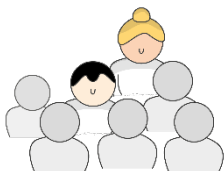




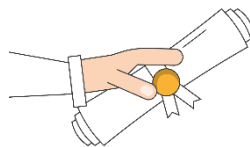
APPLICATION PACK

Business Analyst

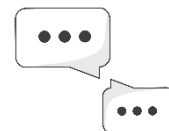
Recruiting



Training



Supporting



Improving outcomes for children and young people

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INTRODUCTION FROM THE NATIONAL CONVENER



Dear applicant,

Thank you for expressing an interest in working with Children's Hearings Scotland.

As an organisation that works within the Children's Hearings System, we are passionate about making a positive contribution to improving outcomes for Scotland's children and young people.

Our vision is of a hearings system where everyone works together. This makes sure that all children and young people are loved, cared for and protected and that their views are heard, respected and valued. We are currently rolling out a range of projects that will see us transform the way we work, helping us to achieve our vision. It is a truly exciting time to join Children's Hearings Scotland.

It is an enormous privilege to lead this organisation, and we are committed to shaping a modern Children's Hearings System that meets the needs of Scotland's children and young people.

Good luck with your application.

Elliot Jackson
National Convener and Chief Executive Officer



ABOUT US



Children's Hearings Scotland recruits, trains and supports around 2,300 skilled volunteer Panel Members who sit on children's hearings and make decisions with and for vulnerable children and young people across Scotland.



WHAT IS THE CHILDREN'S HEARINGS SYSTEM?

Scotland's unique Children's Hearings System are legal meetings set up because there are concerns about the wellbeing or care of an infant, child or young person. Their problems are addressed in a legal tribunal where Panel Members, recruited and trained by Children's Hearings Scotland (CHS), decide on the best outcome for the child involved while upholding and promoting their rights.



WHAT WE DO AT CHS

Children's Hearings Scotland (CHS) **recruits, trains and supports** around 2,500 Panel Members across Scotland who are supported by regional Area Support Teams (AST). Panel Members make legal decisions with, and for, children and young people in children's hearings and AST members provide support and guidance to these Panel Members locally. You may have heard of us being referred to as the Children's Panel too.

CHS is led by our National Convener and Chief Executive, Elliott Jackson.



LOOKING TO THE FUTURE



The Children's Hearings System has been in operation in Scotland since 1971, in 2020, Scotland made **The Promise**. The Promise is that Scotland's children and young people will grow up loved, safe and respected.

Reform of the Children's Hearings System is leading to a number of changes.

- We are strengthening our support structures for volunteers.
- Scottish Government is delivering legislation that brings all under 18s into the Children's Hearings System to comply with United Nations Conventions.
- CHS and partners are working with the Scottish Government, and The Promise Scotland, to deliver the widest range of changes to the Children's Hearings System since it was created.

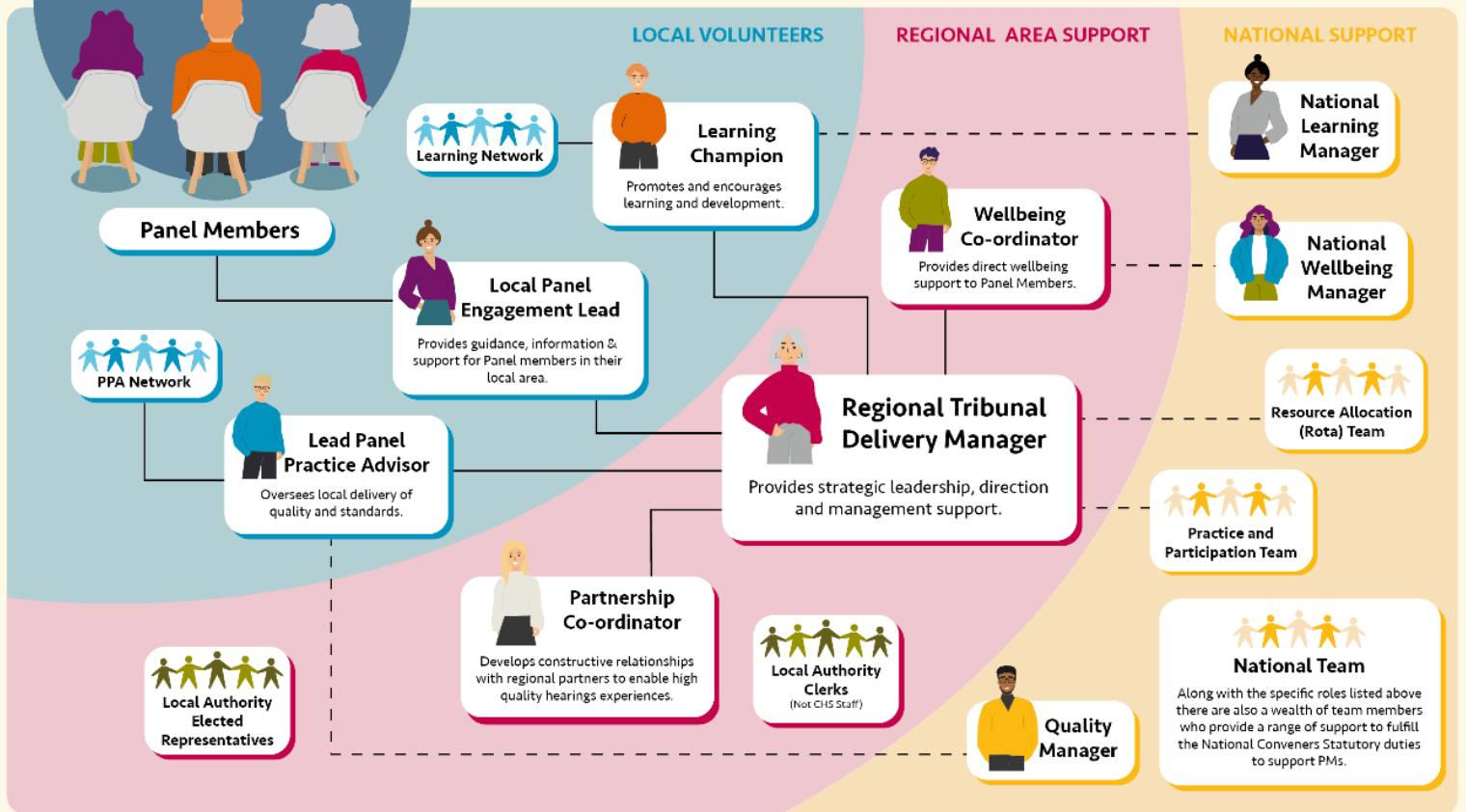
All this helps ensure we have the right structures along with the skills, knowledge and expertise required to make some of the most difficult and transformative decisions about children's lives and futures.

Although this is a lot to take on, it's done with a singular goal - improving the lives of infants, children and young people.

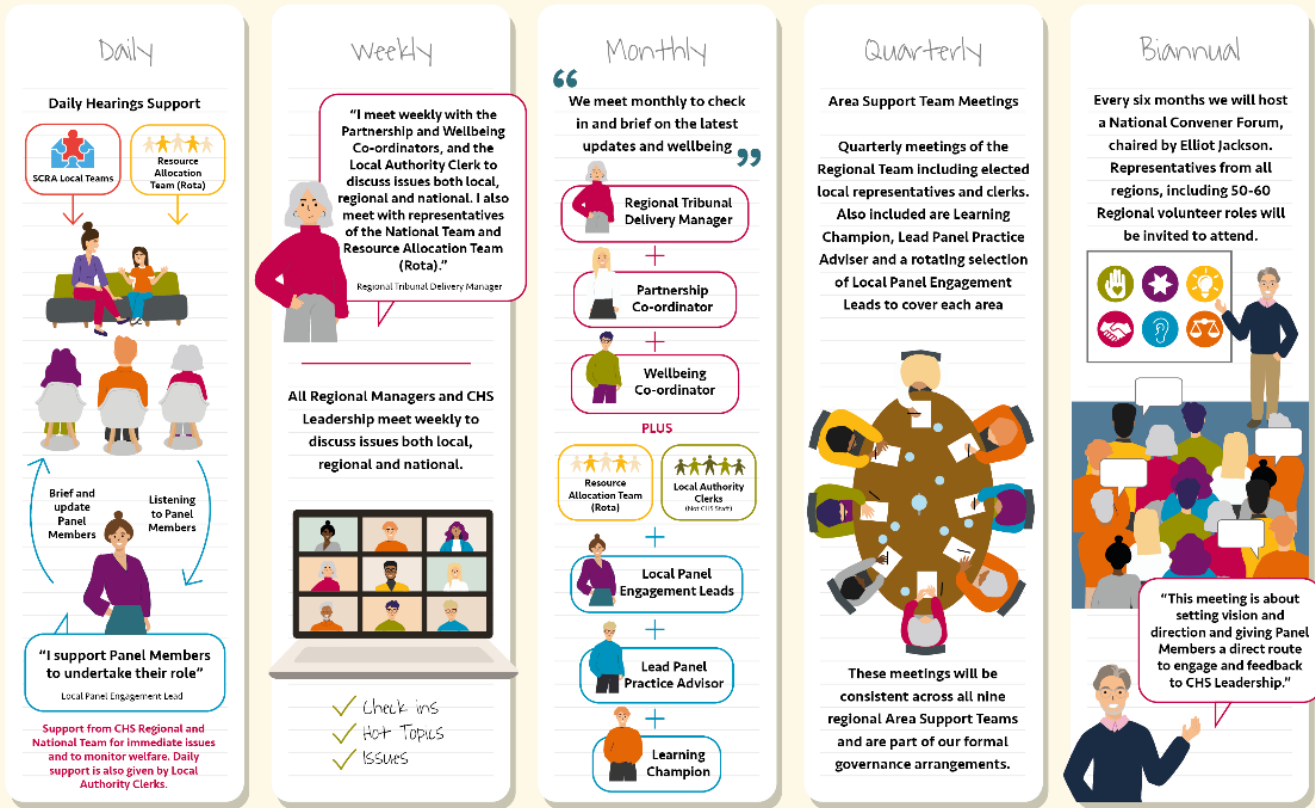
Together, we will deliver on that promise to make Scotland to be the best place to grow up. As a Panel Member, you can be part of it too.

HOW CHS SUPPORTS OUR PANEL MEMBERS

Behind every Panel Member that is making decisions for and with infants, children and young people, is a **Regional Area Support Team (AST)** to provide support, learning and wellbeing of Panel Members. The Regional Area Support Team (AST) is the operational group that manages the effective delivery of CHS's statutory functions in one of nine geographical localities across Scotland.



HOW WE WORK TOGETHER AT CHILDREN'S HEARINGS SCOTLAND



OUR VISION



Our vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are loved, cared for and protected and their views are heard, respected and valued.

OUR VALUES



Our values sit alongside our vision and are threaded throughout everything we do.


 **Child centred**
Making sure everything we do is in the best interests of children and young people.



Challenging
Not being complacent, but questioning ourselves and others to help us improve.



Creative
Considering innovative and imaginative ways of approaching the issues we face in the work we do.



Fair
Making sure that everyone is treated with dignity and according to their individual needs; that our information and services are accessible to all; that we provide a consistent level of service to all.



Open
Listening, responding to and learning from feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.



Respectful
Treating children, young people, their families, partners and each other with care and consideration.



COMPLETING YOUR APPLICATION



Thank you for your interest in joining our team at Children's Hearings Scotland (CHS). We are also sometimes known as the Children's Panel.

This application form has been designed to ensure compliance with legislation and best practice. The processing of all information will be in accordance with the requirement of the [Data Protection Act 2018](#). The information you provide on your application form will only be used as part of the selection procedure and for any subsequent employment administration if your application is successful.

For further details on how your information will be handled please refer to our [privacy statement](#). If any part of the form is unclear, please contact us at jobs@chs.gov.scot.

We are striving to be an equal opportunities employer with a diverse workforce which is representative of the population we serve. We are committed to embedding a culture of equality and diversity into our organisation and ensuring that all job applicants and employees are treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other factor.

At the end of the application form you will find our Equal Opportunities Monitoring Survey which is intended to assist CHS in maintaining equal opportunities best practice and in identifying equality barriers for job applicants. We would be grateful if you would complete it.

Employees of CHS must adhere to a detailed Staff Code of Conduct. Key principles in this are that staff:

- act in the best interests of CHS
- are honest
- are selfless
- have integrity and respect

Prior to employment, all applicants will undergo pre-employment background checks in line with the Scottish Government's Baseline Personnel Security Standards.

We may contact previous employers, educational providers, fraud prevention bodies, local authorities and government agencies as part of this process. We may also use background screening companies.

Guidance on filling in the online application form

The form has been designed to help both applicants and our resourcing team process applications quickly, efficiently and on a variety of devices. This application can be accessed on any device.

The application sections are detailed below. We advise you to read over them and have your information prepared on separate document you can cut and paste from, such as your CV or covering letter. Once you start the application, you will not be able to save it and return to complete it at a later stage.

CHS does not accept CVs. Please ensure you include all relevant information on this form.

Section 1

- **Personal Information:** Please note that only your surname is required in full. Give only the initials of your first name(s).

Section 2

- **Education and Training:** This section asks about your education and job-related training. Please give us enough details to assess your attainments in relation to the post for which you are applying.
- Continue on a separate sheet if necessary. We need a minimum of three years' job-related or education history.

Section 3 to 7

- **Work Experience:** This section asks about your work experience with a separate section for each relevant role. We have supplied space for your most recent post as well as four previous roles.
- Please give as much detail as you feel gives us an accurate picture, both about the type of work you are/were doing and the responsibilities you have or have had. Please start with the most recent and share dates where possible.

Section 8

- **Supplementary Information:** Please detail any further experience or information relevant to the post for which you are applying, considering the information you have

been given about the post, for example the job description or person specification. Try to be clear about how you meet the person specification listed.

Section 9

- **General Information:** You are asked to tell us if you are related to any member of CHS's staff or Board. This is to ensure compliance with CHS's Code of Conduct Policy.
- You are asked to tell us if you are currently eligible for employment in the UK. This is so that we can ensure compliance with the [Immigration Act 2014, Asylum and Immigration Act 1996](#) and the [Immigration, Asylum and Nationality Act 2006](#) which requires organisations to ensure individuals to whom they are offering employment have permission to work in the UK. Please visit www.gov.uk/check-uk-visa if you are unsure of your status.
- If you are invited to interview, you will be required to produce such evidence.
- CHS works with vulnerable persons under the age of 18 and we are required by [The Protection of Vulnerable Groups \(Scotland\) Act 2007](#) to ensure that all of the staff we employ are suitable to work with persons under 18 or with their data. CHS is also an exempted body for the purposes of the [Rehabilitation of Offenders Act 1974 \(Exceptions\) Order 1975](#).
- CHS must consider, prior to offering employment, any information of any spent and unspent convictions that may be relevant to the post for which you are applying. No unconditional offer of employment will be made until a satisfactory Protecting Vulnerable Groups (PVG) clearance has been received.
- If you are the successful candidate for the post, you will be asked to complete a pre-employment health questionnaire. This questionnaire will be screened by CHS' Occupational Health Provider, who may ask you to attend for consultation.
- Formal offers of employment will be made once CHS' Occupational Health Provider has assessed the individual as "fit to work" and where appropriate any reasonable adjustments have been implemented.

Section 10

- **References:** We request three professional references. References will only be taken up if you are shortlisted. Please indicate if you do not wish your referee(s) to be contacted at this stage.
- Please note that no unconditional offer of employment will be made until satisfactory references have been received.

Section 11

- **Declaration:** You are asked to declare the information you provided is true to the best of your knowledge. If you have any questions or concerns please contact us at jobs@chs.gov.scot.

Section 12

- **Equality Monitoring:** The information in this survey will be used for monitoring purposes only. Your responses are voluntary but the more information you supply, the more effective our monitoring of responses will be.
- This information will only be viewed by the CHS Resourcing Team and is not connected to your application form and will not be used to identify you. It will not be seen by anyone involved in interviewing or shortlisting and will be stored securely in line with the principles of the Data Protection Act 2018.
- Monitoring will help to improve our recruitment processes and enable us to be as inclusive an employer as possible.
- Please select the most applicable option in the questions and complete the open boxes where relevant. We would be grateful if you would fill in this survey.

APPLICATION FORM



Complete your application using the following form:

[Your application form](#)

JOB DESCRIPTION



Reports to:	Senior Digital Manager
Direct Reports	N/A
JD Last Updated	April 2026
Role Last Evaluated	NA

OVERVIEW OF ROLE

As Business Analyst at Children's Hearings Scotland (CHS), you will be at the heart of organisational transformation supporting both large-scale programmes and continuous improvement projects. You will drive innovation, foster collaboration and ensure that every improvement reflects the voices of children, young people, and those who support them. You will play a pivotal role in enabling CHS to achieve its strategic and operational priorities, delivering meaningful and sustainable improvements across the organisation and the Children's Hearings System.

Working across all teams, you will translate user and business needs into clear, actionable requirements and practical solutions. You will bridge the gap between policy, operations, and technology, ensuring that change initiatives are well-defined, effectively delivered, and aligned with stakeholder expectations. A core aspect of the role is improving service quality and operational efficiency while maintaining a strong focus on user-centred design. You will ensure that solutions are grounded in evidence, responsive to stakeholder needs, and deliver real-world impact.

The role holder is expected to be an exemplar for the values of CHS including listening to and valuing the voice of children and young people, the contribution of Tribunal Members, and ensuring these are embedded within the change management process to deliver a respected, quality based, and sustainable tribunal system on behalf of the National Convenor.

MANAGEMENT ACCOUNTABILITIES

- Take ownership of business analysis activities across assigned projects, ensuring outputs are delivered on time, within scope, and to a high standard
- Manage relationships with key stakeholders, balancing competing priorities and ensuring alignment with organisational objectives

- Provide guidance and informal mentoring to project team members where appropriate
- Plan and prioritise workload across multiple initiatives, escalating risks and issues in a timely manner
- Contribute to governance processes, ensuring documentation, decisions, and changes are properly controlled and recorded
- Support effective resource utilisation by working closely with project and programme managers
- Lead workshops and facilitate decision-making sessions, ensuring productive outcomes
- Ensure compliance with public sector policies, standards, and regulatory requirements (e.g. data protection, accessibility)
- Monitor and report on progress, risks, and benefits realisation to senior stakeholders
- Drive continuous improvement in business analysis practices, tools, and standards within the organisation

OPERATIONAL MANAGEMENT ACCOUNTABILITIES

- Coordinate and manage day-to-day business analysis activities across assigned projects and workstreams
- Ensure requirements are accurately captured, documented, maintained, and traceable throughout the project lifecycle
- Monitor progress against plans, identifying and addressing risks, issues, and dependencies at an operational level
- Maintain clear and consistent communication with stakeholders to support smooth delivery of services and changes
- Support the implementation of agreed solutions, ensuring they meet business needs and operational requirements
- Oversee and contribute to testing activities, including user acceptance testing, defect tracking, and resolution
- Ensure all documentation and artefacts are maintained in line with organisational standards and audit requirements
- Work closely with delivery teams to ensure alignment between business needs and technical solutions
- Track and report on operational performance, including milestones, deliverables, and benefits realisation
- Identify and implement incremental improvements to processes, tools, and ways of working

- Ensure adherence to relevant policies, procedures, and regulatory requirements in day-to-day activities
- Support knowledge sharing and continuity by maintaining clear records and documentation

CORE ACTIVITIES

- Engage with stakeholders across departments to gather, analyse, and document business requirements
- Translate complex business needs into clear functional specifications and user stories
- Map and evaluate current ("as-is") and future ("to-be") business processes
- Support the development of business cases and contribute to strategic planning
- Collaborate with project managers, technical teams, and service leads to ensure successful delivery of solutions
- Facilitate workshops, interviews, and stakeholder meetings
- Identify opportunities for service improvement and innovation
- Support testing activities including user acceptance testing (UAT)
- Ensure compliance with public sector standards, governance, and data protection requirements

PERSON SPECIFICATION



PERSONAL EFFECTIVENESS COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Managing change	<ul style="list-style-type: none"> • Good project/change management skills and able to guide others in the effective management of organisational change programmes and projects • Ability to sustain performance under conditions of rapid change • Supporting others through change and having the willingness and ability to enable changes to take place in the most productive way • A strong outcome/delivery focus and the creativity to adapt individual approach in changing circumstances

	<ul style="list-style-type: none"> • Ability to use data/MI to manage team improvements
Teamwork and Collaboration	<ul style="list-style-type: none"> • Effectively initiates dialogue across teams, levels, departments recognising that we have a shared responsibility to provide the best experience for our colleagues and wider stakeholders • Recognises the value of every contribution and area of expertise within the organisation. This includes building links and networks across teams (internally and externally) • Creates a supportive team environment by listening and responding to others and creating opportunities for innovation and generation of ideas and actions
Communication	<ul style="list-style-type: none"> • Excellent influencing and negotiation skills • Ability to communicate effectively in 1:1 and group settings • Excellent report writing skills, including an ability to prepare high level reports to Senior Management
Personal Integrity	<ul style="list-style-type: none"> • Encourages and supports open two-way communication • Is motivated by values and getting on with the job; • Shows resilience that enables the team to perform to the highest standards

FUNCTIONAL/TECHNICAL COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Reporting	<ul style="list-style-type: none"> • High level of ability to handle management reporting and articulate complex technical solutions in widely consumable formats
Computer literacy	<ul style="list-style-type: none"> • High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint) • Familiarity data analysis tools (SQL/Power BI)

TRACK RECORD/EXPERIENCE

- Proven experience (typically three years plus) as a Business Analyst, ideally within the public sector
- Track record of effectively working with multi-disciplinary teams

- Experience in supporting organisations to deliver transformational change/move to new Target Operating Models
- Proven stakeholder management and communication skills with complex stakeholder groups
- Experience in requirements gathering and documentation techniques
- Ability to analyse complex data and processes to inform decision-making
- Familiarity with Agile and/or Waterfall methodologies
- Strong problem-solving and critical thinking abilities
- Experience using tools such as Microsoft Office, Visio, or equivalent

EDUCATIONAL ATTAINMENT/ QUALIFICATIONS

- Educated to degree level or equivalent in a related qualification
- Relevant Professional certification(s)

PROFESSIONAL BODY MEMBERSHIP

Membership of one of the major professional bodies or equivalent is desirable

OTHER REQUIREMENTS FOR THE ROLE

None

Thank you for your interest in this position.