

Minutes of the Board meeting of 19 January 2016

The meeting started at 12.59 pm.

Present:

Garry Coutts, Chair
Marian Martin

Alastair Hamilton, Deputy Chair

Also present:

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS
Elliot Jackson, Depute Chief Executive (DCE), CHS
Ed Morrison, Director of Finance, CHS
Franck David, Executive Assistant (minute taker), CHS
Thekla Garland, Children’s Hearings Team Leader, Scottish Government

The Chair welcomed everyone to the meeting and informed that a pilot of the proceedings would be video recorded with a view to posting the recording on the CHS website.

Apologies were received from John Anderson, Brian Baverstock and Linda Watt, Board members.

	Items	Actions / owner	Time-scales
1	Declaration of interests		
	None.	N/A	N/A
2	Minutes of previous meeting		
	The Board agreed to approve the minutes of its meeting on 22 December subject to minor amendments.	N/A	N/A
3	Matters arising		
	None to report	N/A	N/A
4	Action log		
	Agreed.		

5	Chair update		
The Chair had no significant update to make since the last meeting on 22 December.			
6	Chief Executive update		
<p>1) Summary of discussion and/or issues raised—</p> <p>The NC/CEO introduced the paper. Key elements were:</p> <ul style="list-style-type: none"> • Confirmation that service training in Inverness will begin in February. • The Training Unit are delivering specific training modules for 21 PPAs which will be available every three months. • Board members are welcome to attend training sessions delivered by the Training Unit (subject to room capacity) to get a better understanding of how the training is being developed. Board members will liaise with the Executive Assistant to book sessions. • On 14 January the NC/ CEO attended the latest Working Group on PPAs. The latter is reviewing PPAs' roles and functions with the view to provider a better support. The Group has reaffirmed the roles and functions and no major changes are anticipated. A report will be considered at the Area Conveners Liaison Group meeting on 11 February to confirm the direction of travel before refining how support to PPAs might be improved. There was an agreement that PPAs commitment as volunteers was intense e.g. attendance to training, observations and meetings. The work emerging of the Group will need to be factored in 2017. • In response to a query from the Board at an earlier meeting on how frequently requests for continuity were delivered, the NC/ CEO explained that CHS would need to explore undertaking a sampling exercise with SCRA to ascertain that. • The NC/ CEO attended the Youth Justice Board on 18 January. Although at an early stage, synergies were emerging between this Group and the Children's Hearings Improvement Partnership (CHIP) with a wider role to play for CHS. • Information Governance – after resolving a technical issue over the festive period, invitations to do IG training have now gone out to all ASTs with 7 areas having completed the training. March is still the target for the overall completion of the training and there is support available to individuals who are experiencing difficulties with the training. It was reiterated that undertaking the training was a factor in reappointment. • Request for independent reports – the NC/ CEO explained that reports may be requested by hearings to supplement information available to them if they believe that such information cannot be provided by Social Work or for example Safeguarders. The cost of the reports (paid for by Scottish Government) varies depending on the duration of the investigation and the number of children involved. It was confirmed that, over a certain threshold, 			

	<p>CHS would seek assurance that the expenditure is justified.</p> <ul style="list-style-type: none"> CHIP – the Board asked what level of engagement the wider panel community had with CHIP. CHIP is Scottish Government led and brings together leaders in various organisations. There are workstreams and activities and the people involved in those should liaise with Area Conveners around the issues. Overall, the group involves the Judiciary, Safeguarders, Scottish Legal Aid Board. CELCIS played a role in developing the improvement methodology arising from CHIP discussions and there was a broad agreement that the work of CHIP needed to be promoted more widely. Essentially, a variety of individuals were involved in the activities associated with CHIP rather than in CHIP directly. Scottish Government confirmed that a CHIP website was being developed. <p>2) Decisions—</p> <p>The Board agreed—</p> <ul style="list-style-type: none"> To receive a report in due course on requests for continuity To note the NC/ CEO update. 		
7	Quarter Three Performance Report		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> The decision to undertake a full root and branch review of CHS IT strategy is impacting on a few activities. 60% of the activities (20) were on target for completion by the end of the year, 7 activities were at risk of not being achieved and 6 would not be achieved, mainly due to staff absences and the resilience issues attached to it. Indicators – some of the achievement targets were very high (e.g. 100% for complaints responded to within timescales) and any slight deviation would impact on the target. <ul style="list-style-type: none"> Activity 18 (Improving and expanding our volunteer service records and implement self-service capability) had a red status and was dependent on the ICT spend in the forthcoming year. The Scottish Government Digital Transformation Service was currently undertaking a full review of CHS' IT systems with the view of developing a business case for approval to the SG for further investment. The business case will be submitted within the 2016/17 business year. Activity 25 (review of National Standards) had a red status due to staffing reasons. However, the work done on the role and functions of PPAs and core and mandatory training should all be seen as an element of reviewing the National Standards. Activity 29 (implementing a complaints system) flagged a red status although it followed on activity 28 which was on target. Further CHIRP 		

	<p>development work is being re-phased and as such this activity will carry forward to 2016/17. CHS was in the process of picking the key themes of the complaints to see if any patterns emerged.</p> <ul style="list-style-type: none"> ○ KPIs – there was an agreement that it would be useful to look at some of the questions used in the survey to the panel community to ensure greater consistency as well as rationalising the variance in targets. In order to understand better what the panel community is saying in the survey (and to develop an action plan) there may be some merit in considering doing the survey biannually rather than annually. ○ It was noted that some of the audit actions dated back to 2013 with some of them still being outstanding. ○ Overall, the survey showed improvements. <p>2) Decisions—</p> <p>The Board agreed—</p> <ul style="list-style-type: none"> ● To review corporate indicators in mid-year and frequency of the survey to the panel community ● To note the report. 	SMT/ Board	June 2016
8	Finance report		
	<p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> ● The variance for the year-to-date showed -£282k although the position had improved compared to end of November 2015, particularly due to a strong focus on panel members’ expenses. In that context, the rate of spend before the year-end would need to be significantly increased and there were ongoing discussions with the Scottish Government Sponsor Team to ensure that no underspend would occur before 31st March. ● A net saving on staff costs was projected as a consequence of the decision to include the full budget for all new posts from April 2015 and it was confirmed that a decision had been taken to accelerate pension deficit repayments from 2016/17 and 2017/18. ● Some of the Board budget had been reallocated to respond to certain needs within the organisation e.g. AST training and recruitment of panel members. ● Budget re-prioritisation - the recruitment module, Office 365 deployment, and options for panelpal require upfront resources which have been prioritised within the spend plan for this year. ● Corporate Costs – include external review of information governance and disaster recovery arrangements. ● Panel and AST Expenses - communication plans are in place for Clerks and Area Conveners to ensure expenses reimbursements are sent to CHS from the local authority in good time. 		

	<ul style="list-style-type: none"> • Devolved Funding - a communication will be issued to the Area Conveners requesting that all plans to spend their devolved funding allocation be submitted by the end of January. • CHS is still on track for a £63k overspend. The three big areas for spending are ICT costs, PAST expenses and Panel and AST training. <p>2) Decisions—</p> <p>The Board agreed to—</p> <ul style="list-style-type: none"> • Reiterate to ACs and ASTs the importance of submitting panel members expenses to CHS • Receive an update on the figures for month 10 and 11 prior to the Board meeting in March • note the report. 		
9	CHS Business Planning 2016/17		
	<ul style="list-style-type: none"> • Summary of discussion and/or issues raised— • The report presents a draft set of outcomes for CHS for 2016/17 based on previous Board discussions and the extensive consultation with key stakeholders e.g. Area Conveners, Children and Young People, CHS staff, CEOs. The 4 outcomes are: <ul style="list-style-type: none"> ○ Children and young people are at the centre of what we do – this reflects CHS’ ongoing participation and engagement with partners and Children and Young People e.g. young people’s participation in pre-service training in 2016/17. ○ Consistent, high quality panel member practice – recruiting, reappointing and training individuals in the right areas. Themes to be developed next year are around GIRFEC, corporate parenting, training, digital, PPAs. ○ Getting it right for the CHS Community – this is about ensuring that CHS is set up to serve and support the panel members and ASTs through collaboration, networking, consultation. ○ ASTs are high performing – work to be moved in collaboration with Area Conveners. • The Cabinet Secretary for Education & Lifelong Learning will issue a statement at the end of February on Child Protection and there was a consensus that CHS should be mindful of this statement and consider the potential implications as part of its forward planning. This raised the important issue of compulsion required for a child and in particular the meaning/ understanding attached to it. • Decisions— 		

The Board agreed to approve the CHS Business Plan 2016/17.			
10	Review of the Remuneration and Appointments Committee's Terms of Reference		
1) Summary of discussion and/or issues raised— <ul style="list-style-type: none"> The Remuneration and Appointments Committee (RAC) had reviewed its Terms of Reference (ToR) at its last meeting on 22 December 2015 and had recommended their approval to the Board of CHS. The review strengthened a number of areas e.g. introduction of a procedure for appointing committee substitutes as well as their roles as well as the introduction of the committee's review of self-effectiveness. 			
2) Decision— <ul style="list-style-type: none"> The Board agreed to approve the Terms of Reference of the Remuneration and Appointments Committee. 			
11	Leadership event update		
1) Summary of discussion and/or issues raised— <ul style="list-style-type: none"> A leadership development event will take place at the Hilton Hotel Edinburgh Airport on Friday and Saturday 18 and 19 March 2016 and which involves Area Conveners, Depute Area Conveners, senior CHS staff, Board members, Scottish Government officials and colleagues from the Training Unit. CHS had also been approached by the Lloyds Banking Group who will provide valuable intelligence and support. The event is designed to create a sustainable legacy that will shape a leadership vision for CHS to 2020 and beyond. It also recognises that, as an organisation, CHS needs and wants to move forward with volunteers at the local level. The event also marks how the National Convener expects Area Conveners to operate i.e. engaging, communicative, and consultative which reflects the behaviours and performance set out in the National Standards. 			
2) Decisions— <p>The Board agreed to—</p> <ul style="list-style-type: none"> Be involved in the event. Note the report 			
The Chair thanked everyone for their contribution.			

The next Board meeting will be on 29 March 2016, Edinburgh. The meeting closed at 13.43.