

## Minutes of the Board meeting of 20 June 2017

The meeting started at 13.30.

**Present:**

Garry Coutts, Chair  
 John Anderson  
 Marian Martin

Alastair Hamilton, Deputy Chair  
 Brian Baverstock

**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, Youth Justice & Children’s Hearings, Scottish Government

**Observing:** Beth-Anne Logan

**Apologies:** Henry Robson, 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</b>		
<ul style="list-style-type: none"> <li>• The Board agreed to approve the minutes of its meeting on 28 March 2017.</li> </ul>		
<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>• Most of the items were either not due or would be covered later in the meeting.</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 meeting the Chair attended a training course for Panel Practice Advisers (PPAs) who are a critical part of the Hearings system. There was a discussion about their practice and training needs.</li> <li>• The Chair met with Jennifer Davidson from the Institute for Inspiring Children’s Futures; there was agreement that the two organisations would benefit from keeping close links with each other considering the areas of policy work they have in common. The Chair suggested that the Board of CHS could have a formal meeting at the Institute where it would receive a presentation and feedback on the areas of work that the Institute is actively involved in with the panel community e.g. PACE.</li> <li>• It was confirmed at the Board meeting that the Scottish Government was funding the independent reports requested by children’s panels (CELCIS allocates an individual to undertake the report).</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>• The report is structured around CHS’ core functions of Recruitment, Training and Support to volunteers.</li> <li>• The activities undertaken through the Better Hearings work that emerged from CHIP are the vehicle for how collectively and specifically CHS can address many of the Scottish Parliament Education &amp; Skills Committee’s recommendations in its 5th Report on the Children’s Hearings System – Taking stock of recent reforms.</li> <li>• Recruitment – 444 new panel members were appointed from the 2016 intake. CHS’ approach to recruiting panel members was, and will continue to be, upfront about the challenges of the training and the role. The preparation for the 2017 recruitment campaign for panel members has started; CHS has set targets to recruit more males and younger individuals who are both under represented. The Advertising Standards Authority is supportive of CHS’ approach to introduce small changes in the recruitment material to send a stronger message to men to become panel members. The campaign will target specific areas like Glasgow which traditionally struggles to recruit male panel members.</li> </ul>	

	<p>All reappointments for June 2017 have been completed. 79 panel members were reappointed of which seven were subject to completion of their PDA. Four panel members chose not to seek reappointment and two were not reappointed. Preparations are now starting for reappointments due in January, May and June 2018.</p> <p>Individuals who are unsuccessful to be panel members can fill in an expression of interest to register their interest for the next campaign. This “pool” of potential candidates can be accessed by ASTs. As part of promoting the PPA role, applicants who do not become panel members may be approached if, during the selection, Area Conveners feel they are suited for that role.</p> <ul style="list-style-type: none"> <li>• Training – The CHS National Training Officer and the Practice and Policy Officer attended in April a meeting with the CHS Training Unit staff. During the event CHSTU reviewed available pre-service training feedback, proposed some minor amendments to Management of Hearings training and planned for core training delivery later this year. Six core training courses are on offer.</li> <li>• Support – At the last Area Conveners Liaison Group (ACLG) the Group had a good discussion on the “Next Steps Towards Better Hearings” and in particular the progress made by the working group set up by the Area Conveners to consider the findings of the CHIP research. Alan Hughes (AC Glasgow) confirmed he would stand down as Area Convener; succession planning was underway. The DCE and other Officers attended a successful three-day partnership event in Shetland, bringing together the AST, children’s panel volunteers, SCRA and social work to further strengthen working relationships.</li> <li>• Feedback Loop report – The second report will be published, if possible, at the end of June and will be similar to the March report albeit with updated information. Initial analysis shows no significant trend or change.</li> <li>• Digital - Work progresses on planning to deliver activity in 2017/ 18 as part of the three year programme of work on digital implementation for which the Scottish Government has funded the first year.</li> <li>• Partnership working – The Youth Justice Improvement Board met with the Justice Board to develop understanding of the issues affecting the youth justice sector.</li> <li>• Corporate – The CHS organisational review is progressing and on track with the new structure anticipated to be in place by July.</li> </ul> <p><b>2. Decision—</b></p> <p>The Board agreed to note the Chief Executive update.</p>		
7	<b>2016/ 17 outturn</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• There is a slight underspend of 1.5% on the 2016 Revenue budget; £305k of</li> </ul>		

	<p>CHS' 2016/ 17 revenue grant-in-aid were transferred as capital.</p> <ul style="list-style-type: none"> <li>• There were savings in a number of areas i.e. corporate and operating costs, panel and AST expenses, PVG, panel and AST recruitment whereas training costs for panel and AST members was higher than anticipated.</li> <li>• Audit Scotland have largely completed their review of the Financial Statements and Notes with no adjustments made. The auditors will allocate further time in early July to review the revised Financial Statements and Notes, the Governance Statement and the Performance Report.</li> <li>• Diligent budget management from staff has enabled CHS to deliver on its performance objectives within a constrained resource envelope. A continued focus on budget monitoring throughout 2017/18 will enable SMT to make informed decisions on in-year resource reallocation as priorities develop.</li> <li>• The 3% efficiencies that CHS, in line with other NDPBs, is expected to achieve by Scottish Government is not an actual cash saving but would result from, for example, procurement savings.</li> <li>• A deficit on the pension fund was confirmed.</li> </ul> <p><b>2) Decision—</b></p> <p>The Board agreed to note the report.</p>		
<b>8</b>	<b>Annual Reporting Plan and timescales 2016/ 17</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The Board will be asked to review and approve the Annual Report and Accounts at its September meeting with a view to publish them on 27 October.</li> <li>• This year, the Annual Report, the Annual Accounts and the National Convener's Annual Report will be combined into one report. This is a step towards reducing the volume of publications and making the document more accessible.</li> </ul> <p><b>2) Decision—</b></p> <p>The Board agreed to note the plan and timescales.</p>		
<b>9</b>	<b>Performance report Q1</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The Report was brought forward.</li> <li>• Positive progress was being made.</li> </ul>		

	<p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>The Board agreed to note the report.</li> </ul>		
<p><b>10</b></p>	<p><b>Joint digital delivery plan 2017/20</b></p>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>Due its joint nature, the report presented to the Board will also go to the Board of SCRA for approval on 22<sup>nd</sup> June. The Plan outlines the most complex piece of digital work produced over the last 10 years with a significant investment attached to it; it provides financial and reporting governance and assurance to both Boards to address the unique challenges of the joint digital programme. Whilst a Joint Governance committee has been set up and is chaired by the Chairs of the CHS and SCRA Audit committees, the strategic decision making remains with the two Boards.</li> <li>The Plan does not specify how the £2.5m budget will be allocated between CHS and SCRA. This is due to the fact that some activities are across the two organisations. The funding currently sits with SCRA and will move as the programme progresses and where activities dedicated only to the benefit of CHS are identified.</li> <li>The main change since the last Board meeting in March is in the capital element of Programme 1. The HoF said that, at this point in time, it is unclear whether the £2.5m budget for the 2017/ 18 activities will be spent in full and it may be that £464k will not. This is due to the late start of some activities and the fact that the market’s response to the procurement target (September/ October 2017) will not be known until then. The planning envisages that the “alpha phase” and “beta phase” will be completed in 2017/ 18 meaning that some of the later phases will be moving into 2018/ 19 rather than 2017/18. Commitment on funding for the Programme will be sought from the Scottish Government at the next Finance and Accountability meeting.</li> <li>The Board was of the view that the digital strategy should set out more clearly how it will improve a) the qualitative information from panels, b) qualitative improvements for children and young people and how its impact will be assessed. It was explained to the Board that targets in both CHS and SCRA’s corporate plans refer, if not explicitly, as least implicitly to the improvement of outcomes for children and young people being one of the objectives of the joint digital strategy. Further, the implementation of the digital strategy will provide opportunities for feedback from children and young people who have experienced the Hearings system. In addition, two workshops are forthcoming for Programme 2 which will be used to turn the objectives into clear outcomes for panel members, children and young people, reporters. The same principle applies to Programmes 1 and 3.</li> </ul>		

	<p><b>2) Decisions—</b></p> <p>The Board agreed—</p> <ul style="list-style-type: none"> <li>• That it has responsibility for the strategic decision making of the Plan (jointly with the SCRA Board)</li> <li>• That the Plan should as clearly as possible set out how qualitative outcomes for children and young people will be assessed and measured</li> <li>• That in developing the budget monitoring, every effort should be made to decide the allocation activities (and therefore budget) across the two organisations</li> <li>• To note the joint nature and ownership of the Digital Delivery Plan with SCRA</li> <li>• To endorse the Digital Delivery Plan on behalf of CHS</li> <li>• The indicative timelines and revised budget allocations to programmes and lead officers (subject to appropriate delegated authorities)</li> <li>• To note that SCRA Board will consider similar recommendations on 22 June 2017</li> <li>• To note the report.</li> </ul>		
<p><b>11</b></p>	<p><b>Review of Partnership Agreements</b></p>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• Glasgow City Council has produced a draft contract as the basis for further discussions around the content and format of the Partnership Agreement. The Draft has been revised and strengthened to reflect the National Convener’s new powers under the Children and Young People (Scotland) Act 2014.</li> <li>• Two options were open to CHS to pursue and improve the high-quality support and administration of the Hearings system in partnership with local authorities: a flexible partnership agreement based on a collaborative approach with local authorities or a contract which would perhaps be more rigid. CHS’ lawyers have advised to adopt the format of a hybrid to allow for growth, flexibility and development with local authorities in the long-term. Whilst that work is ongoing, the National Convener has written to all Local Authority Chief Executives to extend the current Partnership Agreements until the refresh work is completed and new Agreements are signed off and in place. Final Partnership Agreement is expected to be presented to SOLACE for approval in principle in autumn 2017. Once approval is secured, the National Convener will write to each Local Authority Chief Executive individually seeking their early sign off.</li> <li>• There may be a need for negotiations/ clarification with local authorities individually re. level of support to be provided e.g. “reasonable access” to local authority accommodations.</li> </ul>		

	<p><b>2) Decision—</b></p> <p>The Board agreed to note the report.</p>		
<p><b>12</b></p>	<p><b>Review of the Remuneration and Appointments Committee’s (RAC) Terms of Reference</b></p>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The Remuneration and Appointments Committee last reviewed its Terms of Reference at its meeting on 16 May and recommended a) three amendments and b) that the Board approves the Terms of Reference as amended.</li> </ul> <p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>• The Board agreed to approve the committee’s revised Terms of Reference.</li> </ul>		
<p><b>13</b></p>	<p><b>Any other business</b></p>		
<ul style="list-style-type: none"> <li>• As Alastair Hamilton was at the end of his second term with CHS, the Board agreed to appoint Marian Martin as its new Deputy-Chair to replace Alastair in that role.</li> <li>• This was the last Board meeting for Brian Baverstock and Alastair Hamilton. The Chair thanked both colleagues for their outstanding contribution and commitment to CHS since its inception in 2011 and to the wider Hearings system. Both Brian and Alastair provided an unfailing level of expertise and scrutiny which did contribute to enhance CHS’ governance.</li> </ul>			
<p>The Chair thanked everyone for their contribution.</p> <p>The next Board meeting will be on 25 September, Edinburgh. The meeting closed at 14.23.</p>			