

# Minutes of the Board meeting of 28 November 2017

## University of Strathclyde, Glasgow

The meeting started at 13.30.

**Present:** Garry Coutts (GC), Chair, Marian Martin (MM) Deputy Chair, Henry Robson (HR) member and Beth-Anne Logan (BL) member.

**In Attendance:** CHS: Boyd McAdam (BM) NC/CEO, Elliot Jackson (EJ) DCE, Franck David (FD) (minute taker) Governance Lead, Lynne Harrison (LH) Business Manager, Ed Morrison (EM) Head of Finance and Christine Mullen (CM) Operational Manager.

**Apologies:** John Anderson (JA) member.

**Absent:** Lewis Ritchie (LR), 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 25 September 2017.</li></ul>		
<b>3 Matters arising</b>		
<ul style="list-style-type: none"><li>Matters arising were covered in the agenda.</li></ul>		
<b>4 Action log</b>		
<ul style="list-style-type: none"><li>Action log items were either not due or would be covered later in the meeting.</li></ul>		
<b>5 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 had not met with Ministers or Scottish Government (SG) officials.</li> </ul>		
<p><b>6</b></p>	<p><b>Chief Executive update</b></p>	
<p><b>1. Summary of discussion and/or issues raised—</b></p> <p>The National Convener/ CEO (NC/ CEO) introduced the paper. Key elements were:</p> <ul style="list-style-type: none"> <li>• The First Minister delivered a presentation at the Kilbrandon Lecture on 23 November where she reaffirmed the Kilbrandon principles and in particular the importance of panel members who are at the centre of the Hearings system. The Scottish Government announced that resources re. advocacy provisions were committed for 2019 to support certain children going to hearings. There was no indication of policy shift.</li> <li>• The 2017 recruitment campaign has closed. It attracted 1,593 applicants, a 23% increase on 2016. In particular, applications from males rose slightly (27%) compared to 2016 (25%). Young people applications (18-25 year olds) increased from 9.4% in 2016 to 10.6% this year. The deadline for recommendations for appointment was 17 November and an update on numbers for pre-service training will be provided at the next Board meeting.</li> <li>• The Joint Digital Delivery Programme for CHS and SCRA continues to progress. There is now a preferred supplier for the development of the core systems and applications platform across SCRA and CHS with a contract expected to be signed in early December. It was noted that the digital agenda, although it will deliver significant long term benefits for the organisations, is resource intensive and offers a challenge to maintaining the organisations business as usual activity.</li> <li>• There is a continued dialogue with Glasgow City Council (as the sponsor) and SOLACE re. the development of the Collaborative Agreement with all 32 local authorities (successor to the Partnership Agreements). Further work is required on the nature of the Agreement to ensure a balance between requirements being met without being overly prescriptive A revised proposal is going to SOLACE in January with a view to secure their agreement on behalf of all local authorities.</li> </ul> <p><b>2. Decisions—</b></p> <p>The Board agreed—</p> <ul style="list-style-type: none"> <li>• To receive an update on numbers for pre-service training at its next meeting.</li> <li>• to note the Chief Executive update.</li> </ul>	<p><b>SMT</b></p>	<p><b>Jan. 2018</b></p>

7	<b>Finance update</b>	
<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The report covers the seven months ending 31 October 2017.</li> <li>• Although there is a forecast spend of £3,754k against a budget of £3,700k CHS has total resources of £3,757k.</li> <li>• The Head of IT intends to spend out on the ICT budget which comprises CHS' core SCOTS charge, software costs, CHIRP support costs and CHIRP user licences.</li> <li>• Regular discussions with the Training Unit (CHSTU) are ongoing and the Operational Manager remains confident to deliver £60k efficiency savings.</li> <li>• The volunteer recruitment budget identifies core areas that require spend year on year as well as creative work for the 2018/19 refreshed campaign.</li> <li>• In terms of Comprehensive Spending Review (CSR) the Scottish Government is expected to publish its budget proposals in mid-December; CHS and the Sponsor Team will continue discussions over investment opportunities across the next three years throughout the CSR process.</li> <li>• The spend on the digital programme is forecast at £1,507k (£500k in revenue and £1,000k in capital). The forecast however, is dependent on successful negotiations with the preferred supplier.</li> <li>• The forecast staffing underspend of £40k does not reflect that the Head of IT's salary and employment costs are now expected to be met from 2017/18 Digital Delivery Programmes money. If confirmed, the forecast underspend on staff will increase from £40k to around £80k which will impact the overall likely spend. The SMT have started discussions on a number of projects that could absorb the underspend.</li> <li>• At the development session that took place before the Board meeting, the Board discussed a range of valuable opportunities that could be funded from any efficiencies.</li> </ul> <p><b>2) Decisions—</b></p> <p>The Board agreed—</p> <ul style="list-style-type: none"> <li>• to receive a report from SMT on the opportunities that could be funded from any efficiencies.</li> <li>• note the report.</li> </ul>		
8	<b>Joint CHS-SCRA Board meeting - update</b>	
<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• On 2nd November the Boards of CHS and SCRA approved a preferred bidder to build the new generation of IT platform across CHS and SCRA. The contract</li> </ul>		

<p>was expected to be signed early in December.</p> <p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>The Board agreed to note the update.</li> </ul>		
9	<b>Community survey - update</b>	
<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>The survey ran from May to July 2017. It was issued to the nearly 3,000 volunteer panel and AST members. 55% of the CHS community responded which is an increase on previous years. The results will be discussed at the Area Conveners Liaison Group meeting on 7 December and a summary of the results will be circulated to the 22 Area Support Teams in December.</li> <li>The results are positive overall and show an increase satisfaction to work for CHS.</li> <li>key areas of improvement relate to decreasing and rationalising some of the questions, greater support to AST, more efficient ways to communicate with volunteers. Results will be carefully analysed and will inform the 2018/ 19 business plan.</li> </ul> <p><b>2) Decisions—</b></p> <p>The Board agreed</p> <ul style="list-style-type: none"> <li>to reiterate, and put on record, that the provision of an adequate level of support to ASTs was critical to the Board however, that that support was very much determined by the financial resources made available to CHS.</li> <li>note the report.</li> </ul>		
10	<b>Audit and Risk Management Committee (ARMC) - update</b>	
<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>The Chair of ARMC reported that, at its last meeting on 14 November, the committee considered: <ul style="list-style-type: none"> <li>a revised internal audit plan and discussed whether the themes on the plan where those that should be resourced. The Internal Auditors confirmed at the meeting that they would refine those themes to ensure they would address any concerns that existed in those areas.</li> <li>Risk management – presentational opportunities existed to the current risk register to help understand risk better. A workshop for the Board and SMT would be facilitated by Internal Audit in the new year to reappraise the Board’s risk appetite for business critical</li> </ul> </li> </ul>		

	<p>issues.</p> <ul style="list-style-type: none"> <li>○ Joint annual reporting – the committee will receive a report from SMT in the new year on the benefits of producing a single Annual Reports and Account report.</li> </ul> <p><b>2) Decisions—</b></p> <p>The Board agreed—</p> <ul style="list-style-type: none"> <li>• That the report on the lessons learned re. submission of a consolidated Annual Reports and Account report would be presented to the committee at its next meeting in February 2018 before going to a future Board meeting for approval.</li> <li>• to note the report.</li> </ul>		
<b>11</b>	<b>New creative for the recruitment of panel members 2018</b>		
	<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The Union facilitated four workshops with Area Conveners (ACLG); children and young people from Young Scot; the Recruitment and Retention Reference Group (RRRG); and the CHS Board during September and October. The CHS board had discussed whether a Children’s Panel brand identity might help communications and add value to the campaign.</li> <li>• Key findings highlight similarities in the reasons for volunteering for CHS although team working and children and young people are slightly more prominent.</li> <li>• The Union put forward three major suggestions for consideration: <ul style="list-style-type: none"> <li>○ Could YOU give Scotland’s vulnerable children and young people a voice? - The Board was keen that something about “listening” should be given more visibility.</li> <li>○ Help Scotland’s vulnerable children and young people change their future. - The Board thought that there should be an emphasis on managing expectations rather than “fixing” a problem.</li> <li>○ Your decisions can make a difference in a vulnerable child or young person’s life.</li> </ul> </li> <li>• SMT will meet with The Union in early December to look at the draft creatives for those three area. Following an initial review, these drafts, subject to minor changes will undergo a testing phase with the same four stakeholder groups with a view to providing a recommendation to the CHS Board and Senior Management Team by February/March 2018.</li> </ul> <p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>• The Board agreed to note the report.</li> </ul>		

12	<b>Recruitment of panel members - update</b>	
<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• There were 1,593 applications in total, which is a 23% increase on 2016. Anecdotal feedback suggests that the quality of applicants is varied with some evidence of very high quality candidates.</li> <li>• There was an increase in male applicants this year with 27% of all applications from males compared to 25% last year.</li> <li>• Although the campaign seems to have been successful so far there were some resource challenges and skills gaps within the CHS team. This should be alleviated in part when the new Recruitment and Retention Lead starts in early December.</li> <li>• More detailed guidance is needed for Clerks on specific issues especially around recording information on the App Tracker and obtaining training date preferences at interview stage. This will be an agenda item for a future clerks meeting a consideration for the recruitment project team.</li> <li>• Employers’ engagement activities were well received and CHS will seek to develop these further to form lasting relationships.</li> <li>• There was a higher number of conflicts of interest this year compared to 2016 although CHS took the view that most of the conflicts are manageable.</li> <li>• CHS’ early assessment of the most effective marketing sources suggests that Radio, referrals (from family, friends and existing panel members etc), and online sources were most effective and were collectively responsible for recruiting around 80% of all applications.</li> </ul> <p><b>2) Decisions—</b></p> <p>The Board agreed to—</p> <ul style="list-style-type: none"> <li>• receive updated figures once they become available including information on whether the profile of panel members matches the gender profile of the volunteering population at large.</li> <li>• that one of the agenda items for the next Clerks meeting should be about support to ASTs.</li> <li>• note the update.</li> </ul>		
13	<b>Volunteer management Board programme</b>	
<p><b>1) Summary of discussion and/or issues raised—</b></p> <ul style="list-style-type: none"> <li>• The Board’s ongoing training programme includes observing hearings throughout the country and attending AST meetings. The Operational Manager confirmed that she would be pleased to circulate the dates for pre-</li> </ul>		

<p>service training between January and April to any Board members who would wish to attend.</p> <ul style="list-style-type: none"> <li>• The Corporate Governance session originally scheduled in November would be re-arranged for end February/ March.</li> <li>• The Board strategy weekend will be on 9 and 10 February.</li> <li>• The 2018 programme for panel member training is available online on CHIRP.</li> </ul> <p><b>2) Decision—</b></p> <ul style="list-style-type: none"> <li>• The Board noted the update.</li> </ul>		
<p>The Chair thanked everyone for their contribution.</p> <p>The next Board meeting will be on 30 January 2018, Ladywell House. The meeting closed at 14.31.</p>		