#### Minutes of the Board meeting of 19th March 2019

The meeting started at 13:00.

#### Present:

Garry Coutts (Chair) Marian Martin John Anderson Henry Robson Beth-Anne Logan Jo Derrick Barbara Neil

#### Also present:

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS Elliot Jackson, Depute Chief Executive (DCE), CHS Lynne Harrison, Business Manager, CHS Nicola MacLaren, Governance Lead, CHS Christine Mullen, Operational Manager, CHS Iain Fitheridge, Sponsor Team, Scottish Government.

#### **Apologies:**

Ed Morrison, Head of Finance, SCRA/CHS Susan Deery, Head of Human Resources, SCRA/CHS

#### The Chair welcomed everyone to the meeting.

Item	is	Actions /	Time-		
		owner	scales		
1	Declaration of interests				
from	As part of this year's recruitment campaign, CHS commenced research with support from the Robertson Trust – it was noted that Garry Coutts CHS Chair also sits on the board at the Robertson Trust.				
2	Minutes of previous meeting				
No a	No amendments required, minutes reviewed.				
2. De	ecision —				
The E	The Board agreed to approve the minutes.				
3	Matters arising				
٦	lone				

<ul> <li>Action log</li> <li>There were no points to raise that were not already on the agenda.</li> <li>Chair update</li> <li>Chair update</li> <li>Summary of discussion and/or issues raised — <ul> <li>Nothing pressing to highlight. However it was acknowledged by the Chair that there is a huge amount of work ongoing into the Volunteer Support structure that is taking up a large amount of time and resource from the senior team.</li> <li>The ambition and future planning of CHS has been recognised by Scottish government.</li> </ul> </li> <li>Decision— <ul> <li>No matters were raised to the chair.</li> </ul> </li> </ul>				
5       Chair update         1. Summary of discussion and/or issues raised —         •       Nothing pressing to highlight. However it was acknowledged by the Chair that there is a huge amount of work ongoing into the Volunteer Support structure that is taking up a large amount of time and resource from the senior team.         •       The ambition and future planning of CHS has been recognised by Scottish government.         2. Decision—				
<ul> <li>1. Summary of discussion and/or issues raised —</li> <li>Nothing pressing to highlight. However it was acknowledged by the Chair that there is a huge amount of work ongoing into the Volunteer Support structure that is taking up a large amount of time and resource from the senior team.</li> <li>The ambition and future planning of CHS has been recognised by Scottish government.</li> <li>2. Decision—</li> </ul>				
<ul> <li>Nothing pressing to highlight. However it was acknowledged by the Chair that there is a huge amount of work ongoing into the Volunteer Support structure that is taking up a large amount of time and resource from the senior team.</li> <li>The ambition and future planning of CHS has been recognised by Scottish government.</li> <li>2. Decision—</li> </ul>				
No matters were raised to the chair.				
6 Chief Executive update				
<ul> <li>In Summary of discussion and/or issues raised —</li> <li>The National Convener/ CEO (NC/CEO) spoke to the CE Update. Key elements were: <ul> <li>The grant in aid letter has been confirmed and allow CHS to press ahead with the future plans to recruit additional volunteer support posts.</li> <li>MM is departing as CHS board member at the end of the month.</li> <li>Sara Crawford has left the Quality and Performance lead post.</li> <li>Two new board members have been appointed. Barbara Neil and Jo Derrick have been approved for 2 and 3 years respectively.</li> <li>There are 2 new staff members in CHS – Sehar Masood, Information and complaints officer and Sophie-Elise Anker, Information Governance Records Officer. A new Graphic Designer is due to join the team later in the month.</li> <li>Scott Leiper has officially been appointed as the new AC for Aberdeen City. Highland &amp; Moray AC position remains vacant.</li> <li>IG training is underway for all staff and the CHS community. Any members of the community who have not completed this have been temporarily removed from the rota until they complete their training.</li> </ul> </li> </ul>				
2. Decisions—				
The Board agreed —				
• To note the updates.				

7	Finance Update				
18/1	9 Finance Forecast				
L) S	ımmary of discussion and/or issues r	aised—			
-			ance report	. No change	since last
		de staffing, vo	lunteer exp	oenses, Digit	alandthe
	Staffing – positive 1.3% variance w to extension of key posts.	ith savings ta	rget met ar	nd resources	allocated
	Volunteer expenses - £50k under previous years' experience.	spend expec	ted based	on year to	date and
	Digital – underspend of around £8 will be carried forward to 2019/20	subject to ap	provals.		
	underspend.		-		
	Thistle House project – estimated Board. My summary of the mair (September Board report) is showr	n areas of ch		•	
	Building costs	201	225	24	
	Furniture	38	92	54	
	IT costs	15	13	-2	
	Re-location costs	5		-5	
	Training room technology		26	26	
	Total	259	356	97	
	In relation to the move from Lad negotiations was reported: for Thi been agreed with the landlord.	-	-		-
	Finally in section 2, the £29k foreca	st capital over	rspend in se	ection 2.13 w	vill be met
	from 2019/20 capital allocation of				
	SMT were at this point estimation support 2019/20 budget plans.	ng a £75k re	venue und	erspend wh	ich could
. D	cision—				
	The board agreed to note the upd	ate.			

2019/20 draft budget	
1) Summary of discussion and/or issues raised —	
<ul> <li>Additional funding of £700k now confirmed in GIA letter to support sustainable volunteering.</li> </ul>	
<ul> <li>Revenue budget proposals are set out in table in section 3 which also shows</li> </ul>	
changes from 2018/19 budget.	
<ul> <li>Key budget changes are in staffing which are set out in detail in section 3.1. Most significant staffing increase is 10 months of costs for 10 new volunteer management posts.</li> </ul>	
• Training, travel and subsistence includes first year office relocation allowance and one off recruitment costs.	
<ul> <li>Property budget reflects full year costs of Thistle House.</li> </ul>	
<ul> <li>Recruitment budget is lower offsetting some of the staffing increases set out in section 3.1.</li> </ul>	
<ul> <li>All other budgets are forecast to be close to current year budget levels.</li> </ul>	
<ul> <li>Digital funding will be £2.5m and CHS will receive £75k of capital funding in 2019/20.</li> </ul>	
<ul> <li>Sections 3.16 – 3.18 set out how the 2019/20 budget plans will be changed going into 2020/21 should CHS face standstill revenue funding.</li> </ul>	
• The Business Manager has confirmed that the resources to support the key activities included in the draft 2019/20 Business Plan are in place.	
<ul> <li>Discussions are ongoing with SCRA on the need for trainee Panel Members</li> </ul>	
(in the pre-service training programme) to have completed PVGs when	
observing Hearings as part of their training. Analysis has shown that by	
deferring their PVG clearance until later in the pre-service training	
programme, it is more timely and efficient in ensuring that only those	
trainees who remain in the programme are cleared.	
2) Decisions –	
The board agreed to approve the report.	
8 ACLG February Reflections	I
1) Summary of discussion and/or issues raised—	
• The ACLG planning weekend was held on 1 <sup>st</sup> & 2 <sup>nd</sup> February 2019 at the Stirling	
Court Hotel.	
Attendance was excellent across the areas as well as from the board.	
<ul> <li>Feedback regarding the documents being submitted in advance was very positive.</li> </ul>	
• The market place was seen as a great idea however there was greater potential for optimising the opportunities – an issue for next time.	
2) Decisions—	
The beard agreed to note the undates	
The board agreed to note the updates.	

9	Panel Member Recruitment		
• • • • • • • • • • • • • • •	<ul> <li>mmary of discussion and/or issues raised —</li> <li>Currently on year 2 of the 3 year 'force for good' creative campaign.</li> <li>It is proposed that the volunteer focus and Force for Good creative concept is maintained for 2019 and a further 2/3 years.</li> <li>A 3 phased approach will be used this year: research and insight gathering, engagement/development day and a campaign consultancy panel will take place prior to the creative development.</li> <li>A 1 day creative workshop with key stakeholders will take place and input from the Frameworks Institute and the Union, a recognised and respected research group who are currently active within the Scottish care experienced sector. Marian Martin could attend as a board representative if required.</li> <li>For the 2019 campaign there is some work required on the language used within the campaign and the number of characters featured within the campaign. This work will remain with the Union.</li> <li>CHS has also engaged the Frameworks Institute to work on this campaign. The Frameworks Institute is a research body that is currently working with the Robertson Trust and CELCIS on a large scale messaging project aimed at redefining and framing public perceptions of those with lived care experience. A research paper will be given to CHS and the union on where they believe the campaign should be going. They will also do regular frame checks throughout the process to review the language to ensure the campaign is on the right track.</li> <li>There have been more consultations points built into the campaign to allow young people to be involved and feel like they can input to the campaign.</li> <li>Creative testing will be done by the union but also by an independent research agency to allow to any missing pieces to be picked up.</li> </ul>		
1. Sur • • •	<ul> <li>nmary of discussion and/or issues raised —</li> <li>The proposal will go to ministers for approval in March for publishing in April. This is year 2 of the 3 year plan.</li> <li>There is a 4<sup>th</sup> new objective this year 'We will lead change to modernise the Children's Hearings System to deliver better experiences and outcomes for children and young people'. In addition to recruit, train &amp; support.</li> <li>The wording on objective 2 needs to be updated to state consultation with C&amp;YP.</li> <li>The target percentage of panel members under 25 needs to be amended to be greater than last year's target of 12%.</li> <li>Very positive feedback on the plan and the progress on previous years.</li> <li>Barbara Neill and Jo Derrick will review the plan and feedback on any points they may have.</li> </ul>	LH	Asap

2. De	cisions—				
The	oard agreed to approve the report.				
11	Q4 Performance Report				
1) Su • •	mmary of discussion and/or issues raised — Overall good performance this quarter. It was agreed to changed recruitment from red to amber. Panel practice input has improved over the last few months with Jackie McRae and Rosie Megginson now fully integrated into the team. PPA forum is progressing well with key decisions being made and regular meetings taking place. The relationship with OHOV required some work but is underway.	LH	Asap		
2) De	cisions—				
-					
Thet	board agreed to approve the report.				
12	Local Authority Partnership agreements progress				
•	<ul> <li>1) Summary of discussion and/or issues raised –</li> <li>17 agreements have now been returned. There have been some queries from the outstanding areas which should now all be resolved and the remaining areas are expected to return in the next few weeks. The operational date for the new agreements remains 1 April 2019.</li> <li>2) Decisions –</li> </ul>				
ThoF	Board agreed to note the update.				
inet					
13	Property				
1) Su •	of April moving all the monitors and crates of belongings. Staff are all very well informed of the progress and have been engaged and consulted on the arrangement.				
2) De	cisions—				
TheE	Board agreed to note the update.				

14	ARMC					
14						
\A/-	l lan					
- vv o	- Work Plan					
1) Su	<ul> <li>1) Summary of discussion and/or issues raised — <ul> <li>The work plan for ARMC has previously been approved by the committee but final board approval is required.</li> <li>There was a level of discussion and scrutiny to ensure the plan fits with the annual audit plan.</li> </ul> </li> </ul>					
2) De	ecisions—					
Agre	ed to approve the plan.					
- Ter	ms of Reference					
Sum	<ul> <li>Summary of discussion and/or issues raised —</li> <li>The TOR have been reviewed and it was noted that Beth-Anne Logan should be removed from the committee members list as she does not sit on ARMC.</li> </ul>					
2) De	ecisions—					
Agre	ed to approve the TOR.					
- Min	nutes of previous meeting					
•	The minutes were reviewed for any discrepancies.					
2) De	ecisions—					
The F	Board agreed to approve the minutes.					
15	RAC					
- Wo	ork Plan					
1) Su	<ol> <li>Summary of discussion and/or issues raised —         <ul> <li>The work plan for RAC has previously been approved by the committee but final board approval is required.</li> <li>There was a level of discussion and scrutiny to ensure the plan fits with the NC objectives review and departure of BMcA.</li> </ul> </li> </ol>					
2) De	2) Decisions—					
The E	The Board agreed to approve the workplan.					
- Min	nutes of previous meeting					
•	The minutes were reviewed for any discrepancies.					

2) D	ecisions—					
The	board agreed to approve the minutes					
16	AOB					
1) Sı	ımmary of discussion and/or issues raised —					
•	<ul> <li>DDOC has met since the last digital update. Any issues that arose out of the D1 standards assessment have been rectified and the Board have approved the restart of the programme</li> <li>Timelines has been revised and with a good wind all will fall back on track.</li> <li>Assurances have been given from the OCIO on how onerous and disproportionate their assessment was on the size and scale of the project.</li> <li>The Chair thanked Marian Martin for all her help and contribution over the years and wished her all the best from CHS in the future.</li> </ul>					
-	2) Decisions—					
ine	Board agreed to note the update.					
	The Chair thanked everyone for their contribution. The Chair also paid tribute to Marian Martin for all her help and contribution over the years as this was her last Board meeting. The Board wished her all the best from CHS for the future.					

The next Board meeting will be on 11<sup>th</sup> June 2019, Thistle House Edinburgh. The meeting closed at 14.34.



The Children's Panel - life changing.

## **BOARD MEETING**

### AGENDA

## 5th meeting, 2018/19

## 19<sup>th</sup> March 2019

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

Item	Торіс	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-1819-52	To approve the minutes of the meeting of 19 June 2018
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-1819-53	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	To note
6	National Convener/ CEO update	BMcA	CHS-1819-54	To note

7	<ul><li>Finance update:</li><li>18/19 forecast</li><li>19/20 draft budget</li></ul>	EM	CHS-1819- 55.1 CHS-1819- 55.2	To approve
8	ACLG February Reflections	EJ	CHS-1819- 56	To approve
9	2019 Panel Member Recruitment	LH/LF	CHS-1819-57	To approve
10	Business and Corporate Parenting Plan 2019/20	LH	CHS-1819-58	To approve
11	Forecast Q4 Performance Report	LH	CHS-1819-59	To approve
12	Progress of LA partnership agreements	EJ	CHS-1819-60	To approve
13	CHS Property Update	NMac	Verbal	To note
14	<ul> <li>Audit and Risk Management Committee (ARMC) Reports</li> <li>ARMC Workplan 2019/20</li> <li>ARMC Terms of Reference</li> <li>Draft minutes of the meeting on 26.02.19</li> </ul>	Chair ARMC	CHS-1819- 61.1 CHS-1819- 61.2 CHS-1819- 61.3	To approve To approve To note
15	Remuneration and Appointments Committee (RAC) Reports • RAC Workplan 2019/20 • Draft minutes of the meeting on 26.02.19	Chair RAC	CHS-1819- 62.1 CHS-1819- 62.2	To approve
16	Register of Interests	NMc	verbal	To approve

## Key Dates for diaries

Board Strategy Weekend – 26<sup>th</sup> & 27<sup>th</sup> April 2019, Dunkeld. Minsterial Opening for Thistle House – 6<sup>th</sup> June 2019, Edinburgh. Next Board meeting – 11<sup>th</sup> June 2019, Edinburgh.

# Minutes of the Board meeting of 29<sup>th</sup> January 2019

The meeting started at 13:15.

#### Present:

Marian Martin (Chair) John Anderson Henry Robson Beth-Anne Logan

#### Also present:

Boyd McAdam, National Convener/Chief Executive (NC/CEO), CHS Elliot Jackson, Depute Chief Executive (DCE), CHS Ed Morrison, Head of Finance, SCRA/CHS Lynne Harrison, Business Manager, CHS Nicola MacLaren, Governance Lead, CHS Christine Mullen, Operational Manager, CHS Susan Deery, Head of Human Resources, SCRA/ CHS

#### **Apologies:**

Garry Coutts.

	The Chair welcomed everyone to the meeting.		
lte	ms	Actions /	Time-
		owner	scales
1	Declaration of interests		
Nor	ne.		
2	Minutes of previous meeting		
No	amendments required, minutes reviewed.		
2. C	Decision—		
The	Board agreed to approve the minutes.		
3	Matters arising		

1

	BMcA highlighted the digital review took place with the OCIO and progress to resolve the issues surrounding the D1 standards assessment is well underway. HR has asked for a short concise presentation for the new board members on digital. The Kilbrandon again video 'Trouble' is to be distributed amongst the board for review. Feedback will be given regarding the video – as perceptions given are not reflective of CHS as an organisation.	
4	Action log	
4	Action log	
	BMcA updated the board on his reply to Area conveners and highlighted that the update was given fully in private.	
5	Chair update	
2. C	GC has met the new SCRA Chair Michelle Miller and it was suggested that dates are looked at for the next joint board. Decision— matters were raised to the chair.	
6	Chief Executive update	
1. S	Summary of discussion and/or issues raised—	
The wer	e National Convener/ CEO (NC/CEO) spoke to the CE Update. Key elements re:	
	<ul> <li>IROC was discussed and BMcA highlighted that the group is still making progress and regular meetings still take place.</li> <li>The minimum age of criminal responsibility was discussed and it was noted that CHS had supplied evidence to the Equalities commission to explore increasing beyond the current recommendation of 12 years to 14 years.</li> <li>The sort life working group on Chairing have come to a view on policy and this will be shared with ACLG to enable their input.</li> <li>Other points are covered in the agenda.</li> </ul>	

	<del></del>			
2. Decisions—				
The Board agreed—				
• To note the updates.				
7 Finance Update	<u></u>			
18/19 Finance Forecast				
<ul> <li>1)Summary of discussion and/or issues raised— <ul> <li>The figures shown are to end December 2018.</li> <li>Operating costs are increased due to furniture expenditure for the property move.</li> <li>There is an anticipated £50k reduction in volunteer expenses, in line with previous years.</li> <li>Digital spend is on track and contingency will be carried over next year.</li> <li>The forecast underspend of £42k above, coupled with the additional £53k carried forward from 2017/18 suggests a potential year-end underspend of £95k. SMT are targeting an underspend of £75k to alleviate 2019/20 budget pressures and accelerating spends from 2019/20 into the current financial year where achievable, including: website development; CELCIS development of quality model; further spend on chairing training; volunteer management consultancy support.</li> </ul> </li> </ul>				
2. Decision— The board agreed to note the update.				
19/20 draft budget				
<ul> <li>1)Summary of discussion and/or issues raised—</li> <li>There is currently a slight over spend forecast of £168k which is subject to challenge and review to balance the budget prior to Board approval, including the following areas: Increasing the vacancy savings target within the staffing line; Applying a savings target to other areas of spend, such as the training contract.</li> <li>Microsoft licensing costs have increased and are being closely monitered across both CHS and SCRA this year.</li> <li>The budget for panel member expenses is to remain the same in 19/20 as volunteers will continue to be encouraged to claim.</li> <li>The final budget will be presented to the board for approval in March.</li> </ul>				
2) Decisions –				

	The board agreed to note the update.		
8	Quarterly Performance Report Q3 2018/19		
Sur	nmary of discussion and/or issues raised—		
	A generally peritive report everall		
	<ul> <li>A generally positive report overall.</li> <li>Better hearings implementation remains challenging, plans are in place to</li> </ul>		
	better support this during 2019/20.		
	Internal Audit recommendations are slightly behind agreed		
	implementation dates but should be in train by year end.		
•	LH talked through the progress of the OHOV board.		
2	Decisions—		
Ζ.	Decisions—		
The	report was noted.		
9	Business and Corporate Parenting Plans		
1.	Summary of discussion and/or issues raised—		
	DRAFT shared.		
•	• There has been significant consultations with partners this year.		
•	• A 4 <sup>th</sup> objective – 'We will lead change to modernise the Children's Hearing		
	System to deliver better outcomes for Children and Young People' has been identified.		
	<ul> <li>The final draft will come to the board in March for approval.</li> </ul>		
2. [	Decisions—		
Th	e board gave their approval to proceed with the proposed format.		
10	Panel Member Recruitment Update		
		· · · · · · · · · · · · · · · · · · ·	
1. Si	ummary of discussion and/or issues raised—		
1.00			
•	<ul> <li>516 trainee panel members have been confirmed.</li> </ul>		
•	• Despite the challenges encountered with the campaign the quotas set out		
	have been met.		
	• Quality of applicants was very high and made screening difficult.	1	

		í í	
	<ul> <li>2 ASTs did not require new members this year.</li> </ul>		
	• The average age of the panel member cohort for 2018 is 41 years – the		
	youngest it's ever been.		
	• Male recruitment remains challenging and this will be looked at for the		
	2019 campaign.		
2.0			
<b>Z.</b> D	ecisions—		
The	board agreed to note the report.		
	5		
11	Quality Madal/DDA Undata		
11	Quality Model/PPA Update		
		·	
1.5	Summary of discussion and/or issues raised—		
1.5	animaly of discussion and/or issues raised		
	• A Terms of Reference has been agreed with PPAs and the 1 <sup>st</sup> 2 meetings		
	of the group have taken place.		
		1	
•	• The new learning academy includes significant PPA programme including		
	a 7 day PPA training course.		
	There is lots of work taking place on quality and consistency across each		
	of the areas.		
	• A few quick wins have been actioned where minor policy changes could		
	take place without consultations, however there are 5 points in particular		
	that will be discussed with ACLG in February and with the PPAs before		
	any policy decision is made.		
	any policy decision is made.		
	2. Decisions—		
The	heavel arread to note the report and quait the final policy desirions that		
	e board agreed to note the report and await the final policy decisions that		
are s	still requiring agreement.		
10			
12	Learning Academy Programme		
1. Su	ummary of discussion and/or issues raised—		
_	The new Learning Academy will launch on the 21st lanuary	1	
	• The new Learning Academy will launch on the 31 <sup>st</sup> January.	1	
	• Testing has been completed and any changes required are being actioned.	1	
	The comms plans have been prepared and are ready to go on launch day.	1	
	• Content will be adapted over time to reflect the changes in the system.	1	
	<ul> <li>There is a clear 3 year plan for the Learning Academy.</li> </ul>	1	
		1	
2. D	ecisions—	1	
		1	
		1	
l		<u> </u>	

The Board agreed to note the update and await access to the Learning Academy to view.			
13	ACLG February Planning		
1. Sı	ummary of discussion and/or issues raised—		
	• EJ talked through the agenda for the ACLG February Weekend that will take place at Stirling Court Hotel.		
	• There will be a number of sessions covering practice and policy, Volunteer sustainability and time for networking amongst ASTs.		
•	<ul> <li>All ASTs will be represented with a number of board members in attendance.</li> </ul>		
2. D	ecisions—		
Agre	eed to note the update and await further reflections.		
The	Chair thanked everyone for their contribution.	I	
The	next Board meeting will be on 19 <sup>th</sup> March 2019, Edinburgh. The meeting closed at 1	.4.34.	

## Agenda item 4

## Children's Hearings Scotland Board Action Log Updated on 13 March 2019

No.	Action(s)	Source	Target date	Owner	Status
1	Reasons for Appeals - comprehensive report	28.11.17	Early/mid 2019	BMcA	Not due yet
2	• Review the Framework document once revised Scottish Government National Outcomes have been published following their review in September	20.03.18	Late 2018/ early 2019	LH	Not due yet
6	Training contract PIR	03.09.18	Apr 2019	EJ	Not due yet
7	AST plans/Support Feedback	18.09.18	Mid 2019	LH/EJ	Not due yet
9	Progress of LA Partnership agreements	27.11.18	Feb/Mar 2020	EJ	On agenda
10	<ul> <li>Development session – training academy future look ahead</li> </ul>	29.01.19	Mid/late 2019	EJ/CM	Not due yet

# 

## Agenda Item 6, CHS-1819-54

# National Convener / Chief Executive update

I set out in this paper a summary of our high level activities since the January meeting.

## 1. COMINGS AND GOINGS

1.1 Two new members have joined the Board: Jo Derrick and Barbara Neil. Further details are to be updated on the CHS website. This Board meeting marks Marian Martin's last meeting as a Board member. Marian has served on the CHS Board since March 2013.

1.2 Sara Crawford has left CHS for pastures new with the Scottish Football Association: we expect to appoint her successor in the next few days. We have been joined by Sophie-Elise Anker and Sehar Masood each on a 12 month contract to work full-time supporting Katie in the Information Governance team (on records management and complaints respectively). We look forward to welcoming a new Graphic Designer to the Communications Team. This is a two year fixed term post and, pending clearances, we will have him in post by Tuesday 26 March. This role will provide design support to the National Team including roll out of our annual recruitment campaign.

1.3 The organisation is on track for moving from Ladywell House to Thistle House at Haymarket on 8 April. A communications plan is in hand to promote our change of location which will provide CHS with additional conference and meeting space at a more convenient location for public travel, 2 minutes away from Haymarket Station.

## 2. HEADLINES

2.1 **Recruit:** At Area Convener level Laura Conachan, who continues to be part of the national team working on projects, has stood down as Area Convener for Aberdeen City AST: her successor from 19 March is Scott Leiper. Plans are in hand for the development of the recruitment campaign for 2019 with a process involving wider stakeholder engagement before the campaign materials are finalised. The core theme will remain "Force for Good".

2.2 **Training**: The CHS Learning Academy is operating with uptake of courses growing. A new online course on Adverse Childhood Experiences has just been posted to join that on Neglect. There is continuing interest from other partner organisations to link in with the Academy to provide information and materials. Pre-service training for new panel members has now reached Day 5. The review session after Day 3 has provided useful and confirmed where some individuals may require additional support. Day 5 – when care experienced young people participate and help deliver the training has been revised and initial feedback is very complimentary. Some participants have withdrawn primarily for health, family or work reasons. Currently some 455 people remain in training.

2.3 **Support:** The Area Convener Liaison Group (ACLG) met on 1 and 2 February. With ACLG advice we agreed positions on continuity, chairing; the quality assurance framework for Panel

Practice Advisors and the on-line version of the Panel Practice Manual. We took time to reflect on how best CHS might support the volunteer management role of the ASTs and worked on a 5 year strategy with assistance from a graphic illustrator. The work on supporting ASTs has informed the paper at the Board meeting on the reconfiguration of the CHS national team following the Scottish Government's welcome investment in CHS in 2019/20. This provides us with a step-change opportunity to develop and progress CHS' contribution with AST support to improvements in the hearing system and to effect the necessary culture and practice change for the future. Work on the new digital platform progresses well. While there is a major programme of activity over 2019/20 we remain on schedule for roll out beginning in the New Year. The new platform across both SCRA and CHS- the Children's Hearings Service Core Systems and Applications Solution (CSAS) – will further support all those operating within the system.

### 3. WIDER LANDSCAPE

3.1 **Meeting with the Minister, Maree Todd MSP:** Elliot Jackson and I met the Minister on Thursday 7 March. In addition to the opportunities from the investment, our discussion covered the Learning Academy; our property move; the digital programme; Better Hearings implementation; the review of care; Our Hearings Our Voice; the Age of Criminal Responsibility Bill and the proposed new provisions on determining diminished responsibility over which I have concerns both about the role of panel members and potential delay; and the Feedback Loop.

3.2 **Hearings Management Group** met on 14 February and reviewed a number of practice and operational issues. A report was made to CHIP where the topics covered included those at ACLG; autism awareness; progressing the roll out of Management of attendance at hearings; attendance of children at hearings, the ABC case (where the possibility of an appeal to the Supreme Court remains; and a report on the Role of the reporter in children's hearings. A review of the terms of reference of HMG is underway.

3.3 **CHIP** met on 4 March where, in addition to the above topics, there was an update on SG progress towards a new advocacy scheme for children attending hearings; and a report from the first year of the Glasgow CHIP:

https://www.chip-partnership.co.uk/2019/02/06/glasgow-chip-celebrates-first-birthday/

3.4 **Everyday Heroes:** with Jackie McRae I attended the final report of the Everyday Heroes work with young survivors of gender-based violence and their recommendations on achieving a safer and more equal Scotland. Their report on the justice system - <u>https://everydayheroes.sps.ed.ac.uk/</u> - commented on the role the children's hearing system could play and we contributed to the discussions underway as part of Better Hearings. The model adopted for engaging young people has informed the approach being taken for OHOV.

3.5 **Clerks' Network:** In a wide ranging and participative clerks network meeting (held quarterly) topics covered included updates and discussions on the CHS Learning Academy, Information Governance. Communications and Reappointment as well as the proposed new expenses module for the digital programme.

3.6 **Out and about:** the team have attended or are supporting a variety of meetings and events in Eilean Siar; Tayside; Inverclyde; North Lanarkshire; Central and West Lothian; East Renfrewshire; Aberdeen, Highland and Moray, Fife, SE Scotland with remote support to Orkney and Shetland. The quarterly meeting of the clerks allowed an update on a range of topics including the proposed new expenses module for the digital programme.

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

Boyd McAdam NC/ CEO 13 March 2019

## Agenda item 7, CHS-1819-55.1

### Finance Report for the 10 months ending 31 January 2019

Accountable Director: Report author: Resources implications: Equalities duties: Head of Finance & Resources Ross Mackenzie Within available resources Equalities Impact Assessment Required Yes Xo

#### 1 Background and Recommendation

- 1.1 The resource grant in aid (GIA) allocation for CHS for 2018/19 is £3.8m. The CHS Board approved the original 2018/19 budget of £3.864m at their meeting on 20 March 2018, anticipating availability of £64k of carried-forward resource underspend from 2017/18.
- 1.2 The final outturn for 2017/18 was a spend of £3,640k compared to available core resource, including carry-forward underspend, of £3,757k. Thus the resource available for spend in 2018/19 is £3.8m GIA plus £117k carry forward, £3.917m.
- 1.3 Members are asked to note the forecast for 2018/19 and SMT's target of a £75k underspend to support 2019/20 budget plans.

#### 2 Summary 2018/19 Financial Position

Finance Report as at 31 Ja	nuary 2019					
	Actual YTD Period 10	Variance YTD Period 10	2018/19 Annual Budget	2018/19 Forecast	2018/19 Forecast Variance	2018/19 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	917	+27	1,069	1,055	-14	-1.3
Board	38	+8	40	43	+3	+7.5
Training, travel and subsistence	28	-1	37	38	+1	+2.7
Property	52	+1	69	70	+1	+0.7
Other Operating Costs	29	+1	53	131	+78	+147.2
ICT Costs	270	+14	341	335	-6	-1.9
Corporate Costs	24	+10	86	77	-9	-10.4
Panel and AST Expenses	286	-4	600	550	-50	-8.3
Panel and AST Training	763	-133	1,177	1,184	+7	+0.6
Support for hearings	17	-7	32	25	-7	-21.6
Volunteer recruitment	231	-27	266	276	+10	+3.8
PVGs	29	+2	29	29	+0	+0.0
AST Devolved Funding	15	-17	66	51	-15	-22.7
Income	0	+1	-1	0	+1	+70.0
Total	2,699	-125	3,864	3,864	+0	+0.0

- 2.1 Staffing spend is slightly underbudget, having met the £25k savings target through vacancies and churn throughout the year. These savings have also enabled the recruitment and extension of key posts to support CHS's objectives and the opportunity to start 2019/20 with close to a full complement of staff.
- 2.2 Other Operating Costs spend is forecast to be £78k higher than budget. The additional spend is furniture for the National Team's new office in Haymarket (see paragraph 2.12 below), Community Survey work and a modest technology refresh of AST devices.
- 2.3 The ICT budget is showing a £6k underspend overall. As previously reported, an underspend on CHIRP development is being used to meet additional CHIRP licence costs following a price rise in July.
- 2.4 The £50k forecast underspend on volunteer expenses is an estimate based on previous years' experiences, but is always potentially volatile due to being demand-led, and a final figure will not be known until after the end of March.
- 2.5 SMT remain confident that core training contract spend will be on budget this year. The year to date underspend has arisen due to the timing of invoices from ExecSpace to the College and the College's subsequent billing to CHS. Underspends on other lines are being used to fund the development of a 3-minute infomercial promoting the CHS Learning Academy (approximately £7k). Costs for training including venue costs will be closely monitored until the end of the business year to understand the financial impact of the extended Prospectus offered by the CHS Learning Academy.
- 2.6 This year's Panel Member recruitment campaign costs are under-budget by around £8k, with the unforecast expense of changing the 2018 creatives being met from contingency. The £10k overall overspend reflects the refresh of the creatives ready for 2019 being accelerated from 2019/20, with the bulk of costs being met from an underspend on AST recruitment costs.
- 2.7 The underspend of £15k on AST Devolved Funding is an estimate based on information from ASTs and previous years' experiences.
- 2.8 The table of expenditure excludes all spend that is being funded from the joint digital delivery resource (£2.5m), initially aligned to Scottish Children's Reporter Administration (SCRA) at the start of the year.
  - A transfer of £92k revenue resource has been agreed with SG to fund the Head of IT's employment costs and an extension to the Brightwire contract;
  - A transfer of £35k capital resource has also been agreed, to fund some user training and analysis work (both staff and volunteers) and device research ahead of the new digital system.

2.9 At this stage, an underspend is expected on the digital programme contingency budget which will be carried forward into 2019/20 when activity significantly ramps up through the Beta phase with delivery of the Minimum Viable Product anticipated by the end of the calendar year.

#### Thistle House project

- 2.10 There is £250k of capital grant in aid available to accomplish the property move to Thistle House in Haymarket from Ladywell House in Corstorphine. The Board were advised in January that although the project's overall costs had risen to £275k, £25k of that related to furniture and could be met from 2018/19 revenue resource.
- 2.11 The current forecast cost of the Thistle House project is now £355k. This is due to a number of factors, including:
  - unanticipated unavoidable SCOTS connectivity charges;
  - increased furniture costs both in the shared space with Mental Welfare and in the CHS area;
  - unanticipated Variations charges, such as ceiling tiles and fire curtains;
  - increased building works costs after reassessment of the original plans.

SMT and the project manager were aware of pressures as they arose and have taken steps to ensure additional spends represent value for money.

- 2.12 The revenue budget above includes £61k of furniture costs anticipated in 2018/19, with the remaining £30k furniture factored in to the 2019/20 budget.
- 2.13 The rest of the project's costs, £264k, are capital costs which represents a £14k overspend. These do not include a potential dilapidation charge relating to works on Ladywell House of around £19.6k. This is currently being negotiated with NRS. A capital overspend of up to £29k in 2018/19 is likely, this will be carried forward into 2019/20 without posing a serious risk to the achievability of CHS's 2019/20 plans.

#### 3 Conclusion and recommendation

- 3.1 The forecast spend of £3,864k above, coupled with the additional £53k carried forward from 2017/18 suggests a potential year-end underspend of £53k. SMT are targeting an underspend of £75k to alleviate 2019/20 budget pressures and have accelerated spends from 2019/20 into the current financial year where achievable, including website development and volunteer management consultancy support.
- 3.2 Members are asked to note the forecast for 2018/19 and SMT's target of a £75k underspend to support 2019/20 budget plans.

## Agenda item 7, CHS-1819-55.2 Draft 2019/20 Budget

Accountable Director:	Director of Finance
Report author:	Ross Mackenzie
Reason for the item to be	To facilitate the achievement of consensus on sensitive
private:	financial matters which may not feature in the final policies/reports
Recommendation(s):	To approve the draft 2019/20 budget
Resources implications:	Within available resources
Equalities duties:	Equalities Impact Assessment Required
	Yes 🛛 No

#### 1 Background

- 1.1 CHS's grant in aid (GIA) in 2018/19 was £3.8m revenue and £0.25m capital. In June 2018, CHS submitted a detailed business case to the Scottish Government (SG) supporting an additional £1.5m resource for 2019/20. Following a meeting with the Director of Children and Families in September, a scaled option of this business case totalling £1.2m was submitted.
- 1.2 The Senior Management Team (SMT) expects to be informed before the Board meeting of CHS's funding. Pending this information, SMT has drafted the 2019/20 budget on the presumption of an increase in funding of £700k for Volunteer Management and a carry forward of £75k from 2018/19 giving total funding of £4,575k. There is a presumption of £75k of capital funding for equipment and furniture in line with requirements identified last year.
- 1.3 The Digital Programme for which CHS and SCRA are jointly responsible has funding in 2019/20 of £2m capital and £0.5m revenue.
- 1.4 The first draft budget contained spending plans totalling £4,043k (excluding volunteer management and capital), £168k over available grant in aid resource. Following Board members' feedback on 30 January on opportunities to close the budget gap, while minimising the risk to CHS's corporate priorities, members of SMT reviewed budget lines and have produced a balance budget.

#### 2 Recommendation

2.1 Board members are asked to approve the draft 2019/20 budget.

	2018/19	2018/19	2019/20 Draft	Increase from 18/19
	Budget	Forecast	Budget	Budget
	£000	£000	£000	£000
Staff	1,069	1,066	1,790	+721
Board	40	43	45	+5
Training, travel and subsistence	37	38	80	+43
Property	69	70	107	+38
Other Operating Costs	53	85	63	+10
ICT Costs	341	327	355	+14
Corporate Costs	86	78	76	-10
Panel and AST Expenses	600	550	575	-25
Panel and AST Training	1,177	1,184	1,174	-3
Support for hearings	32	25	32	+0
Volunteer recruitment	266	276	182	-84
PVGs	29	29	30	+1
AST Devolved Funding	66	51	66	+0
Income	-1	0	0	+1
Total	3,864	3,822	4,575	+711

#### 3.1 The **staffing** budget includes a headcount of 37 FTE.

3

- a. As in 2018/19, this excludes the Head of IT, whose employment costs are anticipated to be met from the joint Digital Delivery funding.
- b. The budget reflects the agreed 2019/20 pay award.
- c. As in 2018/19, the budget anticipates in-year savings arising from vacancies, churn and absence. This year, a minimum £28k savings are anticipated (2018/19: £25k).
- d. The 2019/20 budget includes 6 months of costs for two Community Project Lead posts and one Recruitment and Retention Assistant post, all currently filled on a temporary basis.
- e. The 2019/20 budget also includes two new posts of Communications Officer and Graphic Designer as part of the approach to volunteer recruitment in 2019. This money has been directly transferred from the Recruitment budget, so the overall change to the campaign budget is cost-neutral.
- f. The 2019/20 budget includes 10 months of costs for 10 new posts funded from the additional funding for volunteer management.
- g. Finally the 2019/20 budget includes a £67k provision for Digital Programme support, which may be used to backfill core staff seconded on to Digital work.
- 3.2 The **board** budget presumes a full complement of members.
- 3.3 **Training, travel and subsistence** has increased by £43k largely due to projected recruitment exercise costs required for new posts and the NC/CEO, and the anticipated Organisation Relocation Allowance payable to staff.
- 3.4 The **Property** budget presumes a full year of Thistle House costs and no Ladywell House costs. Up to 22 training events and meetings will be held in the new premises between June and December 2019, saving an estimated £20k in venue costs. This saving is reflected in the Volunteer Training budget line.

- 3.5 **Other Operating Costs** includes a £10k provision for completion of the next Community Survey. All other costs are anticipated to be managed within the current budget.
- 3.6 Provisional **ICT** requirements reflect the 30% increase in Microsoft licence costs (£50k), a continuation of the Leidos support contract agreed in 2017 (£60k) and website development work (£7k). Reduced development on CHIRP largely offsets these increases.
- 3.7 **Corporate costs** comprises audit, shared services (including SMT joint posts) and corporate legal and actuarial fees. The £10k decrease reflects a reduction in the support required from SCRA as part of shared services due to more skills being available in-house.
- 3.8 Proactive encouragement of volunteers to claim expenses, and the potential to rollout the facility to claim expenses online, is expected to increase the number of claimants within the CHS Community. Therefore the **panel and AST expenses** budget has been set at £575k to reflect a higher spend than the 2018/19 forecast of £550k.
- 3.9 The **panel and AST training** budget reflects the new contract and the increase in provision therein, mitigated by the venue savings mentioned in 3.4 above and a modest savings target to be achieved through diligent contract management and initiatives such as blended learning.
- 3.10 **Support for Hearings** comprises reference groups and networks, Area Convener liaison, any national events, specific participation and engagement including children and young people not related to recruitment, and independent legal advice relating to practice. This budget has been held static to cover the business as usual community engagement: however, this is expected to reduce through usage of Thistle House.
- 3.11 **Volunteer recruitment** nominally breaks down as £172k dedicated to the annual panel member recruitment campaign, plus £10k for AST recruitment. The £84k reduction from 2018/19 is a £20k reduction in AST recruitment, with the balance being transferred to the staff budget as explained in 3.1. The National Team is consolidating the evolutionary work on the current campaign by 31 March 2019: therefore no further spend on the campaign essentials is anticipated in 2019/20.
- 3.12 **PVGs** are anticipated to continue to cost £59 for each of 500 new volunteers.
- 3.13 **AST devolved funding** has been kept static at an average of £3k per AST, although the distribution of this across ASTs may be reviewed in light of different areas' requirements and spending patterns.

#### **Digital Strategy**

3.14 The Digital budget profile presented to Scottish Government identified a requirement for £0.5m revenue and £2.0m capital to support the third year of the joint Digital Strategy. The contract for development of new core systems was signed in December 2017 and the main focus of activity and spend in 2018/19 is the Alpha and Beta phases of system development. The Beta phase will continue into 2019/20 as the Minimum Viable Product is delivered by the end of 2019. The Digital Delivery Plan and Budget for 2019/20, including carry forward from 2018/19, will be presented to the Digital Delivery Board and reported to the Digital Oversight Committee in June 2019.

#### Capital

3.15 SG have indicated a capital budget of £75k for CHS in 2019/20. An anticipated capital overspend of £14k in 2018/19, plus the Ladywell House dilapidations bill to be agreed with NRS, will be carried forward and reduce the sum available for 2019/20 projects. SMT will consider draft plans for capital expenditure in the first quarter of 2019/20 and present a plan to the Board in June 2019.

#### Sustainability

- 3.16 The staffing budget above does not include a full complement of staff for the full year, due to the expected lead time for recruitment. Therefore, the staffing budget for 2020/21 is expected to be significantly higher, and SMT have already considered how this challenge could be met if SG were to provide CHS with a "flat cash" settlement in 2020/21 (i.e. £4.5m).
- 3.17 The £67k digital backfill funding and the three temporary posts are two significant items within staffing where SMT considers there will not be a 2020/21 requirement. The additional provisions in Training Travel and Subsistence are also not likely to recur to the same extent beyond 2019/20. Additionally, the savings on volunteer training (venue hires and the training contract more generally) may recur beyond 2019/20.
- 3.18 SMT therefore considers the proposed budget is sustainable, i.e. it does not commit CHS to expenditure beyond 2019/20 that is likely to present an insurmountable challenge to balancing the 2020/21 budget next year.

#### 4 Conclusion

- 4.1 Each area of the 2019/20 draft budget has been reviewed by the members of SMT individually responsible, with due reference to the areas considered a priority by SMT as a whole and the Board. The proposals are aligned to CHS's business plan priorities for 2019/20, are within CHS's anticipated resourcing, and retain flexibility to meet the challenges next financial year will present in the context of the wider Children's Hearings System.
- 4.2 Board members are asked to approve the draft 2019/20 budget.



# Agenda Item 8, CHS-1819-56

# Evaluation Report on Area Convener Liaison Group: *Leading from the Front* Leadership Planning Session: 1-2 February 2019

Accountable Director:

**Report author:** 

Recommendation:

**Resources implications:** 

Equalities duties:

Elliot Jackson, Depute Chief Executive

Catherine Goodfellow, RRL

To note

None

Equalities Impact Assessment Required: No

Equalities Impact Assessment Carried out: No

#### Overview

- 1 In June 2018, the *Leading and Legacy* event brought the Area Conveners together to examine the improvements across the Children's Hearing system, assess their contribution to the outcomes of the *Next Steps towards Better Hearings* and re-appraise leadership roles and challenges. There had also been an opportunity to input to the external Independent Care Review With a number of current priorities and to align with CHS's business planning cycle, the Area Convener's Liaison Group (ACLG) met for a residential leadership session from Friday 1 until Saturday 2 February 2019.
- 2 With the event being held before the start of the new business planning year, there was an opportunity to hold a focused session on the collective long term vision of Area Support Teams (ASTs); consider options to support and sustain the volunteering leadership of the Children's Panel; and, discuss in detail the proposed developments within a number of practice and policy areas.
- 3 A programme is attached for reference (Appendix 1), with a summary of the event (Appendix 2) circulated the following week to Area Conveners for dissemination within their own ASTs.
- 4 In total, 21 of the 22 ASTs attended, with two Areas represented by Area Support Team members (Appendix 3: Attendance List). The Area Conveners welcomed and appreciated the opportunity to exchange and share views with a number of CHS Board members who joined, and fully participated in, the event.

#### Feedback from the Event

5 Evaluation forms were issued the following week after the event and the response rate was approx. 33%. Ratings were scaled from 1-5 (1: poor and 5: excellent and questions also allowed for comment.

#### Workshop Sessions

- 6 Overall, all respondees rated the event as excellent. With little to differentiate between scores, 100% of respondees found the dedicated session on Practice and Policy developments as excellent: the 'pace and tone was positive and management of discussion groups and subsequent feedback was extremely well done'. Delegates appreciated advance circulation of the documents to allow for 'positive step in ensuring discussion and exploring was robust'.
- 7 The afternoon session, Sustainable Volunteering Support, allowed delegates to explore in depth options to assist the volunteer leadership of the Children's Panels. It was agreed that 'the quality of output was very good' with 'a great deal of pointers put forward' but one respondee felt 'a little short on time' while another felt 'there would never have been enough time to discuss this'.
- 8 The third session, held the following morning, asked delegates to plan ahead to 2024. The session was depicted in an illustration by a graphic illustrator and the final result was shared with delegates the following week. Respondees did feel this '*a little rushed at the end*' but was 'very useful and allowed a lot of input' with 83% of respondees agreeing that this did assist in AST planning.

#### Areas for Improvement

9 Areas for improvement were suggested for the Marketplace. This was a new addition to the event to allow attendees to raise queries with, or seek support from, members of the CHS National Team while all were together to reduce the need for volunteer leaders to make separate arrangements with CHS staff. Area Conveners considered this 'a useful addition' and 'an excellent idea...such a real hive of activity around this enthusiastic team'. Respondees were able to speak informally with CHS colleagues throughout the day but it was felt that it was 'a good idea that needs a little more development'.

#### Networking and Input

10 Providing Area Conveners with the opportunity, and time, to network and exchange ideas was appreciated allowing for a *'mutual understanding of issues people are facing'* with *'lots of opportunities to contribute'*. One respondee also wanted to note *'how much consistency of practice featured in discussions'*.

#### Next Steps

- 11 Asking delegates to state what they would share with their ASTs, a number of respondees highlighted the focus 'on how quality assurance will make a difference in Hearings'. With a number of 'long standing issues ...close to being tackled' it was felt that '.AST[s] will find that reassuring and motivating'. The 2024 vision depicted by the graphic illustrator, who facilitated the planning session, would also be shared with their ASTs by a number of the respondees. Once ASTs can share the options on sustainable support 'discussion, planning and agreement with AST members will be vital to ensure best possible improvements are achieved'.
- 12 Following the event, respondees would like to see implemented 'the [dissemination] of information on Chairing and continuity'. A response also highlighted Area Conveners 'continued involvement in developing..' the options for sustaining volunteer support and 'maintain momentum and developing sense of optimism..'. The balancing of 'managing expectations..' and '...ensuring panel community has a realistic sense of the pace of change' was also highlighted.

#### **General Comments**

13 The real benefit of the event was in networking and that the format for the sessions provided a *'better environment for increasing involvement and allow individuals to ...input'.* Overall it was *'really good'* and a *'fantastic event'.* 

#### Summary

14 The CHS Board is asked to note the findings from the evaluation.

CHS Board ??: Paper ?? Appendix 1



# **Area Convener Liaison Group**

# 'Leading from the front'

# **Event Programme**

Friday 1 – Saturday 2 February 2019

Stirling Court Hotel, Stirling University Campus FK9 4LA

## Friday 1 February 2019

#### 1000 hours Arrival & Morning Refreshments

Registration, networking and opportunity to visit the 'market place' with CHS staff.

#### 1030 hours Welcome and Introductions

Boyd McAdam, National Convener, will welcome Area Conveners, Board members and colleagues to the 2019 ACLG planning weekend

#### **Overview and Purpose of the Event**

The National Convener will offer a reflection on the previous 12 months and look forward to working together throughout 2019 to benefit the Children's Hearings system.

This ACLG event will consider our leadership challenges and galvanise us all as advocates & ambassadors of CHS to ensure we are proactive and leading from the front.

#### 1100 hours Practice and Policy Session

Led by Jackie McRae, Rosie Megginson, Ian Campbell and Laura Conachan this interactive session will look at development, changes and decisions on practice and policy on:

- Chairing;
- Continuity;
- The role of Panel Practice Advisers; and the
- Practice & Policy Manual.

Refreshments available

1300 hours	Finger buffet lunch and 'Market Place' Networking
1400 hours	Sustainable Volunteering Support/Session
	Led by Elliot Jackson this session will start with a reflection upon the work undertaken by Area Conveners on developing a model of sustainable volunteer support. He will then move to clarify our position and move into workshop discussions around next steps.
1700-1715 hours	Reflections before close of business
	Boyd McAdam will reflect on the first day and summarise the key messages.
1715-1845 hours	Networking, reflection and free time
1845 hours	Pre-Dinner Drinks
1930 hours	Dinner & Post Dinner Activities in Abbey Craig Restaurant

## Saturday 2 February 2019

0800 hours Breakfast

0930 hours Reflection and Feedback from Day One

1000 hours Session 3 – Overview

Led by Graphic Facilitator Clare Mills, Lynne Harrison and Christine Mullen, this session will cover our long term vision plus our priorities for the 2019/20 business year. The session will include how we can support you to achieve our priorities placing children and young people at the centre.

 1130 hours
 Summary, Key Messaging

 Boyd McAdam and Garry Coutts will draw the key strands of the ACLG together in

1200 hours Finger buffet lunch and home time

a session summary.

# Area Convener Liaison Group (ACLG):

# Leading from the Front

# Stirling Court Hotel: Friday 1- Saturday 2 February 2019

#### Introduction

- 1 The Area Conveners, or their representatives, CHS Board and National Team members met for a development and planning event over two days in February 2019. This event provided the opportunity to consider the opportunities and challenges both at a strategic and operational level.
- 2 Please find below a summary of the key messages and decisions from the event for circulation and information.

#### **Session 1: Policy and Practice**

- 3 Following previous discussions and with the recent appointment of Jackie McRae, Practice & Partnership Lead, and Rosie Megginson, Practice Development Assistant, a number of developments have been progressed. Position papers were presented on:
  - Chairing of Children's Hearings;
  - o Continuity of Panel Membership;
  - Redesigning Practice & Procedure Manual; and,
  - o a Panel Practice Advisers national framework.

In discussion, a number of points were raised. The event supported the National Team progressing all four areas.

**3.1 Chairing:** although there are a small number of Panel Members who do not chair hearings, this can cause a significant problem for the rota in some areas and undermines the principle that all Panel Members, once trained, should chair or be well-placed to support the Chair. Applying a national policy consistently is required and a Short Life Working Group comprising a number of Area Conveners, chaired by the National Convener, was established to examine the implications. From this, has emerged a consensus to inform policy and practice.

On completion of relevant training and observed practice, Panel Members must chair hearings as the local rota requires. The consensus was that chairing hearings is a requirement with a 'waiver' only in very exceptional circumstances.

As a reminder, the competencies for Panel Members are the same as those for the Chair. The Chair has certain specific tasks which they must ensure are carried out. All Panel Members have a role to play in the hearing either as Chair or in a supportive role.

The new Learning Academy has a 'Leadership in the Hearing Room' course and those Panel Members who wish a more fundamental refresh of training may alternatively attend a Management of Hearings course.

Supportive transition arrangements will be in place for all Panel Members requiring assistance with the chairing role.

- **3.2 Continuity:** it was acknowledged that a streamlined administrative procedure was now in place shifting continuity from being an exception to the default position wherever possible. The benefits and risks of continuity of Panel Members for children, young people and their families were discussed. It was agreed that continuity should happen more routinely to ensure, wherever requested and possible, that one Panel Member should sit on the subsequent hearing. The new digital system, once implemented next year, will assist with this.
- **3.3 Practice and Procedure Manual (PPM):** it was recognised that the published PPM requires updating. Options for updating had been considered. It was proposed that the manual should be online to allow for it to be fully searchable with links to relevant resources and to be updated with greater ease. A printed option will be made available for the 40 or so Panel Members who request paper copies of documents. There was discussion regarding accessing the PPMs in Hearing Rooms and options will be explored.
- **3.4 Panel Practice Advisers (PPAs):** the National Team recently conducted a scoping project into the role and support for PPAs. As part of this work a range of PPA workshops and interviews were held across Scotland. The full report and the recommendations were agreed by the CHS Board and made available to the Panel Community in summer 2018. From these recommendations, a number of smaller working groups were established to agree the following principles. The principles set out below reflect the discussion at ACLG:
  - the PPA Rota to be communicated with as much notice as possible.
  - confirmation of the Hearing schedule to Panel Members to include PPAs and ASTs. (Consideration to be given to the process for such confirmation ie who is responsible for the notification).
  - PPA preparation information for the hearing to include details of the Panel Members' attendance at hearings and training over the last 12 months.
  - one observation and feedback record to be produced for each of the three Panel Members.
  - o Ahead of the scheduled observation, PPAs to review the
observation history of Panel Members.

 Depending on the circumstances of each Hearing, PPAs, if possible, to provide some high level feedback to the Panel Members. More detailed reports and any specific issues arising out of observations to be addressed separately.

### Session 2: Sustainable Support to the CHS Community

- 4 Over the six years in which CHS has been operational the demands and expectations on volunteers locally has increased. There has been an emergence of various reviews in connection to the hearing system, increasing scrutiny and widespread sectoral change, a demand for increased participation in local partnerships and collaborations (eg Better Hearings). The workload for AST and senior volunteers has increased and recruiting for Area Support Team (AST) posts has become more challenging. Research, internal audits and the CHS community survey have all stated a need for greater support. CHS has continued to make representations to the Scottish Government for additional funding.
- 5 In the event of additional funding, ACLG explored options for a model that would be sustainable, provide nationally consistent practice and procedure and lead to better outcomes for children and young people.
- 6 Area Conveners discussed how these options might be integrated into the local CHS community and what their key outputs might be. Area Conveners will be involved and kept updated on any developments.

### Session 3: Strategy and Vision for 2024

7 After reflecting on the previous day, the focus of the final session was to strategically plan and agree a number of priorities for the coming year. To bring this to life, a graphic facilitator, Clare Mills, was able to convert the feedback graphically and a copy of the resulting picture will be distributed.

### Summary

8 This was a productive two day event which enabled an opportunity for determining best practice, alongside discussion and debate of the opportunities and challenges we face. Area Conveners and their representatives were able to further develop their own networks. The event highlighted the ongoing variations in procedure and practice many of which will be made more consistent as the digital system goes live. The two days allowed us to look forward and plan how best to utilise available resources both to improve outcomes for children and young people and to make the volunteering role in CHS more manageable.

AREA CONVENER LIAISON GROUP - FRIDAY 01 FEBRUARY 2019 Stirling Court Hotel, University of Stirling, Stirling FK9 4LA Attendance				
SURNAME	FORENAME	AST		
Conachan	Laura	Aberdeen City		
Mackay	Anna	Aberdeenshire		
Ferguson	Jenny	Argyll & Bute		
Edwards	Erica	Ayrshire		
Lawrie	Don	Central & West Lothian		
Oxley	Richard	Dumfries & Galloway		
Geekie	Allan	East Dunbartonshire		
McKinlay	Ken	East Renfrewshire		
Hastings	Pat	Edinburgh		
Macleod	Angus	Eilean Siar		
Bell	Judith	Fife		
Phillips	Jennifer	Glasgow		
Maclean	Mairi	Highland & Moray		
Love	Christine	Inverclyde		
McInnes	Janet	North Lanarkshire		
Blair	lan	Orkney		
Bramma	Derek	Renfrewshire		
Martin	George	Shetland		
Hemming	Aileen	SE Scotland		
Simpson	Penny	South Lanarkshire		

Smith	Paul	Tayside
McGlinchey	Maureen	West Dunbartonshire
CHS Staff:		Board
Boyd McAdam		Garry Coutts
Elliot Jackson		John Anderson
Christine Mullen		Jo Derrick
Lynne Harrison		
Nicola Maclaren		Guest
Anne Munro		Maggie McManus
Catherine Goodfellow		
CHS: Friday (until 14:00)		
Louise Farmer		
Victoria Smith		
Simone Ledraw		
Ian Campbell		
Sara Crawford		
Laura Nelson		
Jackie McRae		
Rosie Megginson		
Meggan Jameson		



Agenda Item 9, CHS-1819-57,

#### Panel Member recruitment – creative development update

Accountable Director:	Boyd McAdam, NC/CEO
Report author:	Louise Farmer, Communications & Engagement Lead
Recommendation:	To approve
<b>Resources implications:</b>	Within available resources
Equalities duties:	No Equalities Impact Assessment required

#### 1. Purpose

To update the CHS Board on the creative development process for the CHS Panel Member recruitment campaign 2019.

#### 2. Background

Following response to CHS' initial campaign concept in its 2018 recruitment campaign, the organisation evolved the campaign and relaunched two working days later.

For the 2019 campaign, there is a need to evolve the recruitment campaign creative further, with development work required on:

- The language used within the campaign
- The number of characters featured within the campaign.

To ensure that CHS can confidently publicise its new recruitment campaign, the organisation requires a robust research and insight gathering stage which will include consultation that will feed throughout the creative development process.

#### 3. Our approach

We will continue our partnership with The Union, the creative agency that undertook development of the 2018 recruitment campaign. CHS believes that The Union is best placed to work with the organisation to develop the campaign for 2019.

The Union has worked with CHS on the development of the creative for its recruitment campaign since 2013. The Union worked through the evolved campaign with CHS last year, has taken learning from what happened and has insight into the campaign that another creative agency could not bring.

Whilst The Union will bring creative expertise to the campaign, CHS has also engaged the Frameworks Institute to work with it on this campaign. The Frameworks Institute is a research body that is currently working with the Robertson Trust and Celcis on a large scale messaging project aimed at redefining and framing public perceptions of those with lived care experience. CHS feels that the Frameworks Institute is perfectly placed to work alongside the organisation and The Union on the framing of the 2019 Panel Member recruitment campaign.



The work undertaken by the Frameworks Institute during development of the creative campaign, which includes a strategic brief, will not only support the CHS recruitment campaign development but will be used to support messaging across our organisation.

### 4. Creative development process

Below is an overview of the creative development process for the 2019 campaign. A quick reference chart of the plans can be found in Appendix A.

### 4.1 Phase 1: research and insight gathering

The Union will undertake 'desk research' which will be used to inform the creative development of the project going forward.

At this stage, the Frameworks Institute will work with The Union to provide a clear strategic brief outlining the opportunities and challenges based on its research insights, the previous campaign propositions and its understanding of the sector. This will include broad recommendations and suggested parameters for creative exploration.

### 4.2 Phase 2: engagement/development day

CHS will run an engagement/development day.

Open recruitment will take place across social media with a view to recruiting a diverse range of participants who will inform how the project moves forward.

It is proposed that between 30 and 50 people would attend the day. Attendees would be made up of: young and male Panel Members (our key target audience), those with lived hearings and/or care experience including Panel Members (where possible) and key stakeholders.

For those unable to attend but keen to provide feedback, we are proposing a feedback postcard (or similar feedback tool) to gather in all additional insight.

The purpose of the day is to develop a clear roadmap for the development of the Force for Good campaign. It is proposed that the Frameworks Institute would be present at the day, helping to shape and encourage discussion.

### 4.3 Phase 3: campaign consultancy panel

At the development/ engagement day we will ask the group to nominate between five and ten attendees to be part of a 'consultancy panel' with whom CHS and The Union will consult throughout the creative development process to provide insight and feedback on behalf of attendees at the development day.

The consultancy panel will be made up of a mix of those with lived experience, Panel Members and stakeholders. The groups will be invited to meet at The Union's offices (or if unavailable, call in/skype in/email in thoughts) at key points throughout the creative development process for the campaign for a frank and honest working session with The Union and CHS.

CHS will also look to set up basecamp or something similar to keep all attendees from the engagement/development day in the loop of the creative development process.



As part of the creative development process, the Frameworks Institute will also be involved in reviewing and feeding back on plans as they develop.

### 4.4 Phase 4: creative development

The Union will use the desk research and insight gathering from points 4.1 and 4.2 to develop creative 'routes' for the campaign – a series of design ideas to illustrate how we can move the campaign forward.

All creative routes will be sense checked with the consultancy panel and the Frameworks institute before going into stage 4.4, 'creative testing'.

There will be an opportunity at this stage, for the CHS Board to provide feedback on the creative routes.

### 4.4 Phase 4: Creative testing

Similar to the creative testing process for 2018, we will test creative designs with:

- New young and male panel members (2 groups)
- Potential volunteers (2 groups)

Creative testing will be undertaken by The Union. However, The Union will work with an independent research agency who will do their own desk research in isolation. The purpose of this is to challenge The Union on its conclusions to support reduction in the chance of the Union missing something or having a 'blind spot'.

Following testing and debrief from the research agency, The Union and CHS would once again meet with the panel to discuss and agree a way forward for the campaign.

The CHS Board will have final sign off on creative route chosen.

### 5. Recommendations

The Board is recommended to approve this development approach.

### RESEARCH & INSIGHT GATHERING

Led by: The Union/CHS/ Frameworks

## ENGAGEMENT/ DEVELOPMENT DAY

Led by: The Union with input from CHS and Frameworks

### CREATIVE DEVELOPMENT

Led by: The Union with input from CHS and Frameworks

## CREATIVE DEVELOPMENT SIGN OFF

Led by: CHS/CHS Board with input from Frameworks

CAMPAIGN CONSULTANCY PANEL CHECK

### **CREATIVE TESTING**

Led by: The Union/CHS

CAMPAIGN CONSULTANCY PANEL CHECK/BOARD FEEDBACK

### Agenda item 10, CHS-1819-58

### CHS Business and Corporate Parenting Plan 2019 - 2020

Accountable Director:
Report author:
Recommendation(s):
<b>Resources implications:</b>
Equalities duties:

Lynne Harrison, Business Manager Sara Crawford, Quality and Performance Lead To approve the plan. Within available resources Equalities Impact Assessment Required Yes No

### 1. Background

1.1 As a Non-departmental public body, CHS is required to publish a Business and Corporate Parenting plan every year to support the delivery of the three yearly Corporate Plan and meet our statutory Corporate Parenting responsibilities.

1.2 The 2019 – 20 Business and Corporate Parenting Plan sets out four business objectives and accompanying KPIs. Three objectives are built around our high level strategic themes of Recruit, Train, Support and a final focussed against change and reform.

1.3 In addition the document sets out how we will meet our Corporate Parenting responsibilities during 2019/20.

### 2. Recommendation

2.1 To approve the content and messages of the Business and Corporate Parenting Plan for launch April 2019 following Ministerial approval.



2019 | 20

The Children's Panel - life changing.

# BUSINESS & CORPORATE PARENTING plan

training

supporting

....



Improving outcomes for children and young people



National Convener's welcome	3
Our priorities	4
Our Values	5
About the Plan	6
Creating the Business Plan	6
The strategic environment	7
Measuring our performance	8
Corporate parenting 💜	9
Working together	10
Our corporate parenting commitments for 2019/20	11
Reporting on our corporate parenting responsibilities	11
Our digital future	12
Business objective one	14
Business objective two	16
Business objective three	18
Business objective four	20
Our resources	22
Our NDBP reporting duties	23
National Outcomes	23
Equalities	25
Climate change	25
Biodiversity	25

## NATIONAL CONVENER'S WELCOME

For 2019/20, our vision remains the same: to work towards a Scotland in which all of our children grow up nurtured, loved, happy and healthy and able to achieve their full potential.

Our role continues to be advising and enabling our volunteer Panel Members to make the best possible decisions with and for the children and young people who attend children's hearings.

As we move into the second year of our Corporate Plan, we continue to make good progress. Our digital programme continues to develop apace and we have launched the Children's Hearings Scotland Learning Academy. The Learning Academy provides a range of face to face and online learning for our community of volunteers providing them with opportunities for continual learning and development. It



also includes new programmes for Panel Practice Advisors on induction, training and development to improve quality assurance.

Throughout 2018/19 our organisation will be focused on refreshing our approach and training for managing hearings where every Panel Member has a contribution to make as well as progressing our drive for diversity and streamlining procedures for continuity.

None of this work could be achieved without the support of the National Team, the wider Children's Hearings Scotland community and our partners. To them, I say thank you.

Our organisation will continue to review how we can best support our volunteer Panel Members and the Area Support Teams.

We continue to listen to the views of children and young people and make sure that every change and improvement benefits them.

We are committed to ensuring that in playing our part in the Children's Hearings System we are adaptive, responsive, receptive to feedback and change and above all else, supportive of children and young people.

Boyd McAdam National Convener

# OUR PRIORITIES

### We have four business objectives for 2019/20 that reflect our core functions.



We will **lead change** to modernise the Children's Hearings System to **deliver better experiences** and outcomes for children and young people.



To **recruit committed volunteers**, that reflect Scotland's communities, **who make robust decisions in the best interests of children and young people**.



To ensure that volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people.



To invest in a volunteer community and National Team that supports a quality Children's Hearings System for children and young people.

Our Business & Corporate Parenting Plan is aligned to our core values (found on page 6) and sets out how we, the CHS community, will work together to deliver activities that support the outcomes set out in our 2018 – 21 Corporate Plan.

### Our Values

## Child centred

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



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



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

Fair

## Creative

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

 $\bigcirc$ 

## Challenging

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

## 9 Open

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

# ABOUT THE PLAN

We have set four objectives for the Children's Hearings Scotland (CHS) community to achieve over the next year.

These objectives reflect our core functions to recruit, train and support our Panel and Area Support Team (AST) members enabling us to make the best possible decisions with and for children and young people attending children's hearings.



## Creating the Business Plan

Our planning cycle works on a programme of three year Corporate Plans and annual Business & Corporate Parenting Plans. This is our second Business & Corporate Parenting Plan and sets out how the CHS community will collectively work to deliver activities that support the outcomes set out in our 2018 - 21 Corporate Plan.

This plan also describes how we will measure our performance and meet our statutory obligations.

Each of our 22 ASTS develop supporting operational plans which set out the extensive activities they carry out locally including: recruitment, reappointment, learning and development, partnership working and recognition.



Our new National Team hub, in central Edinburgh, will make us more accessible and connected to the CHS community and our partners.

We work within an evolving environment. By collaborating with our partners to influence key policy, and through the transformation of our digital systems, we will drive positive change for children and young people in the Children's Hearings System.

We are a listening and responsive organisation. To develop this plan we have sought the views of the CHS community, partners and key stakeholders including: our volunteers through the CHS Community Survey; our AST leaders; young people with lived hearings experience through the Better Hearings report and our Scottish Government policy colleagues. The voices of these groups have helped us shape what we will prioritise over the next year, and how we will carry out our work.

Our organisation also sits on several improvement boards, including the Children's Hearings Improvement Partnership and the Youth Justice Improvement Board. We share our knowledge and expertise with our partners and pool skills and resources to help improve children and young people's experiences of children's hearings.



# MEASURING OUR PERFORMANCE

We have set a number of key performance indicators. These will help us monitor how we are progressing towards the delivery of the objectives and activities set out in this Plan, and continuously improve our service.



We are excited to launch our new digital systems in the course of this Business Plan (read more about this on page 12). This will help us to collect and generate valuable management information to support how we deliver our objectives. This information will allow us to set and monitor our targets, identify trends and make evidenced based decisions. In the interim, we have benchmarked our current position and where we have access to data from previous years, tracked any changes over time. We use this information to understand the reasons for these trends and to continuously improve. This is reflected in the targets we have set.

# CORPORATE PARENTING ¥

## We are a proud Corporate Parent!

As a Corporate Parent under the Children and Young People (Scotland) Act 2014, it is our role to make sure that our attention and resources are focused on upholding the rights, safeguarding and promoting the wellbeing of Scotland's looked after children and care leavers.

The 2014 Act places six duties on us as a Corporate Parent to:

- Be alert to matters which might adversely • affect the wellbeing of looked after children and young people
- Assess the needs of looked after children • and young people for the services and support we provide

- Promote the interests of looked after children and young people
- Provide opportunities for looked after • children and young people to participate in activities designed to promote their wellbeing
- Take appropriate action to ensure looked • after children and young people access these opportunities and make use of our services and support
- Take any other action appropriate to improve our functions to meet the needs of looked after.



Working together

Through our work with the new Our Hearings Our Voice Board we will join forces with children and young people with experience of children's hearings to continually improve the Children's Hearings System, putting children and young people at the heart of decision making about them.

And **collaborate with other organisations** including SCRA.



CHILDREN'S HEARINGS SCOTLAND & SCOTTISH CHILDREN'S REPORTER ADMINISTRATION'S SHARED CORPORATE PARENTING VISION FOR CHILDREN AND YOUNG PEOPLE V

• You are at the centre of the Children's Hearings System and are treated as an individual

• The decisions that affect you are based on sound knowledge, clear evidence and with consideration of your views

• Your Corporate Parents will work together to make the system work better for you

• We will keep asking ourselves if the way that we do things is the best it can be.

For more information: mycorporateparents.co.uk

## Our corporate parenting commitments for 2019/20

### In 2019/20 we make following commitments to children and young people:

We Will	To
build strong and cooperative relationships with the Our Hearings Our Voice Board	amplify the voices of children and young people in our work.
implement the standards for Better Hearings across our AST areas	ensure that we deliver a nationally consistent, quality hearings experience for children and young people.
co-produce a recruitment campaign with children and young people with lived experience of children's hearings	attract diverse and committed volunteers who can relate to children and young people who attend children's hearings.
expand the involvement of children and young people in the recruitment of volunteers	make sure that our trainees understand how their decisions affect the lives of children and young people.
seek the views and experiences of children and young people through the SCRA Children and Families Survey	identify improvements which will make going to a children's hearing a better experience for children and young people.
implement a new national policy on Chairing	make sure children and young people can meaningfully participate in their own children's hearing.
roll out our new Panel Member continuity policy	provide a consistent and reassuring Panel Member presence at children's hearings for children and young people.
work collaboratively with the Independent Care Review to implement emerging recommendations	improve the experience of children and young people attending children's hearings.
we will roll out Panel Member profiles* across Scotland	to make the hearing experience more child friendly and put children and young people at ease.

### To make these activities easier to identify within this Plan, we have highlighted them in ORANGE. 💜

\* A panel member profile is a photo or bitmoji of a Panel Member, with a brief description of who they are

## Reporting on our corporate parenting responsibilities

### We regularly reflect and encourage feedback on how we are doing so we know what we could do better.

We will check on our progress through our performance arrangements, outlined on page 8, and reviewed by the Children's Hearings Scotland Board on a quarterly basis. We will also report on progress through our Impact Report.

# OUR DIGITAL FUTURE

Through the use of digital technology we are transforming the way we engage with and support our volunteer community, children, young people and their families and our partners.

Our vision is of a child centred Children's Hearings System with digitally enabled volunteers and employees, who confidently use digital tools and technologies to improve experiences for children and young people in Scotland.

The Digital Strategy for the Children's Hearings System sets out four core objectives and priorities:



It will, over time, deliver benefits for everyone in the Children's Hearings System:

## For children and young people and their families, digital technology will allow them to:

- Communicate more easily with Panel Members
- Tell us how we are doing including feedback to the National Team and deepening our understanding of the experience of a hearing for children and young people
- Keep up to date on each stage of their journey through the Children's Hearings System
- Explore how they could attend a children's hearing virtually using video conference technology.

## For our volunteer community, digital technology will support:

- More flexible training, including online courses and the ability to book training online
- Volunteers to communicate, collaborate and share knowledge and information
- The claiming of expenses quickly and easily
- The review of their observation reports quickly
- In monitoring and charting their hearings experience and contribution to the Children's Hearings System.

### For the Children's Hearings Scotland National Team, digital technology will:

- Allow us to make decisions about the types of support we provide to our volunteer community, to make being a Panel or AST member more rewarding and sustainable
- Collect and analyse evidence about the impact the Children's Hearings System has on the lives of the children and young people who attend children's hearings
- Ensure that we can more accurately recognise the contribution and impact our volunteer community makes to protecting Scotland's most vulnerable children and young people
- Help us work with employers across Scotland to ensure that they actively support our volunteer community and recognise the transferable skills that membership brings.

# BUSINESS OBJECTIVE ONE

 $\bigwedge$ 

 $\bigcirc$ 

.....

We will lead change to modernise the Children's Hearings System to deliver better experiences and outcomes for

children and young people.

ACTIVITY	LEAD	TIMESCALES
eloping and implementing policy on management of hearings paring new practice guidance	Practice and Partnerships Lead	April – June
	Practice and Partnerships Lead	April – March
	Digital Programme Delivery Lead	April – November
	Business Manager	April - March
	Practice and Partnerships Lead	April – March
ment initiatives that improve the experience of children and	Practice and Partnerships Lead	April - September
	Quality and Performance Lead	April - March
ons by local authorities, and work with partners to evidence	Quality and Performance Lead	April – March
ailable on CHIRP, that support Panel Member's decisions	Practice and Partnerships Lead	April – March
II develop a strategy for inclusion, with a focus on BME unities, to ensure the Children's Panel reflects the diversity	Practice and Partnerships Lead	April – March
	Joint Digital Programme Director	November – March
ementation of UNCRC principles in relation to youth justice the Children's Hearing System	Practice and Partnerships Lead	Subject to Parliamentary timetable
	ACTIVITYII improve how children's hearings are conducted by: eloping and implementing policy on management of hearings aning new practice guidance nigthening training for panel chairs.II promote child-centred practice in hearings through Our logs, Our Voice.II design intuitive, user focused digital systems that ce our volunteering experience.II ensure that the CHS community is equipped and ready for ew digital systems through a business readiness programme.II review our National Standards to drive improvement and ce Panel Member performance.II collaborate with the Independent Care Review to ment initiatives that improve the experience of children and people attending hearings.II work with SCRA to monitor the number of upheld appeals t hearings and implement an improvement plan.II publish a report on the implementation on hearing ons by local authorities, and work with partners to evidence t.II develop a strategy for inclusion, with a focus on BME unities, to ensure the Children's Panel reflects the diversity dren and young people involved in the hearing systems.II improve the volunteering experience for the CHS unity through the launch of our new digital systems.II provide advice to government and other partners on: ementation of UNCRC principles in relation to youth justice the Children's Hearing System ng the age of criminal responsibility.	II improve how children's hearings are conducted by: lepping and implementing policy on management of hearings paring new practice guidance ngthening training for panel chairs.Practice and 

## BUSINESS OBJECTIVE ONE



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 TARGET
% of ICT calls resolved within service level agreement	NEW	90%	90%
% of positive Community Survey feedback on online practice support	46%	N/A	55%
% of positive user feedback on new digital systems	NEW	NEW	80%

## BUSINESS OBJECTIVE TWO



.....

To recruit committed volunteers, that reflect Scotland's communities, who make robust decisions in the best interests of children and young people.

	ACTIVITY	LEAD	TIMESCALES
<b>1</b>	We will work with young people who have lived experience of children's hearings to co-produce refreshed recruitment campaign creatives which attract diverse and committed volunteers.	Recruitment and Retention Lead & Communications and Engagement Lead	April – August
	We will review our recruitment processes, and carry out a Panel Member recruitment and selection process to appoint around 450 new Panel Members.	Recruitment and Retention Lead & Communications and Engagement Lead	Pre – campaign – April to October Campaign – August – September
	We will review our recruitment process for AST members dedicated to supporting children and families in their local communities, seeking to fill all vacant volunteer posts within four months of advertising.	Recruitment and Retention Lead & Communications and Engagement Lead	April to March
<b>1</b>	We will expand the involvement of young people in the recruitment of volunteers in our ASTs by developing supportive relationships with children and young people in their local area.	Recruitment and Retention Lead & Communications and Engagement Lead	June – November
	We will seek to reappoint approximately 975 Panel and AST members across Scotland ensuring that they continue to have the skills and qualities to be CHS volunteers.	Recruitment and Retention Lead	April to June
	We will continue to work with the CHS community to recognise and value the contribution of our volunteers in protecting Scotland's most vulnerable children and young people.	Recruitment and Retention Lead	April to March

## BUSINESS OBJECTIVE TWO



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 TARGET	2018/19 ACTUAL	2019/20 TARGET
% of new Panel Members appointed aged 25 and under	8%	8%	13%	12%
% of new Panel Members appointed that are male	33%	36%	31%	38%
% of volunteer posts filled within 4 months of advertisement	NEW	NEW	NEW	90%
No. of ASTs involving young people in recruitment	NEW	NEW	NEW	100%
% of CHS Community members who feel the contribution they make to CHS is valued	75%	N/A	N/A	78%

# BUSINESS OBJECTIVE THREE

•••••



To ensure that volunteers have the knowledge, skills, behaviours and values to fulfil their roles for children and young people.

ACTIVITY	LEAD	TIMESCALES
We will deliver, through our Learning Academy, a Professional Development Award to our trainee Panel Members – Children's Hearings in Scotland: Panel Members - SCQF level 7 – through a blended learning approach.	National Training Lead	December to March
We will deliver, through our CHS Learning Academy, our new Panel Member Learning programme, linking learning and practice together based on CHS values, National Standards and competencies.	National Training Lead	May to November
We will deliver our new Area Support Team Learning programme to induct and develop new and existing AST members in all aspects of their roles.	National Training Lead	April to October
We will deliver two Learn from the expert events drawing on the expertise of our partners, to our volunteer community to increase their knowledge of critical issues emerging within the sector.	National Training Lead	April and December
We will implement a new online Knowledge Hub through the CHS Learning Academy to host flexible learning opportunities and resources.	National Training Lead	April to March
We will deliver an expanded programme of Panel Practice Advisor (PPA) training to enhance our approach to quality and national consistency.	National Training Lead	April to March
We will partner with local Learning and Development Coordinators to complement national training through the roll out of a consistent programme of local learning and development.	National Training Lead	April – March
We will launch an online Practice and Procedure Manual which provides Panel Members with access to current policy, good practice and legislation	Practice and Partnerships Lead	April - September

## BUSINESS OBJECTIVE THREE



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 TARGET	2018/19 ACTUAL	2019/20 TARGET
% of applicants recruited that successfully complete our seven day pre-service training	90%	93%	Not available at time of publication	95%
% of eligible Panel Members who successfully complete the Professional Development Award within the relevant time	NEW	80%	82%	85%
% of positive course evaluation responses received for AST training	NEW	NEW	NEW	97%
% of positive course evaluation responses received for national training	96%	97%	96%	97%
% of positive course evaluation responses for masterclass events	NEW	NEW	NEW	90%
% of CHS Community Survey respondents who believe they have the skills and knowledge to carry out their role	98%	N/A	N/A	98%
% of panel members successfully completing Leadership in the Hearing Room	NEW	NEW	NEW	90%
% of CHS Community survey respondents who feel well trained to carry out their role	89%	N/A	N/A	92%
% of pre-service trainees who felt that the learning objectives were met	NEW	NEW	NEW	95%

# BUSINESS OBJECTIVE FOUR



To invest in a volunteer community and National Team that supports a quality Children's Hearings System for children and young people.

	ACTIVITY	LEAD	TIMESCALES
	We will implement a new integrated volunteer support model across Scotland to ensure high quality, consistent and sustainable support for our volunteers.	SMT and Area Conveners	April – March
	We will drive up quality and consistency in our key objectives through the design and delivery of a bespoke quality improvement framework.	Quality and Performance Lead	May - March
	We will listen and respond to the views and experiences of our volunteers through the delivery and reporting of our biennial Community Survey.	Quality and Performance Lead	July – September
	We will drive consistency in Panel Member practice through an enhanced programme of observation and feedback.	Community Projects Lead	May - March
9	We will support ASTs to work with local partners to deliver a nationally consistent approach to embedding Better Hearings standards, Corporate Parenting and Children's Services Planning.	Community Support Leads	April – March
	We will put in place a code of conduct for the CHS community which will improve standards and maintain the integrity of a skilled and effective national Children's Panel.	Practice and Partnerships Lead and Community Support Leads	April – March
	<ul> <li>We will launch a programme of volunteer communications and engagement, including:</li> <li>refresh of our corporate website content</li> <li>launch of a new monthly newsletter</li> <li>delivery of our biennial Community Survey</li> <li>increase our use of social media platforms.</li> </ul>	Communications and Engagement Lead and Quality and Performance Lead	July – September
	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people.	Communications and Engagement Lead	1-7 June
	We will invest in the CHS National Team to ensure we are equipped with the skills to lead and deliver the modernisation and digital agenda.	HR/ Organisational Development Lead	March – April

## BUSINESS OBJECTIVE FOUR



KEY PERFORMANCE INDICATOR	2017/18 ACTUAL	2018/19 TARGET	2018/19 ACTUAL	2019/20 TARGET
% of (EIR, SAR and FOISA) information requests responded to within statutory timescales	100%	98%	100%	100%
% of complaints managed by the National Team responded to within SPSO timescales	100%	100%	100%	100%
% of supplier invoices not in dispute paid within 10 working days	79%	85%	90%	90%
% Children's Hearings Scotland employee attendance	93%	97%	92%	93%
% positive staff survey feedback on opportunities for learning and development	NEW	NEW	33%	50%

# OUR RESOURCES

We are funded through an annual grant in aid under a framework agreement with the Scottish Government.

For 2019/20 our grant in aid is £3.8 million. Plus, an additional recurring resource to support volunteer management and help drive improvement through the Children's Hearings System.

These resources are allocated across the CHS community to recruit, train and support our volunteers. To deliver these functions we employ a National Team of 25 staff (as at April 2019). Over the course of the year, we will implement our new volunteer support model and recruit a further 10 staff members who will provide direct support for volunteers at local level. Through our collaborative agreements with local authorities we gain invaluable local administrative support for our volunteer community.

We will work with our AST leaders across Scotland to make choices about how we deliver this Plan within our budget and resources, ensuring that the focus remains on supporting Panel Members to make the best decisions for children and young people at a hearing.

The table below reflects how our budget will be allocated across our key business areas in 2019/20.

In addition to our allocated grant in aid, the Scottish Government has also provided dedicated funding of £2.5 million in support of the Digital Strategy between CHS and SCRA.



# OUR NDBP REPORTING DUTIES

As a non-departmental public body we must report on our functions across a number of different policy areas.

## National Outcomes

We play a role in delivering the Scottish Government's overall purpose, strategic objectives and national outcomes. The objectives and activities set out within this plan contribute to the National Outcomes contained within the Scottish Government's National Performance Framework launched in 2018.

Our Panel Members are well trained to make high quality decision in the best interests of vulnerable children and young people.





Panel Members make decisions with and for over 14,000 children and young people a year. The children and young people our Panel Members meet at children's hearings range from babies to teenagers who experience neglect, to those who are truanting from school or have committed an offence. Through delivery of our core functions, to recruit, train and support Panel Members to make high quality decisions, we aim to improve the life chances and wellbeing of children and young people.

SCOTTISH GOVERNMENT NATIONAL OUTCOMES	WHAT WE ARE DOING TO HELP DELIVER THEM
We grow up loved, safe and respected so that we realise our full potential	<ul> <li>Our Panel Members make decisions for vulnerable children and young people to help support them to grow up nurtured, loved, happy and healthy</li> <li>We work with our partners in the Children's Hearings System to ensure that children and young people move through the Hearings System with minimum delay, to ensure all children are safe and settled as soon as possible</li> <li>We will work with partners towards evidencing the impact of children's hearings.</li> </ul>
We respect, protect and fulfil human rights and live free from discrimination	<ul> <li>The Children's Hearings System holds the UNCRC at its heart and we uphold the rights of all children and young people who attend children's hearings</li> <li>Our volunteers treat the children, young people and families who attend children's hearings with dignity and respect</li> <li>Our Panel Members are highly trained to make robust decisions with and for children and young people, which adhere to their rights</li> <li>Panel Members make decisions which support children and young people who have offended, are at risk of offending or have been offended against.</li> </ul>
We live in communities that are inclusive, empowered, resilient and safe	<ul> <li>Our recruitment campaign and selection process attracts volunteers from the local communities they live and work in</li> <li>The Children's Hearings System empowers local communities by promoting local decision making and, involving children, young people and their families in the decision making process.</li> </ul>
We are well educated, skilled and able to contribute to society	<ul> <li>We provide training, support and volunteering experiences to around 3,000 people in Scotland</li> <li>We work locally with employers to communicate the workplace and personal skills gained through volunteering with us</li> <li>We are proactive and determined in our collective efforts to support and involve children and young people in our work</li> <li>We offer opportunities for care experienced young people to work with us through internships.</li> </ul>
We have thriving and innovative businesses, with quality jobs and fair work for everyone	<ul> <li>We are working towards a 50:50 gender split on our Board by 2020</li> <li>We meet our responsibilities to our staff under the Equalities Act 2010.</li> </ul>

## OUR NDBP REPORTING DUTIES





## Equalities

We produce Equality Mainstreaming and Outcomes Reports as a statement of our commitment to fully embed equality in our organisation and the services that we provide to children, young people and their families.

Our commitment to equality is enshrined in our general duty to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

We are committed to supporting the Scottish Government's National Outcome of Tackling Inequality. This programme of work acts as a series of commitments to which we will be held to account. Delivery of the equality outcomes is overseen by our Senior Management Team who report routinely to our Board. Children's Hearings Scotland is due to report on progress this year.



## Climate change

We are committed to meeting the public bodies duties set out in Part 4 of the Climate Change (Scotland) Act 2009. Children's Hearings Scotland reports on its environmental performance through its Annual Report. **Over the course of this Plan we will explore ways in which we can enhance our climate change reporting.** 

## Biodiversity

As a non-departmental public body we have a responsibility to work in a way which contributes to biodiversity conservation.

We published our Biodiversity Report in 2018 reflecting on our performance over the last three years and setting out our future plans.





### Children's Hearings Scotland t: 0131 244 3696 | www.chscotland.gov.uk

Follow us 💟 @CHScotland



This publications has not been printed to save paper. However, if you require a printed copy or a copy in an alternative formant and/or language, please contact us to discuss your needs.

Agenda Item 11 CHS-1819-59

## **Performance Report**

**Quarter 4** 

(January, February and March 2019)



The Children's Panel - life changing.





To recruit committed volunteers, that reflect Scotland's communities, to make decisions in the best interests of children and young people

No.	Activity	Lead	Timeline	Status	Update
1	We will strengthen the contribution of hearings experienced young people in the design of our Panel Member recruitment	R&RL, C&EL	April- September		For this refreshed campaign, a number of young people were involved in the design of recruitment materials and consulted on final products through user testing groups, consultations and individually. Care and hearings experienced children and young people contributed to both the development of creative concepts and the testing of ideas which informed final concept selection. With the creative agency, the Union, we have reflected on the process and involvement of young people and have started discussions about greater consultation and involvement in future campaign creatives.
2	We will design, test and launch an innovative new national Panel Member recruitment campaign to attract high quality candidates for our 2018 intake.	R&R, C&EL	April - August		A new campaign was developed with the theme of the creative theme focusing on individual volunteers and the impact they make on the lives of children and young people. Taking account of the feedback from the soft launch of the promotional resources, the campaign evolved and the creatives of the campaign were refreshed. Almost 9,000 people expressed interest in panel membership through partially completed applications within the system. Of the 20 ASTs recruiting, only one was not able to meet their recruitment target.
3	We will conduct a recruitment and selection process across Scotland to secure 450 new Panel Members dedicated to supporting their local communities	R&RL, ASTs	August - November		With this new campaign for 2018, which was shorter than in previous years, 1,514 applications were received, compared to 1,592 in 2017. From recommendation, 516 candidates were confirmed as trainee Panel Members and are currently undertaking Pre Service Training. Monitoring of the trainees progress is ongoing in regard to the ambitious 2018 target of 450 new Panel Members. To date, due to illness, bereavement and work commitments, 10% of trainees have now withdrawn. Three of
No.	Activity	Lead	Timeline	Status	Update
-----	---	---------------	------------------	--------	---
					the seven Pre Service Training dates remain and appointment of this cohort of Panel Members will be 17 May 2019.
4	We will reappoint over 300 Panel and Area Support Team Members across Scotland ensuring that they have the skills, qualities and knowledge to serve as Children's Hearings Scotland volunteers	CSLs	May - June		279 panel members were due for reappointment in May and June 2018. Over the course of the reappointment process, 45 panel member resigned mid term or at point of reappointment, 10 were not recommended for reappointment and 17 were not seeking reappointment. 16 were reappointed subject to completing additional training. This is closely monitored. Over 1, 000 Panel Members are due for reappointment in May and June 2019 and ASTs are currently undertaking reappointment reviews with Panel Members.
5	We will recruit high quality volunteers to fulfil our Area Support Team roles to ensure Panel Members are well supported at a local level	R&RL	April - March		We have appointed 69 AST members since 1 April 2018 and reappointed 29 AST members.
6	We will recognise and retain Panel and Area Support Team Members to ensure that they continue to support Scotland's most vulnerable children and young people	R&RL, ASTs	May - March		CHS conducted a social media based recognition campaign during volunteers week which was supported by both Nicola Sturgeon, First Minister and Maree Todd Minister for Childcare and Early Years. The RRRG has started to consider a strategic approach to retention of volunteer panel members and this will continue to be an agenda item across the coming year. Locally the majority of the ASTs deliver recognition event once a year.

Target	Lead	Achieved	Update
10% of the 2018/19 new panel members appointed are aged 25 and under	R&RL and ASTs	Not yet due	Of the 516 trainees due to start pre-service training on 9 January 2019, 11% are aged 25 or younger. To date, the current percentage is now 9% of trainees within this age range.

38% of the 2018/19 new panel	R&RL	Not yet	As an early indication, 31% of the 516 trainees due to start pre-service training on 9 January
members recommended for	and	achieved	2019 are male. With this cohort of trainee Panel Members being appointed in May, the final
appointment are male	ASTs		target will not be known until then, but to date 30% of trainees are male.
75% of panel members are successfully	R&RL	Not achieved	279 panel members were due for reappointment in May and June 2018. Over the course of the
reappointed	and	(68%)	reappointment process, 45 panel member resigned mid term or at point of reappointment, 10
	ASTs		were not recommended for reappointment and 17 were not seeking reappointment. 16 were
			reappointed subject to completing additional training.
			In 2017 71% of panel members eligible for reappointment were reappointed.

Business objective 2

To deliver high quality training to equip our volunteers with the skills and knowledge they need to carry out their roles

No.	Activity	Lead	Timeline	Status	Update
7	We will launch the CHS Learning Academy to deliver high quality blended learning to our volunteer community	OM	October – March		The Children's Hearing Scotland Training Academy title has been successfully trademarked. A logo has been developed in conjunction with young people and is in the process of being trademarked. West Lothian College were successful in securing the contract, for training delivery as part of the learning academy for the next three years. We have developed an extensive programme for all four courses programmes and the launch of the online platform and prospectus for the academy will be in January 2019.
8	We will ensure Panel Members are well trained to encourage the participation of children and young people in their hearings	NTL, C&EL	April – March		Courses focusing on managing conflict within hearings and ensuring importance of decisions & reasons given delivered. Both these courses have aspects that focus on the participation of children & young people within their hearings.
9	We will involve young people in the design and delivery of Panel Member training	NTL, C&EL	January – March		Pre service training day 5 has been revamped to enhance further the contribution by care and hearings experienced young people – supported by Who Cares? Scotland.
10	We will design and deliver a bespoke learning programme for Area Support Teams	NTL	December - March		This is part of the new training contract and all courses have been developed and scheduled within the 2019 prospectus.
11	We will support the implementation of the Better	P&PL	April – March		All ASTs are continuing to implement the Better Hearings standards through pilots, improvement programmes and multi-agency working including panel

No.	Activity	Lead	Timeline	Status	Update
	Hearings Standards across Scotland ensuring a consistent and effective service for children, young people and their families				member profiles, guidance on preparing a child for a hearing and a child- friendly hearing checklist. This activity will carry forward to 2019/20 where a coordinated approach will be adopted to the roll out of Better Hearings.
12	We will improve and support Panel Member practice through more effective quality assurance with enhanced Panel Practice Advisor tools, resources and support	CPL	May – March	•	The PPA Forum is now well established with four meetings scheduled for 2019; a number of strands of activity are incrementally improving the Quality assurance methodology designed to support the work of our Panel Practice Advisors. This includes a revised information governance statement about what can be done with the PPA data to drive continuous improvement; work around the CHS quality assurance framework which holistically connects the QA activity of PPAs across each of our recruit, train and support activities. We are looking to the Digital future and testing a draft PPA Observation and Feedback form within Renfrewshire and Tayside ASTs. This feedback will assist in designing a digital template that will improve the gathering of key QA information. Some detailed process mapping has allowed a number of key policy decisions to be made, which support and bring value to the PPA role.
13	We will enhance our existing training provision for Panel Practice Advisors through the development of an innovative learning programme	NTL, CPO	November – March		As previously reported we have successfully developed a PPA training programme, for new PPAs to train alongside trainees PMs. This is now part of the CHS Learning Academy programme and is part of our current pre-service training. In addition a new course has been developed by the Learning Academy which all existing PPAs will be required to undertake. This course "Quality Assurance at CHS" will focus on the role of the PPA and how the broader elements of QA fits together within the Children's Hearings system.
14	We will ensure continuous improvement in Panel Member practice by providing regular	P&PL	April – March	•	Practice queries from panel members and ASTs are responded to directly as required. Practice Development Assistant recruited and Rosie Megginson is now in post. Briefing on recent significant appeal cases, and information about national reviews and conferences has been posted on CHIRP and

No.	Activity	Lead	Timeline	Status	Update
	online practice guidance and support				circulated to panel membership. National policy and practice guidance on management of hearings has been finalized and will be disseminated throughout the CHS community during March 2019, with review of implementation and impact at ACLG workshop in September 2019. Development of digital Practie and Procedure Manual now underway with first consultation draft to be reviewed by working group in March 2019, to assist completion scheduled for September 2019.
15	We will deliver GDPR compliant information governance training to the Children's Hearings Scotland community to ensure that we process all personal information securely and safely.	IGL	April – March		The National team undertook GDPR training and DPIA training in April. GDPR and Information Governance training is rolled out to the CHS volunteer community via online learning platform – Moodle – on rolling basis depending on appointment date. GDPR-compliant Data Protection is embedded in pre- service training for all new panel members.

Target	Lead	Current	Update
		figure	
93% of applicants recruited that successfully complete the required seven day pre-service training	NTL	Not yet due	The 2018/19 cohort began pre service training in January 2019 and on successful completion will be appointed in May 2019.
80% of eligible Panel Members who successfully complete the Professional Development Award	NTL	Achieved	82% of eligible panel members have completed their PDA.
97% of positive course evaluation responses received	NTL	Not yet due	97% achieved for all courses except for two which received and average of 73%
77% of Panel Members who complete core training by the end of the calendar year	NTL	Awaiting data	47.5% of invited panel members attended in what was the final year of the three year core programme.

79% of children and young people who felt like they were the most important person at their last hearing	QPL	Not yet due	SCRA have postponed their Children and Families Survey. This KPI will be reviewed for 2019/20.
78% of children and young people who gave their views	QPL	Not yet due	SCRA have postponed their Children and Families Survey.
at their hearing 76% of children and young people who felt listened to at	QPL	Not yet due	This KPI will be reviewed for 2019/20. SCRA have postponed their Children and Families Survey.
their last hearing		,	This KPI will be reviewed for 2019/20.

Business objective 3

To invest in our volunteer community and National Team to deliver sustainable national and local volunteering support

No.	Activity	Lead	Timeline	Status	Update
16	We will work collaboratively with partners in the Children's Hearings Improvement Partnership to shape key policy developments which impact the Children's Hearings System	P&PL	April - March		We contiunue to support the work of the CHIP and are contributing fully to the reconfiguration of CHIP. The work of the CHIP Learning and Development sub group in which we were involved – will now be incorporated into the main CHIP agenda. PPL has had strategy discussions with Scottish Government, Social Work Scotland, SCRA and Our Hearings Our Voice and contributed to panel discussion at CHIP seminar in December 2018.
17	We will support Area Conveners to carry out their leadership role to a high and consistent standard through a programme of regular one to one and group meetings	SMT	April - March		An ACLG development session was held over 2 days in June. All ASTs were represented. This was attended by care and hearings experienced young people, The Independent Review of Care and Maree Todd, MSP for Early Years and Childcare. Feedback from attendees was very positive in particular in relation to the ability for peer to peer networking. To inform future planning, 2 workshops have been held with ACs to explore volunteer support models. A further development and planning weekend has been scheduled for February 2019.

No.	Activity	Lead	Timeline	Status	Update
					ACLG took place on 5 <sup>th</sup> December and was well attended. Chairing, continuity, CHS Learning Academy amongst the topics covered.
					SMT have taken responsibility for 1:1s with an identified sub group of ACs. 16 1-1s took place in Q3 as follows: Lynne 6 out of 7, Boyd 6 of 7, Elliot 4 of 5.
18	We will work with local authority partners to ensure that our Area Support Teams receive an effective and consistent model of support	CSLs, LA Clerks	April - March		Clerks network meeting was held on 23 <sup>rd</sup> November covering a range of updates and planning discussions related to the work of the clerks in support of ASTs. The partnership agreements have been issued to all local authorities with a start data of 1 April 2019.
19	We will promote the contribution of our volunteers and the impact they make on the lives of vulnerable children and young people	C&EL	June (Volunteers' Week) - March		<ul> <li>Following the success of volunteers week, CHS expanded social media into both facebook and Instagram. The recruitment campaign was actively promoted through these channels.</li> <li>A number of volunteer case studies have been promoted to national and local media and are being picked up in some areas.</li> <li>The role of the PPA has been a key focus in Q3 on both Facebook &amp; Twitter, to drive applications in Renfrewshire and Ayrshire.</li> </ul>
20	We will support and empower our Area Support Teams to lead and manage Panel Members through the implementation of a sustainable model of Area Support Team planning	CSLs, QPL	April - May		All ASTs have operational plans. The new plans outline AST business as usual activity and identify improvement activities for the year. The plans are used by the CSLs to monitor progress and provide tailored support. The plans are also used by the ASTs to track progress and manage resources. We have undertaken a review of all plans and they are being used by SMT to structure AC 1-1s. We will review the use of

No.	Activity	Lead	Timeline	Status	Update
					plans at ACLG in February and how we can build on their use in 2019/20.
21	We will continue to mainstream our equalities duties across all aspects of our work by publishing equality information to demonstrate our compliance in meeting the general and specific public sector equality duties in the Equality Act 2010	HR/ODL	July - September		In the most recent development with CHS's equality outcome action plan, as approved by Board in September 2018, CHS signed up to the Disability Confident Committed badge, which is valid for 12 months until 06/12/2019.
22	We will explore options for the relocation of the Children's Hearings Scotland National Team office, ensuring that it meets the needs of our community for the next five years	DCE, BM, HR/OD	July - September		The new office premises are on track for completion on 1 <sup>st</sup> April 2019. All staff will begin the move on the 8 <sup>th</sup> April – regular consultation exercises over the last few months have taken place with staff to keep them up to date with progress. Smarter working principles are being fully utilised within the office now with all staff partaking in hot desking.
23	We will publish a report on the implementation of hearing decisions by local authorities and work with partners to develop an approach to evidence impact	QPL	April - March		The feedback loop collection for data from 2016/17 is now closed. Data will be analysed by SCRA and a report published in quarter four. CHS are pursuing a refreshed feedback loop strategy which will begin in 2019/20.
24	We will support the work of Our Hearings Our Voice Board to ensure that the views and the experiences of children and young people are embedded in the work of Children's Hearings Scotland	All	April - March		CHS Business Manager and Communications and Engagement Lead are members of the OHOV Operational Group. During the summer Our Hearings Our Voice worked with young people with lived experience to create application packs and communications for its first ever recruitment campaign. The recruitment drive ran from 3 <sup>rd</sup> September to 1 <sup>st</sup> October and had a great resonse from young people across Scotland. In November, a 'Let's Get Started' event took place in Glasgow. Eleven of the young

No.	Activity	Lead	Timeline	Status	Update
					people who applied to be board members attended the event, along with their trusted adults, which aimed to give them more information about being an Our Hearings Our Voice board member. The next meeting is in early February at which the young people will look at developing a logo and brand for Our Hearings Our Voice.
25	We will streamline the procedures for Panel Member continuity to enable timely decision making.	P&PL	April - August		An improved streamlined process will go live on 28 <sup>th</sup> January which will reduce workload for panel members and SCRA staff while giving Area Conveners operational oversight of continuity in their area. New guidance on continuity has been prepared and promotion of the benefits of continuity is underway.

Target	Lead	Current	Update
		figure	
98% of (EIR, SAR and FOISA) information requests are responded to within statutory timescales	IGL	100% Achieved	2 FOISA requests and 1 SAR in quarter 4. All information requests were responded to on time. 1 FOISA response from Q3 was queried by OSIC, and following discussions, the query was closed.
95% of complaints dealt with by the National Team are responded to within SPSO timescales	IGL	100% Achieved	There were 14 complaints received in quarter 4.
85% of supplier invoices not in dispute paid within 10 working days	F&SA	90% Achieved	On target for 2018/19. The Business Manager continues to coordinate increased use of credit cards for payments in order to pay more suppliers more quickly and reduce the administrative burden to CHS, including introducing a third cardholder this year and exploring a reconfiguration of credit

			limits. Additionally, reduced reliance on wet/physical signatures enables remote invoice authorization and hence faster approvals and payments. Invoices missing the target are sometimes the result of queries with Local Authorities: these issues are being addressed on a case by case basis.
90% of audit actions implemented within agreed timescales	GL	this quarter (59%)	There are 39 audit actions due for implementation over 2018/19. 59% of audit actions have been completed. 13% of actions are not yet due and 28% have missed the set our deadline. However it is anticipiated that these actions will be completed in 2018/19.
97% Children's Hearings Scotland employee attendance	HR/ODL	99.4% short term	The figures for this quarter are calculated up to 05 March 2019. We now provide both our short and long term absence figures ( 4+weeks) as two separate and more meaningful calculations. We had 0% of staff on long term absence during this period.



To prepare our systems and communities, in partnership with the Scottish Children's Reporter Administration, for our joint digital future

No.	Activity	Lead	Timeline	Status	Update
26	We will inform and support our volunteer community to prepare them for the introduction of our new digital systems through digital skills e-learning material and regular multichannel communications	C&EL	April – March		We launched an informercial profiling our digital plans. Six E Learning modules are ready for roll out over the coming months. Hosted on Virtual Learning Environment Moodle two modules are live: CHS Digital Systems and Using CHS Systems and the Hearing Room Laptop. See also 32. Each Business Owner has developed an engagement plan for stakeholders in their area to both inform development of the digital systems and inform more widely about digital plans moving forward. In addition a broadcoast communications plan has been created for communication to the CHS community about our joint digital strategy with SCRA. This Plan will be aligned with SCRA's plan.
27	We will grow the Children's Hearings Scotland Community Digital Consultation Bank to work with us and the Scottish Children's Reporter Administration to provide feedback on IT systems that will be used by our volunteer community	DPDL	April – March		The Bank continues to be publicised at various events, e.g. the ACLG, with all members of the CHS Community being encouraged to get involved. The Bank currently has 200 members (representing just

No.	Activity	Lead	Timeline	Status	Update
					over 7% of our volunteer Community). The Bank have been heavily involved in various activities across the Digital Delivery Programme, including remote and in-person user testing, and feedback surveys on digital communications. When the 2018/19 recruits begin their service it is hoped that a high percentage of them will be interested in joining the Bank.
28	We will release promotional films to provide support and engage our volunteer community in our digital journey	C&EL	April – March		Complete. Films have been released and well received – see also 32.
29	We will deliver an IT helpdesk that meets the needs of our volunteer community	OM	April – March		Helpdesk launched at the beginning of May delivered by Leidos and supported by CHS business support team. Has been well received to date and in depth management information will be available going forward
30	We will embed a centralised system of volunteer training records to provide assurance of the knowledge and skills within our community	NTL	April – September	•	Improvements have been made to PanelPal and processing and policy being developed in relation to all local and national training from 2013 being uploaded onto PanelPal by end Feb 2019. All training from Feb '19 onwards will be inputted directly into PanelPal.
31	We will maximise our potential to generate management information through the adoption of our digital systems	BM	April – March		We have implemented a Business Owner model in CHS and staff are responsible for the inputting into the development of CHS service areas. Each service area will contain a wealth of new management information which can be extracted from the system. A Business Owner has been appointed to assist in the development of a reporting tool.

No.	Activity	Lead	Timeline	Status	Update
32	We will continue to consult the Digital Programme Reference Group on our Digital Strategy delivery to ensure we capture the views of our community	DPDL	April – March		The Digital Programme Reference Group is scheduled to meet in March 2019 and will continue to be consulted throughout the remainder of the Digtial Delivery Programme.

Target	Lead	Current	Update
		figure	
100% of Area Support Teams using the children's Hearings Scotland rota management system	DA	73% to date	<ul> <li>16 out of 22 ASTs are currently using CHS' rota management system. We are actively following up with the remaining ASTs to ensure they are using rota management by end of March.</li> <li>21 out of 22 ASTs have received training.</li> </ul>
10% of our volunteer community who are members of the Children's Hearings Scotland Community Digital Consultation Bank	DPDL	6.6% (not yet due)	15 people have joined the Bank between 1 <sup>st</sup> January 2019 and 6 <sup>th</sup> March 2019. There are 200 people in the Bank at present.
90% of ICT calls resolved within service level agreement	ITL	Data outstanding	Data outstanding – expected ahead of Board on 29/01. In Q2 97% of calls were resolved within SLA and it is anticipated we will have met the target of 90% of Q3.



### Children's Hearings Scotland Area 2/1/1 Ladywell House | Ladywell Road | Edinburgh | EH12 7TB

t: 0131 244 3696 | www.chscotland.gov.uk

**Follow** @CHScotland



This publication has not been printed to save paper. However, if you require a printed copy or a copy in an alternative format and/or language, please contact us to discuss your needs.

### Agenda Item 12, CHS-1819-60

### **CHS/Local Authority Memorandum of Understanding**

Accountable Director:	Boyd McAdam, National Convener/CEO
Report author:	Elliot Jackson, Depute CEO
Recommendation:	To note the update
<b>Resources implications:</b>	Within available resources
Equalities duties:	Equalities Impact Assessment Required

Yes No

#### 1. Introduction

- 1.1. In October 2018, the Society of Local Authority Chief Executives (SOLACE) through the Glasgow City Council legal team, and in partnership with CHS, agreed a final version of the Partnership Agreement (now known as the Memorandum of Understanding (MoU)) and recommended its members sign the agreement at the local level.
- 1.2 This short report provides an updated position on the agreements and our follow-up plans to work with Local Authorities to secure a sign-off.

#### 2. Updated Position

- 2.1 CHS issued final versions of the MoU to each Council seeking their signoff in January 2019. sixteen Councils have returned signed copies to date and a further three have requested minor amendments and/or clarifications (see Table 1).
- 2.2 The National Convener issued reminder letters to those Local Authorities whose agreement remains unsigned on 27 February asking them to complete and sign their agreement by 31 March 2019.
- 2.3 Colleagues from the National Team are engaging those Local Authorities who have asked for amendments to the agreement. It is important to note that the MoU has been agreed at a national level via SOLACE and whilst it is to be signed at the local level, CHS are keen to preserve the integrity of the terms of the agreement but are open to adding specific agreed 'local' arrangements in an addendum to the MoU.

### 3. Conclusion

3.1 CHS is very grateful to all Councils who have responded thus far and hopes to have all MoUs returned by the agreement start date of 1st April 2019. We are of the view that if any agreements are not finalised by the start date, it represents little or no risk to the existing local service provision.

### 4 Recommendations

4.1 The Board are asked to note this update and to approve that all further updates will be captured within the broader National Conveners update report.

AST	Local Authority	MoU Signed off	MoU Queries
Aberdeen City			
Aberdeenshire			
Argyll and Bute		Yes	
Ayrshire	East Ayrshire	Yes	
Ayrshire	North Ayrshire	Yes	
Ayrshire	South Ayrshire		
Central and West Lothian	Clackmannanshire	Yes	
Central and West Lothian	Falkirk		
Central and West Lothian	Stirling		
Central and West Lothian	West Lothian		
Dumfries and Galloway			
East Dunbartonshire		Yes	
East Renfrewshire			Yes
Edinburgh	City of Edinburgh	Yes	
Eilean Siar	Comhairle nan Eilean Siar	Yes	
Fife			Yes
Glasgow		Yes	
Highland and Moray	Highland		
Highland and Moray	Moray	Yes	
Inverclyde			Yes
North Lanarkshire		Yes	
Orkney		Yes	
Renfrewshire		Yes	
South East Scotland	East Lothian	Yes	
South East Scotland	Midlothian		
South East Scotland	Scottish Borders	Yes	
South Lanarkshire		Yes	
Shetland Islands			
Tayside	Angus		
Tayside	Dundee		
Tayside	Perth and Kinross	Yes	
West Dunbartonshire			Yes

### Table 1 – Local Authority Overview

### Item 14.1 , CHS-1819-61.1 Draft ARMC Work plan 2019/20

### Background

- 1. The <u>Scottish Government Audit Committee handbook</u> recommends the production of an annual work plan for Audit and Risk Management Committee (ARMC) activities for the year.
- 2. This draft work plan links to the ARMC Terms of Reference.
- 3. ARMC's work will predominantly focus upon the framework of risks, controls and related assurances that underpin the delivery of CHS' objectives.
- 4. The work of the ARMC has a key role to play in informing the Governance Statement included in the Annual Report and Accounts. Claire Robertson (Director, BDO –internal audit) will attend all four meetings, one of which will be the winter meeting to discuss the 2019/20 internal audit work plan. External auditors from Audit Scotland will also attend the meetings to update the committee on the Audit Scotland National Reports that are relevant to the work of CHS.
- 5. The Chair of the ARMC will update the committee at each meeting on any governance issues and risks that may impact the joint CHS/ SCRA digital strategy.

### Recommendations

6. The committee is asked to a) approve its 2019/20 work plan and b) to submit it to the CHS Board for approval on 19 March 2019.

### 7. Winter meeting (26 February 2019)

#### <u>Digital</u>

CHS/SCRA Joint Digital Committee update

<u>Risks</u>

Review of the performance of CHS' strategic risk register

<u>Audit</u>

External Audit general update report

External Audit workplan 2019/20

Internal Audit workplan 2019/20

Consider any reports from Internal Audit and management responses

### Policy/governance

Information Governance Report

Review and consider continued appropriateness of CHS accounting policies for approval by the Board

Review of financial regulations

Review of the committee's Terms of Reference

### 8. Spring meeting (7 May 2019)

Digital

CHS/SCRA Joint Digital Committee update

Risks

Review of the performance of CHS' strategic risk register

Audit

External Audit general update report

Consider any reports from Internal Audit and management responses

Internal Audit Annual Report 2018/19

### Policy/governance

Information Governance Report

Review CHS draft Governance Statement and provide advice to the Accountable Officer on its contents

Review annual report on Health & Safety, Data Protection Act, Freedom of Information and other compliance issues

Consider an annual report of the Committee's activities to the Board and Accountable Officer

**Review CHS Business Continuity Plan** 

### 9. Summer meeting (27 August 2019)

#### Digital

CHS/SCRA Joint Digital Committee update

### Risks

Review of the performance of CHS' strategic risk register

### Audit

External Audit general update report

Consider any reports from Internal Audit and management responses

Update on outstanding Internal Audit recommendations

### Policy/governance

Review and consider the draft 2018/19 Annual Report and Accounts Statements Annual Audit Report to Board members and the Auditor General for Scotland (ISA 260) Review of the Letter of Representation Information Governance Report

### 10. Autumn meeting (12 November 2019)

Digital

CHS/SCRA Joint Digital Committee update

Risks

Review of the performance of CHS' strategic risk register

### Audit

External Audit general update report

Consider any reports from Internal Audit and management responses

Summary progress on Internal Audit recommendations (date to be confirmed with BDO) Policy/governance

Review committee's own effectiveness

Information Governance Report

### Agenda item 14.2 , CHS-1819-61.2

**ARMC TOR** 

Accountable Officer: Report author: Recommendation: Resources implications: Equalities duties:

Lynne Harrison, Business Manager Nicola MacLaren, Governance Lead To note the update N/A Equalities Impact Assessment Required **No** 

# Audit and Risk Management Committee Terms of Reference

# 1. Constitution

1.1 The Board hereby resolves to establish a committee of the Board to be known as the Audit and Risk Management Committee (ARMC).

# 2. Membership

2.1 The ARMC comprises a minimum of three non-executive members appointed by the Board, not including the Chair of the Board.

2.2 The Board appoints one of its members to serve as the chair of the committee. Details of the current members including the Chair are shown in Appendix 1.

2.3 All members are appointed for a three year term, which can be extended for up to a maximum further three years.

Approved: 26 February 2019 Next review: 2020



time not exceeding a year, to provide specialist skills, knowledge and experience, subject to budgets agreed by the Board.

2.5 The Committee may appoint a substitute drawn from the membership of the Board of CHS.

2.6 A committee substitute may participate at a committee meeting in place of a member.

2.7 When a committee substitute attends a meeting (or other committee activity), he or she assumes the full rights of an ordinary member of the committee. In particular, the substitute can vote and is entitled to receive all committee papers.

# 3. Authority

3.1 The ARMC is authorised by the Board to review and approve any activity within its terms of reference.

# 4. Meetings and Quorum

4.1 The ARMC meets at least four times a year. The Chair of the committee may convene additional meetings as he/she deems necessary. Meetings may be held virtually if required.

4.2 The Chair of the Board may also ask the ARMC to convene further meetings to discuss particular issues on which he/ she wants the Audit and Risk Management committee's advice.

4.3 A minimum of two members of the ARMC must be present for the meetings to be deemed quorate. In the absence of the Chairperson, one of the other non-executive members will assume that role for the duration of the meeting. To ensure that the meeting is quorate, committee substitute(s) may be required to attend.

4.4 The National Convener/ Chief Executive Officer, Depute Chief Executive, the Director of Finance and the Business Manager are required to attend each meeting.

4.5 The Audit and Risk Management committee may ask any other officials to attend to assist it with its discussions on any particular matter.

4.6 The Governance Lead provides the ARMC with a secretarial support service.

4.7 The agenda and meeting papers are issued to members at least seven calendar days prior to the meeting unless agreed otherwise.

4.8 The Governance Lead minutes the proceedings and resolutions of all committee meetings including the names of those present and in attendance.



4.9 Minutes of every committee meeting are circulated to the committee for approval and approved minutes referred to the Board for noting as soon as practical.

4.10 The internal and external auditors attend all meetings.

4.11 The ARMC may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

4.12 An Action Log is maintained to monitor progress on key issues raised at meetings.

5. Reporting

5.1 The Chair of the committee reports back to the Board, verbally or in writing, after each meeting. The committee takes directions from the Board on general or specific action it should take.

5.2 The ARMC provides an Annual Report, timed to support preparation of the Governance Statement summarising its conclusions from the work it has done during the year.

## 6. Responsibilities

6.1 The Audit Committee advises the Board and the Accountable Officer on:

6.1.1 The strategic processes for risk, control and governance.

6.1.2 Corporate and information governance arrangements.

6.1.3 The accounting policies, the approval of the Unsigned Annual Report and Accounts following competition of the audit and Management's Letter of Representation to the external auditors.

6.1.4 The planned activity and results of both Internal and External Audit.

6.1.5 The adequacy of management response to issues identified by audit activity, including external audit's report to those charged with governance.

6.1.6 The annual and longer term operating plans for internal audit, the resourcing of the internal audit to deliver these plans.

6.1.7 Monitoring the implementation of approved recommendations.

6.1.8 The external audit reports and, where appropriate, report to the Board any issues from the external audit of CHS, and any matter that the external auditors bring to the attention of the committee.

6.1.9 The adequacy of the arrangements for the management of CHS' compliance with legislation and regulation, focusing on data security, freedom of information, health and safety and equality.

6.1.10 Anti-Fraud and Corruption policy, Whistleblowing policy, and arrangements for special investigations.

# 7. Information Requirements

7.1 Agree a work programme at the start of each financial year for the year ahead.

7.2 For each meeting the ARMC is normally provided with:

7.2.1 a report on the performance relating to risk management, including a summary of any key changes to the risk register.

7.2.2 Information Governance reports including on the Joint Digital Oversight Committee.

7.2.3 a report from Internal Audit detailing, as appropriate:

- audit performed.
- key issues emerging from internal audit work.
- management responses to audit recommendations.
- the current internal audit plan including proposed changes.
- any issues affecting the delivery of internal audit objectives.
- progress on the implementation of agreed recommendations.

9



and when appropriate,

# Committee:

8.1 Reviews its Terms of Reference - annually. Proposals for amendment to the terms are submitted to the Board for formal approval.

8.2 Reviews its own effectiveness annually.

8.3 Considers the Draft Annual Report and Accounts prior to submission to the Board and reviews the Draft Governance Statement.



8.4 Reviews any changes to accounting policies.

8.5 Reviews the Management's letter of Representation.

8.6 Reviews the effectiveness of CHS' financial and other control systems.

8.7 Monitors CHS' arrangements to secure Value for Money, whether these are made via internal or external audit or other means.

8.8 Monitors the effectiveness of Internal and External Audit, reviews the Internal Audit Annual Report and the ISA 260 from External Audit.

8.9 Alerts the Board and, where necessary, Scottish Ministers to factors which might affect the ability of CHS to carry out its statutory functions and achieve its strategic objectives.

Chair

Date



## Appendix 1 - Membership of the Audit and Risk Management Committee (since August 2018)

Chair: Henry Robson

Members: Marian Martin, Beth-Anne Logan, John Anderson.

### Audit and Risk Management Committee (ARMC)

### Minutes of the meeting of 26<sup>th</sup> February 2019

The meeting opened at 10.35

#### Present:

Henry Robson, Chair

Marian Martin, Committee member

#### Also present:

Boyd McAdam, National Convener/ Chief Executive (NC/ CEO), CHS Elliot Jackson, Depute Chief Executive (DCE), CHS Lynne Harrison, Business Manager (BM) Ed Morrison, Head of Finance (HoF), CHS Cameron McGhee, Auditor, Audit Scotland Daniel Melly, Auditor, Audit Scotland Scott Peterson, Auditor, BDO Chloe Ridley, Auditor, BDO Christine Mullen, Operations Manager Jo Derrick, Board Delegate Barbara Neil, Board Delegate.

#### **Apologies:**

John Anderson, Committee member Garry Coutts, CHS Chair

lte	ems	Actions / owner	Time- Scales
1	Welcome / declaration of interests		
	e Chair welcomed everyone to the meeting.	N/A	N/A
	ere was no declaration of interest from members.		
2	Minutes of previous meeting		
	<b>Decision</b> — e minutes of the last meeting on November 2018 were approved subject to mpletion of the sentence on page 9, and the deletion of 'would be' on page	N/A	N/A

3	Matters Arising		
	<ul> <li>LH highlighted the current complaints position. There has been a decrease in the number of complaints escalated to the National Team. There are few that are out of the scope of SPSO guidelines.</li> <li>BMcA highlighted that the Learning Academy prospectus was launched on 31<sup>st</sup> January and not 5<sup>th</sup> December as highlighted at the last ARMC.</li> </ul>	N/A	N/A
4	Action log	1 1	
	Summary of discussion and/or issues raised— outstanding actions that aren't covered on the agenda.	N/A	N/A
5	Committee Workplan	1 1	
• 2) Th	Summary of discussion and/or issues raised— The committee will meet four times with internal and external auditors in attendance. An opportunity for the Chair to meet with auditors outwith the ARMC meeting would be taken once annually and further if required by either party It was suggested that internal and external audit are spaced out throughout the year so there is not a large number of reports being brought to the committee at any one meeting. Decisions— e Committee agreed— To endorse its work plan 2019/20 and submit it to the Board of CHS for approval on 19 March 2019.		
6	Sources of assurance map		
1)	Summary of discussion and/or issues raised—		
•	Progress is being made. There is a detailed exercise in progress to document a complete map of all systems and processes in the organisation and then to map the 3 lines of defence associated with each of these. The map will be extended to the business owners to feed into this to ensure it is fully up to date. There is some work required to align this to the risk register to integrate the sources of assurance associated with each risk.		

2) 0	<ul> <li>The report will be brought back to the May ARMC to be approved</li> </ul>	EM	ARMC May
7	Digital Oversight Committee Update		
1) Sı	ummary of discussion and/or issues raised—		
2) D	highlighting the benefits and processes that both organisations will gain for the benefit of the external members within the room.		
- <b>,</b> -		NMAc	Ongoing
	<ul> <li>It was agreed that going forward the most recent DDOC minutes would be shared at each ARMC.</li> </ul>		Ongoing
	• The committee would receive the updates on the resourcing for the digital programme at the next meeting.	LH	May
8	Review Strategic Risk Register	1	<u>.</u>
1) Su	working through an agreed programme of migration of CHS risks to a new format informed by the audit process.		

• The language and positioning of the controls and actions has been		
reviewed.		
<ul> <li>April represents the start of the new business year and therefore the risk registers will be revised to reflect business objectives for the year</li> </ul>		
<ul> <li>BDO highlighted that any large gap between gross and residual scores</li> </ul>		
reflects the (possibly over) reliance on proposed controls and it would		
be prudent to review these risks regularly to ensure that controls are		
proving to be effective'		
• It was suggested that any risks that fall into the category above are		
also brought to ARMC to look at ways of resolving the ongoing reliance		
on control measures and whether the scope of risks reviewed should		
be wider than just those with a residual score >15.		
2) Decision—		
• The risk register will continue to be developed and brought back to the		
next ARMC after the business plan for 2019/20 has been developed.	LH/NMac	May ARMC
• A further discussion will take place relating to the criteria the risks		ARIVIC
must meet to come to ARMC and the latest register will be shared at		
the next meeting.		
9 Internal Audit		
Recruitment and Retention		
• Summary of discussion and/or issues raised—		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision –</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision –</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision –</li> <li>The report was accepted by ARMC.</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision – <ul> <li>The report was accepted by ARMC.</li> </ul> </li> <li>2019/20 Draft Plan</li> <li>1) Summary of discussion and/or issues raised—</li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision – <ul> <li>The report was accepted by ARMC.</li> </ul> </li> <li>2019/20 Draft Plan</li> <li>1) Summary of discussion and/or issues raised— <ul> <li>4 audit themes were identified: Corporate Governance, Payroll and</li> </ul> </li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision – <ul> <li>The report was accepted by ARMC.</li> </ul> </li> <li>2019/20 Draft Plan</li> <li>1) Summary of discussion and/or issues raised— <ul> <li>4 audit themes were identified: Corporate Governance, Payroll and expenses, Local Partnership working and Impact of Smarter Working.</li> </ul> </li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision – <ul> <li>The report was accepted by ARMC.</li> </ul> </li> <li>2019/20 Draft Plan</li> <li>1) Summary of discussion and/or issues raised— <ul> <li>4 audit themes were identified: Corporate Governance, Payroll and expenses, Local Partnership working and Impact of Smarter Working.</li> <li>Partnership working is scheduled for the end of the year to allow the</li> </ul> </li> </ul>		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>The report was completed in November 2018 shows a moderate level of assurance.</li> <li>There were 5 recommendations, 4 medium and 1 low and all have been accepted.</li> <li>A number of the recommendations linked into digital and will be worked through over the next few months.</li> <li>There was one observation made regarding chairing of hearings which is being addressed through the short life working group on chairing.</li> <li>2) Decision – <ul> <li>The report was accepted by ARMC.</li> </ul> </li> <li>2019/20 Draft Plan</li> <li>1) Summary of discussion and/or issues raised— <ul> <li>4 audit themes were identified: Corporate Governance, Payroll and expenses, Local Partnership working and Impact of Smarter Working.</li> </ul> </li> </ul>		

2) D	ecisions –	
•	The plan was approved	
10	External Audit	
Aud	it Committee Update	
	<ul> <li>Latest technical update is detailed from October to December 2018.</li> <li>The treasury has announced the 2018/19 discount rates for provisions <ul> <li>in relation to CHS the net pension liability will be covered in the final audit papers.</li> </ul> </li> <li>There have been 2 amendments to the Scottish public finance manual <ul> <li>these are just shown for information and should not impact CHS.</li> </ul> </li> <li>There was no national reports produced to date that were relevant to CHS.</li> <li>EM highlighted that he didn't think there would be any issues complying with the new regulations.</li> </ul>	
2) D	<ul> <li>ecisions –</li> <li>The committee agreed to approve the updates and await the final audit accounts in August.</li> </ul>	
Ann	ual Audit Plan 2018/19	
1) Si	<ul> <li>As per previous years Audit Scotland are not applying the wider scope audit.</li> <li>It will concentrate on the scope of the governance statement and financial sustainability only.</li> <li>No main risks or issues from last year and no real changes moving into 2019/20.</li> <li>Audit dates are in line with last year.</li> <li>There has been a slight increase in audit fee this year.</li> </ul>	
•	<ul> <li>ecisions –</li> <li>The committee agreed to approve the updates and await the final audit accounts in August.</li> <li>The committee agreed the timelines for final audits this financial year.</li> </ul>	
11	Learning Academy – Insurance cover report	

) Summary of discussion and/or issues raised—		
• Following contract award, WLC indicated to CHS that they were not		
able to meet the insurance requirements of the ITT, despite indicating		
that this was possible at submission. WLC indicate this is a result of SFC		
requirements.		
WLC have increased their cover vs the previous contract held but still		
do not have the amount specified within the ITT.		
• Should CHS accept the reduced insurance terms the contract will		
require to be amended to reflect this. Scottish Government		
procurement team are comfortable in making this change under CHS'		
direction .		
• On this basis, it is recommended is that the committee approve the		
insurance cover levels provided by WLC		
2) Decision—		
• The committee agreed to accept the risk based on the		
recommendations.	EJ	ASAP
• HR advised that a letter should be sent to WLC noting the committees		
acceptance but identifying disappointment that WLC had not meet		
initial ITT requirements. – EJ will draft a letter for HR to submit.		
2 Governance Reports	I	
Accounting Policies		
.) Summary of discussion and/or issues raised—		
<ul> <li>There are no substantive changes to the policy – all changes were</li> </ul>		
related to date – no challenges and any proposed changes were		
accepted.		
2) Decision—		
• The committee agreed to approve the policy.		
inancial Regulations		
-		
) Summary of discussion and/or issues raised—		
.) Summary of discussion and/or issues raised—		
<ul> <li>Summary of discussion and/or issues raised—</li> <li>There were a few small amendments to be approved all related to formatting within the document.</li> </ul>		
<ul> <li><b>Summary of discussion and/or issues raised</b>— <ul> <li>There were a few small amendments to be approved all related to formatting within the document.</li> </ul> </li> <li><b>Decision</b>—</li> </ul>		
<ul> <li><b>Summary of discussion and/or issues raised</b>— <ul> <li>There were a few small amendments to be approved all related to formatting within the document.</li> </ul> </li> <li><b>Decision</b>— <ul> <li>The committee agreed to approve the policy with EM amending the</li> </ul> </li> </ul>		
<ul> <li><b>Summary of discussion and/or issues raised</b>— <ul> <li>There were a few small amendments to be approved all related to formatting within the document.</li> </ul> </li> <li><b>Decision</b>—</li> </ul>		
<ul> <li><b>Summary of discussion and/or issues raised</b>— <ul> <li>There were a few small amendments to be approved all related to formatting within the document.</li> </ul> </li> <li><b>Decision</b>— <ul> <li>The committee agreed to approve the policy with EM amending the</li> </ul> </li> </ul>		

13	Terms of Reference	
-	<ul> <li>ummary of discussion and/or issues raised—</li> <li>The format and content of the committees' ToR were reviewed.</li> <li>A minor amendment was requested to remove Beth-Anne Logan from the list of committee members as she doesn't sit on ARMC.</li> </ul>	
2) D	ecision—	
	• The committee agreed to recommend to the Board to approve the Terms of Reference, as amended, at its March meeting.	

The meeting concluded at 11.48am.

### Agenda Item 16.1 CHS-1819-62.1 Committee workplan 2019/ 20

Accountable Director:
Report author:
Recommendation:
Resources implications:
Equalities duties:

DCE Nicola MacLaren To approve the committee draft workplan for 2018/ 19 Within available resources Equalities Impact Assessment Required **No** Equalities Impact Assessment Completed **N/A** 

### DRAFT ANNUAL WORKPLAN 2019/20

### 1. Introduction

This report sets out a proposed work plan for the Remuneration and Appointment Committee (RAC) for 2019/20. In line with previous years the committee will aim at meeting at least twice a year, subject to the possibility of cancelling a meeting should it not be required. The draft plan will be submitted to the CHS Board for approval on 19 March 2019.

### 2. Background

Best practice requires the production of an annual work plan for RAC activities for the year. This draft work plan links to the RAC Terms of Reference.

### 3. Timeframe

Winter Meeting (29 January 2019 to inform 19 March Board meeting)

- Review and approve HR policies as required
- Review committee's Terms of Reference

Spring Meeting (7 May 2019 – potential date - to inform 11 June Board meeting)

- Review and approve HR policies as required
- CEO Appraisal outcome 2018/ 19 and key objectives 2019/ 20

Autumn/winter Meeting (December 2019 to inform January Board Meeting)<sup>1</sup>

- Pay award proposals 2020/21
- Review and approve HR policies as required
- Review of committee's own effectiveness
- Annual Report
- Committee's draft workplan for 2020/21
- Mid-year review 2020/ 21 performance on objectives for the NC/CEO

<sup>&</sup>lt;sup>1</sup> Should the announcement of the Budget by the UK Government be late, the 13 November meeting would be rescheduled in February 2019 (date tbc) to inform the 19 March 2019 Board Meeting.

• Consider and approve for submission the CHS pay remit, ensuring compliance with all relevant guidance

### Agenda Item 15, CHS-1819-62.2

# Remuneration and Appointments committee 29<sup>th</sup> January 2019

#### Present:

Marian Martin (Chair) John Anderson, Committee Member Garry Coutts (Chair of CHS Board), observing Beth Logan, Committee Member

### Also present:

Boyd McAdam, National Convener/ Chief Executive (NC/ CEO), CHS Susan Deery, Head of Human Resources, Shared Services, SCRA (HHR) (by Skype) Lynne Harrison, Business Manager (BM), CHS Elliot Jackson, DCE Nicola MacLaren, Governance Lead

Apologies: Christine Mullen, Operations Manager

The meeting opened at 10am

The Chair welcomed everyone to the meeting.

Items		Actions / owner	Time- Scales
1	Declaration of interests		
	vas noted that the DCE & BM would leave the meeting prior to Agenda nt 8.		
2	Minutes of previous meetings		1
EJ v	Summary of discussion and/or issues raised— vas to be added as in attendance at the November meeting. Decisions—		

-		
The	committee agreed to approve the minute.	
3	Action Log	
All p	points relevant were covered on the agenda.	
4	Chair Update	
The Auth requ It wa pres It wa The hear and	Summary of discussion and/or issues raised— chair discussed a letter that had been received from SCRA to all Local norities including CPC Chairs offering the opportunity for all trainees who ire attendance at hearing observations to attend a mock hearing. as queried whether this had been discussed with CHS in relation to the ence of trainee panel members. as noted that discussion had taken place at Hearings Management Group. requirement for CHS Board, staff and trainee Panel Members to observe ings was recognised and would be retained. Measures are in place to try spread observations to avoid saturating city centre hearing centres. ther points are covered in the agenda.	
5	Committee Work Programme	
1) Su	<ul> <li>It was highlighted that the work programme required some amendments: An August meeting is too early for a pay discussion and this should be moved to December.</li> <li>A January meeting should be pencilled in for 2020.</li> <li>The objectives of the CEO and the implications of the business need to be discussed before the summer so a meeting in May has been scheduled to accommodate this.</li> </ul>	
2) D	ecision—	
• I (	The committee agreed the work programme in principle. t was noted that the CEO work related objectives are fluid given the CEOs imminent retirement. The August meeting will be cancelled and a December meeting added.	
6	Staff Survey Detailed Results	
1) Su	<ul> <li>ummary of discussion and/or issues raised—</li> <li>LH talked the committee though the top lines from the people survey results.</li> </ul>	

	• There was a 95% completion rate, with overall very positive responses.
	<ul> <li>SMT have picked out 3 of the top topics needed addressed, 1 being</li> </ul>
	learning and development.
	It was agreed that SMT role modelling was important but a difficult
	balance to achieve in a s mall organisations.
	<ul> <li>BMcA highlighted that the results were very welcome and a positive</li> </ul>
	reflection of the work done by the SMT in leading change within the
	organisation.
	<ul> <li>There needs to be a focus in ensuring that results remain high going forward.</li> </ul>
	IOrwaru.
2) Г	ecision—
2) [	
	The committee noted the report
•	The committee noted the report.
7	Property Contract Changes
/	Property Contract Changes
1) S	ummary of discussion and/or issues raised—
•	The agreed contract changes and relocation allowance, approved at the
	November RAC have been circulated to staff and have been well received.
•	Relocation allowance submission requests are due this week for anyone
	wishing to claim. No issues are anticipated, and claims are expected to fall
	in line with budget.
2) D	ecision—
•	The committee noted the report
8	CEO – Recruitment Update
1) S	ummary of discussion and/or issues raised—
•	The issues were discussed in private.
2) D	ecision—
•	The committee noted the discussion.
•	Any actions to be taken were noted by SD.
9	AOB
	<u> </u>
1) S	ummary of discussion and/or issues raised—
Nor	le l
1	The meeting closed at 10.45