

Minutes of the Board meeting of 30 January 2018

The meeting started at 14.35.

Present:

Garry Coutts (Chair)
 John Anderson
 Lewis Ritchie

Marian Martin, Deputy Chair (Chair)
 Beth-Anne Logan
 Henry Robson

Also present:

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS
 Elliot Jackson, Depute Chief Executive (DCE), CHS
 Sara Crawford, Quality and Performance Lead, CHS (items 8 and 9)
 Franck David, Governance Lead (minute taker), CHS
 Susan Deery, Head of Human Resources, SCRA/ CHS
 Louise Farmer, Communications & Engagement Lead, CHS (items 9 and 10)
 Lynne Harrison, Business Manager, CHS
 Christine Mullen, Operational Manager, CHS
 Tom McNamara, Youth Justice & Children’s Hearings, Scottish Government

The Chair welcomed everyone to the meeting.

| Items | Actions / owner | Time-scales |
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| 1 Declaration of interests | | |
| None. | N/A | N/A |
| 2 Minutes of previous meeting | | |
| <ul style="list-style-type: none"> The Board agreed to approve the minutes of its meeting on 28 November 2017. | | |
| 3 Matters arising | | |
| <ul style="list-style-type: none"> All covered in the agenda. | | |
| 4 Action log | | |
| <ul style="list-style-type: none"> Action 2 - opportunities arising from any efficiencies. Following a recent | | |

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| | <p>research by SCRA on the numbers and reasons for appeal, the CHS Audit and Risk Management Committee will consider a report on this matter at its February meeting.</p> | | |
| 5 | Chair update | | |
| | <p>1. Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • Since the last meeting the Chair met with the Scottish Government (SG) Sponsor Team to discuss amongst other things CHS’ ambition to improve the Hearings System in the context of tight financial resources. There was no indication that CHS would receive additional funding. • The Chair observed a number of hearings throughout Scotland. • On 30 January the Board attended a training session on corporate governance which was well received. | | |
| 6 | Chief Executive update | | |
| | <p>1. Summary of discussion and/or issues raised—</p> <p>The National Convener/ CEO (NC/CEO) introduced the paper. Key elements were:</p> <ul style="list-style-type: none"> • CHS has recruited four new Area Conveners for the Area Support Teams (ASTs) in Central and West Lothian, Edinburgh, South East Scotland and West Dunbartonshire. • In the national team, CHS has now appointed a Community Projects Lead (1 year fixed term). Following the Information Governance Assistant’s departure, and to provide support until a substantive replacement is appointed, CHS secured an interim Information Governance Assistant. [the interim Information Governance Assistant has now left CHS to work in an international company]. • The last Area Conveners’ Liaison Group (ACLG) was on 7 December and had a focus on the development of the Corporate Strategy 2018/21 and what the best approach would be to contribute to the Year of the Young Person 2018. There was broad agreement that the focus of the work on Better Hearings and Year of the Young Person provided a platform for discussing all the work underway to improve both the experiences and outcomes for young people. • Re. Support Agreements, discussions with Glasgow City Council are ongoing and a meeting with SOLACE has been arranged at the end of February to examine the proposed Agreements. The meeting is aimed at alleviating the concerns that SOLACE expressed in relations to the shift to KPIs and specific requirements written in the new Agreements. CHS’ approach is very much focused on securing mutual agreement rather than using statutory powers. • CHS has had another successful recruitment campaign with almost 1,600 applicants interested in becoming panel members. This resulted in 513 | | |

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| | <p>applicants recommended at the end of November with 485 undertaking pre-service training. Reappointments were underway with 24 panel and AST members appointed in January with the bulk of reappointments scheduled for May and June.</p> <ul style="list-style-type: none"> Concerns are still ongoing regarding the Feedback Loop and the NC/ CEO has been considering options to partner with other organisations to deliver information on the wellbeing of children and young people. Despite this slight progress, this will not deliver the full suite of data set out in the legislation (i.e. a report produced <i>annually</i> on <i>all</i> children and young people on a Compulsory Supervision Order). In December, the Principal Reporter at SCRA and the NC/ CEO signed a contract with Leidos to develop and deliver the second generation of digital support for the children’s hearings system across SCRA and CHS. The Youth Justice Improvement Board (YJIB) met in December. There was a focus on the whole systems approach and diversion from prosecution. This included discussion about how 16 and 17 year olds are best supported. YJIB heard, as did CHIP, about the proposed changes to the Minimum Age of Criminal Responsibility (MACR) and the areas of policy and practice which will be affected. <p>2. Decisions—</p> <p>The Board agreed—</p> <ul style="list-style-type: none"> that in relation to the revised Support Agreements progress should now be made at local authorities CEO level and to receive a detailed update at the next Board meeting in March to note the Chief Executive update. | | |
| 7 | Finance update | | |
| | <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> The resource grant in aid allocation for CHS for 2017/18 is £3.7m. The forecast spend is £51k less than the total resource of £3,757k, although there remains some uncertainty around lines outside CHS’ direct control e.g. volunteer expenses. However, clerks are actively encouraging panel members to claim their expenses. It is anticipated that by moving expenses online as part of the current digital work, expenses claims will increase and therefore impact on the budget. CHS’ actual spend to date of £2, 262k is only 60% of its total forecast spend; the Senior Management Team (SMT) remains confident of spending £3,706k as forecast. The forecast staffing underspend mainly arises from in-year casual vacancies, recruitment to the new structure’s posts later than anticipated and the Head of IT’s salary and employment costs being met from the 2017/18 Digital | | |

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| | <p>Delivery resource.</p> <ul style="list-style-type: none"> • The ICT underspend is mainly due to some work on PanelPal (training records) being met from the Digital funding shared with SCRA, rather than CHS' core grant as previously forecast as well as the removal of potential support contract charges. • Following information from the CHS Training Unit, Panel and AST training is anticipated to be £41k overspent, primarily due to unbudgeted costs for CHSTU taking over the online training and management of the IG training using a digital platform. • The forecast overspend on Support for Hearings reflects a planned development event for Area Conveners and planned advance work on the collateral material to improve the accessibility of CHS' annual report, corporate plan and business plan. • CHS is supporting ASTs re. options to use their funding including through the development of their spending plans. <p>2) Decisions—</p> <p>The Board agreed—</p> <ul style="list-style-type: none"> • that CHS' actual spend to date will be reprofiled to provide greater accuracy of the forecast • that a review of devolved funding for ASTs will be carried out this financial year to look at the value processes, management of budget, etc. • to note the report. | | |
| 8 | Performance report Q3 | | |
| | <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • 91% of activities were completed. • Activities with a yellow status: <ul style="list-style-type: none"> ○ Establishment of a Young Person's Board - Progress is made with the appointment of a Development Worker for Our Hearings Our Voice (OHOV) as well as the recruitment of Board members with direct care experience to start shortly ○ Feedback Loop - following an internal stock take meeting, SMT agreed to reflect on CHS' position together with options available and to discuss with SG i.e. strategy to improve situation, support required, etc. ○ Support to panel members – The new CHS Community Project Officer is taking an active role in meeting with PPAS to better understand how their specific needs and requirements can be addressed. | | |

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| | <p>2) Decisions—</p> <p>The Board agreed to—</p> <ul style="list-style-type: none"> • receive an update on the Feedback Loop at its March meeting. • note the report. | | |
| 9 | Corporate Plan 2018/21 and Business Plan 2018/19 | | |
| | <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • Consultation on the Corporate Plan 2018-21 has been undertaken with the Board, the National Convener, CHS National Team and Area Conveners. The views of the CHS Community were captured in the Community Survey 2017 and have been incorporated into the development of the Corporate Plan and Business Plan objectives. Consultation with young people will be undertaken in February with support from Young Scot. Views of our partners will be sought through the CHIP in February. • One of the objectives in the Business Plan refers to recruiting “committed specialist volunteers” to make decisions in the best interest of children and young people. The Board agreed that this objective should capture the essence of a CHS volunteer whilst acknowledging the skills, training and knowledge to undertake that role. • The Board acknowledged the importance of the Plan being accessible to the wider public and asked to avoid jargon, particularly regarding digital technology; it was confirmed that a user-friendly version would be produced. <p>2) Decision—</p> <p>The Board agreed to note the report.</p> | | |
| 10 | Communications strategy 2018-2020 | | |
| | <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> • The strategy includes a review of the current external communications environment, a review of CHS communications and an outline strategy for 2018-2020. The strategy will be closely aligned with the organisational objectives set out in the Corporate and Business and Corporate Parenting Plans. It will also align with the core principles of CHS’ vision, mission and values. • The aim of the strategy is to provide understandable, relevant information to support the needs of the volunteers community whilst extending CHS’ influence. • The Board discussed the difficulty, but also the benefits, of sending the right | | |

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| | <p>message to the right audience to achieve successful and effective communication and attract interest.</p> <ul style="list-style-type: none"> It was confirmed that work would be carried out to make the CHS corporate website user and mobile friendly. <p>2) Decision—</p> <p>The Board agreed to note the communications strategy 2018-2020 and to consider it further for approval at its next meeting together with a workplan.</p> | | |
| 11 | Recruitment of panel members - update | | |
| | <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> The 2017 campaign set out to recruit 552 panel members (572 in 2016) with the goal that the panel should broadly reflect the age, gender and socio-economic profile of the population of Scotland. Men, young people (under 25s) and particular socio-economic groups are still under-represented. However, there was an increase in male applicants this year with 27% of all applications from males compared to 25% in 2016. There were 1,593 applications in total, which is a significant (23%) increase on 2016. The final 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. Recruiting through radio reached 2.5m people. <p>2) Decision—</p> <ul style="list-style-type: none"> The Board agreed to note the update. | | |
| 12 | February strategy weekend | | |
| | <p>1) Summary of discussion and/or issues raised—</p> <ul style="list-style-type: none"> The Board will meet on 9 and 10 February to work on CHS' core messages and design an influencing plan to deploy those messages. Gavin Simpson, panel member, is also the Communications Director at Scottish Power and has kindly offered his time to attend the Board strategy sessions. Gavin is a communications professional whose extended expertise will contribute positively to the sessions. | | |

2) Decision—

- The Board agreed to note the update.

The Chair thanked everyone for their contribution.

The next Board meeting will be on 20 March 2018, Edinburgh. The meeting closed at 15.54.