Not Yet Due	Extended the definition of a young person to under 30. To date, 19% of trainees confirmed in November 2019 are under the age of 30.
% of new Panel Members appointed that are male (September 2019 cohort)	R&RL	30%	38%	Not Yet Due	33% of trainees confirmed in November 2019 are male.
% of volunteer posts filled within 4 months of advertisement	R&RL	New measure	90%	90%	Provisional figure as of Feb 2020
No. of ASTs including young people in recruitment	R&RL	New measure	100%	Not achieved – 40%	This is an aspirational target and approx. 40% of ASTs embedded the involvement of young people in their processes and through local partnerships.
% of CHS Community members who feel the contribution they make to CHS is valued.	R&RL / Q&PL	75% (2017)	78%	85%	Target achieved

Business Objective 3

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

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
19	We will deliver, through our Learning Academy, a Professional Development Award to our trainee Panel Members through a blended learning approach.	NTL	December-March	○	○	○	●	Trainee Panel Members began pre-service training in January 2020, which is the first stage of the PDA.
20	We will deliver, through our CHS Learning Academy, our new Panel Member Learning programme, linking learning and practice together based on CHS values, National Standards and competencies.	NTL	May-November	●	●	●	●	Activity for the year completed quarter 3.
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	●	●	●	●	Activity for the year completed quarter 3.
22	We will deliver two 'learn from the experts' events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	NTL	April and December	●	●	○	○	It has not been possible to deliver the anticipated learn from the experts courses. This activity is intended to roll in to next year to compliment other activities. A number of possible options for the seminars have already been identified.

No.	Activity	Lead	Timeline	Status				Update
				Q1	Q2	Q3	Q4	
23	We will implement a new online Knowledge Hub through the CHS Learning Academy to host flexible learning opportunities and resources.	NTL	April – March					Activity completed in quarter 1.
24	We will deliver an expanded programme of PPA training to enhance our approach to quality and national consistency.	NTL	April – March					Activity completed in quarter 1.
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					Activity completed in quarter 3.
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					Activity completed in quarter 3.

















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, currently in training.
% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	NTL	82%	85%	Not Yet Due	Confirmation of figures will be at year end, March 2020.
% of positive course evaluation responses received for AST training	NTL	96%	97%	95%	Measure is for the Quality Assurance training (for PPAs).
% of positive course evaluation responses received for national training	NTL	New measure	97%	96%	Measure is Leadership in the Hearing Room training.
% of positive course evaluation responses for masterclass events	NTL	New measure	90%	Not Yet Due	Learn from the Experts activities rolled over to 2020-2021
% 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	Reconciliation of figures will occur at end March 2020
% 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	●	●	●	●	Activity completed in quarter 2
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	●	●	○	○	Our approach to improvement will be under development as we move in to 2020-21 (starting with a staff workshop in April). A paper on our improvement programme and methodology will be present to the Board summer 2020.
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	○	●	●	●	Activity completed in quarter 2
30	We will drive consistency in Panel Member practice through an enhanced programme of observation and feedback.	CPLs	May – March	●	●	●	●	Activity completed in quarter 3
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	○	○	○	● A	Head of Area Support & Improvement came in to post in Q4 and is now engaged in an operational review of ASIP activities and contracting arrangements for work present within each AST. There is a good coverage of the local groups listed in the action, but there is a need to collate and organise this activity nationally.



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; IGL	April – March					<ul style="list-style-type: none"> • Next version to be circulated to working group and signed off by SMT/Board in March • Communications and implementation plan to be developed for launch in April
33	We will launch a programme of volunteer communications and engagement including refreshing the corporate website, launching of monthly newsletter, Community Survey, and social media.	C&EL Q&PL	July – September					<p>The plans for the new website are well underway but the launch date has been slightly delayed due to the focus on digital. The launch is likely to be end of March 2020.</p> <p>We continue to build engagement through social media and our community newsletter, managed by the Communications Officer, and the success is evidenced through greatly improved results in the Community Survey.</p>
34	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people.	C&EL	1-7 June					Activity completed in quarter 2
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 NTL	April - March					Range of Microsoft Office and Blackberry training has taken place in Q3 and Q4. This has included Microsoft Teams, a new platform rolled out as part of the wider digital developments.

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%	Q4: 77%	Q1: 96.8%; Q2: 78.9%; Q3: 90%
% of CHS employee attendance	Business Support / HRODL	99% short term	93%	Short Term = 99.4% Long Term = 97.5%	
% positive staff survey feedback on opportunities for learning and development	HR/ODL	New Measure	50%	51.7%	% who agreed / strongly agreed to the statement "I receive regularly opportunities to develop existing skills and learn new skills that will help me to do my job better".

Agenda item 10, CHS-1920-67

Independent Review of Care

Accountable Director:	National Convener / CEO
Report author:	Elliot Jackson
Recommendation(s):	Board members are asked to consider and discuss the immediate impact of the Care Review and the actions undertaken since its launch.
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required

No

Yes

1 Background

- 1.1 CHS welcomed the launch of the recommendations of the Review of Care on 5 February 2020. The main body of the report is called The Promise and has called for significant reform across the care sector including widespread changes to the Children’s Hearings system.

The Board and the Senior Team worked closely with the Care Review and that investment in time has allowed CHS to align its new Corporate Plan with the recommendations of the review. Whilst not privy to the final report recommendations, we were largely successful in our early planning and preparatory work to understand the asks of the Hearings system.

- 1.2 Notwithstanding that, it was a challenging read for our service. The initial reaction from the CHS Community was mixed with different, and in some cases unhelpful, slants taken by various news outlets. I wrote to all members of the CHS community and recorded a video to bring a sense of perspective to the report and to remind our colleagues of their ongoing value and contribution to improving outcomes for infants, children and young people.

2 Update

- 2.1 **Gap Analysis** – Michael Beardmore, Planning and Performance Lead at CHS has completed a forensic analysis and mapping of the care review recommendations against our current change plans. This exercise has provided confidence that we have captured many of the key recommendations in our long term plans. The CHS Corporate Plan that is presented to the Board on a separate agenda item reflects the recommendations and language used in The Promise.

Board Strategy Session – The CHS Board participated in a two-day strategy session at the end of February devoted to the outcomes of the review. This session allowed Board and senior team members to begin to consider what a re-imagined Hearings system could deliver better for infants, children and young people.

Collaboration - I attended the multi-agency Children’s Hearings Improvement Partnership (CHIP) at the end of February. The sole focus of this meeting was to

discuss the sectors response to The Care Review report. It was an interesting and insightful meeting with all agencies viewing the report as an opportunity to collaborate to improve outcomes. There is a significant sense of optimism and a renewed sense of partnership as each agency within the sector evaluates their contribution to the change agenda. The Scottish Government have asked agencies to pause and reflect to allow time for the structures to be set up before moving into implementation mode.

Area Convener Liaison Group – I hosted a meeting for the 22 Area Conveners on 20 February. This was an excellent opportunity for this leadership group to discuss the recommendations, but also to consider what supports were necessary for Panel and AST members to help them answer questions on the Care Review.

Connecting Our Community – I have made it a priority to be visible within the CHS Community to discuss the impact of the Care Review and also to answer questions about the future. Over the last 4-weeks, I have attended two excellent learning and development events in Fife and Dumfries and Galloway, an insightful workshop in West Dunbartonshire, a trauma informed session in North Lanarkshire and most recently, I attended a stimulating all day event in Ayrshire. Feedback from the Panel Community is incredibly positive with many recognising the opportunity for transformational change.

Plans for our more formal ‘Connecting our Communities’ events across Scotland are being finalised with the first of these planned for Fife and Tayside CHS communities late in April.

Longer Term Change Planning – CHS has been invited to play a full part in the Co-design Implementation Group that will be tasked with implementing the recommendations from the Review. This group will report directly to the Oversight Body, which will be made up 50% care experienced individuals. The Scottish Government are responsible for setting up this apparatus and CHS continues to have an open dialogue with colleagues on the future shape of this approach. I would expect to have an update on the progress of this at the next Board meeting.

3 Recommendation

- 3.1 Board members are asked to consider and discuss the immediate impact of the Care Review and the actions undertaken since its launch.

Agenda Item: 10: CHS-1920-67

CHS Corporate Plan 2020-2023

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

1. Introduction and Purpose:

Enclosed with this covering paper is the CHS corporate plan 2020-2023 for Board approval.

2. Changes from Previous Version

2.3 Since the last draft Corporate Plan came to the Board, the Independent Care Review (ICR) have published their reports, which includes a range of findings which identify ways to improve the care system for children in Scotland.

2.4 In order to ensure that the CHS corporate plan took these findings sufficiently in to consideration, an alignment exercise was carried out. This involved taking the c.80 findings of the ICR 'Promise' and firstly identifying whether each finding was directly applicable to CHS or not and then determining whether the finding is reflected in the corporate plan. A small number of changes to wording were made a result of this exercise but, overall, the corporate plan was found to have significant overlap with the findings of the ICR directly applicable to CHS.

2.5 A substantive inclusion made in response to the ICR reports is the statement that we will "Contribute actively to any national review of the role of volunteer decision makers as suggested by the Independent Care Review". This is complemented by a statement that we will "continue to offer this support [as described in the document] while openly and collaboratively supporting wider discussions about the role and make-up of Scotland's Children's Panel".

2.6 The grant-in-aid figure and cost allocation (page 15) are prepared on the basis on the draft budget, and are there subject to change pending Board approval of the budget.

2.7 On Board approval, the Corporate Plan will then progress for Ministerial approval before 31st March 2020.

3. Board Actions

3.1 The Board are asked to approve the CHS Corporate Plan 2020-23.



Children's Hearings Scotland
Corporate Plan

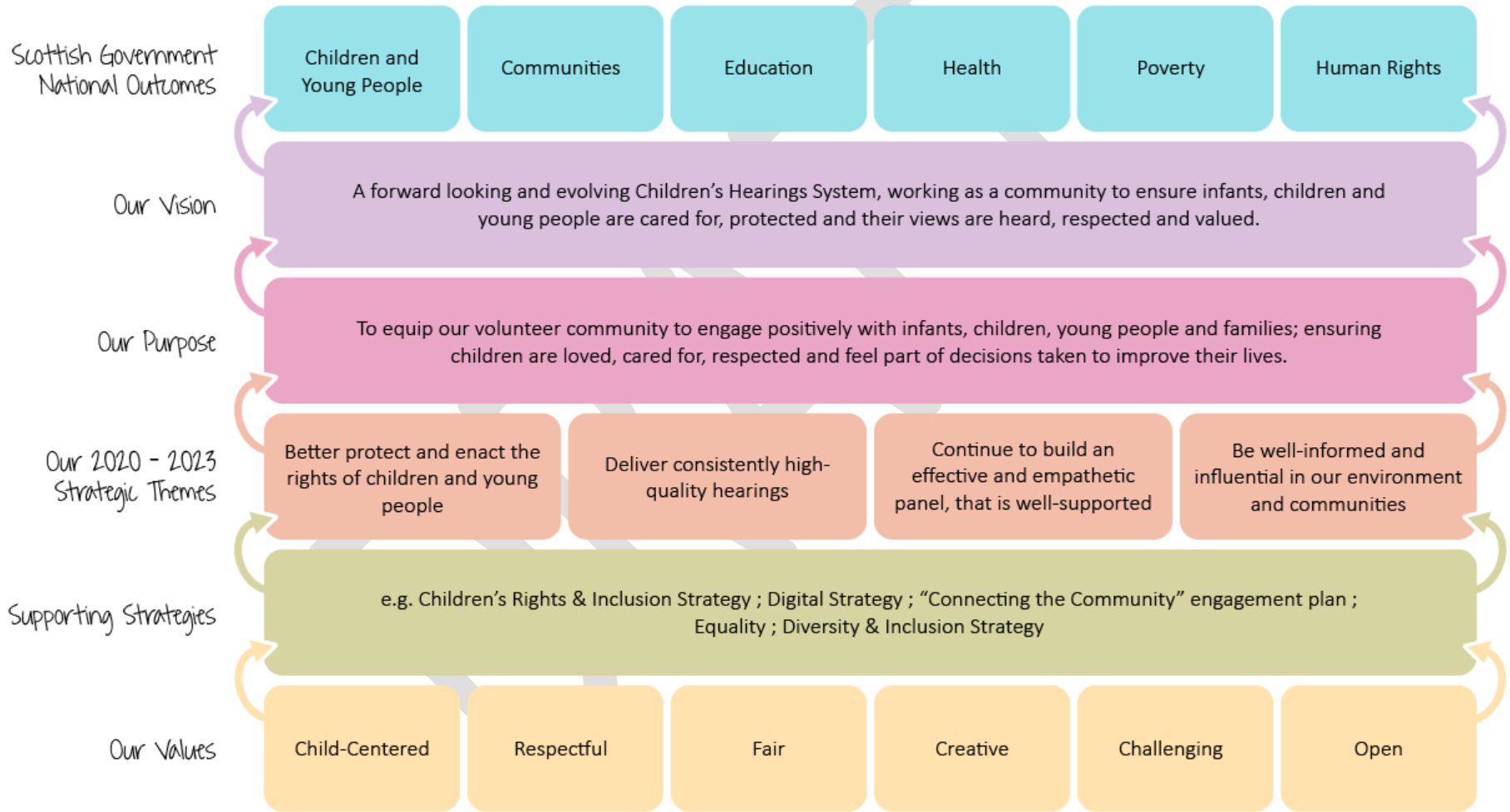
OUR STRATEGIC OUTLOOK 2020-2023

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OUR STRATEGIC FRAMEWORK



INTRODUCTION



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

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

This Strategic Outlook will challenge and stretch the organisation and is a blueprint for new levels of innovation, inclusion and collaboration. We are confident in our plan to be increasingly shaped by the views and insights of children and young people with lived experience of the hearings system, service delivery partners and our volunteer panel community who give their time so generously and will deliver close to 90,000 hearings during the life of this three-year plan.

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

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

Yours in partnership,



Garry Coutts
Chair, CHS Board



Elliot Jackson
National Convener
& CEO

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

WHO WE ARE



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

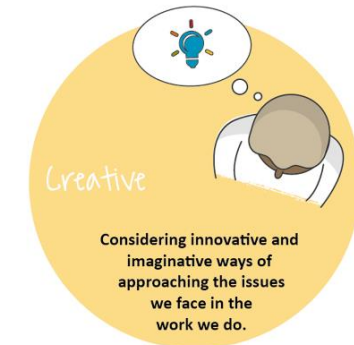
Our activities focus on recruiting, training and supporting volunteer Panel Members who make decisions in children's hearings, and volunteer Area Support Teams (ASTs) who provide support and direction at a local level.

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

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

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

OUR VALUES



OUR AMBITIONS



OUR VISION

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

OUR PURPOSE

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

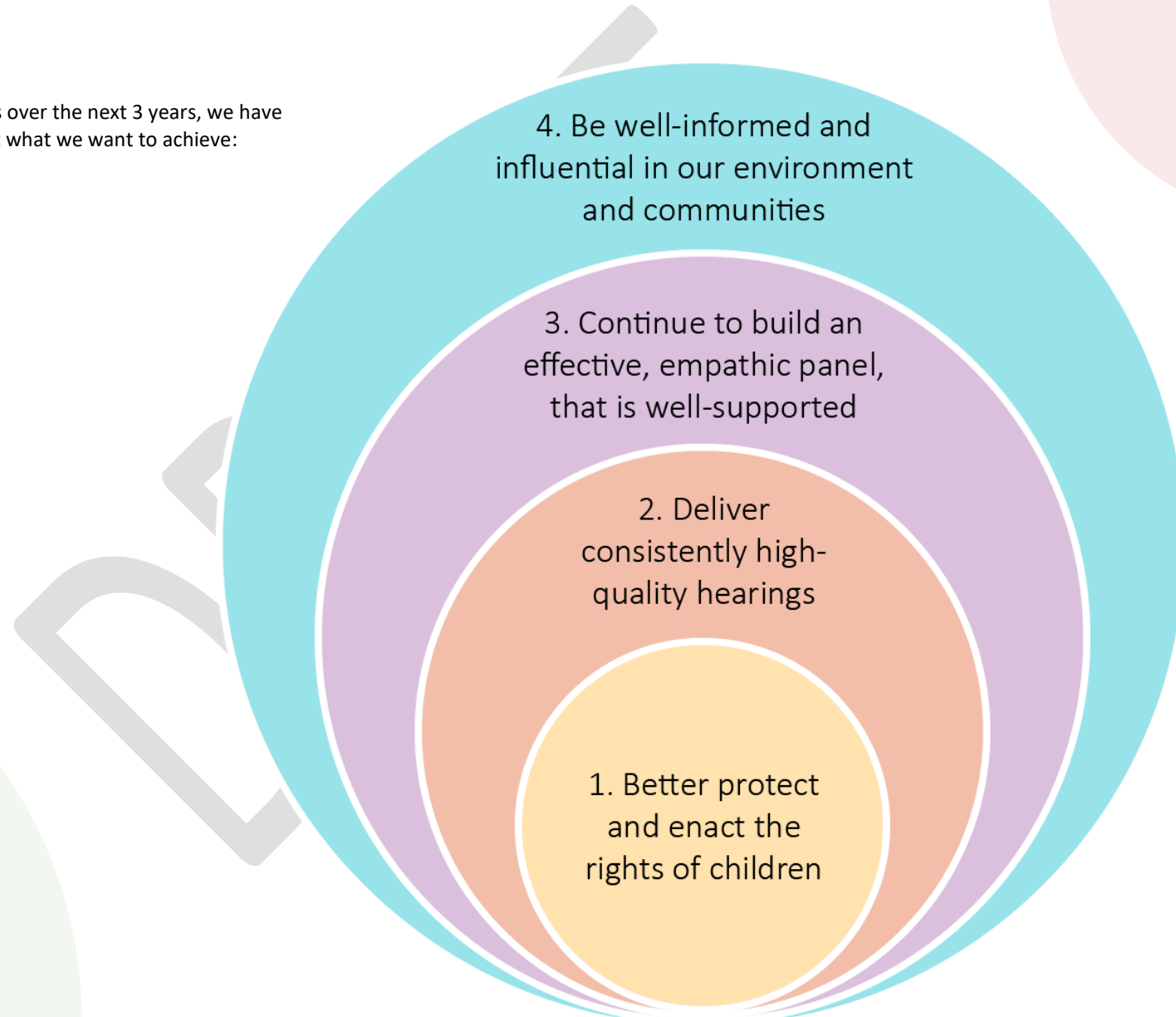
We are passionate about providing an exemplary service today but we also want to be ready for the next decade and for the changes in the care, protection and support that children, young people and those around them deserve and expect. While this plan focusses on 2020-2023, we acknowledge that our ambitions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

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

OUR STRATEGIC THEMES FOR 2020-2023



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



THEME 1 BETTER PROTECT AND UPHOLD THE RIGHTS OF CHILDREN



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

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

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

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



Examples of what we will do to deliver this theme:

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

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

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

Introduce a framework for measuring our progress on children's rights and the realisation of UNCRC within our work.

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

Train our staff in children's rights and how to embed them in their work.

THEME 2 DELIVER CONSISTENTLY HIGH-QUALITY HEARINGS



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

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

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

We want children's hearings to be an exemplar of sound, empathic, loving and respectful practice in Scotland toward children, young people and their families and will work with our partner organisations in the hearing system to achieve this.

Examples of what we will do to deliver this theme:

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

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

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

Undertake work focused on demonstrating and cementing acceptable hearings behaviours and conduct

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

Ensure that we promote dignity in hearings by understanding the impact of stigma in hearings and identifying ways to avoid this.

THEME 3 CONTINUE TO BUILD AN EFFECTIVE AND EMPATHETIC PANEL, THAT IS WELL-SUPPORTED




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

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

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

We will continue to offer this support while openly and collaboratively supporting wider discussions about the role and make-up of Scotland's Children's Panel.

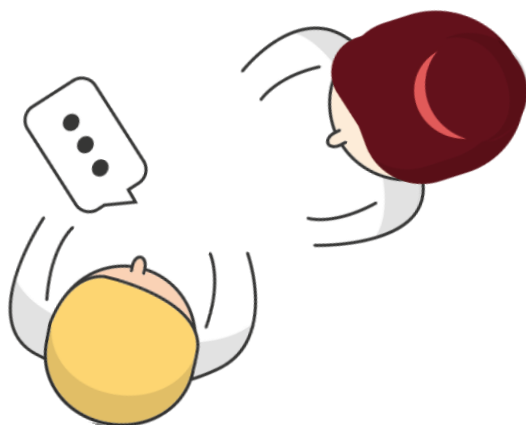


In 2019,
62%
of Panel Members told us that they would like more opportunities to discuss good practice and talk through difficult cases.

Examples of what we will do to deliver this theme:

- Begin our journey to fully embedding throughout our work an awareness of the impact of trauma.
- Actively seek to increase the number of Panel Members with lived experience of the hearings system and strive for greater diversity of the Children's Panel.
- Continue to develop the training offered through the CHS Learning Academy to ensure Panel Members feel confident in their skills and abilities.
- Introduce a new approach to supporting Panel Members wellbeing.
- Roll out a new programme of engagement within our community to make them feel valued and included, and better tailor the support we can offer.
- Contribute actively to any national review of the role of volunteer decision makers as suggested by the Independent Care Review.

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



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

Our activities will be underpinned by a renewed commitment to evidence-based working and continuous improvement, while also generating knowledge through pilots and trials. This approach will be significantly enabled by a new digital system that will transform the accuracy and range of data available to us. We will welcome opportunities for collaboration on how we use and share data.

We will redouble our efforts to work with partners and aim to lead change within the care system. This will involve becoming a more active participant in the environments in which we work. We will take opportunities to contribute to, respond to, and influence research, legislation, policy and practice to make improvements for the better across care, protection, and youth justice. As part of this involvement, we will advocate for the increased use of effective early intervention and identify ways to work with partners who support infants, children and young people before the need for a hearing.

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

Examples of what we will do to deliver this theme:

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

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

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

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

Introduce systems that allow our work to be influenced by lived experience of hearings at all levels.

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

OUR STRATEGIC ENVIRONMENT



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

National Approaches and Strategies

- [Getting it Right for Every Child](#)
- [Volunteering For All](#)
- [Scottish Government Youth Justice Strategy](#)
- [Scottish Government Public Service Reform](#)
- [Child Protection Improvement Programme](#)
- [Independent Care Review](#)
- [National Advocacy Practice Model](#)
- [Better Hearings](#)
- Scottish Government Improving Outcomes for Children, Young People and Families

Strategic Groups & Partnerships

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

Key Legislation and Agreements

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

Approaches and Methods

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

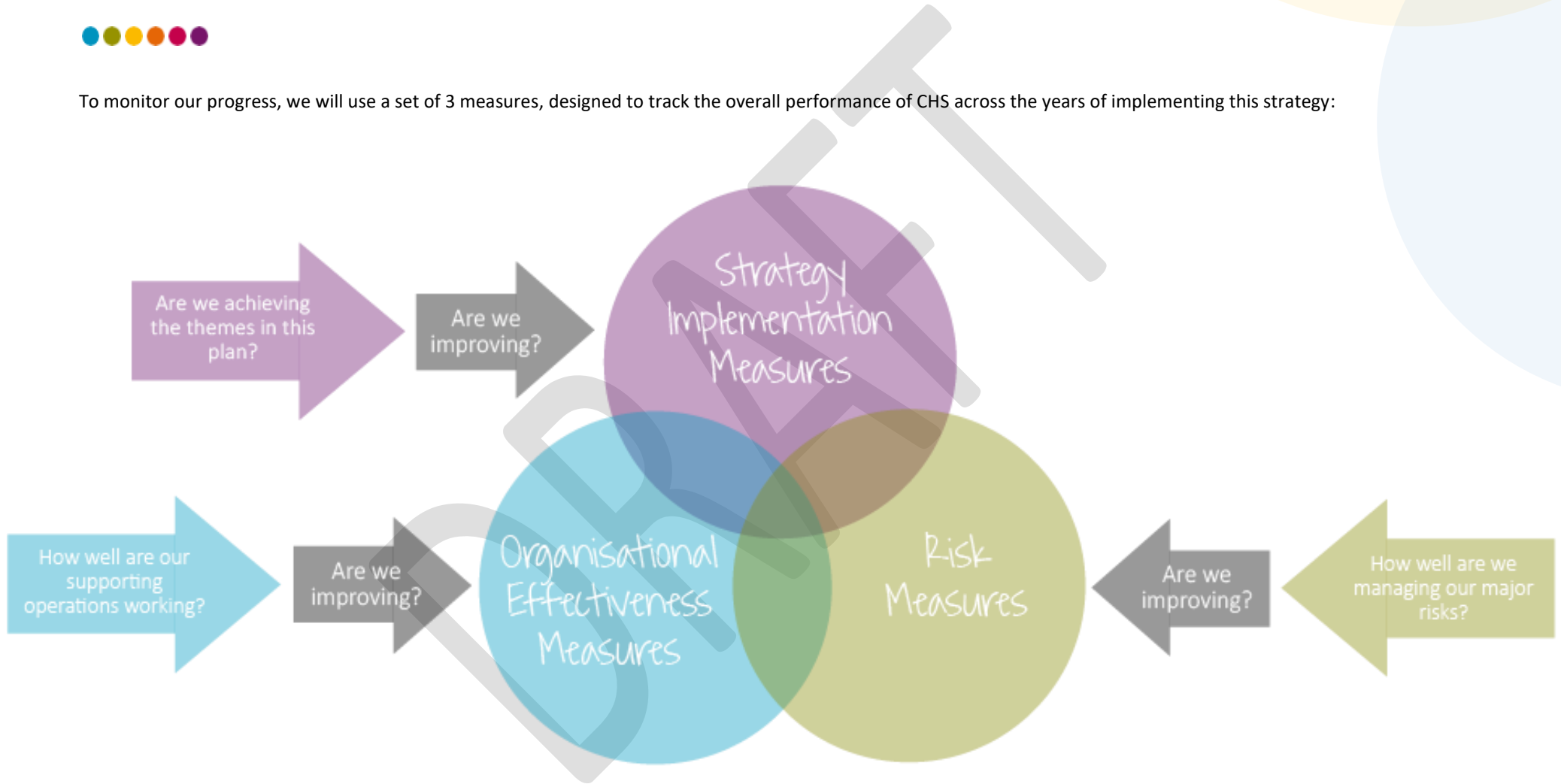
Internal Intelligence

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

OUR MEASUREMENT APPROACH



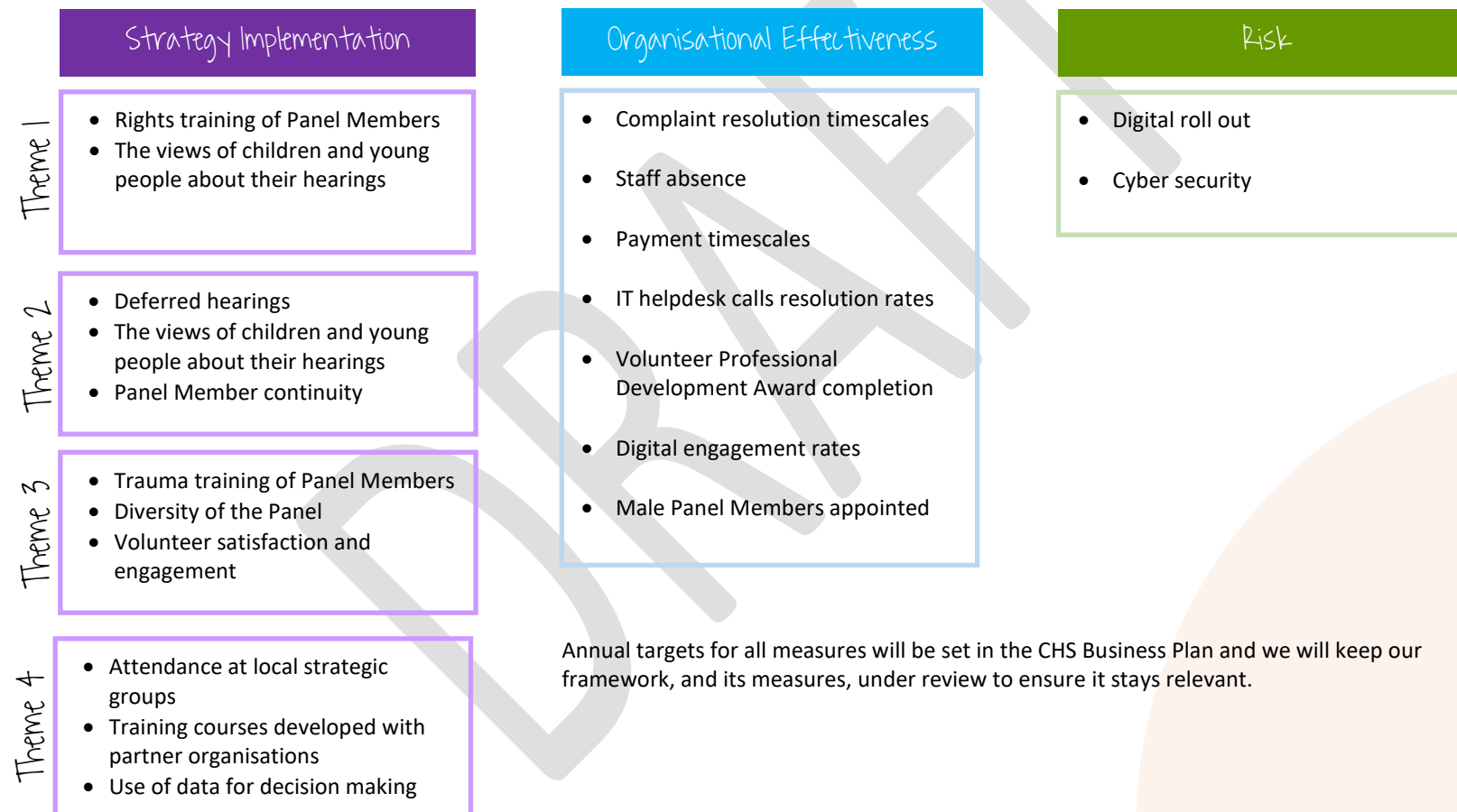
To monitor our progress, we will use a set of 3 measures, designed to track the overall performance of CHS across the years of implementing this strategy:



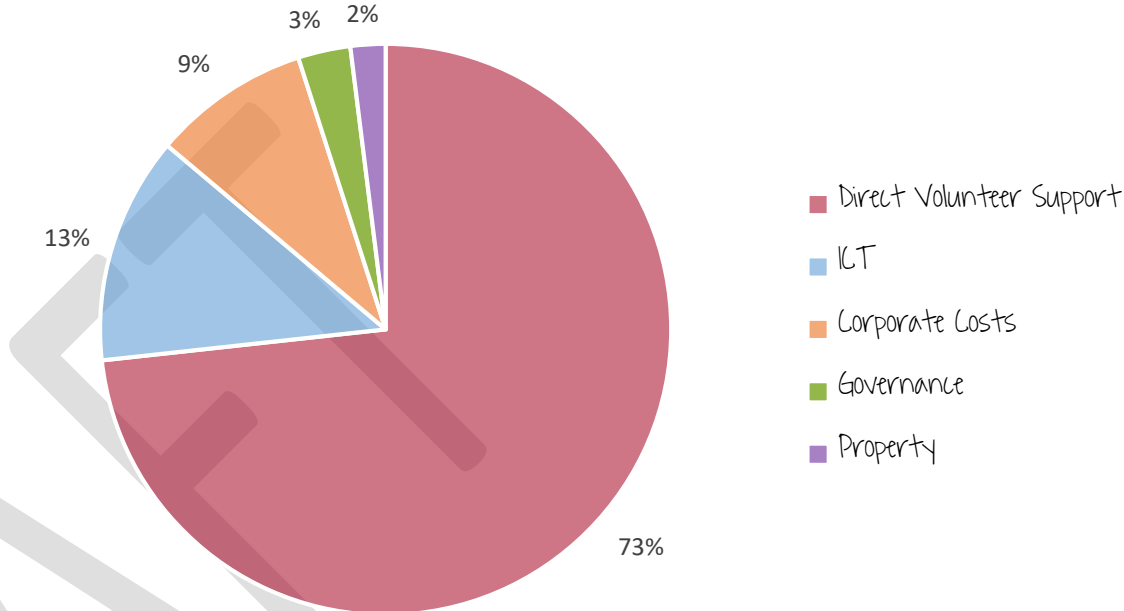
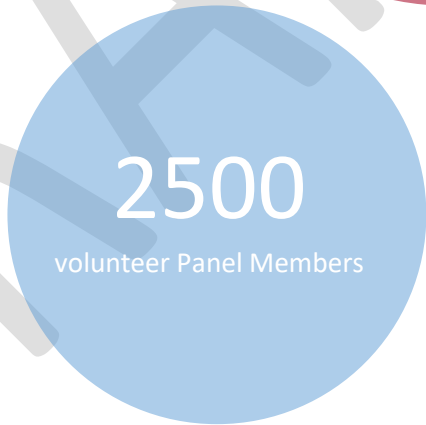
OUR MEASUREMENT FRAMEWORK



Based on our overarching approach on the previous page, we will measure and report on the following aspects of our work to monitor the performance of our organisation and progress implementing our 4 themes over the next 3 years:



OUR RESOURCES



We are committed to delivering best value, innovative approaches to achieve our aims. We work collaborative with our partners, and in particular with the Scottish Children’s Reporter Administration on digital and other areas of work, included shared staff and functions. We strive to derive maximum value for all organisations we work with.

OUR CONTRIBUTION TO SCOTLAND



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

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

Children's Hearings Scotland

3rd Floor Thistle House | 91 Haymarket Terrace | Edinburgh | EH12 5HE

t: 0131 244 4743 | www.chscotland.gov.uk

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Agenda item 12, CHS-1920-69

ARMC Work plan 2020/21

Accountable Director: Head of Strategy, Development and DCE
Report author: Lynne Harrison
Recommendation(s): To approve the ARMC Workplan 2020/21
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required
 No Yes

Background

1. The [Scottish Government Audit Committee handbook](#) recommends the production of an annual work plan for Audit and Risk Management Committee (ARMC) activities for the year.
2. This work plan has been approved by ARMC (Feb 20) and links to the ARMC Terms of Reference.

Recommendations

3. The Board is asked to approve the ARMC 2020/21 work plan

4. *Winter meeting (18 February 2020)*

Digital

CHS/SCRA Digital Delivery Oversight Committee update

Risks

Review of the performance of CHS' strategic risk register

Audit

External Audit general update report

External Audit workplan 2019/20

Internal Audit workplan 2019/20

Consider any reports from Internal Audit and management responses

Policy/ governance

Information Governance Report

Review and consider continued appropriateness of CHS accounting policies for approval by the Board

Review of financial regulations

Review of the committee's Terms of Reference

5. *Spring meeting (12 May 2020)*

Digital

CHS/SCRA Digital Delivery Oversight Committee update

Risks

Review of the performance of CHS' strategic risk register

Audit

External Audit general update report

Consider any reports from Internal Audit and management responses

Internal Audit Annual Report 2018/19

Policy/ governance

Information Governance Report

Review CHS draft Governance Statement and provide advice to the Accountable Officer on its contents

Review annual report on Health & Safety, Data Protection Act, Freedom of Information and other compliance issues

Consider an annual report of the Committee's activities to the Board and Accountable Officer

Review CHS Business Continuity Plan

6. Summer meeting (25 August 2020)

Digital

CHS/SCRA Digital Delivery Oversight Committee update

Risks

Review of the performance of CHS' strategic risk register

Audit

External Audit general update report

Consider any reports from Internal Audit and management responses

Update on outstanding Internal Audit recommendations

Policy/ governance

Review and consider the draft 2018/19 Annual Report and Accounts Statements

Annual Audit Report to Board members and the Auditor General for Scotland (ISA 260)

Review of the Letter of Representation

Annual Fraud Report

Information Governance Report

7. Autumn meeting (10 November 2020)

Digital

CHS/SCRA Digital Delivery Oversight Committee update

Risks

Review of the performance of CHS' strategic risk register

Audit

External Audit general update report

Consider any reports from Internal Audit and management responses

Summary progress on Internal Audit recommendations (*date to be confirmed with BDO*)

Policy/ governance

Review committee's own effectiveness

Information Governance Report

CHS Audit & Risk Committee Workplan Summary 2020/21

BUSINESS	18/02/20	12/05/20	25/08/20	10/11/20
Internal Audit				
Annual Report		✓		
Annual Audit Plan	✓			
Internal Audit Reviews per Annual Plan	✓	✓	✓	✓
External Audit				
Accounting Policies	✓			
External Audit Annual Report			✓	
Annual Audit Plan	✓			
General Updates on current issues	✓	✓	✓	✓
Policy/Governance				
Information Governance Report	✓	✓	✓	✓
Digital Strategy Governance	✓	✓	✓	✓
CHS Governance Statement Review		✓		
CHS BCP Annual Review		✓		
Corporate				
Audit Committee Annual Report		✓		
Risk Management – Risk Registers	✓	✓	✓	✓
CHS Financial Regulations Review	✓			
CHS Compliance Report Annual Review		✓		
Annual Accounts			✓	
Annual Report			✓	
Annual Fraud Report			✓	
Other				
Audit Committee Self Assessment				✓
Private Meetings with Internal and External Auditors			✓	
ARMC ToR Review	✓			
ARMC Annual Work Plan	✓			

Agenda item 12 , CHS-1920-70

ARMC TOR

Accountable Officer:	Lynne Harrison, Depute Chief Executive
Report author:	Lynne Harrison, Depute Chief Executive
Recommendation:	To approve
Resources implications:	N/A
Equalities duties:	Equalities Impact Assessment Required No

Background

1. The [Scottish Government Audit Committee handbook](#) recommends the production of an annual Terms of Reference for Audit and Risk Management Committee (ARMC) activities for the year.
2. This ToR has been approved by ARMC (Feb 20) and links to the ARMC Work Plan.

Recommendations

3. The Board is asked to approve ARMC 2020/21 ToR



Audit and Risk Management Committee Terms of Reference

1. Constitution

1.1 The Board hereby resolves to establish a committee of the Board to be known as the Audit and Risk Management Committee (ARMC).

2. Membership

2.1 The ARMC comprises a minimum of three non-executive members appointed by the Board, not including the Chair of the Board.

2.2 The Board appoints one of its members to serve as the chair of the committee. Details of the current members including the Chair are shown in Appendix 1.

2.3 All members are appointed for a three year term, which can be extended for up to a maximum further three years.

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

2.5 The Committee may appoint a substitute drawn from the membership of the Board of CHS with the exception of the Chair of the CHS Board in line with the requirements of 2.1.

2.6 A committee substitute may participate at a committee meeting in place of a member.

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



3. Authority

3.1 The ARMC is authorised by the Board to review and approve any activity within its terms of reference.

4. Meetings and Quorum

4.1 The ARMC meets at least four times a year. The Chair of the committee may convene additional meetings as he/she deems necessary. Meetings may be held virtually if required.

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

4.3 A minimum of two members of the ARMC must be present for the meetings to be deemed quorate. In the absence of the Chairperson, one of the other non-executive members will assume that role for the duration of the meeting. To ensure that the meeting is quorate, committee substitute(s) may be required to attend.

4.4 The National Convener/ Chief Executive Officer, Depute Chief Executive, the Director of Finance are required to attend each meeting.

4.5 The Audit and Risk Management committee may ask any other officials to attend to assist it with its discussions on any particular matter.

4.6 CHS Business Support Team will provide the ARMC with a secretarial support service.

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

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

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

4.10 The internal and external auditors attend all meetings.

4.11 The ARMC may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

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



5. Reporting

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

5.2 The ARMC provides an Annual Report, timed to support preparation of the Governance Statement summarising its conclusions from the work it has done during the year.

6. Responsibilities

6.1 The Audit Committee advises the Board and the Accountable Officer on:

6.1.1 The strategic processes for risk, control and governance.

6.1.2 Corporate and information governance arrangements.

6.1.3 The accounting policies, the approval of the Unsigned Annual Report and Accounts following completion of the audit and Management's Letter of Representation to the external auditors.

6.1.4 The planned activity and results of both Internal and External Audit.

6.1.5 The adequacy of management response to issues identified by audit activity, including external audit's report to those charged with governance.

6.1.6 The annual and longer term operating plans for internal audit, the resourcing of the internal audit to deliver these plans.

6.1.7 Monitoring the implementation of approved recommendations.

6.1.8 The external audit reports and, where appropriate, report to the Board any issues from the external audit of CHS, and any matter that the external auditors bring to the attention of the committee.

6.1.9 The adequacy of the arrangements for the management of CHS' compliance with legislation and regulation, focusing on data security, freedom of information, health and safety and equality.

6.1.10 Anti-Fraud and Corruption policy, Whistleblowing policy, and arrangements for special investigations.



7. Information Requirements

7.1 Agree a work programme at the start of each financial year for the year ahead.

7.2 For each meeting the ARMC is normally provided with:

7.2.1 a report on the performance relating to risk management, including a summary of any key changes to the risk register.

7.2.2 Information Governance reports including on the Joint Digital Delivery Oversight Committee.

7.2.3 a report from Internal Audit detailing, as appropriate:

- audit performed.
- key issues emerging from internal audit work.
- management responses to audit recommendations.
- the current internal audit plan including proposed changes.
- any issues affecting the delivery of internal audit objectives.
- progress on the implementation of agreed recommendations.

8. As and when appropriate, the Committee:

8.1 Reviews its Terms of Reference - annually. Proposals for amendment to the terms are submitted to the Board for formal approval.

8.2 Reviews its own effectiveness annually.

8.3 Considers the Draft Annual Report and Accounts prior to submission to the Board and reviews the Draft Governance Statement.

8.4 Reviews any changes to accounting policies.

8.5 Reviews the Management's letter of Representation.

8.6 Reviews the effectiveness of CHS' financial and other control systems.

8.7 Monitors CHS' arrangements to secure Value for Money, whether these are made via internal or external audit or other means.

8.8 Monitors the effectiveness of Internal and External Audit, reviews the Internal Audit Annual Report and the ISA 260 from External Audit.



8.9 Alerts the Board and, where necessary, Scottish Ministers to factors which might affect the ability of CHS to carry out its statutory functions and achieve its strategic objectives.

Chair

Date



Appendix 1 - Membership of the Audit and Risk Management Committee (since May 2019)

Chair: Henry Robson

Members: John Anderson, Barbara Neil.

Agenda item 12, CHS-1920-71 CHS Accounting Policies

Accountable Director: Head of Finance
Report author: Ross Mackenzie
Recommendation(s): For consideration and approval
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required
 No Yes

ACCOUNTING POLICIES

Background

This report describes the accounting policies which will be adopted by CHS for the preparation of its statement of accounts for 2019/20.

1. This policy has been endorsed by ARMC (Feb 20)

1. Board's and National Convener/Chief Executive's Responsibilities

In preparing the accounts the Accountable Officer is required to comply with the "Government Financial Reporting Manual", and in particular to:

- observe the accounts direction issued by the Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards have been followed as set out in the 'Government Financial Reporting Manual', and disclose and explain any material departures in the financial statements
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that CHS will continue in operation

2. Changes from 2018/19

Paragraph 1.9 has been updated to inform users that CHS continues to use IAS 17 until 1 April 2020, at which point IFRS 16 will be adopted, as prescribed by the Government Financial Reporting Manual (FReM).

Paragraph 1.15 has been added, as it was to last year's accounts, covering policy review and estimation techniques. The specific detail will be populated once the actuarial report is received.

Recommendations

2. The Board is asked to approve the CHS Accounting Policies for 2019/20

APPENDIX 1

Accounting Policies

1.1 Basis of Accounting

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

1.2 Accounting convention

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

1.3 Property, plant and equipment

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

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

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

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

- ICT equipment – three years
- Office equipment – five years

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

1.4 Intangible assets

Intangible assets are stated at historic purchase cost less accumulated amortisation. Acquired computer software licences, developed software and developed ICT infrastructure environments and capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised using the straight line method over the shorter term of life of licence and its estimated useful economic life.

1.5 Assets under construction

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

1.6 Employee benefits

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

The defined benefits pension scheme's assets are included at market value and this is compared to the present value of the scheme liabilities using a projected unit method and discounted at a rate in accordance with the FReM and consistent with 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). Until 31 March 2020, in accordance with the existing International Accounting Standard 17 (IAS 17), 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. From 1 April 2020, in accordance with IFRS 16 *Leases*, this arrangement will be recognised as a right-of-use asset and corresponding liability representing the obligation to make lease payments.

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 2020	Approximate increase to Defined Benefit Obligation %	Approximate monetary amount £000
0.5% decrease in Real Discount Rate	[tbc by actuary]	[tbc by actuary]
0.5% increase in the Salary Increase Rate	[tbc by actuary]	[tbc by actuary]
0.5% increase in the Pension Increase Rate (CPI)	[tbc by actuary]	[tbc by actuary]

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

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

Agenda item 12, CHS-1920-72

CHS Accounting Policies

Accountable Director: Head of Finance
Report author: Ross Mackenzie
Recommendation(s): For consideration and approval
Resources implications: Within available resources
Equalities duties: Equalities Impact Assessment Required
 No **Yes**

ACCOUNTING POLICIES

Background

This report describes the Financial Regulations which will be adopted by CHS for the preparation of its statement of accounts for 2019/20.

1. These regulations have been endorsed by ARMC (Feb 20)

Introduction

CHS's Financial Regulations are a key component of CHS's governance structure, reviewable every year. This report describes the proposed changes to the Financial Regulations for 2019/20, and asks ARMC to endorse the Regulations in Appendix 1 and recommend their approval to the Board.

The only changes proposed are some wording changes and clarifying that any leases longer than 12 months must be approved by the NC/CEO.

1. Recommendation

The Board is asked to approve the Financial Regulations for 2019/20.



The Children's Panel – life changing.

FINANCIAL REGULATIONS

Document Location	G:\CHS\Executive\1.3 ARMC meetings\Policies
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Version	Date	Owner	Summary of Changes
v2.0	20.03.2018	Head of Finance	<ul style="list-style-type: none"> Minor changes, such as updating job titles and changing references to CHS' "Director of Finance and Corporate Services" to the appropriate member of the Senior Management Team.
v2.1	19.03.2019	Head of Finance	<ul style="list-style-type: none"> Corrected numbering within section 6.6.
v2.2	12.02.2020	Head of Finance	<ul style="list-style-type: none"> Cosmetic change to wording 5.3.2. Added 12 month proviso to 6.3.6. Added overpayments to 6.5.6.

Approvals	ARMC 27.02.2018 Board 20.03.2018 ARMC February 2019 Board March 2019
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 - 8.2 Internal Audit
 - 8.3 Rights of Access

1. INTRODUCTION

This document sets out Children’s Hearings Scotland (CHS)’s financial regulations. This document was reviewed by the Audit and Risk Management Committee (ARMC) on 27th February 2018 and subsequently approved by CHS Board on 20th March 2018. These financial regulations are subordinate to Children’s Hearings (Scotland) Act 2011 and to any restrictions within CHS’s Framework Document. The purpose of these financial regulations is to provide control over the totality of CHS’s resources. The financial regulations are a key element in CHS’s system of internal financial control. The financial regulations, which are supplemented by other documents such as the Petty Cash Guidance note, link directly to the Scottish Public Finance Manual (SPFM), the Schedule of Delegated Authority and Procurement Policy. The financial regulations set out the key controls which apply to each core financial process.

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

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

RESPONSIBILITIES

2.1 Financial Responsibilities

- 2.1.1 The Board will be responsible for setting the overall policies to be followed by CHS and for ensuring that all actions undertaken by officers of CHS are in accordance with procedures determined by the Board.
- 2.1.2 Under the terms of reference approved by the Board, CHS’s ARMC is responsible for general oversight of audit related matters. The Internal Audit function reports to the Accountable Officer and the ARMC on CHS’s system of internal control and recommends improvements to the systems as necessary.
- 2.1.3 The National Convener/Chief Executive of CHS is formally designated as CHS’s Accountable Officer by the Principal Accountable Officer of Scottish Government’s Children and Families Directorate (sponsor Directorate). The role of the Accountable Officer is defined in the Framework Document.
- 2.1.4 In the short-term absence of the National Convener/Chief Executive, for a period not exceeding four weeks, the Depute Chief Executive may be nominated as the Deputy Accountable Officer and be responsible for providing support to the National Convener/Chief Executive in carrying out the Accountable Officer responsibilities.
- 2.1.5 The National Convener/Chief Executive, Depute Chief Executive, Digital Programme Director, Head of Area Support & Community Improvement and Head of Practice Improvement and Learning, referred to in these Regulations as “Budget Holders”, are responsible for the resources under their control. It will be for them to ensure that such resources are managed in accordance with the provisions of the financial regulations and any procedures or other instructions,

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

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

3 PLANNING AND AUTHORISATION

3.1 Planning and Budgeting

- 3.1.1 The Board is responsible for determining, monitoring and approving the medium / long term policy and resource framework for the future development of CHS's policies and programmes. The Board will provide guidance as may be considered appropriate on the policies to be followed in the preparation of CHS's Corporate and Business Plans and estimates of revenue and capital expenditure.
- 3.1.2 In each financial year the Board will, following receipt of advice from the National Convener/Chief Executive, determine the detailed procedural arrangements for the ensuing financial years as may be considered appropriate for the preparation of the annual revenue and capital estimates to be followed by Budget Holders.
- 3.1.3 Budget Holders will prepare detailed estimates in respect of both capital and revenue expenditure for the ensuing financial year in accordance with the procedural arrangements approved from time to time in terms of paragraph 3.1.2.
- 3.1.4 The National Convener/Chief Executive will submit draft revenue and capital estimates to the Board with such recommendations as appear to be necessary. After considering the overall estimates and any recommendations, the Board will revise the estimates as it may consider appropriate, approve them as so revised, authorise the expenditure and the delegated budgets to Budget Holders and pass such resolutions as may be required.
- 3.1.5 The final budget requirement as approved by the Board will be in line with the annual cash limit as notified by the Scottish Ministers.
- 3.1.6 The detailed form of the capital and revenue estimates will be determined by the Head of Finance after consultation with the Budget Holders, the form to be consistent with statutory requirements.
- 3.1.7 New developments or initiatives which have not been included in the level of grant-in-aid agreed by the Scottish Government and which cannot be accommodated within the agreed level of funding will be considered by the National Convener/Chief Executive. A business case will be prepared which may form the basis of a bid for supplementary funding to the Scottish Government. In this event the Board should be notified.

3.2 Authority

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

4 MONITORING AND CONTROL

4.1 Budgetary Control

- 4.1.1 The Head of Finance will inform Budget Holders of their financial allocation for the forthcoming year once this has been approved by the Board.
- 4.1.2 It will be the duty of each Budget Holder to monitor and control expenditure within the financial allocation provided in the Revenue and Capital Budgets.
- 4.1.3 The Head of Finance will provide Budget Holders with all financial information necessary to manage budgets and will provide statements of expenditure for each Budget Holder and the Board.
- 4.1.4 It will be the duty of each Budget Holder to inform the Depute Chief Executive, within agreed timescales, where it is forecast that the total expenditure within their control is likely to be outwith agreed parameters. The Depute Chief Executive will, if necessary, advise the National Convener/Chief Executive and prepare a report for the Board.
- 4.1.5 The Head of Finance, Depute Chief Executive and National Convener/Chief Executive will promptly inform the Board and the Scottish Ministers if it becomes apparent that expenditure is likely to exceed the level of grant-in-aid. The Board and the Scottish Ministers must also be informed if CHS is likely to underspend its total grant-in-aid.

4.2 Incurring Capital Expenditure

- 4.2.1 When the capital estimates for any year have been appraised and formally approved, projects included may proceed on the authority of the Budget Holder i.e. the project sponsor, provided that:
- (a) the scope of the project is consistent with the original capital estimates.
 - (b) should the recommended tender for a project exceed the sum contained in the Capital Estimates by the lesser of 10% or £10,000, approval of the Board will be obtained before the tender is accepted. The recommended tender may be accepted up to that limit provided that sufficient budget or virement (transfer) is available. Board approval will be obtained in other cases. Notwithstanding, in an emergency situation the Chair and/or National Convener/Chief Executive may take such steps as are necessary to safeguard life, health or property or safeguard the interests of CHS.
 - (c) should a new project be substituted for an approved project, approval of the Board will be required.

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

4.3 Supplementary Estimates and Virement

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

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

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

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

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

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

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

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

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

4.4 Provision of Monitoring Information

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

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

4.5 Reports to Board and Management Groups

- 4.5.1 All reports to the Board, management group or sub-group must identify and explain the financial implications of any commitment, action or change to policy proposed.
- 4.5.2 Reports must include a comprehensive costing of financial implications and an outline of options considered.
- 4.5.3 Financial implications should differentiate between capital expenditure and revenue expenditure.

5 ASSETS

5.1 Register of Assets

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

5.2 Asset Security

- 5.2.1 Each Budget Holder is responsible for maintaining proper security at all times for all CHS assets under their respective control including buildings, stocks, furniture, equipment, cash, records and information. The appropriate officers shall consult with the Depute Chief Executive in any case where security is thought to be defective or where it is considered or it has been advised that security may be inadequate or that special security arrangements may be required.
- 5.2.2 Maximum limits for cash holdings shall be agreed with the Head of Finance and shall not be exceeded without the prior approval of the Head of Finance.

5.3 Stores and Equipment

- 5.3.1 The safe custody of stocks, furniture, fittings, plant and equipment shall be the responsibility of the Budget Holder concerned.
- 5.3.2 Budget Holders will perform physical inventories in a form and frequency agreed by the Head of Finance. The Budget Holder will supply the Head of Finance with such information relating thereto as may be required for the financial records of CHS.
- 5.3.3 The Budget Holder will report any physical differences to the Head of Finance, and after consultation with the Head of Finance, take the necessary action in relation to such.
- 5.3.4 The procedure for Losses and Special Payments must be adhered to for the treatment of any losses.
- 5.3.5 CHS's property will not be removed otherwise than in accordance with the ordinary course of CHS's business or used otherwise than for CHS's purposes except in accordance with specific directions issued by the Budget Holder concerned.

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

6 *INCOME AND EXPENDITURE*

6.1 Income

- 6.1.1 The Support Assistant (Finance) will raise the appropriate invoice for all accounts for services and income upon notification by Budget Holders. The Head of Finance shall issue the necessary detailed instructions regarding the issue of these accounts, the use of credit notes and the collection of the income.
- 6.1.2 All money received by an employee on behalf of CHS will, without delay, be paid intact to the Head of Finance, or as may be directed, to the CHS bank account. No deductions may be made from such money unless specifically authorised by the Head of Finance.
- 6.1.3 Personal cheques will not be cashed out of the money held on behalf of CHS.
- 6.1.4 Every transfer of official money from one member of staff to another shall be evidenced in the records of the office concerned by the signature of the recipient.
- 6.1.5 Irrecoverable income or other debt due to CHS to be written off must be done in accordance with the Schedule of Delegated Authority.

6.2 Banking Arrangements and Control of Cheques

- 6.2.1 Subject to compliance with SPFM and agreement from Scottish Government's Treasury and Banking Branch, the National Convener/Chief Executive shall be authorised to operate such bank accounts as may be considered necessary.
- 6.2.2 Two signatories are required to authorise payments from CHS bank accounts. For this purpose there will be a panel of signatories of not less than three persons, including the National Convener/Chief Executive.
- 6.2.3 Bank reconciliations must be performed on a monthly basis, at least. Bank reconciliations should be reviewed and approved by the Head of Finance.
- 6.2.4 Payments should be made by the most economical and secure method available. For most purposes the preferred payment method should be BACS. Where possible remittance advices should also be sent electronically.
- 6.2.5 All cheques and other forms enabling payment to be made from any CHS bank account will be ordered only on the authority of the Head of Finance, who will ensure that proper arrangements have been made for their safe custody and that adequate controls exist over the usage and production of cheques.

6.3 Orders for Goods and Services

- 6.3.1 The Budget Holder as designated by the National Convener/Chief Executive, shall be responsible for all goods and services ordered and shall also be responsible for ensuring that the approved expenditure under each heading of the budget is not exceeded.
- 6.3.2 The purpose of procurement is to meet the user's requirements. CHS's Procurement Policy requires that all purchases of works, equipment, goods and services are based on value for money, i.e. the optimum combination of whole-life cost and quality (or fitness for purpose) and other issues such as delivery against price, to meet the user's requirements. It would not be consistent with value for money, or the equal treatment of supplies, for procurement to be used to pursue aims unrelated to the subject of the contract. As far as possible, requirements should be expressed in terms of output and performance to provide scope for innovation solutions and avoid suggestions of favouritism.
- 6.3.3 Contracts for goods and services should be awarded following competition unless there are convincing reasons to the contrary to promote economy, efficiency and effectiveness in public expenditure. Contracts of an ongoing nature should be regularly reviewed and subjected to competition at appropriate intervals (usually no more than every 3 years, unless economic arguments clearly justify a longer contractual relationship). The form of competition chosen should be consistent with any legal requirements and appropriate to the value and complexity of the goods or services being acquired.
- 6.3.5 Potential contractors should be assessed on grounds of suitability, for example in respect of their financial standing and ability to perform the contract (i.e. technical expertise). CHS should, wherever possible, seek opportunities to collaborate with others in respect of common requirements. This will help avoid unnecessary duplication of effort and gain the benefits of aggregation of requirements and economies of scale. If CHS wishes to enter into contracts under framework agreements put into place by others, it must seek advice as to whether the framework agreement has been awarded in accordance with the EU rules on behalf of other potential users.
- 6.3.6 Before entering into any lease CHS must demonstrate that the lease offers better value for money than purchase and all agreements exceeding 12 months must be approved by the National Convener/Chief Executive .
- 6.3.7 Official orders will be issued for all work, goods or services, including consultancy services to be supplied to the CHS except as follows:-
- (a) work, goods or services which are covered by a prior written agreement which prescribes that payments will be made at certain intervals or under certain conditions.
 - (b) the metered element of telephone, gas, water and electricity services but not the installation, alteration or repair of such services.
 - (c) periodic payments such as rates.

(d) purchases in cash for which reimbursement is made through a petty cash account.

(e) where the specific written approval of the Head of Finance has been obtained.

6.3.8 Except as specifically agreed in writing with the Head of Finance, all orders will be given to the supplier in advance of any work, goods or service being provided to CHS. However, in an emergency arising from circumstances outside the control of CHS, a verbal order may be given which will be confirmed in writing as soon as possible thereafter.

6.3.9 All orders for goods and services must be on authorised order forms and signed by an authorised signatory. Orders for goods and services must be checked against central contracts before being issued to suppliers. Where appropriate orders shall be placed in accordance with any central purchasing arrangements but in all cases, all prospective purchases must be in accordance with the Procurement Policy.

6.3.10 The Head of Finance will maintain a register of authorised signatures and additions and deletions must be notified by Budget Holders to the Head of Finance.

6.3.11 The person authorising any orders will ensure that the expenditure to be incurred is not "ultra vires" and that funds have been provided in the budget to cover such expenditure. The order should indicate clearly the nature and quantity of goods etc. to be supplied, any contract or agreed price relating thereto, and the budget head (cost centre and account code) to which it is to be charged.

6.3.12 The limits for the ordering of goods and services shall be those stated in CHS's Schedule of Delegated Authority.

6.4 Payment of Accounts

6.4.1 The Budget Holder is responsible for certifying revenue and capital expenditure. This covers:-

(a) correctness of prices, discounts and arithmetic;

(b) receipt of goods as in accordance with the order;

(c) non-duplication of payments;

(d) ensuring expenditure is within the estimates;

(e) accurate coding in terms of cost centre, expenses and job code where appropriate;

(f) invoice is in the name of CHS;

(g) the charge is a proper liability of CHS.

- 6.4.2 Such certification will be a signature or email by or on behalf of Budget Holders in accordance with the Schedule of Delegated Authority. Requests for amendments to the Schedule of Delegated Authority should be made to the Head of Finance.
- 6.4.3 Certified invoices will be passed without delay to an appropriate Budget Holder for payment and may be examined to the extent that is considered necessary. For this purpose the Budget Holder shall be entitled to make such enquiries and to receive such information and explanations as may be required.
- 6.4.4 The Head of Finance shall issue to all Budget Holders detailed instructions for the certification and passing of accounts for payment to ensure that payments are made within contracted terms or within 10 working days in line with Scottish Government policy.

6.5 Payment of Salaries, Wages and Pensions

- 6.5.1 The Head of Finance will keep records and in regard to salaries, wages and other emoluments. Budget Holders will be responsible for the accuracy and authenticity of such information.
- 6.5.2 The Head of Finance is responsible for payment of all salaries, wages, pensions, compensations and other emoluments to all employees of CHS and all other payments made to employees as a consequence of their employment by CHS. Payments will be in accordance with arrangements made by the Head of Finance, after consultation with Budget Holders. All payments will be made at the rates approved by CHS after making all appropriate deductions for income tax, national insurance, superannuation, agreed voluntary deductions and other statutory or contractual deductions.
- 6.5.3 Budget Holders are required to operate within approved establishment headcount controls. The establishment headcount can only be exceeded in accordance with an approved policy on establishment controls.
- 6.5.4 Any proposal by CHS to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the approval of the Scottish Government and where appropriate the agreement of the Scottish Public Pensions Agency to promote the necessary amending legislation.
- 6.5.5 The Scottish Government Finance Pay Policy Team should be consulted prior to the implementation of any non-salary reward scheme.
- 6.5.6 Each Budget Holder will notify the Head of HR or appropriate delegate as soon as possible, and in a prescribed form, of all matters affecting the payment of such emoluments, and in particular:
 - (a) appointments, including temporary and casual appointments, resignations, dismissals, suspensions, overpayments, secondments and transfers;

- (b) absences from duty for long term sickness or other reason, apart from approved annual leave or flexi-leave;
 - (c) information necessary to maintain records of service for superannuation, income tax, national insurance and sick pay.
 - (d) in all cases, payments to employees must be consistent with prevailing statutes as regards tax, national insurance etc.
- 6.5.7 The Head of Finance is responsible for the payment to the appropriate bodies of sums deducted from salaries and wages.
- 6.5.8 The Head of Finance will keep all Budget Holders informed as to changes in conditions of service, superannuation benefits and other matters relative thereto.
- 6.5.9 Appointments of all employees will be made in accordance with the procedure approved by CHS and the approved establishments, grades and rates of pay.
- 6.5.10 The Head of HR or appropriate delegate will determine the form of flexi-time sheets and other documents which form the basis of a payment to an employee of CHS.
- 6.5.11 The Head of Finance will maintain a register of authorised signatures and Budget Holders must notify the Head of Finance of any additions and deletions.

6.6 Travel and Subsistence

- 6.6.1 The certification by or on behalf of the Budget Holder, shall be taken to mean that the certifying officer is satisfied that the claim is in accordance with the approved policies of CHS and the approved terms and conditions of staff. This means that journeys were authorised, the expenses properly and necessarily incurred and that the allowances are properly payable by CHS.
- 6.6.2 Employees' claims submitted more than 3 months after the expenses were incurred will be not be considered for reimbursement unless there were exceptional circumstances which prevented the submission of the claim.
- 6.6.3 The Head of Finance will make payments to Board Members who are entitled to claim travelling or other allowances upon receipt of the prescribed form duly completed and checked by the Governance Officer and authorised by the Head of Finance. The claim must be in accordance with Scottish Government policies and procedures and will be paid at the Scottish Government rate. Board members should submit expenses timeously to ensure payment in the correct accounting period.

6.7 Petty Cash Accounts

- 6.7.1 The Head of Finance shall make appropriate Petty Cash arrangements for CHS.

- 6.7.2 The Petty Cash holder will draw from CHS's bank account subject to such control limits as the Head of Finance may from time to time determine.
- 6.7.3 The Head of Finance shall arrange to his/her satisfaction the proper security of money advanced in this way.
- 6.7.4 An officer responsible for Petty Cash shall account on a regular basis, as determined by the Head of Finance, for the amount advanced. The Head of Finance will retain a formal record of this accounting.
- 6.7.5 All Petty Cash accounts will be maintained in accordance with the Petty Cash Guidance Note.

7 SPECIAL PROVISIONS

7.1 Gifts and Hospitality

- 7.1.1 It is the duty of all Budget Holders to notify the Head of Finance of all gifts given and received.
- 7.1.2 The Head of Finance will maintain a register containing details of gifts given and received, along with estimates of value in each case in accordance with Scottish Public Finance Manual.
- 7.1.3 With the exception of modest hospitality associated with a working lunch or dinner, the presumption should be against accepting offers of hospitality. For the avoidance of doubt all cases falling outwith this category should be referred to the National Convener/Chief Executive.

7.2 Losses And Special Payments

- 7.2.1 It is the duty of all Budget Holders to obtain the approval of the Head of Finance for all losses and special payments. Payments may only be authorised in accordance with delegated authority levels after careful consideration of the facts. All reasonable action must have been taken to effect the recovery of losses.
- 7.2.2 The Head of Finance will maintain a record of all losses and special payments (as categorised in Scottish Public Finance Manual) notified by Budget Holders.
- 7.2.3 The Head of Finance will report all losses to the National Convener/Chief Executive who may write off such losses up to a maximum amount specified in the framework documents and Schedule of Delegated Authority. Thereafter cases will be reported to the Board and, if necessary, sponsor Directorate permission will be sought to write off.

7.3 Fraud, Theft, Corruption and other Irregularities

- 7.3.1 It is a responsibility of Budget Holders to establish and maintain internal control so that CHS's activities are conducted in an efficient manner. Internal control comprises the whole system of controls and methods, both financial and otherwise, which are established by management to:

- (a) Achieve organisational objectives.
 - (b) Safeguard its assets.
 - (c) Ensure reliability of records.
 - (d) Promote operational efficiency.
 - (e) Encourage adherence to policies and directives.
- 7.3.2 Any employee of CHS who believes that an irregularity may have occurred involving any property or funds of CHS, or for which CHS has responsibility, must follow the procedures set out in CHS's Fraud Prevention Policy.
- 7.3.3 The National Convener/Chief Executive must report any cases or suspected cases of fraud or theft to the sponsor Directorate as soon as they come to light in accordance with the Schedule of Delegated Authority.

8 ACCOUNTING AND AUDIT

8.1 Accounting Procedures

- 8.1.1 The Head of Finance will determine all accounting procedures and all accounting and related records of CHS and its Officers. The Budget Holder is responsible for the maintenance and supervision of those accounting records in their control under the accounting procedures specified by the Head of Finance.
- 8.1.2 All accounts and accounting records of CHS will be compiled by or under the direction of the Head of Finance.
- 8.1.3 The Head of Finance shall submit to the Board and the sponsor Directorate not later than 30 June of each year the draft Accounts for CHS for the previous financial year. The Accounts will comply with the requirements placed upon CHS in the Financial Memorandum, FReM, Companies Acts and the Accounts Direction issued by the Scottish Government on behalf of Scottish Ministers.
- 8.1.4 The Auditor General Scotland audits, or appoints auditors to audit, CHS's annual accounts and passes them to the Scottish Ministers who shall lay them before the Scottish Parliament before 31 December, together with the annual report. The Head of Finance shall instruct its auditors to send copies of all management letters and correspondence relating to those letters to Sponsor Directorate.

8.2 Internal Audit

- 8.2.1 The National Convener/Chief Executive shall commission an internal audit service to conduct a continuous and effective internal audit of the accounting, financial and other operations of CHS. The Internal Audit Service shall conform to the procedures and standards of the Government Internal Audit Manual.

8.2.2 The internal audit service shall be an independent appraisal function serving all levels of management. It shall not be involved in, or responsible for, normal line management activities.

8.2.3 The Internal Auditor shall have authority, on production of identification, to:

(a) enter at all reasonable times CHS premises or land;

(b) have access to all records, documents and correspondence including any data held on computer storage media, which relate to financial and other transactions of CHS;

(c) require and receive such explanations which are considered necessary concerning any matter under examination; and

(d) require any employee of CHS to produce and account for cash, stores or any other CHS asset under their control or to which they have access.

8.3 Rights of Access

8.3.1 The National Convener/Chief Executive, Head of Finance, other designated staff and Internal and External Auditor shall be given access on demand, to all records, documents and correspondence including any data held on computer storage media, which relate to financial and other transactions of CHS.

8.3.2 The records, accounts and papers of CHS shall be open to inspection by the Scottish Ministers.

Agenda item 13 – RAC-1920-73

Committee Workplan 2020/21

Accountable Director:	DCE
Report author:	Lynne Harrison
Recommendation:	For consideration and approval
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required No Equalities Impact Assessment Completed N/A

DRAFT ANNUAL WORKPLAN 2020/21

1. Introduction

This report sets out a proposed work plan for the Remuneration and Appointment Committee (RAC) for 2020/21. In line with previous years the committee will aim at meeting at least twice a year, subject to the possibility of cancelling a meeting should it not be required. The draft plan will be submitted to the CHS Board for approval in March 2020.

This has been approved by RAC (Feb 2020)

2. Background

Best practice requires the production of an annual work plan for RAC activities for the year. This draft work plan links to the RAC Terms of Reference.

3. Timeframe

Winter Meeting (28th February 20 to inform March Board meeting)

- Review and approve HR policies as required
- Review committee's Terms of Reference
- Consider and approve for submission the CHS pay remit, ensuring compliance with all relevant guidance
- Committee's draft workplan for 2021/22

Spring Meeting (tbd May 2020 – potential date - to inform June Board meeting)

- Review and approve HR policies as required
- CEO Appraisal outcome 2019/20 and key objectives 2020/21
- Annual Report on outcomes of staff appraisals

Autumn/winter Meeting (December 2020 to inform January Board Meeting)

- Review and approve HR policies as required
- Review of committee's own effectiveness

- Annual Report
- Mid-year review 2020/ 21 performance on objectives for the NC/CEO

RAC Workplan Summary

BUSINESS	Winter	Spring	Autumn
Review and approve HR policies as required	✓	✓	✓
Pay remit approval	✓		
Annual review of CHS Staff appraisals		✓	
CEO Appraisal and objective setting		✓	
CEO Mid year review			✓
Other			
RAC Committee Self Assessment			✓
RAC ToR Review	✓		
RAC Annual Work Plan	✓		

Recommendations

1. The Board is asked to approve the RAC 2020/21 work plan



Agenda item 13 , CHS-1920-74
RAC TOR

Accountable Officer:	Lynne Harrison, Depute Chief Executive
Report author:	Lynne Harrison, Depute Chief Executive
Recommendation:	For consideration and approval
Resources implications:	N/A
Equalities duties:	Equalities Impact Assessment Required No

Background

1. The below identifies the annual Terms of Reference for the CHS Remuneration and Appointments Committee activities for the year.
2. This ToR has been approved by RAC (Feb 20) and links to the RAC Work Plan.

Recommendations

3. The Board is asked to approve RAC 2020/21 ToR



Remuneration and Appointments Committee - Terms of Reference

1. Constitution

1.1 The Board of CHS hereby resolves to establish a committee of the Board to be known as the Remuneration and Appointments Committee (RAC).

2. Membership

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

2.2 The committee determines the procedure to appoint its Deputy Chair. If the Chair of the committee is absent from the meeting, his/her Deputy chairs the meeting and assumes all the functions and authority of the Chair. All members are appointed for a three year term, which can be extended for up to a maximum further three years.

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

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

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



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

2.6 The Chair of the Board can not be a committee substitute.

3. Authority

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

4. Meetings and Quorum

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

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

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

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

5. Decisions and voting

5.1 Where consensus on a decision is not arrived at and a vote is necessary, members should refer to, and apply, the procedure laid out in CHS Board Standing Orders under paragraph 9.1.



6. Attendance

6.1 The National Convener/ Chief Executive Officer and the Depute Chief Executive are required to attend each meeting.

6.2 The Remuneration and Appointments committee may require any other officials to attend to assist it with its discussions on any particular matter.

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

7. Secretariat

7.1 CHS Business Support provides a secretarial support service to the committee.

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

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

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

8. Reporting

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

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



9. Responsibilities

9.1 The committee—

- Approves the procedures/policies and any changes in procedure/policies for CHS staff for
 - the setting of performance objectives for the National Convener/ CEO
 - the appraisal of performance for CHS staff
 - the scale rates applicable to the various grades within CHS
 - the recruitment process;
 - and any other remuneration strategies and policies.
- Notes and/ or approves CHS' employment policies and their revision from time to time.
- Reviews the objectives of senior staff annually.
- Approves the annual pay remit for submission to the Scottish Government.
- Approves the recruitment process for the NC/ Chief Executive and Depute Chief Executive posts, when a vacancy arises.
- Formulates proposals for the Chief Executive's salary progression and other aspects of his/her remuneration for recommendation to the Scottish Government.
- Notes the Remuneration report in the CHS Annual Report and Accounts and seek assurance it fulfils disclosure requirements.
- Periodically reviews the Board Code of Conduct and other relevant CHS policies.
- Considers the redundancy, early retirement or severance arrangements in respect of all CHS staff, excluding retirement on grounds of ill-health, and approve these or refer to CHS Board as it sees fit.
- Considers an annual report on the outcomes of staff appraisals.
- Approves any Employment Tribunal settlement.

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

10. Review

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

10.2 The committee reviews its own effectiveness annually.



Appendix 1 - Membership of the Remuneration and Appointments Committee (since May 2017)

Chair: Jo Derrick

Members: John Anderson and Beth Logan

Agenda Item 13. CHS-1920-75

Digital Business Readiness update

Accountable Director:	Head of Strategy, Development and DCE
Report author:	Nicola MacLaren, Digital Project Manager
Resources implications:	Within available resources
Recommendation	For consideration and Approval
Equalities duties:	Equalities Impact Assessment Required

Yes No

This provides an update on CHS Business Readiness Activity to end February 2020.

Training

All of the modules are online and available to view. Statistics were sent to each AST detailing who had completed which course and when asking the areas to encourage completion of the required modules.

Engagement

Community engagement continues with further engagement in local ASTs. These sessions as being used as an opportunity for individuals to get familiar with the system as well as ask any questions they may have.

There are a few local road shows taking place in March – Argyle and Bute as well as Tayside are running multiple events across a few dates to get the best uptake. As well as the community engagement there is full 2 day clerks immersion event which will take place early March to get all the clerks fully up to speed on all things digital – providing training on teams and full guidance in how to use the digital services.

Rota

PanelPal will remain accessible and unchanged throughout the migration and transition to the new CHScotland tenancy, and beyond until the launch of CSAS functional services. Users will continue to use their original **CHIRP** identity (i.e. username and password) to authenticate into PanelPal, exactly as they do currently. They may do so either by going to the original CHIRP homepage URL and clicking through to PanelPal, or directly to the PanelPal URL, but either way they will need to enter their CHIRP login details to authenticate. This will be unaffected by the mailbox migration and the license removal. It's likely that typical users may only need to do this 2-3 times over the course of the full transition period. Once a group of users is phased onto CSAS for Rota Management and other services, their access to PanelPal will be removed and they will no longer use their CHIRP credentials for anything.

Once each area goes live in CSAS a drop in session will be provided when the first rota run is required within CSAS to support the transition and ensure full confidence with the rota managers.

Roll out Planning

The first phase in the digital programme is now complete seeing the migration of all 3000 volunteers, learning academy and staff into the new sharepoint site, email and Microsoft Teams. Full launch details will be discussed below relating to email. This leaves the second phase of the programme, CSAS functionality, which will roll out the digital services using a phased approach across the community. The proposed phasing is listed below:

- Email/Teams/Sharepoint Launch – 3rd February – everyone – COMPLETE.

- Soft Launch – Aberdeen City, Edinburgh, Shetland
- Group A –Glasgow, C&WL, East Dunbartonshire, East Renfrewshire, Dumfries & Galloway, Fife
- Group B – North Lanarkshire, SE Scotland, Tayside, Orkney, Eilean Siar, Renfrewshire, West Dunbartonshire
- Group C – Aberdeenshire, Argyle & Bute, Highland & Moray, Inverclyde, Ayrshire, South Lanarkshire.

Original launch dates for soft Launch was 4th February, with each phase scheduled to launch approx. 1 month after and apart. These dates are delayed with a decision on new timings due imminently. As the majority of CHS systems currently run offline there is no significant impact on current BAU activity, this does however delay the opportunity to capture Management Information the digital tools will provide. Plans for engagement with the community remain in place to ensure ongoing readiness and awareness of the new system.

The dates will be circulated to the community imminently once fully confirmed by the DDB. There is a list of critical go live criteria that will have to be met before a final decision to give the green light will happen. These are being worked through by the project team and will be finalised by the first week in March.

Data Migration

The final migration rules related to a number of data sources has been discussed and agreed. The migration exercise will begin approximately 7 days before the respective areas go live. In order to facilitate this a rota plan has been developed that ensures each area has their rotas in panel pal prior to this taking place to ensure they are present in the new system. The details below show the data that will be migrated over:

- Rota – the current rota period within panel pal and past rotas going back to January 2019. Panel Member availability will **not** be migrated.
- Observations – there will be no previous observations reports or current rotas migrated. However consideration needs to be taken on who will input the rotas into the system to ensure any observations scheduled are visible.
- Training – All local and national data going back to January 2015 will be migrated.
- Expenses - volunteers can claim back up to 3 months which will be covered by the data migrated over related to rota.
- Personal Details - all personal details and hearing centre preferences will be migrated.
- Email- everyone will move to the new email addresses in January at the same time. It was agreed we would migrate 3 years' worth of emails and calendar entries and now confirmed all sub folders will be moved over.
- OneDrive – this will universally be switched off for all users.
- App Tracker - the basic details of the 2019/20 panel members will be migrated into CSAS from panel pal.

Email Changes

On Tuesday 4th February the new landing page, e mail and teams went live.

CHIRP, its users, accounts, mailbox content and functionality remained accessible and unchanged until Wednesday 26th and Thursday 27th where the ASTs were switched off alphabetically – the first 11 on day 1 and the rest on day 2. What this does mean is that any emails sent between 3rd February and the closure date would **not** have been migrated and required the user to forward them on to themselves if they wished to keep these.

Now the licenses are removed, an automatic response message will be activated on all CHIRP user email addresses. It will be the same message for all users. This is therefore advised to be a generic message:

We have recently changed our email addresses and this address is no longer in use. Please email communications@chs.qsi.gov.uk or call the office on 0131 244 3696 if you require details of the new email address for the CHS Community member you are trying to contact

Overall the launch was a success and has seen over 2,600 people now logged on and utilising the Teams platform and new email, with largely positive feedback. Over 5000 messages were shared in the first couple of weeks and Fife have emerged as an early adopter AST and will be used as a best practice example to help other ASTs develop their use of Teams.

As with any technical launch we saw a number of issues predominantly relating to user error which resulted in a considerable amount of time being spent getting users up and running and fixing any technical issues. The level of support required was higher than originally anticipated. The digital and communications teams have found some of this challenging both in terms of volume and in the attitude and approach demonstrated by some of the community. They have been supported and where necessary individuals have been spoken to individually. This has allowed a full list of lessons learned to be created in order to take these forward into the next phases.

We are still seeing some technical issues largely related to users unable to log in - those are being worked through by the Leidos helpdesk, digital champions and national team colleagues. There are also technical issues in relation to some file saving functionality in MS Teams which the team are working through with Microsoft.

There are approximately 450 users still to access the new system – these are being followed up locally and there are a number of these are on a Leave of Absence. Priority for on-boarding is being given by CHS services launch timings, with the soft launch group being most actively supported currently.

Roll back Plan

The phased approach for launch gives multiple opportunities should they be required to roll back to current BAU. The majority of current CHS BAU activity is managed offline (Observations, complaints, expenses etc). Therefore any required roll back will revert to current offline activity and systems, mainly supported by CHS Clerks. Clerks will be fully briefed during the Clerks conference.

The CHS Panel Pal database forms the core current online business tool for volunteer information and rota population. This will be removed from each area as they go live with an extract of the data taken at that point – what that means is that in the unlikely event the system must be rolled back we would just switch panel pal back on for that area and maintain an off system rota relationship with SCRA in line with current BAU. With each phased launch the risk of roll back reduces. The digital team are supporting local CHS/SCRA communications and relationships to help support the transition process.

Communications

Over the next few weeks communications will be tailored specifically to the changes that are related to the transition into the digital services – these will be detailed and not include anything that may confuse or overload individuals. A key focus will be on tips for using Teams and preparedness for Multi Factor Authorisation, required for access to CHS services through the Community Hub.

Service Update:

All services are now fully built and live in the test environment. Extended testing has identified future development asks including: creation of a monthly calendar view for rota, ability to schedule PPAs in other areas out with their respective AST. Requirements are minimal within the context of the number of services

and varied functionality that has been delivered within the MVP. These will be put on the development backlog and considered post MVP delivery.

A final note from Lynne; The digital and communications team pulled out all the stops to support the community during the launch period, remaining active on teams until late at night and all weekends and this contributed significantly to the success of the launch programme and I have feedback to the team that this has been noted and fully appreciated by SMT .

Agenda Item 14 – CHS-1920-76

CHS Feedback Loop Reporting

Accountable Director:	National Convener/CEO
Report author:	Michael Beardmore
Recommendation	For consideration and approval
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required
	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

The Feedback Loop: A New Approach

1. Introduction

This cover note accompanies a draft of the 2016/17 Feedback Loop. The information presented in the draft differs significantly from previous versions of the Feedback Loop and therefore represents a new approach to the production of the report.

The new approach proposes moving away from collecting information from local authorities to instead report on a combination of readily accessible SCRA and CHS data focussed on the core requirement of the report as set out in the legislation: the implementation of CSOs in Scotland, interpreted, at this stage, to refer to whether or not implementation authorities are ‘giving effect’ to CSOs.

2. Legislative Context

- Section 181 of the Children’s Hearings (Scotland) Act 2011 sets out the following requirement on the National Convener:

(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.

- Section 144 is titled “Implementation of compulsory supervision order: general duties of implementation authority” and lays out the general duties of implementation authorities:
 - (1) The implementation authority must give effect to a compulsory supervision order.*
 - (2) The implementation authority must in particular comply with any requirements imposed on it in relation to the child by the compulsory supervision order.*
 - (3) The duties which an implementation authority may be required to carry out under a compulsory supervision order include securing or facilitating the provision for the child of services of a kind which the implementation authority does not provide*
- If a hearing determines that an implementation authority has breached its duty, as laid out in section 144, section 146 of the act enables them to report this to the National Convener:
 - (1) This section applies where, on determining the review of a compulsory supervision order under section 138(3), it appears to the children's hearing that the implementation authority is in breach of a duty in relation to the child imposed on the authority under section 144 or 145.*
 - (2) The children's hearing may direct the National Convener to give the authority notice in accordance with subsection (3) of an intended application by the National Convener to enforce the authority's duty.*
 - (3) The notice must—*
 - (a) set out the respects in which the authority is in breach of its duty in relation to the child, and*
 - (b) state that if the authority does not perform that duty before the expiry of the period of 21 days beginning with the day on which the notice is given, the National Convener, on the direction of the children's hearing, is to make an application to enforce the authority's duty.*

3. Interpreting the Legislation

Section 181 of the Act states that the report must be about “implementation of compulsory supervision orders”.

Section 144 provides us with context about what “implementation” means in the context of the Act. Implementation authorities are required to (1) ‘give effect’ to a CSO (2) comply with requirements imposed on it by a CSO and (3) secure, as necessary, services which the implementation does not provide.

The Feedback Loop, therefore, should aim to answer the question “have implementation authorities carried out the actions required of them by CSOs?”.

It should be noted that the introduction to the 2015/16 main Feedback Loop report states that section 181 of the Act requires the National Convener to “submit annually a report on the

implementation of Compulsory Supervision Orders (CSOs), and impact of these on wellbeing outcomes for children and young people". While it may be the intention or spirit of section 181 to produce data on wellbeing, this is not specified in the report requirements at 181(1).

4. Current Report Content

The current report presents the data about the following:

- Ages of infants, children and young people attending hearings.
- Decisions made at hearings (e.g. CSO made, CSO terminated, CSO varied etc.)
- Percentage split of types of residence descriptions, where specified in CSOs
- Levels of non-disclosure cases.
- Whether care plans are in place
- Number of secure accommodation authorisations, and percentages of secure CSOs with a number of specific measures attached to them.
- Number of days between a secure accommodation authorisation being issued by a hearing and the local authority's decision whether to implement that authorisation.
- Number of days between the hearing and the local authority's next contact with the child or young person.

Much of this data is acquired from SCRA and some collected from Local Authorities (although much of the Local Authority data returns are based on data provided to them by SCRA and so is acquirable by us directly from SCRA).

The data collected from Local Authorities is provided according to school year cycles (Aug – July) to fit other data reports/collections produced by Education and Social Work.

5. Operational Background / Status

The challenges of delivering the Feedback and its lack of utility have been extensively documented by the previous National Convener (see, for example, his letter to Scottish Government, October 2019). The most recently published report covered 2015/16.

Many of the challenges have arisen from trying to carry out the actions described in Section 181(4) [the collection of information by the National Convener from Local Authorities].

It should be noted, however, that the National Convener is not required to collect this information – but they *may* require it from local authorities for the purposes of producing the report.

The most recent set of reports produced covered 2015/16. Currently, data collected from Local Authorities is available for 2016/17 (but this is incomplete, with Clackmannanshire and Western Isles missing, and Glasgow of poor quality). Some 2017/18 data has also been collected. This data is collected on the Scottish Government system ProcXed, at a cost to CHS of approximately £2,000 + VAT.

6. New Report Content

The attached draft new report presents data, for financial year 2016/17 on:

- The number of CSO decisions that have the potential to suffer an implementation breach in each Local Authority.
- Of those decisions, the breaches of the duty of implementation authorities have been reported to the National Convener.
- The reasons behind the breaches of implementation duty.

It is possible to produce a report with content listed above without collecting data from Local Authorities. The decision types of hearings is data collected by SCRA, and the number and reasons for implementation breaches are reported to the National Convener and are therefore collected by CHS.

The Care Review, in *The Promise*, have emphasised the importance of compliance by authorities with the orders and conditions of hearings decisions, so there are good grounds for re-focussing the Feedback Loop on breaches of duty and role of the National Convener within that. They stated: *“If implementing authorities fail to comply with orders and conditions of the Hearing, then they must be held to account to ensure children and families get the help and support that the Panel wants them to receive”*.

It is not proposed that the report necessarily remain in this cut-down format forever and we should stay committed to demonstrating the impact; the principle of reporting on the measures in CSOs affects the wellbeing of the infants, children and young people is one that should be strongly supported. Should a unified wellbeing measurement tool be adopted across children’s services, this would provide us with a strong data set to report on as necessary. Improvements to data (including the types of data collected) should perhaps be anticipated in response to the Care Review reports. We should consider not continuing discussions with Local Authorities and OLM about the recording of outcomes, and instead pursue engagement with other bodies/organisations with a shared interest in this. Opportunities for this work may emerge from the recommendations from the Care Review report (which is clear that experiences and impact should be at the heart of measurement) and we should actively pursue this at local and national levels.

Adopting the new report format would therefore mean that CHS would immediately cease to collect data from Local Authorities for the time being.

7. Benefits and Risk of the New Approach

Benefit	Comment
Reduced resource requirement	Collections from ProcXed would no longer be required; significantly reduced staff capacity would be required.
Uses easily accessible data sources	Reports could be produced with relative ease, meaning 2016/17 and 2017/18 reports could be produced quickly.
Uses CHS and SCRA data	Quality and completeness of SCRA and CHS data used is known to be high. Local Authority data quality from previous Feedback Loop collections has been patchy. Most recent data collections are incomplete.

Risk	Comment
Loss of collection from Local Authorities may mean it is difficult to	We will need effective comms to ensure relationships with Local Authorities remain good. Future data requirements

re-establish if we wish to collect data at a later date.	are likely to be quite different to current collections (focussing less on CSO numbers and more on wellbeing), so significant negotiation with Local Authorities would be likely anyway.
Reputational damage - CHS may be accused of not acknowledging, or not knowing about, a wider issue of non-implementation.	The data we have suggests that significant breaches of CSOs is not an issue – with a very small number reported to the National Convener. The recent Care Review report notes that “if implementing authorities fail to comply with orders and conditions of a Hearing, then they must be held to account...”. This inclusion of this statement in the report <i>may</i> indicate that implementation is thought to be an issue even though the data is the Feedback Loop does not support this. The truth (e.g. are breaches under-reported? Or is implementation perceived to be an issue, despite this not being true) may need further investigation – and there are anecdotes that support a narrative of persistent non-implementation for which there is no adequate reporting mechanism. The new report, however, by focusing on the matter of implementation breaches, may provide a beneficial vehicle for discussions about what breach reporting should cover / look like and – crucially – who should be able to report breaches.
Loss of future data	We will lose future data on implementation of secure authorisations and whether care plans are in place. As far as CHS is aware, the data published to date has not been used, nor have we have requests for more data. An additional process could be established (e.g. email to CHS) if a Local Authority chooses not to implement (historical data indicates this is approx. 3% of cases).

8. Next Steps

The Board are asked to approve the approach to Feedback Loop reporting moving from 2016/17 data reporting.

Feedback Loop Report: 2016-17

Introduction

Section 181 of the Children’s Hearings (Scotland) Act 2011 places a duty on the National Convener to prepare a report about the implementation of compulsory supervision orders (CSO) in Scotland as a whole and in each local authority area. A copy of the report, called the ‘Feedback Loop’, must be given to each member of the Children’s Panel and Scottish Ministers must lay the report before the Scottish Parliament.

This report focusses on the implementation of decisions made in hearings by reporting on:

- (1) The number of decisions made in hearings in a given financial year that place an implementation duty on implementation authorities.

- (2) The number of decisions made in hearings that are known not to have been implemented (a ‘breach’ of an implementation duty).

- (3) The nature of the implementation breach.

Implementable Decisions

The following decisions of hearings place an implementation duty – through a CSO – on a implementation authority and are therefore the focus of the data presented in this report:

Decision Type	Description / Definition
CSO Continued	The hearing was satisfied that an existing CSO was still required and that no variation to any of the measures was needed.
CSO Continued & Varied	The hearing was satisfied that a CSO is still required but a change to the measures was needed.
CSO Interim Continuation	The hearing was satisfied that an existing CSO should remain in place short-term, until another decision can be made.
CSO Made	The hearing was satisfied that a CSO was necessary for the child’s protection, treatment, guidance or control.

CSO Varied	The hearing was satisfied that an existing CSO was still required but the 'relevant period' remained unaltered.
IVCSO	The hearing was satisfied that a short term variation to an existing CSO was needed as a matter of urgency until another decision can be made.
ICSO Issued	The hearing was satisfied that circumstances warranted making a [short term] CSO as a matter of urgency.
ICSO Renewed	The hearing was satisfied that an existing [short term] CSO should be re-issued.

The table below presents the number of these different types of decisions made in hearings during the 2016/17 financial year, broken down by local authority¹:

¹ Source: SCRA

	Compulsory Supervision Order						ICSO		Total
	CSO Continued	CSO Continued & Varied	CSO Interim Continuation	CSO Made	CSO Varied	IVCSO	Issued	Renewed	
Aberdeen City	201	279	24	115	7	80	108	105	914
Aberdeenshire	94	237	10	98	6	63	79	98	682
Angus	74	155	13	65		51	54	58	470
Argyll & Bute	63	112	5	36		16	13	15	258
Clackmannanshire	86	99	13	46	<5	26	44	50	365
Dumfries & Galloway	124	376	29	132	<5	34	44	67	806
Dundee	174	314	32	132	23	89	107	107	978
East Ayrshire	166	168	52	115	<5	70	76	133	774
East Dunbartonshire	86	52	10	20		21	11	19	219
East Lothian	77	125	8	62		22	43	49	386
East Renfrewshire	68	61	18	36		15	6	<5	207
Edinburgh, City of	360	627	100	233	11	173	168	188	1,842
Eilean Siar	8	17	5	19		<5	7	15	72
Falkirk	141	134	20	101	16	50	35	52	542
Fife	273	562	121	245	24	158	167	241	1,723
Glasgow	910	1,123	572	295	<5	453	308	410	4,036
Highland	78	349	8	122	17	96	111	144	922
Inverclyde	93	133	10	66		23	16	20	360
Midlothian	67	118	21	58	<5	16	55	58	393
Moray	53	112	5	39		27	24	32	292
North Ayrshire	245	360	52	114	<5	94	63	90	1,017
North Lanarkshire	259	233	104	179	<5	54	87	70	983
Orkney	6	22		8			6	6	48
Perth & Kinross	80	130	31	80	<5	45	58	82	504
Renfrewshire	236	412	64	154	<5	122	53	69	1,104
Scottish Borders	49	101	6	53	<5	35	41	66	352
Shetland	<5	13	<5	8	5	9	<5		41
South Ayrshire	181	235	46	110	<5	63	81	123	839
South Lanarkshire	205	305	86	157	12	98	141	152	1,148

Stirling	100	102	13	63	16	41	21	40	393
West Dunbartonshire	138	165		93		30	57	86	567
West Lothian	176	246	33	126	21	49	79	114	843
Total	4,874	7,477	1,513	3,180	181	2,124	2,164	2,762	24,080

Breaches of Implementation

If a hearing determines that an implementation authority has breached its duty to implement a CSO, Section 146 of the Children's Hearings (Scotland) Act 2011 enables a hearing to report this to the National Convener to consider an application to enforce the authority's duty.

Of the 24,000 orders detailed in the table above, during 2016/17, **less than 5** implementation breaches were reported by hearings to the National Convener.

The nature of the breaches fell in to the follow categories:

- The implementation authority was not providing respite at a named placement.
- The implementation authority failed to allocate a social worker or prepare up to date reports.

Comment

The number of breaches reported to the National Convener is exceptionally low relative to number of orders requiring implementation.

It is justified to ask the question whether this is a true reflection of all breaches of implementation duties that occur across Scotland or whether they represent, for example, only the most serious breaches. We will monitor patterns of breach reporting in coming years.

For the National Convener to more effectively execute their powers in enforcing the duty of authorities to give effect to CSOs, it is likely that further investigation of breaches may be necessary and that different, more flexible, reporting mechanisms may need to be considered that enable a wider group of people to report breaches for enforcement.

Notes on the Report

- The content of this report differs from previous versions of the 'Feedback Loop'. The data presented is not, therefore, continuous from the 2015/16 report.
- 'Financial year' in this report refers to the year running 1st April – 31st March.

Agenda Item 16: CHS-1920-77

Title	Gender Pay Gap Report - 2 year update
Purpose	For consideration and approval
Author(s)	Sinead Lammie – HR/OD Lead
Line Manager(s)	Lynne Harrison – Head of Strategy, Development and DCE

1. Background Information

1.1 The specific equality duties in Scotland were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations in 2012 as amended. Further new regulations were introduced in 2015 when CHS became a listed authority, and in 2016, the employee threshold for gender pay gap reporting was reduced from 150 to 20 employees and further introduced the requirement to publish equal pay statements. CHS published its first Gender Pay Gap report and Equal Pay Statement in April 2018.

1.2 This is our second Gender Pay Gap report and we will continue to meet our statutory requirements by reporting our gender pay gap every 2 years.

2. Recommendations

2.1 It is recommended that the Board approves the content of this report for publication by the 30th March 2020 deadline.

CHS Gender Pay Gap Report 2020

Executive Summary

CHS is committed to the principles of equal pay for work of equal value and operates a pay system that is based on objective criteria. We have a clear reference to Equal Pay in our Recruitment and Selection Policy and have consistently followed Scottish Government guidance on Equal Pay. CHS' pay awards are in line with the Scottish Government Public Sector Pay Policy for Staff Pay Remits.

Since CHS became operational it has used an incremental pay structure. The current pay remit and pay structure are underpinned by job evaluation. Equal pay for work of equal value is the cornerstone of job evaluation and CHS uses the Hay Job Evaluation process. All CHS roles when developed or amended go through the job evaluation process, which is administered by independent expert JE panel at our sister agency, the Scottish Children's Reporter Administration, supported by a member of the CHS HR team. An employee appeal process is also built into the process, if so required.

CHS' Chief Executive's pay is determined by the Scottish Government Senior Appointments Pay Policy but while CHS does *not* determine this pay, the Chief Executive's pay details have been included in the calculation of our equal pay figures.

When developing annual pay awards, CHS remains cognisant of the impact on all protected characteristics of any pay offer, ensuring that we improve the equalities position year on year i.e. by reducing the journey times from minimum to maximum level within each pay band.

This report combines publication of our gender pay gap (see Section [One](#)) along with our Equal Pay Statement (see Section [Two](#)). All data contained in this report refers to salary figures only, as CHS does not operate a bonus scheme. The data is accurate as at 1 February 2020 but for of direct comparison, the data from the 1 February 2018 report is also detailed.

CHS had 39¹ employees (excluding 1 employee on long-term career break). This is a 51% increase in headcount since 2018. Our workforce is 79.5% female (and increase of 14.5%) with CHS employed females now accounting for 75% of our senior management team.

There are two suggested methods to calculate our overall pay gap, for reasons that are explained more fully within Section One of the report – [Calculating the Gender Pay Gap for CHS](#) . While there is no general consensus on which method is better and there are disadvantages in using either method, particularly for an organisation as small as CHS (due to vulnerability of data to be skewed in even the addition or deletion of one earnings figure), we have provided headline figures using both methods. In line with guidance from Close the Gap (Scotland's main research organisation looking at women's participation in the labour market), we have given preference to using the *mean* average in the rest of our pay gap analysis as it can give a deeper understanding of any pay gaps.

¹ All data in the report is taken from snapshot date of 1 February 2020, exactly 2 years since the previous data was produced in order to make direct comparisons.

When using the *mean* average to calculate, our overall pay gap between male and female salaries is now **1.8%** (in favour of men), compared with 23% two years ago.

However, when using the *median* average to calculate, our overall pay gap between male and female salaries is now **-18.36%** (in favour of women), a widening of 1.36%.

Analysis of these figures is found in [Section One](#) of the report. Note the for ease of comparison, the figures from the 2018 Gender Pay Gap report are also included.

It is clear that the mean gender pay gap within CHS has dropped considerably in the past two years. The obvious explanation for this is the 51% increase in headcount, with females accounting for 87.5% of the new workforce and that of this female group, 57% of them are in senior roles/ top third earning roles in CHS.

To also give as wide and reflective a picture of the gender make-up of our organisation, we have included in addition to the required occupational segregation figures, a number of other different pay gap figures within the report including part-time pay gap figures.

SECTION ONE

Gender Pay Gap Reporting – the Regulations

The Equality Act 2010 describes nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex (male or female); and sexual orientation.

The specific duties in Scotland were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations in 2012 as amended. Further new regulations were introduced in 2015 when CHS became a listed authority, and in 2016, reducing the employee threshold for gender pay gap reporting and the publication of equal pay statements from 150 to 20 employees. As CHS has 39 employees, the organisation is required to be fully compliant with the regulations and undertake the required specific duties.

Calculating the Gender Pay Gap for CHS

The methods for determining any pay gap is outlined in Close the Gap's publication, Close Your Pay Gap: <https://www.closeyourpaygap.org.uk/>

The gender pay gap is the difference in average hourly earnings between men and women.

CHS has used both the *mean* and *median* average figure for its headline pay gap figure. The mean average is calculated by adding all individual CHS employees' hourly rates of pay and dividing by the total number of employees. The median average is calculated by listing all the male and female salaries in order of amount and then finding the mid-point of each list.

The mean is considered by many organisations, including Close the Gap, to be a more useful measure as it includes the highest and lowest rates of pay and because those on the highest rates of pay tend to be men and those on the lowest are more likely to be women, it is an important measure of women's experience of labour market disadvantage as compared to men.

The median pay gap is considered more representative of "typical" pay. Those who advocate the use of the median, such as the Office of National Statistics (ONS) feel that the very high earners are the exception to the norm, but can disproportionately skew the pay gap figure.

As CHS has a small employee base, our figures are easily skewed regardless, by the inclusion of even one additional high salary figure. This means that by aligning with the Close the Gap preference and using the mean to calculate the average of a skewed distribution, such as ours, the calculations are highly influenced by those values at the upper end of the distribution and thus may not be truly representative. To help counter this we have reported a number of other different pay gap figures including part-time figures in order to give as wide and reflective a picture of the real situation within CHS and tried to draw out conclusions in the explanatory narrative below each table.

We have also taken care, due to the small number in our employee dataset to not publish *sensitive* data in this report in a way that might identify any particular individual employees.

Who is included in our analysis?

All workers² engaged in a contract of employment with CHS are included in the analysis of gender pay gap analysis including CHS' Chief Executive, even though CE pay is determined by the Scottish Government Senior Appointments Pay Policy.

NOTE: Salary data for employees on long-term career breaks (and so are not currently on payroll) *is not* included in this report, however data for any employees on maternity or other absences, who are on payroll, *is* included in this report.

Also, it should also be noted that two members of senior management team are *not* paid employees of CHS, but are employees of the Scottish Children's Reporter Administration (SCRA) with whom we engage their services, through established shared service arrangements between both organisations. We have therefore not included their pay within this analysis but we have included their headcount, when reporting the gender composition of our Senior Management Team.

Our gender pay gap findings

As noted above, we have reported a number of different pay gap figures in order to give as wide and reflective a picture of the real situation within CHS. These include:

1. The headline (overall) pay gap figure, (both mean average and median average figures)
2. The full-time pay gap figure (mean average)
3. The part-time pay gap figure (mean average)
4. The pay gap between male and female part-time employees (mean average)
5. The pay gap between male and female full-time employees (mean average)
6. Occupational segregation pay gap figures for:-
 - a. Horizontal segregation – by job **type** (mean average)
 - b. Vertical segregation – by job **level** (mean average)

Following the Office of National Statistics reporting guidelines, a -% demonstrates a pay gap in favour of women.

Our pay gap findings are reported in the tables below and each table has an explanatory narrative to accompany the findings.

² CHS has not however included any temporary agency workers in its pay gap reporting as these individuals are not employed directly by CHS (nor did CHS engage in any temporary agency contracts at 1 February 2020. CHS has also not included the hourly pay rates for the contractors it has engaged to carry out work, since the last report was published.

CHS National Team Headcount as of 1 February 2020 (2018 figures are below in grey text)

Female part-time	Female full-time	Male part-time	Male full-time	Total Headcount
5	26	2	6	39
79.5%		20.5%		
3	10	1	6	20
65%		35%		

Overall pay gap figure for CHS

The single/overall pay gap figure includes all CHS employees, including those in senior management grades. It also includes all full-time and part-time employees and employees on permanent and fixed term contracts and provides the most complete picture in relation to gendered pay inequalities and is presented as both mean average and median average figures.

Mean overall pay gap (2018 figures are below in grey text)

MEAN Average female hourly rate (£)	MEAN Average male hourly rate (£)	Scotland (2018) Mean Pay Gap
21.72	22.12	
$\frac{22.12-21.72}{22.12} \times 100$	CHS Pay Gap = 1.8%	
17.96	23.41	17.9%
$\frac{23.41-17.96}{23.41} \times 100$	CHS Pay Gap = 23.3%	

CHS has experienced a significant drop in its mean gender pay gap. As is noted in the executive summary, the mean gender pay gap within CHS has dropped considerably in the past two years. The obvious explanation for this is the 51% increase in headcount, with females accounting for 87.5% of the new workforce and that of this female group, 57% of them are in senior roles/ top third earning roles in CHS.

Median overall pay gap (2018 figures are below in grey text)

MEDIAN Average female hourly rate (£)	MEDIAN Average male hourly rate (£)	Scottish median pay gap
21.14	17.86	
$\frac{17.86 - 21.14}{17.86} \times 100$	CHS Pay Gap = -18.36%	
18.69	15.99	
$\frac{15.99 - 18.69}{15.99} \times 100$	CHS Pay Gap = -16.9%	15% (UK = 17.9%)

Median pay for women in Scotland is higher than in the UK as a whole and is third highest of the nations and regions of the UK.

Addressing our overall equal pay gap through recruitment

CHS ran a total of 14 recruitment campaigns over the past 24 months, (excluding internal secondments/promotions) and attracted a total of 471 applicants. Of those 14 campaigns, some of which consisted of multiple vacancies, 21 females were appointed, and 3 male. It should be noted that CHS followed through on its flexible working commitments by providing x4 job-share contracts which were filled by both male and female employees.

A full breakdown of our equality data for these recruitment campaigns is found in Appendix 2 of our Equality Mainstreaming Progress Report 2018-2020.

From our recruitment data and employee headcount figure (79.5% female), CHS can demonstrate that it is an organisation that attracts, appoints and promotes females at all organisational levels. We will continue to ensure that it maintains robust, fair and transparent recruitment processes that provide equality of opportunity for all protected characteristic groups.

Full-time pay gap (2018 figures are below in grey text)

The full-time pay gap figure is calculated by comparing female full-time average hourly pay with male full-time average hourly pay. While useful to consider, they cannot be used as the overall/headline figure for the organisation as these figures omit the experience of CHS' part-time workers.

Total number of full-time females	Mean average full-time female hourly rate (£)	Total number of full-time men	Mean average full-time male hourly rate (£)
26	20.90	6	23.09
$\frac{23.09 - 20.90}{23.09} \times 100$		CHS full-time pay gap = 9.48 %	
10	17.9	6	25.04
$\frac{25.04 - 17.9}{25.04} \times 100$		CHS full-time pay gap = 28.5 %	

The gender pay gap for full time staff within CHS has also fallen significantly since the last figures were produced. Again, this can be explained by the significant increase in female appointments. Of the aforementioned 21 female appointments, 17 were full-time contracts.

Looking beyond CHS, the gender pay gap in Scotland is lower than in the UK average, at 8.6%³ for full-time workers.

Part-time pay gap (2018 figures are below in grey text)

The part-time pay gap figure is calculated by comparing female part-time average hourly pay with male full-time average hourly pay. (A negative pay gap figure demonstrates positive salary implications for women vs men)

Mean average part-time female hourly rate (£)	Mean average full-time male hourly rate (£)
25.98	23.09
$\frac{23.09 - 25.98}{23.09} \times 100$	CHS part-time pay gap = - 12.51%
18.13	25.04
$\frac{25.04 - 18.13}{25.04} \times 100$	CHS part-time pay gap = 27.59%

There may be an expectation that the part-time pay gap will be much higher than the combined figure (a part-time workers, tend to women working in lower grades), however in this report we see a reversal of this supposition, where mean female part-time hourly rates are actually 11.7% higher than mean male full time hourly rate. This can be explained again by the increase in new female joiners in the past 24 months who have been appointed into senior manager grades but who are also working part-time contracts.

³ ASHE (ONS) 2018 Scotland Tables

Pay Gap between part-time male and part-time female

(2018 figures are below in grey text)

Male/Female part-time employees	% of total employee group	Av hourly part-time	Pay Gap (%)
Male	5.12	19.18	-35.45
Female	12.82	25.98	
Male	14.28	13.66	-32.7
Female	23.07	18.13	

The pay gap shows that female part-time staff are paid higher average pay than male part-time staff and since the last report this pay gap is widening. 16% of females work part-time in CHS (a drop of 7% since the last CHS Gender Pay Gap report) which is now less than the proportionate average of male part time employees which is 33.3% of total male staff.

Of those x7 employees within CHS who work on a part-time basis, 71% are female, which demonstrates that along with national data, females still dominate the part-time labour market with females workers still take on board the majority of childcare responsibilities during the working week. The UK also has one of the highest rates of part-time work among employed mothers in the EU.

Pay Gap between all part-time employees and all full-time employees

(2018 figures are below in grey text)

Mean average hourly combined for male/female part-time (£)	Mean average hourly combined male/female full-time (£)	Pay Gap (%)
22.58	25.64	11.93
17.02	20.58	17.29

Combined Part-time staff average pay is lower than that of combined full-time staff. Although this pay gap is not based on gender but upon average (mean) hourly rate of pay between full-time and part-time staff, it is still useful to note.

⁴In 2018, the *median* average gender pay gap for full-time workers in Scotland was 5.7%. This means that if the male and female populations of full-time workers were each lined up in order of their hourly pay, the man in the middle of the male population would be earning 5.7% more per hour than the woman in the middle of the female population.

⁴ figures from the Annual Survey of Hours and Earnings (ASHE) from Office for National Statistics. (October 2018).

Flexible working arrangements

CHS can demonstrate that it is supportive in accommodating the ⁵flexible working requests of **all** staff, regardless of gender, and believes that taking a more holistic view of the flexible arrangements that it offers including 4 day compressed working weeks or 9 day fortnights, rather than looking at part-time working in isolation, gives a truer reflection of its support (see table below).

Part-time and Flexible working comparisons (2018 figures are below in grey text)

As a percentage of employee group	Part-time working arrangements (%)	Flexible Working arrangements (inc. p-t) (%)
Female	12.82	20.51
Male	5.12	5.12
Female	23.1	38.5
Male	14.3	14.9

The table above shows that 12.82% of CHS' female employee group (a decrease of 10.28%) and 5.12% of male employees work on a part-time basis. Once formal contractual flexible arrangements are taken into account the percentage of female employees then increases to 21%, which is still however a decrease of 17.5% from the previously reported figures on wider formal flexible arrangements.

CHS still maintains its commitment to give job applicants the option to tick if they wish to carry out the role on a job-share basis and will consider all applications for flexible working as favourably as possible. It also continues to operate a flexi-scheme, open to all grades, and has adopted smart working principles, which permit many employees to better combine their work and personal commitments.

Occupational Segregation in CHS

Occupational segregation is one of the major causes of the gender pay gap. Horizontal segregation refers to the clustering of men and women into different *types* of work. Vertical segregation refers to the clustering of men and women into different *levels* of work.

The following pay gap reports attempt to give a wide and accurate representation of how salaries are reflected among the different grade band and in different types of work.

Horizontal Segregation within CHS (2018 figures are below in grey)

In order to report on horizontal segregation in a meaningful way, our pay gap report splits roles into the three clear role *types* within CHS:- Management+, Officer and Admin. Management+ grades include Senior Manager, Depute CE and CE grades. Officer grades include Lower, Medium and Higher Officer grades. Admin grades include General Admin and Specialist Admin grades. The following tables show comparative data between these three role types.

⁵ Right to request flexible working as per the Employment Rights Act 1996 was extended beyond employees with defined caring responsibilities, in the Flexible Working Regulations 2014.

	Management+ grade	Officer grade	Admin grade
	Av. Hourly (£)	Av. Hourly (£)	Av. Hourly (£)
Male	33.49	15.29	n/a
Female	27.11	17.87	12.86
Combined	28.24	17.22	12.86
Male	35.42	14.40	-
Female	23.49	18.06	11.67
Combined	30.77	17.29	11.76

Management + 'type' Pay Gap (2018 figures are below in grey)

	Management type		Pay Gap (%)
Gender	Av. hourly		
Male	33.49	$\frac{33.49 - 27.11}{33.49} \times 100$	19.05
Female	27.11		
Gender	Av. hourly		
Male	35.42	$\frac{35.42 - 23.49}{35.42} \times 100$	33.7
Female	23.49		

The gender pay gap at management grade + in CHS has decreased by 14.7% since the last pay gap report. As with other findings earlier in this report, this pay gap decrease can be explained by the fact that of the 51% increase in new starts to the organisation since the last report, 57% were females at Management+ grade, with females now occupying 82% of management+ roles.

Officer 'type' roles - Pay Gap (2018 figures are below in grey)

	Officer type		Pay Gap (%)
Gender	Mean average hourly (£)		
Male	15.29	$\frac{15.29 - 17.87}{17.87} \times 100$	-16.87
Female	17.87		
Gender	Mean average hourly (£)		
Male	14.40	$\frac{14.40 - 18.06}{18.06} \times 100$	-25.4
Female	18.06		

75% of employees in Officer type roles are female. There is also a pay gap in favour of females in Officer type roles of 16.87% which has narrowed since the last report by 8.5% (i.e. male salaries in Officer grade are catching up with female Officer grade salaries). A further breakdown of officer roles into grades (which illustrates differences in job levels) is illustrated in the grade comparison table on page 11.

Admin 'type' roles – Pay Gap (2018 figures are below in grey)

	Admin type		Pay Gap (%)
Gender	Mean average hourly (£)		
Male	n/a	<u>n/a</u>	n/a
Female	12.86		
Gender	Mean average hourly (£)		
Male	n/a	<u>n/a</u>	n/a
Female	11.67		

Due to the significantly small data set we are analysing for admin 'type' roles and the fact that we currently have no males holding admin positions, it is not feasible to produce gender pay gap data or draw any meaningful conclusions on the data presented. C

Vertical Segregation

In order to report on vertical segregation in a meaningful way and to illustrate where male and female employees may be clustered into different levels of work, CHS has presented two different set of figures i.e. quartile salary figures and grade figures.

Quartile Salary Figures (2018 figures are below in grey)

The table below shows all the salary figures ranked into quartiles. The gender comparisons for each quartile are shown as gender against total own gender, and as gender against total CHS employee group.

Quartile 1 = highest quartile 4 = lowest quartile	Male as % of all CHS employees	Male as % of all male employees	Female as % of all CHS employees	Female as % of all female employees
1	5.12	25.0	20.51	25.81
2	2.56	12.5	23.07	29.03
3	5.12	25.0	20.51	25.81
4	7.69	37.5	15.38	19.35
1	15.0	42.85	10.0	15.38
2	0	0	25.0	38.46
3	5.0	14.28	20.0	30.77
4	15.0	42.85	10.0	15.38

While in the previous report, male employees are clustered at both the highest and lowest quartiles, and female employees dominated the middle two quartiles within CHS, the figures in this report suggest that females are well represented across all quartiles implying that there is not a significant vertical segregation issue within CHS.

CHS Job Levels/Grades Pay Gap (2018 figures are below in grey)

The table below shows the composition of all male and female staff with their salaries plotted against the CHS grading structure, noting that DCE and CE grades are aggregated due to the small staff numbers at both grades. This again helps to illustrate vertical segregation between genders.

CHS Grade	Combined gender as % of all CHS employees	Male as % of all CHS employees	Female as % of all CHS employees
DCE and CE (aggregated)	12.82	5.12	7.69
Senior Management	30.76	2.56	28.2
Higher Officer	23.07	2.56	20.51
Medium Officer	12.8	2.56	10.25
Lower Officer	15.38	7.69	7.69
Specialist Admin	5.12	0	5.12
Admin	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
DCE and CE (aggregated)	10	10	0
Senior Management	25.0	15.0	10.0
Higher Officer	35.0	0	100
Medium Officer	20.0	50	50
Lower Officer	10.0	100	0
Specialist Admin	10.0	0	100
Admin	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>

Apart from Specialist Admin grade (where its composition is 100% female), both male and female staff are represented at all grades within CHS with female staff being predominantly represented at Senior Management and Higher Officer level. To note, female staff now account for 7.69% of DCE/CDE grades when in the previous report they represented 0%.

Summary

CHS has significantly reduced its mean gender pay gap from 23% to 1.8%, meaning that at a headline level, men receive only marginally more in average pay across the organisation of women. In terms of median gender pay gap figures, which for a smaller organisation like CHS, can produce a less skewed results, the gender pay gap is increased to -18.36%, meaning that female salaries on the whole are more on average than their male colleagues, and that this gap is widening.

The obvious explanation, as has been noted at several points in the previous table narratives is due to the 51% increase in headcount, with females accounting for 87.5% of the new workforce and that of this female group, 57% of them are in senior roles/ top third earning roles in CHS.

CHS is not however complacent in the need to continue to monitor gender pay gaps and will work to ensure that it's pay awards and flexible working policies in particular are managed fairly equally for all staff, regardless of gender. It will take into account all the commitments it made in its Equal Pay Statement 2010 as well its statutory general and specific duties under the Equality Act 2010.
