

## Public Board Meeting

26 November 2019, 13:00 to 15:00

Thistle House

### Agenda

1.	<b>Declarations of interests</b>		Chair
2.	<b>Minutes of previous meeting</b>		Chair
	 CHS - 1920 - 33 - Previous Board minutes.pdf	(16 pages)	
3.	<b>Matters arising</b>		Verbal Chair
4.	<b>Action log</b>		Chair
	 CHS - 1920 - 34 - Action Log.pdf	(1 pages)	
5.	<b>Chair update</b>		verbal Chair
6.	<b>National Convener/ CEO update</b>		Elliot Jackson
	 CHS - 1920 - 35 - NC update to Board.pdf	(3 pages)	
7.	<b>2019/20 Financial Forecast Outturn</b>		Ed Morrison
	 CHS - 1920 - 36 - Forecast Outturn Board v2.pdf	(3 pages)	
8.	<b>Draft CHS Corporate Plan</b>		Elliot Jackson
	 CHS - 1920 - 39 (a) Draft Corporate Plan covering report.pdf	(1 pages)	
	 CHS - 1920 - 39 (b) DRAFT Corporate Plan 2020.pdf	(15 pages)	
9.	<b>Digital Business Readiness</b>		Lynne Harrison
	 CHS - 1920 - 40 - Business Readiness Report.pdf	(2 pages)	
10.	<b>CHS Complaints Policy</b>		Lynne Harrison
	 CHS - 1920 - 41 - Complaints Policy Cover report.pdf	(4 pages)	



CHS - 1920 - 41 (a) Complaints Handling Policy and Procedure BOARD FINAL.pdf

(44 pages)

**11. Panel Member Recruitment Update**

Christine Mullen



CHS - 1920 - 43 - Panel member Recruitment Campaign.pdf

(5 pages)



CHS - 1920 - 43 (a) - Recruitment Yearly Comparison.pdf

(2 pages)

**12. CHS Learning Academy Prospectus 2020**

Christine Mullen



CHS - 1920 - 44 - CHS Learning Academy Prospectus 2019-2020.pdf

(5 pages)

**13. Area Support and Improvement Partners Update**

Elliot Jackson



CHS - 1920 - 45 - ASIP Update Report.pdf

(3 pages)

**14. Governance Plan 2020**

Lynne Harrison



CHS - 1920 - 46 Governance Calendar 2020.pdf

(1 pages)

**15. Board Standing Orders**

Lynne Harrison



CHS - 1920 - 45 - Board Standing orders cover report.pdf

(1 pages)



CHS - 1920 - 45 (a) - Board Standing Orders.pdf

(7 pages)

**16. AOB**

**17. Date of next meeting: 28th January 2020**

## Minutes of the Board meeting of 17 September 2019

The meeting started at 13:02.

### In Attendance:

<b>CHS Board:</b>	Garry Coutts	Chair
	Henry Robson	ARMC Chair
	Beth-Anne Logan	
	Jo Derrick	RAC Chair
	Barbara Neil	
<b>CHS Executive Team:</b>	Boyd McAdam	National Convener/Chief Executive (NC/CEO), (CHS)
	Elliot Jackson	Depute Chief Executive (DCE), (CHS)
	Lynne Harrison	Business Manager (BM), (CHS)
	Franck David	Business Support (minutes taker), (CHS)

### Apologies:

<b>CHS Board:</b>	John Anderson
<b>CHS Executive Team:</b>	Christine Mullen      Operational Manager (OM), (CHS)

The Chair welcomed everyone to the meeting. Two members of the CHS Volunteer Community attended.

	Items	Actions / owner	Time-scales
<b>1</b>	<b>Declaration of interests</b>		
	None.		
<b>2</b>	<b>Minutes of previous meeting</b>		
	<p>The Board reviewed the minutes of the meeting of 19<sup>th</sup> June 2019.</p> <p><b>Board Decision:</b></p> <p><b>The Board agreed to approve the minutes of the meeting of 19th June 2019 subject to a minor amendment i.e. exact title of the Minister should be Minister for Children and Young people.</b></p>		

3	<b>Matters Arising</b>		
The Chair confirmed that there were no Matters Arising that were not captured within the Agenda.			
4	<b>Action log</b>		
The Chair confirmed that all items were on the Agenda for discussion. The item on the training academy had been discussed at length as part of the Board development session in the morning.			
5	<b>Chair update</b>		
<p>The Chair reported that he had attended a Learning Academy training session and various meetings over the last six weeks.</p> <p><b>Board Decision:</b></p> <p><b>1. To note the Chair’s update.</b></p>			
6	<b>National Convener/Chief Executive update</b>		
<p>The National Convener/CEO (NC/CEO) spoke to his update paper which had been previously shared:</p> <p><u>Area Support &amp; Improvement Partners (ASIPs)</u></p> <ul style="list-style-type: none"> <li>– Claire Gibson had successfully been appointed as the ASIP for Fife and Tayside. This now makes the ASIP team complete.</li> </ul> <p><u>Board Discussion:</u></p> <p>The commented that the recruitment of ASIPs had been a significant and well executed exercise which had resulted in a team of 11 people being in post.</p> <p><b>Board Decisions:</b></p> <p><b>1. To welcome the new Partner to the CHS Community.</b></p> <p><b>2. To discuss a report covering the ASIPs’ initial assessment and impact at the next meeting.</b></p> <p><u>Panel Member Recruitment:</u></p> <p>The tone and nature of this year’s recruitment campaign has been extremely well received by partners and our community.</p> <p><u>Board Discussion:</u></p> <p>The Board was very appreciative of the amount of effort and input from a wide range of people who had helped make the campaign a success. The positive comments received were encouraging and put last years’ experience behind.</p>		EJ	Nov 19

Early signs from ASTs showed that the quality of applicants was very encouraging.

Wider landscape

SCRA published a research into Home Compulsory Supervision Orders (Home CSOs) which includes a very interesting summary briefing broken down in various categories. The NC/ CEO highlighted in the summary report the important area of beginning to measure wellbeing as a research tool.

Board Discussion:

The Board welcomed the research and the indication that home CSOs were leading to improved outcomes and that this was of particular interest in the context of the Feedback Loop requirements.

Meetings

The NC/CEO and the Practice Development Assistant recently attended a meeting of the Scottish Tribunal Forum (STF) where they made a presentation on the Hearings System. This helped the STF understand the scale of the operations run by CHS and the extent to which success can be measured. There was a good discussion with the STF on pastoral support which also links to the conversation that CHS has had with Area Conveners (ACs) on this matter. The NC/CEO highlighted that staff in the judicial office who transcribe Court records receive support due to the nature of the explicit content of the reports they transcribe. The NC/CEO reiterated the point that action is needed to support panel and AST members who may experience traumatic incidents.

The NC/CEO met the Minister for Children and Young People on 11 September and had a broad discussion about his time in post over the past five years.

UNCRC

Over the summer CHS submitted a response to the consultation by the Scottish Government. CHS' response supports the incorporation of UNCRC into Scots law as a further advancement of children's rights although it flags up the need to pay attention to the operation of the children's hearings system within the wider context. Our Hearings Our Voice (OHOV) submitted their first response to a consultation. UNCRC is a very interesting area with significant implications for the Hearings System considering that the UNCRC defines a child as up to 18 years old whereas there are currently discussions in Scotland as to whether the current minimum age of criminal responsibility should be raised to 14 or 16 years old.

LH reported that the last Board meeting of OHOV was on 14 September. The First Minister met with the Board as part of the 1,000 voices campaign. There was a group meeting and 1:1 discussions.

Board Discussion:

	<p>The Board commented that the Programme for Government retained the focus on children and young people and particularly vulnerable children. This area was building momentum which will undoubtedly materialise when the independent Review of Care comes out next year. It was reassuring that this area of work had such high priority whilst putting responsibility on everybody to use their resources as effectively as possible.</p> <p><b>Board Decision:</b></p> <p><b>1. To note the NC/CEO update.</b></p>		
<p><b>7</b></p>	<p><b>Finance report – 2019/20 forecast outturn update</b></p>		
	<p>The Business Manager spoke to the Finance Report which had been previously circulated:</p> <ul style="list-style-type: none"> <li>– The revenue grant in aid allocation for CHS for 2019/20 is £4.5m. The Board approved a revenue budget of £4.575m in March, anticipating £75k of carried-forward resource underspend from 2018/19.</li> <li>– The provisional revenue carry-forward from 2018/19 was higher than anticipated however, after adjustments it has been confirmed to be £59k more than anticipated but there are plans to spend it within the year.</li> <li>– Panel and AST training was underspent by £59k last year. This was due in part by changes in the structure of some courses and panel members not taking the opportunity of an overnight stay. The savings will be reinvested back in the training programme to support learning activities.</li> <li>– The capital grant in aid allocation is £75k for 2019/20 and after readjustment CHS is left with £58k for allocation in the year particularly around digital and devices to support the panel community.</li> <li>– The digital spend is separate to the revenue grant and CHS received the full entitlement for the year plus additional allocation of £67k to support training e.g. face-to-face training, online modules to support the launch and the roll out of the learning academy.</li> <li>– There is a forecast underspend of £24k to the budget plus an additional carry forward of £59k giving £83k additional resource available within the year.</li> <li>– Additional spend is planned around digital capability and resourcing to support the business readiness aspect of the digital programme as well as on change consultation and planning to engage with the wider community, staffing and staff training supported by CELCIS, communication tools to support engagement and messaging.</li> <li>– There was an underspend on Panel and AST expenses in 2018/19 and a further underspend is expected this year. However, the digital expense module is being promoted which should lead to an increase in expenses being claimed next year.</li> <li>– AST Devolved Funding was underspent last year and although there remains a risk of underspend this year, the appointment of ASIPs will work with ASTs to look at opportunities to spend their allocated budget.</li> </ul>		

	<p><u>Board Discussion:</u></p> <p>The Board discussed and understood the rationale for the reported underspend and welcomed the expectation of an increase in expenses thanks to the new expenses module being developed.</p> <p>The Board welcomed the 2019/20 forecast.</p> <p><b>Board Decisions:</b></p> <ol style="list-style-type: none"> <li><b>1. To note the likelihood of underspend in 2019/20 due to additional resource being carried forward from 2018/19</b></li> <li><b>2. To approve SMT’s proposal for expenditure.</b></li> <li><b>3. To note the Finance Report.</b></li> </ol>		
<b>8</b>	<b>CHS 5 Year Strategic Financial Plan 2019/20 – 2023/24</b>		
	<p>The Business Manager spoke to the Finance Report which had been previously circulated:</p> <ul style="list-style-type: none"> <li>– CHS is required by the Scottish Government to submit a 5 year strategic financial plan outlining the anticipated resources that will be required to support the organisations strategic vision and direction. CHS is currently embarking on an ambitious programme of activities to support the Corporate Plan which has been readjusted. Work will start in 2020 for three years. The 5 years strategy has been drafted with, in mind, the resources that will be required to support and deliver the Corporate Plan. There are four key themes to support that ambition: <ul style="list-style-type: none"> <li>○ Occupying an influential leadership space that promotes the Hearings system</li> <li>○ Embracing technology to deliver a modern participative approach to hearings</li> <li>○ Supporting a diverse volunteer community with substantial representation from those with lived experience of care</li> <li>○ Providing sector leading support to volunteers to enable them to make life changing decisions for vulnerable children that ensures Scotland is the best place to grow up.</li> </ul> </li> <li>– Some of the key resources required to support that programme are around: <ul style="list-style-type: none"> <li>○ Digital - £184k investment each year from 2020/21 to support digital take up (a business case will be coming to the Board looking at various sustainable models to achieve this).</li> <li>○ 52 separate investment for AST devices throughout the five years i.e. £75k in 2022/23 and £50k in 2020/21 to recognise that ASTs will heavily rely on the new digital system.</li> <li>○ Investment of around £250k per year to continue the development of the platform (improvements, maintenance - 5% of gross expenditure).</li> </ul> </li> </ul>		

<p><u>Board Discussion:</u></p> <p>The Board discussed what the various options to support the digital take up might be e.g. devices or, potentially, a contribution model through expenses. External advice had been sought on both models that will be part of the forthcoming business case to the Board. The Board observed that the investment in the digital programme was critical to enhance the experience of children and young people.</p> <p>The Board found it very useful and reassuring to have a demonstration of the Digital Portal during its development session earlier in the day. The demonstration further evidenced the positive impact that the digital programme will make to improve the lives of vulnerable children and it was a key mitigating factor against the risks associated with the project.</p> <ul style="list-style-type: none"> <li>– Recruitment: an additional investment of £25k is identified to create a bespoke creative campaign aimed at attracting younger people and care experienced individuals. An investment of £125 k in 2022/23 is also forecast to enable a planned creative refresh of the overall recruitment campaign (the lifespan for creatives is around four years).</li> <li>– Training: different levels investments are forecast to support initial development of a programme for young people which, once up and running, will fall in the existing contract with the Learning Academy. There is also a peak in year 3 in line with the learning academy procurement timetable.</li> <li>– Support: CHS recognises that different training and support may be required for young and/or panel members with lived experience to help them undertake and successfully complete pre-service training i.e. panel member programme with ongoing, specific pastoral support.</li> </ul> <p><u>Board Discussion:</u></p> <p>The Board noted the rationale for fluctuations of resources allocated to volunteers training. The Board asked for assurance that adequate financial resources would be built to recruit and train new panel members coming from a diverse background covering the journey of a panel member from the moment they start applying through recruitment, training and ongoing support.</p> <p>The Board recognised that, in last year’s settlement, CHS was in a good position which reflects the Scottish Government’s trust in CHS’ ambition and programme for growth. At the same time, the Board also recognised the importance of delivering on this ambition to attract additional funding from the Government.</p> <p><b>Board Decisions:</b></p> <ol style="list-style-type: none"> <li><b>1. To consider a report at a future meeting on plans to ensure a successful step change to help draw enough people from non-traditional backgrounds including training and support.</b></li> <li><b>2. To consider an updated report at a future meeting with feedback from the Scottish Government.</b></li> <li><b>3. To approve the draft financial plan.</b></li> </ol>	<p>CM</p> <p>LH</p>	<p>Jan 19</p> <p>Jan 19</p>
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9	<b>Audited Annual Accounts 2018/19 &amp; Letter of Representation</b>	
<p>The Chair of the Audit and Risk Management Committee (ARMC) reported:</p> <p><u>Annual Accounts</u></p> <ul style="list-style-type: none"> <li>– The ARMC fully considered and discussed the Annual Accounts at its meeting on 27 August 2019 which it did approve. The committee further recommended to the Board of CHS to approve the audited Accounts. The audit had been positive and much smoother than the previous year with the auditors making no recommendations around the financial operations of the organisation.</li> <li>– The Letter of Representation sets out the Board Members position on the key areas for consideration by the external auditor in arriving at their opinion.</li> </ul> <p><u>Board Discussion:</u></p> <p>The Board had a lengthy discussion about the pension deficit and understood its rationale. In the course of the last two years a number of new people joined CHS and transferred their rights from their respective pension schemes to CHS'. Doing so means they brought assets with them to the CHS' Pension Scheme but also increased liabilities overall at the same time. The assumptions around life expectation, health, etc. in the actuarial calculation for how their assets were calculated are different in the assumptions that CHS' Scheme actuarial department uses about the liabilities that these new staff add to CHS' Scheme. An adjustment was made in what CHS' additional deficit is (difference between their assets brought in and the liabilities that are now on the CHS' Scheme) which explains the large pension deficit. The Committee had received a detailed explanation from the pension Scheme and was satisfied of the explanation given. The indication is that the additional liability will not accrue every year. The Chair of the Committee gave assurance that the ARMC will closely monitor difference between the liabilities and the assets each year. CHS' Pension Scheme is part of a wider consultation around local authority pension schemes to discuss whether individual pensions schemes could be managed more efficiently in larger groups. This is not without difficulty as the individuals contributing to their respective pension schemes could have very different demographics profiles or investment strategies.</p> <p><b>Board Decisions:</b></p> <ol style="list-style-type: none"> <li><b>1. To approve the 2018/19 Annual Accounts for signature by the Accountable Officer.</b></li> <li><b>2. To approve the Management Representation Letter for signature by the Accountable Officer.</b></li> </ol>		
10	<b>Minutes of the ARMC meeting of 27th of August 2019</b>	
<p>The Chair of the ARMC reported to the Board on the minutes of the last ARMC meeting which had been previously circulated:</p> <p><u>Digital</u></p>		

<ul style="list-style-type: none"> <li>– Internal auditors conducted an audit of the project and made only one (accepted) recommendation re. producing an end-user benefits map to assist everyone’s understanding of what the purpose and delivery of the project will be. The digital team is currently working on this.</li> <li>– The committee considered the Spending Profile for the next 3 years illustrating the projected resource requirement for the digital programme post implementation. Both the ARMC and the Digital Supervisory Board are content that the Spending profile is on track.</li> </ul> <p><u>Strategic Risk Register</u></p> <ul style="list-style-type: none"> <li>– The Feedback Loop continues to be a challenge and remains a significant risk to CHS with the NC/ CEO being unable to comply with Statutory Obligations.</li> </ul> <p><u>CHS’ Pension Scheme</u></p> <ul style="list-style-type: none"> <li>– Because of the liabilities of the Scheme in relation to the size of CHS, the committee has been considering whether it should seek a letter of comfort from the Scottish Government against the pension liability going forward. On balance ARMC was of the view that this was not required yet, keeping in mind that other organisations in a similar situation as CHS were actively considering this option.</li> </ul> <p><u>Board Discussion:</u> The Board further discussed pension liability and was assured that ARMC would look into this matter again next year . The liability may go up as a result of the addition of the 12 Area Support and Improvement partners to the national team.</p> <p><b>Board Decision:</b></p> <ul style="list-style-type: none"> <li>– <b>To approve the minutes of the ARMC meeting of 27 August 2019.</b></li> </ul>			
<p><b>11</b></p>	<p><b>CHS Impact Report 2018/19</b></p>		
<p>The Business Manager spoke to the Impact Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– CHS publishes two types of Annual Report, the CHS Annual Report and Accounts and the CHS Impact Report. The latter focuses on the volunteers community. This year the report emphasises: <ul style="list-style-type: none"> <li>a. the work done on Panel Practice Advisors (PPAs) to better understand observations and their impact</li> <li>b. the development of the learning academy</li> <li>c. collaboration in our community</li> <li>d. digital work</li> </ul> </li> </ul> <p>The report is in a user-friendly format and highlights key facts and figures through the year.</p> <p><u>Board Discussion:</u></p>			

	<p>The Board welcomed the production of the second Impact report. The Board reported that the report was informative, easy to read and that the introduction from the Chair and the NC/CEO was impactful.</p> <p><b>Board Decision:</b></p> <ul style="list-style-type: none"> <li>– <b>To approve the Impact Report 2018/19 to be published at the same time as the Annual Accounts in late October.</b></li> </ul>		
12	<b>CHS Performance Report 2019/20 - Q2 Forecast</b>		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– There was no activity with a red status and the report showed overall excellent results.</li> <li>– Activity 19 – CHS reached the milestone for the PDA Award of having successfully qualified the 1,000 volunteer in the PDA within this quarter.</li> <li>– Activity 26 – The Practice and Procedure Manual (PPM) has been substantially reviewed and successfully launched online across Scotland by the CHS Practice Team. The team also reached out to CELCIS and Children 1<sup>st</sup> who were allowed to contribute to, and draft areas of, the PPM. The feedback from panel members to the Practice Team has been outstanding</li> </ul> <p><u>Board Discussion:</u> The Board welcomed the launch of the refreshed PPM and in particular the fact it was easily searchable, including on mobile phones and very easy to update. The Board was very pleased with this step forward for the panel community.</p> <p><b>Board Decision:</b></p> <ol style="list-style-type: none"> <li><b>1. To approve the Performance Report 2019/20.</b></li> </ol>		
13	<b>Scottish Government / CHS Framework Document</b>		
	<p>The Business Manager spoke to the document which had been previously circulated:</p> <p><u>Board Discussion:</u> The Board commented that the Framework Document had been substantially rewritten and updated in 2018 with no recommendation arising from the 2019 review. The partnership element of CHS working with other agencies and partners is embedded in the Document.</p> <p><b>Board Decision:</b></p> <ul style="list-style-type: none"> <li>– <b>To note the Framework Document.</b></li> </ul>		

14	<b>CHS Corporate Planning</b>	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– In May 2019, the Board set a new strategic direction for CHS linked in with partners organisations as well as the Independent Review of Care. The report sets out the steps taken since with a view to bring forward the Corporate Plan in March next year.</li> <li>– CHS acknowledges that awareness of the work of the Independent Review of Care amongst the community is mixed.</li> <li>– CHS will consult with our volunteer community around October / November to help shape future plans and start a conversation about the future direction of CHS and the sector.</li> </ul> <p><u>Board Discussion:</u>  The Board discussed whether the membership of the Guiding Coalition would benefit from an additional young person (one currently). The Board recognised that participation from young people crossed over other sources e.g. Youth Justice project, Children in Scotland and that it was too early to assess whether the membership of the Coalition should be changed to take on more young people on board. In addition, ASIP colleagues and Board members are currently commissioning work to create a participation engagement strategy over the next four years.</p> <p>The Board was reassured that CHS had enough time built-in to respond to, and be involved with, current consultation and engagement plans some with cross-cutting themes e.g. care review. In particular, the Board was keen for the Scottish Government and other key partners to have an early sight of the CHS consultation.</p> <p><b>Board Decision:</b></p> <ol style="list-style-type: none"> <li>1. <b>To approve the approach for Corporate Planning.</b></li> </ol>		
15	<b>Digital Business readiness</b>	<p>The Business Manager provided an update on the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– The post of Digital Business Engagement Lead has been filled by Ian Campbell, Business Owner for Observations. This has enabled the project team to meet with communities to deliver targeted training for panel and AST members. This has been very well received by all participants; ASTs in particular have a greater understanding of the digital agenda which enables them in turn to promote the system to their panel members. Engagement with panel members has been very beneficial enabling hands on demonstrations of modules. Sessions have been offered at Thistle House, including weekends, which has proved to be</li> </ul>		

	<p>very popular with panel and AST members. It also available in other parts of the country.</p> <ul style="list-style-type: none"> <li>– The development is on track for completion by the end of the year.</li> </ul> <p><u>Board Discussion:</u> The Board reiterated it felt very reassured by the demonstration of the Digital Portal during its development session earlier in the day.</p> <p><b>Board Decision:</b> <b>1. To note the update.</b></p>		
<p><b>16</b></p>	<p><b>Report on Children’s Hearings Appeals</b></p>		
	<p>The NC/CEO spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– The report bears similarities with the Feedback Loop in that both depend on others researching and providing information.</li> <li>– In September 2018 the Board had considered a report on appeals. The Senior Management Team then undertook to provide further information as the last report issued just as SCRA were reporting on their case sampling exercise on appeals. However, they have not since resourced a further case sampling exercise.</li> <li>– The scale of the issue is very significant as any appeal which can be avoided through better practice is desirable to avoid extending the involvement of the infant/ child/ young person in the system and allows for greater certainty of next steps.</li> <li>– There is a potential for the new digital platform and the SCRA element of it to provide more ready access to information on appeals however, the module is still under development but it should be said that SCRA are very keen to improve their ability to report locally and nationally.</li> <li>– A trend is emerging in that the number of appeals is getting down.</li> <li>– Work is need with SCRA to better understand the criteria when a Reporter will not oppose an appeal.</li> </ul> <p><u>Board Discussion:</u> The Board noted that there may be a perception that considerable time and energy are spent on appeals, which can be viewed negatively. However the Board noted that appeals can allow better practice and lead to improvements. The Board heard that one of the reasons for not opposing appeals was when a hearing had failed to take the child’s views into account (3% ). This was a cause for concern for the Board who agreed that the focus should be on understanding the reasons why an appeal may be successful e.g. poorly written reasons. The Board noted they would be keen to explore further the relationship between Reporters and the Panel; although a Reporter cannot write or influence reasons and decisions, they may have a legitimate view of their</p>		

<p>accuracy in relation to the hearing discussion and their defensibility within that context which it may be useful for the Panel to be made aware of prior to finalising the ROP.</p> <p>The Board noted the importance of Panel Member training on reasons and decisions to ensure they are a clear, jargon-free and accurate record of the hearing.</p> <p>The Board noted it would be interesting to understand any trends in appeals which reporters did not consider should be progressed to the Sheriff.</p> <p><b>Board Decisions:</b></p> <ol style="list-style-type: none"> <li><b>1. To continue a dialogue with SCRA over whether there is scope for Reporter practice to help with reducing the number of unnecessary appeals</b></li> <li><b>2. To support panel members to ensure they are equipped to write effective reasons.</b></li> <li><b>3. To look at this issue annually and to forward the report to SCRA.</b></li> <li><b>4. To consider appeals at the next joint CHS/SCRA Board meeting</b></li> <li><b>5. To note the report.</b></li> </ol>	<p>EJ EJ</p>	<p>Sep 20 TBD</p>
<p><b>17 Feedback Loop</b></p>		
<p>The NC/CEO spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– Through ongoing dialogue with local authorities statisticians and different groups, the NC/CEO has attempted to receive information on implementation as well the measuring their impact and outcomes on children and young people. Despite sustained engagement, local authorities have not adapted their systems to capture this information, the lead time to change systems to make data accessible is long and CHS was informed that, even if the NC/ CEO was to use their statutory powers to request local authorities to provide the information on implementing measures, the data would still not be provided.</li> <li>– Although there is no agreed approach on how to measure outcomes, the NC/ CEO is still required by law to report on every child subject to a Compulsory Supervision Order (CSO).</li> <li>– The NC/ CEO recommended a new and different approach which would focus on the qualitative element of the reports (impact and outcomes) based on case sampling and a more consistent reporting on outcomes. The risk however, was that the NC/CEO would still be unable to comply with the detailed statutory reporting requirements.</li> </ul> <p><u>Board Discussion:</u></p> <p>The Board noted that Feedback Loop reporting had always been challenging for the organisation due to being reliant on data sources coming in from external parties. The Board therefore noted that they fully understood the rationale for the NC/ CEO being unable to comply with the legislation re. report on children subject to CSO. It agreed with the NC/ CEO that, under the circumstances, a sensible approach was to seek Ministers and Parliament’s views on whether they would be agreeable to the proposed approach.</p>		

	<p>The Board welcomed CELCIS' offer, as part of the partnership with CHS, to do a meta-analysis of all their research to draw out any information relevant to impact and outcomes.</p> <p><b>Board Decision:</b></p> <p><b>1. To support the NC/CEO's approach, and to seek Ministers and Parliament's views on the new approach outlined in the report.</b></p>	EJ	Nov 19
18	<b>Panel Member Continuity Policy - update</b>		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– In January 2019, the streamlined process went live making continuity requests easier to make and quicker to facilitate without the need for authorisation by the national team. Continuity request forms were removed, bringing decisions about continuity in line with all other hearing decisions.</li> <li>– The statistics for Q2 show a 35% increase in children who have benefitted from continuity compared to previous quarters.</li> <li>– The unintended challenge is for rotas whereby volunteers are required to adapt their schedules to fit specific hearings.</li> </ul> <p><u>Board Discussion:</u> The Board was delighted that the changes in process had increased the organisations ability to provide continuity to children and their families.</p> <p><b>Board Decision:</b></p> <p><b>1. To receive a further update report in due course. To note the Report.</b></p>		
19	<b>2019 Panel Member Recruitment Campaign - update</b>		
	<p>The Business Manager provided an update on the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– The campaign finishes at midnight on 17<sup>th</sup> September (tonight).</li> <li>– The campaign was shorter than in previous years (four weeks); there is historical evidence that applications come in bulk in the last few days of the campaign and having a closing date in mid-September allows for a longer time to shortlist and interview applicants.</li> <li>– As of 17th September, around 1,100 applications had been received for 500 posts.</li> <li>– Some ASTs shortlist on a rolling basis as the applications come in and the feedback is that this year again, applicants are of a high calibre.</li> </ul>		

	<ul style="list-style-type: none"> <li>– At the moment males represent 20% of the applications with an average age for the applicants of 44 yrs old. 22% of the applicants are under 30 yrs old and around 10% of the applicants have experience of the hearings system.</li> <li>– The campaign creative has been well received by the public and partner organisations.</li> <li>– There is clear evidence that social media worked well (over 2m impressions).</li> </ul> <p><u>Board Discussion:</u> The Board thanked the Communications team for the inclusive way which they led the development of this years creative and congratulated them and the recruitment team for delivering a lively campaign which had significant presence on radio and social media.</p> <p><b>Board Decisions:</b></p> <ol style="list-style-type: none"> <li>1. To receive a full update at the next Board meeting.</li> <li>2. To note the update.</li> </ol>	CM	Nov 19
20	<b>2019 Community Survey: Results</b>		
	<p>The Business Manager provided an update on the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– Observations and Practice had significantly higher results than in previous years which reflects the positive work done with the PPA forum and the regular practice updates that are now in place.</li> <li>– Results relating to expenses needs to be improved. This has started with the Digital Programme to ensure claims are easy to make and we will also work with local authorities clerking teams to investigate how we may improve payment processes.</li> <li>– Overall the results are strong and will be used to further develop and enhance the experience of the panel community.</li> <li>– All ASTs have comprehensive reports for their own results.</li> </ul> <p><u>Board Discussion:</u> The Board welcomed the results and noted they were pleased to see improvements in such critical areas of CHS support to volunteers. The Board discussed that results in and around culture and values were lower than other areas and would welcome a focus on taking these forward with the community. The Board welcomed ASTs receiving local reports and being able to use this local data to help support and inform their local own work plans.</p> <p><b>Board Decision:</b></p> <ol style="list-style-type: none"> <li>1. To note the update report.</li> </ol>		
21	<b>CHS Learning Academy Prospectus / 2020 Planning</b>		

	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– The prospectus is effective 1<sup>st</sup> October.</li> <li>– There is an opportunity for five bespoke online learning courses. The Prospectus links back across with training and events on Digital to enable Panel and AST members to access courses quicker and more easily.</li> </ul> <p><b>Board Discussion:</b> Board members welcomed the content of the new prospectus and the positive way in which on line learning had been received by the community. The Board confirmed that they were each committed to attending at least one CHS Learning Academy training course during the year.</p> <p><b>Board Decision:</b></p> <ol style="list-style-type: none"> <li>1. <b>To note the update report.</b></li> </ol>		
22	<b>Development and launch of Practice and Procedure Manual (PPM) for Panel Members - update</b>		
	<p>The Depute Chief Executive spoke to the Report which had been previously distributed:</p> <ul style="list-style-type: none"> <li>– The revised PPM was launched on 4<sup>th</sup> September in partnership with CELCIS and other partners. There are instruction videos on how to download the PPM on to panel and AST members’ preferred device and make best use of the document’s functionality.</li> <li>– The feedback from panel members is very positive, particularly re. the search functionality and links to relevant legislation, training unit.</li> </ul> <p><b>Board Discussion:</b> The Board welcomed the development of the PPM as a tool to better support Panel Members undertake their role.</p> <p><b>Board Decisions:</b></p> <ol style="list-style-type: none"> <li>1. <b>To have a demonstration of the online PPM at the next Board strategy session.</b></li> <li>2. <b>To note the update.</b></li> </ol>		
AOB	<p>This was Boyd McAdam’s last Board meeting; the Board was unanimous in thanking Boyd for the remarkable work he had achieved in the past five years and particularly in shaping CHS into the stronger and high profile organisation it is today. The Board wished Boyd well in his retirement and noted they are looking forward to continue to work with Elliot Jackson, now as NC/CEO in the future.</p>		

The next Board meeting will be on 28 January 2020, Thistle House Edinburgh. The meeting closed at 14.46.

DRAFT

**Children's Hearings Scotland Board Action Log**  
**Updated on 19<sup>th</sup> November 2019**

No.	Action(s)	Source	Target date	Owner	Status
1	To discuss a report covering the ASIPs' initial assessment and impact at the next meeting.	Sept	November 19	EJ	On Agenda
2	Recruitment Campaign Update	Sept	Nov 19	CM	On Agenda
3	Practice and Procedural Manual (PPM) demonstration	Sept	Nov 19 Development Session	CM	On Agenda
4	To support the NC/CEO's approach on Feedback Loop and to seek Ministers and Parliament's views on the new approach outlined in the report.	Sept	Nov 19	EJ	Moved to February 2020
5	To consider a report on plans to ensure a successful step change to help draw enough people from non-traditional backgrounds including training and support.	Sept	January 20	CM	Not yet due
6	To consider an updated 5 year financial plan at a future meeting with feedback from the Scottish Government.	Sept	January 20	LH	Not Yet Due
7	Annual Review of Appeals	Sept	Sept 20	CM	Not Yet Due



## Agenda Item 6, CHS-1920-35

### National Convener / Chief Executive update

#### 1. Introduction

- 1.1 This is my first report as National Convener and as such I'm keen to provide the Board with a range of information that provides insight into our key activities and also to provide assurance that I continue to lead the National Team and the CHS Community to achieve the strategic goals as set out by the Board.
- 1.2 I am keen for ongoing feedback on the content, style and tone of this report to help shape its evolution.

#### 2. Overview

- 2.1 **Recruitment:** The Board has a separate paper on the recruitment campaign. I would note that the feedback on the tone and content of this year's campaign has been very positive and is testament to the work of the team in working with young people and partners in its design. Notably this year there has been much more participation and engagement of young people in the actual recruitment process including final decision-making. These young people have been drawn from local Champions Boards and feedback from them and our local teams has been incredibly positive. Ambitiously, we will strive for young people to be involved in Panel member recruitment across all areas of Scotland in 2020. I am proud to recommend that 477 men and women from across Scotland enter the pre-service training programme as prospective Panel members.
- 2.2 **CHS Learning Academy:** The new prospectus for 2019/20 has also received positive feedback from the CHS Community. Expanding our online offer has been appreciated by many, but we continue to work hard to explain the benefits and opportunities online learning has to offer the wider CHS Community .
- 2.3 **Distributed Leadership:** With the support of the Area Conveners, I have instigated a review of the Area Convener Liaison Group. This group has grown in maturity, influence and stature over the last 3-years and now is the time to look at what the next level could look like. Over the next two-months, we will consider and renew our purpose, share our leadership aspirations and ambitions; recalibrate the way we work together; and agree our outcomes for 2020.

- 2.4 **National CHS Community Engagement Events:** Building a sustainable model of engagement with the CHS Community is a key priority. Listening, learning and acting on the views of our community is the centrepiece of our improvement approach. I wrote to all members of the CHS Community to invite them to register for the first 'engagement event' on 27 November 2019 in Edinburgh. We've had an encouraging response, both from those who wish to attend, but also from many others who can't, but welcome the positive approach. This initial event will explore with the attendees, how we can reach out positively and successfully to the community to seek their views and insight on how we can further improve outcomes for infants, children and young people.
- 2.5 **Engagement with Children and Young People:** Our work to develop a new and exciting model of engagement with children and young people continues at pace. We have representation from Hearings experienced young people, from partner agencies; from the CHS Community and the National Team. This work will crystallise early in the New Year and be reported to the Board in March 2020.
- 2.6 **Our Hearings, Our Voice OHOV:** The young people's Board of OHOV hosted an event entitled *What is a Children's Hearing?* At the Scottish Parliament on 21 November. This event was attended by a number of partners in the sector together with members of the Children's Hearings Improvement Partnership (CHIP). The young people told their stories through actors and whilst often challenging to hear their experience, I am confident that they will be excited that our ambitious programme for improvement matches there's. Maree Todd MSP, Minister for Children and Young People spoke of the power and influence this Board has to help shape the future of the Hearings system.
- 2.7 **The Feedback Loop:** I have meet Scottish Government officials to discuss the former National Conveners report on potential next steps for progress the legislative requirement for the reporting outcomes for children and young people. They are open to considering different options and have asked for a further meeting to discuss how the requirements of the feedback loop could be better defined in any legislative change.
- 2.8 **Better Hearings:** I opened a Better Hearings event in Renfrewshire. This was a truly collaborative event with over 120 colleagues attending representing Social Work, Panel Members, Reporters, Solicitors, Police, Health workers and advocacy workers. This was an incredible learning and networking opportunity with a range of multi-agency workshops.
- 2.9 **Visibility within the CHS Community:** This is a key priority for me. I have visited Shetland and attended at a number of AST and local learning and development events. At a recent event in Falkirk, I was impressed by the support to pilot new initiatives that will help shape National Policy. The 'Managing attendance at Hearings' pilot in Falkirk is focused upon reducing the numbers of professionals in the Hearing to allow the focus to be child or young person centred.

#### 4. Collaborative Working

- 4.1 The work to ensure a smooth transfer of responsibilities has paid off with a seamless transition to various partner forums across both the youth justice and care and protection portfolios.
- 4.2 I have outlined the key partnerships priorities activities over the last 7-weeks.
  - 4.2.1 **The Independent Review of Care (IROC):** Working with the IROC team to provide various contextual information and support on the contribution of CHS and the wider Panel and AST Community. Meetings are arranged with the Chair of the review in December to discuss how we can support the key messages/recommendations of the review due out in early 2020.
  - 4.2.2 **Children's Hearings Improvement Partnership (CHIP):** Dialogue is ongoing with our key partners to set out our ambition for the Children's Hearings System over the next 6-years. Our existing collaborative approach is mature and effective and our partners have responded incredibly positively to the direction of travel set out by CHS.
  - 4.2.3 **Scottish Government:** Discussions continue over the feedback loop next steps referred to previously in this report. We continue to have a positive dialogue on our annual spending plans. News of the General Election on 12 December 2019 are likely to delay budget announcements into 2020.
  - 4.2.4 **Scottish Children's Reporters Administration:** Our engagement with SCRA at an operational and strategic level remains positive and solutions focused. Next year will see the rollout of our joint digital platform which will offer a greater system synergy as well as a far greater volunteer experience.

#### 5. Conclusion

- 5.1 In reading this report and cross referencing it to the other reports on the Board agenda, a significant picture of ambition, engagement, change and opportunity is evident to place Panel Members children and young people at the centre our vision for 2020 and beyond.

I am happy to expand on any of the above or other issues at the Board.

**Elliot Jackson NC/ CEO**  
**21 November 2019**

# Agenda Item 7 – CHS-1920-36

## Finance Report: 2019/20 forecast outturn update

**Accountable Director:** Director of Finance  
**Report author:** Ross Mackenzie  
**Resources implications:** Within available resources  
**Equalities duties:** Equalities Impact Assessment Required

Yes  No

### 1 Background, summary and recommendation

- 1.1 The revenue grant in aid allocation for CHS for 2019/20 is £4.5m, excluding any funding to be transferred from SCRA in respect of the joint digital programme with SCRA. The Board approved a revenue budget of £4.575m in March, anticipating £75k of carried-forward resource underspend from 2018/19. Carried-forward resource was £134k, i.e. £59k more than was anticipated at the time the budget was set.
- 1.2 Panel and AST training was £59k underspent last year. The Operations Manager principally attributed this to savings on day delegate rates and reduced training requirements from recruiting fewer AST members and Panel Members than anticipated. Some of these savings may recur in 2019/20, particularly depending on recruitment numbers. However, the AST programme is much larger under the new contract, and contract utilisation days are near capacity in terms of how they have been allocated in the 2019/20 contract year. SMT therefore seeks to reinvest any training contract savings into responding to additional training needs arising.
- 1.3 The capital grant in aid allocation for CHS for 2019/20 is £75k. After adjustments for ICT spend and Ladywell House dilapidations, a carried-forward underspend of £14k is available in 2019/20. £31k has been spent on the remaining furniture kit-out of Thistle House: therefore, capital resource still available for allocation in 2019/20 is £58k.
- 1.4 In 2018/19, CHS received £92k of the revenue resource and £35k of the capital resource shared with SCRA for fulfilment of the joint digital project. £126k revenue and £nil capital was spent. £78k of digital resource is available for 2019/20 at this point, subject to Digital Delivery Board approval (see paragraph 3.1).
- 1.5 This paper summarises the indications of the 2019/20 budget position: a forecast revenue overspend of £26k to budget, resulting in a potential carry forward underspend of £33k. Board members are asked to note the SMT's spending plans in furtherance of CHS's business plan objectives.

### 2 2019/20 Financial Position

- 2.1 The year to date (YTD) underspend on staffing has arisen from the Area Support and Improvement Partners (ASIPs) starting in post later than anticipated. YTD underspends on volunteer expenses have arisen from the timing of receipt and payment of Local Authorities' invoices for reimbursement.

2.2 YTD overspends on ICT, property and volunteer training are timing issues in respect of credits and allocation of spends to capital. The overspend on travel and subsistence reflects a higher spend on local engagement than anticipated.

Finance Report as at 31 October 2019						
	Actual YTD Period 7	Variance YTD Period 7	2019/20 Annual Budget	2019/20 Forecast	2019/20 Forecast Variance	2019/20 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	957	-42	1,790	1,780	-10	-0.6
Board	32	+9	45	51	+6	+13.3
Training, travel and subsistence	77	+29	80	110	+30	+37.4
Property	91	+37	107	107	+0	+0.0
Other Operating Costs	26	-2	63	63	+0	+0.0
ICT Costs	212	+44	355	355	+0	+0.0
Corporate Costs	12	+7	76	96	+20	+26.2
Panel and AST Expenses	140	-18	575	545	-30	-5.2
Panel and AST Training	492	+23	1,174	1,174	+0	+0.0
Support for hearings	1	-16	32	57	+25	+78.1
Volunteer recruitment	142	-28	182	182	+0	+0.0
PVGs	3	-2	30	30	+0	+0.0
AST Devolved Funding	14	-4	66	56	-10	-15.2
Income	-3	-3	0	-5	-5	-
<b>Total</b>	<b>2,196</b>	<b>+34</b>	<b>4,575</b>	<b>4,601</b>	<b>+26</b>	<b>+0.6</b>

2.3 The staff forecast suggests net savings of £10k, in excess of the savings targets established as part of budget-setting. The savings arise primarily from recruiting to the ASIP roles later than anticipated, and are presented net of pressures and decisions to recycle savings.

2.4 Training, travel and subsistence costs are higher than anticipated as a consequence of the National Team achieving greater visibility in the AST community, including the new ASIPs.

2.5 The forecast overspend on corporate costs reflects SMT's plan to spend up to £20k on consultancy to assist delivery the Active Implementation Group's work plan, to promote leadership and to support the Area Conveners' Liaison Group (ACLG).

2.6 Panel and AST expenses in 2018/19 were £535k. Despite revisions to the expenses policy and the advent of online expense claims within 12 months, there remains a likelihood of further underspend on this line.

2.7 The payment profile from West Lothian College in October 2018, forecasting venue costs as well as scheduling the regular settlement of overheads, proved accurate, giving SMT confidence that their 2019 profile will be accurate and therefore no overspend is anticipated on this line. As mentioned in paragraph 1.2 above, SMT would seek to reinvest any savings arising into responding to additional training needs.

2.8 A modest underspend on Support for Hearings is a consequence of conducting AST meetings in Thistle House. However, SMT intends to invest in a 3-day workshop, delivered

by CELCIS, and conduct further engagement events within the community to support the rollout of the digital programme, indicating a net £25k overspend on this line.

- 2.9 AST Devolved Funding spend was £42k last year: although ASIPs will facilitate the spend of devolved funding this year, SMT foresees a £10k underspend on this line.
- 2.10 The £26k forecast overspend above will be met from the additional carry-forward resource of £59k, leaving a projected £33k of resource to further support digital systems rollout in the first half of 2020.
- 2.11 Capital resource of £58k is available in the remainder of 2019/20, as described in paragraph 1.3. SMT plans to use £15k to provide non-SCOTS devices to Area Conveners, and is considering using £10k to refresh some of the National Team's devices. With miscellaneous other spends under consideration, such as improving the microphone technology within Thistle House and potential airport-style electronic evaluation stands to trial in Hearing suites. SMT are looking at other potential projects to support efficient working in Thistle House and/or digital systems rollout.

### **3 Digital Programme**

- 3.1 CHS is in receipt of £78k from the £2.5m allocated to the Joint Digital Programme in 2019/20. This is to fund £67k of volunteer training and potential provision of non-SCOTS devices to Learning and Development Coordinators, £5k of staff training and £6k of legacy system running costs. SMT is confident of the training being delivered by the end of March to maximise digital-system readiness among the volunteer community and staff. Further allocations from Digital are planned for Enterprise Agreement licences and CSAS support and maintenance. Agreed sums will be transferred from SCRA to CHS as part of the Scottish Government's Spring Budget Review process.

### **4 Conclusion**

- 4.1 This paper summarises the indications of the 2019/20 budget position: a forecast revenue overspend of £26k to budget, resulting in a potential carry forward underspend of £33k. Board members are asked to note the SMT's spending plans in furtherance of CHS's business plan objectives.

### **5 Recommendation**

- 5.1 The Board are asked to approve the 2019/20 forecast outturn report.

## Corporate Planning: Update and Draft Corporate Plan

<b>Accountable SMT member:</b>	NC/CEO
<b>Report author:</b>	National Quality & Performance Lead
<b>Resources implications:</b>	Within available resources
<b>Purpose:</b>	For Note
<b>Equalities duties:</b>	Equalities Impact Assessment Required
	<input type="checkbox"/> Yes? <input checked="" type="checkbox"/> No

### 1. Introduction and Purpose:

Enclosed with this covering paper is the first draft of the CHS corporate plan 2020-2023.

Board Members are invited to give feedback on this draft.

### 2. Background and Context

The production of this draft corporate plan, covering 2020-2023, was a milestone for delivery by the Active Implementation Group (formally the Guiding Coalition).

This draft reflects the work undertaken by that group – as outlined in previous Board papers and Board development session - in response to the Board's desire to launch a new corporate plan in March 2020.

It should be noted that the document is not yet in final draft form. In particular:

- Further review is required of the organisation's mission (now called our 'purpose')
- It is proposed that the format of 2 introductions (one from the Chair, one from the NC/CEO) be replaced by a single co-signed introduction. If acceptable, the drafting of this will be undertaken by Communication staff.
- Further changes to language and expression are inevitable, as the organisational tone of voice and language develops over the coming months.
- Measurement framework is currently undergoing development work.
- Contribution to the national performance framework needs finalising.

### 3. Next Steps

- Feedback from Board
- Refine and finalise language
- Share and discuss direction of travel with Scottish Government sponsor team
- Share and discuss direction of travel with SCRA colleagues.
- Development of CHS 'story telling' piece, which will use communications expertise to turn this formal corporate plan in to more accessible, readily useable messages and narrative.
- Final version to Board 28<sup>th</sup> January
- Operational planning

### 8. Board Actions

The Board are asked to note the draft and provide any feedback.



Children's Hearings Scotland: Corporate Plan

# OUR STRATEGIC OUTLOOK 2020-2023

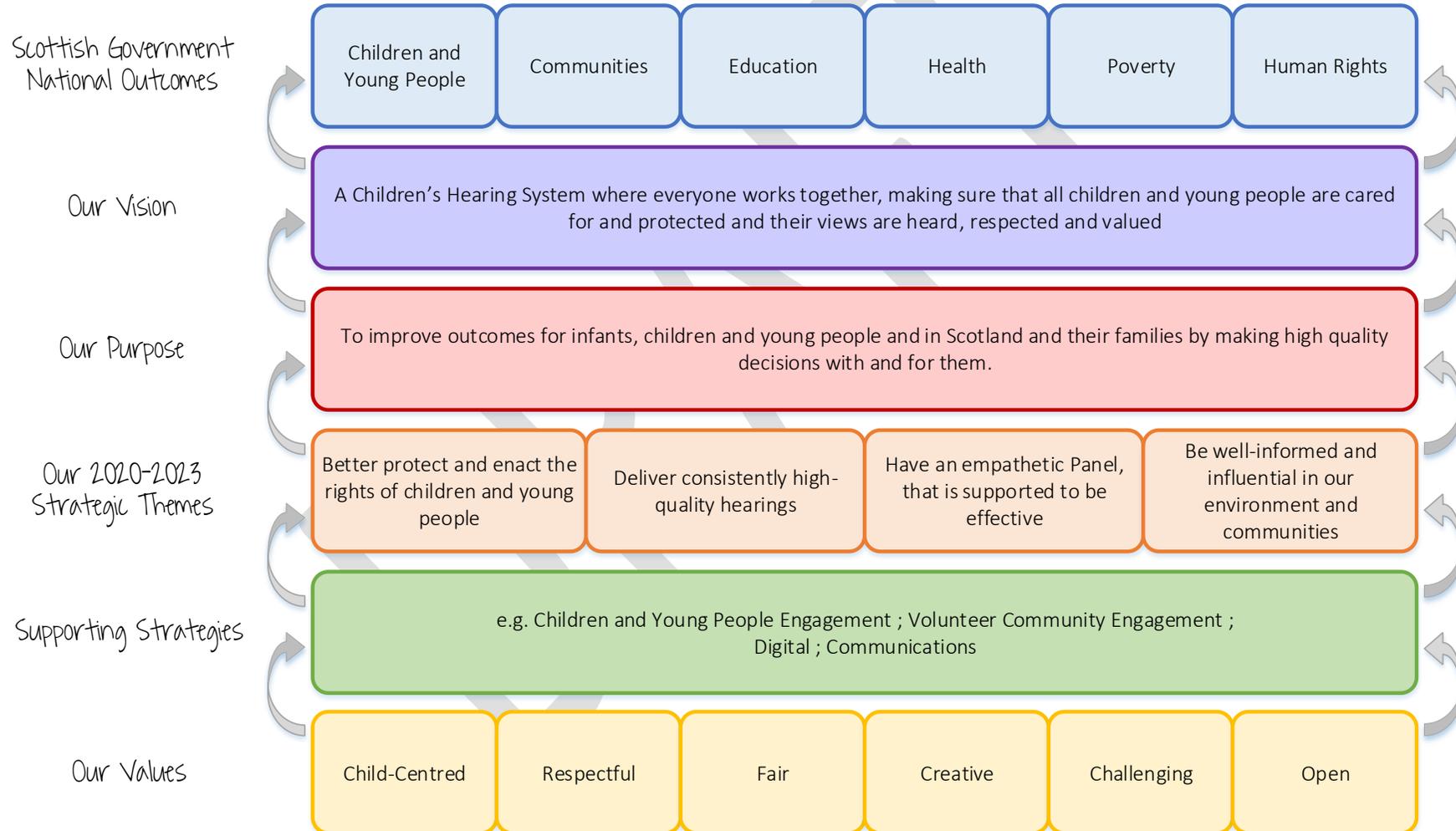
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# OUR STRATEGIC FRAMEWORK



# INTRODUCTION



Our vision at Children’s Hearings Scotland (CHS) is to work towards a Scotland in which all of our children and young people grow up loved, safe, respected, and able to realise their full potential. Our 3,000-strong volunteer community, by making decisions in children’s hearings, and supporting and training those who make those decisions, are united by this vision and their commitment to ensuring the best outcomes for infants, children and young people.

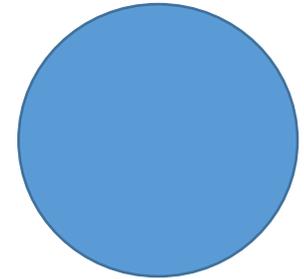


On behalf of the Children’s Hearings Scotland Board, I want to thank them all for what they do. By volunteering with us, they are making a difference not only within their local community, but nationally. The Children’s Panel is the largest legal tribunal in Scotland and by sitting on over 31,000 hearings a year, Panel Members make a considerable civic contribution to Scotland to ensuring that we live in a compassionate, supportive society.

This is an exciting and enabling time for CHS. We believe the organisation is in a strong position to respond to calls for change and modernisation. We have a talented and passionate national team which will, through effective partnership with our volunteers, enable improvement to the hearings system and remain focussed on creating hearings that are truly in the best interests of the children and young people they are there to support.

**Garry Coutts**, Chair, CHS Board

CHS leads the unique model of Children’s Hearings, enacting Scotland’s visionary approach to making decisions about children and young people, as expressed through the principles of the Kilbrandon Report and based on concern for the welfare of the child whether they ‘offend’ or are ‘offended’ against. This vision of an integrated welfare-based legal system was an early embodiment of the rights later enshrined in the United Nations Convention on the Rights of the Child.



Over the last 40 years, children’s hearings, and those who work in and around them, have adapted to societal change and emerging challenges. Through the new strategic direction articulated in this Plan, we want to build on existing strengths and harness our ability to adapt, to be able to meet new challenges and opportunities for Scotland’s children. We intend to capitalise on the unique period of change we are seeing in the care of our children and young people to strengthen our system for the future.

Recruiting, training and supporting the volunteers who make the Children’s Hearing system possible will remain our core functions – and we will continue to focus on delivering these to the highest standard.

But to truly maximise our impact, it is now time for CHS to combine these functions with further developing other responsibilities – such as being an effective Corporate Parent and promoting our children’s rights responsibilities – and ensure that we deliver the best futures for Scotland’s infants, children and young people.

**Elliot Jackson**, National Convener and Chief Executive

# WHO WE ARE



Children's Hearings Scotland (CHS) is one of a number of organisations that work within the Children's Hearings System, Scotland's unique care and justice system that exists to ensure the safety and wellbeing of infants, children and young people in Scotland.

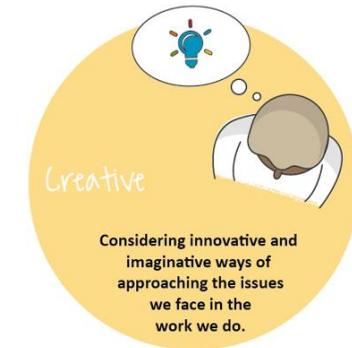
Our activities focus on recruiting, training and supporting volunteer Panel Members who make decisions in children's hearings, and volunteer Area Support Teams (ASTs) who provide support and direction at a local level.

We have 3,000 volunteers in our community, across six different volunteer roles:

- **Area Convener** – leads ASTs and work with partners at a local level.
- **Depute Area Convener** – supports the Area Convener and manages complaints and concerns.
- **Learning and Development Coordinator** – organises Panel Member learning at a local level.
- **Panel Member** – takes part in children's hearings and makes legal decisions about the care and protection of infants, children and young people.
- **Panel Practice Advisor** – maintains the high quality of our Panel Member practice through observation and feedback.
- **Panel Representative** – a local point of contact for Panel Members, representing their interests with the ASTs. Panel Representatives also allocate Panel Members to children's hearings.

This volunteer community, and the staff who work at CHS (called the National Team), are led by the National Convener and Chief Executive. The National Convener is responsible for the recruitment, training, retention and support of Panel Members.

# OUR VALUES



# OUR AMBITIONS



## OUR VISION

A Children's Hearings System where everyone works together, making sure that all children and young people are cared for and protected and their views are heard, respected

## OUR PURPOSE

To improve outcomes for infants, children and young people in Scotland and their families by making high quality decision with and for them

We are passionate about providing an exemplary service today but we also want to be ready for the next decade and for the changes in the care, protection and support that children, young people and those around them deserve and expect. While this plan focusses on 2020-2023, we acknowledge that our ambitions will take time to come to fruition and we have goals that run far beyond this period; the next 3 years are only the start of the next significant journey for CHS and the wider system.

This Plan sets out how we will be working during 2020-2023 to deliver our mission and move closer to seeing our vision be realised. We are committed to making positive changes to how we work and the role that we play in the Hearings system, the wider care system, and in the lives of infants, children and young people in Scotland.

# OUR STRATEGIC ENVIRONMENT



CHS is just one of many organisations involved in the Children's Hearings System. We work closely with partners, projects and groups at both a national and local level to improve children's hearings and to consider how the wider system can best support the wellbeing of infants, children and young people. We operate within an ever-changing, complex environment, and wide range of internal and external drivers have influenced the shape and content of this Plan. These will impact on the delivery of our work over the next three years and are, amongst others:

## National Approaches and Strategies:

- Getting it Right for Every Child
- Volunteering For All
- Scottish Government Youth Justice Strategy
- Scottish Government Public Service Reform
- Child Protection Improvement Programme
- Independent Care Review
- National Advocacy Practice Model
- Better Hearings

## Strategic Groups & Partnerships:

- Children's Hearings Improvement Partnership (CHIP)
- Youth Justice Improvement Board (YJIB)
- Age of Criminal Responsibility Advisory Group
- Our Hearings Out Voice (OHOV)
- Scottish Volunteering Forum

## Approaches and Methods:

- Participation and co-design
- Trauma-informed practice
- Improvement and Implementation Science

## Key Legislation and Agreements:

- Children's Hearings (Scotland) Act 2011
- The Children & Young People (Scotland) Act 2014
- Age of Criminal Responsibility (Scotland) Act 2019
- United Nations Convention on the Rights of the Child (UNCRC)

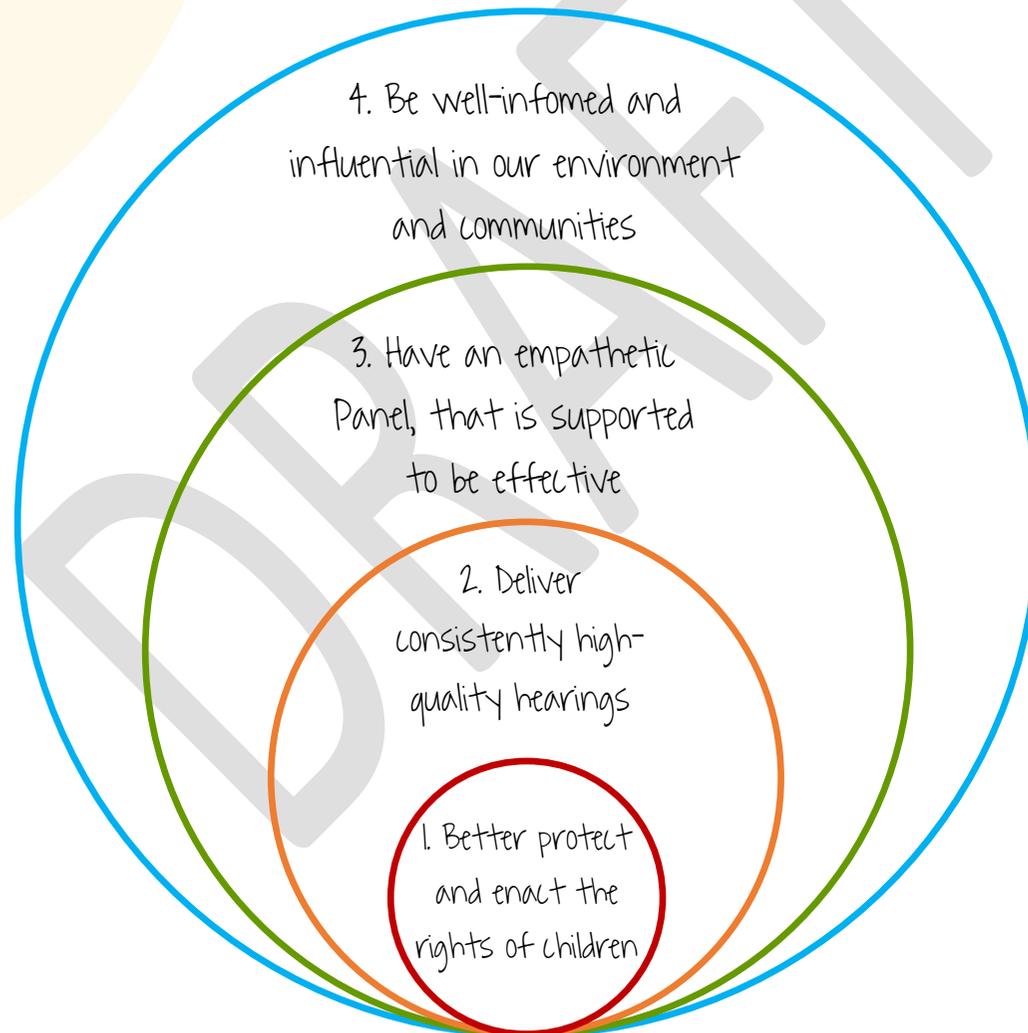
## Internal Intelligence:

- CHS Volunteer Community Survey
- Management Information and Data

# OUR STRATEGIC THEMES FOR 2020-2023



To direct our actions and activities over the next 3 years, we have set 4 strategic themes:



# THEME 1: BETTER PROTECT AND ENACT THE RIGHTS OF CHILDREN



Rights-based working is built in to Scotland's children's hearing system. Legislation requires hearings to making decisions based on the best interests of the child, it gives children and young people the right to have a say in decisions about them and for their opinions to be taken seriously, and requires that the care and protection of individual infants, children and young people be reviewed regularly.

We want to go further, though. We will focus on ensuring that hearings are places in which children's rights are recognised, respected and upheld. We recognise that this may be complex, but we will listen intently to children, young people and those with whom they have significant relationships, and work with our partners to shape best practice in the hearings system.

As an organisation, CHS will focus its attention on integrating the obligations of the United Nations Convention on the Right of the Child (UNCRC) in to its work and will promote, internally and externally, the importance of children's rights in its work.

We want to create hearings that feel empowering to children and young people and be part of a system that is centred on love, care and respect.



What we will do to deliver this theme:

Ensure that our volunteers are trained in children's rights, and understand how to enable them.

Ensure that children and young people are able to participate in our work fully.

Use data and feedback to keep our approach to rights, and how they are exercised in hearings, under review.

Introduce a framework for measuring our progress on children's right and implementation of UNCRC.

Learn from, and work with, partners to adopt best practice in our rights work.

Ensure that our staff are trained in children's rights, and understand how to enable them.

## THEME 2: DELIVER CONSISTENTLY HIGH-QUALITY HEARINGS



We have always been driven, as a public body, to fully understand what is in the best interests of each child and to ensure hearings meet their needs, directed (where possible) by children and young people. We want to ensure that the hearings experience is perceived by the child or young person to be the best it can be and that hearings produce sound decisions, which move the child, young person and those around them forward, positively, in their journey. Children and young people being able to effectively participate in hearings, but also have an influence over how they run, will be key enablers of this.

We want to ensure that hearings, while places in which formal legal decisions are made, are carried out with love, care, respect. This approach will be underpinned by behaviour within and outwith the hearing. We will challenge behaviour that does not display these attributes.

Over the next decade of the hearings system, improved early services and cultural change to supporting children and young people will result in fewer hearings being needed. This is not, however, a reason for their quality to do anything other than improve.

We will ensure that children's hearings will be an exemplar of sound, empathic, loving and respectful practice in Scotland toward children, young people and their families.

What we will do to deliver this theme:

Work with partners to increase the influence of children and young people on hearings. We want this to lead to the delivery of co-designed hearings.

Rationalise, and better use, the complex system of standards, codes and competencies in which we operate.

Start to work with our partners to ensure that hearings are run with processes that do not cause delays or disruption.

Undertake work focussed on demonstrating and cementing acceptable hearings behaviours and conduct.

Begin to explore how hearings can work more effectively with those people who have significant relationships with the children and young people at hearings.

Ensure that we understand the impact of stigma in hearings and identify ways to avoid this, and promote dignity.

# THEME 3: HAVE AN EMPATHETIC PANEL, THAT IS SUPPORTED TO BE EFFECTIVE



Scotland's Children's Panel is unique. It plays a vital role in supporting Scotland's infants, children and young people by making decisions with, and for, them. Its strength comes from the fact that, while unified by shared values and a desire to make a difference in Scotland and their local community, each Panel Member is themselves unique. Harnessing this diversity of experience, knowledge and backgrounds will be a key aim for us over the next three years.

High quality decision-making in Hearings requires a Panel that is well-trained. Panel Members must understand the legal framework in which children's hearings operate, how to communicate with each other and with children and young people, how to work effectively as a team, how to function as a leader when necessary, and have an awareness of the range of experiences children and young people may have. All this knowledge and skills need to be kept up-to-date and need to respond to changing legislation, approaches and national and local environments.

But we are increasingly aware that the support Panel Members require goes beyond these technical aspects. Making significant decisions about the future of infants, children and young people can be personally difficult and emotionally draining. We must therefore ensure that Panel Members have the resilience to carry out their role, and access to additional support if they need it.

What we will do to deliver this theme:

Begin our journey to fully embedding throughout our work an awareness of the impact of trauma.

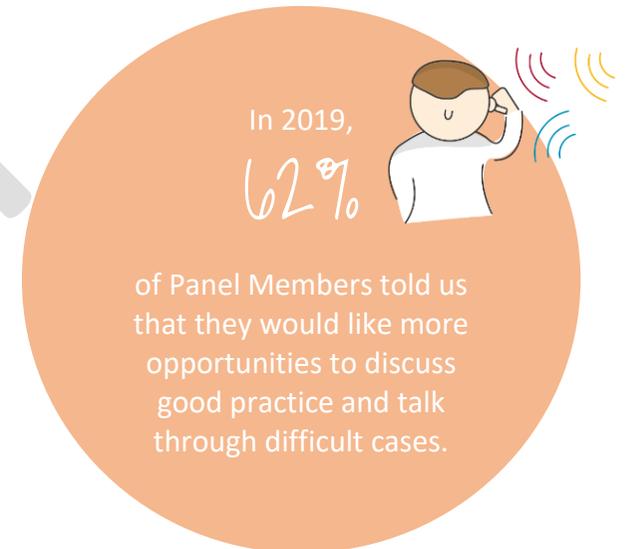
Actively seek in increase the number of Panel Members with lived experience of the Hearings system and strive for greater diversity of the Children's Panel.

Continue to develop the training offered through the CHS Learning Academy to ensure Panel Members feel confident in their skills and abilities.

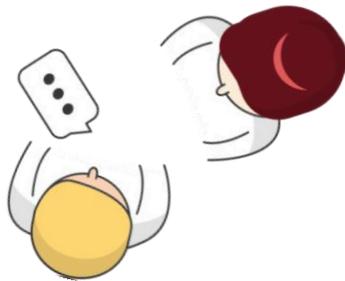
Introduce a new approach to supporting Panel Members with the personal and emotional side of their role.

Launch a new programme of engagement within our community to better tailor the support we can offer.

Take action to raise the profile of the role of Panel Members to ensure their contribution is valued by Scotland.



# THEME 4: BE WELL-INFORMED AND INFLUENTIAL IN OUR ENVIRONMENT AND COMMUNITIES



Over the coming years, we want to develop not only hearings, but also how we deliver our work and how we operate within the wider system and sector.

Our activities will be underpinned by a renewed commitment to evidence-based working and continuous improvement, while also focus on generating our own knowledge through pilots and trials. This approach will be significantly enabled by a new digital system that will transform the accuracy and range of data available to us.

We will redouble our efforts to work with partners and aim to lead change within the care system. This will involve becoming a more active participant in the environments in which we work, contributing to, responding to, and influencing research, law, policy and practice. As part of this involvement, we will advocate for the increased use of effective early intervention and identify ways to work with partners who support infants, children and young people before the need for a hearing.

As part of better understanding, and therefore improving, the hearings system, we believe it is important to take the voice of lived experience in to account as fully as possible. We want to be an organisation that, like hearings, listens to what they have to say and takes action accordingly.

What we will do to deliver this theme:

Introduce and embed a new digital system and that will allow us to record and review data.

Ensure that our changing environment and developing knowledge is having an impact internally – by using it to train our staff and volunteers.

Ensure our staff and volunteer leaders are trained to understand improvement and implementation science.

Actively seek opportunities to engage more closely with research about the hearings system, care and child development.

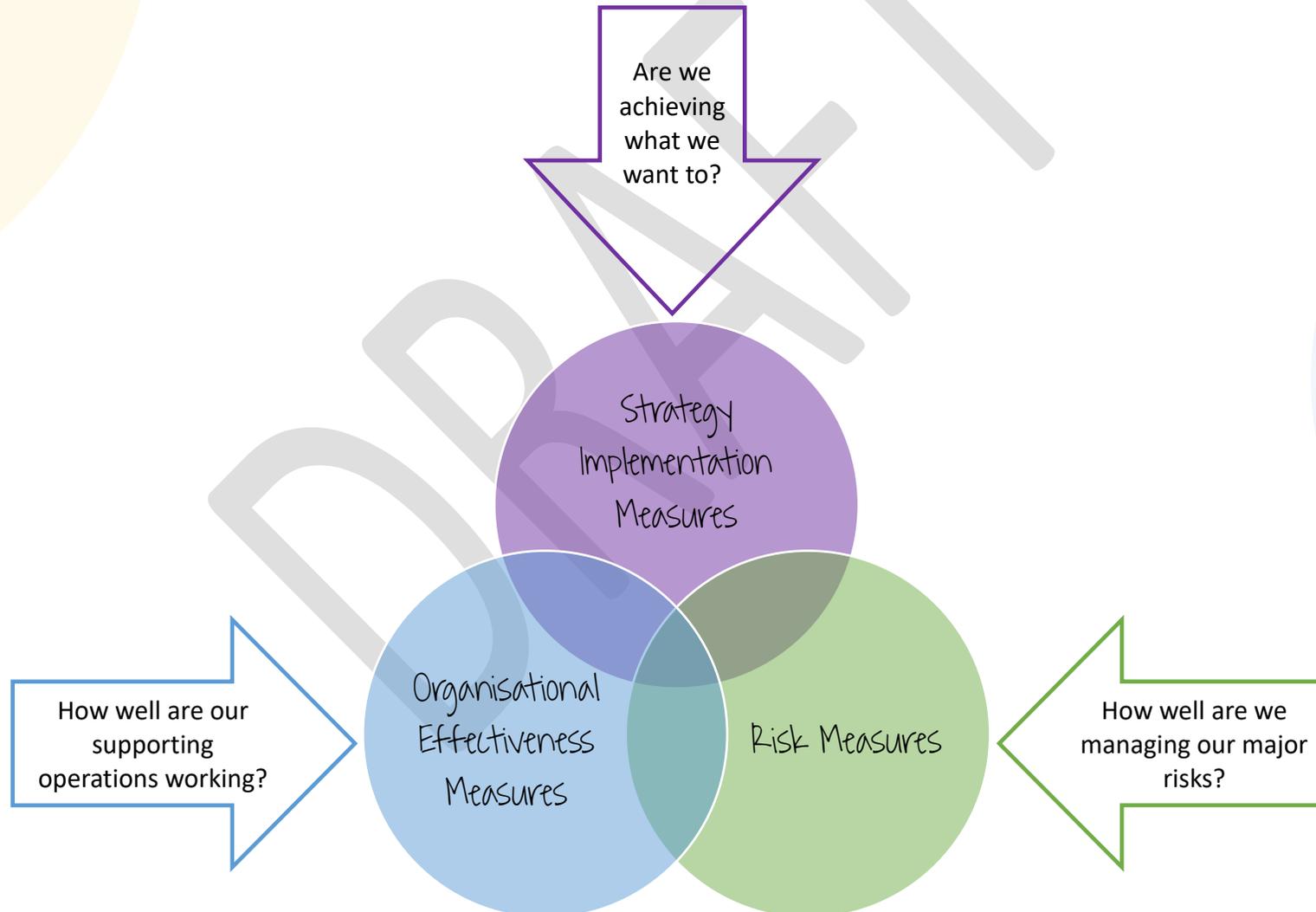
Introduce systems that allow our work to be influenced by lived experience at strategic and operational levels and to collect the views of children and young people.

Engage actively in our strategic and operational environment – taking leadership spaces when we can to drive positive change.

# OUR MEASUREMENT APPROACH



To monitor our progress, we will use a set of 3 measures, designed to track the overall performance of CHS:



# OUR MEASUREMENT FRAMEWORK



Based on our overarching approach on the previous page, we will use the following measures to monitor our performance and progress over the next 3 years:

## Strategy Implementation

Theme 1:

Theme 2:

Theme 3:

Theme 4:

## Organisational Effectiveness

- Complaint resolution timescales
- % staff absence
- Payment timescales
- % successful IT helpdesk calls resolution

## Risk

- 
- 

Annual targets for all measures will be set in the CHS Business Plan.

# OUR CONTRIBUTION TO SCOTLAND



Below we outline how Children’s Hearings Scotland, and this Corporate Plan contributes to the outcomes of the National Performance Framework:

National Outcome	Theme 1: Rights	Theme 2: Hearings	Theme 3: The Panel	Theme 4: Evidence and Influence
<p><b>Children and Young People:</b> We grow up loved, safe and respected so that we realise our full potential.</p> <p><b>Communities:</b> We live in communities that are inclusive, empowered, resilient, and safe</p>	Ensuring that children's rights are fully protected and enacted in Hearings.	Ensuring that hearings are experiences that do not stigmatise, and produce decisions that are made in the best interests of the wellbeing and protection of infants, children and young people, allowing them to flourish.	Ensuring that our volunteers carry out their civic function with love, care, respect and fairness.	Advocating within the sector for systems and approaches that produce the best possible outcomes for CYP.
<p><b>Education:</b> We are well educated, skilled and able to contribute to society</p>		Effective decision making for children and young people who are offending, are at risk of offending or have been offended against.	We provide volunteering opportunities that are valued by society.	
		Ensuring that hearings are experiences that do not stigmatise, and produce decisions that are made in the best interests of the wellbeing of infants, children and young people, including minimising disruption.	Ensuring our volunteers are skilled and trained to perform their roles. 65% of volunteers said that volunteering has increased their confidence in their own abilities. 28% of volunteers said that their employability had increased because of volunteering.	Engage with, contribute to, and support, research and developments to better understand how to support and work with CYP.
<p><b>Health:</b> We are healthy and active</p>		Ensuring Hearings decisions that are centred on the wellbeing and participation of infants, children and young people. Ensuring that approaches are informed by an understanding of trauma.	For Volunteers: Benefits of volunteering - 55% of our volunteers said that volunteering has increased their self-esteem. Ensuring that Panel Members are supported with the emotional and personal impact of their role.	
<p><b>Poverty:</b> We tackle poverty by sharing opportunities, wealth and power more equally</p> <p><b>Human Rights:</b> We respect, protect and fulfill human rights and live free from discrimination</p>	Ensuring that children's rights are fully protected and enacted in Hearings.	Ensuring that Hearings treat everyone with dignity and respect.	Employability: 28% of volunteers said that their employability had increased because of volunteering. Increasing diversity of Panel - sharing power in communities ??	Influence of poverty on development/outcomes??
			Ensuring the Children's Panel demonstrates the importance of dignity, fairness and respect in fulfilling their role.	We will listen to the voice of children and young people to influence our work at strategic and operational levels.

## Agenda Item: 4.5 a

### Digital Business Readiness update

<b>Accountable Director:</b>	Head of Strategy, Development and DCE
<b>Report author:</b>	Lynne Harrison, Head of Strategy, Development and DCE
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required

Yes

No

This provides an update on CHS Business Readiness Activity to end October 2019.

#### Training:

Business Owners have been working with e Comm to produce a suite of online learning modules. This has been intensive work and well supported by both eComm and CHS Staff.

1. Overall Digital Programme:
  - Logging on
  - Where to find things
  - Claiming an expense
  - Booking a training
  - Raising a concern
2. Rota for Rota Managers
3. Observations & Quality Assurance
4. Digital for Volunteer Managers
5. Digital handling of Complaints and Concerns
6. Digital Collaboration
7. Digital Training and Events for Events Managers
8. Managing the digital Recruitment process

Development priority is focussed against 1 – xx to be ready by December to support roll out plans.

Basic Digital Skills courses continue to be promoted through the community (Newsletter & prospectus). LDCs have been responding to the request for local learning & development dates to be identified in their area.

Digital Champions have been identified for each AST and initial training has taken place. Each Champion is being provided with a toolkit of resources to support their activity including a comprehensive FAQ list, and is being encouraged to work alongside AST colleagues to familiarise themselves with the system remotely between training sessions.

#### Engagement:

Community engagement continues with further dates being undertaken at Thistle House at weekends and engagement in local ASTs including Shetland, Orkney, (undertaken by local Partner), East Dunbartonshire, East Renfrewshire, Ayrshire, Glasgow, Edinburgh, and Borders. A special event took place in east Renfrewshire to support those who were less digitally confident and was very well received, much appreciated by the AST and resulted in increasing levels of confidence and excitement about the new system

Planned activity for November includes Highland, Falkirk, Inverclyde, Aberdeenshire, Glasgow, including a full day AST training. Argyll & Bute is scheduled in for their 2 day event in March 2020 and an evening and

weekend drop in workshop scheduled for Shetland in February. Digital engagement is planned for upcoming forums including the LDC & PPA Forums and Clerks Network.

### **Rota Workshops:**

CHs and SCRA have been undertaking joint workshops to explore current rota practices. To date 3 localities have been covered with the remaining 6 booked in. This has highlighted significant variance in current practice, particularly around working with incomplete rota's. Information from the workshops will be used to inform best practice guidance that will support the digital system and Rota Management training. This work has already supported guidance on continuity and swaps being developed with the practice team. Rota remains our most challenging area of functionality and practice and detailed engagement and training will take place once MVP is released in early November.

### **Roll out Planning:**

Detailed plans for roll out are being developed and covered in a separate paper.

An engagement event with Area Conveners and Area Partners is scheduled for 6<sup>th</sup> November to take them through the plans and workshop what their local requirements to support launch will be including national and local communications planning. A meeting has already taken place with the first 2 ASTs to launch (Aberdeen and Edinburgh).

Volunteers have been asked to ensure their personal details on Panelpal are up to date and clerks are supporting this activity for ASTs. The Newsletter continues to be utilised to profile the digital system to our community.

Current discussions are taking place about how best to manage new intake who will be coming onboard as we launch the new system. A recommendation will be forthcoming.

### **Service Update:**

Expenses approver functionality has been rolled out to all Clerks. Feedback has been positive. Clerks are engaging with their Finance Teams to ensure the export detail produced will enable processing of claims and this work should be completed by end November. Handshake will be signed off in November

Training & Events MVP testing and feedback remains positive. MVP sign off complete.

Volunteer Management MVS functionality continues to be tested amongst a wider group. Feedback has been positive. Policy work in development.

Rota Management MVS functionality has been tested by the Business Owner & a group of core testers. Feedback has been positive. MVP release early November and testing planned.

Concerns MVP functionality has been tested by the Business Owner & a group of core testers. Feedback has been positive. MVP sign off complete.

Complaints MVS functionality has been tested by the Business Owner & a group of core testers. MVP sign off complete.

Observations MVS functionality continues to be tested by the Business Owner and a group of core testers. The PPA forum have also had a demonstration of functionality. Feedback continues to be positive. MVP sign off November.

## SPSO Agenda item, ARMC 1920-21

### CHS Complaints Policy

<b>Accountable SMT member</b>	Lynne Harrison, Head of Strategy, Development and DCE
<b>Report author:</b>	Katie Crone Barber, Information Governance Lead
<b>Recommendation:</b>	To approve the CHS Complaints Policy
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required: / <b>Yes</b> Equalities Impact Assessment Carried out: / <b>Pending</b>

#### 1. Drivers for review and update

The first CHS complaints policy was implemented in 2013, and subsequently updated in 2016, reflecting broader awareness of the nature of complaints, and a wider shift in Scottish public service complaints handling.

In 2016, the Scottish Public Services Ombudsman (SPSO) published the first Model Complaints Handling Procedure (MCHP). The model was intended to promote consistency across the public sector, and provide a simple model for complaints resolution.

In the time since the MCHP and CHS's updated complaints handling procedure were published, a number of changes, both internal and external, have driven the need for a review of the existing documentation. This is to ensure that it maintains the standards set by the SPSO whilst also reflecting the CHS community, ethos and values.

##### 1.1 Digital development

With the imminent launch of the new CHS digital systems, our organisational capacity will be greatly expanded, especially with regards to data around complaints and feedback from external sources. The current policy makes no reference to this fact, and it was considered appropriate to integrate the digital system as fully as possible into the policy, rather than treat it as a 'bolt-on'. The review of the CHP has given us the opportunity to thread the digital system through the policy, making it an integral part of our complaints handling processes.

##### 1.2 General Data Protection Regulation

Although over a year old at this stage, GDPR introduced a number of challenges to our existing processes. None of these challenges were so severe that significant changes were required, but introduced an increased sensitivity to the rights of data subjects and the need for variable levels of confidentiality. A review of the CHP allowed us to embed these requirements.

### 1.3 Feedback from subjects of complaint

Over the past 18 months, anecdotal evidence from the subjects of complaint (and community concerns) has highlighted a number of issues with the existing procedure that have resulted in PMs often feeling isolated and underrepresented in the complaints process. The intention of the CHP has never been punitive, but this has not been the experience for a number of panel members.

### 1.4 Feedback from current complaints handlers and managers

Feedback provided by the current cohort of complaints handlers has been that, whilst the policy works in certain areas, the level of guidance is insufficient, and results in a lack of confidence for current handlers, and is possibly discouraging others from taking on complaints handling.

## **2. The Complaints review process**

In order to undertake a successful review that would address the concerns raised above, a project initiation document was put together, for sign-off by SMT. This outlined the agreed process which was as followed:

2.1 A general invite was sent out to all PPAs and Depute Area Conveners (and Area Conveners), asking those who were involved in complaints to be involved in reviewing all aspects of our complaints handling processes.

2.2 For the group, we identified 6 areas of focus, one for each meeting. This provided a strong framework and clear direction for the group. It also ensured that every area was discussed appropriately. The areas discussed were:

- the whislt CHS uses “behaviour” and “conduct”
- a detailed review of the procedure (to identify and map areas for change)
- the toolkit, including templates and guidance
- appeal/review options
- case management, or who does what
- sign off of the policy

## **3. Key changes to the policy and procedure**

3.1 Language – a number of issues were identified in the existing language. The overall tone of the policy was incongruous with CHS-specific language. It was overly judgemental, and at times judicial. Changes have been made throughout the policy to incorporate a language of reflection and learning, and less of judgement. Any language which has a legal connotation has been removed or amended.

3.2 Review option - in response to specific feedback, a review option has been identified and modelled on a range of public sector organisations.

3.3 Role clarification – the new policy provides specific guidance on the roles and responsibilities of individuals involved in the complaint handling process.

3.4 Enhanced guidance and examples throughout – new guidance has been developed to assist those who may be new to complaint handling and to address weaknesses in the current toolkit:

- Specific guidance was developed for complaint handlers to assist with complaints that proceed to the investigation stage.
- Leaflet for the subject of the complaint. Advises them on what they can expect to happen next and who they can contact if they have any issues.
- Guidance on dealing with problem/vexatious complaints as we have seen an increase in these types of complaints at both national and local level.
- More examples included as part of the new complaints policy to provide clarification on the different types of complaints, what is not a complaint, high-risk complaints.
- Revised templates for both complaints and community concern – existing templates were cut down from 13 – 5 and revised to make them more relevant and less formal/intimidating for the complainant and subject of the complaint.

3.5 GDPR and confidentiality – the importance of confidentiality has been emphasised several times in the new complaints process and within the associated materials. Complaint handlers are reminded of the need for confidentiality within their specific guidance and it is included in the interview templates so that all individuals are reminded of the confidentiality requirements at an early stage.

3.6 Subject to the views of the committee and fine-tuning, we believe that the policy is aligned with SPSO best practice, has received significant input from the community and represents a proportionate policy that will meet the needs of CHS as an NDPB.

#### **4. Roll-Out and Community Buy-In**

The roll out of the new complaints process will be discussed with the Complaints Review Working Group. CHS will be looking to develop and support the network of local workshops and training sessions around complaints include holding sessions locally to raise awareness of the new process

4.1 Training updates will be presented to the Learning Academy so that complaint handlers are provided with accurate information. We will also be looking at the possibility of attending local PPA meetings to go over the policy and its changes. This could reasonably be extended to discussion at AST meetings.

4.2 We are also working with the Communications team to ensure a consistent message and responses to queries has been developed to support implementation, and that the policy refresh is communicated nationally through the CHS Newsletter. This can be mirrored in any local newsletters or community communications.

## **5. Key Performance Indicators**

The new digital system and the changes to the complaints policy will allow for better tracking and analysis of complaints, causes, resolution times, and thematic issues. The policy requires that all complaints, including those received from social work, are recorded in one place. This is a significant change, and will likely result in an increase in complaints received. In reality this is likely to be an accurate reflection of the total number being received, whereas currently we only have sight of complaints that are received by the national team.

5.1 Within the new system, we will be able to track the following:

- number of complaints received
- number of complaints actioned/not actioned
- average timescale for resolution at both frontline and investigation stages

5.2 Over time we will put together a glossary of keywords and phrases that will allow us to track thematic topics and identify complaints with similar characteristics. This will contribute to the development or revision of training materials.

## **6. Audit and Risk Management Committee Recommendations**

This policy and procedure document was presented to the Audit and Risk Management Committee for approval on 12 November 2019. The committee requested a number of minor changes, listed below

- clarification of circumstances in which CHS would accept a complaint older than 6 months.
- clearer statement on requirements for submission of a request for review
- statement on the role of the CHS Board and Chairperson incorporated into the roles and responsibilities

Subject to these amendments, the Audit and Risk Management Committee recommended approving this policy.

## **7. Recommendation**

To approve policy for implementation no later than February 2020.



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The Children's Panel – life changing.

# Complaints Handling Policy and Procedure

January 2020

## *Foreword by the National Convener*

Children's Hearings Scotland (CHS) is committed to improving outcomes for children and young people across Scotland. In order to do this, listening to feedback and reflecting on our activities is key. We value complaints because they give us the opportunity to reflect, to learn, and to improve.

The CHS Complaints Handling Procedure (CHP) is based on the Scottish Public Service Ombudsman's (SPSO) *Model Complaint Handling Procedure* (information included here on publication date of updated CHP – 2020?)

The CHP gives us the opportunity to address expressions of dissatisfaction efficiently, with a range of options for handling and resolution. This Procedure allows us, where necessary, to conduct thorough, impartial and fair investigations. From these we can make fact-based decisions and recommendations.

Our CHP enables us to address dissatisfaction, and may also prevent the same problems from happening again. For a member of the public, complaints provide an opportunity to express their views and experience, and can highlight problems we may otherwise miss. Handled well, complaints can give a member of the public a form of redress when things go wrong, and can also help us continuously improve.

The CHP will help us carry out our duties better, improve relationships with children, young people and families and enhance the public perception of CHS. It will help us keep children, young people and families at the heart of the process, while enabling us to better understand how to improve by learning from complaints.



*Elliot Jackson*  
National Convener and CEO

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# 1. Introduction

## 1.1 Children’s Hearings Scotland Complaints Policy statement

Children’s Hearings Scotland (CHS) seeks to maintain the highest standards of conduct for all members of the CHS community, in order to ensure the best possible outcomes for children and young people. In order to do this effectively, we welcome feedback from members of the public, and external organisations. CHS recognises that, from time to time, things go wrong. These instances can provide insight and learning that allow us to continue developing as an organisation. In order to effectively capture this, CHS is adopting the Model Complaints Handling Procedure issued by the Scottish Public Services Ombudsman (SPSO). The model will be adopted and enhanced by incorporating CHS’s National

Standards, Values, and Mission. This allows us to capture feedback and complaints from a variety of sources, and process any complaint efficiently and effectively.

The following procedure explains how CHS will do this.

## 1.2 How to use this Complaints Handling Procedure

This document sets out the overarching procedure for handling complaints at CHS. This includes complaints received and handled by Panel and Area Support Team (AST) members, CHS National Team and Board members.

To support this procedure, there is also a Complaints Handling Toolkit (CHT). The toolkit provides practical guidance and examples on managing and processing complaints.

This CHP sets out how complaints raised by members of the public are to be handled. It should not be used where a member of the CHS Community wishes to make a complaint against another member of the CHS Community. These are covered by the guidance contained in the CHS Community Concerns Procedure.

CHS values all complaints and is committed to handling complaints efficiently and effectively. Complaints are monitored, recorded, analysed and reported on in order to ensure continuous improvement and learning. Wherever practicable, CHS will seek to resolve complaints through frontline resolution in order to minimise disruption to services and resolve issues and concerns as swiftly as possible.

When using this document, please also refer to CHS' Complaints Handling Toolkit, the SPSO Statement of Complaints Handling Principles and best practice guidance on complaints handling from the Complaints Standards Authority at the SPSO <http://www.valuingcomplaints.org.uk>

## 1.3 What is a complaint?

CHS defines a complaint as:

*An expression of dissatisfaction by one or more members of the public about the CHS Community's action or lack of action, or about the standard of service provided by or on behalf of the CHS Community.*

### 1.3.1 Who can make a complaint

As defined above, any member of the public can make a complaint. A member of the public is anyone who is not currently a member of the CHS community (i.e. Panel Member, AST member, member of the National Team, or a Board member)

**Example**

*A social worker wishes to complain about the conduct of a Panel Member at a hearing. They believe that the Panel Member was rude towards them through their tone and use of language. This would be dealt with as a complaint under the CHS Complaints Handling Procedure*

**1.3.2 Complaints from a 3rd party**

Sometimes an individual may be unable or reluctant to make a complaint on their own, and ask a third party to make a complaint on their behalf. These are accepted so long as that member of the public has given their consent.

**1.3.3 Complaints from children**

CHS welcomes complaints from any member of the public, including children. We will accept and process a complaint, but recommend that children have support to help them through the complaints process.

**Example**

*A young person wants to get in touch with CHS about their recent experience at a hearing. They felt that one of the Panel Members showed poor body language which made the young person uncomfortable to express themselves fully at the hearing. They do not want to sit on a hearing with this Panel Member in the future.*

**1.3.4 Complaints from partner organisations**

In order to maintain strong working relationships, all efforts should be made to resolve complaints from partner organisations locally. The steps outlined in this policy should be followed to ensure consistency of treatment and resolution. CHS actively encourages open and honest discussion through local liaison meetings and networks, as these provide an appropriate forum for learning and development between partners and the opportunity to create local solutions.

### **1.3.5 Anonymous Complaints**

CHS values all complaints, and will consider all complaints, including anonymous ones. If there is enough information provided, an anonymous complaint will be considered. If, however, there is not information to reasonably look into the allegation, a decision may be made not to pursue it. Any decision not to pursue an anonymous complaint must be signed off by the Depute Chief Executive or the Information Governance Officer.

### **1.3.6 High-risk and high profile complaints**

The SPSO has defined high-risk or high-profile complaints as those that:

- Involve death or terminal illness
- Involve serious service failure
- Generate significant press interest
- Pose a serious risk to our operations
- Include allegations of criminal behaviour
- Involve a serious breach of CHS National Standards/Code of Conduct (with effect from...)

Where a complaint is in relation to one of the above points or has the potential to cause serious risk to the individuals involved or the organisation, the national complaints administrator will work with the DAC to identify appropriate actions to take. In exceptional circumstances, CHS may consider complaints more than 6 months old if they involve one of the above circumstances.

**Example**

*A family member wants to complain as they have been informed by CHS that their personal information was disclosed. A Panel Member left hearing papers on the train as they were travelling to the hearing. They informed CHS of this immediately. The team took steps to locate the papers and also informed the family in line with data protection. The family member wants to complain about the lack of care shown by the Panel Member as this has resulted in the potential disclosure of sensitive information.*

**1.3.7 What if they don't want to complain**

If a member of the public has expressed dissatisfaction, but does not want to complain, they should be advised that the complaint offers us an opportunity to learn, reflect, and improve our processes where something has gone wrong. They should be encouraged to submit their complaint, so that it can be managed through the CHP. This will ensure that they receive updates on any actions that are taken, and receive a response to their complaint. If they insist that they do not wish to complain, the issue is to be recorded as an anonymous complaint. This will ensure that no personal details are recorded on the complaints system and that they receive no further contact about the matter.

**1.3.8 What if they withdraw the complaint**

If a member of the public wishes to withdraw their complaint, they should be advised that the complaint offers us an opportunity to learn, reflect, and improve our processes where something has gone wrong. They should be encouraged to submit their complaint, so that it can be managed through the CHP. This will ensure that they receive updates on any actions that are taken, and receive a response to their complaint. If the complaint is serious, it can still be processed as an anonymous complaint. If the complainant does not want the matter to be investigated, even anonymously, this should be taken into consideration by CHS.

If the member of the public wishes to withdraw their complaint, they should be advised of timescales for investigation. Should they decide to resubmit the complaint at a later date, the timescales will not be changed.

**1.3.9 Complaints against multiple services or organisations**

If a complaint covers multiple services (e.g. Panel Member and national policy), the complainant must be informed that a single handler will be appointed, and they will be provided with a single outcome letter, covering all aspects of their complaint. If the complaint is in reference to multiple organisations (e.g. CHS and SCRA), the complainant will be informed at receipt of the complaint that CHS will not be able to investigate complaints against external organisations, and provided with contact information for those organisations.

### **1.3.10 What is not a complaint**

CHS is unable to look into the following issues:

- A disagreement with a decision where a statutory right of appeal or review exists, for example if there is a disagreement about a decision made at a hearing
- A first-time request for a service
- Issues that are in court or have already been heard by a court or a tribunal
- An attempt to reopen a previously concluded complaint or to have a complaint reconsidered where we have already given our final decision
- Complaints against the clerk to the AST, or the Local Authority member of the AST

Such issues should not be treated as complaints. Instead members of the public will be directed to use the appropriate procedures.

#### **Example**

*A member of the public wishes to complain about the decision of a hearing. They are a relevant person and feel that the panel did not give their views enough weight in their final decision. They have accused the panel of not listening to them and want the decision to be overturned and a new hearing arranged with different Panel Members. This is not a complaint as we cannot consider the decision of a hearing.*

## **1.4 Maintaining Confidentiality**

Confidentiality is important in complaints handling, and everyone involved has a responsibility in maintaining an appropriate level of confidentiality. This is so that legal requirements around data protection are maintained, and so that people feel confident in the process and in participating in the process.

The need for confidentiality, and for sensitivity to the impact that a complaint can have on a person, should be communicated to all parties from the beginning of the complaint handling process.

If a complaint raised against a member of the CHS community has been upheld, the complainant will be informed of this. However, it would not be appropriate to share specific details affecting that volunteer or staff member, such as recommended follow up actions. The complainant will not be provided with this information.

The complaints handling process is intended to be person-centred, with support and guidance for everyone involved. This means that having confidence in the process, and trust in those implementing it is key to its success. Complaints administrators and handlers are expected to undertake this work with due regard to the need for confidentiality, and CHS expects members of the CHS community to do the same.

## 1.5 Expected behaviours

All members of the CHS community are expected to behave in a professional manner and treat everyone with courtesy, respect and dignity. CHS asks that members of the public bringing a complaint to also treat us with respect, and to engage actively with the complaint handling process by:

- Telling us their key issues of concern and organising any supporting information they want to give us (we understand that some people will require support to do this);
- Working with us to agree the key points of complaint when an investigation is required; and
- Responding to reasonable requests for information.

There may be underlying reasons for someone behaving inappropriately. In times of stress or trouble, people can act out of character. Sometimes a health condition or disability can affect how a person expresses themselves. The circumstances leading to a complaint may also result in the complainant acting in an unacceptable way. However, CHS asks that people demonstrate respect, reflection and empathy when involved in the complaints process. When these standards are not met, the CHS Unacceptable Actions policy will determine follow-up actions.

Individuals who have a history of challenging or inappropriate actions, or have difficulty expressing themselves, may still have a legitimate grievance, and CHS will treat all complaints seriously. However, the actions of some individuals may result in unreasonable demands on time and resources or unacceptable behaviour towards our community. Policies and procedures will, therefore, be applied to protect staff and volunteers from unacceptable actions such as unreasonable persistence, threats or offensive behaviour from members of the public.

Where the National Team decides to restrict access to a member of the public under the terms of our policy, there is a procedure in place to communicate that decision, notify the

individual of their right of appeal, and review any decision to restrict contact with us. This will allow the customer to demonstrate a more reasonable approach later.

CHS will normally continue investigating a complaint even where contact restrictions are in place (for example, limiting communication to letter or to a named staff member). In some cases, it may be possible to continue investigating the complaint without contact from the individual. Restricted access to the complaints policy is a last resort, and should be as limited as possible (for a limited time, or about a limited set of subjects) and requires approval from the Chief Executive. Where access to the complaint process is restricted, the member of the public must be signposted to the SPSO.

### **1.5.1 *Inappropriate use of the complaints process***

Complaints become inappropriate when the intended effect is to harass, or to prevent CHS from pursuing a legitimate aim or implementing a legitimate decision. CHS considers access to a complaints system to be important and it will only be in exceptional circumstances that we would consider such use is inappropriate or vexatious – but we reserve the right to do so in such cases.

## 2. The Complaints Handling Procedure

The CHP aims to provide a simple and straightforward way to resolve complaints early. The process is undertaken by well-trained members of the CHS community. Annex 1 sets out who does what during the complaints process.

The CHP has a two stage process for resolving complaints. This is done through frontline resolution, or if that is not possible, an investigation. It is important to note that handlers and administrators do not have to choose one approach or the other. In the majority of cases, speaking with the complainant and where necessary the subject of the complaint can result in frontline resolution. If resolution at this point is not possible, then it is appropriate to move on to an investigation and gather more information.

In some cases, attempting a frontline resolution is neither appropriate nor advisable. If a complaint is particularly complex or serious in nature, an investigation is recommended. In these situations, the National Team will work with the AST to identify the best way to process the complaint.

### 2.1 What to do when a complaint is received

Complaints can be submitted online, via email or letter, and by telephone.

- Online – [www.childrens hearings.org.uk](http://www.childrens hearings.org.uk)
- Email – [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk)
- Letter – Complaints  
Children's Hearings Scotland  
3<sup>rd</sup> Floor, Thistle House  
91 Haymarket Terrace  
Edinburgh  
EH12 5HE
- Telephone – 0131 244 3696

All complaints must be recorded on our digital complaints system. This guarantees that they are processed properly and the complainant gets a response. The system will generate a unique reference number for the complaint, which helps us track the status of the complaint and identify it in all communications.

Any member of the AST can add a complaint to the system, by using the online complaints form. A complaint received by the AST must be added to the system as soon as possible, and without undue delay. This will ensure that the timescales for response can be followed properly. An instruction should be included to let the national complaints administrator know that it is being addressed locally. Without that instruction, the following step will take place.

## 2.2 Receipt and Validation of complaint

When a complaint is received, it has to be validated before it is passed to a handler for processing. That means that it has to meet certain criteria for CHS to be able to look into it. The complaints team will decide whether it meets the criteria set out below. The national complaints administrator is responsible for assessing the validity of the complaint and communicating with the complainant about this. If the complaint is received directly by the AST, a local complaint administrator will be responsible for doing this.

A complaint is considered valid if:

- The issue occurred within the last 6 months
- The issue relates to a member or members of the CHS community, including the National Team and CHS Board; or
- The issue relates to national policy, strategy or communication (e.g. recruitment)
- The issue falls into one of the categories listed in Section 1.3
- The issues breach any of the Principles of the Code of Conduct (effective from date), which include independence, impartiality, integrity, propriety, equality and finally competence and diligence.

If a complaint is not valid, the administrator will explain this to the complainant, and provide any additional advice about taking the issue through a more appropriate process.

If the complaint is valid, the administrator will acknowledge the complaint, and explain what will happen next. At this stage, it will be necessary to provide the following information:

- Which Area Support Team will be handling the complaint
- Advice about any aspects that cannot be looked into, and why

The administrator will then send the complaint to the appropriate AST, and a Depute Area Convener (DAC), for local administration. This stage should be completed without delay, and at most take no more than 3 days.

The DAC (or Area Convener (AC) where there is no DAC available) is responsible for identifying a complaint handler, and providing them with the information need to resolve the complaint.

## 2.3 Frontline Resolution

Once the handler has received the complaint, they should read it carefully to ensure that they understand the issues raised, and if the complainant has indicated what they would like to happen.

The handler should contact the complainant, to introduce themselves, and talk through the issues that the complainant has raised. The handler should inform the complainant that CHS takes complaints seriously, and view them as opportunities for learning and improving

practice. It may be appropriate to attempt a frontline resolution at this stage, so it is useful to consider the following questions when first making contact:

- What exactly is the complaint?
- What does the complainant want to achieve by making the complaint?
- Can the handler achieve this, or explain why not?
- If the handler cannot achieve this alone, who might help do so?

For example, if offering an apology is appropriate, the handler should do so.

### **Example**

*A member of the public has made a complaint about a comment made by a Panel Member during a hearing which they felt was very insensitive. They want the Panel Member to be made aware that their choice of language has affected them negatively. When the Panel Member is asked about this, they accept that the comment was insensitive and they had not meant to cause any offence. In this situation, it is appropriate for the handler to resolve the complaint frontline and apologise on behalf of the Panel Member for the comment that was made. This can be done over the phone but must also be followed up in writing either by email or post.*

It may not be possible to achieve the desired outcome without first talking to the subject of the complaint (in cases where the complaint is about a policy or activity, this will not be necessary). It may be that there are multiple subjects of complaint (e.g., 'the panel' would refer to all three Panel Members at a hearing). In this situation, the handler would need to communicate with each one.

When communicating with the subject of the complaint, the first step is to explain the existence and the nature of the complaint before posing any questions. The handler should request a meeting, and record the request in the system. If the subject states a preference for alternatives, such as a telephone call, this can be organised.

### **2.3.1 Timescales**

A frontline resolution should be completed within 5 working days. However, if this is not possible, the reason should be recorded within the digital complaints system (e.g. sickness, waiting for response from complainant).

If an alternative resolution has been identified for frontline resolution, and it is going to require an extension to the timescale, this should be recorded in the system, and communicated to the complainant and the subject of the complaint.

### ***2.3.2 Closing the complaint at the frontline stage***

If the frontline resolution is successful, and the handler has informed the complainant and the subject of the complaint (where appropriate), the digital complaints system must be updated to show that a frontline resolution has been achieved. It is not always necessary to provide a written statement to the complainant, but it is best practice to do so. The correspondence should address each aspect that has been considered, and the reason for the decision that was reached.

### ***2.3.3 When to escalate to the investigation stage***

A frontline resolution may not be possible. This may be due to a failure to reach agreement over the issues, the complexity or seriousness of the complaint, or a refusal by either party to participate in a frontline resolution. In that case, a more extensive investigation may be required.

## **2.4 Investigation**

A number of complaints that CHS receives are complex, or simply require a bit more information before a clear picture can be established. It is always worth attempting a frontline resolution, but where it is not possible or where it is not appropriate, an investigation should be undertaken.

An investigation aims to establish all the facts relevant to the points made in the complaint and to give the complainant, and subject of complaint, a full, objective and proportionate response that represents the complaints team's final position.

Guidance on undertaking an investigation can be found in the complaints toolkit.

### ***2.4.1 What to do when a complaint is escalated to the investigation stage***

If the handler has a full understanding of the complaint and the complainant's views and expectations, an escalation to investigation does not need to be communicated to the complainant. At this stage, consideration should be given to what information may be needed to reach an informed decision, and who may be able to provide that information to you.

Proportionality is a key principle in the handling of complaints, and this should be kept in mind throughout an investigation. In the context of children's Hearings, it is unlikely that there will be a single piece of information that will provide an outcome if the complaint has

moved into an investigation. Therefore, the handler is expected to consider the following questions when approaching an investigation:

- What issues need to be addressed?
- Who might be able to help me get that information?
- Is it necessary to speak to everyone who 'witnessed' the event, or only a selection?

If the complaint concerns a hearing at which a child or young person was present, but they are not the complainant, very careful consideration should be given to whether they should be asked to contribute.

When engaging others to participate, the interview templates provided in Annex 2 should be used to make a record of the conversation. These must be provided to the interviewee to confirm that the record is accurate. All of this must be recorded in the case file.

The handler must gather enough information to reach an outcome on each aspect of the complaint.

Please see Section 3 for information on the outcome, recommendations, and closure of complaints.

#### **2.4.2 Timescale**

A full investigation should be completed within 20 working days from local receipt of the complaint.

#### **2.4.3 Extensions to the timescale**

If it will not be possible to complete the investigation and an extension is required, you must inform the complainant and the subject of the complaint, and provide them with a reasonable timescale for delivery. The digital complaints system will prompt you to communicate this in advance of the deadline, and the reason should be recorded in the system.

#### **2.4.4 Closing the complaint at the investigation stage**

Once an outcome letter has been issued, the complainant and the subject of complaint have 14 days to request a review of that decision. The handler can close the complaint if:

- The 14 days has elapsed and no one has requested a review; or
- The parties accept or agree to the outcome

If either the complainant or the subject of the complaint request a review, the complaint will be considered 'under review.' This stage is outlined in the following section.

## 3. Outcome, recommendations and closure of complaints

The outcome marks the end of the investigation of a complaint. It presents the investigator's findings, and proposes recommendations to promote best practice.

### 3.1 Outcome

When considering the information, the complaint can be determined as upheld, not upheld, or partially upheld.

When the complaint handler has gathered all the information necessary to reach an outcome, they must carefully consider that information in relation to the specific aspects of the complaint. The investigation may have raised issues which need to be addressed. The handler must use template 5 (in Annex 2) to draw the information together and set out an explanation of the outcome that has been reached.

Communicating the outcome effectively is key, and the following points should be considered when writing the outcome letter:

- Be person-centred. Complaints are about people's experiences, not policy. Remembering this, and demonstrating empathy, will make communicating the outcome much more effective.
- Be clear, understandable, and non-confrontational. The outcome letter is not intended to cast judgement on a person, it is to provide a decision about a specific event or occurrence.
- Use plain, accessible language. Any technical terms must be explained. This is especially important when communicating with children.
- Address every issue that has been raised and show that each one has been looked into and considered carefully.
- Include an apology where things have gone wrong. Further guidance on apologising can be found in the complaints handling toolkit.
- Explain why any aspect has not been upheld. For example, it is only in extreme situations that a Panel Member would be removed, so if the complainant has asked for this, and it has not happened, an explanation of why should be included
- Advise them how to contact the complaints team.
- Let them know that they have 14 days to seek a review if they are unhappy.
- Let them know that they can make a complaint to the SPSO if they are unhappy with the process.

Contact information for the SPSO has been included in the template, and should be used whether the outcome is sent by email or letter. The recommended wording is below:

**Information about the SPSO**

The Scottish Public Services Ombudsman (SPSO) is the final stage for complaints about public services in Scotland. This includes complaints about the Children's Hearings system. The SPSO are an independent organisation that investigates complaints. They are not an advocacy or support service (but there are other organisations who can help you with advocacy or support).

If you remain dissatisfied when you have had a final response from Children's Hearings Scotland, you can ask the SPSO to look at your complaint. You can ask the SPSO to look at your complaint if:

- You have gone all the way through CHS's complaints handling procedure
- It is less than 12 months after you became aware of the matter you want to complain about, and
- The matter has not been (and is not being) considered in court.

The SPSO will ask you to complete a complaint form and provide a copy of this letter (our final response to your complaint). You can also do this online or call them on Freephone 0800 377 7330.

You may wish to get independent support or advocacy to help you progress your complaint. Organisations which might be able to assist you are the Citizens Advice Bureau, or the Scottish Independent Advocacy Alliance

The SPSO's contact details are:

FREEPOST SPSO  
SPSO  
Bridgeside House  
99 McDonald Road  
Edinburgh  
EH7 4NS

Freephone: 0800 377 7330

Online contact: [www.spsso.org.uk/contact-us](http://www.spsso.org.uk/contact-us)

Website: [www.spsso.org.uk](http://www.spsso.org.uk)

## 3.2 Recommendations

Part of the purpose of the complaints process is to highlight areas of improvement and learning, so the recommendations that the handler makes are an important step in the CHS learning and development cycle.

Having reached an outcome, the handler should consider what lessons can be learned, and what actions may be required to improve processes and prevent a similar situation happening again.

Follow up actions can be either non-binding (a recommendation that will not be enforced) or compulsory, depending on the nature of the complaint. The handler should liaise with the DAC (or AC) to identify which will be requirements and which will be non-binding recommendations.

### 3.2.1 *Individual learning and development*

CHS has a range of resources available and depending on the specific issues being addressed, will be able to support handlers in identifying appropriate recommendations. The following options may be appropriate:

- One-to-one meetings with a member of the AST to provide support or discuss issues.
- Support options and coaching opportunities provided by the Learning Academy with a focus on skills development.
- Training sessions. The Learning Academy provides a range of group training events, including around panel practice.
- Policy or process review. If the complaint outcome identifies a weakness or issue relating to CHS policy or process, the National Team will undertake a review of the issue and consider the need for any necessary amendments or updates.
- Additional observations and feedback for a period of time to be agreed between the Panel Member and the DAC.

The above resources may be particularly useful when addressing a complaint against an individual where restorative practice or mediated conversation is either not suitable or not recommended.

### 3.2.2 *Alternative resolution*

In other cases, it may nevertheless be necessary to rebuild relationships that became strained as a result of the complaint. The main options are likely to include:

- Informal, facilitated, discussion. This is more likely to be an option for frontline resolution, but if parties wish it, it can still be recommended at the end of an investigation.
- Conciliation
- Formal mediation

- Round table discussion facilitated by an independent person.

If formal mediation is proposed, the National Team will identify a suitably qualified, experienced mediator. The complaint handler should liaise with the DAC and the National Team if this is the preferred course of action.

These types of alternative resolution should be considered in situations when:

- The complaint is very complex
- The complainant and other people involved with the complaint have become entrenched in their position(s)
- The complainant finds it difficult to engage with CHS and the complaints handling team
- The complainant has lost faith in CHS and believes that any investigation would not be done fairly

Alternative resolution approaches can be used to resolve the complaint entirely. Where there is more than one point of complaint, it may be that alternative resolution approaches lend themselves best to some part of the complaint, but not to others.

If an alternative resolution is agreed, the handler must record this in the digital complaints system, along with any notes or documents arising from that meeting that constitute a record of the proceedings or the agreed outcome.

### **3.2.3 Complex or high-risk complaint resolution**

In exceptional circumstances, when the complaint is serious, high-risk or high-profile, and the complaint has been upheld, CHS may need to take further action to ensure that the issues that gave rise to the complaint do not occur again. This may involve e.g. temporary removal of a Panel Member from the rota, and/or the undertaking of pre-service training. In the most serious cases, CHS may seek the removal of a volunteer if there are no alternative measures that can resolve the issue. However, these are exceptional measures, which the National Team is responsible for implementing. These actions will be clearly communicated to the individual before they are implemented.

## **3.3 Closing the Complaint**

After either a frontline resolution or an investigation, the complaint must be closed on the digital system.

Once the outcome has been communicated to the complainant and the subject of the complainant (where appropriate), they have 14 days in which to request an internal review.

See section 4 for guidance on the CHS complaint review process

If both parties accept the outcome, the handler is responsible for closing the complaint on the system. The handler must ensure that all notes and documents have been uploaded before marking the complaint as closed.

If the parties do not request a complaint review, after 14 days the handler can close the complaint.

A complaint can be closed before the recommended actions have been completed. The DAC (or AC) is responsible for ensuring that the recommendations are addressed. This can be tracked internally through the Volunteer Management system, by using the complaint reference number.

## 4. Internal Complaints Review

A review is available to members of the public and our community if they believe that the complaint outcome is not satisfactory. It is not intended to be a reopening of the investigation, but it should provide further assurances that a fair and objective resolution has been reached.

The right to seek review must be clearly stated in the outcome letters.

A review will consider the following issues:

- Was the process followed correctly?
- Is the outcome fair and based on evidence?
- Are the recommendations proportionate?

### 4.1 Requesting a Review

The complainant and the subject of complaint have an option to request a review of the complaint case if they believe that the outcome is not accurate, fair, or reasonable. Once the outcome letter has been sent out, the recipient has 14 days in which to request a review. Requests for review that are received after 14 days will only be considered under exceptional circumstances, such as cases where there is a delay caused by ill health, etc.

The outcome letter must explain that the request is to be submitted to the national complaints mailbox – [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk)

The national complaints administrator will be responsible for ensuring that the request for review is valid, and will identify the review panel.

When requesting a review, the requester must identify whether the request relates to the process, the outcome, and/or the recommendations, and provide an explanation of what they believe has gone wrong. If an explanation is not provided, the request will not be processed.

The requester and CHS will agree to abide by the decision of the review panel. This must be made clear to the requester upon receipt of the request for review. CHS will not engage in further discussion of the complaint case once the review panel has issued its decision.

Making use of the internal review process does not limit or prevent the requester from approaching the SPSO to seek an external review of the complaints process. This will be clearly stated in the outcome letters that are sent upon completion of the review.

## 4.2 The Review Panel

The **Review Panel** will be appointed on a case-by-case basis, and have the following members:

- An Area Support and Improvement Partner, as **Panel Chair** of the review
- A Depute Area Convener (or Area Convener if no DAC is available)
- A Panel Practice Advisor
- A Lead Panel Representative or Panel Representative

The **Panel Chair** is responsible for communicating with the requester. In the absence of a majority decision, the **Panel Chair** will make the final decision.

All participants in the review panel will have had no involvement in the original complaint, and **must** come from an AST or Area different to the location of the complaint. This is to ensure **that** objectivity and impartiality are maintained. Not all members of the review panel need to come from the same AST or Area.

## 4.3 The Review

The review has two stages:

- Stage 1: a review of the documentation to establish whether or not the process was satisfactory and the outcome was reasonable and proportionate
- Stage 2: If Stage 1 tests were not met, consideration of what further steps need to be taken to satisfy them

Prior to beginning stage 1, the Chair will contact the requester to confirm the scope of the review, identify any desired outcomes, and discuss the issues. This can be done by telephone, and a note of the discussion must be taken.

### 4.3.1 Stage 1

The review panel will be provided with all notes and documentation by the national administrator. This stage can be undertaken remotely.

Using this policy and the stated procedure as reference, the panel is asked to consider if the process has been followed as closely as possible.

Considering the information they are presented with, the panel is asked to decide if the outcome reflects a properly followed process, is reasonable, and provides sufficient information to make the outcome clear

Finally, the panel is asked to consider if, on the basis of the process and the outcome, the outcome is reasonable and proportionate.

Each member of the panel must document their individual decisions and reasons.

If it is agreed that the process was followed, the outcome is fair and the recommendation(s) is(are) reasonable, the review panel can find that the appeal is not upheld. It is the responsibility of the review panel Chair to communicate this finding in writing to the review requester. The complaint review will be closed at this stage. If there are no changes to the original outcome, the other parties to the complaint (including the DAC and complaint handler) do not need to be informed.

If the review is closed at this stage, the requester will be provided with guidance on what will happen next by the national complaints administrator

If it is decided that the three standards needs clarity here have not been satisfactorily addressed, the review panel can move on to stage 2. This does not need to be communicated to the requester.

### **4.3.2 Stage 2**

The panel can decide that the original investigation, outcome, and/or recommendation were not sufficient. If this is the outcome, the panel has the authority to take whatever steps it considers necessary to fill gaps in their knowledge and understanding of the situation.

It is important to note that this is not a reopening of the original investigation and there is no requirement on the panel to undertake a new investigation.

However, the panel can request any additional information they consider necessary. This may include asking additional questions of people who have already provided information, or identifying and engaging with new sources of information. The review panel should refer to the investigation stage guidance in this CHP for best practice and templates for gathering this information.

Once the panel has gathered sufficient information to reach a decision on the review, this should be communicated to the requester.

At the conclusion of the review, the original complaint outcome may be upheld or not upheld. If the review upholds the original complaint outcome, the requester will be referred back to the requester's Depute Area Convener to process recommendations and close the complaint.

If the panel does not uphold the original complaint outcome, this must be communicated to the requester. A new outcome letter must be issued by the review panel to the requester and the parties to the original complaint. The new outcome and the decision of the review panel must be communicated to the requester's Depute Area Convener and original complaint investigator, to allow for learning and development to take place.

All documentation and letters should be sent to the national complaints administrator for record keeping purposes.

## 4.4 Timescale

The Panel will reach a decision on the review and communicate this to the requester no more than three months from submission of the request for review (stage 1: 6 weeks, stage 2: 6 weeks).

## 5. Annex 1: Roles and Responsibilities

### 5.1 National complaints administrator

- The national complaints administrator is a member of staff within the National Team.
- They have overall responsibility for managing the complaints process and the community concerns process.
- They are responsible for the validation of complaints and concerns that are received at national level
- For complaints that are “invalid”, they will inform the complainant and explain why.
- For “valid” complaints, they will send out an acknowledgement letter within three working days of receiving the complaint.
- The national complaints administrator is responsible for taking the complaint through all of its stages.
- They assign the complaint to the relevant local complaints administrator to be actioned.
- They check for updates/progress if a complaint has been open for more than 20 days. They will then check for updates every 10 subsequent days until the complaint is closed.
- They ensure that the handler has updated the complainant and subject of the complaint as the complaint progresses and kept them informed of any delays.
- They are responsible for storing all records of the complaint centrally.
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### 5.2 National Complaints Handler

- The national complaints handler is a member of staff within the National Team.
- They are responsible for the handling of complaints where the subject of complaint is a paid member of staff or a national initiative (e.g. recruitment).
- They are also responsible for the handling complaints if the complaint is with regards to the management of an AST, Area Convener or Depute Area Convener.
- They are assigned a complaint by the National Complaints Administrator.
- They are responsible for communicating with the complainant and the subject of the complaint in order to resolve the complaint frontline.
- If the complaint cannot be resolved frontline, the complaint handler is then responsible for taking the complaint through the investigation stage and reaching an outcome.
- They are responsible for communicating all updates/progress of the complaint to the complainant and subject of the complaint.
- They send on the outcome to the national complaints administrator for record-keeping.

### 5.3 Local complaints administrator

- The local complaints administrator is the Depute Area Convener (DAC)/Area Convener (AC) of an Area Support Team.
- They oversee the management of the complaints and concerns process locally, delegating the handling of complaints/concerns to complaint handlers as appropriate.
- For complaints received locally, the local complaints administrator is responsible for validating the complaint
- For complaints that are “invalid”, they inform the complainant and explain why the complaint is not within our remit.
- For complaints that are valid, they send out an acknowledgement letter within three working days of receiving the complaint
- The local complaints administrator has oversight of all complaints and concerns within their area.
- They assign complaints to a complaint handler to resolve.
- They check in with the handler if the complaint has been open for more than 20 days. They then check for updates every 10 subsequent days until the complaint is closed.
- They consult and work collaboratively with the complaint handler to reach an outcome for each complaint.
- They are responsible for any follow up action/learning that is identified in the complaint.
- They send on the outcome to the National Team for record-keeping.

## 5.4 Local Complaint handler

- The local complaint handler is a member of an Area Support Team.
- The local complaint handler will be selected based on the nature of the complaint. If the complaint is about a panel member or members, Lead Panel Representative, Panel Representative, or Learning and Development Coordinator, a Panel Practice Advisor will be handler. If the complaint is about a Panel Practice Advisor, the Depute Area Convener will be handler. If the complaint is about the Area Convener or Depute Area Convener, it will be handled by the national complaints handler.
- They are responsible for the handling and investigation of complaints/concerns within their area.
- They are assigned a complaint by their Local Complaints Administrator.
- They are responsible for communicating with the complainant and the subject of the complaint in order to resolve the complaint frontline.
- If the complaint cannot be resolved frontline, the complaint handler is then responsible for taking the complaint through the investigation stage and reaching an outcome in collaboration with the Local Complaints Administrator.
- They are responsible for communicating all updates/progress of the complaint to the complainant and subject of the complaint.
- They send on the outcome to the local complaints administrator for record-keeping.

## Roles and Responsibilities of Review Panel

### 5.5 Area Support and Improvement Partner

- They are a senior member of the National Team.
- They sit as the Chair of the review panel responsible for the overall management and oversight of the review.
- They have the deciding vote in case a majority decision is not reached by the panel.
- They have overall responsibility for ensuring that a decision is made no more than three months from submission of the request for review. They must communicate any delays to the person seeking a review with an explanation as to the reasons for the delay.
- They must communicate the decision to the person seeking a review, in writing.
- For reviews that have gone to Stage 2 of the review process, the Area Support and Improvement Partner (ASIP) is responsible for communicating the decision to the AST and the National Team.
- For any learning points or follow up action, the ASIP is responsible for communicating this to the relevant parties e.g. handler, National Team.

### 5.6 Depute Area Convenor/Area Convenor

- They are responsible for the complaints process for their area.
- They have oversight of volunteer management responsibilities.
- They have experience of managing complaints and concerns and have oversight of the implementation of the complaints and concerns policies.
- They will be from a different area from where the initial complaint was assigned.

### 5.7 Panel Practice Advisor

- Panel practice advisors are allocated responsibility for investigations into complaints by their Depute Area Convenor/Area Convenor
- They have experience of handling complaints and concerns which includes resolving them frontline and conducting investigations.
- They will be from a different area from where the initial complaint was assigned.

### 5.8 Lead Panel Representative/Panel Representative

- Lead Panel Representatives are serving Panel Members who provide leadership, guidance and pastoral support to Panel Members within their AST.
- They provide the experience and perspective of an acting Panel Member to the Review Panel.
- They will be from a different area from where the initial complaint was assigned.

## Governance Roles and Responsibilities

### 5.9 National Convener/Chief Executive

- The National Convener is responsible for ensuring that there is an effective CHP with a robust investigation process that demonstrates how we learn from the complaints we receive.
- The National Convener/Chief Executive is authorised to delegate responsibility for the effective handling and resolution of complaints to senior post-holders.
- The National Convener is responsible for providing sufficient resources for the effective handling and resolution of complaints.
- The National Convener cannot intervene in a complaint and will not reopen or alter the outcome of a complaint unless instructed to by the SPSO or the internal review panel.

### 5.10 Depute National Convener

- On behalf of the National Convener, the Depute National Convener has responsibility for managing complaints and the way we learn from them
- They oversee the implementation of actions required as a result of a complaint
- They may be required to undertake the handling of a complaint if it is against a member of staff, however they are not involved at the review stage of the process.

### 5.11 Senior Information Risk Officer (SIRO)

- The Senior Information Risk Officer is responsible for CHS's risk management operations including the management, reporting and oversight of the external and internal risks to the organisations.
- They stand by all the decisions made by complaint handlers/administrators and the national team following the complaints handling policy and procedure.
- They are not involved at the review stage of the process.

### 5.12 CHS Board

- The CHS Board has corporate responsibility for ensuring that CHS complies with any statutory or administrative requirements and fulfils the aims and objectives set by the Scottish Ministers.
- The Board is responsible for approval and oversight of the Complaints policy and procedures, but has no involvement in their implementation.

- The Chairperson of the Board may be required to undertake the investigation of a complaint if it is against a senior post-holder within the organisation. However, the Chairperson retains the right to seek independent support to carry out this function.

## 6. Annex 2: Templates

### 6.1 Acknowledgment template



Recipient Name  
Address Line 1  
Address Line 2  
Town/City  
Postcode

**If calling please ask for:**

Your Name

**Contact number:**

Telephone Number

**Email:**

Firstname.Lastname@childrenshearings.org.uk

**DD Month Year**

**Reference:**

**REFERENCE**

Dear Recipient Name ,

Thank you for getting in touch with us on dd/month to discuss your concern. I have outlined the details of your concern below:

- Aspect 1
- Aspect 2
- Aspect 3

Please do let me know as soon as possible if I have missed anything or if any of the above is incorrect.

A member of the AST Area Support Team will contact you shortly to discuss these details more fully so they can investigate properly.

Your concern will be handled according to the CHS [Community Concerns Procedure](#) which can be found on our website. If you have any questions about the community concerns process, please contact our National Team at [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk) or by telephone on 0131 244 3696.

Yours sincerely

Your Name  
**Role**

## 6.2 Notification for subject of complaint template



*The Children's Panel – life changing.*

Recipient Name  
 Address Line 1  
 Address Line 2  
 Town/City  
 Postcode

**If calling please ask for:**

Your Name

**Contact number:**

Telephone Number

**Email:**

Firstname.Lastname@childrenshearings.org.uk

**DD Month Year**

**Reference:  
 REFERENCE**

Dear Recipient Name ,

I am writing to follow up on the conversation you have had with LPR/DAC/Clerk Name who has informed you that a concern has been raised. The details of this are provided below:

- Aspect 1
- Aspect 2
- Aspect 3

I would like to have a meeting with you to discuss the details outlined above. I will be in touch shortly to arrange this. I understand that LPR name is providing support to you whilst the matter is being investigated. I am happy for them to attend this meeting if you wish to be accompanied.

The concern will be handled according to the CHS [Community Concerns Procedure](#) which can be found on our website. If you have any questions about the community concerns process, please contact our National Team at [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk) or by telephone on 0131 244 3696.

I would like to assure you that the matter is being dealt with in strict confidence and that the only individuals aware of these details are those involved with the community concerns process and/or who are directly involved with this particular concern. As such, please do not

discuss these details with anyone other than myself and LPR name who has been assigned to provide support for you.

If you are unsure of anything or wish to discuss this further, please do not hesitate to get in touch either myself, LPR name or the National Team who are available via the contact details provided above.

I have also enclosed a leaflet which I hope, will provide more information and assurance to you whilst I investigate the concern.

Yours sincerely

Your Name

## 6.3 AST acknowledgement template



Recipient Name  
Address Line 1  
Address Line 2  
Town/City  
Postcode

**If calling please ask for:**

Your Name

**Contact number:**

Telephone Number

**Email:**

Firstname.Lastname@childrenshearings.org.uk

**DD Month Year**

**Reference:**

**REFERENCE**

Dear Recipient Name ,

Following on from the acknowledgement letter you received from staff name , I would like to confirm that your concern has been passed on to the AST Area Support Team.

Your concern will be handled by PPA name who will be in touch shortly to discuss the details of the concern with you.

As advised in the acknowledgment letter, your concern will be handled according to the CHS [Community Concerns Procedure](#) which can be found on our website. If you have any questions about the process, please contact our National Team at [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk) or by telephone on 0131 244 3696.

Yours sincerely

Your Name  
**Role**



***Please send the completed notes to the interviewee for review and ask them to confirm they are happy with your version of the events. They can do this by emailing across their acceptance along with an email signature.***

## 6.5 Outcome template



*The Children's Panel – life changing.*

Recipient Name  
Address Line 1  
Address Line 2  
Town/City  
Postcode

**If calling please ask for:**

Your Name

**Contact number:**

Telephone Number

**Email:**

Firstname.Lastname@childrenshearings.org.uk

**DD Month Year**

**Reference:  
REFERENCE**

Dear Recipient Name ,

I am writing to you regarding the concern you submitted on Day/Month . I have outlined the details of this below:

- Aspect 1
- Aspect 2
- Aspect 3

In order to investigate the details above, I have interviewed the following people: interviewee role , interviewee role , interviewee role . For each part of the concern, I will decide whether it is **upheld, partially upheld, or not upheld** based on the information I have gathered in the interviews.

### **Aspect 1**

Click or tap here to enter text.

Based on this, I have decided that this aspect is **upheld/not upheld/partially upheld** .

### **Aspect 2**

Click or tap here to enter text.

Based on this, I have decided that this aspect is **upheld/not upheld/partially upheld** .

### **Aspect 3**

Click or tap here to enter text.

Based on this, I have decided that this aspect is **upheld/not upheld/partially upheld** .

### **Learning Points/Follow Up Actions**

#### **Internal Right of Review**

If you are dissatisfied with this outcome, you have the right to request an internal review. You can ask for a review if you feel that the complaints process was not properly followed, you were not provided sufficient information to make the outcome clear or that the outcome/recommendation were not reasonable or proportionate. A request for review can be raised by emailing [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk) with the complaint reference and your reason for requesting for the review based on one of the points above.

#### **Your right of appeal**

If you remain dissatisfied you have the right to ask the Scottish Public Services Ombudsman (SPSO) to consider your complaint.

The SPSO is the final stage for complaints about most organisations providing public services in Scotland. Their service is independent, free and confidential.

The SPSO cannot normally look at complaints:

- more than 12 months after you became aware of the matter you want to complain about, or
- that have been or are being considered in Court.

You may contact the SPSO directly by:

- post (no stamp needed): Freepost SPSO
- telephone: 0800 377 7330

The SPSO offices are located at the address below:

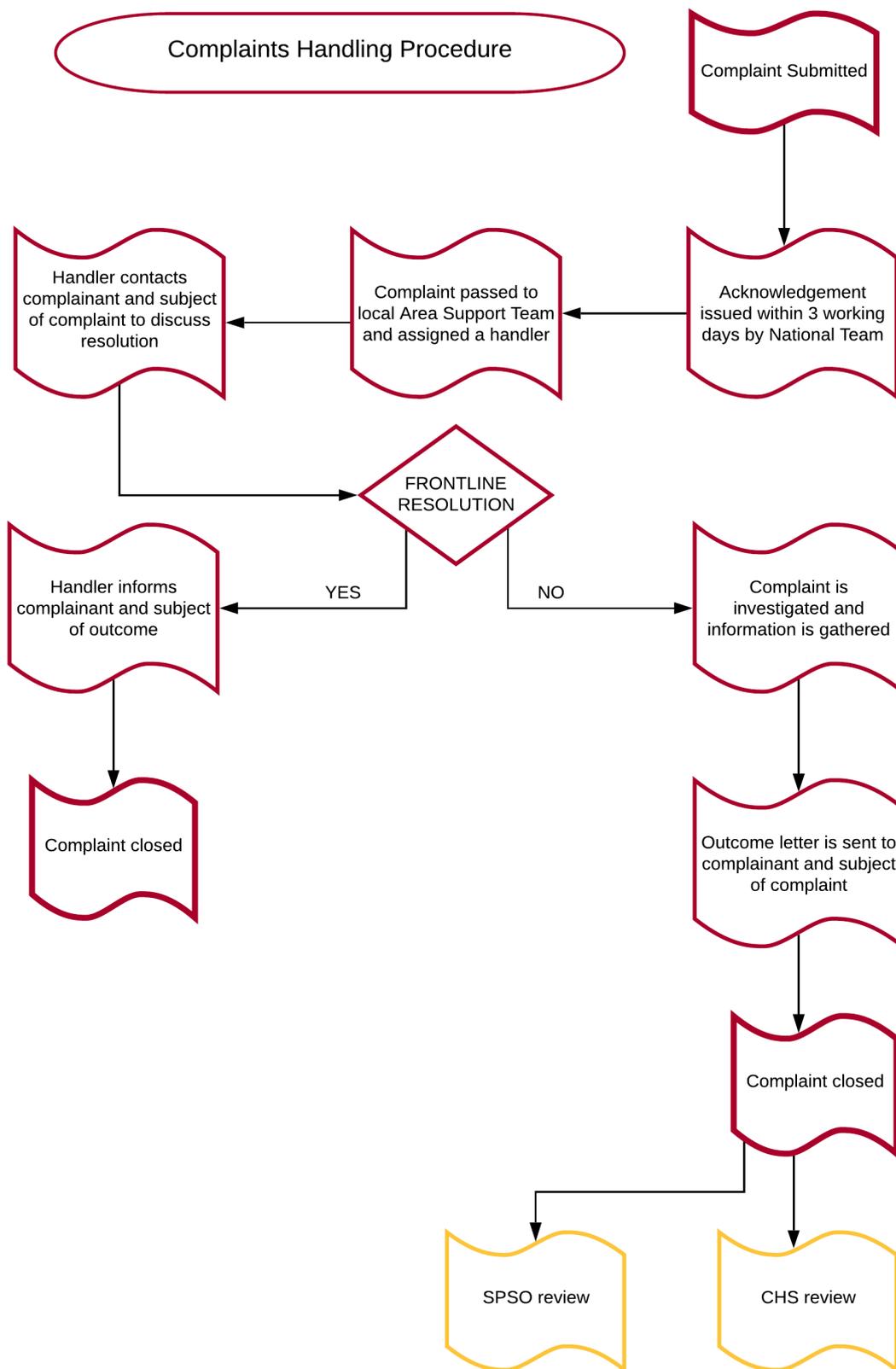
Bridgeside House  
99 McDonald Road  
Edinburgh  
EH7 4NS

Yours sincerely

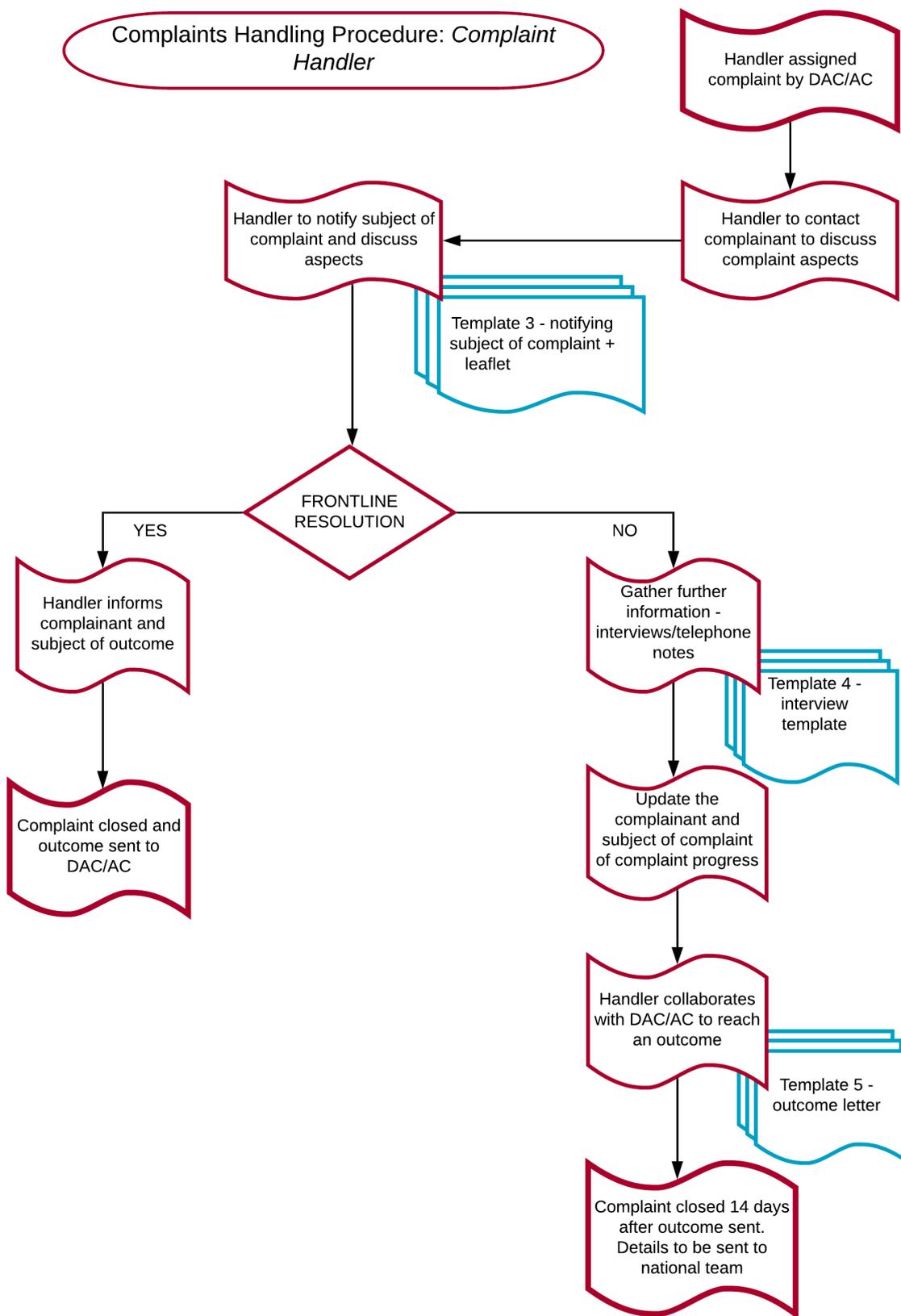
Your Name  
**Role**

## 7. Annex 3: Flowcharts

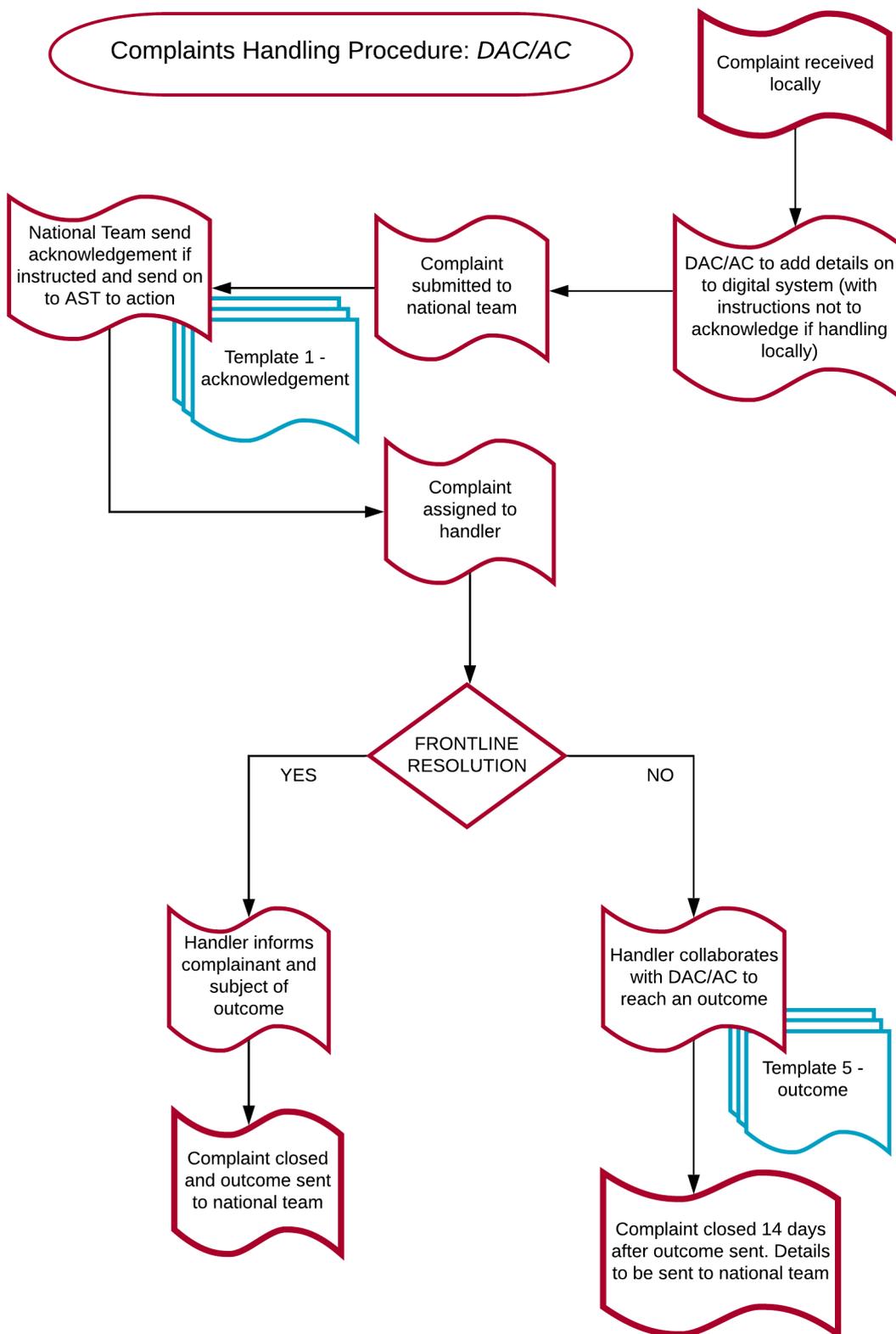
### 7.1 Complaint handling procedure



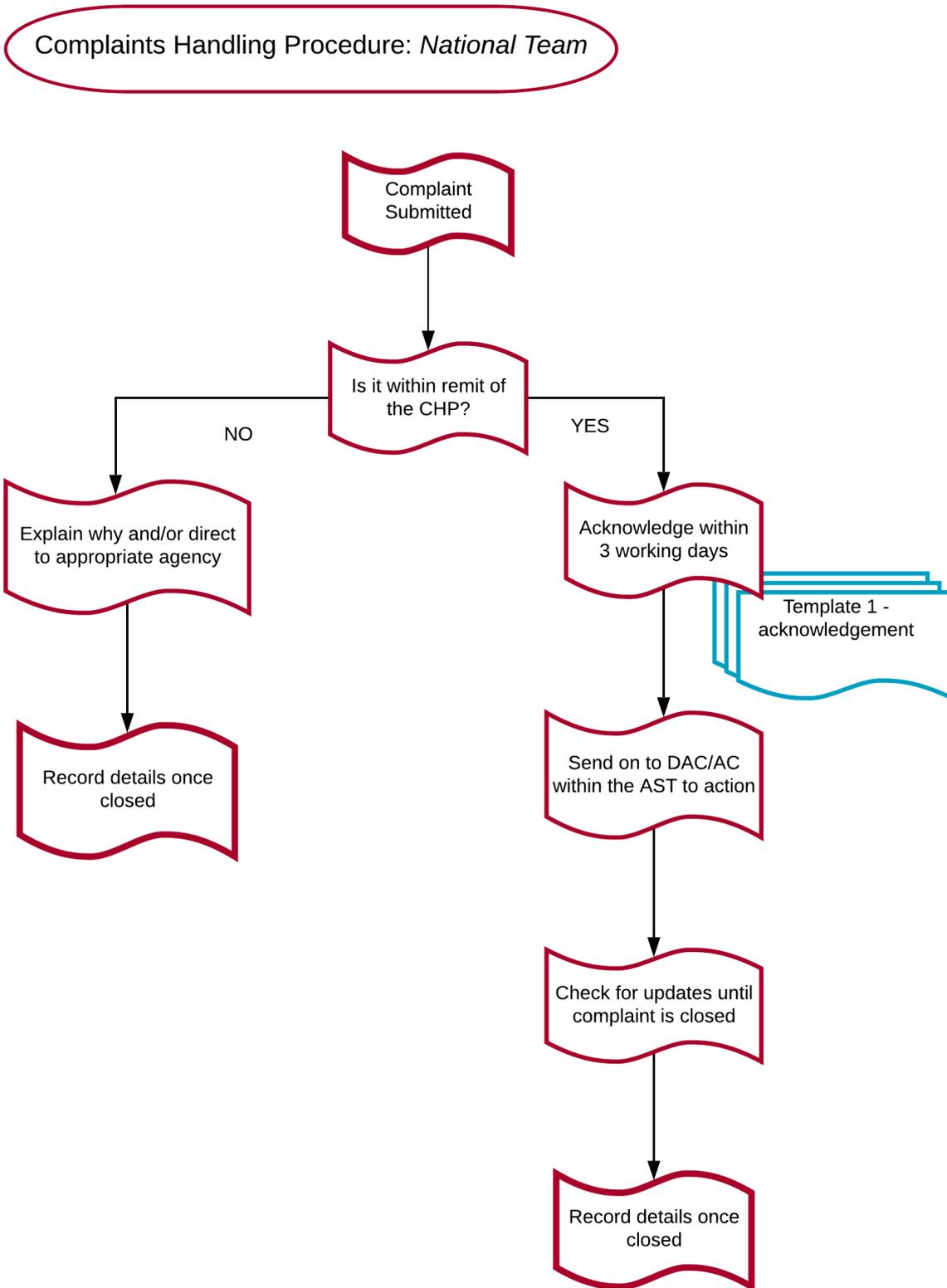
## 7.2 Complaint handling procedure for complaint handler



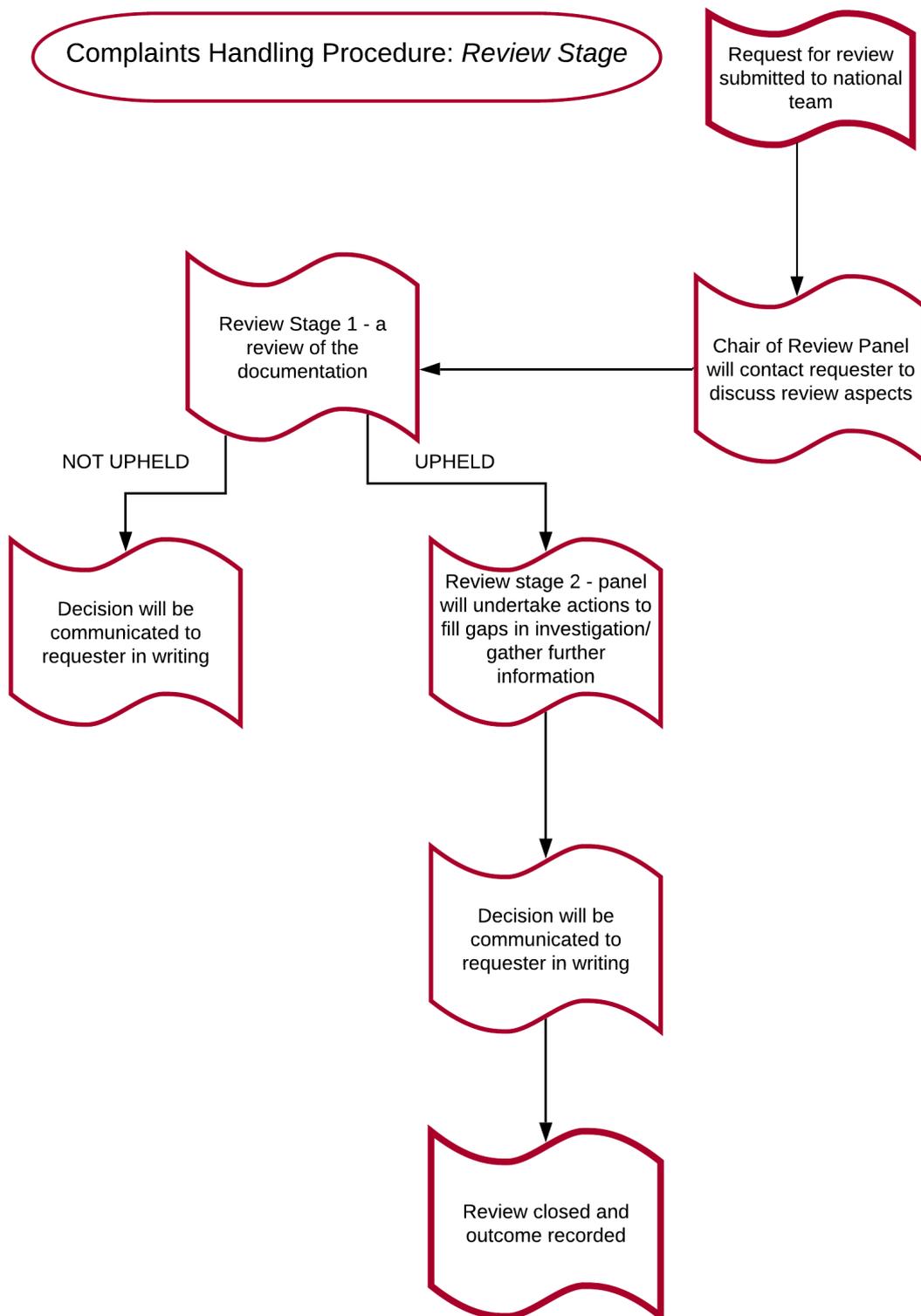
### 7.3 Complaint handling procedure for DAC/AC



## 7.4 Complaint handling procedure for National tTeam



## 7.5 Complaint review process



## 8. Key Performance Indicators

### Children's Hearings Scotland

Thistle House  
91 Haymarket Terrace  
Edinburgh  
EH12 5HE

**t:** 0131 244 3696 **e:** [complaints@chs.gsi.gov.uk](mailto:complaints@chs.gsi.gov.uk)  
**[www.chscotland.gov.uk](http://www.chscotland.gov.uk)**



*The Children's Panel — life changing.*

## Agenda Item 11 – CHS-1920-43

### CHS Board Meeting

Tuesday 26 November 2019

### 2019 Panel Member Recruitment Campaign

<b>Accountable Manager:</b>	Christine Mullen/Lynne Harrison
<b>Report author:</b>	Catherine Goodfellow/Sarah Hunter-Argyle
<b>Recommendation:</b>	For information
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required: <b>Yes</b> Equalities Impact Assessment Carried out: <b>Ongoing</b>

#### 1 Introduction

- 1.1 With the end of the Panel Member recruitment campaign, over six weeks of selection, and recommendations being received from Area Support Teams by 8 November 2019, 477 applicants have been selected to become trainees. These candidates have been selected to progress to the next stage of selection, Pre Service Training.

#### 2 Background

- 2.1 The purpose of the annual campaign is to recruit committed volunteers who meet the qualities that we seek in Panel Members of empathy, compassion, trust and active listening skills – which was reflected in our creative campaign for 2019.
- 2.2 The 2019 Panel Member recruitment campaign opened on Wednesday 21 August and closed at midnight on Tuesday 17 September 2019.
- 2.3 2019 was the sixth year of CHS's Panel Member recruitment campaign and this year saw the third creative promotional campaign used to attract members of the public to volunteer as Children's Panel Members.
- 2.4 Of the 22 Area Support Teams (ASTs), 21 recruited in 27 Local Authority areas requesting an overall target to appoint 577 new Panel Members.

#### 3 2019 Campaign

- 3.1 Improvements and changes to this year's campaign were introduced:
  - 3.1.1 external partners and young people with experience of the care and hearings system were involved at the outset in the development of the creative campaign. Their input was instrumental in the design of the campaign and

directly reflected in the terms and language of the creatives. They were regularly consulted as the design and plan for implementation moved forward, and were able to direct us throughout the campaign on tone, language and style.

- 3.1.2 specific step by step guidance was produced for ASTs to actively include young people in the sharing of information about the role of the Panel Member, in the selection processes both in group sessions and interviews and in some cases, inputting to the final decision making.
- 3.1.3 the campaign period was shortened to be more focused over four weeks as all previous campaigns showed that at least 40% of applications were received in the last few days prior to a deadline. This proved to be a positive approach with more applications received per day than in previous years.
- 3.1.4 new strengths and values based interview questions were introduced to be more open to a wider group of applicants.
- 3.1.5 for the first time, applicants were asked to identify any previous experience of the hearings system, either in a professional capacity or from a personal perspective which is captured in the attached statistics (Appendix 2).
- 3.1.6 the definition of 'young person' was extended to 18-30 years of age, to meet the needs of those attending hearings who request younger Panel Members. Widening the category ensured ASTs had a significantly wider pool of young people from which to select.
- 3.1.7 the Area Support and Improvement Partner (ASIP) role being in place locally to support the recruitment processes.

#### 4 **Outcome**

- 4.1 Through partnership working, social media, digital advertising, press and media coverage, and directly from the Panel Community, the 2019 creative campaign received positive feedback and saw a very high engagement throughout the four weeks. Extracts from
- 4.2 The campaign attracted 1,419 applications ranging from one AST receiving ten times the number of Panel Members while a number of ASTs did not meet their own target set at the outset. With our Advisory Group, the Retention and Recruitment Reference Group (RRRG), we are working to understand these results more fully.
- 4.3 In comparison to the national targets set for the recruitment of Panel Members who will be appointed in May 2020:
  - 4.2.1 38% of new Panel Members to be male: to date, 33% men have been selected as trainees.

4.2.2 12% of new Panel Members to be 30 or under; to date, 19% have been selected as trainees.

4.2.3 new Panel Members to have hearings experience; to date, 9% have been selected as trainees.

## 5 **Statistical Summary**

5.1 Appendices attached highlight:

- Applications received and progressed to interview.
- Number of applications received in 2019 in comparison to previous years.
- Additional data highlighting those with previous experience as a Panel Member, those with experience of the Hearings system in a professional capacity or those with personal experience of the Hearing system.
- Comparison with previous years statistics.

## 6 **Recommendation**

6.1 The Board is asked to note this report on the outcome of the Panel Member recruitment campaign.

## Social Media Statistics

17-Sep	Likes/Followers	Reach/Impressions	Page Views	Engagements	Most Engaged With Post (Organic)
Facebook	2,175 (237 new)	157,504 - organic reach 2,089,683 - paid reach <b>2,247,187 - combined</b>  277,923 - organic impressions 2,805,138 - paid impressions <b>3,083,061 - combined</b>	1,952	41,708 - organic & paid engagements	Launch post on 21 Aug 23,643 reached 1,100 post clicks 320 engagements
Twitter	3,585 (190 new)	93,484 - organic impressions	4,576 (for the entire month of Aug + Sep so far)	3,998 - organic engagements	Launch post on 21 Aug 17,566 impressions (amount of times seen) 954 engagements
Instagram	397 (88 new)	2,867 - organic reach  30,368 - organic impressions	N/A	476	Launch post on 21 Aug 181 reached (unique viewers) 265 impressions (amount of times seen) 3 profile visits 19 likes 2 shares

### Display advertising (Agency) Banner adverts that appear on web pages

Impressions (the number of times someone had the opportunity to view the advert) – 4,950,995 with almost 2,000 link clicks and 2,000 people landing on our website

### Social Advertising (Agency)

Impressions – 2,661,951, with almost 18,000 link clicks and 9,000 people landing on our website

### PPC, pay per click advertising via Google (Agency)

Impressions – almost 23,000, with over 4,000 link clicks and 3,000 people landing on our website.

### Recruitment Website Statistics: *childrenspanelscotland.org*

- Users: 31,457 / new users: 30,885
- Sessions (the number of times a user actively engaged with our website): 43,985
- Average session duration: just over four minutes
- Age: 52% of visitors were aged 25 – 44
- Gender: 65% female / 35% male

## **Mailchimp e-bulletins:**

### **Thank you for your interest...**

- Sent to Expressions of Interest: 3,553 people
- Opened by: 2,186 (79.3%)
- Clicks: 437 (12.3%)

### **We're giving you a head start...**

- Sent to Expressions of Interest: 2,406
- Opened by: 1,946 (80.9%)
- Clicks: 1,349 (56.1%)

### **Panel Member recruitment closes...**

- Sent to unfinished applications: 1,752
- Opened by: 1,223 (69.8%)
- Clicks: 355 (20.3%)

### **Final reminder...**

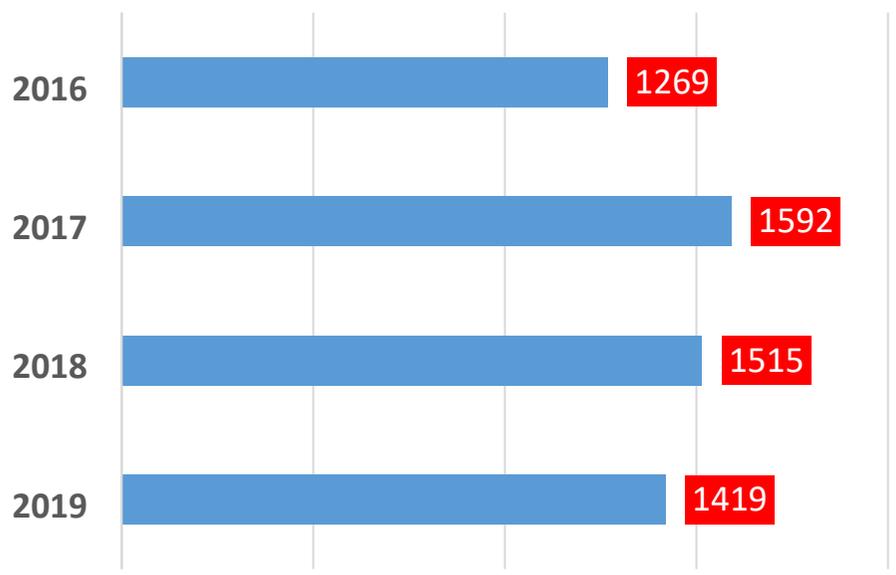
- Sent to updated unfinished applications: 1,963
- Opened by: 1,056 (53.8%)
- Clicks: 224 (11.4%)

## **Press**

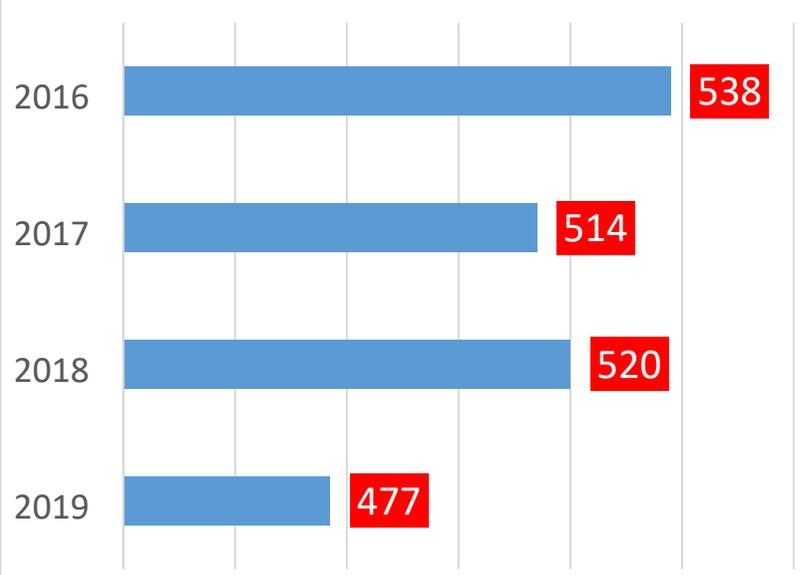
Articles appeared in a range of local and national media:

- Saltire Intranet
- BBC Radio Scotland
- Good Morning Britain News Bulletin
- BBC Alba morning news programme
- Paisley Daily Express
- Glasgow Evening Times
- My Corporate Parents
- Evening Telegraph (Dundee)
- Glasgow South and Eastwood Extra
- Aberdeen Evening Press
- Press & Journal (one general and one interview)
- Kingdom FM
- Strathspey & Badenoch Herald
- Paisley Daily Express
- Largs and Millport Weekly News
- John O'Groat Journal / Caithness Courier
- Stornoway Gazette
- Fife Free Press/Fife Today
- Glasgow Live
- Evening Express Aberdeen
- Dunfermline Press
- Dumfries & Galloway Standard
- Civvy
- The Orcadian/The Shetland Times (ad)

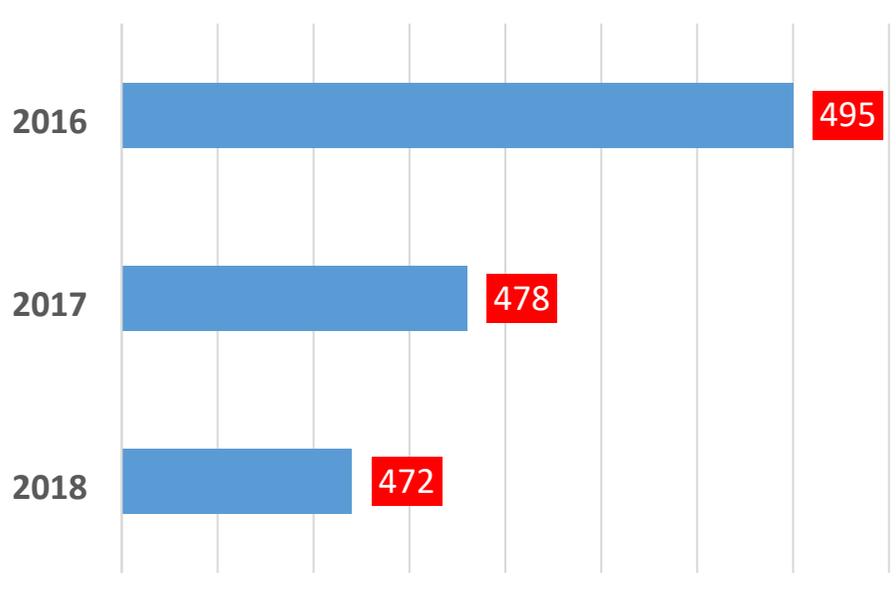
**Applications Submitted: 2016-2019**



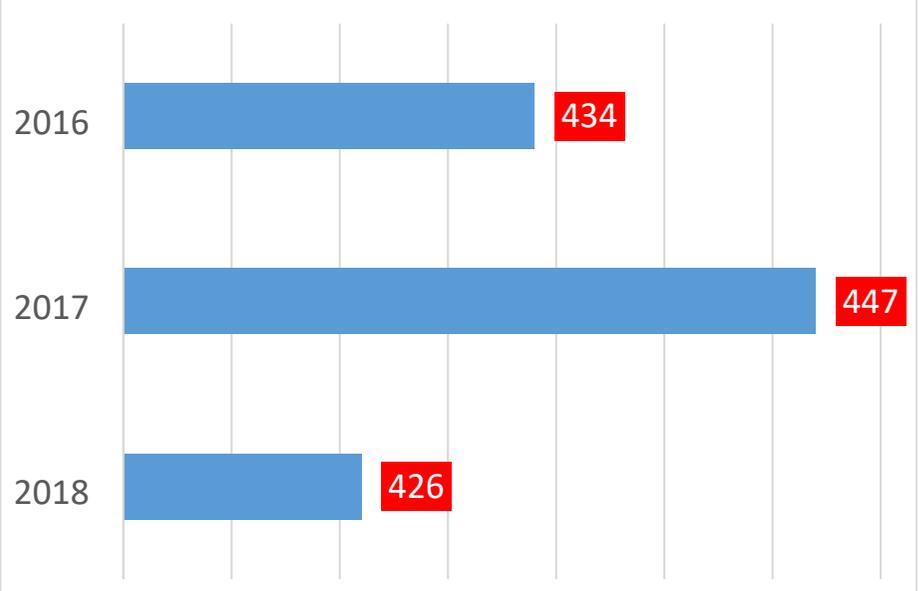
**Recommended: 2016-2019**



**Pre Service Trainees: 2016-2018**



**Panel Members Appointed: 2016-2018**





## Agenda Item 12 – CHS-1920-44

### CHS Board Paper: CHS Learning Academy Prospectus 2019 - 2020

<b>Accountable SMT member:</b>	Head of Practice, Improvement and Learning
<b>Report authors:</b>	Christine Mullen/Meggan Jameson
<b>Resources implications:</b>	Within available resources
<b>Equalities duties:</b>	Equalities Impact Assessment Required <input type="checkbox"/> <b>No</b>

#### 1. Introduction

This paper gives an overview of the 2019 – 2020 CHS Learning Academy Prospectus. The 2019 - 2020 Prospectus includes existing and new face-to-face and online courses. It runs from October 1<sup>st</sup> 2019 to September 30<sup>th</sup> 2020 as per the CHS National Training contract currently delivered by West Lothian College.

#### 2. Context

**2.1** The 2019 – 2020 Prospectus has been designed by CHS National team members, and the CHS Learning Academy team with reference to CHS partner organisations and CHS Volunteer community learning needs and feedback. It takes into account the following factors:

- CHS Corporate and Business planning
- Management of and costs associated with the CHS National Training Contract.
- Partnership working

#### 3. CHS Learning Academy Prospectus themes include:

- Digital readiness
- High Quality Decision Making in Childrens Hearings
- Leadership and Management
- Participation and engagement
- Partnerships
- Quality Assurance

#### 4. CHS Learning Academy Programmes

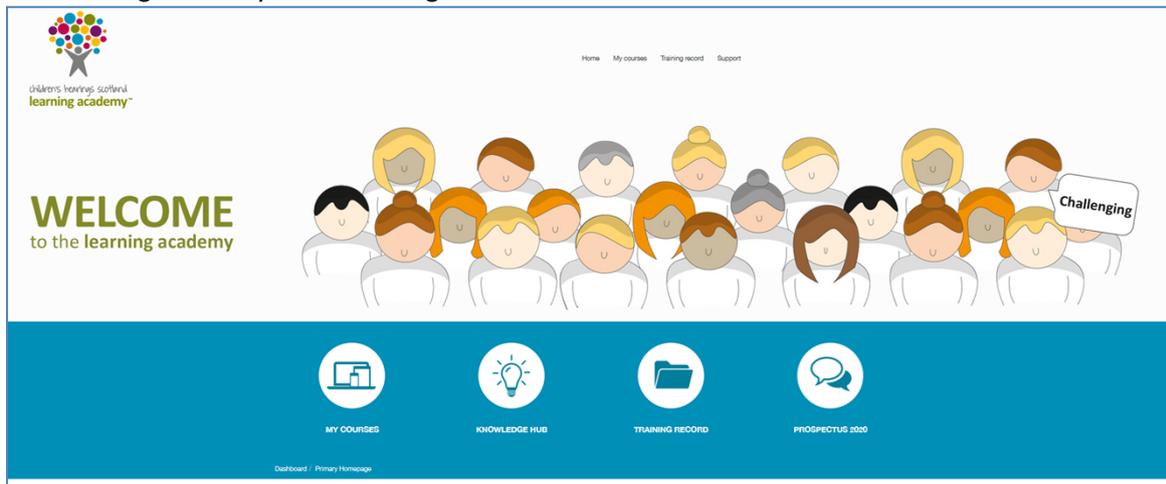
**4.1** The Prospectus comprises Learning Programmes as follows:

- **Programme 1** New Panel member Programme
- **Programme 2** Panel Member Learning Programme (Existing Panel Members)
- **Programme 3** AST Learning Programme (All roles)
- **Programme 4** Online Learning (Bespoke and generic online learning modules)
- **Programme 5** Masterclass Seminars
- **Programme 6** Childrens Hearings Partnership Learning

**4.2** A summary of new and existing courses can be found at Appendix 1 and a summary on generic online learning modules at Appendix 2

4.3 Screenshots of Learning Academy Programmes 1-4 including course examples can be seen below:

4.4 Learning Academy Welcome Page:



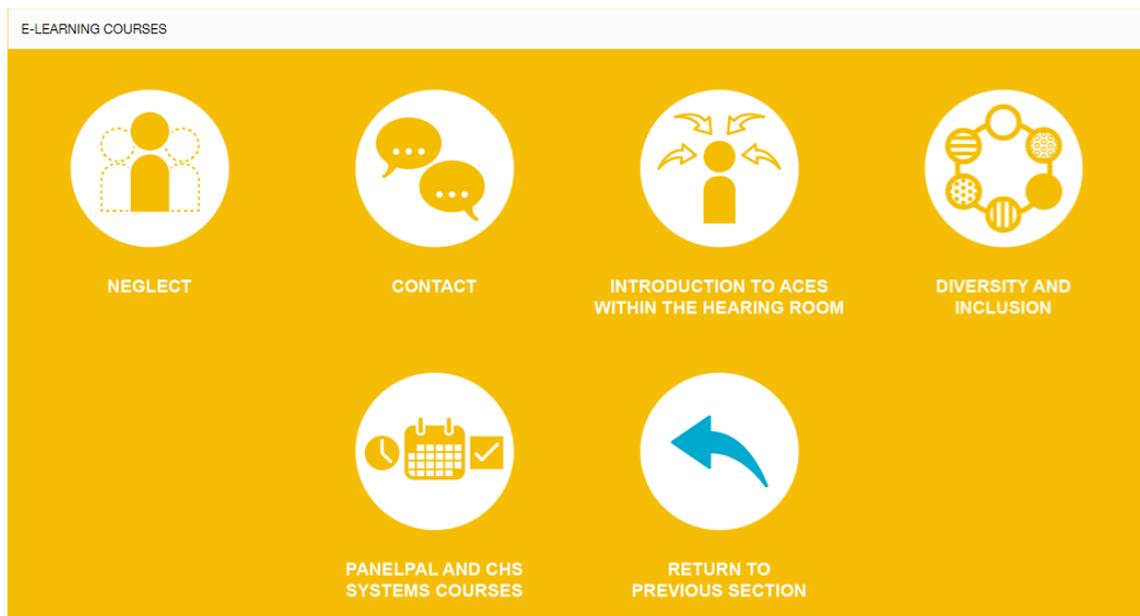
4.5 New and Existing Panel Members Programme:



4.6 AST Learning Programme:



#### 4.7 Elearning Courses Programme (Hearings Practice related):



#### 5. Recommendation

This paper is to note.

## Appendix 1 Prospectus Programmes Summary

Programme No.	Courses	Detail
<b>Programme 1: New Panel Member Programme</b>	<ul style="list-style-type: none"> <li>• Pre service Training</li> </ul>	= PDA for Childrens Hearings in Scotland: Panel Members
	<ul style="list-style-type: none"> <li>• Enhanced Hearings Practice</li> </ul>	
	<ul style="list-style-type: none"> <li>• Management of Hearings</li> </ul>	
<b>Programme 2 Panel Member Learning Programme</b>	<ul style="list-style-type: none"> <li>• Improving Outcomes for Children and Young People</li> <li>• Leadership in the Hearing Room</li> <li>• Supportive Conversations (Trauma Informed)</li> <li>• Digital Skills Workshop: Supporting CHS digital roll out 10 x ½ days of bespoke workshops</li> </ul>	New New
<b>Programme 3 AST Learning Programme</b>	<ul style="list-style-type: none"> <li>• Change Management</li> </ul>	New
	<ul style="list-style-type: none"> <li>• CHS Quality Assurance System (PPAs)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Digital Skills Workshop: Supporting CHS digital roll out 10 x ½ days of bespoke workshops</li> </ul>	New
	<ul style="list-style-type: none"> <li>• Leadership and Volunteer Management</li> </ul>	
	<ul style="list-style-type: none"> <li>• Managing Complaints</li> </ul>	
	<ul style="list-style-type: none"> <li>• PPA / Pre Service Integrated Course</li> </ul>	
	<ul style="list-style-type: none"> <li>• Recruitment, Selection &amp; Reappointment</li> </ul>	
<b>Programme 4: Online Learning</b>	<ul style="list-style-type: none"> <li>• Supportive Conversations &amp; Conflict Management</li> </ul>	New
	<ul style="list-style-type: none"> <li>• An Introduction to the CHS Digital Portal</li> </ul>	New
	<ul style="list-style-type: none"> <li>• Child Development: Obtaining Child Views</li> </ul>	New
	<ul style="list-style-type: none"> <li>• Good Practice in Effective Participation of Children &amp; Young People - Online</li> </ul>	New
	<ul style="list-style-type: none"> <li>• Information Governance redevelopment / update</li> </ul>	
	<ul style="list-style-type: none"> <li>• Risk based decision making</li> </ul>	New
<b>Programme 5: National Events</b>	<ul style="list-style-type: none"> <li>• 10 – 15 Generic online modules hosted on Learning Academy Knowledge Hub</li> </ul>	
	Master Class 2020 – - two events	
	Event 1 proposal: Trauma Informed Practice Learning and Development Co-ordinators Forums x 3	
<b>Programme 6: Childrens Hearings Partnership Learning</b>	Academy access and contributions using exchange model. First partner organisations involved: Children 1 <sup>st</sup> and Children in Scotland.	New

# Personal Development



- Creative Problem Solving
  - Managing Stress
  - Be Assertive in the Right Way
  - Developing Resilience
  - Emotional Intelligence
  - Communicating Effectively
- 

# Leading Others

- Decision Making Excellence
- Coaching Skills
- Conflict Management
- Negotiation and Influencing People

# Information Technology

- Office 365 Basic
  - Data Security and Cyber Awareness
-

## Agenda Item 14, CHS-1920-45

### Area Support and Improvement – Update on Progress

<b>Accountable Officer:</b>	Elliot Jackson, NC/CEO
<b>Report author:</b>	Maggie McManus
<b>Recommendation:</b>	To note progress
<b>Resource Implications:</b>	Within available resources
<b>Equalities duties:</b>	Equality Impact Assessment Required /NO

#### 1. Introduction

- 1.1 The report is submitted to provide the Board with an update on progress and plans for Area Support and Improvement.

#### 2. Background and context

- 2.1 CHS secured £700k funding from Scottish Government in April 2019 to enable it to provide capacity for area support and sustainable volunteering. The Board approved nine Area Support and Improvement Partner roles (the Partners) through which this investment was to be channelled. CHS recruited and appointed 11 people to the roles, because two of the nine FTE posts were undertaken on a job share basis. The Partners started on a staggered basis between June and August 2019. Partners undertook a weeklong formal induction programme which included contributions from the Chair, members of the Senior Management Team, the national team, and young people. They have now completed their wider 10 week informal induction, in their local areas.
- 2.2 In September 2019, the Remuneration and Appointments Committee approved a revised Senior Management Structure. This included a new post of Head of Area Support and Improvement to provide leadership to the Partners as well as delivering and supporting the improvement agenda. Through the organisational change process no one was matched or appointed to this post and so we have moved to externally recruit to the role. At the time of writing the report, interviews are scheduled for 8<sup>th</sup> November 2019 and it is hoped that the successful candidate could be in place by February 2020.

### 3. Progress to date

3.1 No one role or individual within the organisation is singularly responsible for its successes or failures. The Partners have not achieved anything alone but rather added the anticipated value and capacity envisaged when the roles were being designed – building upon the strengths of the existing team and its achievements.

3.2 The new national team structure with the Partners incorporated is already making an impact upon the work of CHS in the following ways:

- CHS has been enabled to articulate a bold vision for the future that it can be confident it will achieve because of the augmented capacity and capability of the national team.
- We have been able to match that vision with the creation of Strategic Planning programme for the next 6 years (two cycles of our 3 year plan) setting out the programme of improvement within CHS and across the children’s hearing system - that just last year we would not have been able to do.
- Much of the improvement agenda will rely on change and implementation tools and the cohort of Partners have specific strengths and experience in leading, facilitating and managing change and implementation.
- Even in these first weeks we have seen increased capacity and skills demonstrated by the new arrangements in moving forward, for example, on children and young people engagement and participation, arrangements for ongoing dialogue and engagement with the panel community, and additional planning capacity.
- Our long-standing ambition to be more ‘evidence based’ will be supported by the digital agenda but also the capacity to gather and understand soft/in time information from our panel community by having a team in the field, for example the first major exercise for the partners has been to provide a baseline of where each AST is, and from that we can better understand the current landscape.
- A key driver for the introduction of the Partners was sustainable volunteering, and specifically building support for Area Conveners and early signs show that, for the most part, relationships and ways of providing that support are developing, for example there has been a turnover of three ACs in the last 6 months during which time the Partners have been able to smooth transitions.
- The new national team will not only enable us to deliver the ambitious agenda but to meet the necessary *pace* for improvement.

- 3.3 As with any organisational change it has not all been plain sailing. Most of the Partners still do not have suitable accommodation, and digital access has proven problematic because of local authority and SCOTs firewalls. The Senior Management Team is also working hard on reshaping new lines of communication to support the increase in team numbers, the geographical spread of the Partners, and the volume of work which is now building. Team building exercises are also ongoing to foster relationships across the team and provide clarity of our purpose and direction. However, given the scale of the change in three months, the transition to the new national team has been relatively successful.

## **4. Next Steps**

- 4.1 The Partners have successfully followed their induction programme and for November to March 2020 will now follow a programme of 'Outcomes', or objectives. These are divided into 4 Themes of National; Area; Cross Area; and Personal Development. These will be informed by the organisations 'destinations' and their local AST.
- 4.2 In January 2020, approximately 6 months into the establishment of the role, SMT will review the role following feedback including from Area Conveners, Partners themselves, and against the organisation's ambitions, for example, is the role meeting – or beginning to meet – one of its original objectives of making volunteering more sustainable. This may result in adjustment or clarifications to the roles purpose and priorities.
- 4.3 We will also now move to meet our commitment to Area Conveners to review their role in the light of the establishment of the Partners, the demands on the organisation, and their own perspective.

## **5. Conclusions and Recommendations**

- 4.1 The Board is asked to note the progress being made as a result of the establishment of Area Support and Improvement Partners and the new national team arrangements.

**DRAFT Governance Plan 2020:**

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>Board</b>	28 <sup>th</sup> : DRAFT Corporate Plan  DRAFT Business & Corporate Parenting Plan	28 <sup>th</sup> /29 <sup>th</sup> : Strategy Weekend – IRC Recommendations/CHS Corporate Planning	17 <sup>th</sup> : Corporate Plan 2020 - 23  Business & Corporate Parenting Plan 2020-21 Equality Outcomes 2020 – 22  ARMC/RAC Annual Work Plan  2020/21 Pay Award			23 <sup>rd</sup> : Equality Reporting 2018 – 20  UNCRC Report  ARMC Annual Report			22 <sup>nd</sup> : Annual Report & Accounts  Impact Report  Feedback Loop	13 <sup>th</sup> : Board Strategy Day	24 <sup>th</sup> Governance Plan  Board Standing Orders	
<b>ARMC</b>		18 <sup>th</sup> : Annual Work Plan Review Accounting Policies Review Financial Regulations Review ToR Internal/External Audit Work Plans			12 <sup>th</sup> : CHS Governance Statement Annual Compliance Statement Annual RAC Report BCP Review IA Annual Report			25 <sup>th</sup> : Annual Report & Accounts			10 <sup>th</sup> : Review of own effectiveness	
<b>RAC</b>	28 <sup>th</sup> : 2020/21 Pay Award Review ToR Annual work plan				12 <sup>th</sup> : CEO Appraisal & Objectives 2020/21						10 <sup>th</sup> : Review of own effectiveness New NC/CEO Objective setting Annual Report	
<b>ACLG</b>		26 <sup>th</sup> ? IRC Recommendations	10 <sup>th</sup> ? IRC Recommendations	24/25 <sup>th</sup> ? Operationalising the Corporate/Business Plans	8 <sup>th</sup> /9 <sup>th</sup> ? Operationalising the Corporate/Business Plans	17 <sup>th</sup> Partners – 1 year on?			2 <sup>nd</sup> : 2020/21 Business Planning			9 <sup>th</sup>

## Agenda Item 15, CHS-1920 - 45

### Review of the Board Standing Orders

<b>Accountable Director:</b>	Head of Strategy, Development and DCE
<b>Report author:</b>	Nicola Maclaren
<b>Recommendation:</b>	To approve the report
<b>Resources implications:</b>	N/A
<b>Equalities duties:</b>	Equalities Impact Assessment Required <input checked="" type="checkbox"/> <b>No</b>

### Background

1. The Board of CHS last reviewed and approved its Standing Orders (SO) at its meeting in November 2018. Significant amendments to the Standing Orders have been made over time. No changes are proposed for this year's review, unless after review, Board members recommend updates.

### Recommendation

2. The Board is asked to discuss the suggested amendments and, if content, approve them.

## Agenda Item 15 – CHS-1920-45

### CHILDREN'S HEARINGS SCOTLAND BOARD STANDING ORDERS

#### General

The Board has made the following arrangements for the discharge of its functions; these arrangements are to be referred to as the Standing Orders of the Board.

These Standing Orders take effect until further notice and supersede all prior Standing Orders.

The Standing Orders apply to the Board and its standing committees and unless the Board specifies to the contrary, to any other committees, or sub-committees which may be set up by the Board from time to time but do not apply to working parties or groups.

Standing Orders may be suspended at any meeting of the Board at which the majority of the members present are in favour. Unless expressly agreed otherwise by these members, such suspension have effect only for the item of business immediately following, and Standing Orders come into force again immediately afterwards.

#### 1 The Role of the Board and responsibilities of Members

1.1 The Board – The principal role of the CHS' Board is to add value to the organisation through the exercise of strong leadership and control, including:

- Setting the organisation's strategic direction
- Establishing and upholding the organisation's governance and accountability framework, including its values and standards of behaviour
- Ensuring delivery of the organisation's aims and objectives through effective challenge and scrutiny of the CHS' performance across all areas of activity.

1.2 The Chair is responsible for the effective operation of the Board, chairing Board meetings when present and ensuring that all Board business is conducted in accordance with these Standing Orders. The Chair works in close harmony with the Chief Executive/ National Convener and, supported by the Governance Lead, ensures that key and appropriate issues are discussed by the Board in a timely manner with all the necessary information and advice being made available to the Board to inform the debate and ultimate resolutions.

1.3 The Deputy Chair deputises for the Chair in their absence for any reason, and will do so until either the existing Chair resumes their duties or a new chair is appointed. In fulfilling this part of the role, the Deputy Chair, when carrying out the functions of the Chair has all functions and authority of the Chair. If the Chair and Deputy Chair are both absent, the members present at the meeting may appoint from among themselves a member to act as a Chair for the purpose of chairing that meeting.

*Approved 6 November 2018  
Next review 2019*

#### 1.4 Board members are collectively responsible for:

- Ensuring that CHS complies with legislation
- Ensuring that the purposes of CHS' Mission, Vision and Values remain appropriate
- Agreeing the over-arching strategy for achieving the mission
- Approving policy, priorities and key performance measures and evaluating the organisation's performance against those measures on a regular basis
- Ensuring that systems are in place so that the organisation operates within the financial resources available to it
- Satisfying themselves that financial control systems, including regular reviews of performance against budget, are in place
- Satisfying themselves that systems to ensure the welfare (including health and safety), appraisal and good management of staff are in place and are observed
- Assessing the risks associated with activities and practices; ensuring that the risks are acceptable; and ensuring that appropriate processes, including an annual risk review, are in place to manage risk.
- Supporting the Senior Management Team and holding them to account through the CEO/ NC
- Individually and collectively representing CHS as appropriate and as agreed with the CEO/ NC and the Chair.

## 2 Board Meetings

2.1 The Board decides the dates, times and places of its meetings and meets formally at least four times a year.

2.2 Board meetings are held in public except where the Board decides to hold all or part of a meeting in private. Reasons may include but are not limited to—

- discussing confidential material in connection with a third party;
- facilitating the achievement of consensus and preventing media focus on preliminary conclusions which may not feature in the final policies/reports;
- Matters relating to individual staff;
- Private discussions with Ministers including confidential advice from or to Ministers via their officials;
- Areas where CHS would not be required legally to disclose information.

2.3 The Board of CHS may wish to convene joint meetings with the Board(s) from one or several organisation(s) as appropriate. At joint meetings, CHS Board should be individually quorate, that is at least half of the currently serving members of the Board must be present. The Chairs of the Boards involved should agree who chairs the joint meeting.

*Approved 6 November 2018  
Next review 2019*

2.4 Meetings of the Board can be held through electronic mode which includes but is not limited to video conferencing or audio visual/ telephone means.

### **3 Notice of Meetings**

3.1 The Governance Lead notifies members of all Board meetings and issues the agenda, minutes and papers seven calendar days before the meeting.

3.2 Members may propose items for the agenda to the Chair and should send those to the Governance Lead no later than twenty calendar days before the meeting.

3.3 If sufficient notice is not given for an item of business to be included on the agenda, it may be dealt with at the meeting if the Chair rules that there are reasons why it is urgent and gives those reasons. If the Chair rules that the matter is not urgent, it may be included as an item for the next meeting, unless it is withdrawn or dealt with in some other way before then.

3.4 Late papers may be discussed at meetings with the permission of the Chair. If papers cannot be issued due to lack of available time, they may be tabled at the meeting.

3.5 Lack of service of the notice to any member does not affect the validity of a meeting.

### **4 Special Meetings of the Board to deal with Exceptional or Urgent Business**

4.1 The Governance Lead arranges for a meeting of the Board to be called if:

- ◆ required by the Chair;
- ◆ a request signed by one third of the Board members is made in writing to the Governance Lead for that purpose. At least three calendar days notice should be given of any special meeting and of the business proposed for that meeting. No business is to be transacted beyond that specified in the request which called for that special meeting.

### **5 Quorum**

5.1 At least half of the currently serving members of the Board must be present to allow the Board to hold a formal meeting. If less than half of the Board members are in attendance at a Board meeting, the Board can discuss any items of business but cannot make formal decisions or vote on those items.

5.2 The quorum of any Board/Committee is determined by the Board as part of agreeing the Board/Committee remit.

*Approved 6 November 2018  
Next review 2019*

5.3 A member may be present at a Board meeting, count towards the quorum and participate fully by means of video conference or telephone conference call.

## **6 Sub judice**

6.1 A Board member may not make reference in a public Board meeting to any matter in which legal proceedings are active (as defined in section 2 of the [Contempt of Court Act 1981](#)). If a member raises an issue which, in the view of the Chair is, or may be, sub judice the Chair should require the member to cease discussion of the issue.

## **7 Conflict of Interest**

7.1 All Board and Committee agendas include a standing item at the start of the meeting inviting Board Members to declare any:

- (a) financial interests;
- (b) non-financial interests or;
- (c) the interests, financial or non-financial, of other persons.

7.2 If a member declares a financial interest, the member must abstain from participating in the discussion of the relevant item until it is concluded. If a non-financial interest is declared, the member must decide whether to participate in the discussion and decision.

7.3 The Board has established a register of members' interests and maintains a regular review of it.

7.4 The Register of Interests is published on CHS website.

## **8 Adjournment of Meeting**

8.1 A meeting of the Board or of a committee of the Board may be adjourned by the Chair to any other hour, day or place. Unless the time and place are specified in the motion for adjournment, the adjournment continues until the next scheduled meeting.

## **9 Voting**

9.1 A meeting may make a decision unanimously or by a majority of the members present. In the latter case, a vote of the members may be taken orally, in writing or by a show of hands at the Chair's discretion. The Chair has a casting vote.

9.2 When a decision is agreed to by a majority of the members, the minutes record a unanimous decision. A member dissenting from a majority decision may ask for their dissent to be recorded in the minutes.

*Approved 6 November 2018  
Next review 2019*

9.3 A member not present at a meeting at which a decision is taken from which he or she dissents may raise his or her concerns with the Chair. Such a decision is normally implemented. However, it is within the discretion of the Chair to defer that the matter appears as an item on the next agenda of the Board or committee or arise through the minutes.

## **10 Ruling**

10.1 The ruling of the Chair on the conduct of the meeting and the application of Standing Orders is final.

## **11 Admission of the Public to Board Meetings**

11.1 Board meetings are open to be observed by members of the public. The dates of such meetings will be advertised on the CHS website.

11.2 All meetings which allow public access are held in venues that are accessible to people with disabilities.

11.3 Any members of the public attending these meetings may, upon request, receive a copy of the papers for that meeting.

11.4 A member of the public who disrupts the business of the meeting may be required to leave the meeting after due warning has been given by the Chair. Re-admission to that, or other, public meetings held by the Board is at the discretion of the Chair.

## **12 Minutes**

12.1 The names of members present at a meeting of the Board or of a Committee of the Board are recorded in the minutes.

12.2 The minutes record all the items of business considered at Board meetings, the results of any decisions taken and of any divisions and elections which took place.

12.3 When the Board holds all or part of a meeting in private, minutes record the items of business taken and any decisions reached during the private items. The papers considered and the details of the Board discussions remain confidential.

12.4 Minutes are drawn up and circulated within ten working days to the Chair and Deputy of the Board and submitted to the next Board meeting for approval. The minutes are published on CHS' webpage no later than the next working day after they have been approved.

12.5 Minutes and other public papers may be circulated to such non-members of the Board on such conditions as the Board may determine. In addition, papers are

*Approved 6 November 2018  
Next review 2019*

available under the Freedom of Information (Scotland) Act and in accordance with the CHS publication scheme.

### **13 Committees**

13.1 The Board may appoint committees to exercise functions on its behalf. Such Committees may also appoint sub-committees.

13.2 Where functions are being carried out by committees or sub-committees, their members act on behalf of the Board.

13.3 Where a question arises about whether it is competent for a committee/sub-committee of the Board to consider a particular matter – that is, whether the matter is within the committee'/sub-committee's Terms of Reference, it is for the Board, after consultation with CHS Senior Management Team as appropriate, to decide.

13.4 The Board appoints the Chair of committees and, after recommendation from a committee, its Deputy Chair.

13.5 The Deputy Chair of CHS Board chairs the Remuneration and Appointments Committee.

13.6 In the absence of the Chair at a committee meeting, his/her Deputy chairs the meeting.

13.7 Committees and sub-committees may co-opt members with relevant expertise and knowledge who are not members of the Board. Co-opted members should not make up more than half the membership of committees and sub-committees.

13.8 Co-opted members of committees and sub-committees who are not members of the Board may claim certain travelling and other allowances but are not remunerated.

13.9 Committees and sub-committees may choose to appoint substitutes drawn from the membership of the Board. The Chair of the Board cannot be a substitute of the Remuneration and Appointments committee.

13.10 Approved minutes of committees and sub-committees meetings are submitted to the Board for noting as soon as practical.

13.11 The Board has set up the following Standing Committees—

- ◆ Audit and Risks Management Committee
- ◆ Remuneration and Appointments Committee.

13.12 The numbers and names of the Standing Committees, their membership and the matters remitted to them may be varied by the Board from time to time.

*Approved 6 November 2018  
Next review 2019*

## **14 Working Parties or Groups**

14.1 Working parties or groups may be set up from time to time by the Board.

14.2 Working parties or groups need not contain Board members. Where the conclusions of any working party or group require the authority of the Board or a committee before they can be implemented, the working party or group submits a report to the Board or the relevant committee setting forth its recommendations. Working parties or groups should have a Chair, maintain minutes of proceedings and report no less frequently than quarterly to the Board or appropriate standing committee. These reports may be in writing or verbal.

## **15 Exceptional circumstances where Board business may be dealt with by correspondence**

15.1 Where there is urgent business of the Board and it is not practicable to convene a special meeting, the Chair may under exceptional circumstances deal with the matter(s) by correspondence.

15.2 In these exceptional circumstances, relevant papers and recommendations are circulated by email and by post. Every effort should be made to contact Board members, accepting that this may not be possible. The normal rules and procedures apply to special meetings of the Board and decisions are agreed to by a majority of members. The actions/decisions arising from such exceptional circumstances are reported to the subsequent Board meeting.

## **16 Collective Responsibility and Confidentiality**

16.1 The Board and committees operate on the basis of collective responsibility for decisions. Members are therefore expected, if questioned on a matter where the Board or a committee has taken a view, to support the position reached.

16.2 If members are questioned on matters that fall within the remit of CHS but on which a Board or committee view has not been taken, they may give a personal view but should stress that it does not necessarily reflect the view of CHS. Before doing so, they are advised to consult with the Chair.

16.3 All members must maintain confidentiality as detailed in the CHS Code of Conduct and any guidance to that code provided.

16.4 All members must fulfil their responsibilities as set out in their terms and conditions of appointment. Any issues in relation to non-performance are addressed as part of the appraisal process for Board members.

## **17 Review of the Standing Orders**

17.1 The Board reviews its Standing Orders annually.

*Approved 6 November 2018  
Next review 2019*

## BOARD MEETING

### AGENDA

#### 3<sup>rd</sup> Meeting 2019/20

26<sup>th</sup> November 2019

The Board will meet at 13.00, CHS, Thistle House, Edinburgh.

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-1920-33	To approve the minutes of the previous meeting on 11 <sup>th</sup> of June 19
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1920-34	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	To note
6	National Convener/ CEO update	EJ	CHS-1920-35	To note

7	2019/20 Financial Forecast Outturn	EM	CHS-1920-36	To Approve
8	DRAFT CHS Corporate Plan	EJ	CHS-1920-39	To Note
9	Digital Business Readiness	LH	CHS-1920-40	To Approve
10	CHS Complaints Policy	LH	CHS-1920-41	To Approve
11	Panel Member Recruitment Update	CM	CHS-1920-43	To Note
12	CHS Learning Academy Prospectus 2020	CM	CHS-1920-44	
13	Area Support and Improvement Partners Update	EJ	CHS-1920-45	To Note
14	Governance Plan 2020	LH	CHS-1920-45	To Approve
15	Board Standing Orders	LH	CHS-1920-46	To Approve

**Next meeting date: 28<sup>th</sup> January 2020**