

Equality Mainstreaming and Outcomes Progress Report 2018 – 2020

(March 2020)



children's
hearings
scotland



FOREWORD

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

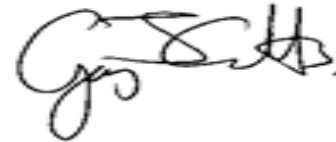
CHS remains fully committed to embedding and mainstreaming equality, diversity and inclusion as a key component of our business and the services that we provide to children, young people and their families as well as supporting the Scottish Government's national outcome of Tackling Inequality.

In September 2018 we published a new set of Equality Outcomes to work towards between then and now. This report outlines the progress that we have made towards achieving those equality outcomes and considers which equality actions can be continued into our next Equality Mainstreaming and Outcomes Report (2020-2022).

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



Elliot Jackson
Chief Executive/National Convener



Gary Coutts
Chair of CHS Board

Equality Mainstreaming and Outcomes Progress Report 2018-2020

Introduction

This report is divided into two distinct sections. [Section 1](#) details CHS' Equality Outcomes and [Section 2](#) details CHS' equality monitoring information for both its staff and its staff recruitment from 2018 until 2020.

The Equality Outcomes section presents an open account of the progress that has been made towards meeting the equality outcomes that CHS set for itself to achieve between September 2018 and March 2020. You are guided to the shaded text boxes that outline the progress made and/or follow up actions that may be required to be carried forward into a new set of equality outcomes in the next Equality Mainstreaming and Outcomes report (2020-2022) which will be published after our next Board meeting in June.

The outcomes detailed in the 2020-2022 report will be developed by the newly formed CHS Equality, Diversity and Inclusion (ED&I) working group, with input from colleagues, Senior Management Team (SMT), the wider CHS community and external partners. As CHS has increased its national team by 51% over the past two years, this has paved the way for CHS to form its own Equality, Diversity and Inclusion group. This group includes new staff members who have substantial E,D&I knowledge and experience having come directly to CHS from equality organisations. The E,D&I group currently has 8 core members representing our volunteer community, as well as a broad range of functional areas within the National Team, (including Senior Management, Practice, Volunteer Recruitment and Retention, Communications and Engagement, Area Support and Improvement and HR/Organisational Development). Going forward, with the support of our Board and SMT, this group will play a pivotal role in helping to mainstream equal, diverse and inclusive practices for all, right across the wider CHS community.

The Equality Monitoring section provides our equality monitoring data for each of the protected characteristics for our current employee group broken into annual figures from June 2018 until March 2020 and from our staff recruitment campaigns, of which we have had 14 from April 2018 until March 2020.

If you have any questions concerning this report, please do not hesitate to contact the HR/OD Lead or CHS Equality Group by emailing enquiries@chs.gsi.gov.uk.

SECTION 1

EQUALITY OUTCOMES (2018-2020) PROGRESS REPORT

OUTCOME 1

We are an organisation of choice for all, including disabled people, those with caring responsibilities and women because we help them to achieve equality of opportunity and reach their full potential either as employees or volunteers by removing any barriers in our employment or volunteering practices that might adversely affect them.

Overview

This outcome focuses on three particular groups with protected characteristics, namely, those with disabilities, those with caring responsibilities (i.e. have an association with disabled people) and women, and seeks to focus our attention to making the CHS workplace and volunteering environment as inclusive and supportive as possible for these groups of people. It is anticipated that by taking positive steps for these groups, this will enable CHS to attract a diverse range of candidates to apply to our employed and volunteering roles and then retain their skills and experience with our CHS community.

General Equality Duty Link

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

Outcome II	CHS is recognised by disabled people and disability organisations as an organization that promotes equality of opportunity for disabled people, by enabling disabled employees and volunteers to participate and achieve their full potential with the removal of any barriers, where practical in our employment and volunteer practices.
Progress Report – March 2020	<ul style="list-style-type: none"> • We now have an enhanced communications team within CHS and have recently appointed a permanent Communications Officer. The Communications team do ensure that all CHS' communications and materials are available in alternative accessible formats, and clearly indicate on materials that such requests can be made. • While we have received limited requests from candidates of any of our staff recruitment events for reasonable adjustments to be made in order to attend interviews/assessment events, this offer is still clearly indicated on our recruitment pack. • We have provided extensive support to employees with disabilities in order to facilitate successful returns to work following long periods of absence and to enable them to remain at work. Such adjustments, made in conjunction with engagement with our H&S shared service provision, Occupational Health provider, Access to Work and Unions, have included the purchase and implementation of assistive desktop technology and software, assistive workstation equipment and furniture, such as a dedicated high-riser desk (in a hot-desking office), and other adjustments. • Whilst a formal review of our absence management processes and procedures, in particular how we manage employees with disabilities or long term chronic illnesses has not yet been undertaken, the robust and effective actions that we have employed as highlighted above, has informed our approaches moving forward. • CHS became a Disability Committed (Level 1) Employer in November 2018. We display our Disability Confident 'Committed' electronic badge on the recruitment page of our website and on all our employee recruitment pack information, so that prospective applicants with disabilities are clearly aware of our commitment, and that we welcome their applications and will provide any reasonable adjustments possible. • Out of the 30 applicants with declared disabilities who applied for vacancies with CHS between April 2018 and March 2020, 10% of these were appointed. • CHS is currently engaging with a national disability organisation with the view to hosting an internship opportunity for a graduate with disabilities during summer 2020.

Action(s)	<ul style="list-style-type: none"> • We will engage with national disability organisations to seek advice and guidance on how to be an inclusive and accessible employer. • We will ensure that all our communications and publications can be presented on request in accessible formats to our employees and service users. • As part of our inclusive recruitment processes, we will make reasonable adjustments for disabled applicants, applying for roles at CHS and for candidates attending interview/assessment events, where these can be made and be of benefit to the applicant concerned. • We will support employees who are or who become disabled to continue to work effectively in the workplace by making reasonable adjustments, where possible within the constraints of a small employer organisation. Where appropriate we will also support them in progressing claims to Access to Work for assistive technology, transport or equipment as appropriate. • CHS will reviews its current Absence Management policy and procedures to ensure that they do not unfairly discriminate or substantially disadvantage disabled employees. • We will develop a robust and fair process for managing employees with long term/chronic health conditions.
Timescale	December 2019
Success Measures	<ul style="list-style-type: none"> • CHS will become an accredited Disability Confident employer and maintains this accreditation. • Year on year percentage increase in the number of people who define themselves as having a disability who apply to join our CHS community either as employees or volunteers. • CHS will keep a record of evidence of reasonable adjustments that have been put in place to support employees and volunteers to achieve their full potential, including collecting direct feedback from individuals concerned.
Protected Characteristics	Disability
Responsibility	HR/OD Lead
Recommended future action/Outcome	Review of Absence Management policy – to include an agreed process of how CHS will manage employees with disabilities or chronic health conditions. Also strengthen links with third party disability organisations who can provide suitable guidance, information and advice on how CHS can support employees with disabilities in the workplace, and also provide suitable work or internship opportunities where possible.

Outcome 1.2	CHS is recognised as an employer of choice by individuals with caring ¹ responsibilities due to its positive and open recruitment approach and its flexible working and attendance management policies and practices.
Progress Report – March 2020	Due to other work priorities, this Outcome will be carried forward.
Action(s)	<ul style="list-style-type: none"> • We will engage with national carers' organisations such as Carers UK and Carer Positive to seek advice and guidance on how to be an inclusive and supportive employer. • We will review our recruitment and selection policy to ensure that our flexible and open approach is clearly reflected here. • We will review our recruitment and selection processes and practices (including our application forms and advertising methods) to ensure that our flexible and open approach is clearly reflected thus enabling us to attract a wider pool of suitable applicants. • We will review our absence management policy and procedures to ensure that it reflects the particular needs and requirements that employees with caring responsibilities may need. • We will review our flexible working policy and procedures to ensure that it reflects the particular needs and requirements that employees with caring responsibilities may need. • We will support and promote national annual campaigns, such as the National Carers Week
Timescale	April 2020
Success Measures	<ul style="list-style-type: none"> • CHS becomes an accredited Carer Positive employer and maintains this accreditation. • Year on year percentage increase in the number of people with caring responsibilities who apply to join our team.
Protected Characteristics	Gender, Age, Disability

¹ A carer is someone who provides unpaid care by looking after an ill, frail or disabled family member, friend or partner.

Source: <http://www.carerpositive.org/>

Responsibility	HR/OD Lead
Recommended future action/Outcome	Carry this action forward into 2020-2022 Equality Outcomes report and review the Success Measure to ensure that these are achievable as we don't currently collate carer information (as defined) at recruitment or appointment stage.

Outcome 1.3	<i>CHS has robust practices and procedures in place that address current or future gender pay gap or equal pay.</i>
Progress Report – March 2020	<p>CHS developed an Equal Pay Policy within its Equal Pay Policy statement in 2018. A copy of the Equal Pay Policy Statement can be found in The Gender Pay Gap report 2018, published on the CHS website.</p> <p>CHS produced its second Gender Pay Gap report in March 2020. The mean gender pay gap at CHS decreased from 23% to 1.8%! With a 51% increase in headcount since the last gender pay gap report was published, with females now account for 87.5% of the CHS workforce and 57% of females are in senior / top third earning roles in CHS.</p>
Action(s)	<ul style="list-style-type: none"> • We will develop an Equal Pay Policy • We will provide opportunities for female CHS employees to take participate in targeted initiatives and networking events for women such as Women in Leadership programmes • We will review our Flexible Working Policy to ensure that it remains fit-for-purpose and legislatively compliant for female as well as all employees. • We will review our Maternity and Parental Leave policies to ensure that they remains fit-for-purpose and legislatively compliant for female employees. • We will attend relevant learning events run by Close the Gap, HMRC related to gender inequality, including gender pay gap and equal pay.
Timescale	<p>Equal Pay Policy – April 2019</p> <p>Other actions, by April 2020</p>
Success Measures	<ul style="list-style-type: none"> • CHS has reduced its mean Gender Pay percentage when the next report is due in April 2020.

	<ul style="list-style-type: none">• Newly revised policies are implemented and all staff are made aware of any new implications• Staff survey results evidence a positive result regarding opportunities for female employee to progress within CHS.
Protected Characteristics	Gender
Responsibility	HR/OD Lead
Recommended future action/Outcome	The next Gender Pay Gap is due to be reported in March 2022.

OUTCOME 2

As a Corporate Parent, we will work with dedicated third sector organisations and educational establishments to provide work experience opportunities for young people and young people from disadvantaged backgrounds.

Overview:

2018 was designated as Scotland's first Year of Young People and in support of this national theme, among many other activities, events and initiatives, it was appropriate that we have a specific outcome dedicated to young people. CHS can directly benefit from active engagement of young people through for example, the provision of work placement and internship opportunities, while the young people that we engage with in this way can champion the work that we do among their peers. They can also promote our annual recruitment campaign to their peer group, selling the many benefits young people can gain by becoming an active panel member with CHS.

Outcome 2.1 therefore aims to focus our attention on actively engaging with third sector organisations and educational establishments in order to establish good partnership working that is of particular benefit to young people.

General Equality Duty Link

CHS wishes to establish strong and long-lasting relationships with relevant third sector and educational organisations with the aim of creating purposeful and focused work experience opportunities for young people and people from disadvantaged backgrounds. Whether this experience is gained through internships, placements from university or other avenues, we would expect such arrangements would be mutually beneficial in that the individual gains valuable work experience to add to the CV and CHS benefits from tapping into their current knowledge for the particular project work that they are engaged with during their placement. It also provides the opportunity for CHS to potentially promote volunteering on the children's panel to the young person and their peers, given that this is a targeted demographic in annual recruitment campaigns. Therefore, this outcome helps CHS to meet the general duty of fostering good relations between persons who share a relevant protected characteristic and persons who do not.

Outcome 2.1	Establishing networks and links with dedicated third sector organisations and educational establishments, we provide opportunities for young people to gain sound experience of working in a national public sector organisation.
Progress Report – March 2020	<p>CHS has supported the Robertson Trust by hosting 8 week summer internships since July 2018. One internee was hosted within the Communications team in summer 2018, one internee was hosted by the same team during summer 2019, and during the summer 2020, CHS offered the opportunity for two more internships, one again in the Communications team and another one within the HR/OD team. CHS also offered an events and communications internship opportunity to Napier University Students and <i>while we were unable to fill this opportunity in Spring 2020, we will continue to reach out to Napier and other universities who offer internship opportunities so we can offer young people opportunities to develop their skills in a supportive environment.</i></p> <p>CHS actively seeks the contribution of young people with lived experience to inform our work. Young people have supported us to work with our Area Convener Liaison Group to better understand the hearings experience for children and young people. In addition we endeavor to include a young person on interview panels for volunteer and employed roles within the organization. We support young people to contribute these activities and these opportunities enable young people to develop and improve skills that they can take into their working environments.</p> <p>The Hearings system has a young peoples' Board Our Hearings Our Voice which was established in 2018 under the Childrens Hearings Improvement Partnership who have also significantly contributed to the work of CHS, supporting in particular local volunteer recruitment. The Boards key role is to hold the hearings system to account but this is carried out in a person-centred way that offers the young people involved personal development opportunities as they undertake this role such as development of Action Research Skills.</p>
Action(s)	<ul style="list-style-type: none"> • In conjunction with the Robertson Trust (http://www.therobertsontrust.org.uk/about-us) select suitable candidate(s) to take up our summer internship opportunities within the National team, and ensure continued mentoring and support is given throughout the internship period.

	<ul style="list-style-type: none"> Positively engage with other third level educational establishments so that they consider CHS as an employer of choice that can provide relevant work placements for their students, studying for specific qualifications.
Timescale	July 2018 - April 2020 (ongoing)
Success Measures	<ul style="list-style-type: none"> Provision of the minimum of <u>one</u> internship opportunity each summer for Robertson Trust scholars to apply to. Provision of the minimum of <u>one</u> work placement opportunity each year for college/university students that will support them to gain the necessary qualifications.
Protected Characteristics	Age
Responsibility	Senior Management Team/ HR/OD Lead
Recommended future action/Outcome	Consider broadening our links with other equality organisations and educational establishments who can facilitate internship or placement opportunities within CHS and so include this or a similar outcome again in 2020-2022 Equality Outcome report.

OUTCOME 3

Our staff are knowledgeable on equality and diversity related practices and feel confident that they can apply their learning and knowledge to their work, for example, competently conducting equality impact assessments (where appropriate), advising and supporting our volunteer community with any equality or diversity related matters, advising our partners, stakeholders and service providers on any equality and diversity considerations.

Overview:

Equality legislation is evolving and it is important that we are all aware on any developments that may impact us as individuals and also employees who train, recruit and support our volunteer community. To maintain an adequate level of knowledge of current equality legislation and themes it is important that equality and diversity training and awareness raising is continuous element of every staff member's development and that it is mainstreamed into our reporting processes.

General Equality Duty Link

This outcome focuses on increasing levels of awareness and understanding on equality, inclusion and diversity at all levels in the organisation and is key in helping CHS mainstream equality considerations and best practice into its everyday operations. Comprehensive and regular 'bite-sized' training sessions on equality matters and impact assessments for our staff group will encourage everyone to take personal responsibility for their own behaviour and conduct but also helps to increase the profile of equality and diversity to a strategic level, through the implementation of robust equality impact assessments that require senior management sign-off. This outcome will help CHS therefore to meet all three of the general duties by helping to eliminate discrimination through the removal of any barriers in recruitment and/or workplace practices, advance equality of opportunity for protected groups within the workplace and foster good relations between staff and between staff and key stakeholders, partners etc.

Outcome 3.1	CHS employees have a sound awareness on equality and diversity matters and feel confident in supporting others.
Progress Report – March 2020	<p>At a facilitated <i>Lunch and Learn</i> session in September 2019, focusing on Learning and Development for the National Team, it was acknowledged that the main priority for CHS up to March 2020 will be looking at the staff learning development needs as a whole team, as well as supporting individual needs develop within individual roles.</p> <p>Due to wider commitments this has not been progressed in the details described above, however the following activity has taken place (see comment on right for ideas). An online module for the CHS Learning Academy has been developed for volunteers and staff have also been encouraged to access this module. Equality, Diversity and Inclusion '<i>Lunch & Learn</i>' session has also been delivered directly to staff in 2019. An Equality, Diversity and Inclusion Group has now been established within and their role is to pivotal in helping CHS to mainstream equality, diversity and inclusion into its practices and approach, as well as increase knowledge and awareness so they will support this learning through the organization.</p>
Action(s)	<ul style="list-style-type: none"> • We will ensure that all CHS employees receive general equality and diversity training on covering all 9 protected characteristics and unconscious bias. • As part of an on-going programme of equality training, all staff will receive 'bite-sized' training focussing on individual protected characteristics and the specific equality duties. • We will ensure that new employees (and any agency workers) receive this training as part of their induction programme. • We will ensure that the Recruitment and Selection policy is reviewed to ensure that its procedures are processes are fully compliant and reflective of any legislative changes or Scottish Government initiatives. • Any employees who will are expected to participate on recruitment panels will undergo bespoke Equality in Recruitment training. • We will explore the creation of e-learning Equality Training modules for our staff.
Timescale	April 2020

Success Measures	<ul style="list-style-type: none"> • All staff have received general equality and diversity training • All staff have received bite-sized training on equality and diversity • All new starts receive equality and diversity training within 2 months of commencing employment • We receive higher than our threshold 60% positive scoring in the Staff Survey to the question that assesses staff perception of own levels of knowledge and confidence in regards to equality and diversity matters.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation.
Responsibility	Senior Management Team/ all policy writers/information asset owners
Recommended future action/Outcome	The CHS Equality, Diversity & Inclusion group will consider an outcome in relation to awareness for inclusion in the 2020-2022 Equality Outcomes report.

Outcome 3.2	Staff are competent in carrying out Equality Impact Assessments (EqIAs) on any new or revised strategies that they are responsible for developing.
Progress Report – March 2020	EqIA templates and detailed guidance notes were produced and are fully accessible to all staff. The HR/OD Lead delivered training to the CHS Leads over September and October 2018 and continues to provide support to colleagues on the completion of EqIAs.
Action(s)	<ul style="list-style-type: none"> • Develop clear and consistent Equality Impact Assessment rules and processes • Create an Equality Impact Assessment template • Provide appropriate training for staff in order to ensure that all staff are aware when and how Equality Impact Assessments should be conducted • Create a central register of all the organisation’s policies and procedures, to record key information such as noting the date of policy implementation and date of review and the date of Equality Impact Assessment • All EIAs are accessibly published in order to meet the specific duties under the Equality Act 2010 • Keep an accurate central log of who has received the training • Keep an accurate central log of all strategies and policies that have been EqIA’d and publish results in an accessible manner.
Timescale	December 2018
Success Measures	<ul style="list-style-type: none"> • All EIAs along with a central policy register are accessibly published in order to meet the specific duties under the Equality Act 2010.
Protected Characteristics	Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation.
Responsibility	Senior Management Team/ HR/OD Lead
Recommended future action/Outcome	Equality group to consider how to embed EQIAs across the organisations work, this will be reflected in outcomes for 2020-22

OUTCOME 4

Our volunteer community are fully trained and supported in equality and diversity matters and this enables them to confidently and fairly address the needs of children, young people and their families.

Overview:

This outcome enforces the need for a consistent and fair approach by panel members across Scotland in conducting hearings appropriately and without bias or discrimination. Over the past few years, CHS has been working on bringing greater consistency in panel practice and decision making and providing appropriate supports to enable the best decisions to be made. CHS national volunteer training is delivered through our Training Unit with support from our National team.

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

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

General Equality Duty Link

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

Outcome 4.1	Children and young people from all 22 areas in Scotland consistently report that they felt they were the most important person at the hearing & that they were treated fairly, with dignity and respect.
Progress Report – March 2020	<p>The 2019 Community Survey ran in summer 2019, and included a question about the extent to which we ‘live our values’. 88% of respondents agreed or strongly agreed that ‘CHS is Fair’</p> <ul style="list-style-type: none"> • CHS Learning Academy volunteer training data for 2018 and 2019 (2020 still to complete) = 855 participants completed. • CHS’ pre-service Management of Hearing training data 2018 and 2019 (2020 still to complete) = 1,318 participants completed. • With the development of the PPA forum and the LDC forum and developments coming soon in digital we now have the ability to directly link the key themes from observations into LDC forums, to develop national consistent courses and L&D focus shaped by the greatest evidence based need. • Additionally we have now a ‘Equality, diversity and inclusion’ online course launched December 2019. This focused on aspects of ethnicity and race, with further courses in development. In its first 4 months roll out 300 participants completed.
Action(s)	<ul style="list-style-type: none"> • CHS Learning Academy volunteer training includes training on effective communication with children and young people which all panel members will have completed at pre-service stage. • CHS’ pre-service Management of Hearing training for volunteer panel members includes training on equality and diversity. • Children’s hearings across all <u>22 ASTs</u> in Scotland are regularly ²observed by panel practice advisors in order to assess how consistently panel members apply knowledge and learning from their training to their practice in hearings. Observations of panel member practice are based on the eight National Standards of the Children’s Panel and the seven competencies as detailed in the <u>Competence framework for panel members</u>, namely: - 1. Law and procedures, 2. Equal treatment, 3. Communication and children’s views and participation, 4. Conduct of hearing, 5. Management of information, 6. Decision making, 7. Protecting rights. Any trends arising from PPA observations will be fed back into panel member training.

² Panel Members are observed during children’s hearings in accordance with the [Monitoring of Panel Practice and Panel Practice Observation policy](#)

Timescale	Ongoing 2018 - 2020
Success Measures	<ul style="list-style-type: none"> • Feedback from the specific <i>Participation in Hearings</i> and <i>Equalities</i> sections of the Children and Families survey (conducted by the Scottish Children’s Reporter Administration) should a year on year increase in positive responses from those surveyed. • Based on evidence from panel practice advisers and our Complaints and Concerns tracker, no discriminatory conduct has been displayed towards a child, young person or their family on the basis of them belonging to a protected characteristic group which ties in with the panel member competency of ‘Equal Treatment’ . • In the Community Survey, to the specific statement, <i>“CHS is ‘Fair’ – making sure that everyone is treated with dignity and according to their individual needs.”</i> 98% of responses are positive from the 2017 survey so this percentage will be matched or increased in the 2019 Community Survey.
Protected Characteristics	All - Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Race, Sex, Sexual Orientation.
Responsibility	Quality and Performance Lead – Community survey. National Training Lead – Volunteer training on engagement with children and young people.
Recommended future action/Outcome	Continue to capture volunteer feedback through future feedback tools.

*Panel Members are observed during children’s hearings in accordance with the [Monitoring of Panel Practice and Panel Practice Observation policy](#)

SECTION 2

EMPLOYEE AND RECRUITMENT MONITORING DATA (2018-2020)

Introduction

Why we gather and monitor recruitment and employment information

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

[Part A](#) gives a breakdown of our staff equality data; [Part B](#) gives a short summary of our *Performance Management* processes and opportunities for *Promotion and Development* within CHS. [Part C](#) gives a breakdown of our recruitment applicant equality data. Analysis of this information will allow CHS to identify any gaps in the organisation's performance as an employer, and enable CHS to investigate the causes of these gaps, and to take steps, including positive action, to address or mitigate the causes.

Important information

As the table shows below, CHS has had a year-on-year increase in its employee headcount, over the past three year time period. This increase in employee headcount combined with sustained positive messaging around the benefits of gathering equality monitoring data in the workplace, has led to an increase in the amount of voluntarily-given data the organisation has been able to gather.

CHS Head Count

Snapshot Date	Total Number of Employees (exc. agency temps and contractors)
12 March 2020	39
30 June 2019	35
30 June 2018	21

The monitoring data detailed in the tables below covers the past three years as of 30 June 2018, 30 June 2019 and 12 March 2020. As of March 2020, CHS has gathered through its surveys, diversity monitoring data for 87% of its employees. The survey data only includes CHS employees i.e. it does not include contractors, shared-service employees or agency workers.

NOTE: While at the most recent count, CHS has been able to gather equality data for 87% of its employees, it should be noted that employees who responded to the CHS Diversity surveys are not obliged to answer any or all of the questions, and can choose to simply skip the question, or tick the Prefer Not to Say option featured with every question.

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

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

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

Part A - Employee Protected Characteristic Data

1. Age

What age bracket are you?

Age Band:	Age Band: Under 24	Age Band: 24-34	Age Band: 35-44	Age Band: 45-54	Age Band: 55-64	Age Band: 65+	Prefer not to say/No response
Total employees March 2020	0	9	7	13	≤5	≤5	≤5
Total employees June 2019	0	10	9	7	6	≤5	0
Total employees June 2018	0	≤5	6	6	≤5	0	0

2. Gender Identity

Please describe your gender identity.

(this is about your self-perception of your gender rather than about your biological sex)

Band:	Female (inc trans female)	Male (inc trans male)	Non Binary/In another way	Prefer not to say/ No Response
Total employees March 2020	31	8	0	0
Total employees June 2019	26	9	0	0
Total employees June 2018	14	7	0	0

The gender identity of the majority of CHS employees is female, with the latest March 2020 figure at 81%, and increase of 6.7% from the previous year.

3. Trans Identity

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

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

Band:	Trans	Prefer not to say/ No response
Total employees June 2018, June 2019 and March 2020	0	0

4. Marital status

Which of the following best describes your current marital status?

Band:	Single	Married/Civil Partnership	Partnership	Widowed	Separated/Divorced	Prefer not to say/No Response
Total employees March 2020	6	15	6	0	≤5	7
Total employees June 2019	≤5	11	≤5	0	≤5	≤5
Total employees June 2018	≤5	9	≤5	≤5	≤5	0

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

5. Sexual Orientation

How would you describe your sexual orientation?

	LGBT+	Heterosexual	Prefer not to say/ No Response
Total employees March 2020	≤5	26	8
Total employees June 2019	≤5	19	11
Total employees June 2018	≤5	15	0

6. Caring Responsibilities

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

Band:	None	None (with non- dependent children)	Yes with dependent Child/ren only	Yes with dependent adult(s) only	Yes with dependent child/ren <i>and</i> adult(s)	Prefer not to say/ No Response
Total employees March 2020	15	≤5	13	0	0	6
Total employees June 2019	16	≤5	≤5	0	≤5	6
Total employees June 2018	7	≤5	≤5	0	0	≤5

7. Ethnicity

Which ethnic group do you most identify with?

Band:	White (British, Scottish, Irish, Other)	White Scottish	White British	White Other	Pakastani/Pakastani Scottish/Pakastani British	Other Asian	Prefer not to say/ No Response
Total employees March 2020	-	20	7	≤5	≤5	0	≤5
Total employees June 2019	-	15	≤5	≤5	0	0	10
Total employees June 2018	-	8	≤5	≤5	0	0	≤5

8. Religious affiliation

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

	Church of Scotland/England	Roman Catholic	Other Christian	Islam	None	Prefer not to say/ No Response
Total employees March 2020	≤5	≤5	≤5	≤5	19	2
Total employees June 2019	≤5	≤5	0	0	12	≤5
Total employees June 2018	≤5	≤5	0	0	9	≤5

9. Care Experienced

Are you care-experienced?

Band:	No	Yes	Prefer not to say/No Response
Total employees March 2020	30	≤5	≤5

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

10. Disability

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

Band:	No	Yes	Prefer not to say/No Response
Total employees March 2020	27	≤5	7
Total employees June 2019	24	≤5	6
Total employees June 2018	15	≤5	≤5

≤5 employees have disclosed a disability in the last 3 years and of those employees who have self-declared, the majority have ticked the category of long term illness, disease or condition.

Part B - Employee Development and Performance Management

1.1 Performance management

Employees receive 121 supervision with their line manager approximately every 6 weeks and an annual appraisal during April when past performance is reviewed and new performance objectives for the next 6-12 months are agreed. Personal development is linked into performance management/appraisal system.

1.2 Employee Development

In the 2018 Staff Survey it was identified that more needs to be done to support staffs existing skills and provide opportunities to develop new skills. There have been some bespoke opportunities for some individuals and the team but this has been inconsistently applied within the National Team.

At a facilitated Lunch and Learn session in September 2019, focusing on Learning and Development for the National Team, it was acknowledged that the main priority for CHS up to March 2020 will be looking at the staff learning development needs as a whole team, as well as supporting individual needs develop within individual roles. At this session, three priority areas identified;-

- IT & Digital skills
- Project management
- Understanding our CHS community

Developing from this and acknowledging that a full strategic learning and development plan for staff will be created to align with the new CHS Corporate Plan due to begin in April 2020, an interim Learning and Development Plan was approved by SMT in September 2019 and it noted the following key aspirations:-

- **Engagement** – encouraging a committed and engaged workforce
- **Leadership** in learning at all levels of the organisation
- **Maximising performance and potential** of CHS staff
- **Ensuring the development of new skills** for the future aspirations of CHS

- **Building awareness of learning and development methods including** the type and breadth of activities that contribute to learning and development
- **Promoting** the concept of a **CHS as a Learning Organisation**

It should be noted that the first Key Principle in the interim plan is :-

Equality of opportunity in accessing learning and development

- All staff should have the opportunity to access the learning they need to carry out their role, to work to the standards expected, and for their continuing professional development. Decisions about learning and development will be made in a fair and equitable manner – simple process to be developed
- Effective learning requires choice: Learning can take many forms. To allow for different learning styles and preferences, CHS aims to support a range of approaches and to provide learning and development in its widest sense. Many practical learning opportunities in the workplace are easier to access and more cost effective than formal courses. There will be a balance between nationally and local sourced opportunities.

2. Promotions

2.1 Within the Senior Management Team (SMT)

During 2019, CHS used investment to secure 11 FTE Area Support and Improvement Partner (ASIP) positions and to restructure its Senior Management team, creating three new roles of Head of Area Support and Community Improvement (who the ASIPs reported into), the Head of Strategy & Development and DCEO and Head of Practice, Improvement and Learning. The National Convener & CEO position was vacated in October 2019 when the post-holder retired. Two of the 3 new SMT roles were filled through robust internal ring fenced recruitment processes during Autumn 2019 and the NC/CEO position which was advertised on the external open market and managed through Scottish Government's Recruitment team, was also appointed to an internal candidate.

2.2 Secondment and Acting Up Opportunities

CHS has been active in offering development opportunities to staff by providing internal secondment opportunities to some staff, where there has been a requirement to fill a knowledge gap or provide project resource, within the organisation. The secondment opportunities have during the period have been in relation to the organisations digital programme of work.

3. Retention

The CHS National Team went through a period of rapid growth during 2018 and 2019, with a 51% increase in headcount during the 24 month period leading up to March 2020. While some of these roles provided maternity cover, the majority were related to the organisational restructuring during 2019 that lead to a major recruitment campaign to recruit people to the new role of Area Support and Improvement Partner, graded at Senior Officer level. 11 candidates were appointed to the 9.2 FTE positions.

During this same 2 year period up to March 2020, 6 employees left CHS, one of whom retired with the rest gaining new opportunities elsewhere.

Part C - Employment Recruitment Statistics (April 2018- March 2020)

Employee 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. This is a 51% increase in headcount in 24 months up to 12 March 2020.

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

Each application form is scored against the Essential and Desirable criteria that is clearly noted in the person specification. Only candidates who meet the essential criteria pass through the first tranche of shortlisting, at which point, the panel then score against the desirable criteria.

1. Age (%)

What is your age bracket?

Age	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Under 24	19	4.03%	2	0.42%	0	0.00%
24-34	127	26.96%	38	8.07%	10	2.12%
35-44	98	20.81%	22	4.67%	6	1.27%
45-54	104	22.08%	23	4.88%	4	0.85%
55-64	52	11.04%	10	2.12%	2	0.42%
64+	4	0.85%	1	0.21%	1	0.21%
No response	61	12.95%	11	2.34%	0	0.00%
Prefer not to say	6	1.27%	1	0.21%	0	0.00%
Total	471	100.00%	108.00	22.93%	23.00	4.88%

2. Gender

Please describe your gender identity.

(this is about your self-perception of your gender rather than about your biological sex)

Gender	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Male	131	27.81%	22	4.67%	2	0.42%
Female	267	56.69%	74	15.71%	20	4.25%
No response	68	14.44%	11	2.34%	1	0.21%
Prefer not to say	5	1.06%	1	0.21%	0	0.00%
Total	471	100.00%	108	22.93%	23	4.88%

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.

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.

3. Trans

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

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

Transgender Status	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Yes	3	0.64%	0	0.00%	0	0.00%
No	395	83.86%	96	20.38%	23	4.88%
No response	65	13.80%	11	2.34%	0	0.00%
Prefer not to say	8	1.70%	1	0.21%	0	0.00%
Total	471	100.00%	108	22.93%	23	4.88%

4. Marital Status

Which of the following best describes your current marital status?

Marital status	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
No response	64	13.59%	10	2.12%	0	0.00%
Married/Civil Partnership	191	40.55%	46	9.77%	10	2.12%
Partnership	54	11.46%	14	2.97%	4	0.85%
Prefer not to say	12	2.55%	2	0.42%	0	0.00%
Separated /Divorced	36	7.64%	7	1.49%	3	0.64%
Single	109	23.14%	28	5.94%	5	1.06%
Widowed	5	1.06%	1	0.21%	1	0.21%
Total	471	100.00%	108	22.93%	23	4.88%

5. Sexual Orientation

How would you describe your sexual orientation?

Sexual orientation	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Heterosexual/straight	358	76.01%	84	17.83%	20	4.25%
Bisexual	10	2.12%	6	1.27%	2	0.42%
Gay/lesbian	21	4.46%	2	0.42%	0	0.00%
No response	63	13.38%	11	2.34%	0	0.00%
Prefer not to say	19	4.03%	5	1.06%	1	0.21%
Total	471	100.00%	108	22.93%	23	4.88%

6. Ethnicity

Which ethnic group do you most identify with?

Ethnic Groups Consolidated	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
White Scottish	224	47.56%	58	12.31%	14	2.97%
White British	112	23.78%	25	5.31%	5	1.06%
White Irish	10	2.12%	1	0.21%	0	0.00%
White Other	23	4.88%	7	1.49%	1	0.21%
Black (Black Scottish, Black British)	2	0.42%	0	0.00%	0	0.00%
African (African Scottish, African British)	1	0.21%	0	0.00%	0	0.00%
Asian (Arab)	1	0.21%	0	0.00%	0	0.00%
Asian (Indian)	1	0.21%	0	0.00%	0	0.00%
Asian (Pakistani)	5	1.06%	2	0.42%	2	0.42%
Asian (Chinese)	6	1.27%	0	0.00%	0	0.00%
Other Asian Background	4	0.85%	1	0.21%	0	0.00%
Latin American	1	0.21%	0	0.00%	0	0.00%
No response	67	14.23%	11	2.34%	1	0.21%
Other Mixed Background	6	1.27%	2	0.42%	0	0.00%
Prefer not to say	8	1.70%	1	0.21%	0	0.00%
Total	471	100.00%	108	22.93%	23	4.88%

7. Religion

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

Religion	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
No response	67	14.23%	11	2.34%	1	0.21%
Buddhist	3	0.64%	0	0.00%	0	0.00%
Church of England	1	0.21%	0	0.00%	0	0.00%
Church of Scotland/England	59	12.53%	13	2.76%	3	0.64%
Humanist	2	0.42%	0	0.00%	0	0.00%
Jewish	1	0.21%	0	0.00%	0	0.00%
Muslim	10	2.12%	4	0.85%	2	0.42%
None	229	48.62%	61	12.95%	15	3.18%
Other (Not specified)	1	0.21%	0	0.00%	0	0.00%
Other Christian	20	4.25%	4	0.85%	1	0.21%
Prefer not to say	23	4.88%	6	1.27%	1	0.21%
Roman Catholic	55	11.68%	9	1.91%	0	0.00%
Total	471	100.00%	108	22.93%	23	4.88%

8. Caring Responsibilities

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

Caring Responsibilities	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Care for a child/children	133	28.24%	34	7.22%	9	1.91%
Care for an adult	6	1.27%	2	0.42%	0	0.00%
Care for an adult/children	6	1.27%	0	0.00%	0	0.00%
Prefer not to say	10	2.12%	2	0.42%	0	0.00%
No response	64	13.59%	11	2.34%	0	0.00%
None	252	53.50%	59	12.53%	14	2.97%
Total	471	100.00%	108	22.93%	23	4.88%

9.1 Disability

The Equality Act 2010 defines disability in the following way:

"A person has a disability if s/he has a physical or mental impairment which has substantial and long-term adverse effect on their ability to carry out normal day-to-day activities".

Having read the above, do you consider yourself to have a disability?

Disability	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Yes	30	6.37%	8	1.70%	3	0.64%
No	369	78.34%	87	18.47%	19	4.03%
No response	67	14.23%	12	2.55%	1	0.21%
Prefer not to say	5	1.06%	1	0.21%	0	0.00%
Total	471	100.00%	108	22.93%	23	4.88%

9.2 Consolidation of Health Conditions

Consolidation of health conditions	Total	% of Total	Shortlisted	% Shortlisted	Appointed	% Appointed
Deaf or Partially Deaf	4	0.85%	1	0.21%	0	0.00%
Learning Difficulty (e.g. Dyslexia)	9	1.91%	0	0.00%	0	0.00%
Long-term Illness, Disease, or Condition	11	2.34%	5	1.06%	2	0.42%
Mental Health Condition	3	0.64%	1	0.21%	0	0.00%
No response	437	92.78%	100	21.23%	21	4.46%
Other	1	0.21%	0	0.00%	0	0.00%
Physical Disability	3	0.64%	1	0.21%	0	0.00%
Prefer not to say	3	0.64%	0	0.00%	0	0.00%
Total	471	100.00%	108	22.93%	23	4.88%

Appendix 1 – Jargon Buster

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

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

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

Panel Members

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

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

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

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

Equality groups: persons who share a relevant protected characteristic.




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



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