

## Minutes of the Board meeting of 30 November 2016

The meeting started at 12.01 pm.

**Present:**

Garry Coutts, Chair  
 Brian Baverstock

Alastair Hamilton, Deputy Chair  
 Marian Martin

**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  
 Alyson Evans, Practice and Policy Officer, CHS  
 Thekla Garland, Youth Justice & Children’s Hearings, Scottish Government

Apologies were received from John Anderson, Board member.

The Chair welcomed everyone to the meeting.

Items	Actions / owner	Time- scales
<b>1 Declaration of interests</b>		
None.	N/A	N/A
<b>2 Minutes of previous meeting (33s)</b>		
<ul style="list-style-type: none"> <li>The Board agreed to approve the minutes of its meeting on 20 September subject to amendments on the NC Scheme of Delegation i.e. defining limits of delegation as well as need for monitoring and reporting.</li> </ul>	EA	w/c 5.12.16
<b>3 Matters arising</b>		
<ul style="list-style-type: none"> <li>None to report.</li> </ul>		
<b>4 Action log</b>		
<ul style="list-style-type: none"> <li>Item 1 – PDA for panel members with prior learning. This is an area linked to the development of PPA training. A report has been received from the Area</li> </ul>		

	<p>Conveners Liaison Group (ACLG) on PPA training and how the latter could be developed. An update on this matter will be made in due course</p> <ul style="list-style-type: none"> <li>Item 3 – the Senior Management Team (SMT) had previously discussed recruitment in 2016/17 and the possible recruitment of two Modern Apprentices (MAS). Although this was a positive opportunity, there was currently no capacity to support two MAs this at this point in time.</li> </ul>		
5	<b>Chair update</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>Since the last Board meeting the Chair and the NC/ CEO had had an initial positive meeting with the Director of Children and Families at the Scottish Government. The Director was keen to maintain an active relationship with CHS and the Board and to meet a few times a year. The Director wished to observe a hearing, attending a meeting of the ACLG and, potentially, a training event.</li> <li>The discussion focused on CHS’ structure and the ability to deliver all of CHS’ key objectives; this matter will be discussed again once the budget has been confirmed, presumably in February.</li> <li>The Chair attended the Kilbrandon lecture where social justice in its wider context was discussed.</li> <li>The Chair and the NC/CEO will meet with the minister on 7 December.</li> </ul> <p><b>2. Decision—</b></p> <ul style="list-style-type: none"> <li>The Board agreed to note the Chair update.</li> </ul>		
6	<b>Chief Executive update</b>		
	<p><b>1. Summary of discussion and/or issues raised—</b></p> <p>The NC/CEO introduced the paper. Key elements were:</p> <ul style="list-style-type: none"> <li>Recruitment of panel members <ul style="list-style-type: none"> <li>512 candidates had been approved to attend pre-service training (males 148 (29%), females 364 (71%)) however, this demonstrates the ongoing challenge to target men as this year’s figures remain below sustainable levels. The national placement of adverts is now targeting football grounds and other areas which promote further interest for men. One of several options discussed was to encourage current male volunteers to explain what motivated them in becoming a panel member. Looking at the statistics, there is an obvious difference in male/ female ratio in Scottish volunteering numbers in general. The gender split has been identified as a serious issue by ASTs.</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>○ Specific aspects of the recruitment process are being looked at to ensure that no suitable candidates are being missed.</li> <li>○ The 2016 campaign was more upfront about the challenges and commitment expected from panel members which may explain the slight reduction in applications. An early analysis of the campaign indicates that more younger panel members applied and there will be an exercise to understand the age structure.</li> <li>● Budget – the Scottish Government confirmed the allocation of £100,000 in-year funding to CHS to continue the digital work that has started on volunteers management database.</li> <li>● CHS community – it has been clarified that, currently, during a hearing, panel members can pause and reflect in order to make sound reasons and decisions in order to improve the quality of hearings. However, issues with time constraints may make it difficult to apply this approach in practice. A pilot took place in Glasgow to look at scheduling two sessions in the afternoon.</li> <li>● ACLG – a briefing paper on current themes and activities that CHS/ SCRA are discussing with key agencies was circulated to the group for them to disseminate to their panel members. This is an attempt to minimise the burden on Area Conveners to sift through the volume of information and ongoing discussions about the issues that the national team is discussing with various bodies.</li> </ul> <p><b>2. Decisions—</b></p> <p><b>The Board agreed to—</b></p> <ul style="list-style-type: none"> <li>● <b>Receive a report ahead of the recruitment launch on options available to recruit more men</b></li> <li>● <b>Note the Chief Executive update.</b></li> </ul>		
7	<b>Finance Report – period 7</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>● The year-to-date position at the end of period 7 reflects a £126k underspend which is largely due to the timing of IT spend, recruitment to vacancies, AST devolved funding spend and corporate costs such as audit and shared services.</li> <li>● In terms of variances in forecast assumptions, the IT budget is a significant spend area with the budget being split between core business as usual element, a development element and efficiency plan priorities. The Scottish Government has confirmed the allocation of £100,000 to CHS to progress its priorities within the IT Operational Plan. Significant developments are being carried out and, by the end of March, it is strongly expected that CHS will have consolidated its IT environment, independently of additional resources being received.</li> </ul>		

	<ul style="list-style-type: none"> <li>• A significant proportion of ICT work will be capital in nature and the exact amount will be confirmed to the Scottish Government Sponsor Team at the Accountability meeting on 6 December.</li> <li>• Training – the fixed monthly charges are on budget and have reduced since previous years through more robust contract renegotiations. There is emerging information that venue costs for training events may be higher this year (potentially £30k); CHS officers are working to assess the likelihood and extent of the potential overspend.</li> <li>• CHS has been notified by Microsoft that they are looking at increasing the charge for their products; the Joint Head of IT is working on identifying the financial impact on CHS.</li> <li>• Volunteer expenses – remain on target and the devolved funding has come through due to CHS and ASTs’ diligence in managing this budget.</li> <li>• The figures still show a limited spend on participation with children and young people however, CHS is meeting its objectives in that area (the report will provide a better presentation for next year).</li> </ul> <p><b>2) Decision—</b></p> <p><b>The Board agreed to note the report.</b></p>		
8	<b>Performance Report, Q2</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• CHS has already fully completed 22% of its planned activities for the 2016/17 business year with a further 48% of planned activities on schedule to complete within the same period. Of the remaining 30% of activities, 11% will not be completed within the business year due to resource and capacity constraints and 19% have either been partially completed or are at risk of delay. The mid-year review will be the opportunity to reflect on some of the activities taken on mid-year e.g. increased number of complex complaints investigations that require significant staff time, information governance process, reappointment process.</li> <li>• Amber and red activities: <ul style="list-style-type: none"> <li>○ capacity issues have impacted the delivery of participative workshops with children and young people however, time has been invested in the Young People’s Board to progress work in that area.</li> <li>○ Access to information about the role of panel members in various formats – capacity issues have stalled this work; a leaflet has been produced but films and podcasts will not be done this year.</li> <li>○ Scotland’s young workforce – the Board deliberately agreed not to pursue this activity this year due to capacity issues.</li> <li>○ PPA observations – CHS had to change its approach to this piece of work when the digital funding from Scottish Government did not materialise.</li> </ul> </li> </ul>		

<ul style="list-style-type: none"> <li>○ Suite of practice procedures &amp; practice network – postponed until next year to take into account reduced capacity. However, the Practice newsletter covers off many of the themes and is well received by the panel community. Re. Practice network, the Board recognised the benefit of using the panel community and panel representatives to support the promotion by CHS of good practice in hearings. Work in this area will not commence during this financial year and will be considered for prioritisation in the Business Plan for the next financial year.</li> <li>○ Review of core policies - IG policies will need to be further amended to reflect the new changes before the General Data Protection Regulation (GDPR) comes into force in 2018.</li> <li>○ IT development partner – will be part of CHS’ Business Plan subject to the digital strategy being approved and SG funding made available.</li> <li>○ Audit of data processing - a proposal had been received from Internal Audit to carry out this work over a period of 60 days at a cost of around £30k; other options are being considered.</li> <li>○ Area Conveners are enabled, supported and high performing – this follows on the Leadership event in March 2016 which set up one-to-one sessions between the NC/ CEO and Area Conveners; this has been done informally, particularly as part of the reappointment process, however, a formal structure has yet to be established.</li> <li>● KPIs – The KPIs remain similar to those used in the previous year’s Annual Report. A branch review of KPIs will be conducted this year to bring forward the new KPIs for the business plan within 2017/18 as well as a reprioritisation of indicators when possible.</li> </ul>		
<p><b>2) Decisions—</b></p>		
<p><b>The Board agreed—</b></p>		
<ul style="list-style-type: none"> <li>● <b>that the Business Plan for this year should review its objectives to reflect capacity and funding issues, recognises those objectives which have been achieved and remove the digital element from Outcome 7 – online solution for the management and sharing of panel practice observations</b></li> <li>● <b>that the NC/ CEO will take the issues of capacity and resources to CHIRP to identify whether they can be incorporated into the group’s work programme</b></li> <li>● <b>that the matter of data processing contracts with CHS’ partners would be considered at the next Audit and Risk Management committee meeting</b></li> <li>● <b>a) to put on record its satisfaction that 75% of the outcomes are green which shows good performance, b) to offer support to the NC/ CEO and DCE for reprioritising the Business Plan in the year (must-do activities)</b></li> <li>● <b>to note the report.</b></li> </ul>	<p>NC/ CEO</p> <p>ARMC</p>	<p>Prior to next CHIRP meeting</p> <p>28.02.17</p>



	<ul style="list-style-type: none"> <li>○ Agreed to approach SCDI to identify opportunities for CHS to make a presentation at their March conference with other partners to promote volunteering as a whole with a focus on CHS.</li> <li>● A meeting between CHS and Volunteer Scotland will take place to develop employers engagement and it was reported that Standard Life may become involved in that process.</li> <li>● The Board was keen to share its skills and knowledge with the Local AST teams in that area to take forward work that the national team could implement. The Scottish Chambers of Commerce and Federation of Small Businesses could also be approached.</li> </ul> <p><b>2) Decisions—</b></p> <p><b>The Board agreed—</b></p> <ul style="list-style-type: none"> <li>● <b>That the employer engagement events were very encouraging and should be pursued.</b></li> <li>● <b>To note the progress of the employer engagement work.</b></li> </ul>		
11	<b>National Training update</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>● Children’s Hearings Scotland Training Unit have produced their Annual Report covering the period 01.10.2015 to 30.09.2016. The report shows improvements re. quality assurance and pre-service training which led to a high numbers of performance indicators being met e.g. communicating with trainees in advance of training.</li> <li>● Pre-service training of new panel members – there was a dropout during that period which can be explained in part by personal/ family circumstances. However, reasons for dropping out will be looked at in the future to collect more information and mitigate against its occurrence.</li> <li>● Introduction of a more robust selection and training of group leaders, with a greater scrutiny of their performance. This is part of the Training Unit’s work to improve on the delivery and quality of the courses.</li> <li>● The Board received confirmation that the 348 no-shows referred to in the report were not a cause for significant concern although there were cost implications which could not be ignored; the figure represents 6% of the total number of trainee panel members (5,600) who went through pre- service training during the period. However, the Training Unit is working on this matter with ASTs particularly to reduce cancellation fees.</li> </ul>		

	<p><b>2) Decisions—</b></p> <p><b>The Board agreed—</b></p> <ul style="list-style-type: none"> <li>• That the report was a fair reflection of the situation</li> <li>• That the next Annual Report should include Learning point for improvements</li> <li>• To note the robust contract management in place</li> <li>• To note the report.</li> </ul>	<b>WLC</b>	<b>2017</b>
<b>12</b>	<b>Corporate Parenting Plan update</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• A considerable work was undertaken in 2016 to inform the corporate parenting plan: <ul style="list-style-type: none"> <li>○ joint workshop with the senior management and project teams from CHS and SCRA in February 2016 to map potential activities in relation to the duties</li> <li>○ consultation response submitted on the draft statutory guidance</li> <li>○ attendance at a series of workshops for corporate parents held by CELCIS to understand the practical implications of being a Corporate Parent and to discuss draft practice notes before publication</li> <li>○ meeting with SCRA to discuss the respective Plans, areas of collaboration and how the Plans can be presented in a single place for children and families to access and understand</li> <li>○ an update to the Area Convener Liaison Group in November 2016</li> </ul> </li> <li>• CHS' Corporate Parenting Plan will reflect the activities already undertaken within CHS</li> </ul> <p><b>2) Decisions—</b></p> <p><b>The Board agreed—</b></p> <ul style="list-style-type: none"> <li>• That the Plan should be proportionate and deliverable within CHS' available resources.</li> <li>• To integrate corporate parenting activities into the Business Plan 2017/ 18</li> <li>• To note the report.</li> </ul>		
<b>13</b>	<b>AST Management Information Reports</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• Through the Area Convener's Liaison Group (ACLG), a need was identified for</li> </ul>		



	<p>the provision of local management information, which would allow ASTs to adopt a more evidence based approach at a local level. A product was therefore designed under the shared services agreement with SCRA. The product has been issued with guidance to local authorities clerks and ASTs on how to use data, particularly in the context of AST succession plan, volunteer management, panel members off-rota and recruitment management. At the moment, the data points relate primarily to Panel member, AST member, and hearings information. The longer term objective is to expand the data to include information on training and devolved spending and budgets.</p> <ul style="list-style-type: none"> <li>• The data are particularly helpful to further increase AST performance and have been well received by the ACLG. In addition, all reports will be visible to all ASTs to allow comparison and drive forward performance. Work is ongoing to include in the future comparisons on previous six months and previous year performance.</li> <li>• The majority of data come from PanelPal and SCRA which creates a challenge to present data in an accessible format due to the automated process involved which may make the data difficult to understand.</li> <li>• The Board discussed whether some data on CSO could be recorded at the point of making a decision during a hearing. It was said that the digital future should allow the recording of such decisions.</li> </ul> <p><b>2) Decisions—</b></p> <p><b>The Board agreed to—</b></p> <ul style="list-style-type: none"> <li>• <b>Receive an update in mid-2017 on how data are used and developed (i.e. identification of trends that cause concern and whether data are captured)</b></li> <li>• <b>Note the report</b></li> </ul>	DCE	Sept. – Nov. 2017
14	<b>National Scheme of Delegation</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• This Scheme of Delegation gives members of CHS staff and AST members delegated authority to exercise statutory powers on behalf of the National Convener.</li> <li>• There was a discussion as to whether some aspects of the Scheme were too high level e.g. training of panel members delegated to the National Training Officer however, amendments to the Scheme made it explicit that where a function of the National Convener was delegated it did not prevent the National Convener from exercising their function or monitoring how the function was exercised. Although the NC/ CEO was overall satisfied with the appropriateness of the approach taken it was noted that the Scheme did not specify the way in which the delegation was made. An option could be that the letter of delegation from the NC/ CEO or the relevant CHS Officers’ job description would make it explicit that NC/ CEO remains empowered to exercise their authority. The NC/ CEO agreed to reflect on the discussion.</li> </ul>		

	<p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>• <b>The Board agreed to approve the Scheme subject to the NC/ CEO being satisfied that the planned arrangements around delegation met the statutory requirements.</b></li> </ul>		
15	<b>ARMC Workplan 2017/18</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• At its meeting on 22 November 2016 the Audit and Risk Management committee reviewed its work plan for 2017/ 18. Subject to minor amendments the committee had agreed to recommend to the Board of CHS that its approves the work plan. <b>[Following the ARMC meeting on 22.11.16, all amendments were made to the workplan].</b></li> </ul> <p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>• <b>The Board agreed to approve the ARMC workplan 2017/ 18.</b></li> </ul>		
16	<b>CHS Procurement policy</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The Audit and Risk Management Committee considered a draft of the policy at its meeting on 22 November which members approved in principle subject to clarification on two points, 1) clarification of definitions and roles and 2) a description of the routes to procurement. <b>[Following the ARMC meeting on 22.11.16, all amendments were made to the policy].</b></li> </ul> <p><b>2) Decisions—</b></p> <p><b>The Board agreed—</b></p> <ul style="list-style-type: none"> <li>• <b>That going forward, the Contract Register should capture all contracts rather than only those over £50k.</b></li> <li>• <b>To approve the policy.</b></li> </ul>		
The Chair thanked everyone for their contribution.			
The next Board meeting will be on 6 February 2017, Edinburgh. The meeting closed at 13.24.			