

CHS Public Board meeting

Tue 30 January 2024, 10:00 - 12:00

Thistle House

Agenda

10:00 - 10:00 **1. Declarations of Interests**

0 min

Verbal *Katharina Kasper*

To consider any declarations of interests with regard to agenda items

 1 Board Agenda Jan 2024.pdf (2 pages)

10:00 - 10:00 **2. Minutes of Previous Meeting**

0 min

Paper *Katharina Kasper*

To approve the minutes of previous meeting November 2023

 2. CHS-2324-40 Board minute Nov 28 2023 Draft.pdf (8 pages)

10:00 - 10:00 **3. Matters Arising**

0 min

Verbal *Katharina Kasper*

Seek assurance that actions from the previous meeting have been progressed

10:00 - 10:00 **4. Action Log**

0 min

Paper *Katharina Kasper*

To monitor progress against actions due and agree action where required

 3. CHS-2324-41 Board Action Log Jan 24.pdf (1 pages)

10:00 - 10:00 **5. Chair Update**

0 min

Verbal *Katharina Kasper*

For information and discussion

10:00 - 10:00 **6. National Convener/CEO Update**

0 min

Paper *Elliot Jackson*

For consideration and discussion

 6. CHS-2324-42 NC update Jan 24.pdf (6 pages)

10:00 - 10:00 **7. 2023/24 Financial Forecast Outturn**

0 min

Paper *Klaus Berchtenbreiter*

For approval

7. CHS-2324-43 Finance Report November P8 2023 Board.pdf (3 pages)

10:00 - 10:00 8. Budget Planning Update

0 min

Verbal Klaus Berchtenbreiter

For information and discussion

10:00 - 10:00 9. Q3 Performance Report & Data Summary

0 min

Paper Rachel Kavish Wheatley

For information and approval

- 10. CHS-2324-44 Q3 Performance Report 202324 Board Cover Paper.pdf (3 pages)
- 10. CHS-2324-44a Quarter 3 Performance Report 2023-24_Draft.pdf (11 pages)
- 10. CHS-2324-44b 2023-24 Q3 Board V3 data.pdf (3 pages)
- 10. CHS-2324-44c 2023-24 Q3 Board v2 data.pdf (1 pages)

10:00 - 10:00 10. Business and Corporate Parenting Plan DRAFT Update

0 min

For information and discussion

- 11. CHS-2324-45 January 24 Board Report Corporate and Business Plan.pdf (9 pages)

10:00 - 10:00 11. PaCC Chair Update and 2024 Workplan

0 min

Jo Derrick

For information and discussion

- 12. CHS-2324-46 PaCC Work Plan 2024.pdf (2 pages)

10:00 - 10:00 12. ARMC Chair Update and 2024 Workplan

0 min

Sean Austin

For information and discussion

- 13. CHS-2324-47 Work plan 2024 ARMC.pdf (4 pages)

10:00 - 10:00 13. Panel Member Recruitment Evaluation report

0 min

paper Joanne O'Leary

For information and discussion

- 14. CHS-2324-48 cover note recruitment evaluation report.pdf (2 pages)
- 14. CHS-2324-48 January 17 Final CHS Panel Member recruitment campaign evaluation Summary Report (Board).pdf (11 pages)

10:00 - 10:00 14. Hearing for Children Report Recommendations Response

0 min

paper Carol Wassell

For information and discussion

- 15. CHS-2324-49 Board Report Hearings for Children Response.pdf (4 pages)

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BOARD MEETING AGENDA

5th Meeting 2023/24 30th January 2024

The Board will meet 10:00 – 12:00 at Thistle House & virtually via Teams.

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests regarding agenda items
2	Minutes of previous meeting	Chair	CHS-2324-40	To approve the minutes of the previous meeting on
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-2324-41	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-2324-42	For consideration and discussion
8	2023/24 Financial Forecast Outturn	KB	CHS-2324-43	For consideration and approval
9	CHS 2024-25 Budget Update	KB	Verbal	For consideration and approval
10	Q3 Performance Report & Data Summary	RKW	CHS-2324-44	For consideration and approval
11	Business and Corporate Parenting Plan DRAFT Update	JMac	CHS-2324-45	For information and discussion
12	PaCC Chair update Work plan	JD	CHS-2324-46	For information and approval
13	ARMC Chair update Work plan	SA	CHS-2324-47	For information and approval
14	Panel Member Recruitment Evaluation report	JOL	CHS-2324-48	For consideration and discussion
15	Hearing for Children Report Recommendations Response	CW	CHS-2324-49	For consideration and discussion
16	AOB	Chair	Verbal	

Next Meeting Key Topics:

1. Financial Forecast Outturn
2. Budget Approval 2024/25
3. Business Plan 2024/25 (approval)
4. Strategic Outlook 2024-2027 (approval)
5. Communications Strategy 2024-2027
6. Q4 Performance Report
7. Financial Regulations (ARMC)
8. Accounting Policies (ARMC)
9. Annual Pay Award Review (PaCC)
10. Board review of own effectiveness
11. ARMC ToR
12. PaCC ToR

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Minutes of the Board Meeting of 28th November, 2023

The meeting started at 10:00 at Thistle House / virtually

Present:

Katharina Kasper (KK)	Chair
Henry Robson (HR)	Depute Chair/Board Member
Jo Derrick (JD)	PaCC Chair/Board Member (virtual attendance)
Barbara Neil (BN)	Board Member
Sean Austin (SA)	ARMC Chair/Board Member
Beth-Anne Logan	Board Member
Katie Docherty	Board Member

Also present:

Nick Rougvie (NR)	Children’s Hearings Sponsor Team Lead, SG (virtual attendance)
Elliot Jackson (EJ)	National Convener/Chief Executive (NC/CEO), CHS
Lynne Harrison	Director of Tribunal Delivery, CHS
Carol Wassell (CW)	Director of Positive Outcomes, CHS
Jessica MacDonald (JM)	Director of Business & Finance, CHS
Joanne O’Leary (JOL)	Director of People & Culture, CHS
Ross Mackenzie (RM)	Finance Manager, CHS/SCRA shared services
Rachel Kavish Wheatley (RKW)	Business Operations and Governance Manager, CHS - Agenda items 9 (minute taker)

Apologies:

Items	Actions / owner	Time-scales
1 Declaration of interests		
The Chair welcomed everyone to the meeting and confirmed apologies as above. There were no declarations of interest to note.		
2 Minutes of previous meeting		
The Board approved the minutes of its meeting on 26 th September, 2023		
3 Matters arising		
No Matters arising were noted.		
4 Action log		
The Chair noted the following in relation to the action log: <ul style="list-style-type: none"> The Chair noted the completed actions, and those on the agenda which can be closed once completed. Action 22/23-90 –Action on Recruitment based on the characteristic of lived experience – CW updated the Board on the research into our ability to recruit on this basis. As an NDPB we must adhere to the Equality Act and while internally 		

	<p>we recognise lived experience as a protected characteristic it is not recognised within the Act. We cannot positively discriminate because it is not in the Act however we can and will apply for an exemption. In applying for the exemption we would be making a strong case around our reasons for requiring individuals with lived experience, though it may still be open to challenge.</p> <p>The Board advised that ahead of any recruitment we need to work with our Wellbeing Manager to ensure we have infrastructure in place to support those with lived experience working within the organisation.</p> <p>Board decision:</p> <ol style="list-style-type: none"> To note the updates to the action log and close those which are complete after this meeting. 		
5	Chair update		
	<p>The Chair updated the Board on the following;</p> <ul style="list-style-type: none"> The Chair noted that since the last meeting in September there have been a number of important meetings, including a Board development session over two days. The focus of the first days session was on the development of our strategic plan for the next 3 years, and our overall mission and objectives in terms of what we are here to do and how the organisation will develop. We also looked at our operational context and challenges, including a presentation on the data and trends in terms of Panel Members and our capacity. We are uncomfortable with the current position and discussed a number of interventions which will be put into action to mitigate the threat on our statutory objective to deliver Panel Members to hearings. We discussed and re-iterated our commitment as a Board to the recommendations and the transformation they would deliver within the Hearings for Children report. As a result of the conversations had at the development session I, in capacity as Chair, wrote to the Minister for Children, Young People and Keeping the Promise, and the First Minister, highlighting our operational challenges as well as our commitment as a Board to the recommendations and our concerns if they are not upheld by the Government. <p>Board Decision:</p> <ol style="list-style-type: none"> To Note the update from the Chair. 		
6	National Convener/Chief Executive update		
	<p>The NC/CEO spoke to the paper shared;</p> <ul style="list-style-type: none"> The National Convener report offers us the opportunity to provide key updates to the Board, and to reserve formal papers for where approval is needed. <p><u>Hearings for Children Report</u></p> <ul style="list-style-type: none"> CW has been leading on the engagement with partners and stakeholder around the report on behalf of CHS. We are working closely with Government, providing our views and data on what recommendations could look like if accepted. We 		

<p>have worked with the Government on a range of different decision making models for the tribunal.</p> <ul style="list-style-type: none"> • We are in discussions internally on our communications plan post the Governments response, and how we engage with our community. • We are delighted to note that Ian Donaldson, Deputy Director - Children's Rights, Protection and Justice, will be attending our private session this afternoon. 		
<p><u>Tribunal Support model</u></p> <ul style="list-style-type: none"> • Our TSM Programme is being managed and governed through the use of robust change architecture that hold us to a high standard of evidence and rigour. • The 'stage gate' process has given us a good opportunity to test our approach to change at CHS in terms of how it managed and readiness ensured. • In the new year we will present a report on our change architecture based on the learnings from the TSM programme. 		
<p><u>ACLG</u></p> <ul style="list-style-type: none"> • Tomorrow we will be celebrating our 22 Area Conveners brining them together to celebrate with them and their contribution to the hearing system. The Chair and deput Chair attending. • We will share lessons learned in cohorts 1 & 2 for Tribunal Support Model, and mitigations to our capacity challenges. 		
<p><u>Children (Care and Justice) Bill</u></p> <ul style="list-style-type: none"> • the Stage 2 deadline for the Children (Care and Justice) Bill is now Friday 9 February. It's been indicated that the Stage 2 sessions will take place on 24 January, 31 January and 7 February. • There remain some challenges politically and financially to the implementation of the Bill. • We have our own challenges around capacity. We have been working with SG on when Children (Care and Justice) Bill will be enacted and when the enactment will affect us. There is still some uncertainty, but it is likely to be a staged implementation between 2025-2026 providing us a bit more time to prepare in terms of capacity. 		
<p><u>Org change update</u></p> <ul style="list-style-type: none"> • Thanks are given to JOL and the People and Culture team for their efficient work around recruitment and induction of new staff. Everything has improved and the feedback we have received from our new colleagues has been immensely positive. 		
<p><u>Panel Member recruitment</u></p> <ul style="list-style-type: none"> • We received 660 applications. From those, 387 panel members have been approved this week by the National Convener for progression to pre-service. • We have a number of strategies in place to reduce attrition to keep our cohort warm and remaining in touch and engaged with them until pre-service training starts. 		

Capacity

- We are all very aware of our capacity issues, with key decisions to be made around carrying out another recruitment campaign early in the new year.

Board Discussion:

- The Board asked about the ideas which have previously been discussed around fast track training – are we testing models with this cohort. CW updated that the CHSLA have been looking at this for the potential February campaign as the planning for this cohort is already in train with facilitators and venues booked. There is still scope to look at some condensed training options, which is being explored. For our next campaign we would look at a range of options, such as:
 - asking for availability at the point of application
 - offering a 5 day residential option
 - reducing approval times, etc.

The Board asked if we will need to consider bringing forward PVG applications within a condensed pre-service model. CW noted this was a valid point and will be considered.

- Capacity – the Board asked if we had a precise number in our forecasting for when we would no longer be able to fulfil our statutory duties. LH clarified that there is not an exact number, as we have been below our forecasted target before and did not fail in our duties. We have 500 reappointments due next year, as well as this latest cohort to be brought on board. The implementation of the phases of the Children (Care and Justice) Bill is where we will see the major impact of our capacity issues. We are also addressing the concurrent issue of Chairs and working relentlessly on our options for improving uptake of the training.

The target is based on our optimum number with all Panel Members doing no more than the expected number of sessions per month but in practice we know that many do more and some do less. Improvements are being made in the medium and long term around rota optimisation and working with SCRA and scheduling. Having said that, based on our current forecasting, when our new recruits come on board we will still we will be at our lowest numbers with 309 people below our target.

- The Board asked if there was hidden backlog of children still to come through the system based on the pressures on other services as hearings numbers have not returned to pre-covid figures. EJ noted that within the system, there is not a sense we are facing a backlog but there is some concern about the threshold to referral. SCRA’s historical data notes that there is usually a spike during periods of austerity and it is likely that we may see a spike soon and should look at some scenarios around this. We need to ensure we are not downregulating based on systemic pressures. While this is concerning for us it is out with our gift, though we can look at the scenarios in our planning so we can ensure we can service the demand if and when it comes into play.
- The Board acknowledged the work and commitment of the national team to our business as usual, particularly in the key area of communication.
- Children (Care and Justice) Bill - the Board asked if we could have a development session on the Children (Care and Justice) Bill and the increase in hearings forecasted in order to explore some of the skills our Panel Members will need to

	<p>address the 16 & 17 year olds coming through the system. The Board also acknowledged the excellent work by Stephen Bermingham when presented to the Children (Care and Justice) Bill.</p> <ul style="list-style-type: none"> • The Board expressed concern, particularly during times of austerity, in the potential for a conflation between poverty and neglect, and asked for assurance that this is addressed within our language and training to Panel Members. • The Board noted the update on our Corporate and Business plans and a need to be more proactive in collaboration with young people and lived experience earlier in their development. EJ acknowledged this was a point well made and would be addressed moving forward. • The Board complimented the planning and delivery of the Tribunal Support Model noting that for a change programme of its size, it has been an exemplar. Praise was expressed to the team who have delivered this scale of change. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. The Board noted the update. 2. To bring to the Board a report on the stage gates and implementation of the Tribunal Support Model and approach to change. 3. To include the potential of increased hearings in any forecasting or scenario planning. 4. To hold a development session for the Board on the Care and Justice Bill in terms of the forecasted numbers and what it means for us in terms of training and skills PM's need. 	<p>CG EG CW</p>	<p>June 24 Jan 24 Mar 24</p>
<p>7</p>	<p>2023/24 Forecast Outturn</p>		
	<p>KB spoke to the paper shared;</p> <ul style="list-style-type: none"> • We are working towards a goal to return funds circa 700k back to Scottish Government. This underspend is in relation to timing and phasing of the Tribunal Support Model. • We have made improvements and introduced a robust set of forecasting around ICT, staffing, and Learning Academy contract costs as these areas represent the majority of our costs. • We have taken more of a business partnering approach to finance ensuring the finance function is organisationally led and financially supported. <p>Board Discussion:</p> <ul style="list-style-type: none"> • The Board were pleased to see more regiment and models around ICT cost, as well as the maturity expressed in the business partnering model. • The Board noted that the forecast has increased by 1M since last viewed by the Board, and asked that going forward this was brought to the Audit and Risk Committee in future where there is more time to scrutinise on behalf of the Board. • The Board noted some difficulty in marrying the commentary to the table within the report and requested this was addressed in future iterations. KB noted that in future reports the staffing costs associated with the Tribunal Support Model and Children (Care and Justice) Bill will be split out and included in the table. 		

<p>Board Decision:</p> <ol style="list-style-type: none"> 1. The Board approved the outturn report. 2. To address the discrepancy in the tables and narrative by ensuring staffing costs are included in all tables within the forecast outturn. 3. To bring financial papers to the ARMC ahead of approval at the Board. 	<p>KB KB</p>	<p>Jan 24 Mar 24</p>
<p>8 Strategic 5 Year Financial Plan</p>		
<p>RM updated spoke to the papers shared;</p> <ul style="list-style-type: none"> • There are two major unknowns around timings and requirements which will affect our financial planning. This revolves around the Children (Care and Justice) Bill and the response to the Hearings for Children report which both offer volatility. Once clarity is understood the financial plan will be updated and presented back to the Board. • Not reflected in this report but will be updated, Lothian Pension Fund is in surplus and there will be a significant cut to employer contributions. We are in the stability mechanism which should avoid volatility and we will reflect when the contribution uplift will come in in future years of the plan. • The narrative within the report focuses on the fact we are mid corporate planning and there may be change anticipated. • We have met with Government teams and made a strong plea for the budgets set out in our 5 year plan. <p>Board Discussion:</p> <ul style="list-style-type: none"> • The Chair noted discrepancy between our financial plans and our Grant in Aid figures, and the pressures this represents year on year. This has been addressed in a conversation with Scottish Government in terms of the need for Grant in Aid to be increased in reflection of the true level of operating expenditure required to deliver the service. • The Board acknowledged that there are currently moving parts affecting the plans but said it would be helpful to know when we will reach our full staffing complement, and a fuller understanding of the full cost of recruitment of volunteers as there has been uncertainty around the number of recruitment campaigns in the last couple of years. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. The Board approved the updated 5 year financial plan 		
<p>9 Board Standing Orders</p>		
<p>RKW spoke to the paper shared;</p> <ul style="list-style-type: none"> • The standing orders are presented for their annual review. No significant change have been made other than to titles and formatting. • The Board are asked to approve their standing orders. <p>Board Decision:</p> <ol style="list-style-type: none"> 1. The Board approved their standing orders. 		

10	<p>Audit and Risk Committee (ARMC) Chair update</p> <ul style="list-style-type: none"> Annual Audit plan
	<p><u>ARMC Chair Update</u></p> <p>SA updated the Board on the following;</p> <ul style="list-style-type: none"> THE ARMC last met on the 21st of November. The Committee approved the ToR’s for the internal audits of the Independent Report Writer function and the approach to Quality assurance. The Committee reviewed the Strategic risk register, the Information governance report, and the complaints and feedback reports for the past quarter. The Committee also reviewed the first annual complaints and feedback report. The Chair noted the low number of complaints. The Committee heard from external Auditors, Audit Scotland, on the plans for the 23/24 annual audit as well as highlights from the auditors bulletin. The auditors drew special attention to recent cyber attacks and the need for additional vigilance. This was discussed in more detail under the risk register. The Committee approved its annual workplan, in line with the overall governance schedule for the Board and its Subcommittees. The Committee had a conversation on Whistleblowing and some concerns around current high profile cases in the public sector where policies have failed. The Committee is seeking assurance that our policies are effective and has asked for this to be addressed by the PaCC in terms of how we can assure ourselves. <p>Board discussion:</p> <ul style="list-style-type: none"> The Board thanked the Chair and Committee for their contribution. <p>Board decision:</p> <ol style="list-style-type: none"> The Board noted the update.
16	<p>People and Culture Committee (PaCC) Chair update:</p> <ul style="list-style-type: none"> PaCC Annual Report & ToR
	<p><u>PaCC Chair Update</u></p> <p>JD updated the Board on the following;</p> <ul style="list-style-type: none"> The Committee last met on the 19th of September. The Committee received an update on the approach to the pay policy or 23/24 and agreed to the timelines and proposals within. The Committee received and welcomed updates on the approach to corporate inductions at CHS and the progress made in organisational development (which was touched on in the National Convener update for this meeting). The Committee reviewed the annual report on staff appraisals, noting the planned learning, development, and engagement at all levels across the organisation as a result of the themes identified. The Committee welcomed an update on the approach to the People Strategy, which has been distilled to 3 top priority areas to support the organisation they are: <ul style="list-style-type: none"> Attract and retain the right people; Develop our people capacity; and

	<ul style="list-style-type: none"> ○ Nurturing our people. <p>The Committee will review a revise People Strategy in 2024.</p> <ul style="list-style-type: none"> ● The Committee engaged with the Team Forum and welcomed their updates. The Committee feel there was a real recognition and value of the TF updates. ● We are looking to appoint a deputy Chair at our next meeting. ● As Chair, I would like to express thanks for the ambition, commitment, and dedication shown by the staff team who support the Committee and their work, particularly LH, JOL, and RKW. <p>Board discussion:</p> <ul style="list-style-type: none"> ● The Board thanked the Chair and Committee for their contribution. <p>Board decision:</p> <ol style="list-style-type: none"> 1. The Board noted the PaCC Chair update. 		
17	AOB		
	<p>No points for AOB were raised.</p> <p>The meeting closed at 11:32</p>		

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A/A	Action	Initiated	Target date	Owner	Progress Update	Status	Comments
22/23-31	KK to look at an opportunity to invite the Children's Commissioner to an upcoming Board meeting or development session.	Sep-22	Sep-23	KK		Overdue	RKW to progress
22/23-98	To bring a report on the implementation work on recommendations that can be implemented ahead of Government response in September.	Jun-23	Sept-23 Jan-24	RKW	Work is underway across CHS and SCRA to identify four potential areas to pursue later in the year – once our capacity and commitment to the Scottish Government led work has been considered. See NC report para 5.6 Sept 23'.	On agenda	Agreed move to Jan-24 at Sent 23 meeting
22/23-97	To bring an update to a development session in August on the progress made around the HSWG report recommendations, and to extend an invitation to Emma Wilson to join.	Jun-23	Aug-23 Jan-24	EJ	Children's Hearings Redesign Board will inform this work.	On agenda	Agreed move to Jan-24 at Sept 23 meeting. Meeting with EW to be scheduled.
22/23-96	To bring to the Board in September, if possible, thinking around scenario planning around possible outcomes from the governments response to the recommendations.	Jun-23	Sept-23 Jan-24		Membership of the Children's Hearings Redesign Board will inform this work.	On agenda	Agreed move to Jan-24 at Sent 23 meeting
23/24-1	To include the potential of increased hearings in any forecasting or scenario planning.	Nov-23	Jan-24	EG		On agenda	
23/24-2	To address the discrepancy in the tables and narrative by ensuring staffing costs are included in all tables within the forecast outturn.	Nov-23	Jan-24	KB		On agenda	
22/23-38	To consider including the PPM in a Board development session.	Nov-22	Sept-23 Jun-24	SB		Not yet due	Due to competing priorities the deadline for this action has been moved
22/23-89	For EJ to research the possibility of working with a local authority to better understand and have more access to data around appeals.	Sep-23	Jan-24	EJ		Not yet due	From Sept Board
23/24-5	To bring to the Board a report on the stage gates and implementation of the Tribunal Support Model and approach to change.	Nov-23	Jun-24	CG		Not yet due	
23/24-6	To hold a development session for the Board on the Care and Justice Bill in terms of the forecasted numbers and what it means for us in terms of training and skills PM's need.	Nov-23	Mar-24	CW		Not yet due	
23/24-7	To bring financial papers to the ARMC ahead of approval at the Board.	Nov-23	Mar-24	KB		Not yet due	



National Convener / Chief Executive Update

Agenda Item 6 CHS-2324-42

1. Introduction

- 1.1 This report captures a range of organisational activity between the last Board meeting in November 2023 to now. It provides bite sized updates that can be expanded upon during the Board meeting.

2. Hearings for Children – Scottish Government Response

- 2.1 The Scottish Government formally responded to Hearings for Children: The Hearings System Working Group Redesign Report just before the Christmas holidays and we are now processing what that response means in terms of commitment; impact; pace; and timelines.

There's plenty more discussion to be had around the report and the Scottish Government's response but for now, I'd point to four key high-level messages that I take from the report. These are:

1. First and foremost, the Minister, Natalie Don MSP, recognised the importance of the CHS Panel Community and that proposed changes are system-wide, not just looking solely at the role of Panel Members;
 2. Many of the recommendations in the original report and subsequently agreed by the Scottish Government, come from directly from the redesign work where Panel Members were involved. The voice of Panel and AST members was heard by Sheriff Mackie;
 3. Change is going to take time. The timescales are in years not months with full implementation taking up to seven years; and
 4. Finally, the capacity of Panel Members both in terms of numbers and bandwidth, has been acknowledged and we will support the Scottish Governments consultation in the Spring around different decision-making models, that will include some form of remuneration.
- 2.2 At the end of December we sent a copy of the response to the CHS Community. We are now working on engagement activities across the CHS Community. The first step in that engagement process will be the next in our series of online town hall meetings, scheduled for the 27th of February. For this online town hall meeting, I will be joined by our Director of Positive Outcomes, Carol Wassell who sat on the Hearings System Working Group.

3. Tribunal Support Model (TSM) Update

- 3.1 Our TSM Programme is being managed and governed through the use of robust change architecture that hold us to a high standard of evidence and rigour. TSM as a programme has two projects – The launch of a Scotland wide Rota Team and the launch of nine new Regional Area Support Teams. This change is being implemented across three cohorts allowing us to iterate and develop the programme as we progress. The programme commenced Summer 2023 and completion is expected by Summer 2024.
- 3.2 Cohort one launched two of our nine new Regional Area Support Teams in November 2023. The regions were Ayrshire and Central. This seen the launch of a new regional team and the transfer of rota creation and management to a new Scotland wide team.
- 3.3 Retrospective learning from Cohort one has taken place and helped to shape the planning for Cohort two. Some learning and lessons learned have been logged and the launch of our first two Regions has gone as planned. As expected, the important aspects of this change are communication and relationships, with a focus on supportive transitions for our people. All this whilst ensuring that our TSM Programme has had no detriment on our ability to deliver as part of the Childrens Hearings System.
- 3.4 Cohort two will see the launch of four new Regional Area Support Teams, 1) Tayside & Fife, 2) Lanarkshire, Dumfries & Galloway, 3) Highland, Moray and Eilean Siar. Cohort two is planned to launch in February following presentation at our Change Board in January 2024.
- 3.5 Cohort three, the third and final of our programme is planned to launch in April 2024 following presentation at our Change Board in March 2024.
- 3.6 The TSM programme and work to date represents a significant achievement and effort from many members of the national team and our volunteer community. The achievement is not only in the launch of the TSM in cohort 1, but in the use of new and robust change architecture for the management of the change.

4. CHS Valedictory Event

- 4.1 In recognition and celebration of the work of our volunteers, staff and our young people around the implementation of positive change, we will host an evening event in Edinburgh on Thursday the 25th of April 2024. This event is in the detailed planning stages and will seek attendance from the CHS Community, our Scottish Government colleagues including the Minister; young people with Hearings experience and our key partners in the sector.

5. Organisational Planning and Staff recruitment

- 5.1 The final phase of our external recruitment campaign driven by our wider organisational transformational change programme will conclude at the end of February 2024. We continue to welcome and support our new colleagues at CHS whilst ensuring that individual roles and responsibilities are understood and embedded across our teams. To support the volume of new starts, CHS launched its first organisational induction in October 2023. A second successful induction day was held in December 2023, and we will continue to build in regular Induction sessions into our wider People management programme longer term.
- 5.2 To ensure a more sustainable and strategic approach to workforce planning, we now have a clear governance framework in place to aid workforce planning discussions. This will enable CHS to ensure that we forecast and align our organisations needs with our broader strategic priorities for 2024 – 2027. This is particularly relevant given the recent organisation design work undertaken around Tribunal Support Model, our wider re-structure across our national team and the response from Scottish Government to the Hearings for Children Report.
- 5.3 Supporting our people to ‘thrive’ continues to be central to our focus over the next 6 -12 months and the wider incorporation of a Wellbeing Strategy in 2024 and People Strategy Refresh will support the launch of a cultural and engagement programme in 2024. The programme will bring together a number of different cultural activities across CHS and provide a central point for colleagues to build connections, share knowledge and understand how best to work together as a team.

6. Panel Member Pre-service Training

- 6.1 399 people were recommended and approved as trainees in November 2023. Welcome and connection sessions for our new trainees were hosted across Scotland between 25th November and 14th December 2023. These sessions covered information on local teams and infrastructure as well as an introduction to CHSLA, provided by the training team at the Learning Academy. These sessions are hugely important to CHS and to the new trainees in setting out training pathways for pre-service and for being clear on our shared expectations of each other.
- 6.2 We welcomed 355 into pre-service training in January within 18 cohorts across Scotland. 44 Trainees have not taken up their role since they were recommended in November with the primary reason for that being a change personal circumstance. We continue to redouble our efforts on retaining as many trainees as possible throughout the 7-week programme.
- 6.3 A number of new employees, without experience of Children’s Hearings, have taken up the opportunity to participate in pre-service training.

7. 2024 Re-appointment of Panel Members

- 7.1 Panel Members are appointed for a three-year period, in accordance with legislation, and have the opportunity to seek re-appointment as they approach the end of their current term. In 2024-25, almost 500 Panel Members are scheduled for re-appointment.

- 7.2 Part of the Tribunal Support Model implementation places a greater focus on well-being and the overall improved experience of Panel Members. The well-being programme and coordinated approach with new Regional Teams during 2024-25 aims to enhance retention. Retention of our empathetic, skilled and active Panel Members is important for the infants, children and young people of our communities participating in hearings – and our approach to those scheduled for re-appointment will be critical.
- 7.3 Our focus for the 2024 reappointment process will be to ensure those scheduled for re-appointment feel valued and know the impact of their contribution with the presumption that Panel Members will seek re-appointment. We will introduce a light-touch approach with small but effective changes to retain as many Panel Members as possible through improved engagement and more impactful communication. This will focus on ensuring that individuals fully appreciate the value placed on their role as a Panel Member, how critical it is to the children's hearings system, and that they get a quality volunteer experience.
- 7.4 Re-appointments are scheduled for May, June and July 2024. This includes approx. 300 Panel Members recruited during the global pandemic and the first cohort to ever undertake Pre-Service entirely virtually and online now reach the end of their first term of appointment on 4 July 2024.

8. Capacity Programme

- 8.1 We are in the early stages of scoping a new programme of change that will focus on generating further Panel Member capacity. There are many opportunities for CHS to generate greater Panel Member capacity through improvements to our existing processes and systems which CHS have started to implement. However, the legislative context of the Care and Justice Bill and its anticipated impact on the volume of Panel Hearings taking place, means that CHS has to go further and start to generate new ideas and ways of delivering existing services such as recruitment and retention.
- 8.2 The programme will have 6 themes that span recruitment, learning and retention within our panel member community. The programme will seek to identify areas for improvement whilst exploring new ideas and solutions for the capacity challenges we face.
- 8.3 The programme will be managed through our Change Board where pace, performance and outcome will be reported and monitored. A more detailed report on our capacity challenges and the programme of work designed to generate greater capacity and de-risk this area will come forward to the March Board meeting.

9. Strategic and Local Engagement

- 9.1 There are three key strategic engagements that I have participated in during January.
- 9.2 The first was a meeting with Nicola Killean, the new Children and Young People Commissioner. This was an introductory meeting to discuss key areas of mutual interest with a view to strengthening our relationship between the Hearings System and the Commissioners office. Areas of mutual interest included UNCRC Implementation; the Care and Justice Bill; the Age of Criminal Responsibility; and Hearings system reform.

- 9.3 I attended the first meeting of the Children’s Hearings Redesign Group that has been given responsibility for implementing the Reforms set out in the Scottish Governments response to the Hearings for Children Report. This group is co-Chaired by senior colleagues at Scottish Government and COSLA, with other members including SCRA and Social Work Scotland.
- 9.4 CHS played host to a delegation from the Welsh Government where they wanted to discuss the operation of the Children’s Hearings System in Scotland. This delegation included Mick Antoniw, Counsel General and Minister for the Constitution, along with other senior Welsh Government colleagues. The event included observing Hearings and the participation in a roundtable discussion with colleagues from the Scottish Government and Scottish Children’s Reporter Administration.
- 9.5 Local engagement activities across a range of ASTs are planned. I have attended sessions with Panel Members in Central and West Lothian, Edinburgh, Eilean Siar in January with sessions planned for Shetland, Orkney, South East, and North Lanarkshire planned for the next few weeks. Panel Members are keen to understand our current operating context – pressures, challenges and opportunities; and the outcomes of the Hearings for Children Report.

Elliot Jackson
National Convener and Chief Executive Officer
January 2024

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Appendix A – Implementation Schedule

Regional Area Support Team – Aligned to SCRA Locality Structure	Current Local Area Support Teams	Transition date
Ayrshire	Ayrshire	November 2023
Central	Central & West Lothian	November 2023
Glasgow	Glasgow	February 2024
Highland, Moray & Eilean Siar	Highland & Moray Eilean Siar	February 2024
Tayside & Fife	Tayside Fife	February 2024
Lanarkshire/Dumfries & Galloway	North Lanarkshire South Lanarkshire D&G	February 2024
North Strathclyde	East Dunbartonshire West Dunbartonshire East Renfrewshire Renfrewshire Inverclyde Argyll & Bute	April 2024
South East	Edinburgh South East	April 2024
Grampian & Northern Isles	Aberdeenshire Aberdeen City Shetland Orkney	April 2024

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Finance Report 2023-24 Forecast Outturn

Agenda item 7
CHS-2324-43

Accountable Officer: Director of Business and Finance
Report author: Finance Manager
Recommendation: To note and feedback
Resources implications: Within available resources

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1 Background, summary and recommendation

- 1.1 The published revenue grant in aid (GiA) allocation for CHS for 2023/24 is £4,629k, with an acknowledgement from Scottish Government (SG) that CHS is carrying an additional ongoing £3,483k pressure. A formal letter of agreement from SG to meet these pressures has now been received, which needs further clarification before it can be fully accepted.
- 1.2 Board members are asked to note the forecast, its associated risks, and the approach.

2 2023/24 Forecast and Year to Date

Report as of 31 November 2023

	Actual YTD Period 8	Variance YTD Period 8	2023/24 Annual Budget	2023/24 Forecast	2023/24 Forecast Variance	2023/24 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	1,864	-134	2,997	3,122	125	+4.2
Board	17	-24	62	66	4	+6.5
Training, travel and subsistence	157	83	112	112	0	+0.2
Lease Obligation	0	-13	51	51	0	+0.0
Property	37	-14	77	77	0	+0.0
Other Operating Costs	31	-1	49	52	3	+6.1
ICT Costs	12	-503	772	815	43	+5.6
Corporate Costs	167	63	156	226	70	+45.0
Panel and AST Expenses	61	-273	500	290	-211	-42.1
Panel and AST Training	715	-39	1,131	1,075	-56	-5.0
Support for hearings	83	-33	175	175	0	+0.0
Volunteer recruitment	162	-48	234	348	114	+48.7
PVGs	2	2	80	40	-40	-50.0
AST Devolved Funding	4	-40	66	50	-16	-24.2
Total	3,312	-974	6,462	6,499	37	+0.6
Tribunal Support Model (TSM)			1,244	813	-431	
Child Care & Justice Bill (CCJB)			406	106	-301	
			8,112	7,418	-694	-8.6

- 2.1 Of the £3,483k pressure mentioned in paragraph 1.1, around £2,000k related to wages and salaries, with the remaining £1,483k related to goods and services. Recruitment being phased through the financial year resulting in savings. We estimate Staffing costs at £3,677k (£3,070 core, £29k CCJB & £526k TSM). This number has grown slightly as a result of CHS reaching closer towards appointments to the agreed structure.

Our Autumn Budget Revision (ABR) submission highlighted that we are unlikely to require the full £3.3m budget pressure that was identified at the start of the year, but this will be confirmed in Spring Budget Revision (SBR) as costs may increase though the year.

Considering the above we forecast service delivery costs of £7,418k these have gone down from the previously reported £7,435 at period 7. Overall, the current forecast represents an underspend of £694k against the board-approved budget.

- 2.2 In order to forecast cost of our service delivery to the end of the year, we have made the following assumptions.

- Staffing combined with TSM & CCJB shows an underspend of £-279k based on all new appointments to date and all known appointments until the end of the fiscal year.
- Training, travel and subsistence cost have been revised to an overall spend of £265k (£112k in core costs & £153k included in the TSM line of the above table)
- The robust cost evaluation and monitoring for ICT cost is now forecasting and overspend spend of £43k against budget, due to increased costs on CHS contribution to CSAS and the implementation of MS projects and Pluralsight & Open Q. These increased costs also reflect £10k for the implementation of CRM tool, £15k for an refresh update to the webpage and £15k cost to cover 3 sprints to enhance CSAS
- Corporate Costs are forecast to be overspend by £70k due to an identified increase in consultancy fees.
- Underspend of £-211k on Panel and AST Expenses in line with last year's expenditure. At Period 8 we investigated the YTD received costs and pro rate these. This now closer reflects the cost inline with last years results, but still has a little headroom for potential unexpected costs build in.
- Panel and AST Training costs are predicted to be underspent by £-56k considering current costs including a forecast for the 'Execspace' element of the contract (a variable costing element of the contract) and the now fully signed Non-Competitive Action (NCA) for the learning academy.
- PVG's costs have been assessed and reported against the expected cost of this year's onboarding.
- AST Devolved funding has been revised down to £50k, as little spend has gone through these cost YTD.
- For all costs showing a 0% or a variance to budget below 5% in the last column of the above table, we assume the cost to meet budget or be very closed and have forecast in line with this assumption, not expecting any additional costs.

3 Conclusion

- 3.1 SLT/Board members are asked to note the forecast, its associated risks, and the approach in the ongoing management of the projected budget movements.

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Quarter 3 2023/4 Performance Report

Agenda Item 10 CHS-2324-44

Accountable Director	Director of Business & Finance
Report author(s)	Business Support & Governance Manger, Data & Evidence Officer
Recommendation	For Considerations and Discussion
Approval's sought	1. Approve the retiming of 3 milestones 2. Approve the de-scoping/re-prioritisation of 3 milestones
Resources implications	Within available resources

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children's Rights Impact Assessment	No	
Data Protection Impact Assesment	No	
Islands Impact Assesment	No	

1. Introduction

- 1.1 This paper includes the Quarter 3 Performance Report, 2023-24 and covering note highlighting completion, retiming, and any delays to milestones.
- 1.2 This quarterly Performance Report has been amended in line with the approved mid-year business plan review.
- 1.3 In-year changes to the objectives published in the Business Plan are managed and documented through the quarterly performance monitoring process. Specifically:
 - In-year retiming of individual milestones are subject to decision by SMT.
 - In-year retiming of objectives are subject to decision by SMT (but are marked 'Amber' to highlight this in the report).
 - Removal of objectives (referred to as 'de-scoping') from the plan are subject to Board decision-making. These are marked 'Red' in the report.
- 1.4 Accompanying the report at appendix A is the data summary page and report.

2. Performance during Quarter 3

- 2.1 A selection of activities that have been completed during the quarter included:
 - Carried out a strategic review of our approach to participation;

- Undertook a recruitment campaign evaluation in order to understand trends and improve future campaign planning;
- Recruited and inducted CHS's first Wellbeing Manager within the organisation to develop and implement our wellbeing approach and strategy;
- Implemented SPSO guidance on KPI's for feedback and complaints reporting.

3. Retiming's and re-scoping of milestones

3.1 Three milestones have been retimed (2.1, 22.1, 28.2) pending Board approval. These changes are documented on the final page of the Performance Report, and as below:

- 2.1 – A project to identify, develop, and secure a training programme for our community on the changes and practice requirements needed for the Children (Care and Justice) (Scotland) Bill has been in progress since Q1 with work ongoing. CHS has formed a partnership with CYCJ to develop training resources for Panel Members and create practice guide to support the needs of older children in the hearing system. While the project remains on track there is a slight delay due to the Stage 2 parliamentary process. Milestone re-timed to Q4.
- 22.1 – As above, delays to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill have required this milestone to be retimed to the end of Q4 initially.
- 28.2 – The CHS communication strategy was drafted and reviewed by SLT in Q3 however adjustments are required in light of the government response to the Hearings For Children report. The milestone has been retimed to end of Q4.

3.2 Three milestones have been partially-descoped/re-prioritised (4.1, 4.2, 13.3) pending Board approval. This change is documented on the final page of the Performance Report, and as below:

- 13.3 – CHS have successfully re-structured the learning team and recruited a National Learning Manager, who will take up post in Q4 2023/24. Due to the timings of recruitment and induction of the National Learning Manager, it is proposed the milestone to revise the CHS Learning and Development Strategy is descoped from this business plan into our next business cycle, with a revised target of Q1 2024/25.
- 4.1 & 4.2 – CHS have carried out a Strategic Review of Participation which was approved by the Board at their September 2023 meeting. As part of our new approach to participation and engagement, we will look to recruit young people as paid experts by experience, re-profiling the original design of the Participation Hub. We will continue to develop opportunities for participation and engagement while we re-profile this hub model. We propose that these milestones are considered re-scoped to exclude the promotion of the Participation Hub on the CHS website and focus on the recruitment of experts by experience to support our work.

4. KPI Reporting

4.1 The following KPI's have either not been achieved for the year, or have been superseded by changes to their overall objectives and milestones.

- *# of young people with lived experience taking part/recruited via participation hub*
Our participation approach has been reviewed, revised, and was approved by the Board in Q3. In line with our revised approach to participation, CHS will be recruiting young people as paid advisors as part of our expert by experience cohort. Due to the changed approach to participation, this KPI has been superseded.
- *% of areas recruiting do so with lived experience recruiters*
13 of our 22 AST's, or 59%, successfully recruited individuals with Lived Experience to support our selection of new Panel Members. A number of Area Support Team colleagues were very proactive and worked closely with CHS to identify, support and include lived experienced recruiters in the selection of new Panel Members, with a number of previous recruiters volunteering to return. A number of experienced lived experienced recruiters also helped develop interview and scenario questions. We know that some Area Support Teams, although eager to build these relationships, encountered a lack of infrastructure within local networks and agencies to enable lived experience inclusion. We also recognised that there were some capacity issues within Area Support Teams. The increased demand on individual lived experienced volunteers themselves from our sector's own recruitment processes (social work, advocacy etc) resulted in fewer individuals available to support CHS.
- *% positive staff survey feedback on opportunities for learning and development*
We have changed our approach to gathering staff feedback from a once a year survey to a more dynamic series of pulse surveys throughout the year. Due to the changed approach to gathering staff feedback, this KPI has been superseded.

5. Data Summary - Appendix A

6. Recommendations

- 6.1 The Board are asked to note the content of report and make any comments.
- 6.2 The Board are asked to approve the retiming of three milestones.
- 6.3 The Board are asked to approve the de-scoping/re-prioritisation of three milestones.

Children's Hearings Scotland: Quarterly Performance Report
QUARTER 3 (October, November, December 2023)



Quarter Summary - Milestones:

	Milestones				
	B	G	A	R	-
Theme 1 - Rights	3	4	1	2	
Theme 2 - Hearings	1	8			
Theme 3 - Panel	4	12	1	1	
Theme 4 - Evidence & Environment	1	9	1		
Organisational Effectiveness and Staff Support	4	7	1		
TOTAL	13	40	4	3	60

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 Q3
Planned to Complete*	9
Completed - Actual	13
Still to Complete during year	43
Descoped	3

* as published in the Business Plan

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Theme 1: Better Protect and Uphold the Rights of Children

z	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
	Q1	Q2	Q3	Q4					
1	Continue to embed and give further effect to the UNCRC in our work – <i>Practice & Policy (Learning)</i>				1.1	Deliver UNCRC training to all CHS staff	Complete by end Q1	100%	All staff have completed mandatory training in Q1. The Practice and Policy team regularly share guidance and updates on the incorporation of the Bill, ensuring CHS staff and community remain informed of any coming changes.
					1.2	Report on CHS's work to incorporate UNCRC during 2020-23	Progress to end Q4	100%	Final UNCRC report was approved by the Board in September and published on the CHS website.
					1.3	Revise our Children's Rights and Inclusion strategy	Progress through end Q4	-	The CHS Board approved a minimal refresh of the current strategy in June of 2023. A fully revised strategy will be produced in Q1 of 2024-25, in-line with the CHS corporate and business planning cycle.
2	Prepare for the implementation of the Care And Justice Bill in children's hearings – <i>Practice & Policy (Learning)</i>				2.1	Identify, develop and secure training programme for Tribunal members	Complete by end Q3	75%	Project initiated and focused on developing required training and outcomes to meet the needs of Tribunal Members. CHS has formed a partnership with CYCJ to develop training resource / practice guide to support the needs of older children in the hearing system. Project is on track with a slight delay due to Stage 2 parliamentary processes
3	Building on our Children's Rights and Inclusion Strategy, undertake a Strategic Participation Review to develop participation and collaboration opportunities for people with lived experience on emerging improvements and projects – <i>Rights & Inclusion</i>				3.1	Work with partner agencies to engage with young people and those with lived experience	Complete by end Q3	100%	Strategic Participation Review approved by the board in Q3 which broaden and expands our approach to participation and engagement. Participation Review now being operationalized with newly appointed Participation Coordinator, selected by young people with lived experience.
					3.2	Improve and strengthen our approach to participation, feedback, mentoring, and engagement	Complete by end Q4	-	
4	Involve young people with lived experience in our work by creating co-design opportunities – <i>Rights & Inclusion</i>				4.1	Promote opportunities for those with lived experience through our participation hub	Complete by end Q4	-	Our participation approach has been reviewed and revised. Our work around the participation hub has been reprofiled as part of this review however we will continue to promote opportunities through existing networks and our participation partners.
					4.2	Recruit young people through the participation hub on CHS website	Complete by end Q4	-	Our participation approach has been reviewed, revised, and approved by the Board in Q3. In line with our revised approach to participation, CHS will be recruiting young people as paid advisors as part of our expert by experience cohort.
5	Encourage hearing experienced feedback by young people through the provision of our child-friendly complaints and feedback processes – <i>Practice & Policy</i>				5.1	Evidence improvements in response to feedback and complaints from children and young people including the development of a feedback loop	Progress to end Q4	90%	Feedback loop established with improvements actioned based on feedback gathered. i.e. – the development of our new feedback portal. Regular developments are reported and reviewed by the Board via quarterly ARMC meetings.
					5.2	Improve our feedback systems and complaints process by reflecting best practice from the SPSO Child Friendly Complaints Guidance for public bodies in Scotland	Progress to end Q4	90%	On track. Child friendly complaints and feedback systems are operational with improvement plan implemented. SPSO are revising their guidance however CHS are advanced in our approach and stand ready to adopt any further best practice covered in the forthcoming SPSO guidance.

Theme 2: DELIVER CONSISTENTLY HIGH-QUALITY HEARINGS

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
6	Improve the extent to which hearings and our work is trauma-informed – Area Support; (Learning)					6.1	Roll out Trauma training modules and resources through CHS Learning Academy to all volunteers	Complete end Q2	100%	Complete. Resources and training modules have been launched on the CHSLA. All PM's attending pre-service have completed trauma training.
						6.2	All CHS volunteers and staff complete base-line training on trauma	Complete end Q4	82% of all eligible volunteers	On track. CHS and the Learning Academy have worked with NES (NHS Education for Scotland), as specialists in the field, to create training resources utilising their existing trauma informed toolkit. The resources are comprised of a baseline training introduction module, followed by a further two modules. Phase 1 of our Trauma Informed Training project has seen all three resources embedded within pre-service mandatory training. Our community and staff are on track to complete the first module by end Q4 2023-24. Phase 2 of this project will commence in 2024-25 when the further two NES Modules will be added to our mandatory training plans.
						6.3	Develop and launch the Language in the hearing room advisory pack for PMs	Complete by end Q4	-	The first iteration of the Language in the Hearing Room advisory pack is being finalised by the CHS Practice and Policy team. We anticipate this will be shared with the Panel Community in early Q4 23/24 with ongoing feedback sought from those attending and participating in hearings. The pack will initially be reviewed after three months, thereafter on an ongoing basis, with updates made to reflect the ever changing landscape of language, and to ensure all feedback from panel members and children/families is reviewed and incorporated.
7	Develop an implementation plan for the agreed reforms arising from the Hearing System Working Group report – Area Support					7.1	Work with Scottish Government, COSLA, SCRA, and other partners to plan the approach to implementation of agreed reforms from the Hearings for Children Report subject to government approval	Progress through end Q4	-	CHS continues to work with SCRA, Scottish Government, COSLA, and Social Work Scotland as part of the Redesign Planning Group to prepare for implementation of agreed reforms, and those which do not require legislative change to implement.
8	Keep Panel Members equipped with accurate, up-to-date information and advice to be able to make effective and timely decisions – Practice & Policy					8.1	Issue and update practice guidance focused on high-quality hearings and decision-making	Progress up to Q4	-	Work ongoing and on track.
9	Ensure our quality management mechanisms are operating effectively– Area Support					9.1	Continue to support PPA's to observe, quality assure, and improve practice in hearings	Complete by end Q4	-	Work ongoing and on track.
						9.2	Develop and deliver engagement work focused on quality assurance	Progress to end Q4	-	Work ongoing and on track.
						9.3	Carry out an audit of the PPA and quality assurance functions within CHS to inform the development of a Quality Assurance Strategy and Framework	Progress to end Q4	25%	Work ongoing and on track. Audit to commence in Q4 2023-24 with a report anticipated for submission to the CHS Audit and Risk Committee in Q1 of 2024-25. Insights and recommendations received from the internal audit by Auditors BDO will be used to inform future developments and improvements to the function.
10	Ensure Panel Members have access to a high quality Independent Report Writers function to support effective decision making - Practice & Policy					10.1	Review the effectiveness of the Independent Report function through audit and identify any areas for improvement	Progress to end Q3	50%	Audit fieldwork has commenced with a report anticipated for submission to the CHS Audit and Risk Committee in Q4 of 2023-24. Insights and recommendations received from the internal audit by Auditors BDO will be used to inform future developments and improvements to the function.

Theme 3: CONTINUE TO BUILD AN EFFECTIVE, EMPATHETIC PANEL, THAT IS WELL-SUPPORTED

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
11	Ensure CHS has appropriate and sustainable structures in place to effectively support the people needed to deliver a re-designed hearings system through a refreshed Tribunal Support Model– <i>Strategy & Development</i>					11.1	Work with staff, Area Conveners and the CHS community to deliver the first phase implementation of our Tribunal Support Model	Complete by end Q4	50%	On track. The Tribunal Support Model Programme comprises of two key projects - Rota Centralisation and the Launch of Regions. CHS have achieved this transformation of our core operating model through the development and application of CHS Change Architecture. The programme has three cohorts and is progressing as planned for cohort 2 and 3.
						11.2	Ensure digital infrastructure is in place to support the new model	Complete by end Q4	50%	On track. Digital requirements and improvements identified and implemented for cohort one of TSM and progressing as planned for cohort 2 and 3.
						11.3	Ensure there are facilities in place to support new and existing panel members wellbeing	Progress through end Q4	75%	National Wellbeing role & regional wellbeing resource identified in organisational restructure. Wellbeing Manager recruited & recruitment of Wellbeing Co-ordinators on track. National Regional wellbeing resource is being embedded as an element of TSM within our three cohorts.
						11.4	Work with our community to improve rota management process to support sustainability and capacity	Complete by end Q4	50%	On track. The Rota Centralisation Project is one Project within the Tribunal Support Model Programme. Design work within Ready to Start is complete and the first application of new standard operating procedures has taken place in two of our new regions, Central Region and Ayrshire Region. Cohort two and three are progressing as planned for cohort 2 and 3.
12	Equip new Panel Members with the skills and knowledge they need to start making effective decisions in hearings – <i>Learning</i>					12.1	Delivery of Pre-service training which provides understanding of the legislative context in which Panel Members must make decisions, the care and development needs of children, the balancing of rights in a hearings context as well as the need to adopt a trauma informed approach at all points	Complete by end Q4	-	On track. CHS has selected 399 applicants for pre-service training, which will commence in January 2024. The CHS Practice & Policy team have reviewed and approved pre service courses to ensure quality assurance. Trainees have been welcomed with local induction events and seasonal greetings and regular contact to maintain engagement and build lasting relationships.

13	Continue to deliver learning and development via the Learning Academy to offer innovative solutions for learning – Learning (Practice & Policy)	Green	Green	Green	13.1	Support chairing capacity through the promotion of Enhanced Practice, Management Of Hearings and ongoing development training	Progress to end Q4 initially	50%	On track. Recruitment of National Learning Manager complete. Ongoing additional sessions for EP & MOH have been provided by the learning Academy which has improved the uptake and completion of training. Though uptake of some courses has been lower than anticipated the lessons learned have been used to create a more targeted approach going forward to be implemented in Q4.
					13.2	Design and deliver a high quality training programme and resources with subject matter experts in preparation for the implementation of the new requirements of the Care and Justice Bill	Progress to end Q4	-	On track for delivery by end of Q4, see update in 2.1 above.
					13.3	Revise CHS Learning and Development Strategy with consideration of the impacts from the HSWG report and proposed reforms	Complete by end Q4	25%	Recruitment to the new role of National Learning Manager now complete. Re-timing of milestone required to Q1 24/25 to align with approval of corporate and business plans.
14	Work with our community to implement Area Plans that identify key activities for each area based on national and local priorities – <i>Area Support; (Info & Performance)</i>	Green	Yellow	Yellow	14.1	Support ASTs to develop local Improvement Area Plans	Progress to end Q4	65%	All areas have been supported to complete area plans. 65% have been completed by AST's. Area plans will be reviewed in line with TSM implementation planning through 2023/24. ASTs will continue to be supported by National Team in delivering national priorities.
					14.2	Support AST's to monitor and review improvement plans	Progress to end Q4	50%	Support will continue via Tribunal Delivery Managers and is an ongoing process. Plans and reporting structure is under review as part of TSM to ensure regional priorities are aligned.
15	Undertake recruitment activities to ensure capacity to meet hearing demand – <i>Recruitment & Retention</i>	Green	Blue	Blue	15.1	Co-produce a refreshed recruitment creative with children and young people with lived experience	Progress to end Q2	100%	Complete
					15.2	Undertake national Panel Member recruitment campaign with lived experience recruiters	Complete by end Q3	100%	Complete. Panel Member Recruitment campaign complete with 399 applicants selected, recommended, and confirmed at trainees for pre-service. 60% of AST's had participation from Lived Experienced Recruiters.
					15.3	Undertake a recruitment campaign evaluation in order to understand applicant trends and enable a measured and effective approach to future campaign planning	Complete by end Q4	100%	Complete. External evaluation of 2023 Panel Member recruitment campaign undertaken. Findings and proposed changes to be reviewed by Senior leadership and the Board in Q4.
16	Retain AST Members by ensuring they are reappointed in an efficient and effective way - <i>Recruitment & Retention</i>	Green	Green	Green	16	Carry out necessary reappointment processes	Progress up to Q4	90%	On track. Re-appointments scheduled throughout the year and in progress.
17	Work in collaboration with Tribunal Delivery colleagues and the wider People & Culture team to develop a consistent approach to wellbeing (including recognition) within our community of Tribunal Members - <i>Recruitment, Retention, and Wellbeing</i>	Green	Green	Blue	17.1	Begin to developing a consistent approach to recognising the contributions of our community members	Progress to end Q4	-	On track. National wellbeing strategy currently in development. Reappointment support will form part of the wellbeing strategy at a national level. Community mapping underway to understand current recognition processes taking place at a local level to inform future approach.
					17.2	Recruit, induct and support the introduction of a Wellbeing Manager post within the organisation to develop and implement a Wellbeing Strategy in conjunction with the Tribunal	Complete by Q3	100%	Wellbeing Manager in post with CHS wellbeing strategy, approach, and design in progress. Wellbeing Manager working alongside Tribunal delivery team and other national partners to understand current needs, establish processes, and prioritise work for implementation in 24/25 in line with Corporate & Business plans.
18	Ensure we have a digitally enabled and supported volunteer community – <i>Digital; Business Support</i>	Green	Green	Green	18.1	Provision of devices to trainees	Complete by end Q4	50%	Planning and delivery currently in progress to provide Chromebooks for the for 23/24 cohort.
					18.2	Provide on-going community support including frontline response, user guides and training	Progress to end Q4	-	Recruitment and induction of Digital Support assistant and Digital Support Lead complete. Development of processes and digital runbooks on target for completion by end Q4.

Theme 4 BE WELL-INFORMED AND INFLUENTIAL IN OUR ENVIRONMENT AND COMMUNITIES

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
19	Create a programme of engagement that informs and engages our community and stakeholders as we enter a period of reform and change – <i>Area Support (communication and engagement)</i>					19.1	Continue to engage with our community through our Community Hub, Town Halls, newsletters, and attendance local events while awaiting the Scottish Government response to the recommendation in the Hearings for Children Report	Q2 initially	50%	The Community Hub continues to be used to deliver key messages to our community. Town Halls delivered in Q2 & Q3 engaging our community with sector experts allowing for questions and discussions on the future of children's hearings. Scottish Government response to the recommendation in the Hearings for Children Report disseminated to our community late December 2023. Planning underway for Town Hall in February to explore the response in more detail.
						19.2	Using existing engagement frameworks, create a communication plan in coordination with the Scottish Governments response to the Hearings for Children Report	Progress through Q4	75%	Short term communications plan in progress for Q4 in conjunctions with sector partners to coordinate our communications around the Scottish Government response to the recommendation in the Hearings for Children Report.
20	Continue to lead change in the sector and hearings system through on-going collaboration with national partners – <i>Area Support</i>					20.1	Continued leadership with the Hearings System Working Group	Progress to end Q1 initially	100%	Complete. Hearing System Working Group devolved. Continued engagement with key stakeholders.
						20.2	Involvement with key national strategic groups e.g. Children's Hearings Improvement Partnership; Child Protection Leadership group and other national forums	Progress to end Q4	75%	CHS continues to have a seat at the table at national groups and forums to ensure we have stake in influencing and shaping policy and practice.
						20.3	Involvement and influence with key local groups e.g. Corporate Parenting Boards; GIRFEC groups	Progress to end Q4	50%	CHS continues to have a seat at the table at national groups and forums to ensure we have stake in influencing and shaping policy and practice
21	Continue to embed our digital systems across our community and identify on-going improvements and developments to support the needs of CHS volunteers and staff - <i>Digital</i>					21.1	Transfer Learning Academy (LA) data into CSAS and ensure LA data is regularly uploaded and accessible	Progress to end Q4	50%	Past training and learning event data has been uploaded into CSAS from the Learning Academy. CHS are currently auditing, cleansing, and validating the data ahead of further data transfers.
						21.2	Begin to put in place a system for data validation and cleansing	Progress to end Q4	75%	On track. Automated clean up on Recruitment in CSAS now deployed successfully. Power shells being employed to automate cleansing. Process being incorporated into digital run books to include regular auditing, validation and cleansing
						21.3	Improve our user engagement approach to digital development, that increases response of user needs	Progress to end Q4	50%	Working closely with TSM and Rota managers to deliver three CSAS improvement releases which have improved user experience. \$the release planned for January 2024.

22	Continue to work with partners to lead on the implementation of the Care and Justice Bill – <i>Practice & Policy</i>		22.1	Continue to work closely with partners to feed into the development of the Bill	Complete by end Q3	60%	CHS have worked with partners and the media to respond to Stage 2 amendments from a campaign led by victim support organisations. CHS have been clear in our messaging that the best interests of the child must remain the primary consideration of the hearing systems. We will continue to work with partners and Bill team to influence to contents of the Bill.
23	Influence and engage in the development of emerging legislation that can improve outcomes for children and young people through the hearings system – <i>Practice & Policy</i>		23.1	Work with Scottish Government, COSLA, SCRA, and other partners to plan the approach to implementation of agreed reforms from the Hearings for Children Report subject to government approval	Progress up to end Q4	-	We continue to shape and influence amendments to the C&J Bill and highlight concerns about resourcing issue in relation to up and coming legislation. Work is ongoing with the the Scottish Government as part of the strategic planning for the implementation of the Hearings for Children Report recommendations to shape the questions in the public consultation in relation to the proposed 'Promise Bill'.
24	Collaborate as a key partner in hearing system reform projects to improve hearings environments and experiences– <i>Area Support</i>		24.1	Work with Scottish Government, COSLA, SCRA, Social Work Scotland, and other partners to deliver improvements to the hearing system, within the scope of current legislation, while awaiting the government response to the Hearings For Children report	Progress up to end Q4	-	Specific projects are being defined working with SCRA, particularly in relation to data sharing between the two organisations. Recommendations from the Hearings for Children Report recommendations have been categorised to aid the identification of priorities and thier agreement.

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ORGANISATIONAL EFFECTIVENESS AND COLLEAGUE SUPPORT

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
25	Ensure CHS has the right skills and capacity needed to implement changes to the systems and the tribunal support model– <i>People & Culture</i>					25.1	Identify critical roles needed within the organisation through a revised organisational structure	Progress through Q4	100%	Organisational restructure complete.
						25.2	Introduce an organisation wide multi-year development programme to upskill and support our team to operate efficiently as part of our broader change programme	Progress through Q4	-	On track. Comprehensive induction training including induction days for all new staff in place. Programme of learning and development in progress for all staff including: line management training, level 1 & level 2 hearing training, CHS Bites & How to Sessions, etc.
						25.3	Continue to develop the skills and capabilities of our leaders at all levels via the implementation of a Leadership Framework and programme of contextualised learning and development opportunities upskill and support our team to operate efficiently as part of our broader change programme	Progress to end Q4	-	Multi-year leadership programme in development with phase 1 of Senior Leadership development programme, Lead to Thrive, in progress.
26	Continue to build a culture of engagement and wellbeing across the organisation through a programme of structured activities – <i>People & Culture</i>					26.1	Implement a programme of pulse survey's across 2023/24 to engage with colleagues and inform staff development opportunities	Progress to end Q4	75%	Pulse surveys being implemented as required, designed to 'check in' with the National Team and enhance employee engagement across the organisation. Survey topics planned around Smart Working to aid future approach. Ongoing engagement to be undertaken with the SLT and Team Forum to ensure accuracy and relevance of subject areas, aligned to People & Culture strategy and organisational needs.
						26.2	Launch a Wellness Programme (Be Well, Work Well) focused on building resilience, helping our colleagues to feel valued, motivated and part of the wider change process and broader organisational transformation	Progress to end Q4	75%	National Wellbeing Manager in post to support the planning and delivery of the CHS Wellness Programme, building activity and engagement with staff over Q3/Q4 with proposed Wellness Programme launch for April 2024.
27	Continue to deliver on our commitments to Equality, Diversity & Inclusion (EDI) <i>Learning; (Area Support)</i>					27.1	Continue supporting the EDI group to shape the work of CHS including the consideration of our new strategic outlook	Progress to end Q4	50%	Strategy and ENEI actions identified in Q2/Q3 2023. Terms of Reference for CHS Community EDI group to be revised in Q4, with the plan to align EDI Strategy implementation with the revised People and Culture Strategy, which includes the Wellbeing Strategy, for 2024/25. Named leads and responsible action owners to be identified.

28	Ensure CHS has a future focused communications strategy in place - <i>Communications</i>				28.1	Implementation of short term communication strategy and plan	Through end Q1	100%	Complete for Q1 through Q3. Q4 plan currently in development around the government response to the Hearings For Children report.
					28.2	Revise the CHS Communications strategy to effectively promote and support CHS through reform and change	Complete by end Q3	100%	Communication strategy has been drafted and reviewed by SLT. Amendments and implementation plan currently in progress to incorporate themes from the government response to the Hearings For Children report.
29	Continue to ensure CHS has policies and practices in place to effectively manage our information - <i>Information Governance</i>				29.1	Review, revise, and implement a more future focused records management plan	Progress to end Q4	75%	Revised Records Management draft plan submitted to the Keeper of Records in December. Full submission due February 2024. Once response is received from the Keeper of Records an improvement plan will be created and implemented.
30	Continue to improve our feedback and complaints processes to ensure we maximise the opportunities for organisational learning – <i>Practice & Policy, Learning</i>				30.1	Continuous improvement plan based on lessons learned to be developed and operationalised	Progress through end Q2	100%	Improvement plan based on internal audit implemented. Milestone complete.
					30.2	Feedback and complaints report to include full set of new KPI's compliant with SPSO requirements to be published quarterly	Progress through end Q4	100%	KPI's included in new report format and included in reports to ARMC.
31	Develop an innovative and creative Pay and Reward Strategy for 2023/24, underpinned by the principals set out by Scottish Government Pay Strategy - <i>People and Culture</i>				30.1	Carry out benchmarking activities and engage with colleagues within the sector, as well as our Team Forum, to ensure we maximise the benefits and rewards for our people Continuous improvement plan based on lessons learned to be developed and operationalised	Progress through end Q4	75%	From September 2023 to December 2023, CHS has undertaken a holistic review of CHS total benefits and rewards versus sector partners to inform future policy. We remain engaged with the Scottish Government Pay Policy team and our Sponsor team to develop an approach that it is creative, innovative and in line with the wider context of our sector and the parameters set out in the SG Pay Strategy. Agreement and implementation of our pay settlement for 2023-24 is anticipated in Q4 2023-24 pending Pay Policy approval.

KEY PERFORMANCE INDICATORS

Strategic Theme	Objective	Performance Measure	Baseline	2023/4 Performance
1- Rights	1	% staff complete UNCRC training	New measure: 100%	75% YTD
1-Rights	4	# of young people with lived experience taking part/recruited via participation hub	New measure: 6 Participants	Superseded: Due to the changed approach to participation, this KPI has been superseded.
1 - Rights	5	# of submissions made through the child friendly feedback complaints portal	New measure: No set target – monitor number submitted through portal to evidence use and awareness of child friendly feedback and complaints	2 submissions made through the portal in Q3 (feedback page views - 811 views - 127 Feedback Young person section
2 - Hearings	6	% of PM and staff completed Trauma Informed training	New measure - 100%	82% of eligible volunteers
2 - Hearings	9	% of active and eligible Panel Members observed during the year	New measure - 100%	60.66% at end of Q3
3 - Panel	14	% of pre-service trainees who felt that the learning objectives were met	2021/22: 99% 2022/23:98% 2023/24 target: 99%	N/A for Q3
3 - Panel	14	% of applicants put forward for preservice training who complete the full training	2021/22: 87% 2022/23: 83% 2023/24 target: 90%	91.2% in 2023
3 - Panel	15	% of eligible PMs completed Enhanced Practice and Management of Hearings training	New Measure - 70%	Year to date: Enhanced practice completions – 58.44% (Eligible intake years '19-'23) 75.5% (Eligible '23 intake only) MoH completions – 44.8% (Eligible intake years '17 – '22) 51.97% attended training
3 - Panel	17	% of areas recruiting do so with lived experience recruiters	New Measure - 100%	59%
3 - Panel	18	% of Panel Members successfully reappointed	2021/22: 62% 2022/23: 70% 2023/24 target: 60%	80%
3- Panel	New Measure	% of Panel Members retained during the year	2021/22: 86% 2022/23:78.50% 2023/24 target: 80%	86.95% at end of Q3
Organisational Operations		% CHS employee attendance	2021/22: 85% 2022/23: 93% 2023/24 target: 99%	93.34% Q3
Organisational Operations		% invoices not in dispute paid within 10 working days, during normal operations	2021/22: 85% 2022/23: 83% 2023/24 target: 95%	87% for YTD 23/24
Organisational Operations		% positive staff survey feedback on opportunities for learning and development	2021/22: NA 2022/23: 70% 2023/24 target: 80%	Superseded: Due to the changed approach to gathering staff feedback, this KPI has been superseded.

Record of Changes to Planned Delivery

Milestone(s) Changed	Date of Change	Details of Change	Rationale for Change
2.1	Q3	Retimed to Q4	Project on track however overall deadline for training materials has shifted forward due to the Stage 2 parliamentary process
22.1	Q3	Retimed to Q4	Delays to the timing of the Stage 2 parliamentary process of the Children (Care and Justice) (Scotland) Bill have required this milestone to be retimed to the end of Q4 initially.
28.2	Q3	Retimed to Q4	Slight delay due to timing of government response to Hearings for Children report.

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Quarterly Data Summary – 23/24 Q3 for Board

Accountable Officer:	Director of Tribunal Delivery
Report author:	Elaine Gray / Rachel Kavish Wheatley
Recommendation:	To note
Resources implications:	Within available

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1. Introduction and background

- 1.1 The quarterly data summary details key capacity and operational data from the last quarter alongside changes since the previous quarter. Dates for the data are provided in the data summary.

2. Content changes since last report

- 2.1 The number of Active PPAs has been added to the volunteer data table.
- 2.2 Median length of service and median age have been added to demographics table, as requested by the Board.
- 2.3 The performance targets have been updated to match the data the Board received in November 2023, following updated forecast calculations. Q3 targets are lower due to new Panel Member activity data alongside Hearings and sessions data – see Table 1 below for a comparison of the targets. Future forecasts that include the impact of TSM (e.g. rota optimisation) will likely have a lower Panel Member and Chair target, as optimisations are realised and implemented.
- 2.4 The Board requested a ratio be established to easily calculate the number of Panel Members required per number of sessions. Due to rota and session variations per Local Authority, this is currently not possible, however, as rota centralisation progresses, a ratio may be a useful tool and will remain under review.

Table 1. Comparison of Q1/Q2 target and Q3 target

	Target in Q1 and Q2 papers	Target in Q3 paper	Change
Appointed Panel Members	2342	2230	-112
Active Panel Members	2100	1962	-138
Listed Chairs	1546	1472	-74
Active Chairs	1386	1295	-91

3. Trends and Performance

- 3.1 The number of Panel Members will continue to decrease until late March when the current pre-service cohort is appointed. Capacity continues to be carefully monitored with TSM and People & Culture strategies being developed and utilised to aid retention.
- 3.2 The number of Chairs is increasing slowly and continues to be monitored.
- 3.3 The number of PPAs has remained mostly stable and is comparable to a year ago.
- 3.4 The number of Panel Members observed at the end of Q3 is 61% against our target of 100% of those eligible through the end of Q4. It is unlikely we will meet our KPI due in large part to the priority of Hearing observations being given to our trainee cohort (who require two hearing observations to complete pre-service training) over PPAs. Changes to how the observation rate is monitored are in development to offer PPAs and Tribunal Delivery Managers better oversight and a more targeted approach to scheduling observations going forward.
- 3.5 The number of Hearings and sessions remains stable, with seasonal fluctuations.

4. Hearings Forecasts

- 4.1 The number of referrals and conversion to Hearings during 23/24 provisionally suggests no increase in Hearings is expected, however, the data cannot be confirmed until SCRA release their published data in summer 2024.
- 4.2 If Hearings were to increase inline with the level they would likely have been had Covid not happened, we would be looking at around 26,429 Hearings this year. This assumes Hearings would have continued to decrease at the rate they were decreasing before Covid and assumes there would still be the decrease in number of slots per session. The 26,429 figure is an increase of around 3,641, which equates to around 120 sessions a month (i.e. 360 additional Panel Members would need to sit on panels each month). Should we see an increase in Hearings to this level, it is unlikely we would be able to fill the rota with current capacity, however, all data we currently have indicates no change in pattern or large increase in Hearings should be expected. The trends continue to be monitored and should referrals and/or conversion to a Hearing rate begin to increase in a definite upwards trajectory, the pattern would emerge over several months rather than immediately, offering time to address the additional demand on capacity.

5. Panel Member Forecasts

- 5.1 The forecast graph has been shortened to begin in August 2021.
- 5.2 In the Panel Member forecast figure, the changes that will be created from the Care and Justice Bill have been removed until the implementation date is confirmed. We know we will need up to 355 active Panel Members (403 if adjusted for inactive Panel Members) to cover the increase in sessions i.e. we likely need to appoint 400

plus another 500 (500 included in figure; 900+ total) in preparation for the Care and Bill.

- 5.3 The forecast indicates we will remain below the target number of Panel Members for the forecasted date range (with the exception of the month of appointments). How well we manage capacity will likely depend on the changes implemented by TSM.

6. Chair Forecasts

- 6.1 The forecast graph has been shortened to begin in August 2021.
- 6.2 In the Chair forecast figure, the changes that will be created from the Care and Justice Bill have been removed until the implementation date is confirmed. We know we will need up to 235 active Chairs to cover the increase in sessions. As with the Panel Member forecast, the target could be lower following the implementation of TSM strategies. Future forecasts will consider these changes.
- 6.3 The forecast indicates that if the same pattern in Chairs continues, it will be difficult to reach the target, especially when the Care and Justice Bill is implemented. However, changes to the Chairing policy and auto-enrolment on Chairing courses has yet to be realised, which may change the pattern over time. Future forecasts will consider these changes.

7. Breaches

- 7.1 No additional CSO implementation breaches were reported in Q3.

8. Deferrals

- 8.1 The reasons Hearings are deferred are now recorded by SCRA and CHS receives a breakdown of the reasons every month.

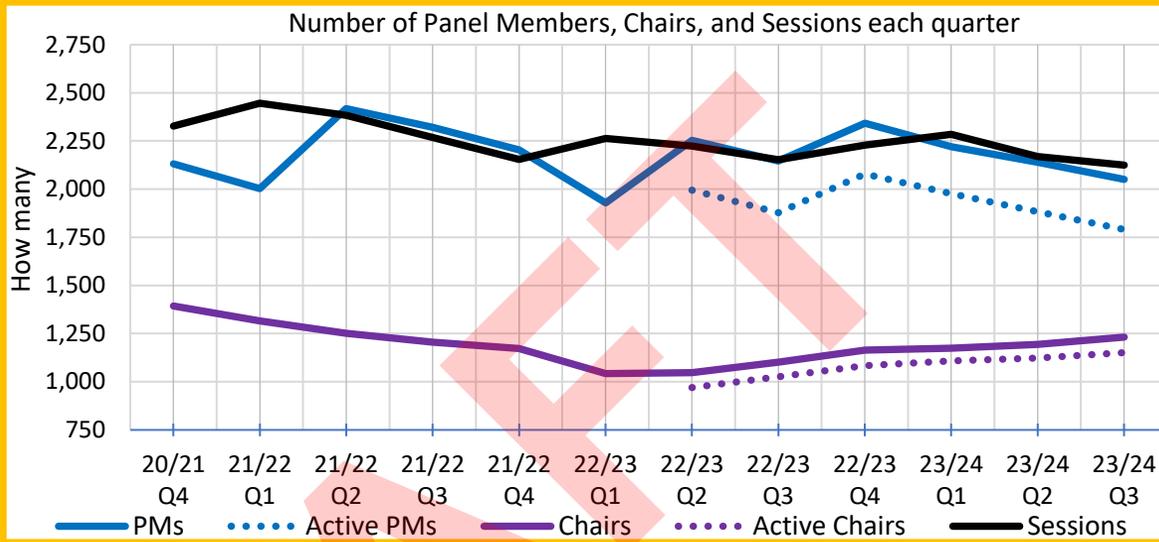
Board Data Summary: 2023/24 Q3

Volunteer data 31/12/23

	PMs	Active PMs	Chairs	Active Chairs	PPAs	Active PPAs
Total	2,051	1,790	1,231	1,151	133	98
Change vs. Q2 end	-89	-92	+37	+28	+3	+4

Demographics 31/12/23	PMs	Change	ASTs	Change
Mean length of service (yrs)	6.11	+0.34	3.63	+0.16
Median length of service (yrs)	3.62	+0.25	2.60	+0.25
% Female	67.82%	-0.26%	55.28%	-0.21%
% Male	28.82	+0.03%	29.81%	-0.67%
% Other genders or no data	3.36%	+0.23%	14.91%	+0.88%
Mean age (yrs)	53.63	+0.31	58.71	+0.74
Median age (yrs)	55.56	+0.32	60.92	+0.21
% Lived experience	3.61%	-0.08%	3.73%	+0.75%

Trends over time to 31/12/23



Performance overview 31/12/23

Number of appointed PMs (2,051) against target (2,230)	91.97%
Number of active PMs (1,790) against target (1,962)	91.23%
Number of Chairs (1,231) against target (1,472)	83.63%
Number Active Chairs (1,151) against target (1,295)	88.88%
Number of PMs observed 23/24 (1,101) against target (1,851)	60.66%

Trends: Volunteer Numbers

Demographics of volunteers have remained mostly stable. Unlikely to see change until Q4 after PM appointments.

Panel Member numbers have declined since April, as expected after the trainee appointment period. They will continue to decline until late March.

Chair numbers have increased by 37 in Q3, totalling +67 in 23/24.

PPA numbers have been stable over the last year.

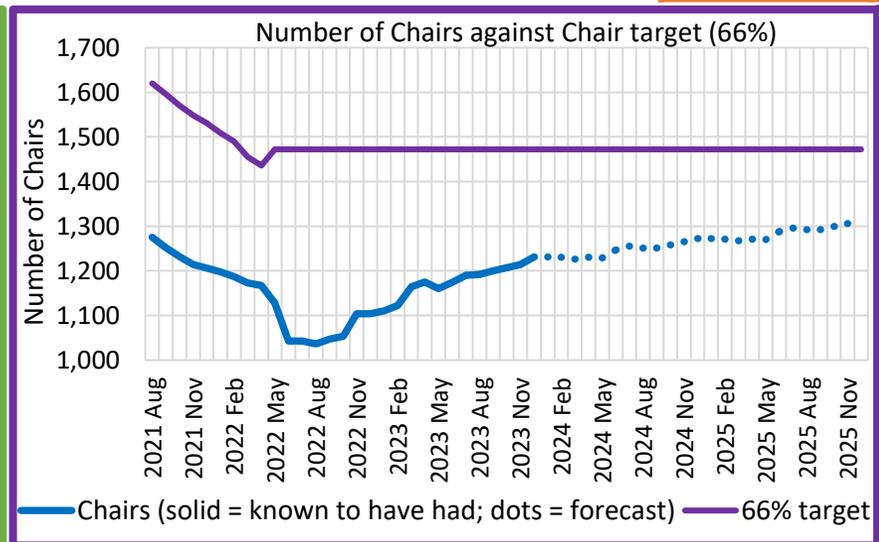
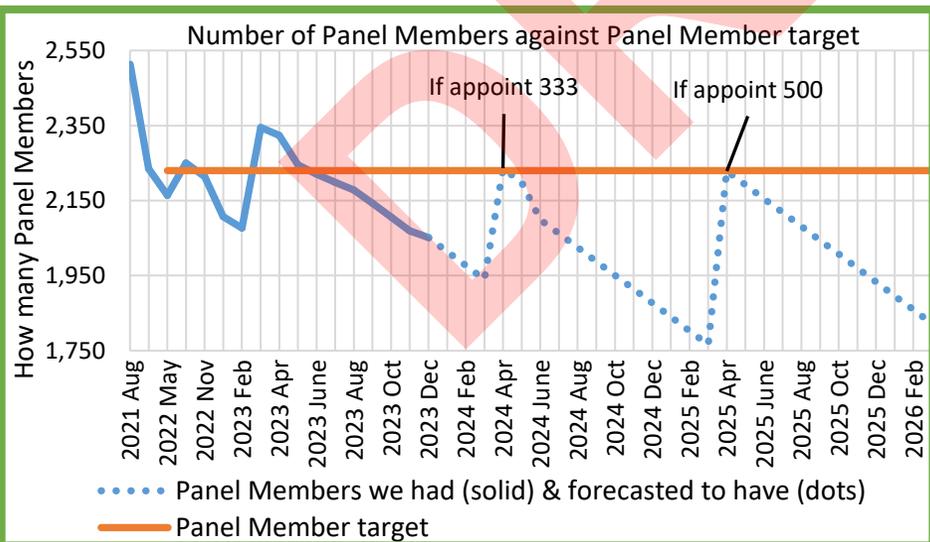
Breaches to 23/24 Q3 end
No breaches reported in Q3. 5 Compulsory Supervision Order implementation breaches reported. All resolved at stage 1.

Active = rota'd on in the last 3 months or future.

Hearings & Sessions
Hearings and sessions have remained relatively stable with continued seasonal fluctuation.

Panel Member forecast
Targets last updated Oct 2023

- Forecast based on live operational data and subject to change.
- Care & Justice Bill not included – to be added when timeline known.
- PM number will decline until April 2024 when trainees appointed.
- Impact of TSM not captured here and will be included when data is available, with an updated PM target set.
- PM target expected to be lower following rota optimisation.
- We continue to closely monitor capacity and risk; risk dependent on ends of service, inactive rate, number of sessions PMs do, rota optimisation, and change in number of sessions.



Chairs forecast
Targets last updated Oct 2023

- Forecast based on live operational data and subject to change.
- Care & Justice Bill not included – to be added when timeline known.
- Ability to reach target impacted by number of PMs who enrol in training, time to complete training, and number of courses available.



**Agenda Item 11
CHS-2324-45**

Strategic and Business Planning Draft update

Accountable Officer: Director of Business & Finance
Report author: Business Operations and Governance Manager
Recommendation: To approve
Resources implications: N/A

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1. Background

- 1.1 The Corporate Plan is produced tri-annually by the Business and Finance Directorate with strategic insight from the Board and SLT. It identifies our strategic themes linked to our responsibilities as Corporate Parents and our duties as an NDPB to align our activities to the Scottish Governments National Outcomes. Our Corporate Plan 2024-2027 will inform our business plans for the next three years.
- 1.2 In early November the Board held a development day to set the strategy for 2024 – 2027. It was an opportunity to re-appraise our purpose and vision, and to set ambitious strategic priorities for the next three years which deliver better outcomes for infants, children, young people, and their families.

2. Business Plan 2024-2025

- 2.1 The Business and Corporate Parenting Plan directly underpins the Corporate Plan and identifies those activities CHS will achieve within the business year which progress the delivery of our Vision, Purpose, and strategic goals.
- 2.2 The Plan also contains a suite of key performance indicators (KPI’s) which will be monitored and reported to the Board through the Quarterly Performance Report. These indicators are being developed based on the data and information that we currently can access.
- 2.3 While our ambitions remain high, we will be guiding a people through a period of controlled reform
- 2.4 We are working now with our colleagues to identify the activities which will form our 2024-2025 business plans based on department and directorate level planning. Emerging themes are centring on:

- Capacity to deliver – Managing the ongoing impact of Covid and the economy on our volunteer community, recruitment, retention and availability.
- Hearings for Children Report Implementation – Working with our partners and stakeholders to drive transformational change and system re-design.
- Preparing for Legislative change – Preparing our people with the knowledge and skills required to deliver the changes anticipated through the implementation of legislation.
- Optimising the Regional Tribunal Support Model - Completing implementation of the new model, embedding and optimising the new structure and support model, surfacing and activating the opportunities for improvement and efficiency.

3. Corporate Plan 2024-2027

The Corporate Plan for 2024-2027 will be structured similarly to previous years. It will start with a forward from the Chair and CEO/NC outlining our strategic priorities for the coming years focused on delivering improved outcomes for the children of Scotland. It will then move on to address who we are, our values and our structure, our vision and purpose, our strategic themes and how we intend to address them, and our alignment with the National Framework for Scotland.

3.1 CHS Structure

The changes to our structure and operating model will be addressed within the introductory sections highlighting CHS's growth and restructure detailing our 4 key functions;

- 3.1.1 Tribunal Delivery - removes the burden of administration and management from our volunteers and provides consistency of approach and quality across Scotland creating a foundation on which future change and innovation can be forged.
- 3.1.2 Positive Outcomes – ensures a rights driven approach to our work and equips our people with the knowledge and skills they need to uphold those rights consistently.
- 3.1.3 People and Culture – provides our people with the support they need to thrive, ensuring we remain properly resourced with the right skills in the right place.
- 3.1.4 Business and Finance - a central corporate service that provides excellent governance, change assurance, digital infrastructure and financial management to support CHS to deliver on its statutory functions and to achieve its ambitious transformation strategy.

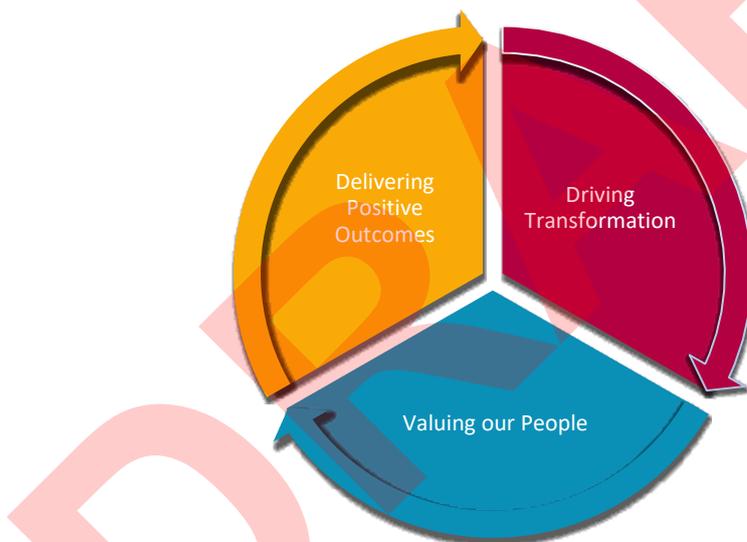
3.2 Our Strategic Framework

3.2.1 **Purpose:** Our purpose is to ensure our hearings make child focused decisions which respect and protect children’s rights and help them and their families to thrive

3.2.2 **Vision:** Our vision is for all infants, children, young people and their families to be safe, loved, and supported to realise their full potential. Our strategic themes will deliver that vision through strong, principled leadership, resilient systems, effective partnerships and organisational efficacy and underpinning all our work is our unwavering commitment to our values.

3.3 Strategic Themes

Infants, children, young people and their families are at the heart of what we do and we believe in a Scotland where they are all safe, loved and supported in order that they can fulfil their full potential in all areas of their life. Our Strategic Themes focus on three central tenants within which we can provide the most impact.



3.3.1 Strategic Theme 1: Deliver Positive Outcomes

Infants, children, young people and their families are at the heart of what we do and we believe in a Scotland where they are all safe, loved and supported in order that they can fulfil their full potential in all areas of their life. We are committed to delivering positive outcomes for all those who enter the Hearings system by adopting a rights-driven approach in all we do and equipping our people with knowledge to uphold those rights and the means to support children and young people to participate in their hearing.

What is our objective?	How will we deliver it?	What will progress look like?
<p>Develop a 5-year learning strategy to maximise learning impact across CHS</p>	<p>We will ensure our community has support to develop and enhance their skills, knowledge, and competencies to meet the needs of decision making for infants, children and young people in an increasingly complex legislative and policy environment.</p> <p>We will deliver the strategy alongside a highly skilled and effective learning team, using the most up to date adult learning theory and tools. We will refine and invest in our learning offer to ensure maximum impact and value for money</p>	<p>A range of learning solutions will be available to increase accessibility and provide a great learning experience. It will be designed to maximise capacity and quality.</p> <p>Cutting edge content based on the most up to date research and evidence.</p> <p>Our community has targeted learning support and opportunities when and how they need it. Positive outcomes for children, and the decisions that need to be made to support that, will be at the heart of what is delivered.</p>
<p>Quality will be the cornerstone of our hearings system</p>	<p>We will be able to clearly articulate what quality looks like in the work we do and put in place Quality Frameworks that help us to measure this and share the learning.</p> <p>Building on the work of our Panel Practice Advisors, we will ensure that our community get feedback on their performance, but also on the impact of the decisions they make.</p> <p>We will embed Quality Assurance across the organisation and demonstrate how we are using this data and evidence for management information leading to improvement.</p>	<p>We will use data to evidence impact of decisions and make this widely available to those who need it across the organisation.</p> <p>We will use our quality assurance work to inform and drive areas for change and improvement.</p> <p>We will be able to evidence that our community is making e high quality decisions that lead to positive outcomes, and address through improvement where that is not the case.</p> <p>Clear processes are in place for effective feedback loops, and our comms strategy supports CHS’s credibility and reputation through promoting what we do well</p>

<p>Upholding and promoting Children’s rights is at the forefront of what we do, and those rights are well understood by our people</p>	<p>We will ensure policy and practice leadership and advice to our community is current and up to date. Through it we will embed all the relevant articles of the UNCRC into our work.</p> <p>We will measure and assess adherence to policy and practice through our Quality Strategy</p> <p>We will measure ourselves as a rights respecting organisation through the decisions we make, the complaints and feedback we receive, and the outcomes we achieve.</p> <p>We will clearly set out, through our Participation Strategy, our commitment to working with people with lived experience of care to shape and influence our strategic, policy and operational work.</p>	<p>We will have a framework for decision making that articulates how we make rights real for infants, children, and young people.</p> <p>Our Learning offer will teach and test for knowledge and skill that demonstrate our people are making rights respecting decisions.</p> <p>The voice of people with lived experience will be visible in our work, with clearly defined structures whereby people can participate.</p>
<p>The National Convener is fully supported and empowered to deliver their mandate</p>	<p>We will ensure legal, policy and operational advice is available to the NC.</p> <p>We will enhance the communication pipelines between regions and the NC to ensure accurate and timely information about orders being breached can be addressed.</p>	<p>Advice is accurate and up to date and reflective of CHS’s strategic objectives.</p> <p>Regular and accurate reporting through data and evidence is provided to the NC to allow for challenge in the case of non-implementation of orders.</p>

3.3.2 Strategic Theme 2: Driving Transformation

We believe in the power of transformation to effect meaningful change in ourselves, our partners, and the lives of the children and communities we serve.

What is our objective?	How will we deliver it?	What will progress look like?
<p>Work with partners and stakeholders to lead and influence change.</p>	<p>We will fully engage with the Hearings Redesign Group to ensure best outcomes for children and young people.</p> <p>We will be courageous in our thinking to improve the hearings systems across Scotland and our people are empowered to try new things and are supported to pivot when the need arises.</p> <p>We will develop productive and trusting partnership with our key stakeholders to plan and implement cross-sector change.</p> <p>We will encourage a culture of innovation to drive creative problem-solving and product and service enhancements.</p>	<p>Needs for change are identified, planned for and implemented in a structured and timely manner.</p> <p>Changes and improvements to the hearings system will be visible and welcomed by all stakeholders and partners.</p>
<p>We will become a data-informed and data-driven organisation.</p>	<p>We will make data-driven decisions that use evidence to drive change and progress.</p> <p>We will create and communicate new insights derived from data-based evidence.</p> <p>We will establish a robust data analytics framework to support informed decision-making and strategic planning.</p> <p>We will implement key performance indicators (KPIs) to monitor and measure progress towards organizational excellence.</p>	<p>Our data will demonstrate the positive impacts of the changes we make to our organisation and its ways of working.</p> <p>We will be able to tell engaging and compelling stories to support our direction of travel.</p> <p>We have the capacity and skills required to be a data-driven organisation.</p> <p>We will have excellent baseline data to demonstrate progress and improvement over time.</p>
<p>We will make effective use of technology, capitalising on its potential for enhancing performance and delivering efficiency.</p>	<p>We will adopt agile practices for continuous improvement to our digital systems and processes.</p> <p>We will work with our strategic partners on joint digital ventures to improve the service we offer.</p>	<p>There will be a mature and proactive continuous improvement structure which serves the whole organisation.</p> <p>Our Change Action Board will be an example of excellence in collaboration, delivering</p>

	<p>We will embed the ‘digital-first’ approach to our work to enhance and streamline our services.</p> <p>We will create efficiencies through effective use of technology</p>	<p>successful change across two organisations.</p> <p>We will use digital solutions when they are considered the best option.</p> <p>Our digital infrastructure is intuitive and easy to use and saves us time and energy when we use digital services.</p>
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3.3.3 Strategic Theme 3: Valuing Our People

We value our people by supporting them to reach their full potential to improve outcomes for infant, children and young people.

What is our objective?	How will we deliver it?	What will progress look like?
<p>Have a first class people strategy that engages and motivates the whole organisation</p>	<p>We will incorporate all the key principles behind a healthy, happy organisation including EDI; L&D; Recruitment and Retention; and Reward and Recognition</p> <p>We will find creative ways of engaging out people.</p> <p>We will commit to our values, our ambitions, and our promises</p>	<p>Our volunteer community will feel fully integrated into CHS.</p> <p>Staff and the wider CHS community will see how their contribution helps to deliver the strategy.</p> <p>Our retention rates will be high.</p> <p>We will be an employer of choice with a reputation as an excellent place to work and volunteer</p>
<p>Develop a modern and innovative Employee Value Proposition</p>	<p>We will recognize and reward success.</p> <p>We will provide meaningful and appealing internal career paths.</p> <p>We will provide a comprehensive L&D package to ensure we have the skills and capabilities we need.</p> <p>We will nurture and develop our leaders at all levels to drive forward our ambitious strategy.</p> <p>We will foster a workplace culture that promotes employee</p>	<p>Our people are proud to be part of our diverse, inclusive, and healthy workplace.</p> <p>We are able to attract and retain talented people and support them to become even better at what they do.</p> <p>People will seek out opportunities to develop their careers.</p> <p>Our people will work together, across departments to deliver excellent results.</p>

	engagement, collaboration, and well-being.	Our staff absence rates remain low.
Excel in workforce planning	<p>We will articulate and embed effective workforce planning practices,</p> <p>We will deploy excellent financial planning and modelling to support our workforce requirements.</p>	<p>Our people understand and engage in our workforce planning processes.</p> <p>We plan for our future needs identifying potential skills and knowledge gaps and recruiting before they materialise.</p> <p>We have the right people in the right roles at the right time.</p>

3.4 Strategic enablers – Guiding aspirations

Our strategy is built on our three strategic themes and our identified critical enablers which will support the delivery of our vision over the next 3 years.

Our strategic enablers are the capabilities and resources required to support our operational effectiveness and organisational excellence. We have identified the following critical enablers which we will plan and report against in our business plans:

- 3.4.1 **We live our values**
 We keep children at the heart of everything we do, respecting their rights and listening to their voice. We are accountable, serving others with great care and compassion. By consistently living our values we define our culture and cultivate a purpose-driven environment that positively impacts the communities we serve.
- 3.4.2 **We are Committed to Transformation**
 We are courageous and world leading in our field, setting high expectations to achieve results while delivering our mission and purpose. We have a transformational agenda committed to adapting our approach and delivery to support positive outcomes for our people and communities.
- 3.4.3 **We value our relationships**
 We are relational in our approach, valuing the people we work with, collaborate with, and serve.
- 3.4.4 **We Manage change well**
 We are committed to continuous improvement through process refinement, transparency, and adept management of change. We remain informed and communicate what we are doing and how we are doing it. We Continuously improving how we work and manage change.

3.4.5 Influential and impactful

We use our influence with partners and stakeholders to make positive impacts that improve outcomes for infants, children, young people, and their families.

3.4.6 We Measure the Important Things

We use data to track our progress and inform our decision making based on evidence. Continuously track progress to achieve results with an improvement mindset. Using data and evidence in all our decision-making.

4. Summary

4.1 The feedback received from the Board will be used to complete the drafting of our plans ahead of sharing with key stakeholders for additional feedback and alignment of activities.

4.2 In March 2024 our Corporate & Business Plans will be submitted for final approval to the Board and Ministers. As in previous years, our Communications Team will work with lived experience collaborators to create a child friendly version of our Corporate & Business plans in the form of an animation.

5. Recommendations

The Board are asked to:

5.1 Approve the Vision, Purpose, and three strategic themes

5.2 Provide feedback on the outlines structure and content of the Corporate Plan 2024-27

5.3 Provide feedback on the themes emerging from the Business Plan 2024-25



PaCC Workplan 2024

Agenda Item: 12

Paper number: CHS-2324-46

Accountable Officer: Director of People and Culture
Report author: Rachel Kavish Wheatley & Vicky Strange
Resources implications: Within available resources
Recommendation: To approve

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1. Introduction

The People and Culture Committee workplan is submitted for review and approval by the Board, post approval by the Committee at their meeting December 2023. The workplan takes into account the Committees ToR and regular annual reviews, and has been developed in line with the overall Board Governance calendar.

PaCC Work Plan 2024

Winter Meeting (12th March 2024)

- 2024/2025 Pay Award Guidance
- Review of ToR
- EDI Draft Strategy 2024-2027
- People Draft Strategy 2024-2027
- Review of own effectiveness
- Gender Pay Gap Report: April 2022 – March 2024

Spring/Summer Meeting (18th June 2024)

- 2024/2025 Pay Award update
- CEO Appraisal and Objectives
- PaCC Annual Report
- Equality Reporting
- EDI Strategy approval
- People Strategy approval
- Strategy implementation plans

Summer/Autumn Meeting (10th September 2024)

- Annual Report on outcomes of staff appraisals

Autumn/Winter Meeting (17th December 2024)

- Review and approve HR policies as required

- Annual Work Plan
- EDI annual review
- Mid-year review of performance on objectives for the NC/CEO

BUSINESS	12/03/24	18/06/24	10/09/24	17/12/24
Review and approve HR policies as required	*	*	*	*
Pay remit approval and update	*	*		
Annual review of CHS Staff appraisals			*	
Team Forum Update	*	*	*	*
People Strategy Update	*	*	*	*
CEO Appraisal and objective setting		*		
CEO Mid-year review				*
Equality Report		*		
Equality, Diversity, and Inclusion Annual Strategy Review				*
Gender Pay Report (every two years 22/24/26/etc.)	*			
Pension Discretionary Policy (every two years – next due June 2024)		*		
PaCC Committee Self-Assessment	*			
PaCC ToR Review	*			
PaCC Annual Work Plan				*
PaCC Annual Report		*		

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ARMC Work Plan 2024



**Agenda item 13
CHS-2324-47**

Accountable Officer: Director of Business and Finance
Report author: Business Operations and Governance Manager
Resources implications: Within available resources
Recommendation: To approve

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1. Introduction

The Audit and Risk Committee workplan is submitted for review and approval by the Board, post approval by the Committee at their meeting November 2023. The workplan takes into account the Committees ToR and regular annual reviews, and has been developed in line with the overall Board Governance calendar.

1. Winter meeting - 04 (27th February 2024)

Risks

Review of the performance of CHS’ strategic risk register – *to approve*

Audit

External Audit general update report
 External Audit Annual Plan 2024/2025 – *to approve*
 Internal Audit Annual Plan 2024/2025 – *to approve*
 Consider any reports from Internal Audit and management responses

Policy/ governance

Information Governance Report Q3 – *to note*
 Feedback and Complaints Report Q3 – *to note*
 Digital update– *to note*
 Accounting Policies - Review and consider continued appropriateness of CHS accounting policies for approval by the Board
 Financial Regulations - Review of financial regulations – *to approve*
 ARMC ToR - Review of the committee’s Terms of Reference – *to approve*
 Review of the committees own effectiveness – *to approve*

2. Spring meeting - 01 (28th May 2024)

Risks

Review of the performance of CHS’ strategic risk register – *to approve*

Audit

External Audit general update report – *to note*
 External Audit Annual Plan Update 2024/2025 – *to approve*
 Internal Audit Annual Report 2023/2024 – *to approve*

Internal Audit Follow-up 2023/2024 – *to approve*
Internal Audit Plan 2024/2025 Update – *to approve*
Consider any reports from Internal Audit and management responses

Policy/ governance

Information Governance Report Q4 – *to note*
Feedback and Complaints Report Q4 – *to note*
Digital update – *to note*
Governance Statement - Review CHS draft Governance Statement and provide advice to the Accountable Officer on its contents
ARMC Annual Report – Consider and review Committee’s activities to present to the Board and Accountable Officer
Business Continuity Plan - Review CHS Business Continuity Plan – *to approve*
CHS Risk Management Policy Review – *to approve*

Corporate

Draft Annual accounts 2023/2024 – *to approve*
Annual Compliance Report - Review annual compliance on Health & Safety, Data Protection Act, Freedom of Information and other compliance issues – *to approve*

3. Summer meeting - 02 (20th August 2024)

Risks

Review of the performance of CHS’ strategic risk register – *to approve*

Audit

External Audit general update report – *to note*
Eternal Audit Annual Report (AAR) – *to approve*
Internal Audit Update - consider any reports from Internal Audit, management responses and outstanding Internal Audit recommendations – *to approve*
Chair/Auditors Private meeting

Policy/ governance

Information Governance Report Q1 – *to note*
Feedback and Complaints Report Q1 – *to note*
Digital update – *to note*
Review and consider the draft 2023/24 Annual Report and Accounts Statements
Annual Audit Report to Board members and the Auditor General for Scotland (ISA 260)
Review of the Letter of Representation – *to approve*

Corporate

Annual Report Covering Letter and Letter of Representation – *to approve*
Annual Report and Accounts 2023/24– *to approve*

4. Autumn meeting - 03 (19th November 2024)

Risks

Review of the performance of CHS’ strategic risk register – *to approve*

Audit

External Audit general update report – *to note*
Consider any reports from Internal Audit and management responses – *to approve*
Summary progress on Internal Audit recommendations (*date to be confirmed with Internal Auditors*)

Policy/ governance

Information Governance Report Q2 – *to note*

Feedback and Complaints Report Q2 – *to note*

Digital update – *to note*

Annual Fraud Report – *to approve*

Review committee's work plan for 2025 – *to approve*

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CHS Audit & Risk Committee Work Plan Summary 2024

BUSINESS	02/24	05/24	08/24	11/24	02/25
Internal Audit					
Annual Report		<input type="checkbox"/>			
Annual Audit Plan	<input type="checkbox"/>				<input type="checkbox"/>
Internal Audit Reviews per Annual Plan	<input type="checkbox"/>				
External Audit					
Accounting Policies	<input type="checkbox"/>				<input type="checkbox"/>
External Audit Annual Report			<input type="checkbox"/>		
Annual Audit Plan	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>
General Updates on current issues	<input type="checkbox"/>				
Policy/Governance					
Information Governance Report	<input type="checkbox"/>				
Feedback and Complaints Report	<input type="checkbox"/>				
CHS Governance Statement Review		<input type="checkbox"/>			
CHS BCP Review (every 2 years – next reviews 2024/26/28)		<input type="checkbox"/>			
Risk Policy Review (every 2 years – next reviews 2024/26/28)		<input type="checkbox"/>			
CHS Annual Compliance Report		<input type="checkbox"/>			
Digital Update	<input type="checkbox"/>				
Corporate					
Audit Committee Annual Report		<input type="checkbox"/>			
Risk Management – Risk Registers	<input type="checkbox"/>				
CHS Financial Regulations Review	<input type="checkbox"/>				<input type="checkbox"/>
CHS Compliance Report Annual Review		<input type="checkbox"/>			
Annual Accounts & Report		<input type="checkbox"/>	<input type="checkbox"/>		
Annual Fraud Report				<input type="checkbox"/>	
Other					
Audit Committee Self-Assessment	<input type="checkbox"/>				<input type="checkbox"/>
Private Meetings with Internal and External Auditors			<input type="checkbox"/>		
ARMC ToR Review	<input type="checkbox"/>				<input type="checkbox"/>
ARMC Annual Work Plan				<input type="checkbox"/>	
ARMC Annual Report		<input type="checkbox"/>			



Panel Member Recruitment Campaign Evaluation Report

Agenda Item: 14

Paper number: CHS-2324-48

Accountable Officer: Director of People and Culture
Report author: Catherine Goodfellow
Resources implications: Within available resources
Recommendation: For discussion

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

1. Introduction

- 1.1 Following the Board decision to externally evaluate the 2023 Panel Member Recruitment campaign, Progressive Partnerships were commissioned in August 2023.
- 1.2 Progressive Partnerships were asked to evaluate the externally delivered promotional campaign designed to attract new Panel Members and to provide recommendations to inform future recruitment campaigns.

2. Key findings

- 2.1 Summary of key findings Board should be aware of:

Awareness and understanding of CHS: increase awareness and understanding of the organisation beyond recruitment activity is likely to support the campaign’s success

Applying for role: feedback suggests applying was unnecessarily difficult for some, suggesting technology could be reviewed.

Reduce barriers: work with employers to encourage them to accommodate, support and promote the volunteer panel member opportunity to reduce the barrier of volunteering during working hours.

Campaign Impact: important that the website provides the information to convert broad interest into applications.

3. Next steps

The following areas have been highlighted within the report for improvement and will be reflected in our departmental and overall business plans for 2024-25 to improve the recruitment experience:

- 3.1 **Website:** currently being reviewed to address the findings and recommendations highlighted in this Summary Report.
- 3.2 **Digital improvements:** accessibility, user-friendliness and application itself under review.
- 3.3 **Improved communication and content:** for greater understanding of the organisation and role.
- 3.4 **Targeting of employers and sector leaders:** to promote the Panel Member opportunity in workplaces and support employees to apply and become Panel Members.

4. Recommendation

- 4.1 The Board are asked to note the content of the report from Progressive Partnerships and to provide feedback on the findings and recommendations which we have identified for progression in point 3 of this covering note.

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progressive

Children's Hearings Scotland
Panel Member Recruitment Campaign
Evaluation Research
Executive Summary Report
January 2024



Summary Report

This report summarises key findings from Volunteer Panel Member recruitment campaign evaluation research.

Background and objectives

Children's Hearings Scotland (CHS) recruits volunteer panel members from across Scotland and provides them with training and support. CHS uses a campaign to recruit panel members, with its most recent activity (Autumn 2023) focussing on qualities required of panel members which members of the public may recognise in themselves (Trust, Empathy, Compassion and Listening), in order to encourage them to consider applying for the role.

CHS commissioned Progressive to undertake an evaluation of Autumn 2023 campaign activity to assess its effectiveness and inform their strategy for future recruitment. A research study including a general population survey, qualitative research with successful and lapsed applicants, and a cost comparison element, was designed to evaluate the campaign.

The overarching objective of research was to evaluate the effectiveness of the current panel recruitment campaign. Specific research objectives were as follows:-

1. To evaluate the promotional campaign designed to attract new panel members, assessing:
 - Reach/levels of awareness of each campaign element
 - Understanding/key take out and the clarity of the campaign's call to action
 - The extent to which the recruitment campaign positively reflects the branding and messaging of CHS
 - Campaign impact – exploring both claimed action and intent.
2. To provide recommendations to inform future recruitment campaigns and CHS' future approach to effective recruitment.

Applicants only:

3. To gather insight on how easy or difficult it was to apply, from accessing the application from the CHS website to submission
4. To determine the reasons why applications did not progress through to submission
5. To establish the effectiveness in attracting applicants that meet the qualities CHS seeks in volunteer panel members.

Cost analysis:

6. To calculate if the campaign is value for money benchmarked against other similar recruitment campaigns e.g. previous CHS campaigns
7. To assess the cost effectiveness of the promotional campaign per head by number of applications received and to evaluate the most cost-effective recruitment promotional tools and activities for future use.

Method and sample

A multi-method research approach was adopted in order to gather both qualitative depth of insight and robust quantitative data. Full details of the method are included in the main report and technical appendices.

Quantitative survey

Quantitative surveying was used to collect views from members of the general public. Research data was gathered using an online survey sent to adults aged 18+ living in Scotland. Quotas were set on gender, age, and socio-economic group (SEG), and weighting was applied to age, so that the sample would mirror the profile of the population of Scotland for these factors¹. The survey was distributed via Panelbase, a survey panel provider who build and manage databases of people who have opted to participate in online surveys.

In total 1,003 people took part in the survey. Margins of error for the sample of 1,003 respondents are between $\pm 0.62\%$ and $\pm 3.09\%$ (calculated at the 95% confidence level. Please note this margin of error is indicative, as respondents were self-selecting).

Qualitative interviews

Qualitative interviewing² was conducted with applicants for the panel member role. Five interviews were conducted with people who registered on the CHS website and started the application process but didn't go on to submit their application. These interviews took place between the 1st and 14th of November 2023 after applications for the role had closed.

A further five interviews were conducted with people who submitted an application and were progressed to trainees. These interviews took place after the application review process had taken place, between the 30th of November and the 4th of December.

Recruitment of participants was a joint effort between CHS and Progressive. In the first instance the CHS team emailed potential participants to introduce them to the research and invite them to take part. Those interested were asked to provide their contact details and availability via a short online sign up survey and were contacted by Progressive to arrange an interview. Interviews took place online or by telephone depending on participant preference and lasted approximately 30 minutes each. An incentive of £30 was offered to encourage participation.

The sample profile for qualitative research included a mix of age and gender. The profile was determined by who responded to the call for participation and does not aim to be representative of all applicants or of all who consider applying but do not go on to do so, instead, the focus of this element of research was to gain depth of insight and understanding to complement and explore quantitative findings.

¹ Scotland profile information comes from: [NRS Mid-2021 Population Estimates Scotland & Scotland's Census 2011](#). Please note 'prefer not to say' answer options were included for questions relating to personal data, including questions relating to gender, age and SEG. As a result there is some slight variance between the sample profile and that of the population of Scotland.

² Please note that, due to the small sample sizes involved and the methods of respondent selection, qualitative research findings do not provide statistically robust data. Instead, this type of research facilitates valid and extremely valuable insight and understanding.

Main findings

Attitudes to volunteering

Before asking questions about CHS or testing recall of the campaign the online survey explored attitudes to volunteering more widely. Results suggest there is openness to volunteering among the general public (39% said they were quite or very likely to consider it in the next year); however only around one in five said they had already made a firm commitment to do so, and only around one in ten that they were very likely to consider it. This suggests that many would need to be persuaded of the appeal/suitability of a volunteering opportunity to move beyond consideration.

A similar proportion of the sample (35%) were rejectors of volunteering, saying they were unlikely to consider it in the next year, and are therefore unlikely to be receptive to campaign messaging at this time. Reasons for not being open to volunteering varied, however lack of time was a significant obstacle for many (among those who said they were quite or very unlikely to volunteer in the next year, not being able to make a regular time commitment, 40%, followed by work commitments, 25%, and family commitments, 23%, were the top reasons given). The time commitment required for the volunteer panel member role is therefore likely to be an important determinant of consideration.

Subgroup analysis of survey data revealed higher levels of consideration of volunteering among younger age groups, presenting a potential opportunity for CHS. The youngest survey respondents were also more likely than others to cite lack of awareness of opportunities as a reason for not considering volunteering, a barrier which is likely to be more easily overcome - through information provision, than issues such as competing work commitments or family commitments.

Results also showed that some types of volunteering have more appeal than others, and good levels of consideration for organisations supporting children were reported: among those who said they were very or quite likely to consider volunteering in the next year 43% said they'd consider volunteering for organisations providing support to children. This was the second highest answer after local organisations (55%), a statistic which suggests locality may be an important factor in consideration; and CHS may therefore wish to consider if there is more that it can do to communicate that the role is of local benefit. Emphasising the localness of the panel member role may also help to reduce concerns about travel requirements, which later results indicate is one of the commitments associated with the volunteer panel member role that people were most likely to say they would be unhappy about.

Awareness & understanding of CHS

Survey questions designed to assess awareness and understanding of CHS reveal considerable variation in what and how much is known. While 53% had heard of CHS, descriptions of its activity suggest the proportion who understand its function is lower at 40%. This presents a challenge for campaign activity which must communicate to people at very different stages of understanding.

Encouraging consideration of the volunteer panel member role is likely to be harder among those who are completely unfamiliar with CHS therefore work to increase awareness and understanding of the organisation beyond recruitment activity is likely to support the campaign's success.

Among those who had heard of CHS sources of awareness varied, and, possibly in part because of this, typed in comments also suggest the organisation is not understood in a consistent way, ranging from name recognition only, to detailed understanding of CHS's function and impact (survey respondents

were asked to describe what they knew about the work CHS does in their own words and answers were analysed for themes across responses).

While awareness of CHS was found to come from a range of sources with no single dominant point of information, one in five had heard about the organisation through campaign activity, demonstrating the role of ads in generating awareness.

Campaign visibility, reach and awareness

The online survey tested top of mind recall of the campaign by asking respondents if they remembered seeing or hearing advertising or publicity on the general subject of volunteering. Around a quarter of people did, and activity that was remembered was likely to have been seen or heard via one of the channels used for the campaign, with recall of Facebook advertising highest. When asked to describe what they remembered in their own words however, descriptions revealed a very wide range of activity being recalled, for many different local and national organisations. CHS was the individual organisation most likely to be cited in descriptions but campaign cut through (the proportion of the total sample who spontaneously mentioned the campaign when asked about volunteering ads), was low at 2.5%.

Though the campaign was not top of mind for most people when asked about volunteering ads generally, when prompted with assets from the campaign the proportion who recognised it was good for a new campaign with a general population target audience: 37% of people had seen or heard one or more elements.

Recognition was driven by feature radio ads (those in which panel members talked about the role), suggesting the panel member testimonial approach has good standout, however there was contribution from all channels. One in ten people recognised the posters/flyers - often in conjunction with other activity - despite these not being a main campaign channel and dependant on distribution from third party organisations such as workplaces and local community hubs. (Campaign recognition was as follows: 26% of survey respondents recognised feature radio ads, 17% had seen images from online activity from the campaign, 14% had seen the video used in TV/catch up TV advertising and online, 14% had heard the 30 second radio ad (which did not feature testimonials), and 10% had seen posters/flyers from the campaign).

A majority of those who had seen or heard campaign activity recognised more than one channel (58%), indicating an effective media strategy whereby different elements of the campaign are reaching people to reinforce the campaign's message.

The campaign was particularly effective in reaching younger audiences, people with children, those with care or hearings experience, people from non-white ethnicities, and those previously aware of CHS; these groups had higher levels of recognition of all elements of campaign activity, and were more likely to have seen or heard more than one part of it.

The number of applications received this year was 680, in line with the number received in Autumn 2022 (690) despite a lower campaign spend (the total campaign spend in 2022 was £203K vs £167K in Autumn 2023). However, an overall decrease in applications has been noted since 2021 - applications peaked at 1,900 during the Covid-19 pandemic, but prior to the pandemic the average number of applications received per campaign was 1,490 (data is for applications received following campaign activity between 2014 and 2019).

Applying for the role

A small sample of people who had successfully applied to become a panel member, or had started to apply but not continued their application, were interviewed to gain insight on the application experience.

All those who took part in qualitative interviewing were highly positive about CHS' work, and helping children and giving them a voice emerged as a key motivation for applying or considering doing so, in line with how the panel member role is depicted in the campaign.

All successful applicants interviewed had long-term awareness of CHS, often through work/volunteering/community work. Among those who had registered but not gone on to apply levels of awareness were more mixed and some of these participants' awareness was very recent.

Several qualitative participants reported that the campaign had influenced them to apply or consider applying, including two people who hadn't previously heard of CHS (though neither in fact submitted their application); as well as others who had an existing interest in CHS or an intention to apply, for whom campaign activity had served as a prompt to act on their interest/intention.

Feedback from qualitative interviews with people who did not submit an application suggests interruptions to the process can mean people do not return to complete it, and therefore reminders in the approach to the deadline for entries may be helpful; however it should be noted that several successful applicants had also experienced interruptions/technical issues with their applications, suggesting varying levels of motivation may also be a factor in application drop out. While committed applicants reported persevering if they encountered issues, overall feedback suggests applying was unnecessarily difficult for some, suggesting technology could be reviewed, and guidance is likely to be useful for those less experienced writing applications in particular.

The CHS website was noted as a key information source prior to applying, affording CHS the opportunity to build motivation to apply through website content. Testimonial videos from panel members and children with experience of the hearings system were noted as particularly motivating by several people interviewed. These were described as communicating the value of the role and providing relatable insight into what being a panel member would be like. Hearing from existing panel members was also described as a motivating factor in applying by several others – two had attended an information session and had the opportunity to hear from people already in the role there, and one person had spoken to a colleague who was already a panel member before applying.

All participants interviewed as part of qualitative research had at least started an application and therefore interviews do not explore reasons for earlier dropouts. Findings from the online survey however suggest that being faced with challenging situations, the time commitment, and the skills and qualities needed for the role may all be factors in deciding not to progress despite initial interest.

More widely, when respondents to the online survey were asked how happy they would be to commit to different elements of the panel member role, volunteering during working hours and travelling to different locations were a barrier for a third of people, and were the elements most likely to be barriers among both those more open to volunteering and those who said they were unlikely to consider it in the next year. Any action CHS can take to help overcome these barriers may therefore help encourage consideration of the volunteer panel member role. Qualitative interviewing suggests that workplaces making it clear they will support those taking up the role can be a factor in deciding to apply, therefore working with employers to build relationships that encourage them to accommodate, support and promote the volunteer panel member opportunity may be a way to reduce the barrier of volunteering during working hours.

Campaign understanding

After having been shown assets from the campaign (online survey respondents were played the TV ad, two radio ads, and shown examples of social/digital content and posters/flyers) people were asked to describe in their own words what they considered to be the main messages of the campaign. Two clear messages emerged from descriptions: volunteers are needed, and that by volunteering you will help children.

Positively, qualitative interviews suggest helping children is a key motivator for applying/considering applying, making this message particularly important. Quantitative results support this finding as a correlation was noted between understanding the campaign as relating to helping children, and taking, or planning to take, action in response to it.

There were also high levels of agreement among online survey respondents that the ads they were shown made it clear the panel member role would be rewarding, and would make a difference to children's lives, further indication that the campaign is communicating key positives of the role.

When asked to describe their expectations of what the panel member role would involve however descriptions were not consistent, suggesting understanding of the panel member role is less clearly communicated by ads. One in five said they were unsure what it would involve, and (as also found in typed in comments about the work that CHS does), there is some confusion about the organisation, including a perception among a minority group that CHS is a charity for deaf children - which is persistent enough that it is not dispelled even after seeing/hearing campaign assets.

Overall, findings suggest that the campaign is communicating well at a general level and that activity communicates positive and important messages about CHS and the role, but does not provide detailed understanding. Among those without prior knowledge of CHS, the campaign may not provide enough information to allow people to decide whether or not they would want to volunteer and therefore consideration may be reliant on individuals seeking out further information. This suggests other channels/communication strategies may be needed to build understanding.

Campaign impact

When asked questions to establish levels of engagement with the campaign in the online survey, overall a highly positive response was recorded, particularly among people with children, people with care and/or hearings experience, those who had heard of CHS before, and people who had seen or heard campaign activity before taking part in the survey. In addition, among people who were open to volunteering generally (those who reported being quite or very likely to consider volunteering in the next year), 66% said ads had positively impacted their consideration of the volunteer panel member role.

Differences in levels of agreement were noted across different sub-groups however overall, there were high levels of agreement that the campaign is believable, indicating information provided is considered trustworthy. There was more ambivalence around statements relating to interest (*The content of the ads is interesting to me*), and relevance (*The ads were aimed at people like me*). Agreement was lowest that the ads provide motivation to apply (*The ads encourage me to apply to become a volunteer panel member for Children's Hearings Scotland*), suggesting supporting activity may be needed to strengthen motivation.

It is clear from online survey findings that the campaign builds engagement with those aware of CHS or people who have personal experiences that are likely to increase its relevance for them (e.g. being a parent and/or having care or hearings experience), and CHS could consider targeted activity aimed at more engaged groups to boost applicant numbers in future. Findings also consistently reveal an

appetite for volunteering among younger people, however this group may be less likely to have had time to build up as much relevant professional experience as applicants with a longer work history.

There is evidence that the campaign is effectively signposting to the website (campaign recognisers were significantly more likely than non-recognisers to be aware of the website and to have visited it, and the action most likely to be planned as a result of the campaign is to visit www.chsscotland.gov.uk). It is therefore important that the website provides the information people need to decide if they want to apply in a clear and easy to access way, that it answers the questions and concerns people are likely to have, and that it builds understanding of CHS and the panel member role, in order to help to convert broad interest into stronger interest and applications.

Conclusions and recommendations

The campaign has performed well across a number of key metrics:

- Good levels of campaign recognition and multi-channel recognition were achieved
- The campaign has been successful at reaching a broad range of people including groups outwith the typical profile of panel members, including those aged under 35
- Findings suggest engagement with the campaign has been strong, and there is a correlation between exposure to the campaign and positivity towards it
- Message takeout suggests the campaign is communicating a clear message that volunteers are needed and clearly portrays the role as helping children
- There is strong evidence of the campaign raising awareness of the website and driving traffic to it.

However, findings also show that many are unfamiliar with CHS, and that there is some misunderstanding of the organisation and uncertainty about the panel member role, which the campaign alone does not clarify.

Overall feedback suggests applying was unnecessarily difficult for some, suggesting technology could be reviewed and digital processes should be more user-friendly for the applicant's online application journey.

It is clear across findings that previous awareness of CHS increases engagement with the campaign and likelihood of applying, and it is notable that all successful applicants interviewed had longstanding awareness and in depth understanding of CHS, often in a professional context.

Those who do not know what the volunteer panel member role is cannot make a decision about its value and whether or not they can and would like to do it. It is therefore critical to increase awareness and understanding of CHS and the role for campaign activity to have maximum impact, requiring support from other activity such as PR, website content, and other communications.

Findings suggest the media strategy for the campaign has been effective, with all channels contributing to recognition and a similar approach could therefore be adopted for future activity. In particular strong performance was seen for Radio and Facebook and these channels are likely to continue to be effective.

Testimonial information from panel members in feature ads appears to have worked very well, and consideration could be given to using volunteers as advocates in other ways, with qualitative interviewing suggesting hearing from those who have experience of the role is a powerful motivator, helping to allay concerns, and communicating the value of the role strongly.

The website has an important part to play in building understanding of the panel member role and in building motivation to apply, and therefore reviewing the website with a focus on clarity and increasing understanding among those previously unaware of CHS may help to encourage applications. We recommend a review of the website should focus on:

- Ensuring it provides information relating to elements identified as key barriers (for example information about expenses, the loss of earnings entitlement, and time commitment, should be highlighted to help address concerns about costs, travel, and time).
- It is also important that content designed to increase motivation to apply be highlighted – findings suggest testimonials may be effective here - but information should communicate both the value of the role in helping children, a key motivator, as well as personal benefits of the role such as skills learnt, etc. as this may encourage people to justify the time commitment involved.
- Tailoring information and support to younger audiences that the campaign has been successful at generating interest amongst could also be considered (for example: advice on how to ask employers for their support with paid time off/provision of employer information sheets to support requests/promotion of the career benefits of the role e.g. developing decision making skills etc.).

Volunteering during working hours was a key barrier even among those more open to volunteering generally, and thought should therefore be given to how this can be addressed. Continued relationship building with employers encouraging them to consider CHS as a partner for Corporate Social Responsibility goals may help to overcome the barrier of volunteering during working hours.

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Technical appendix

Method

Quantitative

1. The data was collected by online survey.
2. The target group for this research study was a sample of people aged 18+ living in Scotland.
3. The sampling frame for this study was an access panel operated by Panelbase.
4. The sample type was non-probability.
5. The target sample size was 1,000 and the final achieved sample size was 1,003. The reason for the difference was sampling procedures allowing for slight overage.
6. Fieldwork was undertaken between 9th of October and the 7th of November 2023.
7. Respondents to internet self-completion studies are self-selecting and complete the survey without the assistance of a trained interviewer. This means that Progressive cannot strictly control sampling and in some cases, this can lead to findings skewed towards the views of those motivated to respond to the survey.
8. Where the data is collected via an internet survey using an access panel, all respondents can only submit one response due to a system of unique IDs used by panel providers. Panellist IDs are also checked for duplication as part of Progressive's fieldwork checks. Where more than one panel provider is used, we use cookies to ensure the same individual cannot complete the same survey via two different sample providers.
9. The sampling for this project was sub-contracted to Panelbase.
10. All research projects undertaken by Progressive comply fully with the requirements of ISO 20252, the GDPR and the MRS Code of Conduct.

Data processing and analysis

11. The final data set was weighted to reflect Scottish population Census data.
12. Quota controls were used to guide sample selection for this study. This means that we cannot provide statistically precise margins of error or significance testing as the sampling type is non-probability. The margins of error outlined below should therefore be treated as indicative, based on an equivalent probability sample. The overall sample size of 1,003 provides a dataset with an approximate margin of error of between $\pm 0.62\%$ and $\pm 3.09\%$, calculated at the 95% confidence level (market research industry standard).
13. The following methods of statistical analysis were used: Z tests, t-tests,
14. The data processing department undertakes a number of quality checks on the data to ensure its validity and integrity. For online questionnaires, these checks include:
 - Responses checked for duplicates where unidentified responses permitted. Cookies are also used and open-ended response are checked to avoid duplicate responses.
 - The raw data is monitored throughout fieldwork to check for flatlining responses, quality of open-ended responses and speed of completion. Rules will be agreed with the DP team at the start to determine when to exclude data based on these checks. Where the sample source was an online panel, the IDs of all respondents removed from analysis are referred back to the panel provider to assist with on-going quality improvements.
 Other data checks include:
 - Every project has a live pilot stage, covering the first few days of fieldwork. The raw data and data holcount are checked after the pilot to ensure questionnaire routing is working correctly and there are no unexpected responses or patterns in the data.

- A computer edit is carried out prior to analysis, involving both range (checking for outliers) and inter-variable checks. Any further inconsistencies identified at this stage are investigated by reference back to the raw data where possible.
 - Where an 'other – specify' codes is used, open-ended responses are checked against the parent question for possible up-coding.
 - Responses to open-ended questions will be spell and sense checked. Where required these responses may be grouped using a coding frame, which can be used in analysis. The code frame will be developed by the executive or operations team and will be based on the analysis of minimum 50 responses.
 - Open-ended coding is validated using a dependent approach, whereby a second person has access to the original coding and checks a minimum of 5% of cases coded. Once responses are fully coded and validated, the completed code frame is given a final check by the Executive responsible for the project, and any queries or amends are passed back to the Data Project manager.
15. A SNAP programme was set up with the aim of providing the client with useable and comprehensive data. Crossbreaks were discussed with the client in order to ensure that all information needs are met.

Qualitative

1. The data was collected by one-to-one interviews conducted online or by telephone.
2. The target group for this research study was individuals who had registered on the CHS website but not submitted an application to become a volunteer panel member (5 people), and people who had submitted an application and been selected to become volunteer panel member trainees (5 people).
3. Participants were recruited via an email sent out by CHS inviting them to take part in research.
4. In total, 10 depth interviews were undertaken.
5. Fieldwork was undertaken between the 1st of November and the 4th of December 2023.
6. An incentive of £30 compensated respondents for their time and encouraged a positive response.
7. In total, 2 moderators were involved in the fieldwork for this project.
8. Stimulus materials were used during the group discussions/depth interviews. These included examples of images from the CHS Autumn 2023 Volunteer Panel Member recruitment campaign.
9. It should be noted that, due to the small sample sizes involved and the methods of respondent selection, qualitative research findings do not provide statistically robust data. This type of research does however, facilitate valid and extremely valuable consumer insight and understanding.
10. All research projects undertaken by Progressive comply fully with the requirements of ISO 20252, the GDPR and the MRS Code of Conduct.

Scottish Government Response to the Hearings for Children Report: An overview and next steps

Agenda item 15
Paper number CHS-2324-49

Accountable Officer:	Carol Wassell, Director of Positive Outcomes
Report author:	As above
Resources implications:	Significant potential structural and operational change
Recommendation:	Note the content of the report
Approval(s) sought:	No

Impact Assessment Duties	Required	Completed
Equalities Impact Assessment	Not at this time	
Children’s Rights Impact Assessment	Not at this time	
Data Protection Impact Assessment	Not at this time	
Islands Impact Assessment	Not at this time	

(NB: Impact Assessments will be required for any proposed changes and will need to be considered on individual basis aligned to proposed change.)

1. Purpose of the report

1.1 The purpose of this report is to update Board on the status of the recommendations of the ‘Hearings for Children’ report and forward planning.

2. Introduction and background

2.1 In May 2023, the Hearings System Working Group published its recommendations that built on the work of the Independent Care Review. The group met over 18 months, consulted widely, and brought together CHS, SCRA, The Promise Scotland and the Scottish Government (SG) to share their knowledge and expertise of the hearing system to set out transformational change activity. The office of the Chief Designer at SG was also commissioned and, concurrently and in partnership, delivered significant redesign proposals on a multi-agency basis.

2.2 Improvement activity in the Hearing System is not new, however. The Children’s Hearing Improvement Partnership (CHIP), led by Scottish Government and attended by multi-agency partners has existed for nearly 10 years.

2.3 Between May and December 2023, the Scottish Government considered the recommendations of the Hearings for Children report, consulting with other policy departments across Governments, as well as stakeholders, and at the end of December published their position on the recommendations. These fell into 4 categories:

- those that were accepted,
- those that were accepted with conditions,
- recommendations which they require to further explore or consult on, and
- those that they declined to accept.

2.4 For the recommendations that were accepted or require further exploration, they fall into 3 further categories:

- activities that organisations should be able to have agency to implement,
- activities which require joint or multi agency stakeholder coordination and cooperation, and
- those changes that require legislative change.

2.5 CHS has entered a phase of working to understand, define, assess and plan for those activities that directly relate to our operations, and be clear about which we have control over, those that require collaboration, and those over which we would wish to exert influence and leadership.

3. Significant areas of SG position in relation to CHS

3.1 The recommendations as individually defined in the report and are varied in their focus and specificity. For example, many of the accepted recommendations refer to the need for system wide leadership, work force planning and investment. Whilst others refer to specific outcomes: that all the work force should receive training about trauma, for instance. Over the coming weeks, we will work through the SG response and categorise actionable activity and align it with our priorities and capacity.

3.2 Many of the most significant and impactful changes for CHS have been accepted, accepted with conditions, or there is a commitment to explore and consult further. This includes:

- the focus on CHS measuring and demonstrating quality in its decision making;
- reviewing and redesigning the administrative functions between CHS and SCRA;
- Grounds for Referral being dealt with by the court;
- an enhanced role for the Chair of the Hearing; and
- a reinvigoration of the sector's understanding that the Hearing is the decision-making forum with oversight and review of a child's circumstances.

3.3 The SG have declined the proposal that 'The decision-making model must consist of a salaried, consistent and highly qualified professional Chair accompanied by two Panel Members, remunerated at a daily rate.'

3.4 SG recognise the capacity issues that CHS faces. They state within the report 'We are clear [...] that there is a need for capacity and continuity issues to be addressed, to develop consistency within the system as well as to improve the support structures around the tribunal. To this end, Ministers will commit to exploring alternative options, including those with a remuneration dimension, with a view to consulting on the best approach for the future composition of the tribunal.' After the publication of the report the National Convener has assurances from the SG that the exploration of alternative decision-making models will be included in the SG's formal public consultation in the spring of 2024. The concerns and proposed alternative options require further discussion and debate with the SG and stakeholders, and CHS continue to provide evidence and data about the impact of the current business model on the ability to delivery consistent, high-quality hearings for children.

4. Next steps

Externally:

4.1 The new Children's Hearings Redesign Board will consider improvements already planned and agree of governance and delivery structures of the recommendations of the report. The first of these meetings is on 18 January and will be attended by the National Convener.

- 4.2 Project planning is underway between CHS and SCRA to deliver transformation in the way we share data between our organisations; with CHS, SCRA and OHOV about how we use language in the hearing system as part of a sector wide 'Language Leaders' work; and project development on welcoming a child to a hearing by the Chair before coming into the hearing.
- 4.3 A joint complaints and feedback 'front door' has already been delivered and removes the need for children, young people, and their families to understand the complexity of CHS and SCRA as two separate organisations when they wish to raise issues.

Internally:

- 4.4 We are considering the implications of the report for CHS as a whole and more broadly in terms of impact on departments, alignment to the business plan, corporate plan, and financial planning.
- 4.5 The CHS Change team will play a vital role in using change architecture to embed complex change. The Quality Strategy and Learning Strategy, both to be published later this year, will provide assurance and role out of change working closely with the regions and partners.
- 4.6 SLT and the Board will define and agree the strategic plan and time scales to ensure the Scottish Government and partners remain alert to the challenges that CHS faces in delivering the future complexity of hearings within the existing volunteer model.
- 4.7 The development and implementation of a communications plan will be of key importance for our community, people, and stakeholders.

5. Benefits

- 5.1 Publication of the SG's position regarding the report gives us a renewed opportunity to work with our SG colleagues, stakeholders, including our community and people with lived experience to make significant and transformational changes to how the hearing system operates. The main driver for change, which is the operational model of delivering hearings, whilst not accepted by the SG in the format that it is articulated in in the report, leaves the door open to further discussion and development in relation to implementing strategies that allow us to manage capacity and consistency of quality.

6. Risks

- 6.1 Due to significant challenges with Tribunal capacity, there is a risk that CHS may be unable to deliver day-to-day operations and fulfil the National Convener's functions. The SG have acknowledged this. We will need to carefully oversee and balance driving through reform against the impact on Tribunal Members and the increased asks of them.
- 6.2 Providing stability and security to our community to support recruitment and retention during a time of significant change and uncertainty will continue to be challenging. The additional responsibilities that will fall to the Tribunal over the coming years due to a legislative change programme will need careful communication and reputational management.

7. Recommendations

- 7.1 To note the content of this report.

8. Appendices

- a. The SG response to the Hearings for Children report can be found [here](#). There are two documents. One is the main response, the second a policy response setting out in more detail the rationale behind the decisions to accept, or not, the recommendations.

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