

CHS BOARD MEETING MINUTES

7th Meeting, 2013
Wednesday 6 November 2013

Present:

John Anderson, Interim Chair	Marian Martin, Board member
Alastair Hamilton, Deputy Chair	Linda Watt, Board member
Brian Baverstock, Board member	Andrew Thin, Board member

Also present:

Bernadette Monaghan, National Convener/CEO, CHS
 Fiona Greig, Director of Finance and Corporate Services, CHS
 Alison Gough, Director of Panel and Area Support, CHS
 Robert Marshall, Deputy Director Care and Justice, Scottish Government
 Franck David, Implementation Officer, CHS
 Joseph Berry, Contract Manager, CHS

In Attendance:

Shyamali Das-Bharadwa, Executive Assistant (minute taker), CHS
 Marilyn Tweedie, Policy Officer Scottish Government

The meeting opened at 10:07 hours.

		Timescale	Action
	The Chair welcomed all and the members of public to this meeting.		
1.	Declarations of Interest		
	There were no declarations of interest.		
2.	Minutes of Meeting held on 18 September 2013		
	The minutes of the meeting of 18 September were approved subject to the following changes: Page 4 Item 5 – replace `constitute' with `consist' Page 11 – replace `14 May' with `10 September' and delete the `formation of a complaints committee'	Ex. Asst.	Complete
3.	Matters Arising		
	<ul style="list-style-type: none"> The Interim Chair informed members that three additional items would be discussed at the meeting. 		

	<ul style="list-style-type: none"> ○ Engagement Strategy ○ Organisational Health Check ○ Membership of Committees <ul style="list-style-type: none"> ● The Director of Finance and Corporate Services informed the Board that, in relation to the recent security breach, the Information Commissioner’s office had asked for detailed reports which will be submitted on 15 November. There will be further discussion of the role of volunteers in relation to information management at pre-service training. 		
4.	Action Log		
	<ul style="list-style-type: none"> ● The previous Chair and a Board member had discussed a paper on Social Responsibility to be brought to the Board. This will now be discussed with the Interim Chair and National Convener to progress further. <p>Agreed: Action Log to be revised with specific items and dates for the next Board meeting</p>	Ex. Asst.	21.01.14
5.	Chair Update		
	<p>The Interim Chair provided an update on his work for the period from 2 October 2013. This has involved:</p> <ul style="list-style-type: none"> ● a review of CHS’ current strategic and operational position ● networking and listening to the panel community, staff and sponsor team ● An organisational health check is being undertaken involving staff, partners, stakeholders, panel community, AST members and the sponsor team through an external organisation <p>The Interim Chair thanked the National Convener and staff for their hard work and dedication. At the Board Development day on 22 October, the Board identified the need for a strategy to strengthen panel member engagement.</p> <p>Agreed:</p> <ul style="list-style-type: none"> ○ Board members acknowledged that positive work had been done in the last five weeks and were delighted by the leadership and focus shown by the Interim Chair 		
6.	Overall current operational and strategic position		
	The Board was provided with an update on the overall current		

<p>operational and strategic position with a particular focus on training, as follows:</p> <p>Staff and Resources</p> <ul style="list-style-type: none"> ○ Performance Appraisal/People Strategy Staff have worked over and beyond expectations during the period up to Go-Live. Development of a people strategy in the organisation to support and appreciate staff is being progressed and as a starting point, a workshop with Joe Rafferty from SCRA, is taking place on Monday 18 November. ○ Training Contract The transition to the CHS Training Unit based at West Lothian College (WLC) was now complete. A constructive partnership had been established with the College with monthly Contract Management Group meetings taking place. A working group is developing the National Training programme. The National Convener and the Contract Manager have a programme of visits to the 4 training centres in place to ensure that staff who transferred under TUPE regulations have settled in and to offer any support required. An Induction Day for all the training staff took place on 28 October at WLC. <p>The Training Reference Group is being established and will include ten panel community representatives - 3 panel representatives, 1 Area Convener, 4 Learning Development Coordinators and a Panel Practice Adviser. Who Cares? Scotland will also be a member of the group to ensure the involvement of young people. SQA have also been invited to participate. Initial planning meeting is expected to take place before Christmas. An update on training development will be given to the AST National Forum on 8 November.</p> <p>A full programme for chairing training has been drawn up by WLC and dates confirmed across Scotland and circulated. Training for up to 500 panel members is being delivered at no extra cost within the terms of the contract. 16 Charing training courses will be provided across the country starting on 9/10 November and until mid-December.</p> <ul style="list-style-type: none"> ○ Professional Development Award (PDA) The PDA was successfully validated on 25 October. The NC took this opportunity to thank the Director of Panel and Area Support for chairing and leading the development of the PDA. 		
--	--	--

<p>The Contract Management Group monitors the operational activities and milestones for training on a monthly basis and weekly update reports are provided to CHS by the College’s Contract Manager.</p> <p>The Group also reviews the Training Risk Register, completes any change control notes and takes forward actions. CHS will receive a report before and after each course that includes:</p> <ul style="list-style-type: none"> • Number of courses and locations • Number of attendees per course • Issues arising from facilitator evaluation reports • Issues arising from delegates’ evaluation reports • Remedial actions required <p>In discussion, the Board stated that:</p> <ul style="list-style-type: none"> • This contract offers good value for money in the current economic environment. CHS must ensure that Contract and Performance management is strictly monitored • The Board sought assurance that WLC was clear about the requirements of the contract and that any risk of non-delivery would be mitigated. <p>The NC assured the Board that:</p> <ul style="list-style-type: none"> • Delivery and quality of training is being closely managed. The NC agreed to bring a paper on the contract management arrangements to the next Board meeting. <p>○ Links with Learning Development Coordinators (LDCs) LDCs are responsible for carrying out the training needs analysis within the AST and representing this need to CHS to ensure local training needs are resourced. LDCs are producing local training calendars which will be collated into one national calendar. This calendar will be discussed at the LDC network event to be held in January at WLC. This in turn will assist CHS with resource planning and budgeting to support local training needs.</p> <p>○ Feedback Loop The consultation on phase 1 of the Feedback Loop was issued on 25 September to run for 12 weeks. This consultation will seek the views of local authorities and other partners on the proposed indicators that are intended to measure the implementation of a Compulsory Supervision Order. ADSW,</p>	<p>Summary of issues on Contract Management on enhanced risks</p>	<p>21.01.14</p>
---	---	-----------------

<p>COSLA, Care providers, Chief Executives of local authorities, Chief Social Work Officers, panel and AST members have also been alerted to the launch of this consultation.</p> <ul style="list-style-type: none"> ○ Advice to Hearings It is expected that most requests for independent legal advice will be dealt with by the CHS Practice and Policy Officer. CHS has an ad-hoc arrangement in place with a family law firm to deal with any complex requests or cases as and when required. ○ AST National Forum The next AST National Forum has been scheduled for 8 November in Edinburgh. The focus of the forum will be on Volunteer Management which was one of the topics that members voted a priority at the initial planning meeting. Lead Panel Representatives have been invited to attend forum meetings. A separate thematic workshop for the AST Clerks has also been arranged as part of the day. <p>The November programme will cover the National Curriculum, AST Performance reports, Practice in Hearings, updates from Working Groups and Networks, ASTs and Technology.</p> <ul style="list-style-type: none"> ○ CHS/ADSW/SCRA Operating Framework CHS, ADSW and SCRA are jointly working on establishing a tripartite operating framework, the first phase of which is almost complete. This will be presented to ADSW Children and Families Standing Committee at its meeting after sign-off by ADSW on 29 November. The CHS Board will be provided with a copy of the Framework thereafter. <p>The Framework is designed to clarify:</p> <ul style="list-style-type: none"> ○ joint definitions on items of policy and practice under the 2011 Act ○ how we collectively measure impact and outcomes for children and young people within the Hearings System ○ Incorporate key messages from research in relation to permanence, stability, attachment and resilience into the Hearings System in relation to decision making and support and care for children and young people ○ An agreed approach to training, education and support to those making the System work, including panel members, social workers, reporters and the 	<p>Email copy of report to Board</p>	<p>Sent on 18.12.13</p>
--	--------------------------------------	-------------------------

	<p>Judiciary</p> <ul style="list-style-type: none"> ○ Progress further modernisation initiatives, such as the use of new technologies and communication between partners ○ Secure the highest standards of information governance and security across the System <p>The framework deals with operation of the 2011 Act and definitions, including: Relevant Authority/Implementation Authority, relevant persons, interim Compulsory Supervision Orders, New Grounds of Referral, Legal Representation, Children’s attendance at Hearings; Reporter generated referrals and Transitional arrangements. The Framework will clarify how key measures within the Act should be taken forward and sets out key principles for the three partners. The Framework is aimed at AST members, focusing on Lead Panel Representatives (LPRs), social work practitioners and managers and Reporters.</p> <ul style="list-style-type: none"> ○ Education & Culture Committee Report The Scottish Parliament published the Education and Culture Committee report on 23 September on “Decision making on whether to take children into care”. Feedback from the report has been taken on board by the NC and is being addressed through the involvement of children and young people in the design and delivery of the national training programme and the Training Reference Group. The NC has contributed to the formal response to the report by Scottish Government. ○ Representing the Children’s Panel The NC attended hearings observations in Glasgow, the ADSW Criminal Justice Conference, WLC Staff Induction presented at Criminal Law Conference (modernisation of Children’s Hearings), NHS Greater Glasgow and Clyde Child Protection team and wrote a 1,500 word article for the Scottish Justice Matters which is due to be published in December 2013. 		
7.	<p>Update on 2013 Panel Member Recruitment Campaign</p>		
	<p>The Director of Panel and Area Support spoke to this report.</p> <p>The Recruitment Campaign for panel members was launched on 9 September. An external media and planning organisation was appointed after discussions in July and August which was a tight lead-in time. The Panel and Area Support Officer, Damian Sherwood-Johnson was the project lead for the campaign.</p>		

	<ul style="list-style-type: none"> ○ 21 out of 22 ASTs required to recruit 582 panel members in total. Some areas responded very late with their requirements. Neither CHS nor the ASTs had sufficient time to establish any standardised framework to work on the conversion rate from application to recruitment, so CHS was dependent on the previous knowledge and expertise of the ASTs. ○ the reach of the campaign proved to be less due to resourcing issues e.g. posters, DVDs, etc. ○ the closing date of 1 November provided a shorter turnaround time for applications ○ some areas with low levels of interest were provided with additional budgets for local advertising and marketing ○ currently ASTs were now short-listing and interviewing prospective panel members. A range of testing techniques was being used to recruit candidates. ○ The following areas to be considered for improvement: <ul style="list-style-type: none"> ➤ timeframe i.e. turnaround time for recommendations ➤ consultation with local colleagues and involvement of ASTs ➤ better routes of communication ➤ production of a recruitment film ➤ printing and dissemination of recruitment material on time and effective distribution ➤ feedback to AST Clerks ○ a standardised and fair approach has been used consistently across the country ○ quality of candidates has been very good in this campaign though lower number of applicants, concluding that this campaign has produced genuinely interested candidates more likely to be appointable ○ a formal review session with the Media agency with the Panel and Area Support Officer and Communications & Media Officer will be held shortly to discuss the above ○ three areas have now identified a shortfall in targeted recruitment and this will take place in January <p>In discussion, the Board inquired:</p> <ul style="list-style-type: none"> ○ whether panel members from neighbouring areas can serve in another area ○ as this is the National Panel, will surplus applicants from an area be given the opportunity to serve in another panel, if willing? 		
--	---	--	--

	<ul style="list-style-type: none"> ○ the report was very honest and commendable. Taking on board the risks and working within tight constraints, the outcome has been good in that areas have recruited sufficient members ○ the work of panel members in the recruitment process should be flagged up during engagement with employers ○ the Deputy Director of Care and Justice thought it might be helpful for the Sponsor Team to be involved in the evaluation of the lessons learnt. He re-iterated the willingness of the team (given its experience) to support CHS around recruitment. <p>Action:</p> <p>A summary report on the evaluation of the recruitment campaign is to be presented to the Board at the next meeting.</p>	Director of Panel and Area Support	21.01.14
8.	Finance Report Period 06		
	<p>The Director of Finance and Corporate Services spoke to this report.</p> <p>This report provides the financial position up to period 06 i.e. up to 30 September 2013. Forecasted expenditure for the six months up to March 2014 is also covered in the report. The Quarter 2 budget re-forecast exercise includes two large items of expenditure. The Senior Management team (SMT) continue to stringently monitor expenditure on a monthly basis.</p> <p>In summary,</p> <ul style="list-style-type: none"> ○ as on 30 September, 70% of the GIA had been spent or committed on budget heads for contract/employment and panel members. ○ £788K is demand led or cannot be predicted i.e. AST and panel expenses ○ an adverse variance on staff costs of £70K due to SMT decisions to appoint and retain agency/temporary staff to meet critical business needs viz. Contract Manager, Records Manager, interim IT Manager and administrative staff. however, this has been partially offset by savings on staff travel and other board costs ○ lower board fees and costs due to reduced activity over the summer and the increased number of board members ○ operating expenses cover printing and publishing, mobiles, Panel Pal, CHIRP, CHS website, Office 365 licence costs, shared services, research, internal and external audit. An 		

	<p>overspend of £30K for the OHC which was not included in the budget approved earlier.</p> <ul style="list-style-type: none"> ○ Independent legal advice has been allocated £40K which has not been used since 24 June. Based on this lack of activity, the board is requested to approve decreasing this provision to £11K ○ Panel and Area Support teams' expenses have been low during the summer period and SMT continues to analyse these. Local authorities submit their invoices to CHS on a quarterly basis. At the AST National Forum on 8 November, AST Clerks will be asked to consider submitting monthly invoices to facilitate collation of this critical data for the forecast. Also, once CHIRP is developed enough to support expense claims, CHS will be able to collate the data directly. ○ The Training contract became effective on 1 October. For the six months up to 31 March 2014, expected cost is £0.492m. Cost of Chairing training is £0.075m, procurement and other costs is £0.031m and development of the PDA award is £0.010m. Some other expenses to be considered are the National Forum, Learning Development Co-ordinator network and any other events. ○ The recruitment campaign has cost £251K against the forecasted £205K. This was on the advice of the media company employed who stated that media coverage was too low to attract the number of members required. Early in the campaign, the sponsor team was appraised of shortage of funding of £30K and approved this in line with CHS' limits on delegated authority and agreed to underwrite the overspend if CHS is unable to find resources internally. ○ 1,500 panel members will require Protection for Vulnerable Groups (PVGs) checks by October 2015. All new panel and AST members will also require PVG checks. AST Clerks will undertake this task on behalf of CHS. <p>In discussion:</p> <ul style="list-style-type: none"> ● It is a thorough report ● Expenses is a demand-led budget which poses challenges <p>Agreed:</p> <ul style="list-style-type: none"> ● Board to monitor expenditure and forecast closely over the next few months i.e. for the first year of CHS' operation to ensure that CHS hits its outturn ● Monthly cashflow reports be provided to the Interim Chair 	<p>Monthly cash flow to be emailed to Chair</p>	<p>Sent on 13.12.13</p>
--	---	---	-------------------------

9.	Quarterly Performance Report Quarter 2		
	<p>The Director of Finance and Corporate Services spoke to this report.</p> <p>The paper is self-explanatory and provides the organisational performance report and balanced scorecard up to the end of Quarter 2. It should be noted that CHS only assumed its full range of statutory functions on 24 June 2013.</p> <ul style="list-style-type: none"> ○ Key Performance Indicators (KPIs) marked in grey are areas for which no data is available yet. Areas marked in yellow represent sectors which are due for reporting but necessary data has not been collected or available within the timescales ○ Until CHIRP is fully functional, CHS is reliant on ASTs to provide this information. As such, CHS cannot expect volunteers to adhere to deadlines provided. In the future, CHIRP will be able to collate the required information. ○ There have been 3.1% resignations from the panel community in Quarter 2 as compared to the historical rate of 20% annually. This may be due to the number of panel members who did not transfer to the national panel. ○ Appeals which uphold hearings decisions data is currently not available as this is dependent on SCRA who do not publish data until one month after the quarter ends. <p>In discussion:</p> <ul style="list-style-type: none"> ● the format of the report is good ● CHS Staff Satisfaction Survey is currently on hold ● some panel members are resigning due to work reasons and CHS needs to keep a watch on the numbers ● current gaps clearly indicate how critical the development of CHIRP is at this stage to collate effective data <p>Agreed:</p> <ul style="list-style-type: none"> ● Update and populate scorecard ● The Board asked the Chair of the Audit and Risk Management committee to undertake a risk assessment of CHIRP in line with the Scottish Government Framework as this was a recent procurement. 		
10.	Policy and Panel Practice paper		
	The Director of Panel and Area Support spoke to this report.		

<p>This paper was discussed with the Board at the strategy day on 22 October and brought to this meeting to agree the establishment of a mechanism to enable effective governance of panel practice in relation to the national Children’s panel and the strategic overview of operational policies. CHS wishes to strengthen its direct support to the Children’s Panels and area support teams (AST). The Board was asked to consider whether current governance arrangements are sufficient or whether there is a need for an advisory group including board members to provide a mechanism for advising and supporting the National Convener and Board on practice standards and quality control relating to panel member practice across the system in the areas of:</p> <ul style="list-style-type: none"> • Recruitment and appointment of panel and AST members • quality assurance of training delivered to panel and AST members • quality of support provided to panel and AST members • implementation and evaluation of the National Standards Framework for the Children’s Panel <p>The current arrangements in place are:</p> <ul style="list-style-type: none"> • a Practice and Policy Officer took up post in July 2013 responsible for panel practice, advice to hearings, development and review of CHS internal policies • an additional Panel and Area Support Officer took up post in September 2013 to strengthen CHS presence and support to volunteer leadership through ASTs at the local level • work on the AST Locality Operating Framework is almost complete with the final meeting on 22 November • quarterly business meetings with ASTs have been set up to share best practice, problem resolution for emerging practice issues and focus on implications of national and local policy decisions • a review of the purpose, membership and focus of the Children’s Hearings Improvement Partnership (CHIP) to buy in support from Chief Executives • a number of on-going consultations and policy reviews in process impacting the Children’s Panels and CHS are Court Reform, Tribunal reforms, Education Committee response and Children & Young People Bill <p>In discussion:</p> <ul style="list-style-type: none"> • the Board supported this paper. The advisory group would 		
---	--	--

	<p>be well placed to support the National Convener</p> <ul style="list-style-type: none"> the issue of Board governance should be separate from the issue of establishing an advisory group TORs for the group should be very clear and carefully drawn up the Board must assist or facilitate the National Convener in carrying her functions National Convener as Accountable Officer will encourage good governance at all times The National Convener was supportive of establishment of this group. She agreed that the TORs will be drafted and discussed at a strategic level. <p>Agreed:</p> <ul style="list-style-type: none"> TORs for an advisory group to be drafted. The Director of Panel and Area Support to identify the pros and cons of both an advisory group and a committee to the Board (a committee would require delegated authority from the Board). A Board member will form part of the group. <p>The Board also discussed the upcoming AST National Forum scheduled for Friday 8 November in Edinburgh.</p> <ul style="list-style-type: none"> Area Conveners (AC), Depute Area Conveners (DAC) and Lead Panel Representatives (LPR) are the appropriate members for the Forum. <p>The National Convener responded as follows:</p> <ul style="list-style-type: none"> Initial thinking was based on replacing the CPCG/CPAG with a quarterly network based on positive feedback from the 8 August AST Forum, the 8 November Forum has been organised with a wider agenda to reflect the increased membership <p>Agreed:</p> <ul style="list-style-type: none"> The Board would be provided with a slot at the National Forum on 8 November after one year, CHS to undertake a cost-benefit analysis and review of the Forum 		
10.1	Board Engagement Strategy		
	The Interim Chair introduced this item. Marian Martin outlined the engagement and mapping strategy with stakeholders for CHS, including Employer Engagement Strategy. The discussion will be launched at the AST National Forum taking place on 8		

	November outlining three regional events in Edinburgh, Glasgow and one more venue to be confirmed. Agenda and timings of the events will be circulated after discussion with Lead Panel Representatives and a selection of panel members.		
10.2	Organisational Health Check		
	<p>Board member Linda Watt spoke to this item.</p> <ul style="list-style-type: none"> • a formal organisational health check (OHC) will be conducted after feedback from staff and the panel community • an external organisation has been contracted to support this exercise • the CHS Panel and AST Survey has been used as a base for the online survey which will be sent out to all panel members, staff, board and sponsor team • the entire process will take place over a period of eight weeks. • 3.8% of panel members do not use emails and will be sent hard copies of the letter inviting them to participate in the survey in a method suitable to them <p>Agreed:</p> <ul style="list-style-type: none"> • Board member Linda Watt will discuss the letters to be sent out to the panel community with the Records Manager and Performance and Research Officer to ensure that they are in line with Data Protection requirements. 		
10.3	Membership and Committees		
	<p>The Interim Chair spoke to this item.</p> <p>The Chair stepped down on 1 October handing over the board to the Interim Chair with effect from 2 October. The change in Committee membership for the Remuneration and Appointments Committee is to be considered and agreed at this meeting.</p> <ul style="list-style-type: none"> • The Chair of the Remuneration and Appointments Committee informed the meeting that there were only two members on the committee now due to the resignation of the Chair. He then asked for nominations for two members. Linda Watt and Andrew Thin were nominated and accepted. 		

	<p>Agreed:</p> <ul style="list-style-type: none"> The Terms of Reference (TORs) of the Remuneration and Appointments committee will be amended to accommodate this change and approval obtained online 		
11.	Board Strategy Development		
	<p>Board member Brian Baverstock spoke to this paper. All the members had reviewed the paper and expressed their acceptance of the points made therein.</p> <p>Agreed: The Board agreed to the strategy as discussed.</p>		
12.	CHS Board Annual Planner		
	<p>The Board expressed their concerns that there was a gap over the summer period in 2014 and dates should be re-aligned. It was suggested that the Board meet formally every alternate month. The Board asked that the Annual Planner be populated with agenda items for the year ahead.</p> <p>Agreed:</p> <ul style="list-style-type: none"> dates for Board meetings for 2014/15 to be re-aligned as requested the Annual Planner to be populated with agenda items and brought to each board meeting being updated as required. 	<p>21.01.14</p> <p>21.01.14</p>	<p>Exec. Asst.</p> <p>Exec. Asst.</p>
	<p>The meeting closed at 12:25 hours.</p> <p>The Board will meet on Tuesday, 21 January 2014 in Aberdeen.</p>		