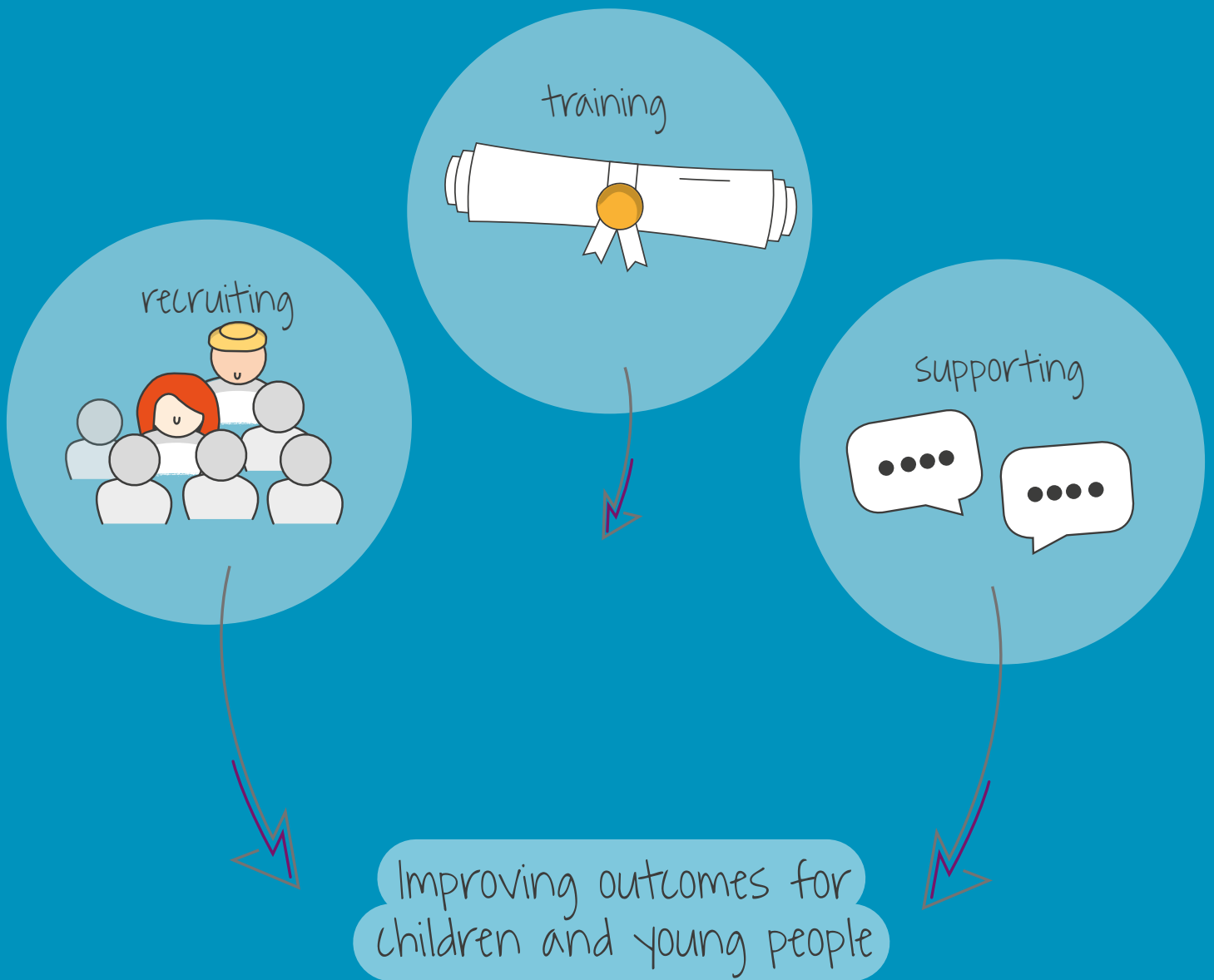


2019 | 20



The Children's Panel – life changing.

BUSINESS & CORPORATE PARENTING plan



CONTENTS



National Convener’s welcome	3
Our priorities	4
Our Values	5
About the Plan	6
Creating the Business Plan	6
The strategic environment	7
Measuring our performance	8
Corporate parenting 	9
Working together	10
Our corporate parenting commitments for 2019/20	11
Reporting on our corporate parenting responsibilities	11
Our digital future	12
Business objective one	14
Business objective two	16
Business objective three	18
Business objective four	20
Our resources	22
Our NDBP reporting duties	23
National Outcomes	23
Equalities	25
Climate change	25
Biodiversity	25

NATIONAL CONVENER'S WELCOME



For 2019/20, our vision remains the same: to work towards a Scotland in which all of our children and young people grow up loved, safe and respected and able to realise their full potential.

Our role continues to be advising and enabling our volunteer Panel Members to make the best possible decisions with and for the children and young people who attend children's hearings.

As we move into the second year of our Corporate Plan, we continue to make good progress. Our digital programme continues to develop apace and we have launched the Children's Hearings Scotland Learning Academy. The Learning Academy provides a range of face to face and online learning for our community of volunteers providing them with opportunities for continual learning and development. It also includes new programmes for Panel Practice Advisors on induction, training and development to improve quality assurance.

Throughout 2019/20 our organisation will be focused on refreshing our approach and training for managing hearings where every Panel Member has a contribution to make as well as progressing our drive for diversity and streamlining procedures for continuity.

None of this work could be achieved without the support of the National Team, the wider Children's Hearings Scotland community and our partners. To them, I say thank you.

Our organisation will continue to review how we can best support our volunteer Panel Members and the Area Support Teams.

We continue to listen to the views of children and young people and make sure that every change and improvement benefits them.

We are committed to ensuring that in playing our part in the Children's Hearings System we are adaptive, responsive, receptive to feedback and change and above all else, supportive of children and young people.

A handwritten signature in black ink, appearing to read 'Boyd McAdam', written over a horizontal line.

Boyd McAdam

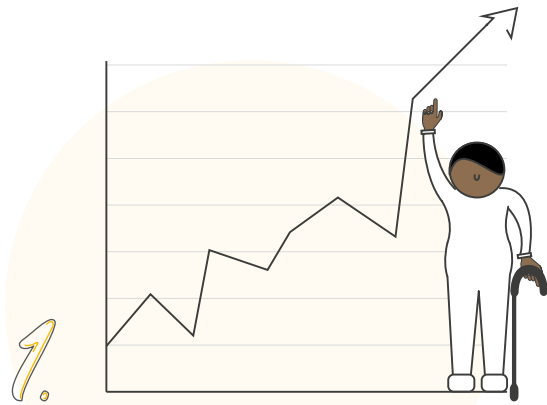
National Convener



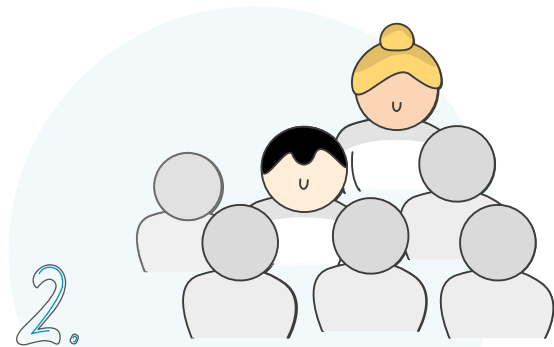
OUR PRIORITIES



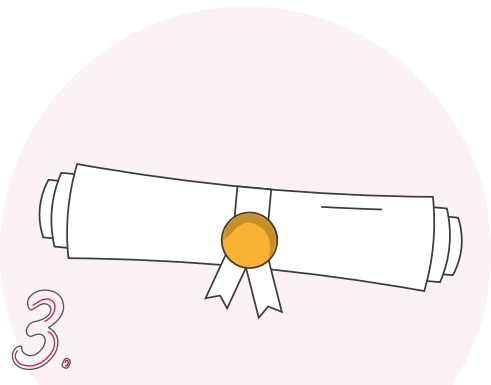
We have **four business objectives for 2019/20** that reflect our core functions.



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



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



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



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

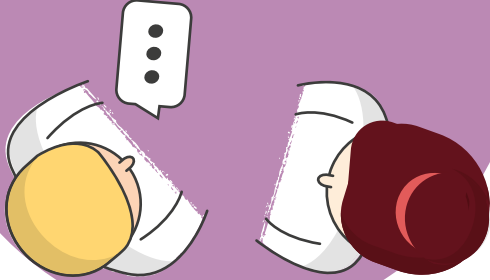
Our Business & Corporate Parenting Plan is aligned to our core values (found on page 5) and sets out how we, the CHS community, will work together to deliver activities that support the outcomes set out in our 2018 – 21 Corporate Plan.

Our Values



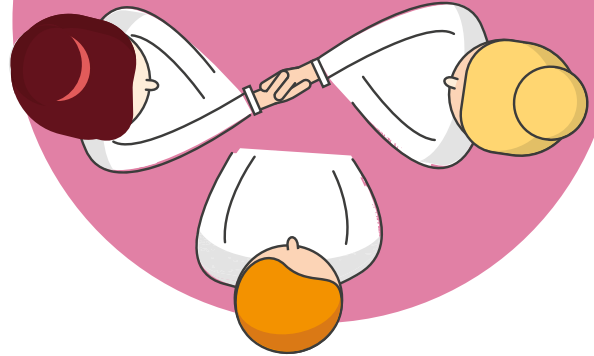
Child centred

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



Respectful

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



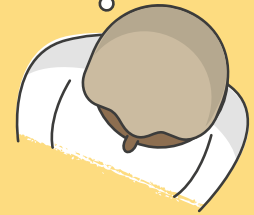
Fair

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



Creative

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



Challenging

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



Open

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

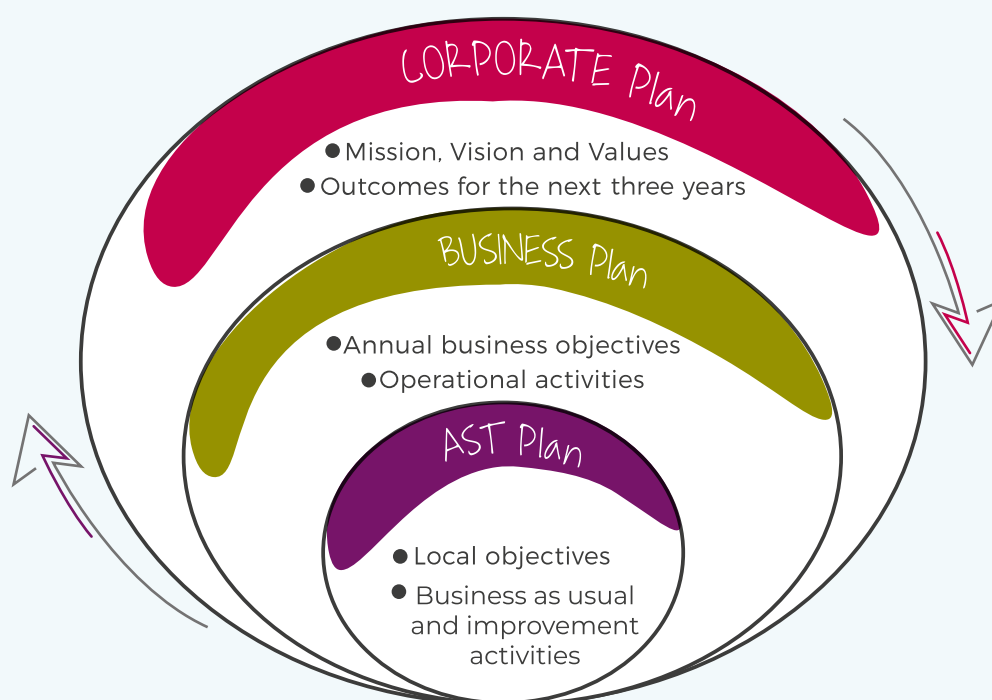


ABOUT THE PLAN



We have set four objectives for the Children’s Hearings Scotland (CHS) community to achieve over the next year.

These objectives reflect our core functions to recruit, train and support our Panel and Area Support Team (AST) members enabling us to make the best possible decisions with and for children and young people attending children’s hearings.



Creating the Business Plan

Our planning cycle works on a programme of three year Corporate Plans and annual Business & Corporate Parenting Plans. This is our second Business & Corporate Parenting Plan and sets out how the CHS community will collectively work to deliver activities that support the outcomes set out in our 2018 – 21 Corporate Plan.

This plan also describes how we will measure our performance and meet our statutory obligations.

Each of our 22 ASTS develop supporting operational plans which set out the extensive activities they carry out locally including: recruitment, reappointment, learning and development, partnership working and recognition.



The strategic environment

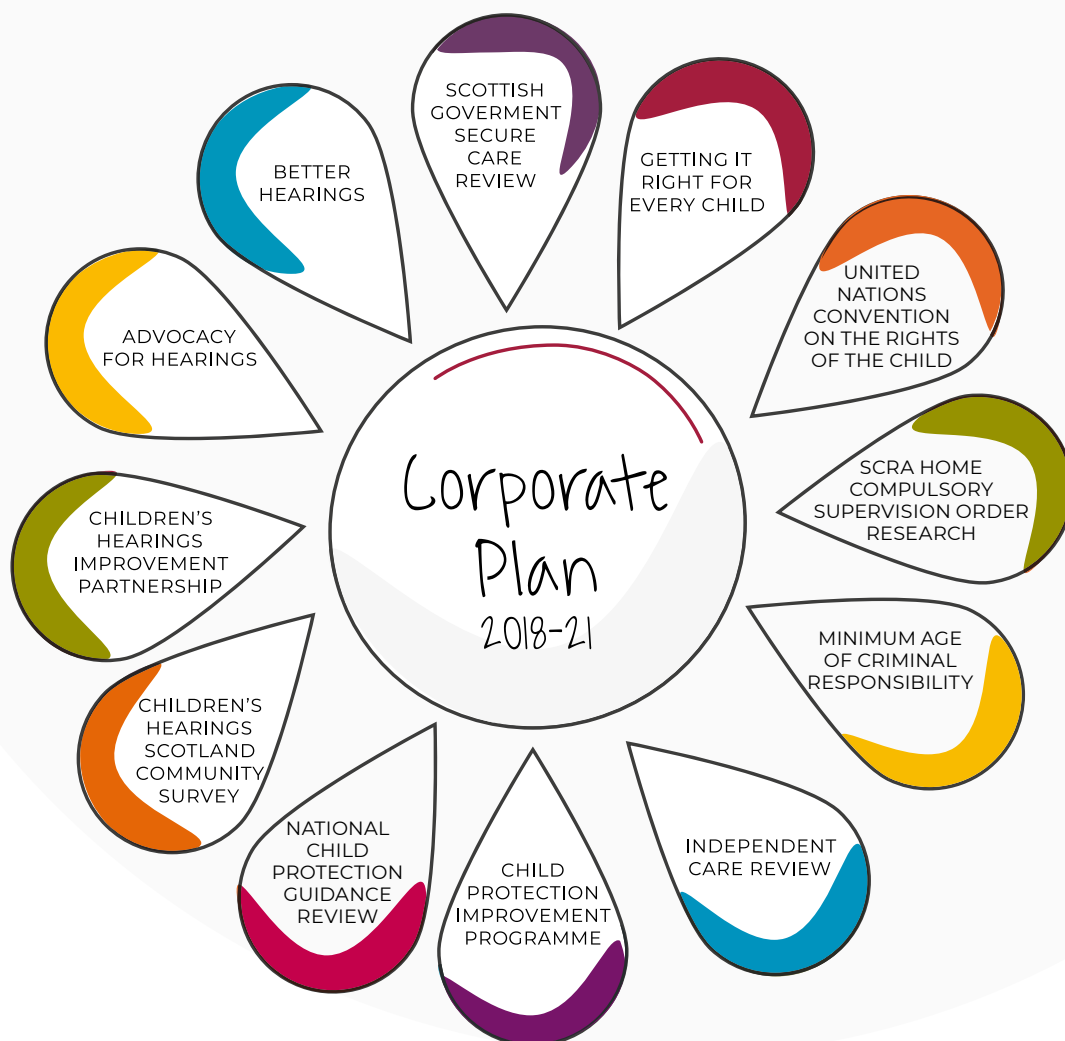
Our new National Team hub, in central Edinburgh, will make us more accessible and connected to the CHS community and our partners.

We work within an evolving environment. By collaborating with our partners to influence key policy, and through the transformation of our digital systems, we will drive positive change for children and young people in the Children's Hearings System.

We are a listening and responsive organisation. To develop this plan we have sought the views of the CHS community, partners and key stakeholders including: our volunteers through the CHS

Community Survey; our AST leaders; young people with lived hearings experience through the Better Hearings report and our Scottish Government policy colleagues. The voices of these groups have helped us shape what we will prioritise over the next year, and how we will carry out our work.

Our organisation also sits on several improvement boards, including the Children's Hearings Improvement Partnership and the Youth Justice Improvement Board. We share our knowledge and expertise with our partners and pool skills and resources to help improve children and young people's experiences of children's hearings.



MEASURING OUR PERFORMANCE



We have set a number of key performance indicators. These will help us monitor how we are progressing towards the delivery of the objectives and activities set out in this Plan, and continuously improve our service.



We are excited to launch our new digital systems in the course of this Business Plan (read more about this on page 12). This will help us to collect and generate valuable management information to support how we deliver our objectives. This information will allow us to set and monitor our targets, identify trends and make evidenced based decisions. In the interim, we have benchmarked our current position and where we have access to data from previous years, tracked any changes over time. We use this information to understand the reasons for these trends and to continuously improve. This is reflected in the targets we have set.

CORPORATE PARENTING

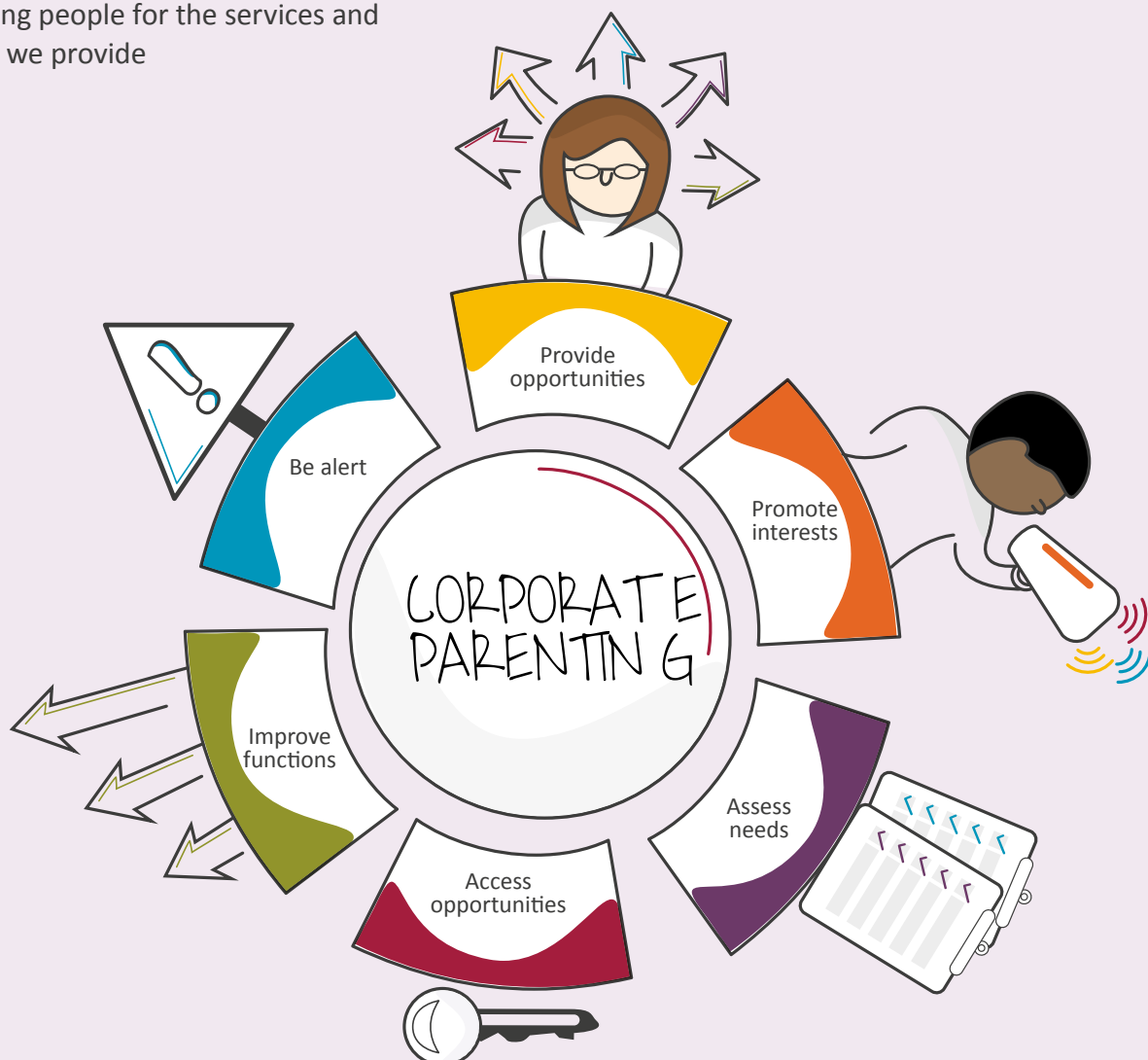


We are a proud Corporate Parent!

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

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

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





Working together

Through our work with the new Our Hearings Our Voice Board **we will join forces with children and young people with experience of children’s hearings to continually improve the Children’s Hearings System**, putting children and young people at the heart of decision making about them.

And **collaborate with other organisations** including the Scottish Children’s Reporter Administration (SCRA).



CHILDREN’S HEARINGS SCOTLAND & SCOTTISH CHILDREN’S REPORTER ADMINISTRATION’S SHARED CORPORATE PARENTING VISION FOR CHILDREN AND YOUNG PEOPLE

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

For more information: mycorporateparents.co.uk



Our corporate parenting commitments for 2019/20

In 2019/20 we make following commitments to children and young people:

We will...	To...
...build strong and cooperative relationships with the Our Hearings Our Voice Board	... amplify the voices of children and young people in our work.
...implement the standards for Better Hearings across our AST areas	... ensure that we deliver a nationally consistent, quality hearings experience for children and young people.
... work with young people with lived hearings and/or care experience to update our recruitment campaign design	... attract diverse and committed volunteers who can relate to children and young people who attend children’s hearings.
... expand the involvement of children and young people in the recruitment of volunteers	... make sure that our trainees understand how their decisions affect the lives of children and young people.
... seek the views and experiences of children and young people through the SCRA Children and Families Survey	... identify improvements which will make going to a children’s hearing a better experience for children and young people.
... implement a new national policy on Chairing	... make sure children and young people can meaningfully participate in their own children’s hearing.
... roll out our new Panel Member continuity policy	... provide a consistent and reassuring Panel Member presence at children’s hearings for children and young people.
... work collaboratively with the Independent Care Review to implement emerging recommendations	...improve the experience of children and young people attending children’s hearings.
...we will roll out Panel Member profiles* across Scotland	...to make the hearing experience more child friendly and put children and young people at ease.

To make these activities easier to identify within this Plan, we have highlighted them in **ORANGE**.

* a Panel Member profile is a photo or bitmoji of a Panel Member, with a brief description of who they are so that children and young people see Panel Members before they go into their hearing.

Reporting on our corporate parenting responsibilities

We regularly reflect and encourage feedback on how we are doing so we know what we could do better.

We will check on our progress through our performance arrangements, outlined on page 8, and reviewed by the CHS Board on a quarterly basis. We will also report on progress through our Impact Report.

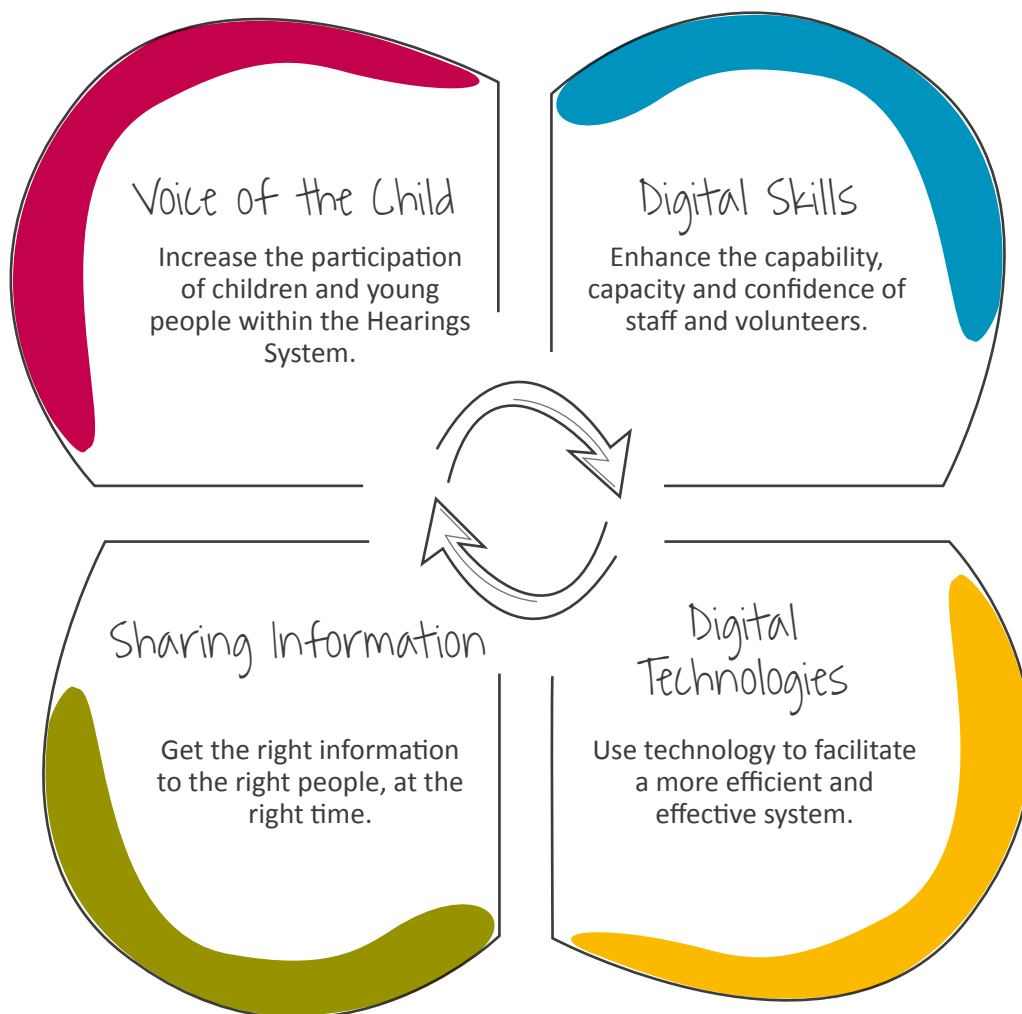
OUR DIGITAL FUTURE



Through the use of digital technology we are transforming the way we engage with and support our volunteer community, children, young people and their families and our partners.

Our vision is of a child centred Children’s Hearings System with digitally enabled volunteers and employees, who confidently use digital tools and technologies to improve experiences for children and young people in Scotland.

The Digital Strategy for the Children’s Hearings System sets out four core objectives and priorities:





It will, over time, deliver benefits for everyone in the Children’s Hearings System:

For children and young people and their families, digital technology will allow them to:

- Communicate more easily with Panel Members
- Tell us how we are doing – including feedback to the National Team and deepening our understanding of the experience of a hearing for children and young people
- Keep up to date on each stage of their journey through the Children’s Hearings System
- Explore how they could attend a children’s hearing virtually using video conference technology.

For our volunteer community, digital technology will support:

- More flexible training, including online courses and the ability to book training online
- Volunteers to communicate, collaborate and share knowledge and information
- The claiming of expenses quickly and easily
- The review of their observation reports quickly
- In monitoring and charting their hearings experience and contribution to the Children’s Hearings System.

For the Children’s Hearings Scotland National Team, digital technology will:




- Allow us to make decisions about the types of support we provide to our volunteer community, to make being a Panel or AST member more rewarding and sustainable
- Collect and analyse evidence about the impact the Children’s Hearings System has on the lives of the children and young people who attend children’s hearings
- Ensure that we can more accurately recognise the contribution and impact our volunteer community makes to protecting Scotland’s most vulnerable children and young people
- Help us work with employers across Scotland to ensure that they actively support our volunteer community and recognise the transferable skills that membership brings.



BUSINESS OBJECTIVE ONE



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

ACTIVITY	LEAD	TIMESCALES
 <p>We will improve how children’s hearings are conducted by:</p> <ul style="list-style-type: none"> • developing and implementing policy on management of hearings • preparing new practice guidance • strengthening training for panel chairs. 	Practice and Partnerships Lead	April – June
 <p>We will promote child-centred practice in hearings through <i>Our Hearings, Our Voice</i>.</p>	Practice and Partnerships Lead	April – March
We will design intuitive, user focused digital systems that enhance our volunteering experience.	Digital Programme Delivery Lead	April – November
We will ensure that the CHS community is equipped and ready for our new digital systems through a business readiness programme.	Business Manager	April – March
We will review our National Standards to drive improvement and enhance Panel Member performance.	Practice and Partnerships Lead	April – March
 <p>We will collaborate with the Independent Care Review to implement initiatives that improve the experience of children and young people attending hearings.</p>	Practice and Partnerships Lead	April – September
We will work with SCRA to monitor the number of upheld appeals against hearings and implement an improvement plan.	Quality and Performance Lead	April – March
We will publish a report on the implementation on hearing decisions by local authorities, and work with partners to evidence impact.	Quality and Performance Lead	April – March
We will ensure that high quality information and resources are available on CHIRP, that support Panel Member’s decisions making role.	Practice and Partnerships Lead	April – March
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	Practice and Partnerships Lead	April – March
We will improve the volunteering experience for the CHS community through the launch of our new digital systems.	Joint Digital Programme Director	November – March
<p>We will provide advice to government and other partners on:</p> <ul style="list-style-type: none"> • implementation of UNCRC principles in relation to youth justice and the Children’s Hearing System • raising the age of criminal responsibility. 	Practice and Partnerships Lead	Subject to Parliamentary timetable

BUSINESS OBJECTIVE ONE





KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 TARGET
% of ICT calls resolved within service level agreement	NEW	90%	90%
% of positive Community Survey feedback on online practice support	46%	N/A	55%
% of positive user feedback on new digital systems	NEW	NEW	80%

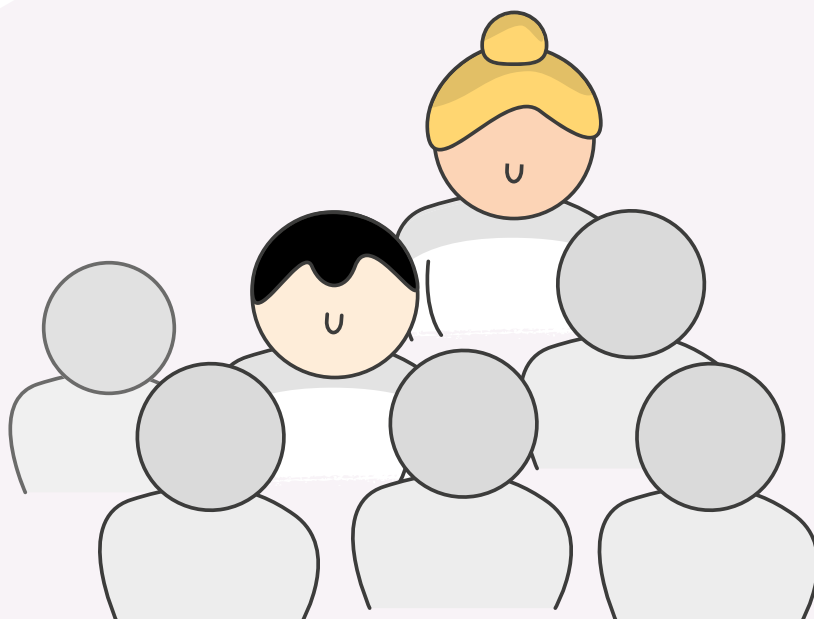
BUSINESS OBJECTIVE TWO



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

ACTIVITY	LEAD	TIMESCALES
 <p>We will work with young people who have lived experience of children’s hearings to co-produce refreshed recruitment campaign creatives which attract diverse and committed volunteers.</p>	Recruitment and Retention Lead & Communications and Engagement Lead	April – August
<p>We will review our recruitment processes, and carry out a Panel Member recruitment and selection process to appoint around 450 new Panel Members.</p>	Recruitment and Retention Lead & Communications and Engagement Lead	April – October
<p>We will review our recruitment process for AST members dedicated to supporting children and families in their local communities, seeking to fill all vacant volunteer posts within four months of advertising.</p>	Recruitment and Retention Lead & Communications and Engagement Lead	April – March
 <p>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 area.</p>	Recruitment and Retention Lead & Communications and Engagement Lead	June – November
<p>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.</p>	Recruitment and Retention Lead	April – June
<p>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.</p>	Recruitment and Retention Lead	April – March

BUSINESS OBJECTIVE TWO



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 TARGET	2018/19 ACTUAL	2019/20 TARGET
% of new Panel Members appointed aged 25 and under	8%	8%	10%*	12%
% of new Panel Members appointed that are male	33%	36%	31%*	38%
% of volunteer posts filled within 4 months of advertisement	NEW	NEW	NEW	90%
No. of ASTs involving young people in recruitment	NEW	NEW	NEW	100%
% of CHS Community members who feel the contribution they make to CHS is valued	75%	N/A	N/A	78%

* These percentages are for trainees as at February 2019. Panel Members are not official appointed until May 2019.

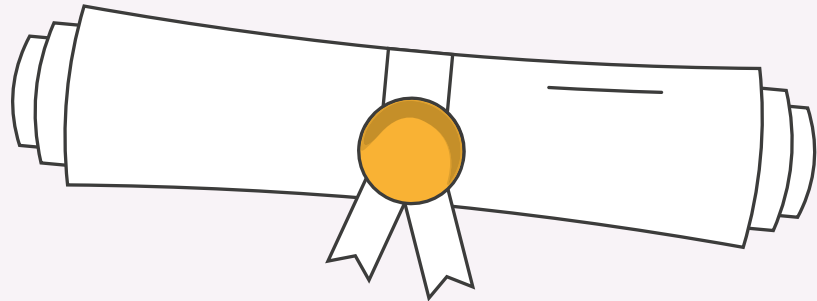
BUSINESS OBJECTIVE THREE



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

ACTIVITY	LEAD	TIMESCALES
We will deliver, through our Learning Academy, a Professional Development Award to our trainee Panel Members – Children’s Hearings in Scotland: Panel Members – SCQF level 7 – through a blended learning approach.	National Training Lead	December – March
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.	National Training Lead	May – November
We will deliver our new Area Support Team Learning programme to induct and develop new and existing AST members in all aspects of their roles.	National Training Lead	April – October
We will deliver two learn from the expert events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	National Training Lead	April and December
We will implement a new online Knowledge Hub through the CHS Learning Academy to host flexible learning opportunities and resources.	National Training Lead	April – March
We will deliver an expanded programme of Panel Practice Advisor (PPA) training to enhance our approach to quality and national consistency.	National Training Lead	April – March
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.	National Training Lead	April – March
We will launch an online Practice and Procedure Manual which provides Panel Members with access to current policy, good practice and legislation	Practice and Partnerships Lead	April – September

BUSINESS OBJECTIVE THREE



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 TARGET	2018/19 ACTUAL	2019/20 TARGET
% of applicants recruited that successfully complete our seven day pre-service training	90%	93%	Not available at time of publication	95%
% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	NEW	80%	82%	85%
% of positive course evaluation responses received for AST training	NEW	NEW	NEW	97%
% of positive course evaluation responses received for national training	96%	97%	96%	97%
% of positive course evaluation responses for masterclass events	NEW	NEW	NEW	90%
% of CHS Community Survey respondents who believe they have the skills and knowledge to carry out their role	98%	N/A	N/A	98%
% of panel members successfully completing Leadership in the Hearing Room	NEW	NEW	NEW	90%
% of CHS Community survey respondents who feel well trained to carry out their role	89%	N/A	N/A	92%
% of pre-service trainees who felt that the learning objectives were met	NEW	NEW	NEW	95%

BUSINESS OBJECTIVE FOUR



To invest in a volunteer community and

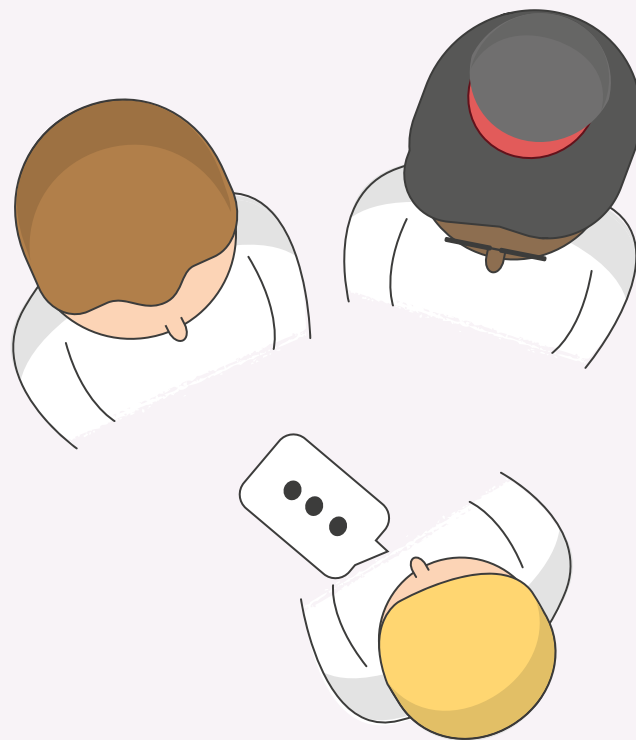
National Team that supports a quality

Children’s Hearings System for children and young people.

ACTIVITY	LEAD	TIMESCALES
We will implement a new integrated volunteer support model across Scotland to ensure high quality, consistent and sustainable support for our volunteers.	SMT and Area Conveners	April – March
We will drive up quality and consistency in our key objectives through the design and delivery of a bespoke quality improvement framework.	Quality and Performance Lead	May – March
We will listen and respond to the views and experiences of our volunteers through the delivery and reporting of our biennial Community Survey.	Quality and Performance Lead	July – September
We will drive consistency in Panel Member practice through an enhanced programme of observation and feedback.	Community Projects Lead	May – March
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.	Community Support Leads	April – March
We will put in place a code of conduct for the CHS community which will improve standards and maintain the integrity of a skilled and effective national Children’s Panel.	Practice and Partnerships Lead and Community Support Leads	April – March
We will launch a programme of volunteer communications and engagement, including: <ul style="list-style-type: none"> • refresh of our corporate website content • launch of a new monthly newsletter • delivery of our biennial Community Survey • increase our use of social media platforms. 	Communications and Engagement Lead and Quality and Performance Lead	July – September
We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people.	Communications and Engagement Lead	1-7 June
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/ Organisational Development Lead	April – March



BUSINESS OBJECTIVE FOUR



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 TARGET	2018/19 ACTUAL	2019/20 TARGET
% of (EIR, SAR and FOISA) information requests responded to within statutory timescales	100%	98%	100%	100%
% of complaints managed by the National Team responded to within SPSO timescales	100%	100%	100%	100%
% of supplier invoices not in dispute paid within 10 working days	79%	85%	90%	90%
% Children's Hearings Scotland employee attendance	93%	97%	92%	93%
% positive staff survey feedback on opportunities for learning and development	NEW	NEW	33%	50%

OUR RESOURCES



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

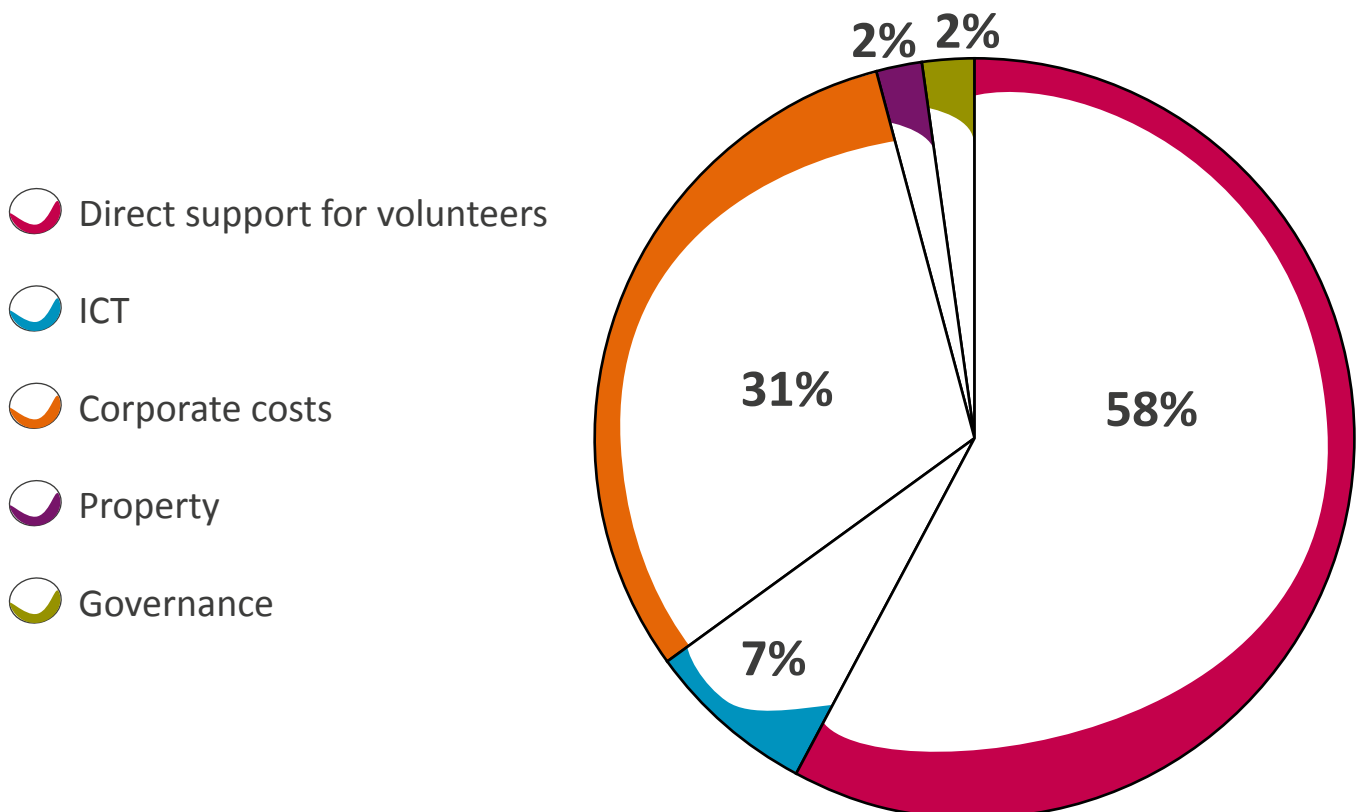
For 2019/20 our grant in aid is £3.8 million. We have also been allocated an additional resource to support volunteer management and help drive improvement through the Children’s Hearings System.

These resources are allocated across the CHS community to recruit, train and support our volunteers. To deliver these functions we employ a National Team of 25 staff (as at April 2019). Over the course of the year, we will implement our new volunteer support model and recruit a further 10 staff members who will provide direct support for volunteers at local level. Through our collaborative agreements with local authorities we gain invaluable local administrative support for our volunteer community.

We will work with our AST leaders across Scotland to make choices about how we deliver this Plan within our budget and resources, ensuring that the focus remains on supporting Panel Members to make the best decisions for children and young people at a hearing.

The table below reflects how our budget will be allocated across our key business areas in 2019/20.

In addition to our allocated grant in aid, the Scottish Government has also provided dedicated funding of £2.5 million in support of the Digital Strategy between CHS and SCRA.



OUR NDBBP REPORTING DUTIES



As a non-departmental public body we must report on our functions across a number of different policy areas.

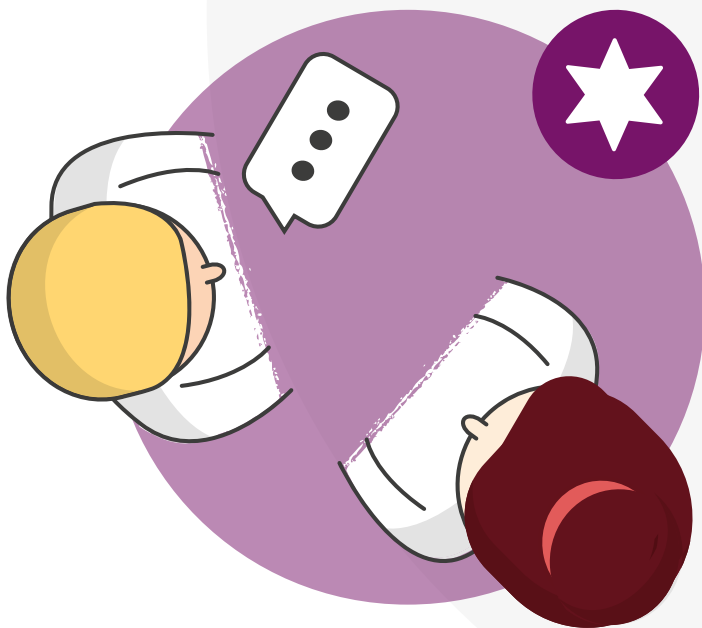
National Outcomes

We play a role in delivering the Scottish Government's overall purpose, strategic objectives and national outcomes. The objectives and activities set out within this plan contribute to the National Outcomes contained within the Scottish Government's National Performance Framework launched in 2018.

Our Panel Members are well trained to make high quality decision in the best interests of vulnerable children and young people.



Panel Members make decisions with and for over 14,000 children and young people a year. The children and young people our Panel Members meet at children's hearings range from babies to teenagers who experience neglect, to those who are truanting from school or have committed an offence. Through delivery of our core functions, to recruit, train and support Panel Members to make high quality decisions, we aim to improve the life chances and wellbeing of children and young people.



OUR NDBP REPORTING DUTIES



SCOTTISH GOVERNMENT NATIONAL OUTCOMES	WHAT WE ARE DOING TO HELP DELIVER THEM
<p>We grow up loved, safe and respected so that we realise our full potential</p>	<ul style="list-style-type: none"> • Our Panel Members make decisions for vulnerable children and young people to help support them to grow up nurtured, loved, happy and healthy • We work with our partners in the Children’s Hearings System to ensure that children and young people move through the Hearings System with minimum delay, to ensure all children are safe and settled as soon as possible • We will work with partners towards evidencing the impact of children’s hearings.
<p>We respect, protect and fulfil human rights and live free from discrimination</p>	<ul style="list-style-type: none"> • The Children’s Hearings System holds the UNCRC at its heart and we uphold the rights of all children and young people who attend children’s hearings • Our volunteers treat the children, young people and families who attend children’s hearings with dignity and respect • Our Panel Members are highly trained to make robust decisions with and for children and young people, which adhere to their rights • Panel Members make decisions which support children and young people who have offended, are at risk of offending or have been offended against.
<p>We live in communities that are inclusive, empowered, resilient and safe</p>	<ul style="list-style-type: none"> • Our recruitment campaign and selection process attracts volunteers from the local communities they live and work in • The Children’s Hearings System empowers local communities by promoting local decision making and, involving children, young people and their families in the decision making process.
<p>We are well educated, skilled and able to contribute to society</p>	<ul style="list-style-type: none"> • We provide training, support and volunteering experiences to around 3,000 people in Scotland • We work locally with employers to communicate the workplace and personal skills gained through volunteering with us • We are proactive and determined in our collective efforts to support and involve children and young people in our work • We offer opportunities for care experienced young people to work with us through internships.
<p>We have thriving and innovative businesses, with quality jobs and fair work for everyone</p>	<ul style="list-style-type: none"> • We are working towards a 50:50 gender split on our Board by 2020 • We meet our responsibilities to our staff under the Equalities Act 2010.

OUR NDBP REPORTING DUTIES



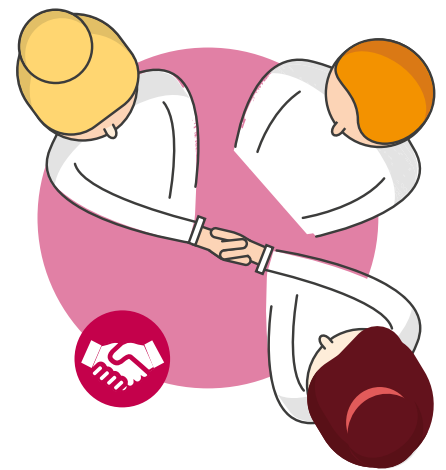
Equalities

We produce Equality Mainstreaming and Outcomes Reports as a statement of our commitment to fully embed equality in our organisation and the services that we provide to children, young people and their families.

Our commitment to equality is enshrined in our general duty to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

We are committed to supporting the Scottish Government's National Outcome of Tackling Inequality.

This programme of work acts as a series of commitments to which we will be held to account. Delivery of the equality outcomes is overseen by our Senior Management Team who report routinely to our Board. Children's Hearings Scotland is due to report on progress this year.



Climate change

We are committed to meeting the public bodies duties set out in Part 4 of the Climate Change (Scotland) Act 2009. Children's Hearings Scotland reports on its environmental performance through its Annual Report. **Over the course of this Plan we will explore ways in which we can enhance our climate change reporting.**

Biodiversity

As a non-departmental public body we have a responsibility to work in a way which contributes to biodiversity conservation.

We published our Biodiversity Report in 2018 reflecting on our performance over the last three years and setting out our future plans.



child centered



fair



respectful



creative



challenging



open



Children's Hearings Scotland

t: 0131 244 3696 | www.chscotland.gov.uk

Follow us  @CHScotland



This publication has not been printed to save paper. However, if you require a printed copy or a copy in an alternative format and/or language, please contact us to discuss your needs.