CHS Public Board Meeting

Tue 22 June 2021, 13:00 - 15:00

Agenda

13:00 - 13:00

1. Agenda & Declarations of interests

0 min

Garry Coutts Verbal

To consider any declarations of interests with regard to agenda items

1. Agenda June 2021.pdf (2 pages)

13:00 - 13:00 0 min

2. Minutes of previous meeting

Garry Coutts

To approve the minutes of the previous meeting on 23rd of March 2021

2 CHS-2122-01 Minutes of March 23 meeting.pdf (11 pages)

13:00 - 13:00

3. Matters arising

0 min

Garry Coutts

Seek assurance that actions from the previous meeting have been progressed

0 min

13:00 - 13:00 4. Action log

Paper

Verbal

Verbal

Garry Coutts

To monitor progress against actions due and agree action where required

4 CHS-2122-02 Action Log.pdf (2 pages)

13:00 - 13:00

5. Chair update

0 min

Garry Coutts

For information and discussion

13:00 - 13:00 0 min

6. National Convener/ CEO update

Paper

Elliot Jackson

For consideration and discussion

6 CHS-2122-03 FINAL NC update June Board.pdf (6 pages)

13:00 - 13:00

7. Recovery and Renewal

0 min

Carol Wassell

For Information and discussion

13:00 - 13:00 0 min

8. 2020/21 Financial Forecast Outturn

Paper

Lynne Harrison

For consideration and approval

08 CHS-2122-05 Forecast Outurn for June Board.pdf (4 pages)

0 min

13:00 - 13:00 9. Quarter 1 Performance Report

Paper

Lynne Harrison

For consideration and assurance

09 CHS-2122-06 Board Cover Paper - Q1 Performance Update.pdf (1 pages)

09 CHS-2122-06a Q1 Performance Report.pdf (14 pages)

13:00 - 13:00 10. ARMC Annual report

0 min Paper

Henry Robson

For consideration and approval

10 CHS-2022-07 ARMC 202021 Annual Report - FINAL approved.pdf (11 pages)

13:00 - 13:00 11. Digital Programme

0 min

Henry Robson

DDOC Update

Verbal

For consideration and discussion

13:00 - 13:00

12. Independent Reports Implementation

0 min

Paper Christine Mullen

For consideration and approval

12 CHS-2122-08 Independent Report Function Update Board.pdf (4 pages)

0 min

13:00 - 13:00 13. Advocacy Report

Christine Mullen

For information and discussion

13 CHS-2122-09 Board Advocacy Report.pdf (2 pages)

13:00 - 13:00

0 min

14. Research and Consultation Activities update

Paper

Paper

Christine Mullen

For consideration and assurance

14 CHS-2022-10 Research and Consultation update.pdf (3 pages)

0 min

13:00 - 13:00 15. Recruitment Update

Verbal Christine Mullen For consideration and approval

15 CHS-2122-11 2021 Board Update PM Recruitment Final.pdf (13 pages)

13:00 - 13:00

16. Children's Act (Scotland) 2020 Update

0 min

Carol Wassell

For consideration and assurance

16 CHS-2122-12 CSA2020 Project Report 20-05-21 (rev1.0).pdf (4 pages)

13:00 - 13:00

17. Social Media Strategy

0 min Paper

Paper

Lynne Harrison

For consideration and assurance

17 CHS-2122-13 Social Media Strategy.pdf (11 pages)

13:00 - 13:00 0 min

18. Equality, Diversity, and Inclusion Strategy Update (pending)

Paper

Christine Mullen

The Board are invited to review the content of the Equality, Diversity and Inclusion Strategy, plans for publication and the next steps for equality, diversity and inclusion at CHS pending its approval at the Remuneration and Appointments Committee meeting on the 18th of June, 2021.

18 CHS-2122-14 EDI Strategy update - June 2021 Pending Approval.pdf (20 pages)

0 min

13:00 - 13:00 **19.** The promise

Verbal & Paper

19.1. The CHS Promise Programme

Carol Wassell

19 CHS-2122-15 The CHS Promise Programme.pdf (4 pages)

19.2. Follow up on Joint Board meeting

Verbal

Garry Coutts



BOARD MEETING

AGENDA

1st Meeting 2021/22

The Board will meet at 1.00 pm, virtually via Teams. This meeting will be recorded with the intention of posting on CHS' website

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Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-2122-01	To approve the minutes of the previous meeting on of March 2021
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-2122-02	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	For information and discussion
6	National Convener/ CEO update	EJ	CHS-2122-03	For consideration and discussion
7	Recovery and Renewal	CW	CHS-2122-04	For Information and discussion
8	2020/21 Financial Forecast Outturn	EM	CHS-2122-05	For consideration and approval
9	Quarter 1 Performance Report	LH/MB	CHS-2122-06	For consideration and assurance
10	ARMC Annual report	HR	CHS-2122-07	For consideration and approval
11	Digital Programme: • DDOC Update	HR	Verbal	For consideration and discussion
12	Independent Reports Implementation	CM	CHS-2122-08	For consideration and approval
13	Advocacy Report	CM	CHS-2122-09	For information and discussion
14	Research and Consultation Activities update	CM	CHS-2122-10	For consideration and assurance
15	Recruitment Update	CM	CHS-2122-11	For consideration and approval

16	Children's Act (Scotland) 2020 Update	CW	CHS-2122-12	For consideration and assurance
17	Social Media Strategy	LH	CHS-2122-13	For consideration and assurance
18	Equality, Diversity, and Inclusion Strategy Update DRAFT (pending review and approval at RAC)	CM	CHS-2122-14	
19	CHS Promise Porgramme Joint meeting with SCRA & Promise Team	CW GC	CHS-2122-15 Verbal	For concideration and discussion

Next meeting date: September 2021

Next Meeting Key Topics:

<u>Corporate</u>

Financial Forecast Outturn

5 Year Financial Plan

Q2 Performance Report

Annual Report

Annual Accounts

CHSLA Prospectus

Policy/ Governance

Impact Report

Feedback Loop

Annual Review of Appeals

Minutes of the Board Meeting of 23rd March 2021

The meeting started at 13:00 via Teams

Present:

Garry Coutts (GC) Chair

John Anderson (JA) Board Member

Henry Robson (HR) ARMC Chair/Board Member

Beth-Anne Logan (B-AL) Board Member

Jo Derrick (JD) RAC Chair/Board Member

Barbara Neil (BN) Board Member

Also present:

Elliot Jackson (EJ)

National Convener/Chief Executive (NC/CEO), CHS

Carol Wassell (CW)

Head of Area Support & Community Improvement, CHS

Christine Mullen (CM)

Head of Practice, Improvement, and Learning, CHS

National Quality and Performance Lead, CHS

Ed Morrison (EM) Director of Finance, CHS (SCRA shared services)
Lesley Sheppard Deputy Director for Care, Proctection and Justice, SG

Rachel Kavish Wheatley (RW) (minute taker), CHS

Apologies:

Lynne Harrison

Susan Deery

Julie Duncan

Head of Strategy/development & Depute Chief Executive (DCEO), CHS

Head of Human Resources, Scottish Children's Reporter Administration

Policy Manager, Director-General Education, Communities And Justice

lain Fitheridge Head of Children's Hearings Team Scottish Government

Item	Items		Time-
		owner	scales
1	Declaration of interests		
The	Chair welcomed everyone to the meeting		
The	Chair welcomed Lesley Sheppard to the meeting		
	– Has taken up a new post with N. Lanarkshire council on the nise Development Team.		
2	Minutes of previous meeting		
The	Board agreed to approve the minutes of its meeting on 26 th January, 2021		
3	Matters arising		
No m	natters arising to note		

Action log The Chair confirmed that all items were on the Agenda for discussion. The Chair noted the following actions from the log which required attention: Completed items to be removed. • To note the movement of time scales across the Action Log. • Action 8 - SCRA & CHS joint Board meeting to be pursued again with focus areas of recovery planning and Promise positioning. 5 Chair update The Chair updated the Board on the following; Recruitment of two new Board members now active. The Chair encouraged all Board members to read the briefings coming through from CHS, which are informative and help to provide context and understanding to the pressures and performance of the community. Board decision: 1. To Note the update from the Chair. National Convener/Chief Executive update The CEO spoke to the paper shared; Panel Member Recruitment Campaign A full report will be submitted to the Board at the June meeting. This campaign has been our most successful in terms of quality and candidates with 1900 candidates invited to interview. Conversion of applications to interview was 65% (95 % in one area, some areas with under 50% conversion). 9.5% of those applying for PM roles have declared having lived experience. Some rural areas have struggled to meet male quota. Young people have been involved with the recruitment and selection at every AST level. We will signing off between 700-750 panel members joining CHS for pre service training in next weeks. Panel Member Online Event Area Conveners were asked to nominate a Panel Member (PM) to attend a two hours session with the National Convener to provide input and feedback. The three issues raised by the group were: • Technology and its inconsistencies; A sense of overwhelm around new skills, training on guidance, and use of new technologies;

• The ask of Panel Members and other volunteers feels acute, with one PM stating they put in more time with CHS than their paid employment.

We have thanked those who participated for the their feedback and will be issuing our response with details of how we plan to tackle these challenges with, and for them.

Recognising the role and contribution of the CHS Community

On the anniversary of the first Lock Down last year, it is important we recognise and thank our community for their support and commitment.

Board discussion:

The Board commended CHS for including young people in the recruitment process.

The Board asked if the percentage of those with lived experience applying is higher or lower than previous years. While this is not information we have requested in past years, we will endeavour to interrogate data further and include this in the full report.

The Board questioned if any barriers were found when recruiting online, such as the loss of nonverbal signals and body language. Many AST's have said they have enjoyed the fully virtual recruitment process however we will capture more detailed feedback on the benefits and drawbacks during our 'lessons learned' sessions and will report in June.

The Board asked who within CHS would be the sponsor of the Promise work, with the response that Carol Wassell will lead on the Promise programme within CHS. There will be significant levels of engagement between the oversight committee, Promise team, and the CHS SMT.

The Board asked if there was a need to mark the annual anniversary of Lock Down, from a welfare perspective. The NC/CEO updated the Board on plans to mark the event with the National Team during a virtual social gathering.

Board decision:

- 1. To note the NC/CEO update.
- 7 CHS Business and Corporate Parenting Plan 2021/22

MB spoke to the paper shared;

- Focus of the plan will be on the first 6 months of the year, with scope to produce a supplementary mid-year plan after re-assessing capacity and position.
- Primary focus of the activities in the plan will be a base-line of essential work:
 - Covid Recovery;
 - Implementing legislative change;
 - Digital improvements;
 - ➤ Establishing the Promise Programme.

- The plan is structured as in previous years, along our strategic themes, but with the addition of two new areas:
 - Covid recovery;
 - > Organisational effectiveness & staff support.
- The Scottish Government Sponsor Team have reviewed and gave positive feedback.
- Prior to publication, we may re-design to ensure it matches our branding of other reports.

Board discussion:

The Board showed overall support for the plan and agreed with the approach of halfyear planning was appropriate as we come out of lockdown and into recovery with the caveat to not lose sight of our internal and external ambitions when iterating plans for the second half.

The Board raised accessibility concerns and questioned how to present the information in a more easily digested format. It was agreed that a summary version would be helpful and more accessible.

The Board questioned the KPI's, particularly around Theme 2, Better Hearing, noting that the KPI's were inward and did not capture our ambitions to influence externally. It was agreed that the 2nd half of the year CHS would be better placed to affirm and align our ambitions externally within our Promise Programme work. The Board noted that while having a Promise Programme of work was essential, that the Promise should be used as a lens with which to view our work and corporate parenting plan through, and did not sit as a separately to it.

The Board commended the team on what they have achieved in extremal difficult circumstances over the past year.

Board decisions:

 The Board agreed to approve the Report and progress to seek Ministerial approval.

LH April 21

8 CHS Recovery Planning

CW spoke to the paper shared;

- There has been a focus on ensuring we have capacity for hearing and are satisfied we have enough engagement within the community and would like to see the number of hearings increase.
- We have conducted a number of surveys conducted to provide assurance around how hearings are running including:
 - ➤ The use of emergency legislation and gender balance of panel members:
 - ➤ The creation of a "National Panel" operating across local authority boundaries; and

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- > The reasons for deferrals.
- Monthly reports have been developed with SCRA to ensure we can plan for capacity.
- A trial was run using audio hearings, and report shared, in which we conducted a children's right and wellbeing impact assessment finding that audio only hearings should not be used unless absolutely necessary.
- All training remains virtual, with scope for some face to face in instances where It will improve the learners experience and application of learning.
- As we progress, we will shift the nature of the or recovery work, removing the focus on what has become 'business as usual' and focusing instead on the return of PPA's, progress in digital, staff's return to Thistle House, and thinking around our exit strategy to ensure we maintain the gains found during Covid.

Board discussion:

The Board were concerned that there was a backlog of hearings building. Work is ongoing with SCRA to reduce drift and delay for children and young people (CYP). There is some assurance that due to the way children come to hearings, there is no group of children that are unduly delayed however there is some concern for children whom SCRA does not hold central data on and whom could potentially be lost in the system.

The Board were in complete agreement that audio hearings should not be taking place unless absolutely necessary and even then, should only be used for uncontentious administrative business.

Board decision:

- 1. The Board agreed to approve the Report.
- 9 2020/21 Financial Forecast Outturn

EM spoke to the paper shared;

EM highlighted the following points from the final Financial Forecast Outturn report for 2020/21

- A reminder that the in-year resource was taken as capital this year, with the agreement of Scottish Government, which has allowed the device program to proceed.
- There is an increased underspend, with £289k in revenue and £11k on capital.
- The Year To Date (YTD) underspend has mostly arisen from the impact of Covid and the rescheduling of the panel member recruitment campaign.
- A reduction in ICT costs reflects a revised assessment of CSAS costs being met from the Digital budget this year.
- Panel & AST training forecast has reduced under further interrogation. There is discussion with SG if some of this year's underspend can be brought into budget plans for next year.

- Reiteration of the government wide position that revenue projects, or underspend redirection, should only go forward if mission critical. Given forecast uncertainty, particularly around volunteer expenses, CHS has agreed with SG to draw down its full funding allocation and discuss the use of any eventual underspend to ease the 2021/22 budget pressures detailed in the 2021/22 budget paper however there may be some expectation to 'give back' underspend. Position will become clearer by the end of April.
- Capital has been less impacted by events of last 12 months.
- Digital spend close to budget with extraordinary amount of work going into this.

The Board are asked to note the forecast underspend on revenue of £289k and capital at £11k.

Board discussion:

The Board felt CHS was in an overall healthy position.

Board decision:

- 1. The Board agreed to approve the Report.
- 2. The Board expressed their appreciation to all budget holders and finance team for getting us through flexibly.

10 CHS Budget Approval 2021/22

EM spoke to the business case shared;

This is the final version of the 2021/22 budget, having had a draft submitted to the Board in January.

- While no assumptions can be made about securing underspend into next year, discussions are ongoing with the Sponsor Team to utilise underspend funds to support recovery activities in 2021/22.
- The three year funding of the Digital Programme has now ended with all CSAS costs, and any legacy system costs, being met from SCRA and CHS' core budgets in 2021/22.
- The report highlighting potential pressures of over £132k that CHS would seek to accommodate within 2021/22.
- There is a need to update our five year plan to ensure we understand budgetary needs and planning on the back of this budget.
- The staffing budget within the report reflects the initial pay policy issued by SG however this needs to be re-quantified based on the updated SG pay policy quidance.
- £120k of the increase in staffing costs in attributable to the increase in pension contributions to 24%.
- The provisional ICT budget stays the same overall, though there has been some internal movement.
- Volunteer expenses are difficult to forecast as we come out of recovery and will need to be closely monitored.

- Service Design Manager and additional Practice Support have been incorporated.
- Shared services costs are unlikely to be an additional pressure.

The Board are asked to approve the 2021/22 budget and note the additional pressures.

Board discussion:

The Board expressed concerns around the areas of pressure, and how and when they will be brought back to the Board. The NC/CEO confirmed the forecast outturn would continue to be brought forward at every Board meeting.

The RAC Chair was asked to comment on the provisions made on the uplift for salaries and confirmed the pay policy was clear and robust and awarded full approval at RAC.

Board decision:

1. The Board agreed to approve the 2021/22 budget.

11 CHS Q4 Performance Reporting

MB spoke to the Report shared;

- We are in a broadly similar position to where we were in Q3
- As at time of reporting, we have:
 - 20 objectives which have been completed;
 - ➤ 1 in progress but on track to be delivered (recruitment related);
 - 9 which are partially de-scoped or not quite delivered;
 - ➤ 6 in red either fully de-scoped or have missed targets;
- Propose moving to using a standard RAG style grading for the annual report.

Discussion:

The Board commended MB on the positioning of the report, and the team for what has been accomplished under such difficult circumstances. While the Board recognised the reasoning behind de-scoping some of our objective, they were keen to ensure we did not lose sight of them. In particular, the objective around the quality of panel member decisions, and the digital realisation benefits which should be rescoped now we have a Viable Minimum Product.

The Chair wanted to clarify and remind the attendees that all of the de-scoping was done in full view of the Board, with appropriate risk assessment and rigour around the decision making.

Board decision:

1. The Board agreed to note the report.

12 UNCRC

MB spoke to the paper shared;

There are two version of the UNCRC report which have been submitted for Board approval. The first is the full report, having been reviewed and revised based on

7/11 9/115

expert input. The second is a shorter, 'easy to read' version. This is the first iteration of this report, after which there will be a requirement to report every three years.

A few points of note:

- The language and content has been reviewed by a number of experts since last submitted to Board;
- It encompasses a comprehensive look at how rights are maintained and incorporated into hearings;
- The shorter version is simplified with legal jargon cut out and a focus on activities rather than a broader, overarching view of roles;
- There are a few slight changes to be made now UNCRC Incorporation Bill has passed stage three.

Board discussion:

The Board were pleased with the level of detail and work which has gone into the report.

Lesley Sheppard was also pleased to see the detailed work and noted it was a great exposition on our position on children's rights and a good starting point but stressed the importance of not becoming complacent, and remaining aware of our position once legislation is in place.

Board decision:

- 1. The Board agreed to approve both versions of the Report.
- 2. The Board look forward to viewing the fully designed shorter version.

13 ARMC

HR spoke to the papers shared;

The ARMC met on 16/02 to discuss and dissect the papers shared, in accordance with the ARMC ToR. These papers have been submitted here for Board approval.

- 1. ARMC Annual Work Plan submitted for Board approval
- 2. ARMC Terms of Reference submitted for Board approval
- 3. Accounting polices *submitted for Board approval*Two minor changes to polices to note which do not directly affect CHS at the moment but need to be incorporated:
 - ➤ Leasehold improvement and categories of assets
 - ➤ The new International Financial Reporting Standard (IFRS 16) compliance
- 4. Financial regulations *submitted for Board approval*There were some textual changes however, during review of the regulations we noted our greater gift of assets and a need to ensure we have clear management of assets for audit purposes.

- 5. Resilience and Effectiveness Internal Audit Report *submitted for noting* Using a tool provided by BDO (internal auditors) the Board assessed how it performed last year. The main areas of improvement identified were:
 - Improve communication around personal wellbeing, ensuring regular 'check-ins';
 - ➤ The dependence we have on partner organisations and how that affected our own resilience and recovery;
 - > Disconnect felt working remotely; and
 - ➤ The Boards own ToR do we have a sufficiently robust system in place at times of crisis. Did we take quick enough action. Have we been able to maintain our independence. These areas will be explored at a Board development session.
- 6. Internal Audit Tender submitted for noting

The shared internal audit service contract with BDO comes to an end in June. Due to the ongoing pressures of the pandemic and recovery, a full tender process is not currently appropriate. We are able to make use of a direct award procurement using the APUC system, within which a tender process has been carried out and suppliers ranked. Our incumbent supplier, BDO are ranked first.

Our options via direct award allow us to appoint for three years however, without carrying out a full competitive tender, it has been agreed a two year re-appointment is in both organisations (CHS & SCRA) best interest with a commitment to a full tender after the two year appointment. We have communicated this to BDO who have agreed and sent a proposal Once we have agreed, we expect to receive a 2 year internal audit plan for both SCRA and CHS.

7. ARMC Appointments - *submitted for Board approval*JA will be stepping down from the Board in June and will need to be replaced.
In the short term, the present incumbents are seeking re-appointment.

Board discussion:

Sub-committee appointments were discussed with the Chair acknowledging the preferences of current Board members and the need to ensure any new Board members recruited have experience to support subcommittees, and in particular, ARMC.

Board decision:

- 1. The Board agreed to approve the ARMC Annual Work Plan.
- 2. The Board agreed to approve ARMC Terms of Reference.
- 3. The Board agreed to approve Accounting policies.
- 4. The Board agreed to approve Financial regulations.
- 5. The Board agreed to note the Resilience and Effectiveness report.
- 6. The Board agreed to note the update on Internal Audit tender.
- 7. The Board agreed to approve BN, JA, and HR as Chair appointments to ARMC and that they would remain as is until new Board members are recruited.

8. The Board agreed to explore the points raised via the Resilience and Effectiveness report at a Board development session.
14 RAC
JD Spoke to the papers shared;
The papers below were submitted for Board approval
1. RAC Annual Work Plan 2021-2022 - submitted for Board approval
2. RAC Terms of Reference - submitted for Board approval
The RAC Chair thanked the leadership for the preparation and work going into the reports and meetings for RAC. The RAC Chair thanked and commended the Staff Forum for their work and contribution they are making to the organisation. It was noted that when JA steps down in June a replacement will need to appointed.
Board decision: 1. The Board agreed to approve the RAC Annual Work Plan. 2. The Board agreed to approve the RAC Terms of Reference.
15 Digital Delivery Oversight Committee Update
HR updated the Board on the following; A meeting of the DDOC took place on 1/02 to take stock, draw breath, and refocus for consolidation in advance of the coming year.
 The Minimum Viable Product is now complete and is due to be signed off by the end of this month. Completion report forthcoming. End to DDOC as it currently stands with ongoing Governance plans shared via and a joint oversite Board of SCRA & CHS. First meeting will be on 26/04/21.
Board discussion: The Board were pleased to see the digital programme and improvements made moving forward.
Board decision: 1. The Board agreed to note the report.
16 Feedback Loop
EJ spoke to the paper shared; The Feedback Loop covers 2016-2020. The Board signed this off this report four months ago pending some additional data. This has now been updated and is submitted for approval by the Board to submit to Parliament in May.
Board discussion:

10/11 12/115

The Board noted that when looking through the years at the implementation decisions being made – there are improvements in some area, but there are some areas where there are no improvements shown, and no explanation or analysis given. Board decision:		
1. To review the report and provide within some analysis around areas who have not shown improvement.	EJ	May 21
Approve for publication once into next Parliamentary turn.	EJ	May 21
17 Equalities Outcome Reporting		
CM spoke to the paper shared; Reporting cycle for this report is every two years, from 2020-2022. This report is a mid-cycle progress report.		
 Covid has had an impact on what our community has been able to achieve however we have still produced good training results. Progress has been achieved against the communication outcomes set. Sometime-scales have been revised but still in scope for our 2 year cycle. 2020/2021 reporting on staff equality and diversity characteristics has not been completed however HROD has plans in place for annual reporting going forward. Has been to RAC for feedback and will be edited based on the input from the committee. Outcome 1.2 has increased from 24% of PM completing the training to over 40%. The Board are asked to approve for publication. 		
Board decision: 1. The Board agreed to approve the report for publication.		
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The meeting closed at 15:03

Children's Hearings Scotland Board Action Log Updated June 2021

No.	Action(s)	Source	Target date	Owner	Status
1	To look at the creation of a child/young person friendly complaints policy once the policy has been finalised	November 19	September 20	LH	Awaiting completion of Complaints Policy, revised date June '21
2	To monitor the percentage of care experienced people who apply to ensure adequate support is provided if/when required	Jan 2020	Oct 2020	СМ	June 21 (revised recruitment timeline)
3	Formally write to OHOV to acknowledge receipt and endorse the NC suggestions on implementation. Suggest in letter we would like to meet representatives from their Board to discuss	Nov 20	Jan 21	GC/LH	Letter sent, New OHOV lead identified and will be in post in April.
4	To compile and compare data around the percentage of observations across ASTs that give cause for concern to PPAs and which lead to recommendations	Jan 2020	March 2020	CM	Impacted by Covid - December 2021
5	Chair to update the Board on Board recruitment progress	Nov 20	Ongoing	GC	Ongoing
6	SCRA & CHS joint Board meeting to be picked up again with focus areas of recovery planning and Promise positioning.	March 21	April 21	EJ	
7	Ensure the impact of digital poverty for children and families is understood and considered as part of any joint recovery activity	Nov 20	Ongoing	CW	Ongoing
8	Board & SMT to focus a Development session to explore how to improve influence and partnerships	Jan 21	June 21	EJ/GC	Not Yet Due
9	The Board to consider their own objectives at future development session	Jan 21	August 21	GC	Not Yet Due
10	Review the Board appraisal process with RAC	Jan 21	Sept 21	JD	Not Yet Due
11	Submit paper evaluating device pilot across the community. To include costs and plans to equip all panel members with devices	Jan 21	August 21	LH	Not Yet Due

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Agenda Item 4: CHS-2122-02

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12	The Board Chair to consider separate sub-committee membership when the Board	Jan 21	August 21	GC	Not Yet Due
	expands to a membership of seven in summer 2021				
13	Interrogate data in feedback loop around geographic areas which have not improved	March 21	Ahead of	MB	Not Yet Due
	and for which no explanation or analysis is given		publish		
14	More Board member engagement with panel Member Community	March 21	Ongoing	GC & EJ	
15	Create a summary page or one page accessible version of the Business Plan	March 21	June 2021	MB	Complete
16	Appointment to ARMC for quorum	March 21	June 2021	GC	
17	Appointment to RAC for quorum	March 21	June 2021	GC	



Agenda Item 6 CHS-2122-03

National Convener / Chief Executive update

- 1. Introduction
- 1.1 The period between the last Board meeting in March to now, has seen the National Team and the CHS Community continue to flex our arrangements for Children's Hearings according to the latest Scottish Government Covid-19 guidance
- 1.2 The pace has remained steady and working with the CHS Community to keep them updated with the latest guidance; seeking their views on next steps; and of course, keeping them safe, has remained our top priority. The separate Board report on Resilience and Recovery covers all the key information about our response and our plans for ramping up Children's Hearings as the Scottish Governments restrictions are beginning to ease.
- 1.3 This report provides an eclectic mix of updates to the Board, many of which are short bite sized briefings ahead of a number of them separately heading to the Board in their own right in September.
- 2. Panel Member Pre-Service Training Programme
- 2.1 The 2021 Panel Member pre-service training programme completed on Saturday 12 June. This wholly new and online four day training programme commenced with 714 trainees within 29 cohorts from across Scotland. Early evaluation and analysis after day 3 records that:
 - 92% trainees agreed that the sessions resulted in them feeling they could effectively prepare for a hearing
 - 98% agreed they were beginning to make decisions in the child's best interest
 - 97% agreed that the virtual session helped them understand their role
- 2.2 Trainees withdraw for a range of reasons throughout the training programme, mostly to do with a change of their work circumstances which may prelude their ongoing Panel membership. At this time, 617 trainees have completed the course. Retaining 92% of this group is the best outcome that we've achieved over the last 4-years. We need to understand more about that together with more detail on the whole online experience. A fuller evaluation report will be presented to the Board in September.

- 3. West Lothian College Contract Extension
- 3.1 CHS has taken the decision to extend the current national training contract with West Lothian College from October 1st 2021 to September 30th 2022. This one year extension takes into account continuing quality and performance and value for money to which the current contract has been delivered. This extension also reflects some new deliverables alongside all other contract obligations, terms and conditions. These new deliverables include provision of two large scale webinars for Panel and AST members, which can be shared more widely, updating of the Children's Hearings Scotland Learning Academy website involving children and young people in this re-design, the provision of additional generic online learning modules and the creation of bespoke learning pathways for all CHS community members.

4. Volunteer Week

- 4.1 Volunteers week 2021 ran from 1st to 7th June. Our concept this year was 'In their Shoes' which featured volunteers reflecting on an experience/person/moment from their past that has supported them in their volunteering role, alongside 'thank you' from members of the National Team. Across all social media platforms we saw an increase in the number of people that we reached with our posts: Twitter up 271%, YouTube 184%, Facebook 108%, Linkedin 91%, and on Instagram around 3,500 people had the opportunity to view our posts across the week. Throughout the period we also saw a 21% increase in traffic to our website, with an almost 50% increase in the number of 18 34 year old visiting out website.
- 5. Recovery and Renewal AST Operations
- 5.1 With the easing of Covid restrictions, we will be moving to a phase of embedding as 'business as usual' some of the strands of the work we have been focusing on. This includes future working arrangements, embedding data for planning and improvement into our day to day business, using digital resources to provide greater access and flexibility to hearings, and pulling together the strands of the emergency legislation that served hearings delivery well to influence new legislation that is expected to be developed and ratified over the next 3 years.
- 5.2 We continue to focus on improving consistency and devolved responsibility for the day to day running of hearings. We will have Area Plans completed for all areas by the end of July, the development of which are being created collaboratively and in line with the 4 themes of the corporate plan. As we go forward with their development, and in line with the Promise, plans for 2022 will share specific objectives, whilst leaving space for additional areas of focus that reflect local need. A regular two-weekly AST ops meeting, is chaired by the SMT and attended by AC's and ASIP's is the main vehicle for delivery national communication and development.

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6. Digital

- 6.1 The virtual hearing business continuity pilot (RAVHI) is continuing in Fife, South East, Edinburgh, Central and West Lothian and Glasgow covering approx. 60% of hearings. The pilot comprises using Teams as the virtual hearing conferencing tool, access to papers through a secure Teams portal and the introduction of a virtual receptionist and support team to ensure smooth operation of the hearing and provide technical support to all participants before and during the virtual hearing itself. An evaluation gathering user experience feedback from children, families and professionals and technical delivery is underway. The CHS/SCRA team will be discussing evaluation results and implications for future virtual hearings operating models in mid-June.
- 6.2 A series of knowledge sharing and development workshops have been taking place between CHS digital and Business Owners and the SCRA digital team to help embed CSAS services and enhance depth and breadth of knowledge of CHS services to support improved user and technical support and enable Business Owners to support the optimisation and embedding of CHS CSAS services as we continue through Covid recovery and look forward to service optimisation.
- 6.3 CHS are working closely with Leidos and SCRA on the development of a digital reporting solution for CHS services to enable Management Information reporting. The solution requires CHS access to service data which is stored within the core CSAS platform alongside SCRA confidential data. An options appraisal of solutions which enable access whilst preserving SCRA data confidentiality and integrity has been put forward and is currently under consideration. Proof of concept for the usability of the management information reports being produced using the Power BI reporting tool has been tested in the recruitment service and has proved successful.
- 6.4 As we move from post launch into a business as usual model for digital, analysis of the needs and resources required to support the CHS digital programme and services is being undertaken focussed against ensuring effective ongoing digital service delivery, ensure return on digital investment, optimisation of current services and to enable the development and implementation of future digital requirements. This may require additional investment, advice is being sought from the CSAS Digital Programme Manager regards to the structure, knowledge and skills required to and engagement with the Scottish Government sponsor team regards any impact on CHS future resource needs.

- 7. Our Hearings, Our Voice Evaluation
- 7.1 The Children's Hearings Improvement Partnership (CHIP) recognised the importance of children and young people having an influence on the operation and development of the Children's Hearings System. Work on a children and young people's board for the Hearings System started in 2015, and Our Hearings Our Voice (OHOV) was operational by the start of 2019.
- 7.2 The core OHOV board members are a group of 9 children and young people who are currently aged between 12 and 19 years old from across Scotland. They have a wide range of care experience and have all been involved in the Hearings System. They are currently supported by a Project Lead (CHIP funded post), a Development Worker (currently vacant post) and a Project Assistant (Trainee) and they and OHOV are hosted by the Scottish Children's Reporter Administration (SCRA). Our Hearings Our Voice reports to the CHIP and is supported by it.
- 7.3 Our Hearings Our Voice aims to:
 - Hold the Children's Hearings System to account;
 - Ensure that children and young people have a decision making role in the Hearings System;
 - Identify and recommend improvements across the Hearings System; and
 - Scrutinise and support the work of partners across the Hearings System.
- 7.4 Our Hearings Our Voice has been established for over two years. The board members met for the first time at the end of 2018, and the OHOV website was launched in November 2019 www.ohov.co.uk/. It is therefore early in OHOV's story to be assessing the extent to which it has met all its aims and how it has impacted on the Hearings System. However, it is important at this stage to find out how OHOV is working from the perspectives of the children and young people involved and the partner organisations that support it to inform its future direction.

7.5 Evaluation aims

The evaluation will aim to answer the following questions:

- 1. What do board members, OHOV staff and CHIP partner organisations see as the future strategic direction of OHOV?
- 2. What value has been added by OHOV and how has this been utilised by agencies involved in the Children's Hearings System and how does the work of OHOV fit in and influence the strategic direction of CHIP partner organisations (e.g. participation, equalities, children's rights)?
- 3. What has enabled and hindered the operation of OHOV?
- 4. Is the current operating model of OHOV effective and resource efficient?

7.6 Evaluation methodology and timescales

The methodology for this evaluation will consist of four main area. These are:

- A Survey of all CHIP members;
- Interviews with OHOV staff:
- Virtual focus groups/interviews with OHOV members; and
- Telephone/Teams interviews with SCRA & CHS staff and Board members
- 7.7 A small virtual Research Advisory Group (RAG) will oversee the evaluation. This will include representatives from SCRA, CHS, Scottish Government, Who Cares? Scotland and CELCIS. The evaluation will be carried out from June 2021 to October 2021.
- 8. CHS and The Promise
- 8.1 We remain fully engaged with The Promise team and we look forward to the publication of the Promise Change Programme on 25 June 2021. The recent meeting between the Boards of CHS, SCRA and Fiona Duncan, the Chair of The Promise Scotland was excellent. A real sense of a common vision, clear expectations and opportunity to redesign Children's Hearings from end to end.
- 8.2 Augmenting the formal programme of improvement with The Promise, Area Conveners and Area Support and Improvement Partners are now developing a series of improvement projects across Scotland. They are using these projects to embed a culture of using frameworks for improvement and are engaging Panel Members, ASTs, Champions Boards, Advocacy organisations and local authorities to deliver improvements in a number of areas: reducing the number of deferred hearings, using non stigmatising language in report writing, creating child and family friendly reports, increasing children and young people's attendance at hearings, and using data to aid learning and gather evidence of improvement.
- 8.3 Carol Wassell, Head of Area Support and Community Improvement, will report on all of this activity together with more detail on The Promise following discussions in June/July over the development of a Core group of partners dedicated to delivering reform and change within the Hearings system.

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- 9. Strategic Partnership Working
- 9.1 My programme of engagement with senior leaders across the Scottish Government and the wider children and young people services sector is continuing. This quarter has seen me continue to participate and influence:
 - The Scottish Government COVID-19 Collective Leadership Group on recovery and renewal:
 - The National Child Protection Leadership Group on new National Child Protection Guidance:
 - The Youth Justice Improvement Board on 16/17 Year olds in the Hearings system;
 - The Brothers and Sisters National Advisory Group on Practice Guidance for the Children's (Scotland) Act 2020;
 - The National Child Protection Committees Scotland on new guidance for CHS to participate in Significant Case Reviews; and
 - The Children's Hearings Improvement Partnership on improvement and alignment with The Promise 80 intentions
- 9.2 Clare Haughey MSP has been appointed the new Minister for Children and Young People following the Scottish Government elections on 6 May 2021. An early meeting has been arranged to meet the Minister and to brief her on our important work.
- 10. Priorities for Quarter 1 July to September 2021
- 10.1 My four key priorities for the second quarter of 2021/22 include:
 - 1. Recovery Ensure that we continue to meet the demand for Panel Members to participate in an increased Hearing schedule; retaining as many Panel Members as possible through the development of pathways for their return to service; and ensuring that we make the video platform for online Hearings more consistent by the end of August;
 - 2. Legislative Change Ensuring the implementation of the Children (Scotland) Act 2020 in July 2021 through the provision of detailed Practice instruction and online Panel Member training;
 - 3. New Panel Members Transitioning over 600 new Panel members into service with effect from August 2021;
 - 4. The Promise To establish a core group of partners with a shared plan and clear expectations for the Children's Hearings System over the next 2-years by the end of August 2021.

Elliot Jackson National Convener and Chief Executive Officer 16 June 2021

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Agenda Item 7 CHS-2122-04

CHS Recovery and Renewal

Accountable Officer: Head of Area Support and Community Improvement

Report author: Carol Wassell

Recommendation: To note the update

Resources implications: N/A

Equalities duties: Equalities Impact Assessment Required – for some elements

1. Introduction

This paper provides an overview of the continuing organisational recovery and renewal planning (previously Resilience Response) to the Covid-19 pandemic, updating progress since March 2021. Given our current situation in relation to recovery from the pandemic, going forward the group is focusing on the 5 areas detailed below.

CHS continue to meet with SCRA fortnightly to coordinate our Covid response. We are also part of the Children's Hearings Covid Recovery Group that meets weekly along with partners from SCRA, Scottish Government, Social Work Scotland, CELCIS and COSLA. The work of this group governed by the Children's Hearing Improvement Partnership. The CEO also meets weekly with the Leadership Group as part of the SG's Covid response.

Recovery and renewal activities are also now documented in the quarterly Performance Reports.

2. Holding the gains

- 2.1 We are in the process of consulting with the National Team, ASTs and panel members what elements of the changes we have delivered we would like to retain after lock down restrictions ease and end. These will include those things that children and families tell us have worked well for them specifically in relation to choice and participation, and what has worked for us in the operationally delivery of CHS. We are separating the information we receive into two parts: 1) that which is in our sphere of control to implement, such as how we conduct business operationally utilising online resources, and 2) those things that other agencies hold the authority to implement, but which we would seek to influence, for instance permanent changes to the legislation. We will use this document as a foundation upon which we realign some of our activity internally and with other agencies.
- 2.2 The Corona Virus Act is due to expire on the 30th September 2021. The inclusion in the act of the removal of the need for gender balance and the ability to hold a hearing with less than 3 panel members will no longer be inforce, and we will revert to the

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previous legislation. Scottish Government. Our ability to meet the demand for hearings with 3 panel members, both male and female as at the 30th September, supported by the extensive recruitment campaign, led the government taking a view that they were unwilling to extend the powers beyond September. In the future development of any new legislation relating to children's hearings we will seek to influence and articulate the need for new and different powers in line with The Promise to support the changes we wish to see.

3. Virtual Hearing pilots

3.1 An evaluation questionnaire has gone out to panel members and other partners to gather information on the experience of using Teams and RHAVI and this information will be collated, and analysed with decisions being taken on the finding in mid-June. Positive feedback is widely anticipated which will then allow us to plan a wider roll out of the new way of conduction hearings on line, if there is sufficient evidence that it is a preferred business model.

4. PPA return to observing panel practice

- 4.1 We are keen to engage PPAs in hearings again and the main barriers to this have been: 1) limited capacity in accommodation (either in virtual hearings or in physical hearing rooms because of social distancing) and, 2) and ongoing intermittent issue with saving observations on line in the CSAS system.
- 4.2 For many areas the capacity in hearings issue has resolved and there is sufficient capacity for attendance. A deep dive into the digital problem is underway over the next two weeks. In the meantime we are working with ASTs to revert to allowing PPAs to write their observations in a word document and send electronically to panel member for comment. This will serve the dual purpose of reinstating quality assurance in hearings, albeit in a limited way for the short term but more importantly, reengage PPAs in their volunteer role and ensure they are reskilled and ready to participate in a greater number of observations as capacity in the system increases.

5. Future working model for CHS's National Team

- 5.1 Our position remains that the National Team should continue to work from home with occasional attendance at Thistle House for small groups of staff if there is a business case to do so, but this is currently very limited and subject to risk assessment.
- 5.2 A staff survey is being developed in partnership with the Staff Forum to ask our people what a future working model could look like. This is due to be published by the second week in June. In any event our Landlords at Thistle House will be party to any agreements moving forward, and they have emphasised that while social distancing requirements remain in place a maximum of 30% of people would be allowed in the office at a time. It is likely that in the future there will be a mixed economy of office and remote working. This takes into account a number of staff who are not based at Thistle House, remotely working as the norm due to their national remit.

- 5.3 It may be that face to face, or office working is responsive to the type of work that is to be carried out, for instance particular meetings, environmental and financial impact (mileage/hotel stays), and volunteer training.
- 5.4 We are currently consulting with the Staff Forum about a recognition and team building activity for the National Team that can be done on line a learning event with lunch supplied as an example.

6. Data

- 6.1 We are receiving monthly updates on hearing volume and capacity from SCRA. Currently hearing numbers are around 66% of their pre covid level and this has held fairly consistently over the last year. The numbers of children waiting for hearings has reduced, has have the number of children whose grounds for referral have been established at court, and are waiting to come back for a hearing.
- 6.2 There is an increase in the numbers of children who are waiting at court for a hearing to establish grounds. SCRA have taken this up with the Scottish Court Service and an update is being sought.

7. Recommendations

The Board is asked to note and agree the above planning and activity.

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Agenda Item 08 CHS-2122-05

Finance Report: 2020/21 forecast outturn

Accountable Director: Director of Finance
Report author: Ross Mackenzie

Resources implications: Within available resources

Equalities duties: Equalities Impact Assessment Required

Yes No

1 Background, summary and recommendation

- 1.1 The revenue grant in aid (GiA) allocation for CHS for 2020/21, excluding £92k digital resource, was £4.629m. The Board approved a revenue budget of £4.688m in March 2020, anticipating using £59k of reserves. This budget was previously augmented with in-year resource, but the impact of coronavirus led to CHS agreeing with Scottish Government (SG) that this additional resource would be taken as capital this year.
- 1.2 The capital GiA allocation for CHS for 2020/21 was £550k, comprising £50k original resource plus £500k in-year support from Sponsor Team. This excludes reserves of around £80k.
- 1.3 The Board is asked to note the 2020/21 pre-audit outturn revenue underspend of £545k. It has been agreed that CHS retain the revenue underspend and review in the autumn the requirement for the additional in-year funding of £0.5m assumed in setting the 2021/22 revenue budget.

Finance Report as at 31 March 2021 (unaudited)

	Actual YTD Period 12	Variance YTD Period 12	2020/21 Annual Budget (Original)	2020/21 Forecast	2020/21 Variance Actuals to forecast	
	£000	£000	£000	£000	£000	%
Staff	2,113	+348	1,765	2,080	33	+1.6
Board	44	-6	50	50	-6	-12.0
Training, travel and subsistence	71	-28	99	76	-5	-6.6
Property	117	+10	107	111	+6	+5.4
Other Operating Costs	53	-2	55	63	-10	-15.9
ICT Costs	265	-40	305	256	+9	+3.5
Corporate Costs	158	+90	68	122	+36	+29.5
Panel and AST Expenses	80	-589	669	153	-73	-47.7
Panel and AST Training	876	-308	1,184	958	-82	-8.6
Support for hearings	51	-57	108	90	-39	-43.3
Volunteer recruitment	271	+90	182	317	-46	-14.5
PVGs	11	-19	30	30	-19	-63.3
AST Devolved Funding	65	-1	66	126	-61	-48.4
Income	-33	-33	0	-33	0	-
Total	4,142	-545	4,688	4,399	-257	-5.8

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2 2020/21 Financial Outturn

- 2.1 The YTD Actual figures above exclude a number of costs reported within the statutory accounts:
 - Depreciation of £113k, a non-cash cost that is not met from revenue grant in aid;
 - Revenue digital spend of £92k, met from the transfer of grant in aid from SCRA rather than core grant in aid; and
 - £29k of IAS 19 costs, comprising £37k interest charges and -£8k pension contribution charges. These are required to be accounted for within statutory accounts according to International Accounting Standard 19 but, as non-cash costs, are not reported within the management accounts above.
- 2.2 **Staffing** spend exceeded forecast by £33k. The spend includes the agreed £200k additional payment to Lothian Pension Fund.
- 2.3 Other Operating Costs were £10k less than forecast due to a delay on community events into 2021/22.
- 2.4 **Corporate costs** were £36k more than forecast due to accelerated spend on consultancy and additional shared services costs.
- 2.5 **Panel and AST expenses** are £73k lower than forecast providing an effective saving of over 10 months' of volunteer expenses due to significantly reduced face to face hearing activity throughout the year.
- 2.6 Spend on **Panel and AST training** is £82k less than forecast due to some pre service and other training costs following in to 21/22, re-prioritisation of module development. In order to support the highest ever number of people training to become panel members in any one year contract provider West Lothian College have been commissioned to provide additional trainer hours to support up to 200 trainees above the usual 550 ceiling on numbers. Pre service training started in April 2021. However, all pre service and other training for Panel and AST members has been online since March 2020 and has continued to be so from April 1st 2021 we have incurred no face to face training venue costs at this time or likely to before Autumn 2021 at the earliest. Additional online practical sessions have also been commissioned to support the return of Panel Practice Observers and the joint development of a Children's Rights online learning module with Children 1st has been rescheduled for 2021/2022.
- 2.7 Panel member **recruitment** spend was £46k less than forecast due to contingency budget not being required.
- 2.8 **Devolved funding** spend was £61k less than forecast due to impact of Covid on local arrangements such as training and recognition. Funding was utilised to ensure all panel community volunteers received individual recognition for their contribution during this particularly challenging year either in the form of vouchers or a token gift sourced through local businesses.
- 2.9 Senior team members continue to meet with SG Sponsor team every month to review the impact of covid-19 on finance and resources. Internal formal monthly budget monitoring has continued and SMT members will focus on the potential for 2021/22 savings on

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significant budget lines including volunteer expenses and volunteer training. This is notwithstanding a likely increase in training costs and when face-to-face training restarts and in panel member expenses as face to face hearings increase in number.

3 2020/21 Capital Forecast

	Actual YTD Period 12	2020/21 Budget	2020/21 Forecast	2020/21 Variance
	£000	£000	£000	£000
Devices for volunteers (Phase 1 pilot)	40	40	36	0
Devices for volunteers (Phase 2)	148	140	129	8
Devices for staff	7	5	5	2
Thistle House technology	24	20	24	4
Community devices (PPAs and Panel Members)	162	140	140	22
Devices for staff (tablets, SCOTS refresh)	30	26	26	4
7 Non-SCOTS devices (SCIL and PowerBI)	0	4	4	(4)
Devices for pre-service trainees	199	255	255	(56)
Grand total	610	630	619	(20)

3.1 CHS's original capital resource, including £80k of reserves, was £130k. The £500k additional resource referred to in 1.2 gave a total of £630k available resource. Capital spend was £610k, the underspend of £20k and some 21/22 capital resource will be required to fund purchases that were not delivered by 31 March 2021.

4 Digital Programme

4.1 The allocation of Digital funding is below.

	Budget	Forecast	Variance
	2020/21	2020/21	2020/21
	£000	£000	£000
CSAS Development	135	182	47
Transition Costs	192	191	-1
Support Costs	257	271	14
Licence Costs	293	293	0
Hosting Costs	85	60	-25
Contingency	181	192	11
Organisation contributions	-147	0	147
Internal Costs	96	0	-96
Agency staff costs	28	28	0
Sub-total	1,120	1,217	97
Additional in year funding			
CSAS Core Development	75	60	-15
Digitizing hearing room capacity	140	35	-105
Improving connectivity	0	38	38
Digital training	125	122	-3
Total	1,460	1,472	12

4.2 The Digital funding, including in-year funding of £340k, is £1.34m, of which £750k is revenue and £590k is capital. The available budget includes a further £120k carry forward from

2019/20.

4.3 The forecast submitted by the Programme Director confirms spend is on track with savings on some lines being redeployed within the programme to further develop the utility of CSAS. Excluding internal transfer lines (organisation contributions, internal costs and digital training) the forecast underspend on core project lines is £39k which will be required in 2021/22 to fund purchase of hearing room equipment not delivered by 31st March 2021. The Finance Team are reconciling actual expenditure across the digital ledger codes with the Programme Director's forecast as part of year-end work. Any resulting changes to the outturn position will be reported at the June Board.

5 Conclusion

5.1 The Board is asked to note the 2020/21 pre-audit outturn revenue underspend of £545k. It has been agreed that CHS retain the revenue underspend and review in the autumn the requirement for the additional in-year funding of £0.5m assumed in setting the 2021/22 revenue budget.

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Agenda item 9 CHS-2122-06

Quarter 1 Performance Report

Accountable SMT member: Head of Strategy, Development & DCEO Report author: National Quality & Performance Lead

Resources implications: Within available resources
Purpose: For Consideration and Assurance
Equalities duties: Equalities Impact Assessment Required

☐Yes? ☐No

1. Introduction

This cover paper accompanies the Quarter 1 (Apr, May, June) Performance Report and comments on reporting on performance in the 2020/21 Annual Report.

2. Comment

The Performance Report has been kept in the same format as last year, with Objectives and Milestones presented according to their alignment to the strategic themes, plus a section for recording KPI performance, and a tracker of any changes made to milestones through the year.

For Q1, most of the planned work has been delivered on time and as anticipated. Particular achievements this quarter include: the completion of online pre-service training; delivery of virtual hearings pilots; volunteers week; Panel Member re-appointment.

There are 2 Objectives that are colour AMBER:

- Objective 22 Engagement Events: These had originally been planned to run in quarters 1 and 2, but have now been placed in Q3 and Q4 to allow additional planning to take place and ensure there is sufficient local and national capacity. This was coloured AMBER to highlight the timescale change of the whole objective.
- Objective 23 Area Plans: The production of these are progressing locally and some AST areas will have completed their plans by the end of June. Many will need a bit longer to complete them, however, and July is looking like a more realistic timeframe in which to have them in place.

3. Board Actions

The Board are asked to note the Q1 performance report.

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Children's Hearings Scotland: Quarterly Performance Report QUARTER 1 (April, May, June 2021)



Quarter Summary - Objectives:

	Objectives					
	В	G	Α	R	-	
COVID-19 Recovery	3	6	0	0	0	
Theme 1 - Rights	0	2	0	0	3	
Theme 2 - Hearings	0	3	0	0	2	
Theme 3 - Panel	2	3	2	0	2	
Theme 4 - Evidence & Environment	0	4	0	0	0	
Organisational Effectiveness and Staff Support	0	3	0	0	0	
TOTAL	5	21	2	0	7	

Key:
Blue = Objective completed
Green = Objective on track to be completed on time /
budget
Amber = Objective at risk of not being delivered on time /
budget, partially descoped, or whole objective re-timed
Red = Objective at serious risk of not being delivered on
time / budget - or Objective has been descoped
Dash (-) = Not yet due for reporting / update

Milestones:

	Number of Milestones at End Q1
Planned to Complete*	16
Completed - Actual	11
Still to Complete	51
Descoped	0

* as published in the Business Plan

COVID-19 Recovery

	Business Objective and Owner		Status				stions / Milestones / Deliverships	Timescales /	0/ -	I I m de de
	Business Objective and Owner	Q1	Q2	Q3	Q4	Actions / Milestones / Deliverables	Target	% Complete	Update	
1	Work closely with SCRA nationally and locally to monitor and manage the recovery of the hearings system, matching capacity with need - <i>Area Support; SMT; Resilience Group</i>					1.1	Strategic and operational collaborative activities with colleagues, locally and nationally	Progress to end Q2, initially	Q1: 50%	Nationally, CHS and SCRA Senior Teams have continued to meet on a bi-weekly basis. There has also been collaboration focussed on recovery data. Locally,
	Keep our volunteer community updated on what the changing environment means for hearings and recovery through effective communication – Communications; Senior Management Team (SMT)					2.1	Produce and distribute "Coronavirus Updates" to the whole CHS volunteer community	Progress to end Q2, initially	Q1: 50%	Updates on operations have been distributed to the community as standalone items and in the newsletter.
2						2.2	Communicate specifically to our Area Conveners, through a programme of regular calls	Progress to end Q2, initially	Q1: 50%	Bi-weekly 'AST Operations' meetings have been taking place, bringing together ACs and CHS staff.
3	Ensure we understand the impact of COVID-19 on hearings by monitoring and reporting on our use of emergency legislation – Quality & Performance					3.1	Record data on Panel Composition and supply to Scottish Government	Progress during legislation	Q1: 30%	Report for Mid March- Mid May now with SG. 2 further reports expected before end of Q2.
						3.2	Produce supplementary data reports in partnership with SCRA	Progress during legislation	Q1: 30%	Report for Mid March- Mid May published early June.
	Improve the capacity of the hearings system to carry out any outstanding hearings and handle future need by completing the recruitment and training of new Panel Members – Recruitment and Retention; Training					4.1	Complete interviews and preservice checks	Complete by end Q1	Q1: 100%	All recommended trainees have been moved to pre-service training phase.
4						4.2	Deliver online pre-service training	Complete by end Q1	Q1: 100%	Online pre-service training ran from early April to mid-June.

	Status Status					ations / Ballostones / Ballosmakins	Timescales /	0/		
	Business Objective and Owner	Q1	Q2	Q3	Q4	A	ctions / Milestones / Deliverables	Target	% Complete	Update
5	Re-instate observations by Panel Practice Advisors to quality assure hearings practice and conduct – Resilience Group					5.1	Confirm route to return and support / guidance required	Complete by end Q1	Q1: 100%	Supporting the return of our PPAs to observations, revised guidance for observation practice including virtual and face to face hearings is in production to support the start of the phased return of PPAs commencing before the end of June. Additional practical learning
						5.2	Begin to implement the route the return	Complete by end Q1	Q1: 100%	sessions have been added to the PPA training pathway to support return for existing PPAs and those recently appointed. These measures are designed to ensure confidence and competence across our PPA community.
	In collaboration with SCRA, improve the virtual hearings experience by running pilots testing new platforms and way of working - Digital					6.1	Delivery of pilots across Scotland	Complete by end Q1	Q1: 100%	RAVHI pilots in place in Fife, Glasgow, CWL, Edinburgh and South East covering approx 60% of hearings. Additional piloting of key elements has also taken place in Ayrshire and Highland and Moray. Pilot will complete end June
6						6.2	Evaluation of pilot and recommendations for future	Complete by end Q1	Q1: 100%	The opportunity to provide feedback from external participants is given after every hearing. Evaluation questionnaires to Reporters and Panel Members have been issued w/c 17 th May. Technical evaluation is also being undertaken. All feedback will be evaluated and a report and recommendations provided by end June 2021.
7	Ensure CHS staff are supported to undertake their work safely and productively, while managing their wellbeing effectively during restrictions – <i>HR</i> & <i>OD</i> ; <i>SMT</i> ; <i>Staff Forum</i>					7.1	Undertake relevant actions to enable a phased return to the use of office space	Progress to end Q2, initially	Q1:25%	HR & OD Lead has been in discussion with SLAB regarding Thistle House. Staff survey on new ways of working now being progressed to gather views.
						7.2	Undertake relevant activities to promote staff wellbeing through the Staff Forum	Progress to end Q2, initially		Staff Forum continues to lead on this and has encouraged opportunities for activities designed to promote wellbeing. This included linking to Mental Health Awareness Week.

	Business Objective and Owner		Status				Actions / Milestones / Deliverables		%	Update
	Business Objective and Owner	Q1	Q2	Q3	Q4	A	Actions / iviliestones / Deliverables	Target	Complete	Opdate
	Support our volunteers to continue to deliver hearings during restriction, while looking after their wellbeing – Area Support; Resilience Group; Digital					8.1	Continue to promote and develop our volunteer wellbeing package	Progress to end Q4	Q1:25%	Wellbeing support service promoted to all volunteers in newsletters in April and March. Specific engagement with volunteer community wellbeing leads is on-going.
8						8.2	Islinnorf with devices across the	Progress to end Q4	Q1: 25%	All 2021 Panel Member trainees were offered Chromebook Devices to support online pre-service training and introduction to the Panel. 655 (of 676) took up this offer. CHS National Team resources are being identified to manage the 1700 Chromebook estate.
			8.3	lunderstand and manage canacity	Progress to end Q4	Q1: 25%	Local planning with ASTs and partner agencies is on-going.			
9	Contribute to whole-system recovery by working with partners at national multi-agency leadership groups and forums focussed on hearings and children's services recovery - SMT					9.1	Participation in multi-agency recovery groups and meetings	Progress to end Q2, initially	Q1: 25%	CHS continues to participate in, and take a leadership role, the Children's Hearings Covid Recovery Group (CHCRG). The NC/CEO attends the children's services collective leadership group.

Theme 1: Better Protect and Uphold the Rights of Children

	Business	Objective and <i>Owner</i>	Q1	Sta	atus Q3	Q4	А	ctions / Milestones / Deliverables	Timescales / Target	% Complete	Update
ľ		Under our Promise Programme , carry out activities to give further effect to the UNCRC in our work, in line with its incorporation in to law – Area Support; Practice	QI.	QZ	Q3	Q4	10.1	llearning and develonment to all	Progress to end Q4	-	-
							10.2	Focus on ensuring the views of the child on decisions that are made in hearings are included in the Record of proceedings from a hearing	Progress to end Q4	-	-
	carry out ac effect to th line with its		-				10.3	in nearn in nearings for that of their		-	-
			10.4	10.4	Inarthers to ensure PIVIS have the	Progress to end Q4	-	-			

	Business Objective and <i>Owner</i>		Sta	itus			ctions / Milestones / Deliverables	Timescales /	%	Update			
	Business Objective and Owner	Q1	1:	^	ctions / ivillestones / Deliverables	Target	Complete	Opuate					
						11.1	Implement the principles of the Children (Scotland) 2020 Act through learning and development delivered to volunteers through the CHS Learning Academy	Complete by end Q2	()1.75%	New training module is currently under develoment with a planned completion date for this, and amendment of relevant existing online modules, by end of June.			
1:	Under our Promise Programme , carry out activities to ensure complaince with the Children					11.2	·	Progress to end Q4	-	-			
	(Scotland) Act in our work– Area Support; Practice								11.3	Engage PPAs to quality assure the inclusion of brothers and sisters in hearings (or that of their carer if unable to verbally express their view).	Progress to end Q4	-	-
						11.4	Area Support Improvement Partners work with multiagency partners to ensure PMs have the information they need to avoid delay in decision making	Progress to end Q4	-	-			
12	Ensure our Panel Members understand the change in the Age of Criminal Responsibility – Area Support; Practice	-				12.1	Ithrough learning and develonment	As required by legislation timescales	-	-			

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	Business Objective and <i>Owner</i>	Status Actions / Milestones / Delivera		ctions / Milestones / Deliverables	Timescales /	% Complete	Update			
	Business Objective and Owner	Q1	Q2	Q3	Q4		ctions / ivinestones / Denverables	Target	76 Complete	Opuate
	Review how Panel Members ensure children are supported to express their views and opinions by implementing the national Advocacy Scheme in children's hearings - <i>Practice</i>	-				13.1	Review the implementation and Panel Member experience of advocacy by gathering feedback	As recovery allows	-	-
1	Improve how we deliver on our responsibilities as a rights duty holder by implementing our Rights					14.1	Identify activities for delivery during the year	Complete by end Q1	Q1: 100%	Children's Rights and Inclusion Coordinator has been working on planning for delivery of strategy, including alignment to the Promise.
	& Inclusion Strategy in an inclusive and co-designed way – Rights & Inclusion					14.2	Deliver appropriate activities during the year	Progress to end Q4	-	-

Theme 2: Deliver Consistently High-Quality Hearings

	Business Objective		Sta	atus			ctions / Milestones / Deliverables	Timescales /	% Complete	Update
	Busiliess Objective	Q1	Q2	Q3	Q4	A		Target	/o Complete	Opuate
15	With partners, continue to evaluate and improve the virtual and 'hybrid' hearings experiences – Resilience Group					15.1	Undertake evaluation activities and improvement actions	Complete by end Q2	Q1: 50%	In April, in response to Panel Member feedback, the character limit was raised on the Record of Proceedings and Reasons and Decisions.
10	Under our Promise Programme , carry out activities to improve the					16.1	Development of learning opportunities for our volunteer community	Progress to end Q4	-	-
1	extent to which hearings are trauma-responsive – Area Support	_			1	16.2	Apply improvement methodology to trauma-responsive developments	Progress to end Q4	-	-
	Have an accountable high-quality hearings system by progressing an					17.1	Disseminating the process across our community	Complete by end Q1	Q1: 75%	New process was featured in April newsletter to all community. Further communications are planned for Q2.
17	effective and efficient complaints process – Information Governance					17.2	Delivering training and support	Complete by end Q2	Q1: 25%	Training sessions for Area Conveners are now taking place.
18	Keep Panel Members equipped with accurate, up-to-date information and advice to be able to make effective and timely decisions - Practice					18.1	Issue guidance focussed on good quality hearings and decision making	Progress to end Q4	Q1: 25%	Update to PPM will be published in mid- June, focussing on up-coming legislative changes.
19	Collaborate as a key partner in locally-driven projects to improve hearings environments and experiences— Area Support	-				19.1	Attendance and involvement in groups and projects as appropriate	Progress to end Q4	-	-

Theme 3: Continue to Build and Effective, Empathetic Panel, that is well-supported

	Business Objective and Owner		Sta	atus			ctions / Milestones / Deliverables	Timescales /	% Complete	Update
	Business Objective and Owner	Q1	Q2	Q3	Q4	^	ctions / ivillestones / Deliverables	Target	76 Complete	Opuate
2	Promote the contribution of our volunteers through a dedicated volunteer recognition campaign - Communications					20.1	Volunteer recognition campaign during Volunteers Week (1st - 7th June)	Complete by end Q1	Q1: 100%	Social media campaign to run in volunteers week - features messages from staff and volunteers.
2	Continue to work with the CHS Learning Academy to offer innovate solutions for learning during restrictions and beyond - Training					21.1	Development and delivery of the CHS Learning Academy contract and training provision	Progress to end Q4	Q1: 25%	Learning Academy have been focussed on delivery of pre-service training during Q1. Planning has also taken place for courses during the year.
2	Connect and include our volunteer community by running a programme of engagement events					22.1	First wave of events	Complete by end Q3	-	Timescale moved in Q1 to allow more planning to take place
	across Scotland – Communications; Area Support					22.2	Second wave of events	Complete by end Q4	-	-
2	Work with our community to implement Area Plans that identify key activities for each area based on national and local priorities – <i>Area Support; Quality & Performance</i>					23.1	Support ASTs to develop local Area Plans	Complete by end Q1	Q1: 30%	Planning processes are underway in most ASTs, with some expected to complete by end June. End of July is more likely for fuller rate of completion, though.
						23.2	Support ASTs to monitor and review plans	Progress to end Q4	-	-

	Business Objective		Sta	atus			ctions / Milestones / Deliverables	Timescales /	% Complete	Update	
	Business Objective	Q1	Q2	Q3	Q4	A	ctions / ivillestones / Deliverables	Target	% Complete	Opuate	
2	Understand recruitment activities needed that respond to recovery and longer-term requirements of hearings— Recruitment & Retention	-				24.1	Review the changing volunteer situation, and take recruitment action as necessary	Progress to end Q2, initially	-	Initial review will take place once preservice is completed.	
2	Deliver on our equality and diversity ambitions through the implementation of our Equality					25.1	Identify activities from strategy for delivery through the year	Complete by end Q1	Q1: 80%	Following consultation with people with lived experience, strategy to Board in June. Publication anticipated in July.	
	Diversity & Inclusion Strategy – HR & OD; ED&I					25.2	Undertake appropriate actions	Progress to end Q4	-		
2	Assess the device support needed to undertake volunteer roles and engage with digital tools effectively - <i>Digital</i>	-				26.1	Carry out evaluation of devices pilot	Complete by end Q3	-		
2	Retain Panel Members by ensuring they are reappointed in an efficient and effective way – <i>Recruitment & Retention</i>					27.1	Carry out necessary reappointment processes	Complete by end Q1	Q1: 100%	Over 260 Panel Members were reappointed in May for a further 3 years.	
2	Retain AST Members by ensuring they are reappointed in an efficient and effective way – <i>Recruitment & Retention</i>					28.1	Carry out necessary reappointment processes	Progress to end Q4		All necessary process took place to reappoint those AST members who were eligible and recommended. This will continue through the year, according to individual reappointment dates.	

Theme 4: Be Well-Informed and Influential in our Environment and Communities

	Business Objective		Sta	atus			ctions / Milestones / Deliverables	Timescales /	% Complete	Update
Em acr 30 on de of The	Business Objective	Q1	Q2	Q3	Q4	A	ctions / Milestones / Deliverables	Target	% Complete	Opdate
1	Active contribution to the improvement and recovery of the					29.1	Involvement with key national strategic groups e.g. CHIP; YJIB	Progress to end Q4	Q1: 25%	Attendance at national groups on: Child Protection, siblings, trauma training, GIRFEC. Also CHIP and YJIB meetings.
2	sector through strategic and advisory groups – <i>SMT; Area Support</i>					29.2	Involvement with key local groups e.g. Corporate Parenting boards; GIRFEC groups	Progress to end Q4	Q1: 25%	ASIPs are representing CHS through attendance at local groups.
	Embed our new digital systems across our community and identify					30.1	Develop and improve management information reports at a variety of operational levels	Progress to end Q4	Q1: 20%	Scoping work taking place during Q1 to ensure CHS access to relevant data within the digital system.
3	on-going improvements and developments to support the needs of CHS volunteers and staff - <i>Digital</i>					30.2	Begin to develop future strategy for using digital in hearings, with partners	Complete by end Q2	-	-
3	Contribute to driving change in the sector through collaboration with The Promise , as required – <i>SMT</i>					31.1	Undertake engagement and collaborative work as required and appropriate	Progress to end Q4	Q1: 25%	Joint session with SCRA and The Promise took place in June.
	Connect with, and influence, knowledge development in the sector by being involved in research – Quality & Performance; Practice					32.1	Participate in external research advisory groups as appropriate	Progress to end Q4	Q1: 25%	Meeting on the ACR research advisory group attended.
3						32.2	Advertise research recruitment opportunities within the CHS community as they arise	Progress to end Q4	Q1: 25%	Project on cognitive ability and decision-making advertised to community.

Organisational Effectiveness and Staff Support

	Business Objective		Sta	atus		^	ctions / Milestones / Deliverables	Timescales /	% Complete	Update
	Busiliess Objective	Q1	Q2	Q3	Q4	^	ctions / ivinestones / Deliverables	Target	76 Complete	Ориате
	Support and enhance our staff through a new People Strategy – HR & OD					33.1	Launch strategy	Complete by end Q1	Q1: 100%	Finalised strategy expected to be approved at RAC in June.
33						33.2	Implement appropriate actions from strategy, focussing initially on wellbeing approaches	Progress up to end Q4	-	
	Establish a system of programme					34.1	Select software as appropriate	Complete by end Q1	Q1: 100%	ZOHO projects has been procured and trial roll out Phase 1 is underway. Trial roll out Phase 2 will start during June.
34	management to effectively manage and monitor delivery of projects and programmes – Area Support;					34.2	Implement software across the Promise Programme delivery	In line with Programme delivery	Q1: 25%	Draft 1 of user manual and system use process completed. On track to have system optimised and roll out for Promise Programme during Q2.
	Quality & Performance					34.3	Scope use of software across the rest of the organisation, and implement as appropriate	In line with above milestone	-	
21	Fulfil our equality and diversity responsibilities through the delivery					35.1	Identify activities from Equalities Outcomes for delivery through the year	Complete by end Q1	Q1: 80%	Publication of Equality Diversity & Inclusion Strategyexpected in July, enabling parallel delivery of that and our equalities outcomes.
3	of our Equalities Outcomes - <i>HR</i> & <i>OD</i>					35.2	Undertake appropriate actions	Progress to end Q4	-	-

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KEY PERFORMANCE INDICATORS

	KPI	Past Performance	2021/22 Target	2020/21 Performance
1	% of Panel Members successfully reappointed	17/18 - 83%; 18/19 - 68%	70%	62% (estimate)
2	% of Panel Members retained during the year	New measure	86%	-
3	% of complaints resolved within SPSO guidelines	17/18- 100%; 18/19 - 92%; 19/20 - 100% 20/21 - 99%	100%	Q1: 90%
4	% CHS employee attendance	17/18- 96%; 18/19 - 95%; 19/20 - 93% 20/21 - 99%	96%	Q1: 97.7% (Short-Term); 93.5% (Long-Term)
- 5	% invoices not in dispute paid within 10 working days, during normal operations	17/18- 80%; 18/19 - 92%; 19/20 - 85%	90%	Q1: 76%
6	% of applicants put forward for preservice training who complete the full training	17/18 - 89%; 18/19- 92%	92%	-
_ /	% of pre-service trainees who felt that the learning objectives were met	19/20 - 98%	98%	-
- X I	% positive staff survey feedback on opportunities for learning and development	18/19 - 33%; 19/20 - 51%; 20/21 - 65%	70%	-

Note on KPI 3: Complaints continue to be handled by members of the National Team

Note on KPI 5: Payment performance has dipped in Q1 primarily due to Local Authority expense invoices being issued without back up or appropriate information to reconcile to CSAS expense payments. CHS is working with clerks and LA Finance team to address this.

Record of Changes to Planned Delivery

Milestone(s) Changed	Date of Change	Details of Change	Rationale for Change
15.1	Q1	Milestone extended from Q1 completion to Q2	To allow further improvements to be recorded in Q2.
22.1	Q1	Engagement events moved from Q1 and Q2 to Q3 and Q4	To allow further planning to make place around
22.2	Q1	Engagement events moved from Q1 and Q2 to Q3 and Q4	engagement approach and events

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Agenda Item 10 CHS-2122-07

Annual Report for the year ended 31 March 2021

Accountable Director: DCE

Report author: Lynne Harrison/Henry Robson, Chair

Recommendation: To approve the annual report

Resources implications: N/A

Equalities duties: Equalities Impact Assessment Required **No**

1. Background

- 1.1 The report covers the work of the Audit and Risk Management Committee (ARMC) from 1 April 2020 to 31 March 2021.
- 1.2 The ARMC meets quarterly and is responsible for providing the Board and Accountable Officer with advice and assurance about the arrangements for:
 - financial control and reporting
 - risk management
 - corporate and information governance
 - legal and regulatory compliance
- 1.3 The Committee scrutinises all audit reports and actions taken by managers in response to audit recommendations.

2. Overview

- 2.1 The Audit and Risk committee met on four occasions during the reporting year: 12 May, 25 August, 10 November 2020 and 16 February 2021.
- 2.2 Members of the committee who served during the reporting period were:
 - Henry Robson, Chair (since 30 June 2017)
 - John Anderson
 - Barbara Neil

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2.3 Attendance

Members' attendance at committee meetings was as follows:

	12 May	25 Aug.	10 Nov.	16 Feb.	Attendance
	2020	2020	2020	2021	
Henry Robson	٧	٧	٧	٧	4/4 100%
John Anderson	٧	٧	٧	٧	4/4 100%
Barbara Neil	Apologies	٧	٧	٧	3/4 75%
Garry Coutts (Chair of	Observing	Observing	Observing	Observing	N/A
the Board)					
Beth Anne Logan (Board	N/A	N/A	N/A	N/A	N/A
member)					
Jo Derrick (Board	N/A	N/A	N/A	N/A	N/A
member)					

Over the course of these meetings I confirm the Audit and Risk Management Committee met its Terms of Reference during 2020/21.

3. Audit and Risk Management Committee Meetings

- 3.1 The ARMC meetings are attended by the National Convener/ Chief Executive (NC/CEO), who is also the Accountable Officer, and the Depute Chief Executive. The Head of Finance and Resources (shared services CHS/SCRA), the Head of Strategy, Development and DCE and the Governance Lead also attend the meetings. Internal Auditors (BDO) and the External Auditors (Audit Scotland) attended all meetings.
- 3.2 A programme of work was agreed for the ARMC and allocated over the four meetings during the year. The ARMC discussed 46 items of business during the year.
- 3.3 Standard agenda items at each meeting are:
 - Register of Interests
 - Minutes of the previous meeting and matters arising.
 - Action Log
 - Digital programme
 - A report summarising any significant changes to the organisation's Risk Register
 - Internal Audit Reports summarising :
 - work performed (and a comparison with work planned)
 - key issues emerging from Audit work
 - management response to audit recommendations
 - any changes to the Annual Plan
 - Information Governance Practice and Compliance reports
 - External Audit general update report

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4. Review of 2019/20 Annual Accounts

4.1 The 2019/20 Annual Accounts including the Governance Statement were reviewed and approved and the Committee recommended the signing of the Accounts to the Board and the Accountable Officer. The 2019/20 Annual Accounts received an unqualified opinion from the External Auditors.

5. Strategic Risk Register

- 5.1 Changes in the strategic risk register were reviewed at each meeting.
- 5.2 A framework for identifying, measuring, controlling and monitoring strategic risks was in place throughout the financial year. Operational responsibility for risk management sits with the Senior Management Team (SMT) where risk management (strategic and operational) is a standard item on SMT meeting agendas.
- 5.3 Risk management is embedded in CHS' planning management processes. At the strategic level, corporate and business strategies are aligned to the risk management process; at the operational level, SMT reviews the Operational and Strategic Risk Registers and follows a similar process of risk review/ interrogation.
- 5.4 The Committee routinely interrogates key strategic risks to test the robustness of CHS' risk management processes and the assurances provided through this executive process. The Board of CHS has an oversight role and receives a quarterly update from the ARMC Chair at Board meetings.
- 5.5 The key strategic risks identified and monitored during 2020/21 included the impact of Covid-19 on CHS community, operations and reputation; Financial management including CHS Pension Fund membership and management; the effectiveness and consistency of the support to ASTs across Scotland; provision of sustainable Digital systems across CHS community; cyber resilience and failing to positively influence partners.

6. Information Governance

- 6.1 The ARMC focused its work on
 - Monitoring of data breaches and subsequent actions
 - Monitoring of FOISA/SAR activity
 - A review of the CHS Complaints policy.

7. Internal Audit

- 7.1 The annual Internal Audit Plan 2020/21 was presented to the Committee by BDO in Feb 2020 and was reviewed and revised in August 2020 due to the ongoing impact of Covid-19 on CHS operations.
- 7.3 The following internal audits were carried out during 2020/21:

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Agenda Item 10: CHS-2122-07

- Budget Setting and Monitoring August 2020
- Organisational Effectiveness Feb 2021

A critical self-assessment of the strategic response to:

- The perceived impact of external environmental factors on the organisations strategy, including the Independent Review of Care.
- The organisational response to Covid-19
- 7.4 The audit of Budget Setting and Monitoring provided substantial assurance over the design and effectiveness of controls in place and identified a number of areas of good practice including:
 - The budget is reviewed by SMT and approved by the Board in a timely manner;
 - CHS has an approved five year medium term financial plan
 - SMT monitor the forecast year end position against the budget on a monthly basis and the Board review performance on a quarterly basis;
 - There are regular meetings with Finance and SMT to scrutinise the financial position and discuss any issues.

The report recommended implementing a budget timetable which was accepted and will be implemented.

7.5 The audit of Resilience and Effectiveness indicated the Board have been operating effectively during the pandemic with a clear focus on continuous evaluation and improvement. Recommendations included continued focus on wellbeing and home working requirements; Along with publication of joint recovery plans, a greater focus on CHS specific requirements in recovery planning; Board and SMT should hold a partner engagement development session to further discuss and consider tactics, risks and further opportunities; That the Board consider fully whether they have their own set of objectives and ensure they are assessed against these objectives at regular intervals and that the Board review their current performance appraisal process.

8. External Audit (EA)

- 8.1 The 2019/20 Accounts received an unqualified audit certificate and the Committee accepted the findings in the ISA 260 report.
- 8.2 The Committee was content with the outline annual audit strategy in relation to the 2020/21 Accounts as discussed at the February 2021 meeting and a full plan was shared offline in March 2021. The Head of Finance was comfortable with the high level timetable for financial statements and reporting deadlines for the August CHS Audit committee meeting.
- 8.3 The committee also endorsed the accounting policies to be adopted by CHS for the preparation of its statement of accounts for 2020/21 and recommended no change to the Board and the Accountable Officer. The Board of CHS approved the accounting policies at its meeting on 16th February 2021.

9. Terms of Reference (ToR)

9.1 The Committee reviewed its ToR (see Annex A) in February 2021. The Board of CHS approved the ARMC's ToR in March 2021.

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10. Strategic issues to be examined during 2021/22

- 10.1 Due to the impact of Covid the 2020/21 internal audit plan will be discussed at the May 2021 meeting. The Committee will expect internal audit resources and its own efforts to focus on the key strategic risks facing the organisation over the next year. I would highlight the following areas of challenge:
- 1. The ongoing impact of Covid-19 on the operation of Children's Hearings including impact on National team working and our volunteer community.
- 2. Ensuring the organisation begins to deliver on the themes identified with the Strategic Outlook and in particular takes its place in influencing and delivering against the requirements of The Promise.
- 3. Ensuring the CHS Community has the support and structures in place to enable them to deliver effectively against the Strategic Outlook and Promise requirements.
- 10.2 The external auditors will complete their review of the 2020/21 annual accounts in June 2021 and the audited accounts will be presented to the ARMC in August 2021 and to the Board in September 2021.

11. Support to the Committee

11.1 On behalf of the Committee I would like to record our thanks to CHS Management, the Internal Auditors, BDO, and the External Auditors, Audit Scotland, for their contribution and support throughout the year.

Henry Robson ARMC Chair

4th May 2021

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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.
- 2.4 The ARMC may co-opt independent members who are not members of the Board for a period of 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

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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.

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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.

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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.

8. As and when appropriate, the 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.

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	•	ry functions and achieve its st	o factors which might affect th rategic objectives.	e
Chair	Date			

Appendix 1 - Membership of the Audit and Risk Management Committee (since May 2019)

Chair: Henry Robson

Members: John Anderson, Barbara Neil.

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Independent Reports

Accountable SMT member: Christine Mullen, Head of Practice, Improvement and Learning

Report author: Michelle Rogers, Practice Development Coordinator

Resources implications: Within available resources

Purpose: For information

Equalities duties: Equalities Impact Assessment Required

☐Yes ☐No

Independent Report Writers Update

This report provides an update of the operation of the Independent Reports function from 1st June 2020 when Children's Hearings Scotland began facilitation of report requests.

CHS Board are asked to note the report.

1. Report Writers Update

- 1.1 A bank of 23 independent report writers (IRW) has been established with a range of specialists including child psychologists, independent social workers, clinical psychologists and an art therapist. We estimate that this new bank could provide between 120-150 reports per year.
- 1.2 Online induction took place in July 2020. A further development session took place in March 2021, focussing on Children's Rights and upcoming legislative changes. This was attended by 21 of the IRWs. Future sessions will be held quarterly to provide support and updates on procedural and legislative changes and developments within CHS.
- 1.3 A Practice Development Coordinator with responsibility for managing the Independent Report Writers function joined CHS in January to develop the service as well as dealing with all requests for reports to be instructed.

2. Panel member guidance

2.1 An update to the Practice and Procedure Manual (PPM) with regards to Independent Reports, was made in December 2020. This included detailed new guidance about when asking for additional reports under Rule 61 might be appropriate and the process of decision-making and instruction of independent reports in particular. That guidance will be updated again when s77 of the Age of Criminal Responsibility (Scotland) Act 2019 is implemented in November 2021. Section 77 creates a duty for Panel Members to consider the need for additional reports when deferring a decision. The guidance in the PPM update addresses this along with more detailed and robust guidance on all types of additional reports which may

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help decision-making but which may also add unnecessary drift and delay. This includes Safeguarder's reports as well as local authority reports and independent reports.

3. Update on report requests

3.1 Since July 2020, 17 report requests have been received. Of these, one report may not proceed as it has been referred back to the Panel for clarification of Panel Members' intentions. In addition, we declined a recent report request as invalid.

Where more than one quote has been received for a particular report (we generally go out to 2 or 3 report writers for quotes) we have gone for the most comprehensive and cost effective quotes. Further details of the type of report, implementation authority etc. can be found in Appendix 1. Of the bank of 23 report writers, we have commissioned 11 of them to prepare reports to date. Some IRWs will have been contracted more than once on the basis of expertise and cost effectiveness of quotes.

The majority of requests are for parenting capacity assessments but have also included adult risk assessment, permanence planning and contact assessment. Based on demand so far it will be important to target additional independent social workers in future recruitment drives to ensure sufficient capacity to respond to requests going forward. Recruitment to the Bank will be reviewed in June / July.

Reports have been requested from 9 ASTs in total. These are: Renfrewshire, Aberdeenshire, East Ayrshire, West Dunbartonshire, Aberdeen, North Lanarkshire, Fife, Highland and North Ayrshire.

4. Finance

- 4.1 There are lower and upper quotes from commissioned report writers taking into account that total time required may be less than expected. At present the anticipated spend is within budget.
- 5. Further development of IRW function
- 5.1 The following work is underway to further develop the IRW function:-
 - Discussion with SCRA on the use of Objective Connect as short-term mechanism for transfer of documents between report writers and SCRA. In the near future report writers will all be given secure email addresses through Criminal Justice Secure Email (CJSM) which is currently used by Safeguarders.
 - Development of a lone-working policy for use when report writers risk assess that this is required when undertaking home visits alone.
 - Development of child-friendly privacy notices to explain to children and families who Independent Report Writers are, what they will do with their information, who will have access to it and how they will process that information.
 - A final draft of the Memorandum of Understanding with SCRA to be agreed and brought to SMT for sign off by summer 2021.

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• SCRA have agreed to share redacted copies of reports with CHS for quality assurance purposes. This will be sufficient for our purposes whilst we await a response from the Information Commissioner's Office regarding ownership of reports.

6. Recommendation

6.1 That the Board note the content of the report and progress so far with the Independent Report Writer function.

Appendix 1 Details of Independent Report requests July 2020-14 June 2021

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Request type	Local authority	Age of child	Date report instructed	Report received	Cost	Report writer specialism
Adult risk assessment - sex offending	Renfrewshire	11	26/8/20	YES	£2,640	Criminal justice social work
Kinship care assessment	Aberdeenshire	4	11/9/20	YES	£3,752.60	Clinical psychologist
Parenting capacity	East Ayrshire	3	1/10/20	TBC	£2,086	Clinical forensic psychologist
Permanence planning	West Dunbartonshire	12		YES	£2,070	Educational psychologist
Contact assessment	East Ayrshire	2,4, & 8	23/10/20	YES		Forensic psychologist
Parenting capacity	Aberdeen City	4	4/12/20	YES		Social work
Parenting capacity and children's views	North Lanarkshire	8 & 6	23/12/2020	YES		2 reports - Art therapy and social work
Parenting capacity	West Dunbartonshire	13	29/1/21	YES		Social work
Parenting capacity	Inverness	10	17/2/21	Await report		Social work
Parenting capacity	Fife	1	22/2/21	Await report		Social work
Parenting capacity	Aberdeen	7,5 &2	19/3/21	Await report		Social work
Parenting capacity	Highland	7 & 4	4/5/21	Await report		Social work
Parenting capacity	Highland	2	4/5/21	Await report		Social work
Parenting capacity	North Ayrshire	2	29/4/21	Await report		Forensic psychologist
Parenting capacity	North Ayrshire	2	29/4/21	Await report		Forensic psychologist
Parenting capacity	North Ayrshire	2	17/5/21	Await report		Social work

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Agenda Item 13

CHS-2122-09

Implementation of Children's Advocacy in Children's Hearings

Accountable Director: Christine Mullen, Head of Practice, Improvement and Learning

Report author: Amy Farmer, Practice Development Coordinator

Recommendation: To note the report

Resources implications: [None/ within available resources]

Equalities duties: Equalities Impact Assessment Required: **No**

Equalities Impact Assessment Carried out: No

1 INTRODUCTION

1.1 The report gives an overall review of the progress made implementing the Children's Advocacy provision in children's hearings. The advocacy provision went live in November 2020. This report covers: background information, training, partnerships and feedback.

2 BACKGROUND

- 2.1 Section 122 of the Children's Hearings (Scotland) Act 2011 came into force on 21 November 2020. This section is designed to ensure access to children's advocacy services for children and young people in children's hearings. Section 122 coming into force also activated the duty on the chairing Panel Member to inform the children of the availability of advocacy services. An initial budget of £1.5 million for 2020-21 was committed by the 2019-20 Programme for Government. This level of funding will be maintained for 2021-22 with a baseline review to take place after the first year of implementation, which has been extended to 2021-22 due to the pandemic and associated pressures on the Children's Hearing System.
- 2.2 Although the chairing Panel Member has a duty to inform the child of the availability to advocacy services, children should not be hearing about advocacy for the first time in the hearing room. SCRA send information about advocacy services before the hearing, and Social Workers are encouraged to discuss this with the child so they have the chance to consider whether they would like to instruct one. The duty on the chair is the last step in a 'catch-all' approach.

3 TRAINING AND GUIDANCE

3.1 The 'Advocacy' module was launched on the CHS Learning Academy in November 2020. This training includes a video featuring an Advocacy Worker, Safeguarder and Solicitor explaining their respective roles in children's hearings. It also covers who the advocacy providers are in each area, the benefits of children's advocacy and the duty on the chairing Panel Member.

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- 3.2 The CHS Practice and Procedure Manual was updated last year to include a section on 'Children's advocacy services' to provide detailed written guidance.
- 3.3 Training for Advocacy Workers working in children's hearings is delivered by CLAN Child Law, including refresher training which will be delivered later this year. It compromises e-learning modules and interactive sessions.
- 3.4 Our training module is available to CHS partner agencies on our public website.

4. PARTNERSHIPS

- 4.1 We have taken a multi-agency approach to ensuring the smooth delivery of the children's advocacy provision. We actively participate in the Advocacy Expert Reference Group, which is led by the Scottish Government Children's Hearings Advocacy Team. The group meets regularly throughout the year, gathering reflections and feedback from a broad range of partners.
- 4.2 Area Support and Improvement Partners have been gathering and continue to gather feedback from local areas on the roll-out of children's advocacy. We work closely with SCRA and Locality Reporters to produce updates to Scottish Government and identify local issues.

5. REFLECTIONS

- 5.1 The national availability of children's advocacy services in the Children's Hearings System has been really positive, and Panel Members have reported that Advocacy Workers are doing great work amplifying the voices of children and young people in hearings. Advocacy services in all Local Authorities are operating and local links have been made with partners to monitor progress and address issues as they arise. Any immediate issues that do arise are brought to the attention of the practice team, who will liaise with the Children's Hearings Advocacy Team at Scottish Government. Broader issues are dealt with at the Advocacy Expert Reference Group.
- 5.2 We have been working closely with SCRA to share reflections and feedback. Some areas of development have been identified for further discussion:
 - The need to develop a mechanism for gathering feedback about children's advocacy from children and families, as well as a consistent approach to gathering feedback from local areas around the operation of advocacy in hearings.
 - The feedback from Panel Members suggests that Social Workers are still not up to speed about the availability of advocacy for children and young people. There is a need to raise awareness of children's advocacy services and the benefits.
 - The need for routine quality assurance of children's advocacy.
 - There is some anecdotal information that children's hearings are being deferred due to the child not being aware of advocacy before they reach the hearing room. This was brought to the Advocacy Expert Reference Group, and a smaller working group has been set up to look into the issue. This group will include CHS, SCRA, advocacy providers and Scottish Government.

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Agenda item 14 CHS-2122-10

Board update Research and Consultation Activities: June 2021

Accountable SMT member: Christine Mullen, Head of Practice Improvement and Learning

Report author: National Quality & Performance Lead / Practice Development

Coordinator

Resources implications: Within available resources

Purpose: For note

Equalities duties: Equalities Impact Assessment Required

Yes? No

1. Introduction / Purpose

This paper provides the Board with a summary update of work currently on-going related to research and consultations, undertaken since the last update in August 2020.

2. Research Activity since August

2.1 Research Recruitment Activities

Activity has taken place for research projects looking to recruit Community Members:

Organisation	Project Title	Comment / Status
Queen Margaret University (BSc Course)	Third Sector perception and awareness of Speech, Language and communication needs in young offenders	Recruitment took place in November 2020.
Open University (BSc Course)	A survey of Panel Members from Children's Hearings Scotland to understand attitudes towards substance misuse.	Recruitment took place in Feb 2021. 180 Panel Members took place.
University of Edinburgh (MBA)	A Qualitative Study of the Key Challenges and Opportunities of Quality Improvement in the Scottish Children's Hearing	Recruitment took place in November 2020.
Potsdam University	Finding the right decision for children in difficult situations – children's hearing as possible alternative approach?	Recruitment took place in February 2021.
University of Strathclyde (MSc Course)	The impacts of cognitive ability and trait anxiety on decision-making regarding children's hearings scenarios	Recruitment took place in April 2021.

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2.2 Advisory Groups

CHS is currently represented on 2 research advisory groups:

Group 1

Research Topic: Experiences of Under-12s in Residential Care

Researching Organisation: SCRA

CHS Rep: Practice Development Coordinator

Update: CHS continues to be represented on this group, which at the end of 2020 was presented with interim findings following analysis of case histories. Interviews with stakeholder participants were taking place at that time.

Group 2

Research Topic: Children Aged 12 to 15 Involved in Offending – characterising background

and offending (Age of Criminal Responsibility)

Researching Organisation: SCRA (on behalf of ACR Expert Reference Group)

CHS Rep: National Quality & Performance Lead

Update: Input provided on approaches to data collection and methodology. Sample will be 400 children, with analysis now taking place. Due to COVID restrictions, the project has been extended. Next meeting planned for 24th June.

2.3 Other Activity

National Quality & Performance Lead and Children's Rights and Inclusion coordinator have met Robert Porter (CELCIS) on two occasions to discuss his up-coming research on participation of children and young people in the hearings system. The research will take a highly participative approach itself, with the key questions and areas of study being defined through a collaborative between the researchers and groups of children and young people and has been named the 'Voice and Inclusion Project (VIP)'. The research may involve making requests to test interventions, or the development of a resource/tool, but these are dependent on the precise questions set by the collaborative. VIP is now recruiting children and young people to be involved (with a variety of 'levels' of involvement available): <u>Voice and Inclusion Project (celcis.org</u>)

The National Quality & Performance Lead continues to be a member of SCRA's Research Ethics Committee (REC). The Committee have considered 2 projects over the last 6 months.

Our Area Convener for East Dunbartonshire, Ying Zhang, completed with distinction a dissertation as part of a University of Edinburgh Executive MBA. This work was on the following topic: History in the Making - Conceptualisation of the Strategic Options for the Scottish Children's Hearings System, a Unique Care and Justice System in the World, in its Journey of Change and Improvement. The work is dedicated to the 3,000 Voluntary Panel Members, who were the inspiration for the work. The work set out to make practical contributions to CHS's change implementation reflecting the writer's role as a newly appointed Area Convener, with the recognition that Scotland needs an urgent and

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collaborative response to modernise and professionalise its legal decision making workforce, and deliver the Promise that Scotland owes to its babies, children, and young people. 2.4 Up-Coming Developments

In December 2020, the Research Team at SCRA presented a plan to the SCRA Board concerning their research plans. It proposed not undertaking a range of research projects, but instead focusing on a new programme looking at how "the COVID period has impacted on the operation of the Children's Hearings System, on the rights of children, on their relationships with family and care providers, and on their wellbeing.

3. Consultation Activity

In January 2021, CHS responded to the draft National Guidance for Child Protection in Scotland 2020, which updates the previous 2014 guidance. Our response is available here: Response 934557119 to Consultation on the revised National Guidance for Child Protection in Scotland - Scotlish Government - Citizen Space. The final guidance is expected to be published online during 2021.

4. Board Actions

The Board are asked to note this update.

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Agenda item 15 CHS-2122-11



2021 Panel Member Recruitment Campaign and Selection

Accountable Head of: Christine Mullen, Head of Practice Improvement and Learning

Lynne Harrison, Head of Strategy, Development, and DCEO

Report author: Catherine Goodfellow, Retention and Recruitment Lead

Sarah Hunter-Argyle, Communication and Engagement Lead

(former colleague)

Recommendation: For information

Resources implications: Within available resources

Equalities duties: Equalities Impact Assessment Required:

Equalities Impact Assessment Carried out:

1 Introduction

1.1 The 2021 Panel Member Recruitment campaign was the first ever to be held entirely online for CHS. Both the campaign and all selection processes and activities were conducted on a virtual platform. The campaign generated the most ever applications received resulting in the highest number of trainees CHS has ever confirmed for training in any one year.

During the four week campaign, 1900 applications were submitted to the 21 Area Support Teams recruiting (Eilean Siar chose not to recruit); 65% were shortlisted for interview; with almost 300 AST interviewers, including 55 young people with personal experience of the hearings system, selecting 705 candidates to become trainees.

2 Background

With the 2020 global pandemic resulting in Government restrictions and lockdowns, the CHS Board agreed to delay the annual campaign from it's traditional time of August 2020 to January 2021.

3 Campaign

The campaign was moved to be entirely virtual. The 2019 concept was refreshed with five new images/videos shaped by a dedicated workshop with young people with care/hearings experience. Much of the development and production was delivered in-house, rather than using external marketing agencies.

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A new suite of videos were created featuring current Panel Members to explain more about the children's hearings system, the Panel and why the role is rewarding. The aim was to give people a full understanding of the role, especially important with the campaign moving entirely online. These were incredibly successful with over 13,000 views over the course of the campaign.

Key elements of the campaign included TV advertising (the first time we had done this), radio advertising (including an additional Talking Head element), online advertising, social media (paid for and organic), and public relations (local and national).

The 30 second TV advert featured an existing North Lanarkshire Panel Member, Stephen Haggerty, who had personal experience of the hearings system. The advert played for the first two weeks of the campaign on STV, STV Borders, and Channel 4, and for a further 11 days on SkySmart and other Video on Demand (VoD) services. The advert was viewed approximately 13 million times over the course of the campaign, seen by approximately 2 million people, 4 or 5 times.

The overall budget was increased to provide additional media coverage including television adverts for the first time, and increased radio and digital advertising to attract as many applicants as possible

4 Selection Processes and Activities

Preparation to convert a traditional interview process to a fully online process began in earnest in October 2020 with the backdrop of a new CHS online application and digital system. Information sessions, shortlisting, selection, face to face interviews were all adapted to be held online.

AST representatives were fully involved in all of these developments, advising and shaping our plans. During the campaign, weekly meetings were held with the Retention and Recruitment Reference Group (RRRG) and Clerks Network. Approximately 70 volunteers from our Community attended a 'roadshow' of good practice in how to include young people with lived experience in selection processes, led by Board member, Beth Anne Logan, and former CHS colleague, Donna Martin.

The campaign attracted 74.8% identifying as women, 0.2% identifying as non-binary and 25% identifying as men. Where a response was submitted, 9% of applicants declared to have a disability. Of applicants who responded to the question regarding personal experience of the hearings system, 12.4% declared they had lived experience while 9.5% of all applicants had previous experience (as a former Panel Member or professional). Fifty four percent of applicants were in employment and 11% were students; with 25% of applicants under 30 years of age.

Meanwhile all traditional learning and training practice by the CHS Learning Academy was transformed to be online. CHS required all interviewers to undertake selection training, which included an online group session. Supported by a small group of young advisers, an induction and specific training course was developed for young interviewers. The usual seven day face to face Pre Service Training for trainees was converted and enhanced to be a

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series of online sessions to be held between April until June.

5 Current Status

Trainees have now completed all four day online Pre Service sessions. See Appendix 3. Trainees will complete final assessments and submit their Professional Development Award work by the end of June and will be appointed as a Panel Member by 19 July 2021 for inclusion on the rota by start of August. The result of a five month delay in the campaign will impact new Panel Members inclusion on the rota by only two months.

Of the trainees confirmed, 6% withdrew before the first day of training (with some ASTs able to submit alternatives prior to Day 1) and currently 92% of trainees remain in the system. With the proportionate increase of almost 50% of new trainees accepted in 2021, retention rates are in line with comparisons of previous years, as shown overleaf.

	2021	2019/	2018/	2017/	2016/
		2020	2019	2018	2017
AST Target	750	577	561	552	539
Invited to Training	714	477	516	511	538
Started Training	668	446	472	478	495
Appointed	tbc	281	430	447	434

6 In Summary

With a number of challenges identified in the preparation, planning and lead up to the first ever virtual campaign, initial feedback from the Panel Community involved in selection has been overwhelmingly positive and the most successful campaign held.

An overall review of the learnings and positives to retain in any future campaign and to inform future methodology for the delivery of pre service training, is ongoing as we prepare to appoint around 640 new Panel Members next month.

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CHS Board: June 2021 Appendix 1: Campaign overview

Background

- 1.1 The target of this annual campaign was to recruit around 700 new Panel Members. Of the 22 Area Support Teams, 21 were recruiting in 30 local authority areas.
- 2 Campaign overview
- 2.1 TV advertising: our 30 second advert (featuring hearings experienced Panel Member, Stephen Haggerty) played for the first two weeks of the campaign on STV, STV Borders, and Channel 4, and for a further 11 days on SkySmart and other Video on Demand (VoD) services. The advert was viewed approximately 13 million times over the course of the campaign, seen by approximately 2 million people, 4 or 5 times. (The advert was shown approximately 40 times on C4, and approximately 30 times on STV, including in prime time slots such as during The Great Pottery Throw Down (C4) and The Chase and Pembrokeshire Murders (STV).
- 2.2 Radio advertising: our two radio adverts were played on stations across Scotland for four of the five weeks of the campaign. Radio stations included Central FM, Clyde 1, Forth 1, Kingdom FM, MFR, Northsound 1, Radio Borders, Tay FM, West FM They were supplemented with additional Talking Heads which featured Panel Members discussing what attracted them to the role. The spots (in total 2,000) played on average once an hour during the week, and twice an hour at the weekend,
- Online advertising: this consisted of several strands including YouTube Adverts (this was viewed approx. 400,000 times, with 39% of people watching it in full), and various styles of online adverts (including homepage takeovers, programmatic display and native ads see examples in appendix). All of these were targeted to either preferred applicants (for example men and young people), or people interested in relevant subjects, such as volunteering, children in care, etc). These were very successful resulting in 50,000 clicks through to our website, and 7,000 application button clicks. Overall the advertising resulted in 6,000,000 impressions. We also advertised on Spotify and on targeted podcasts, and these resulted in nearly 400,000 listens/impressions.
- 2.4 Social media: This was a very successful element, especially in terms of organic as we had a lot of support from our stakeholders (who we communicated with throughout the campaign), and we saw a huge amount of engagement
- 3 Results of the Campaign
- 3.1 As in previous years, the trend of applications submitted close to the deadline continued. This resulted in approx. 50% of applications were received in the last five days of the campaign.

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- 3.2 Initial findings from the data highlight that the campaign attracted 9.5% of applicants who registered as having personal lived experience of the hearings system either as a young person or as a family member. In 2019, the first time this data had been collected, 9% had declared personal experience of the Hearings system (which had a wider definition).
- 3.3 As with previous campaigns only 25% of applicants were men, however when advertising on TV there is less scope for targeting, and through reaching so many people (at least 2 million), it is unsurprising there was more interest from women, who traditionally volunteer more, and display a preference for roles such as these. However, we can also see from the digital advertising that while often more men would see the adverts (due to targeting), far fewer clicked on them (see table below) so it would useful to test if different, more male-targeted content (as suggested in recommendations), would get better results.

Demographic	% of Overall Impressions	% of Overall Clicks	% of Overall Conversions
Female	44%	72%	73%
Male	56%	28%	27%

Impressions is the % who saw the advert, clicks the % of who clicked through to website, and conversions the % who then clicked 'apply now'.

- We did see a significant improvement in the number of young people applying, from 21% in 2019, to 25% this year. This demonstrates that the substantial efforts made to both make the campaign more appealing to young people, and to use platforms they engage with most, was successful.
- 3.5 We also attracted a significant volume of applicants from ethnically diverse communities 8%. This compares favourably with the overall percentage of black and Asian minority ethnicities in Scotland at 4%.
- 3.6 We had a reasonable number of applicants who class themselves as disabled (9% of the applicants who answered the question on it defined themselves as having a disability), similar to previous years. It should be noted that while a fifth of Scotland's population classes themselves as disabled, only 10% of this group participate in volunteering, which means our results seem to be following the trend. However it is still an area that deserves further focus.
- 3.7 While it can be challenging to measure the impact of television on the campaign, there is evidence to say it made a strong difference. Firstly, the number of applicants, about a third more than we usually get. Secondly, when we look at the hugely increased website traffic, there are large spikes whenever the TV adverts are played (from an average of 71 browsers to 400-500), these reduced to smaller spikes (potentially due to radio or other advertising of approximately to 200 browsers) after the TV campaign closed. Thirdly, we were very successful with 'Google PPC' advertising. This is when people search Google for your organisation/opportunity, and then an advert appears below the search bar. It is likely the many people using this facility had seen the TV advert

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(or heard the radio campaign) and were then searching for 'Children's Panel' or 'children's hearings' on Google.

Overall, the quality of applicants was high, with most areas reporting good numbers of strong candidates, and this is reflected in the decision to increase the number appointed as trainees from 700 to 750.

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CHS Board: June 2021 Appendix 2: Campaign Statistics

Expressions of interest:

From 1 October 2019 to 11 January 2021 CHS received over 3,000 expressions of interest, and these expressions of interest had access to apply two days prior to the campaign launch. Data will inform us how many expressions of interest converted to applicants.

Press

We worked hard to provide a full package for both local and national press (this included the press release, a page of Panel Member quotes, an information sheet about CHS and the Children's Panel, as well as local case studies from nearly every area), and this achieved strong results as this campaign received more press coverage than previous campaigns.

The campaign was featured on the BBC's Good Morning Scotland on launch day (both in the news bulletins and as a separate feature), and appeared twice on BBC's Reporting Scotland. It was also widely covered in national and local newspapers, with all areas receiving some coverage. Approximately forty articles appearing in outlets including the Daily Record, Evening Express (Aberdeen), The Glasgow Evening Times, The Northern Scot, Fife Today, Southern Reporter and the Evening Telegraph (Dundee).

Website statistics

During the campaign, over 54,670 people have visited our website, totalling 185,934 page views. the most popular page of the site was our Panel Member recruitment page, with 23.26% of users landing here (approximately 43,241 page views), followed by the home page. The majority of our website visitors (approximately 26%) were of the ages 24-34, followed by 19% of users between the ages of 35-44. 39.5% of visitors were male, and 60.5% were female.

Video suite

Why become a Panel Member?	What is a Panel Member?
Facebook views: 1,091	Facebook views: 3,583
YouTube views: 1,374	YouTube views: 1,514
Instagram TV views: 126	Instagram TV views: 247
Total: 2,591	Total: 5,344
How do you train to be a Panel Member?	Film
Facebook views: 1,212	All about the Children's Panel (version 1)
YouTube views: 1,228	YouTube views: 1,091

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Instagram TV views: 104	All about the Children's Panel (version 2)
Total: 2,544	Facebook views: 1,444
	YouTube views: 566
	Instagram TV views: 94
	Total: 2,104

Digital marketing

The paid activity delivered a total just under 6 million impressions, 48,393 clicks to the website and 6,925 application button clicks. In addition, we can also report that podcast ads have delivered 144,328 listen-throughs and Spotify has delivered 253,479 impressions and 345 clicks to the website.

Facebook

We've gained 553 new followers over the course of the campaign, and through our paid for and non-paid for posts, we've given 1,442,494 people the opportunity to see posts by CHS. There have been over 34,615 active engagements with our posts resulting in 2,869 people viewing our page.

Instagram

More than 40,000 people had the opportunity to see posts by CHS resulting in over 85 new followers and more than 265 profile visits. This number is substantially up on our month on month figure.

Twitter

Over 979,000 people have had the opportunity to see posts by CHS over the course of the campaign, resulting around 2,700 link clicks (these mostly pointed to our website). Our Engagement rate was 1.0%, and an Engagement rate between 0.09% and 0.33% is considered to be high (influencer level). Our two top Tweets, and accompanying statistics, below:

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Impressions	154,573
Total engagements	2,099
Detail expands	641
Link clicks	510
Media engagements	450
Retweets	214
Likes	147
Profile clicks	134
Replies	2
Follows	1



Impressions	14,681
Media views	2,019
Total engagements	262
Detail expands	106
Retweets	40
Link clicks	38
Likes	35
Media engagements	25
Profile clicks	17
Replies	1

Alongside an excellent engagement response on Twitter, we've also seen a huge number of supportive comments coming through from partners, people with lived experience, Panel Members and members of the public, a few of these below:

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9 21

CHS Board: June 2021 Appendix 3: Pre Service Training

1 2021 Pre- service training has been delivered wholly virtually, building on experience gained last year when training moved online part way through.

2 The ask of and direction to CHSLA was as below at Figure 1



- 1. Re-imagine Pre-service training delivery
- 2. Light Touch Review of the Professional Development Award (PDA)















Figure 1

3 To develop and re-imagine the learning a 4 stage design approach was used:

- Discover
- Define
- Develop
- Deliver

In particular during the Discovery phase CHS and CHSLA identified the following areas as key to the changes to be made / reflected in this new training:

• THE PROMISE Training: trauma, childhood development, neurodiversity and rights

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- VOICE- Early intervention, active listening, decision making based on child's needs, rights based youth justice, support parents, ensure LA fulfilling its duty
- FAMILY Poverty, understanding risk, siblings, early intervention,
- CARE transitions, school, relationships, language, stigma, childhood experiences
- PEOPLE Reflective practice, nurturing relationships, learning & development as multilayered

4 To deliver the re-imagined pre-servie learning 7 days of face to face training with assessment, has been translated into 4 online sessions as at figure 2.

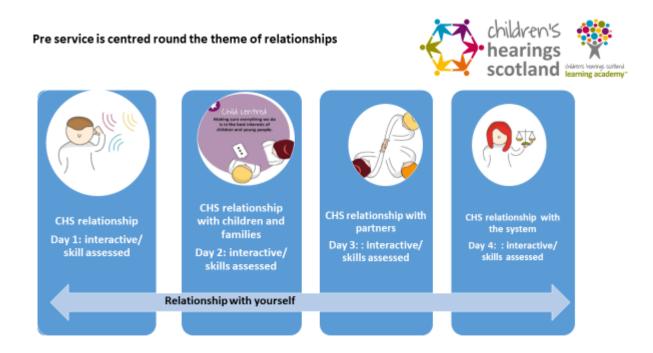


Figure 2

These 4 sessions have been shaped internally by CHS and CHSLA, with the contribution of external partners and people with lived experience. The required learning maps directly to the asks of the Promise, Our Hearings Our Voice as well as to the requirements of virtual learning.

5 To allow flexibility for learning, trainees participate in cohorts of 24 with main sessions on offer mid-week and weekends as well as morning and afternoon. The main sessions are supported with tutorials and trainer contact through e.g. online forums.

6 Overall evaluation is underway.

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Agenda item 16 CHS-2122-12



Children (Scotland) Act 2020 (CSA_2020) Project Report

Accountable Officer: Christine Mullen, Head of Practice, Improvement & Learning

Report author: James Allan, Programme Manager

Recommendation: Provide initial update report on CSA_2020 Project

Resources implications: N/A

Equalities duties: Incorporate the voice of CYP and plan forward for this

1. Introduction

This report provides the initial update relating to the Children (Scotland) Act 2020 Project Team, formed in April 2021 within CHS. The current plan, timescales and progress are based on the most recent Project Progress meeting held on Thursday 20th of May 2021. The CSA 2020 Project is currently planned in two phases. Phase 1 is all work required before the first deadline of July 26th 2021. Phase 2 is all work post-26th of July 2021. Phase 2 activity is still to be developed and will be proportionate to the other priorities for CHS during 2021-2022.

2. CSA_2020 Project Phase 1: Milestones

2.1 <u>National Partner Collaboration (reinforcement & influencing)</u>

- Weekly meetings are currently being held between CHS and SCRA in order to ensure we are aligned and clear on the implementation and messaging for the changes required for to fulfil our obligations in relation to changes for CSA_2020. This meeting also identifies areas where each organisation may differ e.g. in role specific practice guidance.
- SCRA are due to share their draft briefing on CSA_2020 by Friday 28th of May
- The CSA_2020 project team are also collaborating with other national partners, with a timeline of these collaborations to be confirmed and tracked similar to that of SCRA, including CELCIS and Children 1st.
- The CSA_2020 team are coordinating a set questions for all 32 local authorities, to establish their readiness for the changes in-line with CSA_2020. Working alongside local partners, ASIPs will take these questions to Lead Agencies for us to get a clear view of their readiness to provide the necessary information to SCRA and CHS panel members to avoid and delay in substantive decision making and ensure the rights of children, their brothers, sisters, sibling-like relationships, and relevant persons are upheld in hearings in relation to the provisions of CSA 2020 from the 26th July. This piece of work also offers the opportunity for CHS to

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give key messages to partner agencies about our work and expectations in relation to CSA 2020.

2.2 <u>Lived Experience Consultancy</u>

- The CSA_2020 Project Team currently have the support of Laura Beverage, as Children's Rights and Inclusions Coordinator, and as a key voice of someone with live experience of the hearings system.
- There is ongoing work to recruit further consultants with lived experience of the hearings system with the plan being to incorporate space for at least two consultants on the next project team formed for the UNCRC legislation work which will be managed post 26th July 2021.

2.3 <u>CHSLA Development of Online Training Module</u>

- There is a current requirement for one new training module to be developed, in-line with the CSA_2020 Sibling Inclusion Provision.
- Existing training modules will be updated, to bring their language and lessons in-line with the CSA_2020.
- The new training module is currently under development with the planned completion date for this, and the amendment of relevant existing online modules, by 30th June 2021.

2.4 Updating of Practice Guidance

- PPM draft 1 was completed 7th of May 2021 and passed to senior managers for feedback.
- There is now collaboration between the CSA_2020 Project Team and SCRA to continue revising the required changes.
- The next draft of changes are due to be shared with the CSA 2020 project team on 27th of May for their collaborative feedback.
- Final draft of the PPM planned to be completed by 18th June 2021 at the latest.

2.5 <u>Community & Staff Learning</u>

- CSA 2020 Project Team are in the process of confirming the exact number of current hearing chairs in post, across CHS.
- Plan to then target the confirmed chairs, and have them all trained on the new module by 26th of July 2021.
- New training module will then be rolled out across all CHS community as required to
 ensure all Chairs and PMs are trained to provide compliant guidance at hearings. The
 module will be mandatory.

2.6 Stand up for Siblings local to national development

• Work been ongoing across the Central & West Lothian AST to gain support and buy-in for change in-line with the CSA2020 Sibling Inclusion requirements.

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- This work has been successful, with positive feedback with the Central & West Lothian AST and the CSA2020 Project Team have decided to have this work brought together in the shape of a guidance toolkit for similar buy-in and preparation work to be carried out across all AST's.
- First draft of the guidance toolkit has been completed and currently being discussed across the project team to confirm if further revising needs carried out before passing the toolkit onto the ASIPs and ACs to roll out to their ASTs at the nest AST Ops meeting on 2nd of June.

2.7 <u>Driver Diagram</u>

- Using a Quality Improvement Approach we have developed a driver diagram to capture the necessary changes and ideas for changes in order to map out key objectives required to meet the goals of the CSA_2020 legislation.
- This will remain a LIVE document throughout the project lifecycle, in order to ensure sight of the key objectives whilst being flexible to allow priorities to evolve during progress being achieved.

2.8 Communication Schedule

- First draft of the communication schedule and plan timeline has been completed. This timeline and schedule will be incorporated into the overall project plan, which is in the process be being carried out.
- The communication schedule is broken down into preparation, roll out and ongoing activity. The preparation work sets up a clear line of communication internally across the CHS community, which aims to tackle buy-in alongside a consistent and collaborative approach to working as one team within CHS.
- The roll out phase aims to balance communication across the national team, wider CHS community and also external partners and the public.
- Finally, the ongoing plan to continue these collaborative communications will align with the CHS Promise Programme's plans for our way of working going forward, inline with the Promise.

3. Project Plan and Risk Register

- The CSA_2020 project is currently being planned, tracked and monitored using MS Project, until the newly procured project management software, ZOHO Projects, is rolled out and operational.
- In-line with both a project management methodology and quality improvement approach, an agile framework to this project will be utilised. This will allow evolving ideas and priorities to suit the nature of CHS's work and our sector, whilst ensuring the need to monitor project scope and risk as essential.

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4. <u>CSA_2020 Project Phase 2</u>

- All work planned within Phase 1 will be related to the post-26th of July 2021 deadline. Phase 2 will prioritise evidence and impact of our work within Phase 1, alongside further CSA_2020 priorities beyond the 26th of July deadline, still to be confirmed in more details by CHS. Our initial measurement to both evidence our impact, alongside monitoring any need for further improvement will be related to the number and percentages of deferred hearings and hearing appeals in relation to the provisions of the CSA 2020 that will require to be implemented as of the 26th July 2021.
- Ground work to establish a solid foundation of deferred hearing numbers and percentages from February 2021 until July 2021 is already being carried out by the CSA_2020 project team. This will allow for the immediate comparisons of the number and percentage of deferred hearings to be compared, following the changes implemented by the 26th of July 2021. Our initial goal is to ensure there is no increase in the number/percentage of deferrals, to satisfy the risk highlighted within the risk register.
- Hearing appeals is more complicated, and the CSA_2020 project team have already began work with SCRA in order to scope the reporting function whilst establishing the numbers related to appeals in general and appeals which are deemed valid. Once this research work is progressed, the goal is to have a solid foundation in place by the 26th of July, to once again compare the number of valid appeals post-26th of July 2021 against valid appeals from August 2021, going forward. We will aim to monitor these comparisons to ensure there is no significant increase in the number of valid appeals, to satisfy the risk highlighted within the risk register.
- These statistics will allow the CSA_2020 to report on positive impact, where possible.
 However, the stats may also display the need for further planning to act on potential
 risks, before becoming problems for the project scope and the objectives within the
 driver diagram.

5. Recommendations

To note and approve the above strategy for implementing the legislation.

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Agenda item 17 CHS-2122-13

Social Media Strategy

Accountable Director: Lynne Harrison, Head of Strategy, Development, and DCE **Report author:** Nathalie Helene, Communication and Engagement Officer

Recommendation(s): The Board asked to note the strategy

Resources implications: Within available resources

Equalities duties: Equalities Impact Assessment Required

∑ No		Yes
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1. Background

- 1.1 A social media strategy was drafted and approved in 2020.
- 1.2 In 2021, the Communications and Engagement Officer undertook a Professional Diploma in Social Media for Government and Public Sector. It was agreed within the Communications Team that a review and refresh of CHS' social media strategy would be undertaken using learns and insights from the Diploma programme.
- 1.3 The attached document is an abridged version of the full social media strategy that covers: usage, KPIs and strategic planning for 2021 and beyond.

2. Recommendation

2.1 The social media strategy has been agreed by SMT. The Board are asked to note the strategy for consideration and assurance.

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Social Media Strategy

Children's Hearings Scotland 12.05.2021

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1. Introduction

As part of our overall communications strategy we have developed a social media plan which aligns with our organisational goals and strategic vision. Given the changing nature of social media we will maintain this as a live document and will update it as required. It will be reviewed by the Communications team on a 6-monthly basis to ensure it is still aligned with our Strategic Outlook and Business and Corporate Parenting Plan.

Social media is a fundamental communications tool, which can help to shape public opinion. Using social media will increase our brand awareness, establish senior leaders as trusted voices, increase website traffic, and it allows for reputation management and citizen engagement, which subsequently helps Children's Hearings Scotland (CHS) stay top of mind.

Facebook helps us to reach the average citizen, with around 55 million users in the United Kingdom alone¹. Our strategy has been developed for Facebook to be informative for new and existing audiences, captivating them and to build trust. With 50% of users going to Facebook to get their news, it is an ideal place for us to position ourselves as thought-leaders⁴.

Instagram is owned by Facebook and has around 33 million users in the United Kingdom¹. To maximise reach on this platform, our strategy is to curate visual content and share behind-the-scenes material to appeal to under the under 30 segment. By using relevant hashtags we increase the likelihood that new users will find us based on their specific interests⁴.

Twitter, with around 16 million user in the United Kingdom¹, is the superior platform for managing an organisation's digital PR. With close links to stakeholders and influencers, we can take control of our reputation and influence, engage, network and promote⁴. Using key hashtags such as #ThePromise, we will be included in searches of this phrase thus increasing our reach as Tweets with hashtags receive twice the engagement⁴.

LinkedIn has around 31 million users in the United Kingdom², and is used for business purposes by individuals and organisations alike. It is an important recruitment tool as individuals use it to raise their profile, look for jobs, and share opportunities. We have developed content to support our ambition of being thought-leaders and sector influencers, sharing corporate ideas, plans and ambitions with multi-media visuals. Equally, we use this platform to share volunteer and staff vacancies and market CHS as a workplace.

YouTube is the second largest search engine after Google, and is in fact owned by Google. With around 32 million users³, it is a source of discoverability for niche subject matters – such as children's hearings. The algorithms used on YouTube help to grow website traffic, and it is trusted as a source of reliable news. Our content is curated to develop trust and show transparency of Children's Hearings Scotland with our viewers, showcasing us, our volunteers and what we do in an everyday, accessible and warm way.

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Vision

To reach and engage with our partners and stakeholders in and around the children's hearings system, as well as hearings experienced, volunteer, staff, and potential volunteer audiences to promote our work, advocate for children's rights to achieve inclusive hearings experiences for infants, children, young people and families.

Mission

Delivering streamlined social media communications to engage our range of segmented audiences, enhancing trust and confidence in our work, managing our online reputation and promoting our role as decision makers and children's rights champions in the public interest.

1.1 Social media goals and Key Performance Indicators (KPI)

Below we outline our top-line goals for the lifespan of this strategy (12 months) with accompanying KPIs.

Goal	KPI
Increased awareness of our work	Increase in social media reach (15%*) Increase in website traffic (15%*)
Building trust in our organisation and campaigns	Our organisation is trending on key conversations (shares, engagement)
Improved engagement with internal and external audiences	Achieving benchmark engagement rates across our social media networks, aligned with public sector (1%)
Increased impact in the sector	Campaign metrics Digital PR metrics

^{*} For comparison, between 2019/20 – 2020/21 we increased social media reach by 73% and website traffic by 16%. Keeping in mind for social media, in 2020 we did not hold a recruitment campaign – which brings us most of our engagement – instead this was held early 2021. This made the first two months of 2021 extremely successful and thus 73% can be viewed as an anomaly. Equally, the CHS website went through a refresh late 2020, with improvements around reach and Search Engine Optimisation, and the recruitment campaign early 2021 (which brings swathes of traffic), all causing an increase in website hits and reach. 15% is a target we are confident in reaching, as already in the few months of 2021 we have exceeded many of our social media and website traffic goals.

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2. Current social media footprint

Social media and handle	@CHScotland	@CHScotland	@chscotland	@Children's Hearings Scotland	@Children's Hearings Scotland
Followers	5,250	3,567	1,013	220	1,074
Engagement rate Total interactions / followers = %	0.68% (Good)	0.87% (Average)	2.06% (Average)	73% audience retention	2% (Average)
Reach / impressions	1,543,600	408,650	117,018	69,300	24,859
Video views	204,400 (3+ seconds)	33,600 (3+ seconds)	1,896	421,924	N/A
Post interaction	10,484	44,738	2,091	164	2,029
Comments	84	1,070	22	25	16
Content output	172	152	147	50	44

3. Social media mission and goals by channel

We have set indicative targets for each social media channel for the life-time of this plan, 12 months. We will review these goals quarterly and a full audit and review after 6 months.



- MISSION We use Facebook to reach a large citizen-base with key messages based on our values and organisational goals. To share a series of live stream Q&As; encourage website link clicks; maximise the opportunity to share topical news relevant to our sector.
- **VALUE** Provide relevant content to our followers and encourage them to engage with, and take an interest in, what we share. Content will be posted 1 -2 times per day and will consist of photos, videos, links to long-form content, and news items.

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GOAL To build an engaged Facebook community of 4,000 fans by the end of 2021.
 We will also leverage campaigns for increased reach and engagement of brand new audiences.



- **MISSION** We use Twitter to share news and as a digital PR tool, targeting specific Twitter audiences. To share something of value and of importance to the sector, or to join in a meaningful conversation.
- **VALUE** Provide relevant content to our followers and encourage them to engage with, and take an interest in, what we share. Content will be posted 3 5 times per day and will consist of photos, videos, links to long-form content, news and PR items.
- **GOAL** To position Children's Hearings Scotland as a sector leader, engaging with other influential partners and Twitter accounts. To build an engaged Twitter community of 5,500 fans by the end of 2021.



- **MISSION** We use YouTube to increase discoverability for niche subject matters that are relevant and important to our organisation and sector. To create an easy to navigate library of content showcasing the brand.
- **VALUE** Provide relevant content to our followers, and to reach a larger audience through keyword searches. Content will be posted to average as one video per month across the year, and will consist of subject specific videos, as well as series and episodes. Videos are created and shared on a campaign-basis.
- GOAL To leverage YouTube's Search Engine Optimisation (SEO) functionality to increase Children's Hearings Scotland's ranking in search engines. To build an engaged YouTube subscriber community of 300 fans by the end of 2021.



- **MISSION** We use Instagram to target a younger demographic (18 24) with key messages and shareable content. To share a series of Instagram TV posts; encourage website link clicks; share behind-the-scenes type content and information.
- **VALUE** Maximise the opportunity to speak directly to younger, hearings and care experienced, and visual audiences. Content will be posted 1 -2 times per day and will consist of photos, short- and long-form videos, news items, and human stories.

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• **GOAL** To showcase Children's Hearings Scotland as a human organisation, stepping away from the corporate. To build an engaged Instagram community, including brand ambassadors and influencers, of 1,500 fans by the end of 2021.



- MISSION We use LinkedIn to reach potential and current volunteers and staff, and showcase CHS as an organisation and workplace. Also to reach and interact with influential industry partners. To share organisational goals, milestones, successes and ambitions with key stakeholders.
- VALUE Provide relevant content to our followers and encourage new audiences to find us. Content will be posted once per day on working days, and will consist of news, PR items, short videos, and links to long-form content such as Corporate Reports and Business Plans.
- **GOAL** To establish Children's Hearings Scotland as a gold-standard employer and volunteer organisation. To build an engaged LinkedIn community of 1,200 fans by the end of 2021.

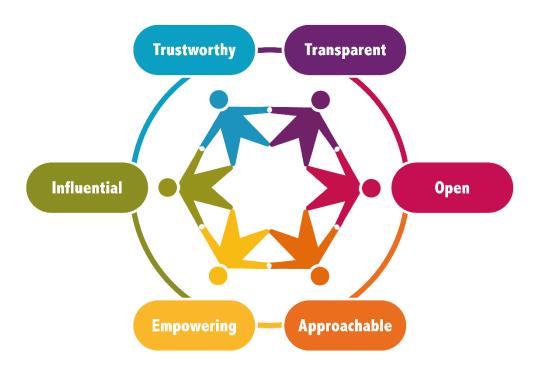
3.1 Further recommendations

- Twitter: Develop the connection between the CHS and National Convener accounts, as we can reach a larger audience and more regular updates from the National Convener will promote the reliability of us as thought-leaders. Increase engagement with stakeholder content and continue to position ourselves as leaders within the children's hearings system.
- **Facebook**: Create and release pre-recorded 'live' events to be posted at a regular time, 1x monthly or quarterly, utilising our subject matter experts internal and external to increase our organic reach/engagement/conversions by a potential 135% (users are 4 times more likely to watch live vs recorded content) ⁴.
- Instagram: Users spend 60% more time on Stories than on News Feed⁴, so we will aim to create curates Stories 2x weekly. Commit to an IGTV video series to be posted at a regular time 1x monthly, utilising our subject matter experts internal and external.
- YouTube: Continue to create informative videos, with the aim of curating mini-series within our YouTube playlists answering "what is" and "how to" questions⁴. Playlists can include: Panel Members, Area Support Teams, Training and learning, The Promise, etc. The videos will be in the style of 'just like me', which increases viewership because audiences relate more to down-to-earth, warm, and informal content⁴.

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• **LinkedIn**: Get more involved in top line conversations, by sharing opinion pieces, corporate reports, and organisational ambitions and milestones to maintain a strong voice based on facts and evidence⁴. Showcase what a great place CHS is to work and to volunteer, and continue to use this is a key platform for advertising vacancies and encouraging involvement.

4. Tone of Voice



We will speak in a consistent tone of voice reflecting our agreed social media personality. This tone of voice will tie into our overarching brand messaging and enforce our Strategic Outlook's aims and goals.

To ensure that our tone of voice reflects the views and experiences of the care and hearings experienced community, we have and will continue to reflect their views by taking part in working groups and collaborations that help to inform and shape our content. The Children's Rights and Inclusion Strategy will continue to be our main guide.

For example, in 2019 the team undertook a piece of work in collaboration with Carnegie UK Trust and the Children's Rights and Inclusion Strategy working group. Together we developed and facilitated a youth-focused Lab with ourselves and care experienced young people. The Lab focussed on language, specifically how we use it on digital platforms, and how we can develop this to ensure we are reaching the right people and saying the right things. The Communications team also has an excellent working relationship with the Frameworks Institute. They proof read and analyse language, strategies and messaging to ensure we are aligned with industry standard.

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4.1 Campaign blueprint

Key campaigns for Children's Hearings Scotland are aligned with organisational objectives, as well as celebrating wider national/international campaigns as agreed with the Equality, Diversity and Inclusion working group. We define our campaigns based on the hum, sing, and shout⁸ approach.

- **Hum**: this focuses on our day-to-day and business as usual content.
- Sing: this is about joining in with what other users are talking about and trending content (such as days of, trending content, etc.). We then aim to stand out with unique CHS content.
- **Shout**: this relates to running CHS-specific campaigns that give us a strong voice and increases our visibility across social media (such as our Panel Member recruitment).

Core campaigns for us throughout the year include, but are not limited to:

- Panel Member recruitment (shout).
- Area Support Team recruitment (shout).
- Volunteers' Week (sing).
- The Promise Programme (shout).
- Notable dates (sing) including: anniversary of The Promise, LGBT History Month, Neurodiversity Celebration Week, Ramadan, Children's Day UK, and more. Full diary can be provided upon request.
- National or local events (hum).

5. Measurement and reporting

5.1 Social Metrics

- Community
- Fan growth
- Engagement rate
- Video views
- Social shares
- Comments
- Reach
- Impressions
- Social advertising reports

5.2 Website

- Site visitors
- Sessions
- Page views
- Goals / Conversions i.e. download, subscribe, sign, share (set up in Google Analytics)
- Referral traffic

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6. References

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Agenda item 18 CHS-2122-14



Equality, Diversity and Inclusion Strategy Draft Version 3

Accountable Manager: Christine Mullen, Head of Practice, Improvement and

Learning

Report author: Jeanne Martin, Area Support and Improvement Partner **Recommendation:** To approve in principle the draft content of the Equality

Diversity and Inclusion Strategy as presented in the report

Resources implications: Within existing resources

Equalities duties: Equalities Impact Assessment Required **No**

Equalities Impact Assessment Completed No

(Screening Assessment has been carried out and attached)

1. Background

1.1 The final draft of the Equality, Diversity and Inclusion Strategy has now been completed by the Equality, Diversity and Inclusion Working Group (EDIWG) and we would welcome comments and feedback from the committee.

- 1.2 In August 2020, the first draft of the Strategy was brought to SMT for review. Comments were noted and the Strategy updated based on the feedback.
- 1.3 Since August, EDIWG have gathered feedback from a wide variety of stakeholders and specialists in the equalities field, undertaking consultation sessions with our volunteer community, staff and people with lived experience of the hearings system.
 - In October 2020, we ran two sessions with our volunteer community, asking for their thoughts on our draft strategy. Overall the engagement was extremely positive and EDIWG were very happy with the amount and range of people from across Scotland who attended. General feedback was that the strategy was ambitious, people were pleased to see this work being done and taken seriously but that overall it was very corporate with language which would not necessarily appeal to the wider community or the children, young people and families who attend hearings. The real focus of the session was on the roll out of the strategy and how we ensure we embed it in everything we do.
 - Staff Consultation:

In November 2020, we ran the same consultation session with staff members. Again, feedback was generally positive with similar thoughts on language and the importance of the roll out and embedding of the strategy.

Input from Experts:

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We have received direct feedback from several of our partners – LGBT Youth Scotland, the Coalition for Racial Equality and Rights (CRER) and the Scottish Courts and Tribunals Service. We have also received detailed feedback from SCRA.

- Consultation with Young People / those with lived experience of hearings: In June 2021, we held a consultation session with people with lived experience of the hearings system. We completed a similar exercise as was done with the Panel Community and staff but also asked additional questions about the impact that this work will have on children, young people and their families attending hearings, as well as the connections between ED&I and Children's Rights and Inclusion and how we can ensure these strategies and our actions 'speak to each other'. The session was very positive with a lot of useful feedback and guidance given. As with the staff and Panel Community consultations, much of the focus was on the need to embed the Strategy and creating the right conditions for this by getting buy in from staff and volunteers. Key themes include the importance of fairness in everything we do, co-design of our Equality, Diversity and Inclusion work cross cutting with our Children's Rights and Inclusion work involving people with lived experience from start to finish. Participation, co-design and involvement at all stages of our work came out loud and clear as did a need for children's panel members to be representative of the communities of children, young people, and families attending hearings
- 1.4 After each consultation stage, EDIWG reviewed the feedback provided and updated the draft strategy. The final draft presented today is reflective of the views given by our volunteers, staff and specialists. Overall, people were keen that the strategy was ambitious and that it was clear exactly what we are trying to achieve with it and how we intend to achieve it. Throughout the consultation process, the key factor identified was that the roll out of the strategy and work to embed it are crucial. Please see Next Steps for our thoughts on this.

2 Proposed next steps

- 2.1 EDIWG proposes that this strategy be published in July 2021, in several accessible formats.
- 2.2 Moving forward with implementation, EDIWG proposes that the Working Group be disbanded and a wider Strategic Group formed.
- 2.3 As noted above, the roll out of the strategy will be critical to its success. The Next Steps further details the plan for this.

3 Recommendation

The Board are invited to review the content of the Equality, Diversity and Inclusion Strategy, plans for publication and the next steps for equality, diversity and inclusion at CHS pending its approval at the Remuneration and Appointments Committee meeting on the 18th of June, 2021.

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CHILDREN'S HEARINGS SCOTLAND EQUALITY, DIVERSITY AND INCLUSION DRAFT STRATEGY 2021 – 2023

1. OUR VISION

Children's Hearings Scotland is committed to being an organisation with equality, diversity and inclusion at its heart. We want our staff, volunteer community and the infants, children, young people and families we serve to feel valued and respected in all that we do. We want our staff and our volunteers to reflect the diversity of those who attend children's hearings and wider Scottish society on the whole. We want our commitment to equality, diversity and inclusion to be clear in all that we do. This strategy will bring our vision to life, providing an ambitious framework for all of our equality, diversity and inclusion work over the next three years and into the future.

2. BRINGING THE STRATEGY TO LIFE

We will need a strong commitment from everyone involved in Children's Hearings Scotland to making this strategy a reality. Everyone across our Board, staff and volunteers has a role to play if we are to create and maintain a culture which is inclusive, diverse and fair.

We will ensure that all staff and volunteers are educated around equality, diversity and inclusion and aware of the legal context that Children's Hearings Scotland faces as a Public Body (see Appendix 2). We will ensure that people feel empowered to challenge bias and assumptions — both their own and other people's — and supported when they do. Our policies will be inclusive and we will strive to ensure we are doing all we can to make Children's Hearings Scotland a welcoming environment for all. Everyone will feel empowered to both raise awareness of and to celebrate the diversity of our staff, volunteers, and the infants, children, young people and families that we serve. The greatest tool we have in bringing this strategy to life is our commitment as an organisation to the values of Children's Hearings Scotland. We will bring these values to all that we do around Equality, Diversity and Inclusion throughout the organisation.

Children's Hearings Scotland Values

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

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

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

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

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

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

Creating the Strategy

In 2019, Children's Hearings Scotland formed an Equality, Diversity and Inclusion Working Group which was to review current practice and thinking within the organisation and shape it moving forward. The group established that while there was much good practice already in progress, a strategy was needed to provide direction, identify priorities and create an overarching framework for this work in order to make a clear impact.

Since its first draft, this strategy has undergone many updates, each informed by the feedback and views of the CHS Community during an extensive consultation period. We have consulted with staff, volunteers and people with lived experience of the hearings system, as well as specialists in the equalities field. This version of the strategy is a reflection of all of feedback gratefully received on the content, language and scope of the document.

3. WHAT IS EQUALITY, DIVERSITY AND INCLUSION?

What is equality?

Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.

What is diversity?

Diversity aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

What is Inclusion?

An inclusive organisation is one where everyone feels valued. An organisation where people feel safe to come up with different ideas, raise issues and suggestions, knowing this is encouraged and try doing things differently to how they have been done before.

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As a public organisation, our starting point for all equality, diversity and inclusion work must be the Equality Act 2010, and the Protected Characteristics contained within it:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

However, if our end goal is to ensure that we fully reflect the community that we serve - the infants, children, young people and their families who attend Hearings — we must also consider other significant characteristics such as neuro diversity, socio-economic background, education level, employment status and, crucially, lived experience of both the hearings systems and care overall.

Individual Needs

In our work around equality, diversity and inclusion, it is important that we remain mindful that people are individuals with their own backgrounds, experiences and needs. People who share a protected characteristic are not a homogenous group. People may also often have more than one protected characteristic meaning that their experiences will be very different to others with one of the same characteristics. Whilst we strive for a diverse community, we must continue to treat everyone as individuals, providing the support that they require when they require it, as identified by them.

4. THEMES AND PRIORITIES

Three key themes and eight priorities have been identified.

Themes:

- 1. Communications and Engagement
- 2. Training, Development and Support
- 3. Recruitment and Retention

Priorities:

- Ensure that equality, diversity and inclusion are at the heart of all Children's Hearings Scotland's strategic plans, particularly our corporate plan.
- Empower people to speak about diversity and to feel they can challenge assumptions and bias within the Children's Hearings Scotland Community.
- Create a clear link with the work already being done by the Scottish Children's Reporter Administration (SCRA) and their Inclusion Network.
- Ensure that the work of the Equality, Diversity and Inclusion Working Group (and any subsequent groups) complements and supports work being done in other Children's

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- Hearings Scotland work streams (i.e. the Staff Forum, wellbeing support for volunteers, Children's Rights and Inclusion).
- Gather data on our current volunteers and use it to inform recruitment, training and communications.
- Provide more training for both staff and volunteers, including training on specific protected characteristics.
- Consider and pursue accreditation i.e. Disability Confident, LGBT Youth Scotland Charter, Stonewall Employers etc. to ensure the work we are doing is up-to-date on current practice and endorsed by experts in the field.
- Have our Equalities Mainstreaming Outcomes form the clear and coherent action plan for our equality, diversity and inclusion work.

4.1. THEME 1 – COMMUNICATIONS AND ENGAGEMENT

- Children's Hearings Scotland will celebrate and raise awareness of different equalities groups through internal and external communication (e.g. social media awareness, internal message of celebration, etc.)
- We will create language guides to be shared with our community which will highlight the most up-to-date terminology to be used when referring to Equalities Groups and those who share a protected characteristic.
- We will communicate with our volunteers regularly on our equality, diversity and inclusion work, ensuring that they are given ample opportunities to provide feedback and input.
- We will ensure that the wider staff group is also given an opportunity to feed into equality, diversity and inclusion work through regular updates, consultations and awareness raising by the Equality, Diversity and Inclusion Working Group or any subsequent group.
- We will work with the Children's Hearings Scotland Children's Rights and Inclusion Coordinator to ensure that young people are also invited to review and provide input into our equality, diversity and inclusion work.
- We will ensure that any consultation we undertake is meaningful and designed to engage with those with lived experience of a protected characteristic.
- We will create and maintain strong partnerships with equalities organisations (experts in their field) to ensure that our work within equality, diversity and inclusion is up-to-date and appropriate.
- When this strategy is published, we will disband the Equality, Diversity and Inclusion
 Working Group and replace it with a Strategic Group made up of a cross-section of our
 community both staff and volunteers.

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4.2. THEME 2 - TRAINING, DEVELOPMENT, SUPPORT AND ACCREDITATION

- We will provide up-to-date, relevant equality, diversity and inclusion training for our staff and volunteers.
- We will ensure that all Children's Hearings Scotland staff undertake a full day of values-based Diversity training.
- We will make the online Diversity Training Module mandatory for all members of the Children's Hearings Scotland Community, both staff and volunteers, as a starting point for more specific training in this area.
- We will bring in experts on different protected characteristic to provide up-to-date and relevant training for staff and volunteers.
- We will ensure that all Panel Reps (or those with a wellbeing responsibility role within an Area Support Team) are fully aware of the support resources available in order for them to best support those with protected characteristics or any other support needs locally.
- We will map resources across Scotland and create a bank of national and local organisations who can provide consistent, validated training which can be used by the National Team for staff training, and by Area Support Teams for their Learning and Development programmes.
- We will ensure that every local Area Support Team's Learning and Development programme contains at least one equality, diversity and inclusion focused session per year.
- We will add equality, diversity and inclusion training into all new staff members induction programme.
- We will ensure that there are clear routes to report any concerns or incidents of harassment or discrimination and for these to be managed fairly and fully, with the appropriate support put into place.
- Throughout the life of this Strategy, we will pursue at least one form of equality, diversity and inclusion Accreditation Disability Confident, LGBT Youth Scotland Charter, Stonewall Employers etc.

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4.3. THEME 3 – RECRUITMENT AND RETENTION

- We will ask that all volunteers to complete the equalities monitoring section in the new
 digital system, providing them with information on why we need this data and what we will
 do with it. This will include data on all protected characteristics and will give us baseline
 data on who are our Community and will help direct and shape our volunteer recruitment
 campaigns.
- We will use the data which is captured through the new system to review, celebrate and build upon how diverse our Panel Community currently is.
- We will use our data, combined with the data gathered by SCRA on those attending children's hearings, to ensure that our Panel Community accurately reflects the communities they serve.
- We will ensure that this data is the base on which to identify how and where to target recruitment for both Panel Members and the Area Support Teams.
- We will focus on who we are reaching through our recruitment campaigns and create a specific plan to ensure that we are targeting underrepresented groups.
- We will make regular equalities training mandatory for all those involved in the recruitment and selection process.
- We will support all Area Support Teams to champion diversity and ensure that they are
 actively encouraging applications from those from underrepresented groups. As noted
 above, we will use the data gathered by both Children's Hearings Scotland and SCRA to
 ensure that ASTs understand which groups are underrepresented in their area.
- We will actively work to understand and eliminate barriers to both volunteering with Children's Hearings Scotland and taking on more responsibility, such as by joining the Area Support Teams.

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5. THE ACTION PLAN

In April 2020, Children's Hearings Scotland published our most recent set of Equality Mainstreaming Outcomes. These Outcomes, which cover the period April 2020 – March 2022, will form the initial action plan for this Strategy. As our Equality, Diversity and Inclusion work grows and becomes part of everything we do at CHS, a fuller action plan will be created to specifically address all points outlined within the strategy. For now, the overarching outcomes are outlined below but more information, including timescales and success measures, please see the full document here: https://www.chscotland.gov.uk/resources/equality-and-diversity/chs-equality-mainstreaming-and-outcomes-2020-22/.

5.1 OUTCOME 1

Providing training and development opportunities for CHS Community can ensure that our community is up to date in its knowledge, skills, attitudes and legal obligations concerning to equality, diversity and inclusion, and are able to apply these approaches to all aspects of their roles.

Outcome 1.1

Having completed mandatory introductory online training on Equality, Diversity and Inclusion, all staff can demonstrate and apply awareness of how to support protected characteristics when carrying out their respective roles.

Outcome 1.2

Having completed mandatory introductory online training on Equality, Diversity and Inclusion, all AST, Panel Member and Trainee Panel Members can demonstrate and apply awareness of how to support people with protected characteristics when carrying out their respective roles

Outcome 1.3

CHS operates a robust, fair, transparent and non-discriminatory Recruitment and Selection process for its Panel Member and AST volunteers

Outcome 1.4

CHS attracts a diverse range of candidates applying for its employment vacancies by operating best practice recruitment and selection practices that help to make CHS an employer of choice

Outcome 1.5

Extend links and partnership working with specialist equality bodies/organisations who can provide enhanced/specialist training to staff/ volunteers on particular protected characteristics

OUTCOME 2

Raising Awareness of Equality, Diversity and Inclusion across the CHS Community will enhance all our roles and lead to more effective decision making, as we proactively engage with our staff members, volunteers and work in partnership with external equality organisations who can support CHS to achieve this aim.

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Outcome 2.1

CHS will work with specialist organisations to develop practice resources that support our volunteer community to better understand and meet the needs of individuals who share protected characteristics. As a result, the CHS volunteer community will have an increased awareness and understanding of equality, diversity and inclusion.

Outcome 2.2

We are proactive in raising awareness of Equality, Diversity and Inclusion across the CHS Community i.e. in all our work and volunteering practices and decision-making processes, so that it leads to increased understanding, knowledge and empathy of all protected characteristics.

Outcome 2.3

Our volunteers will play a central role within the Equality, Diversity and Inclusion agenda at CHS as they are best placed to ensure that we are raising awareness of protected characteristics, fostering good relations between members of our community who share those characteristics and those who do not and creating greater empathy and understanding of the backgrounds of those they come into contact with during hearings.

Outcome 2.4

Staff are full competent and confident in carrying out Equality Impact Assessments (EqIAs) on any new or revised strategies, policies and processed that they are responsible for developing.

Outcome 2.5

CHS is a recognised as an employer of choice by individuals with caring responsibilities due to its positive and open recruitment approach and its flexible working and attendance management policies and practices.

OUTCOME 3

Increasing accessibility, and promoting inclusion has removed participation barriers to all individuals who make up our CHS Community

Outcome 3.1

Provide accessible and inclusive communication that meets the access needs of all those with protected characteristics and promotes inclusive language

Outcome 3.2

Area Support Teams (ASTs) will be more representative of the full spectrum of Scottish society and communities we serve, ensuring equality of opportunity for all, proactively identifying and removing barriers which exist.

6. THE IMPACT

As we continue on our journey towards creating an inclusive and diverse organisation, it is important that we consider the potential impact of our work and the benefits it will create for

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both our staff and volunteer community and the children, young people and families who attend Children's panels.

6.1. THE IMPACT FOR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

Increased sense of trust

For infants, children, young people and their families we know that attending a Children's Hearing can be an intimidating and nerve-wracking experience, particularly the first time. Having a panel who appear to reflect the community that you come from - have a similar background, ethnicity, religion, life experience etc. — may go some way to helping people to feel less intimidated and have faith that that they will understand your life and make decisions with you at the heart of them.

Increased willingness to engage

As a child or young person, if you see yourself reflected in the Panel in front of you, you may be more willing to engage with them. This may be particularly true for young people who may be more likely to speak to Panel Members and share their views if they feel a sense of shared identity.

- Increased diversity of thought leading to more robust discussion and decisions
 With a diverse panel, people will bring with them their own experiences, backgrounds and options which, in turn, may lead panels to discuss more options, consider more possibilities and land on better decisions.
- Infants, children and young people feel acknowledged, supported and celebrated If we are serious about equality, diversity and inclusion, we should be shouting about it! We should be actively and loudly celebrating Pride, religious holidays, Black History Month, disability awareness etc. By doing this, infants, children and young people should feel that their identities and backgrounds are acknowledged, supported and celebrated and that Panel Members are aware of and sensitive to their needs.

6.2. THE IMPACT ON OUR COMMUNITY

- Increased diversity of thought leading to more robust discussion and decisions
 As noted above, having people within the Community with differing life experiences,
 characteristics and backgrounds should ensure that discussions are more robust as Panel
 Members consider options they may not have considered previously. This should, in turn,
 lead to better decisions being made and a sense for Panel Members that they have truly
 discussed and exhausted all possibilities before coming to that decision.
- Better support for Members of the Panel Community with disabilities

 At the moment, we do not routinely ask about people's disabilities / accessibility needs
 when they become a Panel Member, Panel Practice Adviser or member of the Area
 Support Team. If we do not ask, we cannot expect that people will tell us which may mean
 that people are going without support which we could provide. Understanding our

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community better and their accessibility needs would also allow us to be proactive and national responses where it appropriate, i.e. providing accessible materials for documents, ensuring any national training is facilitated in an accessible space.

Members of our Children's Hearings Scotland Community feel acknowledged, supported and celebrated

As noted above, by making our commitment to equality, diversity and inclusion clear, members of our community will also feel that their identities, backgrounds etc. are acknowledged, supported and actively celebrated. This is especially important when it comes to recruitment of both staff and volunteers. If you can see your own identity reflected and celebrated within the community, you may be more likely to see a place for yourself there too.

• Existing members of the community feel able to be open about their identities

As we have not historically asked for equalities information from our volunteers once they have joined Children's Hearings Scotland, we do have a sense of how diverse the community really is. If we are committed to gathering this information, opening up this national conversation and actively promoting and celebrating diversity, people may feel more comfortable to be open about their own sexual orientations, gender identities, religions, ethnicities, disabilities etc.

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7. EQUALITY, DIVERSITY AND INCLUSION WITHIN THE WIDER CHILDREN'S HEARINGS SCOTLAND CONTEXT

7.1. OUR STRATEGIC OUTLOOK 2020 – 2023

Children's Hearings Scotland's newly published Corporate Plan sets out four key themes for our work:

- Theme 1 Better protect and uphold the rights of children
- Theme 2 Deliver consistently high-quality hearings
- Theme 3 Continue to build and effective and empathic panel, that is well supported
- Theme 4 Be well-informed and influential in our environment and communities

Equality, diversity and inclusion undoubtedly cuts across all four, promoting dignity, fairness and inclusion in the children's hearings system. However there are key areas where our work around equality, diversity and inclusion will play an integral role in helping us deliver on our themes.

Theme 2:

- Undertake work focused on demonstrating and cementing acceptable hearings behaviours and conduct.
- Explore how Hearings can work effectively with the families of infants, children and young people who attend hearings.
- Ensure that we promote dignity in hearings by understanding the impact of stigma in hearings and identifying ways to avoid this

Theme 3:

- Actively seek to increase the number of Panel Members with lived experience of the hearings system and strive for greater diversity of the Children's Panel.
- Connect, include, celebrate and explore how to better support, our volunteer community by rolling out a new engagement programme

Theme 4:

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

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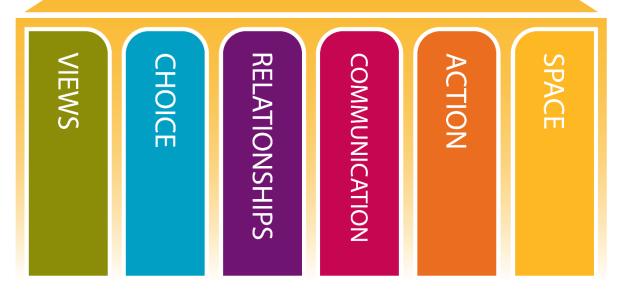
7.2. CHILDREN'S RIGHTS AND INCLUSION STRATEGY

In November 2020, Children's Hearings Scotland published its Children's Rights & Inclusion Strategy. In all of our equality, diversity and inclusion work, we will follow the principles of this strategy and, specifically, the pillars of inclusion.

Children feel able to share their views openly, freely and honestly.

Children know that their views are given real weight and listened to in decision-making about their lives.

Children feel empowered and have ownership of their rights.



During consultation people with lived experience of the hearings system were asked about the ways we can make sure that Children's Rights and Inclusion and the Equality, Diversity and Inclusion strategies 'speak to each other'. They provided the following suggestions:

- Need panels to be representative of the community
- Looking at everything from the child's perspective (best interests of the child)
- The people working on both those should work together cross working
- We need panel members who understand, empathise, have a connection so they can relate, and make good informed decisions based on the needs of the child and family
- Representation at all levels of CHS business
- Child-friendly, people-friendly and we must see things from other people's perspectives
- Be honest, transparent

APPENDIX 1 – JARGON BUSTER

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Area Support Teams (ASTs): The ASTs are a team of volunteers who support and manage Panel Members in their local area supported by a Clerk who is a local authority employee.

CHS Community: The Children's Hearings Scotland Community encompasses Panel Members, AST members, Board Members and national team employees.

Panel Community: Panel Community encompasses all volunteers - Panel members and AST members.

Panel Members: Panel members are volunteers from local communities across Scotland who are recruited and trained to make decisions to help the lives of infants, children and young people, and their families, attending children's hearings.

Children's Hearings System: The Children's Hearing System is the care and justice system for Scotland's children and young people.

Protected characteristics: Age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; and sexual orientation.

Equality groups: persons who share a relevant protected characteristic.

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APPENDIX 2 - LEGAL CONTEXT

Children's Hearings Scotland is required under the Equality Act 2010 to have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- b) Advance equality of opportunity between persons.
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

In addition to this general duty, Children's Hearings Scotland is required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to:

- Report on progress on mainstreaming the general duty
- Publish equalities outcomes and report on progress in achieving these
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay
- Consider award criteria in relation to public procurement
- Publish in an accessible manner
- Publish proposals of how the above will be met

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EQUALITY, DIVERSITY AND INCLUSION STRATEGY NEXT STEPS – PUBLICATION AND ROLL OUT

Once the Equality, Diversity and Inclusion Strategy has been approved, the aim would be to publish it in July 2021. Whilst the strategy will provide the framework for our ED&I work, the key to its success will really lie in the launch, roll out and embedding of it into everything that CHS does from this point onward. Throughout the consultation process both staff, volunteers and people with lived experience of the hearings system stressed the absolute importance of bringing the strategy to life and ensuring that it becomes part of the culture of CHS. To that end, the Equality, Diversity and Inclusion Working Group (EDIWG) propose the following.

Launching the Strategy

- The Strategy will be published in July 2021 with a copy added to our website and sent out to our community via both Teams and Email (hard copy should be sent to our paper only volunteers).
- All communications will make it clear that this is the beginning of an exciting journey for CHS and that we will be working hard to embed ED&I into everything we do.
- A note from Elliot and our Board Chair will accompany the strategy, detailing why this is important to CHS and the positive impact it will have on the experience of people attending hearings.
- As well as the Strategy itself, we will produce a one page summary and a video, both of
 which outline the content of our Strategy in easy to understand, accessible language. These
 will also be added to the website and included in our internal comms.
- We will also consider what other accessible versions we require and have these prepared and available on publication. (Our panel community specifically requested that these be ready rather than having to request them).
- A communications plan covering the next 12 18 months will be created to help embed the strategy and ensure that it is not viewed as a 'one off' launch.

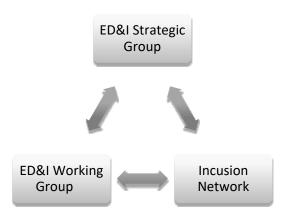
Training

- From the various consultations undertaken, it is clear that up-to-date training is an absolute essential first step on bringing the Strategy to life. A full training session will be provided for all staff members to launch the publication.
- A programme of development sessions will then be organised to ensure that the learning continues – these will include guest speakers and a focus on different equalities groups.

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Driving the work forwards

Moving forward with implementation, EDIWG proposes that the current Working Group be disbanded and a wider Strategic Group formed. This should include a mix of people which better reflects the diversity of the Panel Community, the infants, children, young people and families we serve and Scottish society on the whole. In addition to the Strategic Group, there should be a smaller working group and in the longer term, a network of Inclusion Ambassadors.



It is crucial that our groups are reflective of our community as a whole and Scottish Society. From our consultations with the community, we know that we must build trust in our ED&I work, creating safe spaces for people to put themselves forward and know that conversations around ED&I will be sensitive and respectful and the work meaningful.

Group	Membership	Remit	Considerations	Timescale
Equality, Diversity and Inclusion Strategic Group	Staff, volunteers, member of SMT, member of the Board, people with lived experience of the hearings system	To move our ED&I work forward, make strategic decisions and ensure that we living up to the commitments made in the strategy, as well as meeting our other statutory duties as an NDPB. Initial work to focus on creating a realistic action plan, based on the Strategy and our Equality Outcomes, which details where we are now and where we want to be.	As above, it is important we build trust in our ED&I work so propose running a series of informal, dropin sessions with current members of EDIWG across May and June to allow people to hear more about the ED&I work and find out if it is something they would like to be involved in.	First meeting to take place beginning of August.
ED&I Working Group	Staff	Focused on ensuring the work set out in strategy and by the	May need to include slightly different people to the current EDIWG in order to cover all areas of	August onwards (may be slight cross-

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		Strategic Group is completed. Reporting on activities (Equality Outcomes) Coordinating activities with other area of CHS business and reporting (i.e. Children's Rights and Inclusion, Corporate Parenting, UNCRC incorporation, the People Strategy etc.)	work, i.e. training, recruitment etc.	over with current group)
Inclusion Ambassadors Network	Volunteers from each AST across Scotland.	To create a network of 'Inclusion Ambassadors / Champions' who will ensure the strategy is embedded 'on the ground'.	This is very much a suggestion from current group but will be up to Strategic Group to decide if this is a priority and consider how to take it forward.	If adopted, likely to take time to organise so December 2021.

Initial Next Steps for ED&I at CHS:

- It is essential that, as a public body, we use the Equality Impact Assessment (EQIA) process for all new policies, strategies, pilots etc. Development sessions should be organised for all staff to on completing EQIAs to ensure that they become part of our normal way of working.
- We should consider joining the Employers Network for Equality and Inclusion (ENEI). SCRA are already members and recommend it.
- We should consider the various forms of ED&I accreditation available and begin the process for one (or more) of them.
- Equality Outcomes / ED&I action plan is included in the Business Plan 2021 2022.

Calendar of events to mark in 2021

As per previous years, we intend to raise awareness of and celebrate diversity throughout 2021. We plan to follow the below calendar, marking these key dates. While our Communications colleagues will take the lead on the delivery of this calendar, EDIWG will support with sourcing and creating content. Working with Comms, we will also aim to involve our community more widely – inviting people to write blogs or Teams posts or create videos on subjects which are important to them.

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February:

- LGBT History Month
- 19th Care Day
- 26th Purple Friday

March:

• 8th International Women's Day

April:

- Autism Awareness Month
- 10th Siblings Day
- 20th Volunteer Recognition Day
- April 23rd May 23rd Ramadan

May

- 10th 23rd Foster Care Fortnight
- 18th 24th Mental Health Awareness Week

June:

- Pride month
- 1st 7th Volunteers' Week
- 10th 16th Carers' Week

October:

- Black History Month
- 20th 27th Care Experienced Week

November:

- 8th 15th Scottish Interfaith Week
- 19th International Men's Day
- 20th Children's Day UK

December:

- 3rd International Day of Persons with Disabilities
- 5th International Volunteer Day
- 10th Human Rights Day

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Agenda item 19 CHS-2122-15



#keepingthepromise – The CHS Promise Programme A road map for change

Accountable Officer: Head of Area Support and Community Improvement

Report author: Carol Wassell

Recommendation: To note the update

Resources implications: N/A

Equalities duties: Equalities Impact Assessment Required – for some elements

1. Background and Context

Between 2016 and 2019 the <u>Independent Care Review</u> (ICR) spoke to 5500 people who had direct experience of care in Scotland. Infants, children, young people, families and carers, and the paid and unpaid workforce shared their experience, and their hopes for the future of Care in Scotland. In 2020 the ICR published <u>The Promise</u> which set out the vision for a future care system in Scotland. It received cross party support and broad commitment to #keepthepromise from public, private and 3rd sector organisations. It set out 80 promises that Scotland would need to keep if we are truly committed to honouring the voices and shared experiences of the 5500 people who shared their lived experience of the 'care system' in making change.

Children's Hearing Scotland has been working with the ICR and The Promise over the last 4 years to make sure we truly understand the impact that the work we do has on our infants, children and young people, and how we fit as part of range of organisations and services across Scotland. We fully embrace and support the aspirations of The Promise, and the part we will be playing in the transformative change that will be required for Scotland's children to have access to a legal system that respects and upholds their rights and in which they and their families are active participants.

2. Rational for Change

We know that the decisions we make can have a profound and lifelong impact on our infants, children and young people. For many, this leads to positive outcomes and supportive relationships that ensure children's wellbeing and rights are upheld, protected and promoted. We also know that for many children, their experience of the children's hearing system can feel cold and driven by process rather than by love or relationships. We

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know this because they tell us. The 7 reports of the ICR sets out clearly how it feels to them and the impact it can have.

In addition we have large body of evidence from research and the information we hold about children and young people (referred to here as data) that supports this view. Most notably:

- In 2012 SCRA published its research into the <u>care and permanence planning</u> in Scotland. It found that it can take a long time, often years to provide children with emotional, physical and legal security when their family isn't coping
- In 2018 the University of Stirling published <u>Permanently Progressing</u> told the stories of 1836 children and their experience of care. They told of the importance and impact that the actions of care and love by people on whom they relied made to their lives

The evidence of a need for change is clear. Respecting and implementing the findings of the Promise, we will work with others to create an organisation that puts the participation of infants, children and young people at the heart of what we do and respecting and upholding their rights.

3. Vision for the future and the CHS Promise Programme

We know that some of the decision we have to make are very hard and that not everyone gets the decision they want. Sometimes upholding children's right can mean making a decision that they may not chose. While children and their carers may sometimes disagree with what is decided by a hearing, the space in which those decisions are made needs to ensure that they feel heard, are able to fully and meaningfully participate and their rights are upheld.

To achieve this we will work with our CHS community, people with lived experience and stakeholders on the following key objectives:

- Children's Hearings Scotland will be a place where infants children and young people come to have their rights upheld, promoted and championed. We will work alongside The Promise Scotland and stakeholders to create transformative change to the way infants, children, young people and their families experience children's hearings
- Children's Hearings will make decisions that provide infants, children and young people with the help they need, when they need it. The scaffolding that supports our legal tribunal (which includes structure, policy, practice, paid and unpaid workforce and workforce support) will flex and change in response to meeting this objective. We will clearly demonstrate through evidence of what we do that we are operating as an organisation from the perspective of infants, children and young people. The way we organise ourselves (scaffolding) will be in service of that objective.

The CHS Promise Programme will be the mechanism by which we organise ourselves to deliver the changes we need to make. We will take a structured approach to delivering specific outcomes over the next 4 years and beyond.

We have already begun some of this work. The programme will;

• set out our vision for change to the children's hearing system to #keepthepromise

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- will collate, define and track all of our activity against agreed objectives and milestones
- will host and create collaborative spaces for everyone one within CHS to contribute to our activity to #keepthepromise
- host the communication strategy by which we engage with people with lived experience, our volunteer workforce, National Team, CHS Learning Academy and stakeholders
- collate and share data and evidence on our progress towards #keepingthepromise

4. Priority areas

4.1 Year one: 2021-2022

During 2021 -2022 CHS will:

- uphold and promote the rights of children by incorporating the UNCRC into what we do;
- implement the Children (Scotland) Act 2020 particularly upholding the rights of sisters and brothers to stay together;
- ensure that youth justice in enacted within the hearing system for young people up
 to the age of 18 who come into conflict with the law. Their circumstances will be
 considered through the lense of understandings their neurological development and
 impact of trauma
- Embed a trauma informed approach to what we do

4.2 <u>Years 1 to 3: 2021 -2024</u>

Concurrently during 2021-22 and then beyond to 2024 we will:

Collaborate with the Promise Scotland and other stakeholders (and in particular SCRA and the Police) to plan for transformative change that will be implemented in 2024. We will work on the detail of what this transformation will be during this time. More details of the overall changes for Scotland during 2021 -2024 is detailed in The Plan One.. We will work collaboratively to agree the detail of the changes over the next 3 years. At the

when work collaboratively to agree the detail of the changes over the next 3 years. At the moment we know that the area of focus for this work will be building capacity and in particular planning for change in:

- > The children's hearing system
- > Legislation
- > Inspection and regulation
- > Data mapping and collection
- ➤ Governance structures

The Change Management plan that is due to be published by the promise, expected in May 2021, will give us more on the detail of this.

5. Key Performance Indicators

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Notwithstanding the remarkable work that has taken place across Scotland in ensuring children who most needed it continued to have access to hearings during the global pandemic, the impact of Covid 19 over the last year has caused us to consolidate our work and be measured in our ambition for change during 2021 and 2022.

The performance indicators for our 2021-2022 priorities are still to be developed but may focus on:

- 1. The numbers of panel members who receive learning and development in relation to Children (Scotland) Act 2020 and UNCRC and can demonstrate their knowledge
- 2. The percentage of record of proceedings that demonstrate evidence that the voice of the child has been heard and written down in a hearing
- 3. The numbers of hearings that are held that promote sisters and brothers rights under the CSA 2020

For the work throughout 2021- 2024 it is anticipated that the Promise Scotland will publish the Change Programme in May 2021 that will go into more detail about how make the changes set out in the Plan One. This will set out the order in which agencies and organisations make change over 2021-2024, and the 'who', 'what', 'when' and 'how' of the change. We will review and revise our plans at that time.

6. Governance

Along with our duty to report to the Scottish Government, and working with the CHS board, we will work with the The Promise Scotland oversight board to ensure the changes we make align with the Promise and the rest of Scotland. The details of this relationship are still to be worked out. In addition we will seek to create an internal oversight board for the work of the CHS Promise Programme which will be made up of people with lived experience.

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