

CHS BOARD MEETING MINUTES

6th Meeting, 2013
Wednesday 18th September 2013

Present:

Craig Spence, Chair
Alastair Hamilton, Deputy Chair

Marian Martin, Board member
John Anderson, Board member

Also present:

Fiona Greig, Director of Finance and Corporate Services, CHS
Robert Marshall, Deputy Director Care and Justice, Scottish Government
Damian Sherwood-Johnson, Area & Panel Support Officer, CHS
Franck David, Implementation Officer, CHS
Shyamali Das-Bharadwa, Executive Assistant (minute taker), CHS

Apologies:

Linda Watt, Board member
Andrew Thin, Board member
Brian Baverstock, Board member
Bernadette Monaghan, National Convener/CEO, CHS
Alison Gough, Director of Panel and Area Support, CHS

The meeting opened at 14:34 hours.

		Timescale	Action
	The Chair welcomed all members, Robert Marshall in his Observer status and the members of public to the meetings. He noted apologies from Linda Watt, Brian Baverstock and Andrew Thin. He also noted apologies from the National Convener on account of illness and the Director of Panel and Support who was on leave.		
1.	Declarations of Interest		
	There were no declarations of interest.		
2.	Minutes of Meeting held on 18 June 2013		

	The minutes of the meeting of 18 June were perused page by page and approved. There were a few typographical errors which are to be amended immediately.	Immediate Complete	Exec Asst.
3.	Matters Arising		
	In discussion, the board appreciated the training provided at the session for the board on 'Essential Skills for Board members' conducted by Jan Polley of CIPFA on 9 September.		
4.	Action Log		
	The Action log was perused item by item and agreed. Items 62 and 64 covered the feedback loop with different target dates. The Director of Finance and Corporate Services confirmed that phase 1 of the consultation will be submitted to the Board and the sponsor team by 23 September. It will also be published on the CHS website. The closing date for the consultation is 16 December 2013.	Submitted on 24 September	Performance and Research Officer
5.	Chair & National Convener Engagement Updates		
	<p>As the National Convener was not available at the meeting, the Director of Finance and Corporate Services spoke to this report on her behalf.</p> <p>The report provides a complete update on the activities undertaken:</p> <ul style="list-style-type: none"> • National Forum for ASTs: Quarterly forums have now been set up for 2013/14 with the ASTs. The first planning meeting took place on 8 August which received an extremely positive feedback. The meetings will consist of a business session for the Area and Depute Area Conveners and AST Clerks; thematic sessions for training and information awareness. The next forum is scheduled for 8 November and will focus on recruitment and retention and all Lead Panel Representatives have been invited for the business session. <ul style="list-style-type: none"> ○ The meeting also includes input from the West Lothian College on training. ○ An update on the recruitment campaign by the Panel and Area Support Team Officer. ○ Future meeting dates for the forums. ○ Thoughts and updates from a few Area and Depute Conveners. ○ The Chair will be attending the next forum scheduled for 8 November. 		

<ul style="list-style-type: none"> • Update on Recruitment is provided under Item 8 of the agenda. • The feedback loop is covered in the Action Log discussed earlier. • Advice to Hearings: an interim arrangement is in place as the scope of requirement is not yet clear enough to allow a procurement exercise. Hence, ad-hoc requirements have been put in place with a family lawyer and this will be evaluated at a later date. The Practice and Policy Officer currently provides in-house advice. <p>In discussion, the Board stated that:</p> <ul style="list-style-type: none"> • Flexible formats for these forums should be maintained enabling members to feedback. • Additional information through training awareness strategies and support models are being worked on. • Training Reference Group, Panel Pal Reference Group, and a Research Reference Group are being set up for quality purposes and accessibility in the future. • For AST Performance frameworks and statistical purposes, Panel Pal and CHIRP will be used for collation of data. <p>The Deputy Director of Care and Justice agreed that the forum would provide clarity of thought and:</p> <ul style="list-style-type: none"> • A feedback conduit to the board • Provide support to the AST members • Facilitate good working relationships • Assess quality of evaluation <p>The Chair thanked the Deputy Director for his observations and invited him to attend the 8 November Forum. This would enable him to feedback any planning at local/regional/national level to the Children’s team and the Minister.</p> <p>The Chair updated the Board on his activities since go-live. He paid a tribute and thanked everyone who was involved in the various stages of reform, the CHS staff, the Children’s Hearings team and all beyond in the panel community. It is a big challenge for CHS to provide a better national system which will be consistent and fair across the country. Since June, the chair attended:</p> <ul style="list-style-type: none"> • A meeting with the SCRA Chair for a joint board strategy for better working together • Meetings with employers 		
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	<ul style="list-style-type: none"> • Meetings with sponsor team • A meeting with the Leader of North Ayrshire Council <p>Planned meetings for the Chair:</p> <ul style="list-style-type: none"> • Engagement planning for the autumn to support the national panel • Lead Panel Representatives of Glasgow AST • Various local authority leaders • Various panel members, as required • Corporate Governance training on 9 October for board members and SMT at CIPFA has been scheduled. 		
6.	Quarter 1 Performance		
	<p>The Director of Finance and Corporate Services spoke to this report. The Board acknowledged that this was a comprehensive report.</p> <p>The report covers the period from 1 April 2013 to 30 June. Page 4 highlights the activities and achievements as per the Business Plan. Page 5 covers the balanced scorecard with the grey areas denotes areas where no data is available until post go-live on 24 June. The national survey conducted by SCRA in collaboration with indicated that 71% of children and young people feel themselves to be the most important person at the Hearing. more of the grey areas will become populated as CHS collects available necessary data. Page 8 covers the Internal Audit Framework. Page 9 provides information on payment of suppliers' invoices within the ten day requirement. Page 11 provides a finance report until Quarter 1. However, the next item on the agenda supersedes this report with an updated position as at 31 August 2013. Page 15 describes working with partners. A planned business plan activity to work with SCRA to develop a research project on the quality of information provided to hearings to support panel member decision making will now not go ahead in 2013/14 In discussion, the Board stated:</p> <ul style="list-style-type: none"> • The balanced scorecard will be better populated hereon using the baseline information from the annual surveys, partner surveys, etc. • The AST Quarterly Performance Reports will be used to collate data. However, risks have been identified around resources required to undertake this on an annual basis and 		

	<p>provide regular review of indicators.</p> <ul style="list-style-type: none"> • The programme of planned collaborative research with SCRA will be discussed at a forthcoming meeting with Malcolm Schaffer, Head of Practice and Policy at SCRA. • The appointment of a Practice and Policy Officer for CHS in July 2013. This role helps to ensure that the views of the panel community are reflected in the development of the national policy. The National Convener meets the Panel and Area Support Team Officer, Performance and Research Officer and Practice and Policy Officer at regular intervals to discuss the implementation of the National Convener's functions. • User focus and co-operation, relationships with partners, engagement strategy are some of the significant ways of engaging with stakeholders. 		
7.	Month 05 financial report		
	<p>The Director of Finance and Corporate Services spoke to this report for discussion to the Board.</p> <p>This report summarised the financial position for the five months to 31 August 2013. Currently, CHS is reporting an underspend in the period to date but this is largely due to budget phasing a time lag in payments.</p> <ul style="list-style-type: none"> • The Grant-in-Aid (GIA) for 2013/14 has been confirmed at £3.3 m and the CHS budget was approved by the Board on 18 June 2013. • CHS took over full responsibilities on 24 June 2013. As such, established baseline running costs are not yet available contributing to risks around planned expenditure; e.g. panel member expenses, training costs in respect of TUPE, and Chairing training. • All expenditure is being monitored against budget by the SMT on a monthly basis. SMT will meet on 22 October to undertake a comprehensive budget reforecast exercise and the outcomes will be included in the report to the Board at the 6 November meeting. <p>In discussion, the Board stated:</p> <ul style="list-style-type: none"> • A regular report to the board with breakdown to demonstrate areas of pressure and opportunities for savings. • Current report shows significant underspend in many areas but this is due to time-lag in payments of invoices or claims being made to CHS. 	<p>Director of Finance & Corporate Services</p> <p>Director of Finance & Corporate Services</p>	<p>6 Nov</p> <p>22 October</p>

	<p>The Deputy Director of Care and Justice stated that:</p> <ul style="list-style-type: none"> • All underspends to be managed effectively • The CHS Accountability meetings will focus rigidly on finance for CHS after go-live and render robust assistance • If areas of pressure emerge and are identified and notified, the sponsor team will provide the necessary and maximum support possible. • The spending review for 2014/15 remains unchanged. 		
8.	<p>Panel member recruitment campaign</p>		
	<p>The Panel and Area Support Team Officer spoke to this report. The recruitment strategy for the Recruitment Campaign for 2013 is described in this paper submitted to the board for discussion.</p> <ul style="list-style-type: none"> • The current requirement is 550 members across the country. Glasgow has the highest requirement with a target of 120 and some areas require fewer than five members. Out of the 32 local authorities, three areas are not recruiting. • The campaign is being managed through a fully managed marketing service, The Union. The campaign seeks to attract more responses than any other year at a lower cost from even hard to reach areas and the under-25 population. Due to limited budgets and tight timescales the same images from the 2012 campaign have been used updated only with the necessary changes using radio, television, online and newspapers. • The online application form is a new item on the website and being used for more efficiency and cost-savings. • CHIRP is being used to integrate the recruitment process covering expressions of interests, PVG checks, receipt of applications, interviews, etc. • For the first time, volunteering zone has also been used for the promotion. • Some challenges have been faced for the distribution of the applications packs to the AST Clerks. Two tranches of distribution were created and all have now been provided with the packs. • On the date, 1800 expressions of interest and 167 online applications had been received. <p>In discussion, the Board agreed that this was a comprehensive overview of the recruitment campaign.</p> <ul style="list-style-type: none"> • This was a flexible and active model to facilitate the interview process in close cooperation with the ASTs. 		

	<ul style="list-style-type: none"> • Data collated from the expressions of interest will be retainable up to six months. The website link remains live for collating any further expressions. • Five local authority areas did not have any recruitment needs but two areas now require panel members. There are challenges if transfer of panel members is possible between neighbouring areas as the AST Clerks will have to handle this process. It may also be difficult to synchronise these movements. • There was less use of local media and we recognise that this could have led to less exposure. We have responded to areas that have concerns about this. This being the first campaign for CHS, feedback from various sources including Twitter and Facebook will be used as a benchmark for all future campaigns. <p>The Deputy Director for Care and Justice requested that CHS ensure that all national and local campaigns listen to the ASTS who know what works best at their local levels.</p>		
9.	Panel member training		
	<p>As neither the National Convener nor the interim Contract Manager were available for the meeting, the Director of Finance and Corporate Services spoke to this report.</p> <p>At the last board meeting on 18 June, the Board approved the award of the training contract to West Lothian College. The final negotiation of the terms and conditions and sign-off will take place by 1 October 2013.</p> <ul style="list-style-type: none"> • The contract management entails a complete Implementation plan up to June 2014. The National Convener, West Lothian College, training units and Scottish Government have all signed up to this. With regards to TUPE, 1:1s have taken place already with all eligible employees and offers are being sent out. West Lothian College is awaiting the final decisions. • Accommodation for the four satellite units are being identified in Edinburgh, Dundee, Inverness and Glasgow. The training units have been consulted on their new venues. • Three PDA stages have been signed off by SQA. This is ready for validation by the SQA award panel on 25 October. • SQA accreditation will now cover: <ul style="list-style-type: none"> ○ Stage 1 training (previously pre-service training) over January to June 2014 as batches will be of a maximum of 20 members each. This will provide more flexibility 		

	<p>for attendance to enhance the attendance rate. Dates have been communicated to participants already.</p> <ul style="list-style-type: none"> ○ 406 members have been identified for the Chairing training during October to December 2013. This involved some complicated tri-partite discussions between CHS, Scottish Government and the training units, and venues have now been booked. ● Administrative processes for the training units will be managed by CHS and West Lothian College jointly to create a one team national approach to administration. <p>In discussion, the board questioned if feedback from trainee panel members regarding quality would be recorded and this was confirmed to be so by the Director of Finance and Corporate Services.</p> <p>The Deputy Director of Care and Justice stated that:</p> <ul style="list-style-type: none"> ● Getting this training contract in place was a huge step forward and positive signal to the panel community ● Effective communication should be maintained ● The Scottish Government completely supports this training contract for the next three years to make it a success ● Appropriate feedback lines must be kept open ● Further chairing training requirement was identified in April and May 2013. There was a heavy demand on the training units during the transition period and the contract with Scottish Government ends on 30 September 2013. CHS will be responsible for this training now and the shortfall in the budget should be covered from within CHS' resources. 		
10.	Appointment of new committee members		
	<p>The Implementation Officer spoke to this report.</p> <p>The Board was requested to approve two new Committee members as follows:</p> <p>Marian Martin – Audit and Risk Management committee John Anderson – Remuneration and Appointments committee</p> <p>As per procedure 13.11 of the Board Standing Orders, increasing the number of members to the Audit and Risk Management Committee from three to four required a technical amendment to the Terms of Reference of the committee which was undertaken at the meeting on 10 September 2013.</p>		

	<p>The Remuneration and Appointments Committee remained unaffected as Linda Watt stepped down and the number of members remained unchanged.</p> <p>The Board is requested to approve the following:</p> <ul style="list-style-type: none"> • Appointment of Marian Martin to the Audit and Risk Management Committee • Appointment of John Anderson to the Remuneration and Appointments Committee • Revised Terms of Reference for the Audit and Risk Management Committee • Confirm the stepping down of Linda Watt from the Remuneration and Appointments committee. <p>Agreed:</p> <ul style="list-style-type: none"> • Marian Martin abstained from the vote for her appointment to the Audit and Risk Management Committee • John Anderson abstained from the vote for his appointment to the Remuneration and Appointments committee • The Chair of the Remuneration and Appointments committee appreciated the contribution of Linda Watt to the committee and thanked her for her valuable support during her tenure. • All of the above were agreed and approved. 		
11.	Audit and Risk Management committee minutes 10 September 2013		
	<p>Marian Martin, Board member spoke to this paper on behalf of the Chair of the Audit and Risk Management committee. This was her first meeting since her appointment to this committee.</p> <p>The minutes from 10 September covered:</p> <ul style="list-style-type: none"> • Based on the Risk Appetite Workshop by Scott-Moncrieff, the Strategic Risk Register has been revised The risk concerning the difficulty in forecasting panel members expenses has been reinstated to the Risk Register • Interaction and relationship between CHS and the sponsor team post 'Go-live' must be supported by the Chair and National Convener working closing together • Data Security is a high risk. The internal auditors will be conducting a follow-up review in the new year • Security Incident – details were provided of a security incident. • The PAST officer submitted to the committee a report on the legal status of volunteers 		

	<ul style="list-style-type: none"> • Audit Certificate – congratulations to the Director of Finance and Corporate Services and team for a clean audit certificate • Draft Audit Plan for 2013/14 will require 28 days of activity • Delegated authority – as per the Financial Memorandum for operational matters, the delegate authority limit for the National Convener is £10k. The committee support discussions with sponsor team to have this limit raised to a higher level. <p>The chair thanked the committee for the detailed update.</p> <p>Agreed: The board noted the approved minutes of the committee.</p>		
12.	CHS Strategy paper – Increasing Employer Support		
	<p>The Chair spoke to this report for discussion and approval of the board as follows:</p> <ol style="list-style-type: none"> 1. Discuss and formally adopt and accept the recommendations from the CHS Employer Support Survey 2013 which is due for publication. 2. Approve the strategy for immediate implementation through to summer 2016. 3 Agree to review and update the engagement plan. <p>The strategic direction for engaging with employers was discussed at the January 2013 board meeting. This report provides the rationale behind why employers need to be influenced to change their attitudes towards serving panel members and understand how these employees provide added value to their organisations. This can be provided through one-to-one engagements, create Champion Employers, etc. Employers must be used to get the message out to the wider community and employees who are not members also.</p> <p>The Board in discussion stated:</p> <ul style="list-style-type: none"> • A focus on working with employers directly potentially supporting members • Provide leaflets to members for their employers outlining benefits. The Director of Finance and Corporate Services confirmed that an updated leaflet now forms part of the current recruitment campaign • Senior management only should not be targeted. CHS should focus on the Human Resource teams with employers and explain the role of panel members in more details. In many 		

	<p>organisations, work colleagues at the same level of the volunteer member are affected and need to understand the value of this member's role in the children's hearings system.</p> <ul style="list-style-type: none"> • With the upcoming recruitment campaign, a strategy and opportunity to develop a higher profile for CHS and a wider engagement strategy should be reviewed. • A range of public sector employees are serving panel members and <p>The Deputy Director of Care and Justice commented:</p> <ul style="list-style-type: none"> • This was a very good paper • CHS should be ambitious about their engagement plan • The Children's Hearings team will take some responsibility with CHS to take this forward for changing public attitudes, provided CHS can identify areas of challenge for Looked After Children in Care and Permanence. The Scottish Government, Minister of Children and Young People and public sector reform are keen on making Scotland the best place for children to grow up in and extolling the virtues of this unique system. <p>Agreed: The Board agreed and approved this paper as presented.</p>		
13.	Security Incident Update		
	<p>The Director of Finance and Corporate Services spoke to this report.</p> <p>In July there was a serious security breach by a panel member which invoked the Security Incident Report Procedure. The Information Commissioner was informed and the appointment of the investigation officer is pending.</p> <p>As a result of this incident existing policies have been reviewed and minor improvements made.</p> <p>There was a general discussion about the identity of the Data controller. It was confirmed that the Scottish Children's Reporters Administration was the Data Controller until panel papers are delivered to the panel member. Thereafter, CHS would be the Data Controller. The Director of Finance and Corporate Services informed that there is a possibility of such losses in the future also and it would be the task of CHS to continuously undertake training, reviews and communications to the panel members.</p> <p>Agreed:</p>		

	It was agreed that the Board would receive an update when an outcome of the incident was received from the Information Commissioner.		
14.	CHS Annual Planner		
	<p>The Chair spoke to this report. He thanked Janis McDougall, Executive Support Officer of SCRA who has co-ordinated this paper along with the Executive Assistant and Implementation Officer. The Board is requested to approve this recommendation.</p> <p>The paper is self-explanatory. It provides a broad outline and structure as a Board planner and will be subject to approval.</p> <ul style="list-style-type: none"> • In discussion, it was agreed by the Board that the final report would be submitted for the next meeting on 6 November with detailed dates up to 2016. <p>Agreed: The Board agreed to approve this recommendation.</p>		
	<p>The meeting closed at 16:23 hours.</p> <p>The Board will meet on Wednesday, 6 November.</p>		