

CHS Public Board Meeting

Wed 28 January 2026, 10:00 - 12:00

Thistle House, Edinburgh/Microsoft Teams

Agenda

10:00 - 10:00 1. Welcome and Apologies

0 min

verbal Katharina Kasper

To update

📄 0. Board Meeting Agenda JAN 26.pdf (1 pages)

10:00 - 10:05 2. Declarations of Interest

5 min

verbal Katharina Kasper

To update

10:05 - 10:10 3. Approval of the Minute from the Meeting on 10 December 2025

5 min

paper Katharina Kasper

To approve

📄 3. CHS-2526-33 CHS Board DRAFT Minute 10.12.25.pdf (6 pages)

10:10 - 10:15 4. Action Log Update

5 min

paper Katharina Kasper

To update

📄 4. CHS-2526-34 Board Action Log - DEC 2025.pdf (1 pages)

10:15 - 10:25 5. Chair Update

10 min

verbal Katharina Kasper

To update

10:25 - 10:40 6. Budget Planning 2026/27 - Update

15 min

paper Lynne Harrison

To update

📄 6. CHS-2526-35 Budget Update 2026-27.pdf (3 pages)

10:40 - 10:45 7. Audit and Risk Committee (ARC) Chair Update

5 min

verbal Sean Austin

To update

10:45 - 10:55 8. People and Culture Committee (PaCC) Chair Update

10 min

verbal Katie Docherty

To update

10:55 - 11:10 9. National Convener/CEO Update

15 min

paper *Elliot Jackson*

To update

- ❑ 9a. CHS-2526-36 National Convener CEO Update.pdf (5 pages)
- ❑ 9b. CHS-2526-36 Appendix 1 Non-Legislative Workstreams.pdf (1 pages)

11:10 - 11:20 10. Strengthening our Volunteer Leadership through the Panel Engagement Lead Role

10 min

paper *Bethany Cunningham*

To update

- ❑ 10. CHS-2526-37 Panel Engagement Lead Paper.pdf (4 pages)

ITEMS FOR NOTING

11:20 - 11:25 11. Finance Report (P9)

5 min

paper *Lynne Harrison*

To note

- ❑ 11. CHS-2526-38 Finance report P9 2025-26.pdf (3 pages)

11:25 - 11:30 12. Quarter 3 Performance Report

5 min

paper *Lynne Harrison*

To note

- ❑ 12a. CHS-2526-39 Q3 Performance Report 2025 26.pdf (3 pages)
- ❑ 12b. CHS-2526-39 Appendix 1 - Q3 Performance Report.pdf (11 pages)

11:30 - 11:35 13. Quarter 3 Data Summary Report

5 min

paper *Lynne Harrison*

To note

- ❑ 13a. CHS-2526-40 Q3 Data Summary Report Covering Paper.pdf (3 pages)
- ❑ 13b. CHS-2526-40 Appendix 1 - CHS Data Summary Report Q3.pdf (1 pages)

11:35 - 11:40 14. Legislative Update on the Children (Care, Care Experience and Services Planning) (Scotland) Bill

5 min

paper *Carol Wassell*

To note

- ❑ 14. CHS-2526-41 CCCESP Bill Stage 1 Update.pdf (7 pages)

11:40 - 11:45 15. Digital Update

5 min

paper *Lynne Harrison*

To note

- ❑ 15. CHS-2526-42 Digital Update Jan 2026.pdf (6 pages)

ITEMS FOR APPROVAL

11:45 - 11:50 16. PaCC Annual Work Plan

5 min

paper *Katie Docherty*

For approval

- 📄 16a. CHS-2526-43 PaCC Workplan 2026 Front Cover Report.pdf (2 pages)
- 📄 16b. CHS-2526-43 Appendix 1 - DRAFT PaCC Work Plan 2026.pdf (2 pages)

11:50 - 11:55 17. ARC Annual Work Plan

5 min

paper *Sean Austin*

For approval

- 📄 17a. CHS-2526-44 ARC Work Plan 2026 Cover Paper.pdf (3 pages)
- 📄 17b. CHS-2526-44 Appendix 1 - DRAFT ARC Work Plan 2026.pdf (2 pages)

11:55 - 12:00 18. AOB

5 min

verbal *Katharina Kasper*

To update

12:00 - 12:00 19. Date of Next Meeting

0 min

verbal *Katharina Kasper*

25 March 2026, 10am - 12pm, Conference Room 2, Thistle House, Edinburgh

BOARD MEETING
28 JANUARY 2026
10.00am – 12.00pm, Thistle House/Teams Virtual
AGENDA

	Timings	Item	Lead	Paper Number	Purpose
1.	10:00	Welcome & Apologies	Chair	Verbal	
2.	10:00	Declarations of Interest	Chair	verbal	To update
3.	10:05	Approval of the Minute from the Meeting on 10 December 2025	Chair	CHS-2526-33	To approve
4.	10:10	Action Log Update	Chair	CHS-2526-34	To update
5.	10:15	Chair Update	Chair	verbal	To update
6.	10:25	Budget Planning 2026/27 - Update	LH	CHS-2526-35	To update
7.	10:40	Audit and Risk Committee (ARC) Chair Update	SA	verbal	To update
8.	10:45	People and Culture Committee (PaCC) Chair Update	KD	verbal	To update
9.	10:55	National Convener/CEO Update	EJ	CHS-2526-36	To update
10.	11:10	Strengthening our Volunteer Leadership through the Panel Engagement Lead Role	BC	CHS-2526-37	To update

ITEMS FOR NOTING

11.	11:20	Finance Report (P9)	LH	CHS-2526-38	To note
12.	11:25	Quarter 3 Performance Report	LH	CHS-2526-39	To note
13.	11:30	Quarter 3 Data Summary Report	LH	CHS-2526-40	To note
14.	11:35	Legislative Update on the Children (Care, Care Experience and Services Planning) (Scotland) Bill	CW	CHS-2526-41	To note
15.	11:40	Digital Update	LH	CHS-2526-42	To note

ITEMS FOR APPROVAL

16.	11:45	PaCC Annual Work Plan	KD	CHS-2526-43	To approve
17.	11:50	ARC Annual Work Plan	SA	CHS-2526-44	To approve
18.	11:55	AOB	Chair	verbal	To update
19.	12:00	Date of Next Meeting			
		25 March 2026, 10am – 12pm, Conference Room 2, Thistle House, Edinburgh			

Board Meeting
1st Meeting 2025/26
10 December 2025 at Thistle House, Edinburgh 10:00 – 12:00
DRAFT MINUTE

Present	Katharina Kasper (KK)	Chair
	Sean Austin (SA)	Depute Board Chair/ARC Chair
	Katie Docherty (KD)	Board Member/PaCC Chair
	Robert Dorrian (RD)	Board Member
	Claire Kettlewell (CK)	Board Member
In Attendance:	Elliot Jackson (EJ)	CEO/National Convener, CHS
	Lynne Harrison (LH)	Director of Business and Finance, CHS
	Carol Wassell (CW)	Director of Positive Outcomes, CHS, (via Microsoft Teams)
	Nick Rougvie (NR)	Sponsor Team Lead, Scottish Government (Via Microsoft Teams)
	Taiba Ali (TA)	Legislation and Policy Leader, Children's Hearings Sponsor Team, Scottish Government (via Microsoft Teams)
	Frieda Cadogan (FC)	Governance Office, CHS (Note Taker)
Apologies:	Ronnie Corse (RC)	Board Member
	Bethany Cunningham (BC)	Interim Director of Tribunal Delivery, CHS
	Joanne O'Leary (JO)	Director of People and Culture, CHS
	Barbara Neil (BN)	Board Member

	Item	Decisions Taken
1.	Welcome & Apologies Apologies received from RC, BN, JO, and BC. The Chair welcomed CK to their first Board meeting.	
2.	Declaration of Interests There were no declarations of interest.	
3.	Approval of the Minute from the Meeting on 24 September 2025 Minute from the meeting on 24 September 2025 was approved as an accurate record.	
4.	Action Log Update Action log noted with no actions to take forward from the meeting on 24 December 2025. Decisions taken by the Board at each meeting will be recorded on the minute from the January 2026 meeting going forward.	Meeting minute template to be updated from Jan 2026 onwards
5.	Chair Update The Chair provided a verbal update on the following key points since the last Board meeting in June: <ul style="list-style-type: none"> • Board Strategy Session took place on 6 and 7 November with all Board and Executive Team in attendance. • Excellent and informative reports provided by the Executive Team which provided the Board with a clear overview of CHS Strategic aims. This was particularly helpful for the three new Board members. 	

Agenda Item 3. CHS-2526-33

	<ul style="list-style-type: none"> The session focussed on the key organisational aims and the challenges faced to ask for Board input to help shape the organisations strategic direction going forward. The group had a fabulous session with the Experts by Experience Group which was a real highlight. This was a great opportunity to meet the group and get to know them better through a well-structured session. Options on how the experts can participation more in Board discussions to further enhance and inform the future strategic direction of the organisation, were explored. Suggestions were made by the group, and these will be taken forward. 	Enhanced engagement with Experts by Experience Group going forward.
6.	Audit and Risk Committee (ARC) Chair Update	
	<p>SA provided a verbal update to the Board from the last ARC meeting which took place on 18 November 2025 by highlighting the following:</p> <ul style="list-style-type: none"> First meeting of the new Board and Committee Members RC and CK with great input. BC has now moved to the People and Culture Committee (PaCC). Key areas for ARC to monitor in terms of assurance on strategic risk including the integration of the Learning Academy into CHS and The Promise Bill. The group discussed the importance of good governance, considering the Historic Environment Scotland (HES) audit and upcoming outcome report. SA shared the link to this information with ARC members. Lisa Duthie from Audit Scotland sits on CHS ARC and is also the lead auditor for HES therefore main points from report will be highlighted and discussed at ARC. There was nothing significant within the External Audit General Audit Report, for CHS. Audit Scotland will continue to highlight anything relevant in future for CHS through ARC. CHS Internal Audit Plan is on track, and a review of CHS operational risk management arrangements is now complete with recommendations being made. This is welcomed by LH and the team and will be taken forward. ISO 27001 accreditation process is on track and progressing well. Stage one is now complete with an audit of CHS policies by external auditors. Stage two is now ongoing until the end of April/beginning of May 2026. The Annual Fraud Report and Fraud Corruption Prevention Policy was approved as part of CHS statutory governance requirements. There were no changes since the previous report was approved. The Chair thanked SA for the update, and no further comments/questions were raised. 	Update was welcomed and noted.
7.	People and Culture Committee (PaCC) Chair Update	
	<ul style="list-style-type: none"> KD provided a verbal update to the Board and highlighted that there has not been a meeting of the Committee since the last Board meeting therefore nothing to report. The next PaCC meeting is on 16 December, and an update will be provided at the next Board meeting on 28 January. 	
8.	National Convener/CEO Update	

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EJ introduced the paper to the Board for update and highlighted the following points:

- **Point 3.1 - Redesign Board and Non-Legislative Workstreams**
 - The Redesign Board met on 27 November in Glasgow with a focus on bringing together all non-legislative workstreams together to evaluate current position.
 - Data was discussed and the role of the local authority in relation to the feedback loop. Requirement under Section 181 for the National Convener to ensure this is done. Discussions were encouraging with technological solutions in place now to achieve this.
 - A new Cultural Workstream is being taken forward with Social Work Scotland taking the lead for this workstream, with support from CHS. This will have a focus on the relationships between Social Work colleagues and Panel Member colleagues. This will include joint training, amongst other things. This is progressing well, and a scoping exercise is currently underway with outcomes expected in the new year.
 - The Redesign Board acknowledged the excellent new appointment of Joanna MacDonald as the first every Chief Executive of the National Social Work Agency and National Chief Social Work Advisor.
 - There will be an ask of the wider stakeholder community to join the Redesign Board with a Scottish Government (SG) led event to explore the role of the Board, within the first few months of 2026. Key stakeholders will be invited.
- **Point 3.2 - New Practice Guidance Resource: Responding to the needs of infants, babies, and very young children**
 - The resource was launched on 24 November with a focus on this at the Townhall Webinar on 4 December. This has been very well received by the panel member community as they have been asking for more guidance on this.
 - Dr Helen Windcup, Senior Lecturer at the University of Stirling presented at the Town Hall with discussion led by David Mackay, CHS Practice and Policy Team Manager and Aileen Hemming, Lead Panel Practice Adviser for the Southeast Region. This was hugely beneficial to enhance the learning and advice around this.
- **Point 3.3 - Chair Greeting the Child**
 - An evaluation of the project has been underway since September, and this has now been rolled out across Scotland. This was initiated by young people in Moray, and the evaluation will be shared with them. This is an excellent example where the voice of young people has directly contributed to system change.
- **Point 3.7 Improving the Support for Learning to the CHS Community**
 - Learning at CHS has gone through a recent significant Change Programme. This programme has looked at our learning needs into the futures and takes account of Panel Members views where they would like greater flexibility around their learning to include more blended learning opportunities that uses high quality digital solutions as part of that. The change programme is on track and on

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	<p>budget and is being led by CW and JO. One to one consultation is currently ongoing with colleagues as part of the next phase under the reform lens. A new structure will be in place by 31 March 2026.</p> <p>The following points were raised/agreed following discussion:</p> <ul style="list-style-type: none"> • EJ will prepare a schedule with the timescales for each Redesign Board workstream/project for the Board. This will help understand level of support required from CHS in terms of objectives, deliverables, and timescales against CHS objectives. • CHS colleagues are involved at strategic level in each of the nine workstream as well as the Redesign Board itself. This is adding significant additional pressure to the teams. This will be considered in preparation of the CHS 2026/27 business plan. • The Board noted the demand in the wider sector for changes to learning so good that CHS are looking at this through the CHS Learning Transformation Programme. The Board were reassured by the ongoing discussions between the SG and CHS and understanding of the need to spend to save. All options will be explored for best value. • The Board noted the huge strides that have been made in improvements to the hearings with the Chair Greeting the Child now in place. A question was raised around the potential for hearings to begin before the introductions have been made and whether there have been any issues with an increase in appeals. Laura Conachan, Tribunal Delivery Manager will be delivering a presentation and discussion session at the Board Development Session this afternoon to explore all this further but initial feedback is that this is hugely welcomed and is progressing well. 	Redesign Board Workstreams – Timeframes to be presented at January Board
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ITEMS FOR NOTING

9.	Finance Update P7	
	<p>LH introduced the paper to the Board with the following points highlighted:</p> <ul style="list-style-type: none"> • Currently in the process of the Spring Budget Review (SBR). There are no concerns with SG committed to meeting funding gaps. • CHS continue to engage with SG on financial pressures and five-year target submission on 20% savings on corporate costs. CHS will look at other areas for potential to help with savings. It is expected that CHS can release one off cost back to SG this year and next and this will be reflected in the P9 report that will come to the Board. • The UK budget announcement has been delayed leading to a delay with SG budgets. Assumption remains that this will come to the Board in March for agreement. <p>The following points were raised/agreed following discussion:</p> <ul style="list-style-type: none"> • If CHS receives a flat cash budget settlement, the Board highlighted the importance of receiving the SG letter of comfort that CHS have received in previous years to meet the financial needs throughout the year. • EJ reassured the Board that there is good understanding from SG of our position under the context of reform. SG have a strong commitment to improve our Grant in Aid (GiA) position going forward. They understand that CHS funding pressures will increase under reform. 	

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	<ul style="list-style-type: none"> The Board were reassured that CHS and SG continue to engage, and good discussions have taken place. Andrew Watson, Director for Children and Families will attend the March Board meeting to talk to this. The Board will be kept fully informed as things progress. The Chair thanked LH and the team for the report and update. 	The report was welcomed and noted.
10.	Strategic and Business Planning Update	
	<p>LH introduced the paper to the Board for noting with the following points highlighted:</p> <ul style="list-style-type: none"> The CHS Change Team which includes the Project Management Office, will re combined and restructured under a new Strategic Planning and Delivery Team. Both teams have been full consulted on this and work done to incorporate their views and thinking around this. The advert for a new Senior Manager to lead the team has been published and the Board will be kept updated on progress. The Board noted the update and support the plan for an initial one-year plan for the last year of the CHS Strategic Outlook, and a further three-to-five-year plan once more is known about the legislation and potential new parliament. 	The Board noted the update and supported the proposed plan
11.	Legislative Update	
	<p>CW introduced the paper to the Board for noting with the following points highlighted:</p> <ul style="list-style-type: none"> UNCRC principles are embedded within CHS training to our community and staff colleagues, as well as throughout the CHS Quality Strategy. The next statutory report is due in 2026, and links will be made with CHS objectives and the principles to demonstrate alignment. The previous UNCRC report will be shared with the Board for information. NR commented that Sarah Bird, Practice and Policy Advisory for CHS has a key role in developing some of the practice elements which do not require legislation but can be actioned through good practice and policy. Sarah is on a professional placement with the SG Sponsor Team until March 2026 to support the practice and policy components of the Children (Care, Care Experience and Services Planning) (Scotland) Bill (CCCESP). NR left the meeting. The Board welcomed the update, and the Chair thanked CW and the team for a clear view of a complicated legislative landscape. Following a question raised around CHS being asked to attend any of the Education and Children's Committee, it was advised that there has been no request for this yet. The Board asked how much resource is being applied to the implementation of all of this. It was advised that capacity will be looked at alongside the Business Planning process for the year ahead. Capacity does remain a huge challenge; however contingency plans will be put in place to provide Board assurance. Planning began early in the process for extra capacity within the Policy and Practice Team, which is now in place which is positive. 	<p>Previous UNCRC report to be shared again with Board for information</p> <p>The Board welcomed and noted the update.</p>

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	<ul style="list-style-type: none"> EJ advised that SG would support additional staff recruitment in relation to CCCESP if required. Priorities will need to be reviewed around competing challenges and there will be a need to be agile and flexible. The Board commended CHS on the implementation of the UNCRC principles and that CHS is a recognised sector leader on children's rights. In relation to the Care and Justice Bill, SA recommended a podcast on restorative Justice and the power of this, from the BBC. FC will send the link to this to the group. 	Link to be shared on podcast re restorative justice
12.	Recruitment Update	
ITEMS FOR APPROVAL		
13.	Board Standing Orders	
	<ul style="list-style-type: none"> The Board approved the reviewed document. This is reviewed on an annual basis as part of CHS governance requirements. As part of this process, the updated document will be published on the CHS website. 	Document approved for publication.
14.	Board Workplan 2026	
	<ul style="list-style-type: none"> The Board Workplan for 2026-27 was approved by the Board This is part of CHS annual governance arrangements to review and update the work plan where appropriate. This is subject to amendment throughout as items emerge and is used for planning purposes. 	The Board approved the draft workplan for 2026/27
15.	AOB	
	<ul style="list-style-type: none"> The Chair advised that a letter has been sent to the Natalie Don-Innes, MSP, Minister for Children, Young People and The Promise, with an invitation to meet the Board in March. This is an opportunity to reflect upon the positive reforms around the Hearings system and to thank the Minister for her work on improving outcomes for children and young people before leaving office. The Board will be updated if the Minister can attend. 	
16.	Date of Future Meetings	
	28 January 2026, 10.00am – 12pm, Conference Room 2, Thistle House/ Microsoft Teams.	

CHS Board Meeting Action Log



Ongoing	0
Overdue	0
Delayed	0
Complete	5
Not Started	0
Closed	0
TOTAL	5

Action No	Paper Ref (not for SLT)	Action Title	Action Details	Date Added	Due Date	Owner	Lead	Update	Status	Completion Date	Additional Comments
9		Restorative Justice Podcast Link	Link to BBCs The Punch restorative justice podcast to be shared with the Board.	Dec-25	Jan-26	FC	EJ		Complete		Complete - sent 21.01.26
10		UNCRC Report	Previous UNCRC Report to be shared again with the Board prior to the new one being created in 2026.	Dec-25	Jan-26	FC	CW		Complete		Complete - sent 21.01.26
11		Meeting Minute Template	Meeting minute template to be updated from Jan 2026 onwards to show key decisions made and actions.	Dec-25	Jan-26	FC	EJ		Complete		New column added for minutes of 10/12/25 meeting and will be carried forward to future meetings.
12		Redesign Board Workstream	EJ to provide an update at the next Board meeting in January 2026 on the Redesign Board workstreams in relation to key timescales and resource implications against CHS objectives.	Dec-25	Jan-26	CG	EJ		Complete		Update in NC/CEO Report for January 2026.
13		Board Standing Orders	Following approval at the December Board, the updated document will be published on the CHS website.	Dec-25	Jan-26	FC	LH		Complete		Published on website 16/01/26

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	Budget Planning 2026/27 - Update
Responsible Executive:	Lynne Harrison, Interim Director of Business and Finance/Depute CEO
Report Author:	Klaus Berchtenbreiter, Finance Manager

1. Purpose of Report
1.1 The purpose of this report is to inform the Board of the published budget GIA settlement awarded to CHS for 2026/27 and note the update on budget planning for 2026/27.
1.2 Any member wishing additional information should contact the Executive Lead in advance of the meeting.
2. Recommendations
2.1 The Board is asked to note the report.
3. Key Points for Discussion
3.1 2026/27 Budget position and SG published budget
3.1.1 The Scottish Government budget was announced on 13 th January 2026. Following publication, we can confirm that we have been awarded budget as 'flat cash' for revenue against 2025/26 figures, and an increase to our capital budget: GIA of £5,301m revenue (including cash and non cash elements and adjustment to support National Insurance contributions) and a capital budget of £836k. This results in CHS having a forecast funding gap on revenue of £6,414 million, but capital will be fully funded. This reflects a continuation of the position CHS has been operating under for the past 4 years. Following the budget announcement, the Chief Executive and Depute Chief Executive met with Andrew Watson, Director for Children and Families, SG Finance and Sponsor Team colleagues. CHS highlighted the significant budget pressure versus the published Grant In Aid figure and the required mechanisms to obtain confirmation from SG to support the full established financial need for the budget 2026/27 were discussed. Andrew Watson gave strong assurances to support CHS' proposed full forecast budget through Autumn and Spring Budget review process, as has been completed in previous years. A defined structure of meetings between now and the new financial year are in place with SG colleagues to support the budget process including, as has been

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	<p>received in prior years, securing a Letter of Comfort regarding pressures being carried.</p> <p>Separately the Chief Executive and Accountable Officer has written to Andrew Watson identifying the challenges and organisational risks of operating within a budget context where published figures do not represent organisational budget requirements.</p>
3.2.5 CHS Forecast Budget	<p>The forecast budget is shown below for noting. As agreed with SG, to support Public Service Reform savings and congruent with the decision to move to a single Panel Member recruitment campaign in 2026/27 this has been adjusted down by £200k revenue vs the forecast approved within the CHS 5 year financial plan approved in September 2025.</p> <p>The final budget will be presented at the March Board for approval.</p>

	2026/27 Annual Budget
	£000
Resourcing	6,877
Chairs and Specialist Panel Members'	6,877
Resourcing total	6,877
Board	72
Training, travel and subsistence	130
Property	152
Other Operating Costs	276
ICT Costs	1,205
Corporate Costs	29
Panel and AST Expenses	562
Panel and AST Training	736
Support for hearings	400
Volunteer recruitment	200
AST Devolved Funding	386
Operational cost infrastructure to support new bill	551
Total operational costs	11,025
Capital	780
Budget requirements	11,805

4.	Key Risks
4.1	No new risks for the 2026/27 budget have been identified following this report.

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5.	Risk Register
5.1	Already exists as a risk on the risk register. No Update to risk register required.
6.	Impact on Inequality/Rights
6.1	No impact assessment required.
7.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
7.1	N/A
8.	Resource Implications
8.1	No known resource implications.
9.	Appendices
	None.

Agenda Item 9a. CHS-2526-36

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	National Convener/Chief Executive Board Update
Responsible Executive:	Elliot Jackson, NC/CEO
Report Author:	Elliot Jackson, NC/CEO

1.	Purpose of Report
1.1	<p>The purpose of this report is to ask the Board to note the update from the CHS National Convener/CEO on a range of organisational activity between the last Board in December 2025 and now.</p> <p>The report provides bite sized updates that can be expanded upon during the Board meeting. Other, more detailed reports on Legislative reform, resourcing, digital and strengthening our Volunteer Leadership through the Panel Engagement Leads are covered separately on the agenda.</p>
1.2	Any member wishing additional information should contact the National Convener/CEO in advance of the meeting.
2.	Recommendations
2.1	The Board are asked to note the paper and update provided by the CHS National Convener/CEO.
3.	Key Points for Discussion
3.1	Redesign Board and Non-Legislative Workstreams
3.1.1	The Children's Hearings Redesign Board is a group of leaders from organisations that have a statutory responsibility for the operation and management of the Children's Hearings System.
3.1.2	<p>The group meet regularly to provide strategic oversight for the transformation of Children's Hearings. One key element is the programme of work initiated to house the changes to Children's Hearings that do not require legislative reform to progress. Although not in need of legislative change, they require a co-ordinated, multi-agency and highly collaborative approach, with each organisation prioritising the work to deliver an impact to the child and their hearing. The Planning and Implementation Group, co-ordinated by the Scottish Government has a key role in the operational oversight and delivery of this programme of work, and report to the Redesign Board.</p>
3.1.3	<p>There are currently eight projects mapped on a timeline to 2030 (See Appendix 1). Four of the projects are active with identified project leaders and multi-agency membership. Each of the active projects has a project member from Children's Hearings Scotland contributing alongside partners. We have identified the expertise needed from CHS for each project and have contributions from Quality, Practice and Policy and Tribunal Delivery.</p>

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3.1.4	Most projects are in the discovery phase, understanding of the levers and context of change, and considering change ideas that will have an impact for a child's hearing. Where relevant, the voice of lived experience is directly involved and contributing to the project which is most evident in the Planning and Preparing for Hearings Projects which has project leadership from Our Hearings Our Voice and contribution from the Experts by Experience from CHS.
3.1.5	The four remaining projects that are due to launch in the coming twelve months, will be allocated project leadership shortly and their initiation planned. CHS expect to provide project leadership to the During a Hearing Project that will launch mid-2026.
3.1.6	The contribution of CHS to these crucial projects is a priority and we will continue to ensure that each project has the CHS resource needed for a collaborative and impactful outcome. Within our wider CHS Hearings Redesign 2030 Programme, it is crucial that we ensure adequate and co-ordinated resource for all reform work, spanning non legislative and legislative change brought by the Children (Care, Care Experience and Service Planning) (Scotland) Bill.
3.1.7	Periodic updates will be provided to the CHS Board.
3.2	Foundations for Learning
3.2.1	Since December 2025, we have been in consultation with the Learning Team about the future of learning within CHS and how we best structure the team to ensure we are appropriately resourced. We have nearly completed this process and anticipate final decisions will have been made in relation to people in roles and posts by 24th January.
3.2.2	Despite an extensive recruitment campaign for the Learning Transformation Manager post, we were unsuccessful in securing the right candidate and are currently seeking to fill the post with the support of a recruitment consultant who has specialism in Learning. We hope to have candidates to interview by the middle of February.
3.3	Pre-Service Training Update
3.3.1	Pre-service training delivery began on the 13 January, seeing fourteen cohorts of learners across the country engaging in a comprehensive package of learning (including confidence in chairing, becoming qualified to chair at the end of their course) until mid-April. They attend seven full day sessions and complete pre and post assessment work. The Learning Team is fully resourced to deliver the programme, with contingency plans in place should any staffing issues arise.
3.4	Business and Corporate Parenting Plan 2026/27 Update
3.4.1	It has been two years since the new CHS operating model was implemented that created the two separate functions of Change and Innovation and the Programme Management Office (PMO).
3.4.2	At the time of the full restructure, the organisation decided to separate the two functions to ensure that the firewall between delivery and reporting was

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	<p>independent and protected. This separation is commonplace amongst large scale public and private organisations. These functions have contributed enormously across CHS during that time. They have embedded robust governance and reporting structures, delivering greater accountability and responsibility. They have also improved programme and project management disciplines and behaviours across the organisation and finally, they have delivered successful organisational outcomes through programme/project framework. These functions were located within two separate directorates. The Change and Innovation Team reporting into the CEO/NC and the PMO function reporting into the Director of Business and Finance.</p>
3.4.3	<p>We had committed to review the Change and Innovation Team structure within the first two years of operation, with the purpose being to consider the size, structure, leadership, and ongoing line management arrangements to ensure that it was right sized for the significant change journey ahead. The review was expanded to encompass the PMO team due to its current strong, and interlinked, relationship with the Change and Innovation team.</p>
3.4.4	<p>Following extensive consultation with staff involved, we have made the decision to merge Change and PMO into a new Strategic Planning and Delivery Team. This exciting new function will enable us to expand on our approaches to project and programme management learned over the past two years.</p>
3.4.5	<p>A key first focus of the team will be to deliver the CHS Business Plan for 2026/27 for approval to the Board in March. Thereafter, the team will build an engaging approach the development of the CHS Strategic Outlook 2027 onwards as we move into an exciting period of reform through to 2030 and beyond.</p>
3.5	<p>Communications Forward Look</p>
3.5.1	<p>Miranda Banks, Senior Communications Manager continues to help shape and steer our strategic and operational communications across CHS. Over the next quarter, and into the summer, we will focus on positioning our internal and external comms around the following five themes:</p> <ul style="list-style-type: none"> • Reforming the children's hearing system - Work to reform the children's hearings system and prepare the organisation for significant change will be a particular focus over the next quarter. Whilst implementation of the Care and Justice Act has been delayed until early 2027, the CCCESP Bill has now entered Stage 2, and we will be working closely with key decision makers to shape its progress before the Holyrood election. Alongside this we are working collaboratively to influence and implement a range of non-legislative reforms to the children's hearings system. • Digital Reform - As part of major reform of our digital and data reform processes we are working with Data Orchard, a renowned social enterprise, to develop a CHS data strategy that will help us capture and utilise data to evidence, improving the work we do. We are also embarking on a digital rebalancing project with SCRA that will allow CHS to access data within CSAS, transforming our ability to bring evidence, evaluation and quality

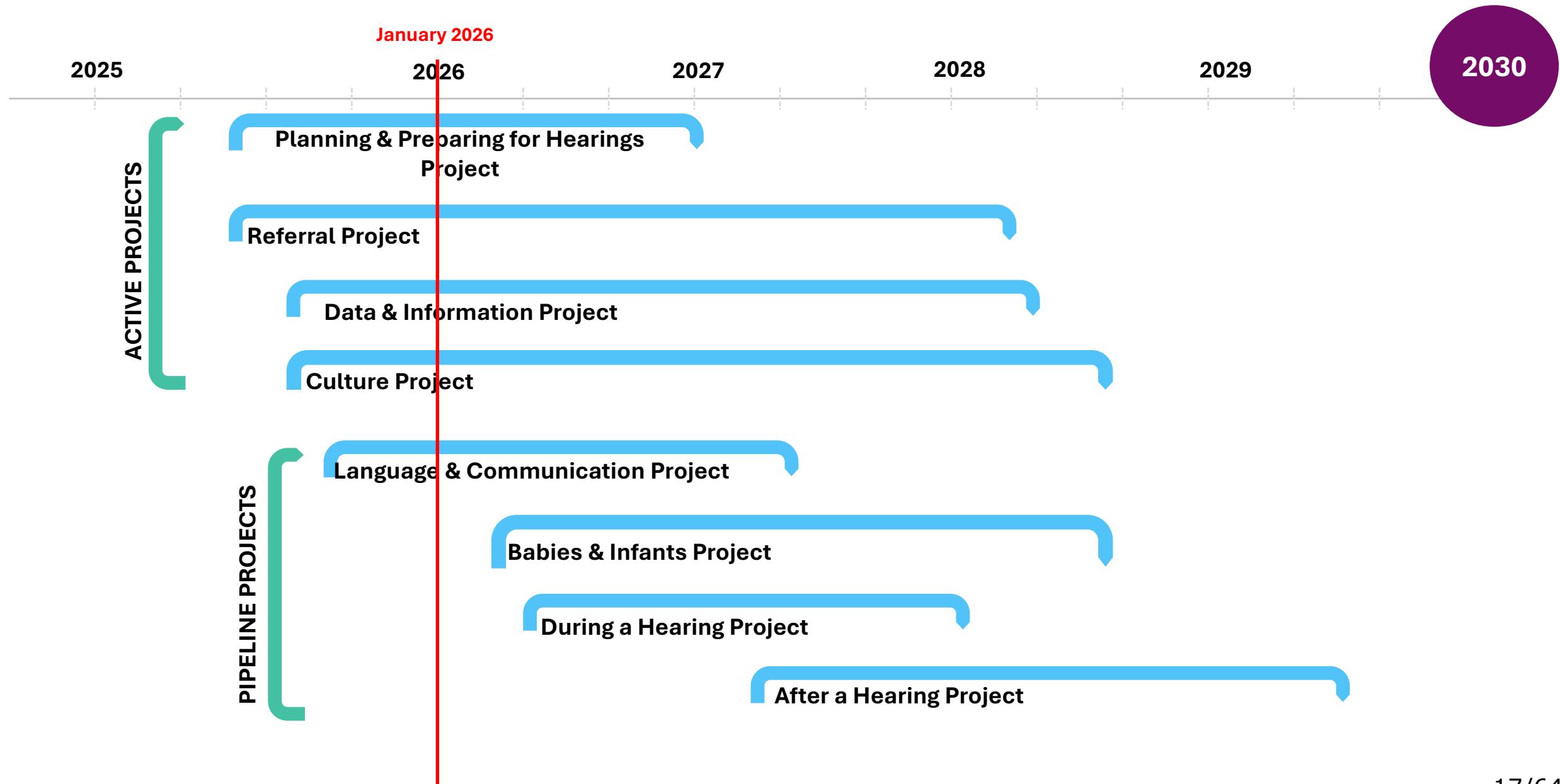
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	<p>assurance into our work and supporting more person-centred rota scheduling.</p> <ul style="list-style-type: none"> Business Planning - The new Strategic Planning and Delivery team is now in place, and they are working with colleagues at pace to update the Corporate and Parenting Business Plan for March. Work to develop the Strategic Outlook 27-30 is on hold until the spring when we know the outcome of the CCCESP Bill. Learning for the Future - Shaping the future of the Learning team is ongoing and we will update the CHS community when this is concluded. This is an important step in setting the necessary foundations for our Learning Strategy. In the meantime, over 220 new panel members have begun their pre-service training which will conclude in April. Strengthening leadership capacity - Meeting the challenges ahead will require strong leadership, and from January we will commence work to strengthen this capability through a senior management training programme that builds the skills and mindset needed to create a consistent leadership culture.
4.	Alignment to CHS Strategic Outlook
4.1	<p>This work is aligned to the CHS Strategic Outcome 2024-2027:</p> <ul style="list-style-type: none"> Theme 1 - Delivering Positive Outcomes <ul style="list-style-type: none"> Objective 1 - Develop a 5-year learning strategy to maximise learning impact across CHS. Objective 2 - Quality will be the cornerstone of our hearings system. Objective 3 - Upholding and promoting children's rights is at the forefront of what we do, and those rights are well understood by our people. Theme 2 - Driving Transformation <ul style="list-style-type: none"> Objective 1 - Work with partners and stakeholders to lead and influence change. Objective 2 - We will become a data-informed and data-driven organisation. Objective 3 - We will make effective use of technology, capitalising on its potential for enhancing performance and delivering efficiency. Theme 3 - Valuing Our People <ul style="list-style-type: none"> Objective 1 - Implement a three-year People Strategy that attracts and retains top talent and committed individuals and drives the success and sustainability of the organisation. Objective 2 - The organisational design remains agile, adaptable, and responsive to support ongoing organisational transformation. Objective 3 - To become a more inclusive and diverse organisation and create a culture where everyone feels valued, included, and engaged. Objective 4 - to develop our people capabilities.

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5.	Key Risks
5.1	No risks identified in relation to the paper. Any risk in relation to any specific areas detailed in the paper have been considered and reflected in the CHS Strategic Risk Register.
6.	Risk Register
6.1	As above.
7.	Impact on Inequality/Rights
7.1	Not required for this specific paper, however any requirements for an impact assessment in relation to the individual areas outlined in the paper will have been considered separately.
8.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
8.1	Not required for this specific paper, however any requirements for engagement in relation to the individual areas outlined in the paper will have been considered separately.
9.	Resource Implications
9.1	None in relation to this specific paper, however any resource implication in relation to the individual areas outlined in the paper will have been considered separately.
10.	Appendices
	Appendix 1 - Non-Legislative Workstreams Diagram

TIMELINE OF PROJECTS – Redesign Board Workstream



Agenda Item 10. CHS-2526-37

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	Strengthening our Volunteer Leadership through the Panel Engagement Lead Role
Responsible Executive:	Bethany Cunningham, Interim Director of Tribunal Delivery
Report Author:	Tracey Sharp (Tribunal Delivery Manager) Bethany Cunningham, Interim Director of Tribunal Delivery

1. Purpose of Report
1.1 The purpose of this report is to update the Board on the work and findings of the Panel Engagement Lead (PEL) Short Life Working Group (SLWG), established to review the effectiveness, consistency and sustainability of the PEL role.
1.2 The report summarises the evidence gathered through engagement with volunteer PELs and regional colleagues, outlines the key themes identified, and sets out the resulting recommendations aimed at strengthening volunteer leadership capacity and wellbeing. The PEL role has now been in place long enough for meaningful patterns to emerge. While early implementation focused on establishing the role locally, the organisation has reached a point where greater clarity and consistency are required to ensure the role remains sustainable, valued, and effective as part of CHS's volunteer leadership model.
1.3 The Board is asked to note and endorse the proposed direction of travel for the PEL role and to approve the underpinning principles for a clearer national framework, with detailed operational implementation delegated to the Tribunal Delivery Directorate from February 2026.
2. Recommendations
2.1 The Board is asked to: <ul style="list-style-type: none"> • Note the findings of the PEL SLWG and the evidence base underpinning its conclusions • Endorse the proposed direction of travel to strengthen clarity, consistency and support for the PEL role • Approve the principles for a clearer national framework for PELs, with operational detail and phased implementation delegated to Tribunal Delivery from February 2026
3. Key Points for Discussion
3.1 Background and Findings
The Panel Engagement Lead (PEL) role was introduced in 2024 to strengthen engagement between the panel community and the Regional Tribunal Support

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Model. While the role has delivered clear benefits, its implementation and impact have been inconsistent across and within regions. This reflects differences in the size and shape of Regions and whether the role was taken on by existing volunteer leaders or newly appointed PELs. To capitalise on progress to date and ensure the role remains fit for purpose as CHS continues its transformation, a Short Life Working Group (SLWG) was established to review the effectiveness, consistency, and support structures surrounding the PEL role.

The SLWG engaged 28 volunteer PELs (30% of the cohort) across three themed subgroups, supported by a survey with a strong response rate. The work examined alignment with the role descriptor, communication and engagement practices, recruitment and reappointment processes, and induction and onboarding arrangements.

The SLWG heard consistently that, where the PEL role is well established and well supported, it is working very effectively. In a number of regions, PELs and Regional Leadership Teams, particularly Wellbeing Coordinators, are working closely together with a clear and shared focus on Panel Member wellbeing and support. In these areas, PELs are visible, trusted and embedded within the volunteer community.

PEL feedback highlighted that the role often extends beyond engagement activity alone. PELs frequently support the organisation's learning culture, have a strong presence at local events, and are commonly viewed as the "go to" point of contact for volunteers seeking advice, reassurance or connection. This reinforces the PEL role as a crucial volunteer leadership role within CHS, rather than a purely functional or communications-based one.

To ensure the review reflected a broad range of experience, the SLWG convened regular meetings with PELs, Wellbeing Coordinators and Partnership Coordinators. This approach enabled the group to develop a depth of understanding around what works well locally and regionally, where there are gaps in consistency, clarity or support, and, critically, what "better" would look and feel like from a volunteer perspective.

The findings identified significant variation in how the PEL role operates locally and regionally, including differences in cohort working, communication practices, meeting attendance, buddying arrangements, and involvement in recruitment and reappointment. This variation reflects an early emphasis on local flexibility as the role was established, alongside differing regional contexts, including variations in size, scale and the number of PELs within regions. In some areas, the role has been taken on by established volunteer leaders moving into the PEL space, while in others it has been filled by newly appointed PELs, requiring different levels of support and oversight.

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	<p>The SLWG concluded that clearer national parameters at the point of establishment would have supported greater consistency, and that this learning should inform how future volunteer leadership roles are introduced. While strong regional leadership has enabled the role to operate very effectively in some areas, the absence of clearer national parameters has limited the organisation's ability to assure consistency of experience, visibility and connection across the volunteer community. Many PELs reported a reduced sense of connection with the wider panel community compared to previous roles, highlighting the need for the role to be more clearly defined, purposeful and visible as part of CHS's volunteer leadership model.</p> <p>The SLWG concluded that this level of variation now presents a risk to consistency of volunteer experience and wellbeing and limits the organisation's ability to assure the effectiveness and sustainability of this key leadership role.</p>
3.2	<h3>Recommendations of SLWG</h3> <p>In response, the SLWG developed a set of proportionate, practical recommendations aimed at strengthening consistency where it matters most, while retaining appropriate local flexibility. These include:</p> <ul style="list-style-type: none"> • Updating the PEL role descriptor to clearly distinguish core responsibilities from additional or locally defined activity • Introducing clearer guidance on cohort working, peer support and buddying arrangements • Improving communication and visibility through agreed communication pathways and shared resources • Establishing a clearer, more consistent recruitment, appointment, reappointment and review pathway • Developing a standardised but locally adaptable PEL handbook to support induction, ongoing reference and wellbeing
4.	<h3>Alignment to CHS Strategic Outlook</h3> <p>4.1 This work aligns directly with CHS's strategic commitment to strengthening volunteer leadership capacity and supporting volunteer wellbeing during a period of continued reform and change.</p> <p>The PEL role is now a core part of the organisation's volunteer leadership infrastructure. Ensuring it operates with clarity, consistency and appropriate support enables:</p> <ul style="list-style-type: none"> • PELs to provide confident, visible leadership within the panel community • Volunteers to experience more consistent engagement and support regardless of geography

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	<ul style="list-style-type: none"> • CHS to offer greater assurance around the quality and sustainability of volunteer leadership roles <p>The proposed approach reflects a deliberate shift from locally variable practice to a nationally aligned framework that supports strong leadership while respecting local context.</p>
5.	Key Risks
5.1	If the current level of variation persists, there is an ongoing risk to consistency of volunteer experience and to volunteer wellbeing. Over time, this may impact confidence in local leadership structures and limit CHS's ability to assure equitable engagement and support across regions.
6.	Risk Register
6.1	There is no requirement for anything to be added to the Risk Register at this stage. The recommendations are intended to mitigate emerging risks through clearer expectations, improved support structures and stronger assurance.
7.	Impact on Inequality/Rights
7.1	An Equalities Impact Assessment is not required for this report. However, the SLWG findings highlight the importance of reducing variation in leadership experience to support inclusion, fairness and belonging across the volunteer community.
8.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
8.1	This work has been shaped through direct engagement with volunteer PELs and regional colleagues. Ongoing communication and engagement with volunteers will be a key part of implementation to ensure transparency, understanding and confidence in the changes.
9.	Resource Implications
9.1	There are no immediate additional resource implications. The focus is on clearer frameworks, guidance and support, delivered within existing Tribunal Delivery structures and are expected to support sustainability by reducing ambiguity and reactive support.
10.	Appendices
	None.

Agenda Item 11. CHS-2526-38

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	Finance report P9
Responsible Executive:	Lynne Harrison, Director of Business and Finance and Depute CEO
Report Author:	Klaus Berchtenbreiter, Finance Manager

1. Purpose of Report	
1.1	The purpose of this report is to ask the Board to note the report and the stated financial position per P9 2025/26
1.2	Any member wishing additional information should contact the Executive Lead in advance of the meeting.
2. Recommendations	
2.1	The Board is asked to note the report
3. Key Points for Discussion	
3.1	25/26 P9 update
3.1.1	CHS has been awarded budget as 'flat cash' for revenue, £4.576k and an increase to our capital budget which is now £803k (this includes cash and non-cash elements). This results in CHS having a funding gap on revenue of £6,798k, but capital will be fully funded.
3.1.2	SG has committed to fully support CHS to meet the funding gap and this has been addressed in year: At ABR, CHS was awarded £4,035k reducing the existing pressures to £2,681k against the latest available forecast per the end of P5 Following detailed work with SG on the SBR, CHS has been awarded £2,650k, that will close the previously existing funding gap and meet pressures.
3.1.3	CHS is still running behind the spending curve. The YTD spend for P9 rests at £6,804, but is in line with previous year's spending patterns. as much of our spend is weighted to the second half of the financial year, especially the last quarter.
3.1.4	For the forecast, we are expecting to reach near full appointment levels towards the agreed CHS establishment structure by the end of the fiscal year. CHS Learning Academy staff have now successfully transferred over to CHS.
3.2 Breakdown	
3.2.1	Cost on property and operating costs are running behind this reporting timeline, as mostly invoiced quarterly but are expected to be within the set budgets.

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3.2.2	ICT cost follows the same spending pattern as in previous years, with slow spending at the beginning of the year, but a tight cost monitoring is in place indicating a slight overspend on the agreed budget.																																																																																
3.2.3	Following a review of CHS Capacity to meet the implementation of CCJA which demonstrates we are on track to meet capacity requirements, a decision not to recruit in January 2026 was taken. This enabled in year savings of £300k which have been returned to SG to support Public Service Reform pressures and is reflected in the forecast below.																																																																																
3.2.4	Panel and AST Expenses continue to be tracked. We are actively engaging with the clerks to send their claims in more frequently and earlier than they have been to allow us to establish a better forecast earlier this year.																																																																																
3.2.5	<p>Children's Hearings Scotland</p> <table border="1"> <thead> <tr> <th></th> <th>Actual YTD Period 9</th> <th>2025/26 Annual Budget</th> <th>forecast @ P9</th> <th>variance to forecast</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>£000</td> <td></td> <td></td> </tr> <tr> <td>Staff</td> <td>4,337</td> <td>6,230</td> <td>6,312</td> <td>82</td> </tr> <tr> <td>+ Board</td> <td>14</td> <td>69</td> <td>69</td> <td>0</td> </tr> <tr> <td>+ Training, travel and subsistence</td> <td>118</td> <td>125</td> <td>200</td> <td>75</td> </tr> <tr> <td>+ Property</td> <td>45</td> <td>145</td> <td>175</td> <td>30</td> </tr> <tr> <td>+ Other Operating Costs</td> <td>197</td> <td>265</td> <td>263</td> <td>-2</td> </tr> <tr> <td>+ ICT Costs</td> <td>465</td> <td>1,079</td> <td>1,143</td> <td>64</td> </tr> <tr> <td>+ Corporate Costs</td> <td>226</td> <td>28</td> <td>285</td> <td>257</td> </tr> <tr> <td>+ Panel and AST Expenses</td> <td>188</td> <td>540</td> <td>350</td> <td>-190</td> </tr> <tr> <td>+ Panel and AST Training</td> <td>868</td> <td>1,444</td> <td>1,192</td> <td>-252</td> </tr> <tr> <td>+ Support for hearings</td> <td>98</td> <td>412</td> <td>300</td> <td>-112</td> </tr> <tr> <td>+ Volunteer recruitment</td> <td>210</td> <td>665</td> <td>458</td> <td>-207</td> </tr> <tr> <td>+ PVGs</td> <td>19</td> <td>0</td> <td>25</td> <td>25</td> </tr> <tr> <td>+ AST Devolved Funding</td> <td>21</td> <td>372</td> <td>150</td> <td>-222</td> </tr> <tr> <td>= Total</td> <td>6,804</td> <td>11,374</td> <td>10,922</td> <td>-452</td> </tr> </tbody> </table>		Actual YTD Period 9	2025/26 Annual Budget	forecast @ P9	variance to forecast			£000			Staff	4,337	6,230	6,312	82	+ Board	14	69	69	0	+ Training, travel and subsistence	118	125	200	75	+ Property	45	145	175	30	+ Other Operating Costs	197	265	263	-2	+ ICT Costs	465	1,079	1,143	64	+ Corporate Costs	226	28	285	257	+ Panel and AST Expenses	188	540	350	-190	+ Panel and AST Training	868	1,444	1,192	-252	+ Support for hearings	98	412	300	-112	+ Volunteer recruitment	210	665	458	-207	+ PVGs	19	0	25	25	+ AST Devolved Funding	21	372	150	-222	= Total	6,804	11,374	10,922	-452
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3.3	<h3>SG introduced Accountable Officer Spend Controls Sept 2025</h3> <p>3.3.1 For Awareness only - In line with Public Service Reform SG have introduced new Accountable Officer Spending controls In relation to expenditure that is new or outside existing budgets and delivery plans, repurposes underspends, or is novel and/or contentious:</p> <ul style="list-style-type: none"> the AO Central Spend Control process must be followed, with no minimum threshold applied This applies to spend with an impact in 2025-26 and/or future years, and for all categories of spend. 																																																																																

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	This is for Board awareness of wider Public Service Reform activity, as it has been confirmed by the Sponsor Team that this does not directly impact CHS.
4.	Key Risks
4.1	No new risks have been identified following this report. The budget for 2025/26 has gone through the approval process and is subject to the already established risks that are being managed via the agreed processes.
5.	Risk Register
5.1	Already exists as a risk on the risk register. No Update to risk register required.
6.	Impact on Inequality/Rights
6.1	No impact assessment required
7.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
7.1	Financial position has been discussed with Director of Business and Finance and after sign-off reported to SG
8.	Resource Implications
8.1	no known resource implications
9.	Appendices
	none

Agenda Item 12a. CHS-2526-39

Meeting:	CHS Board
Meeting Date:	28 January 2025
Title:	Q3 Performance Report 2025/26
Responsible Executive:	Lynne Harrison, Director of Business and Finance
Report Author:	Karen Griffin, Corporate Governance Manager

1. Purpose of Report
1.1 The purpose of this report is to ask the Board to note on the Q3 Performance Report that monitors the delivery of the objectives in the CHS Business and Corporate Parenting Plan 2025/26.
1.2 Any member wishing additional information should contact the Executive Lead in advance of the meeting.
2. Recommendations
2.1 The Board are asked to review and note Appendix A - CHS Performance Report and the following summary and key points.
3. Key Points for Discussion
3.1 Q3 Summary
3.1.1 During the period there were four milestones to be completed. Three have been completed and one has been re-assessed. Completed <i>Milestone 4.2 - Appeals data used to create a feedback loop to panel members to inform practice</i> This milestone was completed with an audit executive summary and recommendations having now been prepared and submitted. Feedback will progress after these reports have been reviewed by SLT and ARC. <i>Milestone 6.1 - Restructure of delivery of an effective learning offer to support Panel Members and the wider volunteer Community</i> Restructure of pre service successfully delivered in each cohort about a third of trainees qualified as chairing panel members adding almost 200 newly qualified chairs to the rota in 2025. <i>Milestone 12.1 - Establish our future digital ecosystem and develop a pathway to deliver it.</i> Excellent partnership and collaborative engagement have taken place over recent months with proposals tabled at CAB on 17th December for the CSAS/@chscotland ecosystem and roadmap which were approved.

	<p><u>Re-assessed</u></p> <p><i>Milestone 1.2 - Develop tools and approach to evaluation and audit, reviewing the national guidance, developing cohesive approaches to evaluation, self-assessment and audit at national and regional levels</i></p> <p>Milestone was separated into two outputs. On track, 1) audit project as at 4.2; 2) evaluation framework - discussions are in progress to identify options/potential framework.</p>
3.2	<p>Key Date Changes</p> <p>3.2.1 <i>Milestone 11.1 - Establish our future data needs and develop a pathway to meet those needs</i></p> <p><i>Milestone 11.2 - Identify the required structure to deliver the data strategy</i></p> <p><i>Milestone 11.3 - Work with partners to develop effective data-sharing practices</i></p> <p>Change from Q3 – Q4:</p> <p>A stakeholder consultation took place and the scope of requirements for the data strategy were mapped out in Q3. The procurement process was longer than anticipated and is now complete and work has commenced. It is anticipated that the delivery of the Data Strategy and roadmap will now be completed by the end of March 2026 (Q4).</p>
3.3	<p>KPI's</p> <p>3.3.1 As per the Q2 Performance Report, the Board are asked to once again note the following reasons for the KPI for "% invoices not in dispute paid within 10 working days, during normal operations" calculated at 48% falling below the set target of 95%</p> <ul style="list-style-type: none"> • Tech issues with e-financials (SCRA and CHS finance operating system) • This system is being replaced in 2026/27. • Supplier's invoices not matching with their support docs (mainly local authority invoices) • Late receiving invoices from suppliers but have much early date on invoice • New Suppliers invoices require Verification Checks (mandatory requirement to prevent fraud) often causes delay due to supplier not responding in timely manner. • Additional pressure points with Finance Year End workload – some deadlines in April for reporting <p>The finance department continue to actively manage these issues and monitor the situation monthly. It should be noted that this KPI reflects SG payment ambitions and not individual invoice payment terms.</p>

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4.	Alignment to CHS Strategic Outlook
4.1	<p>This work is aligned to the CHS Strategic Outcome 2024-2027:</p> <ul style="list-style-type: none"> Theme 1 - Delivering Positive Outcomes Theme 2 - Driving Transformation Theme 3 - Valuing Our People
5.	Key Risks
5.1	No material risks identified.
6.	Risk Register
6.1	There is no requirement for anything to be added to the strategic Risk Register at this stage.
7.	Impact on Inequality/Rights
7.1	N/A
8.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
8.1	There is no requirement for engagement and consultation in relation to this paper.
9.	Resource Implications
9.1	There is no specific resource implication associated with this paper.
10.	Appendices
	Appendix A – CHS Performance Report

Children's Hearings Scotland: Quarterly Performance Report

QUARTER 3 (October, November, December 2025)

Quarter Summary - Milestones:

	Q2 Milestones				
	B	G	A	R	-
Theme 1 - Outcomes	1		1		
Theme 2 - People	1				
Theme 3 - Transformation	1				
Critical Enablers					
TOTAL	3	0	1	0	0

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 in this quarter*	4
Completed in this quarter - Actual	3
Still to Complete/Progressed during year	37
Overall number completed in year to date	5
Ongoing as part of the 2024-2027 Strategic Outlook	TBC
Descoped	0

* as published in the Business Plan

Theme 1: DELIVERING POSITIVE OUTCOMES

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
						1.1 Deliver year 1 of the implementation plan for the Quality Strategy, identifying and progressing key milestones and priority objectives	Progress through Q4	100%	Year one (measure October 2024 publication) priorities delivered. Year two planning has commenced

1	Implement year 1 of the Quality Strategy		1.2	Develop tools and approach to evaluation and audit, reviewing the national guidance, developing cohesive approaches to evaluation, self-assessment and audit at national and regional levels	Complete by end Q3	50%	Two seperate outputs. On track, 1) audit project as at 4.2; 2) evaluation framework - discussions are in progress to identify options/potential framework
			1.3	Develop the resourcing and retention plan for PPAs increasing understand of the role and enhancing the efficacy of deployment	Complete by end Q4	60%	On track. Working closely with colleagues to plan recruitment campaign and priority actions for retention infrastructure
			1.4	Review and align the approach to quality-supporting data including establishment of baseline data	Complete by Q2	50%	Review complete. On-going Work to streamline/align data is progressing. Observation base line data will be established with the new digital observation template
2	Enhance practice and standards across all areas		2.1	Implement and operationalise the agreed plans for participation at CHS through a refresh of our participation activity aligned with the revised Children's Rights and Participation Strategy	Complete by end of Q4	75%	On track. Outreach work being delivered. Range of new partnerships developed. Approaches being embedded in organisational culture as illustrated in impact report. Annual evaluation complete - excellent feedback from young people. Expert by Experience Group established, collaboration with OHOV.
			2.2	Enhance intelligence sharing, information and learning between regional and national teams and improving governance and reporting of complaints and feedback	Complete by end of Q4	75%	On track. Regular meetings and structured information sharing between regional national complaints team and regional. Developing thematic log reporting to ensure regional issues are shared with complaints team to progress thematic issues. Practice and Policy Team engaging with regional staff to identify key topics for resource development in 2025. Still need to improve consistent sharing of data from regional team to national team to ensure all complaints/feedback is shared.
			2.3	Develop the P&P team as the subject-matter experts on all aspects of practice, standards and policy, increasing communications with volunteer community and enhancing levels of engagement with the practice bank	Progress through to Q4	75%	On track. Three new P&P advisors have joined CHS in September 2025, all of whom will be developing specific subject matter expertise in their roles. Regular briefings and training/Town Hall events to the community. Developing expertise of the team in relation to specific policy/practice areas whilst ensure cross-cover. For example secured placement to develop a staff members expertise in the CCCSE Bill.

3	Fulfil our obligations and prepare our people for the implementation of the Children (Care and Justice) (Scotland) Act 2024.	3.1 Deliver the second module of Care & Justice Act Learning to ensure our Panel Community understand the specific needs and impact of trauma and legislation on older young people	Progress through Q4	75%	The build of the second part of C&J e-learning offer is complete, quality assurance and peer review has been completed with CYCJ. Slight delays incurred due to people resource pressures with contractors, however this is not expected to impact CHS objectives or operational plans as SG have delayed enactment of Part 1 to early 2027 and CHS are very well prepared to deliver on statutory training requirements.
4	Build on existing mechanism to capture experience of children and families in the hearings system to drive quality at all levels.	4.1 Implementation and operationalisation of the Experts by Experience group	Complete by Q2	100%	Group fully operational and engaging in operational and strategic issues. High quality and robust support structures in place. Looking to extend membership in 2026 to ensure high levels of engagement of young people.
		4.2 Appeals data used to create a feedback loop to panel members to inform practice	Complete through end Q3	100%	Audit executive summary and recommendations in place. Feedback will progress after reports reviewed by SLT and ARC
		4.3 Creation of Quality Measures and improvement plans aligned to key priorities	Progress through end Q3	50%	Projects in place to shape Quality Measures but further development work needed to clarify quality measures
5	Continue to support and retain our Panel Community through the embedding of regional support structures that promote engagement and provide meaningful	5.1 Review recruitment application process to improve volunteer experience and attract diverse volunteers to join our Community	Progress through to Q4	80%	The application process was improved for 2025 autumn campaign with enhanced Information Sessions to stress the critical nature of the volunteer role as a Panel Member. A structured approach to capturing and supporting declared reasonable adjustments was initiated for this cohort of candidates/trainees. The new digital recruitment application sits within the Capacity Programme as a key deliverable and has been progressed to the live environment early 2026. We now move into the iteration process in readiness for the autumn 2026 recruitment campaign.
		5.2 Review of CHS recruitment campaign to support attraction of diverse volunteer applicants.	Complete by Q4	80%	As part of the Capacity Programme, new approaches to the delivery of recruitment & selection were implemented following workshops with key stakeholders. Equalities monitoring data will be captured to analyse the reach of the campaign.

Provide opportunities for our volunteers	5.3	Develop an internal department plan to manage Capacity across the volunteer community	Progress through Q4	50%	On track, the Capacity Programme hosts key projects related to our volunteer community capacity including collaborative scheduling work with SCRA, rota optimisation and changes to preservice to deliver new chairs to practice sooner.
	5.4	Continue to improve approaches to rota and resource allocation to improve the volunteer experience and enable more effective panel deployment processes	Progress through Q4 and into Q1 2026	50%	We have met with our colleagues in SCRA and are working towards delivering the implementation plan regarding scheduling of hearings work. SCRA have now implemented their new scheduling model in 5 Regions which will be reviewed jointly in January. 2 Regions are scheduled to go live in Q4 with the remaining 2 Regions scheduled to go live in Q1 of 2026. We continue to work on developments in CRM with Brightwire to ensure our communications are targeted to right Panel Members at right time.

Theme 2: VALUING OUR PEOPLE

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	
		Q1	Q2	Q3	Q4				
6	Ensure an effective learning offer is in place to support Panel Member training for the year	Green	Green	Blue	Yellow	6.1 Restructure of delivery of an effective learning offer to support Panel Members and the wider volunteer Community	Complete with ongoing analysis for improvements	100%	Restructure of pre service successfully delivered in each cohort about a third of trainees qualified as chairing panel members adding almost 200 newly qualified chairs to the rota in 2025. The new 'Chairing with confidence' course is focused on supporting those not chair qualified from pre service to reach this aim. MOH work has concluded, with all eligible PMs being given the opportunity to complete their PDA and process of PMs receiving this certificates ongoing. Those outstanding in MOH have been supported into an enhanced training offer of attending chairing with confidence courses. SLT decision is that those outstanding MOH people must attend this course in their reappointment year, if PMs don't attend they can not be reappointed.
		Yellow	Yellow	Yellow	Yellow	6.2 Design and deliver high quality learning offer aligned to the Learning Strategy	Progress through Q4		This work is scheduled to commence in Q4.

7	Progress our ambition to become a Trauma Informed Organisation				7.1	Deliver the 2nd phase of Trauma training modules and resources to all volunteers and colleagues	Progress through Q4	30% volunteers	<p>Language guide embedded in training materials with animation that has been nominated for a national award. CHS working with OHOV and language leaders to progress this work across the sector.</p> <p>In 2025, Trauma Skilled training was launched to the volunteer community and colleagues with a workshop held with SLT and NHS Education for Scotland to review trauma-informed ambitions in line with strategic plans. The plans for roll-out will require NES expertise and are still progressing</p>
					7.2	Continue to embed trauma informed language through the Language in the Hearing Room project	Progress through Q4	50%	
8	Build on our existing approach to how we support our Volunteers				8.1	Implement a nationally consistent approach to wellbeing, recognition and volunteer support.	Progress through Q4	60%	<p>National and local wellbeing and retention efforts continue to support current and new PMs with reasonable adjustments, times of absence, and reflective debriefs after challenging hearings. A consistent approach to check-ins for new PMs was implemented in Q2 and continue into Q4 with themes influencing improvements to learning and wider community work. Digital CRM tool improvements to enable next-of-kin details and other key information to support volunteers continue via Digital colleagues. National work to embed wellbeing and retention through revised processes, policies, and communications routes in place and refreshed communications in Q4 underway.</p>
					8.2	Implement processes to ensure expectations are communicated to volunteers in a transparent and timely manner	Progress through Q4	70%	<p>Volunteer Commitments developed with content incorporated into recruitment campaign communications and will be included in new PM materials (i.e. Welcome Booklet and induction material). Refreshed communications and Hub pages to reflect feedback continues to progress. Joint work with Learning to support expectations of new PMs also underway. Marked amber as volunteer management training and alignment of processes delayed due to capacity constraints.</p>
					9.1	Deliver management and leadership training and development	Progress through Q4	50%	<p>Sm@rt working programme training delivered to line managers across Q1 and Q2. Work to implement Sm@rt Working principles across the organisation from this training to commence in Q4 and 26/27. Core management skills training to be scheduled for Q4. Q3 marked as amber as initially core management skills were intended to be scheduled for Q3 but this has been pushed to Q4 due to capacity concerns in Q3.</p>

9	Implement Year 2 of the People Strategy					9.2	Continuous workforce planning to support organisational design activities	Progress through Q4	75%	Monthly WFP meetings continued. The group has further introduced a biannual strategic workforce planning meeting to ensure that it also considers long term workforce planning aligned with CHS vision and strategic ambitions.
						9.3	Improve offering and promotion of CHS Total Reward package to support our approach to attract, retain and reward colleagues	Progress through Q4	70%	CHS benefits summary updated in April 2025 to include increase volunteer leave allowance and better highlight car benefit scheme. Promotional webinars planned throughout 2025/26 with focused CHS benefits webinar held for team in Q2. The annual Employee Engagement Survey was conducted in Q3 with feedback shared and to be discussed with teams in Q4 to drive retention. The EAP contract procurement will commence in Q4 and into 2026/27.
						9.4	Review and publish CHS approach to EDI	Q1	100%	Reviewed EDI strategy completed and approved by CHS Board. Strategy published in Q2 on CHS website. EDI working group re-established to implement EDI Strategy and Equalities Outcomes monitoring.

Theme 3: DRIVING TRANSFORMATION

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete		
		Q1	Q2	Q3	Q4					
10	Deliver year 1 of the Hearings Redesign 2030					10.1	As a member of the Children's Hearings Redesign Board, agree governance and delivery structures with partners for delivery of the agreed recommendations	Progress through Q4	75%	CHS have strong representation on the Redesign Board and SG Planning Group. Governance and delivery structures are maturing in collaboration. CHS have developed links between external governance and our Hearings Redesign 2030 Programme
						10.2	Develop productive, equitable partnership relationships with our stakeholders nationally and regionally, focused on children and young people's outcomes that drive hearings improvement	Progress through Q4	75%	On track. Established partnership structures with key organisation in the sector including SCRA. Work closely with national CHIP and work has started to establish equivalent regional structures. Representation on a number of national leadership groups in the sector.

	programme						
	11	10.3	Develop an implementation plan for the agreed reforms for CHS incorporating the key strategic, practice and operational changes to the hearing system	Progress through Q4	75%	A Hearings Redesign 2030 programme space has been created that will house the CHS reforms required to keep the promise. This will include legislative and non legislative changes. The legislative reforms are currently progressing through parliament in the CCESP Bill with anticipated conclusion in Q4. Awaiting detailed information on legislative change which will inform activity . The Hearings Redesign 2030 Programme has been initiated at our CHS Change Board and will be the space in which this work will be coordinated across CHS.	
11		11.1	Establish our future data needs and develop a pathway to meet those needs	Complete by end of Q4	10%	Procurement is complete and the external consultants have completed the necessary paperwork to begin work. Planning of January-February activities has begun. Delivery of the Data Strategy and roadmap is now end of March 2026 - a change from the previously planned Q3.	
		11.2	Identify the required structure to deliver the data strategy	Complete by end of Q4		See 11.1 - this is part of the Data Strategy	
		11.3	Work with partners to develop effective data-sharing practices	Complete by end of Q4		This is ongoing	
		12.1	Establish our future digital ecosystem and develop a pathway to deliver it	Complete by end Q3	100%	Excellent partnership and collaborative engagement has taken place over recent months with proposals tabled at CAB on 17th December for the CSAS/@chscotland ecosystem and roadmap which were approved. Implementation has commenced with Discovery work being initiated in January 2026 across two separate tranches with hard deadlines of April 2026. The outcomes will be the starting blocks for clearer pathways for the remaining year and will contribute positively to streamlined digital activity within CHS during the remainder of 2026-27.	

12	Develop new Digital Strategy 2025-30	12.2	Identify the required structure in the digital team to deliver the digital strategy	Complete by end Q4	75%	A number of work streams are in progress (Data strategy development; ISO27001 compliance; understanding of reform requirements) which will influence future digital resource requirements. These are not due to complete until the end of 25/26 and into early 26/27 which will mean this milestone will not be met in year and will require to carry forward to early 2026/27.
		12.3	Drive digital transformation through the Digital Lab taking a systematic approach to planning and delivering digital change initiatives	Progress through Q4	50%	Digital Lab continues to evolve. Joint working to identify and agree the @chscotland /CSAS digital ecosystem have reduced the pipeline discussions to date with this activity being the main focus. This will re-start early 26/27 once this work has been delivered enabling future development to be prioritised. Work has continued to develop supporting infrastructure and documentation to enable Business Leads to work with the Digital Team to articulate and elaborate needs to aid in prioritisation discussions.

ORGANISATIONAL EFFECTIVENESS AND CRITICAL ENABLERS

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete		
		Q1	Q2	Q3	Q4					
13	Further develop and build on CHS's change architecture to support the delivery of critical programmes of improvement					13.1	Continue to evaluate how change is delivered to continually improve practice and process	Progress through Q4	75%	Through the delivery of change programmes, the function has reviewed its impact. This has contributed to the review of Change and PMO functions in Q2 and Q3, with launch date in Q4 for the new team and function.
						13.2	Adhere to good change governance practices, recognising and understanding risks at every stage	Progress through Q4	75%	Risk and issue logs for each programme kept by the change manager, programme group continuation and governance within the change board cycle from PMO. A recent audit of a closed programme gave high levels of assurance
						13.3	Review and enhance the structures around change to ensure we have the skills and knowledge to deliver successful programmes	Progress through Q4	90%	The review of the Change and Innovation team and the PMO team took place in Q2 and Q3 and will conclude in Q4 with the creation of a new function for CHS - Strategic Planning and Delivery team.

14	Fortify and strengthen our cyber and digital security measures				14.1	Gain ISO27001 accreditation and ensure that our security practices and governance are fit for purpose	Complete by end Q1 2026/27	25%	Successfully completed Stage 1 of the certification process in November 2025. Work plans now being prepared for implementation of approved policies and drafting of associated SOPS in preparation of Stage 2 audit by BSI in April/May 2026 for ISO27001 certification.
					14.2	Formalise and standardise the use of process maps and Standard Operating Procedures (SOPs) across the organisation to enable clearer understanding of processes and fulfilment of services	Complete by end Q4		Business and Finance SOPs remain near completion. Additional SOPs being prepared under ISO requirements as set out in 14.1
					14.3	Deliver the Business Contingency Plan and Digital Disaster Recovery Plan testing to ensure CHS is prepared to manage unforeseen critical business impacts	Complete by end Q4		Planned joint testing with SCRA was planned for Q3 but has been pushed to Q4 at the request of SCRA. Preparation has started for the testing of the Digital Disaster Recovery Plan which will be carried out in Q4
15	Build on our established communications channels and approaches to adequately reflect our growth and meet needs of our people and communities				15.1	Respond to the recommendations of the internal communications audit	Complete by end Q4	75%	An Action Plan is being developed in response to the BDO recommendations. This will be shared with SLT along with a communications strategy by the end of Q4.
					15.2	Improve and enhance the communications and engagement platforms and mechanisms.	Progress through Q4	75%	Work to develop our Regional SharePoint hubs is now complete. A six month plan has been created for further content development and an internal review of the hubs will be undertaken in February to identify future improvements. A wider review of community comms will begin in Q4 and this work, along with improvements to staff communications, will continue in the 26/27 business plan.
					15.3	Deploy management information to enhance communications to improve and support the volunteer community	Progress through Q4	60%	Identification of appropriate channels and format for regular leadership communications to the community, will be explored in Q4. This work will continue into 26/27.

KEY PERFORMANCE INDICATORS

	Strategic Theme	Objective	Performance Measure	Baseline	2025/26 Target	2025/26 Performance
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Positive Outcomes – Feedback and Complaints	Objective 2, 4	# Number of feedback items received from children and young people	2023/24: 12 2024/25: 49	100 % increase on last year	Currently 66% of KPI with 66 feedback items received this year. Production of QR codes by SCRA on hearing correspondence has been agreed however this is working with Liedos currently. We are seeking confirmation of date for implementation. This will lead to additional spread/feedback. Additional staff resource now in place working with participation colleagues to increase feedback. Plans are well developed and increased numbers are anticipated in next quarter due to new Feedback and Complaints post focusing on children and young people's feedback and collaboration with participation team - still on track.
Positive Outcomes – Learning	Objective 3, 6,7	% of required volunteers and colleagues who have completed trauma-informed training	2024/25: 91%	100%	99.5% Volunteers 84% Staff (NOTE: all outstanding completions chased on an ongoing basis. As a part of 2025 appraisals, managers will be provided with list of outstanding essential learning to ensure target reached)
Positive Outcomes – Learning	Objective 3, 6,7	% of required volunteers and colleagues completed trauma skilled training	New Measure	100%	N/A due Q4
Valuing our people – Learning	Objective 5,6	% of pre-service trainees who felt that the learning objectives were met	2020/21: 98% 2021/22: 99% 2022/23: 98% 2023/24: 99% 2024/25: 98%	99%	98%
Valuing our people - Learning	Objective 5, 6, 8	% of recommended applicants appointed as Panel Members	2020/21: 83% 2021/22: 75% 2022/23: 84% 2023/24: 83% 2024/25: 79%	90%	76% for January 2025 cohort and 73% for summer cohort (to 31/12/25)
Valuing our people – Learning	Objective 6	% of active and eligible Panel Members who are Chair-qualified	2024/25: 70%	75%	71% (to 31/12/25)

Positive Outcomes – Participation	Objective 4, 5	% of regions involving young people in the design or delivery of the recruitment of panel members	2024/25: 100%	100%	Experts by Experience contributing to the new campaign with our creative agency . For our selection of new Panel Members, Experts by Experience and OHOV shape and contributed to interview questions, including scenario set for candidates to prepare in advance of interview.
Valuing our people	Objective 5,6 ,8, 19	% of all Panel Members due for reappointment within the year who were successfully reappointed	New Measure	55%	52% (to 31/12/25, only includes those who have been through reappointment or have ended service; data will change as year goes on)
Valuing our people	Objective 5,6 ,8, 19	% of Panel Members retained during the year	2021/22: 86% 2022/23: 78.5% 2023/24: 83% 2024/25: 81%	85%	87% (to 31/12/25; data will change as year goes on)
Critical Enablers		% CHS employee attendance keep	2020/21: 99% 2021/22: 85% 2022/23: 97% 2023/24: 97% 2024/25: 98%	95%	97% (to 31/12/25)
Critical Enablers		% invoices not in dispute paid within 10 working days, during normal operations as per set target (not payment terms)	2020/21: 85% 2021/22: 85% 2022/23: 89.3% 2023/24: 87% 2024/25: 84.3%	95%	48% (to 31/12/25)

Record of Changes to Planned Delivery

Milestone(s) Changed	Date of Change	Details of Change	Rationale for Change
Objective 6	Jun-25	Removed C&J from overall objective as it is covered separately in objective 3	Already covered in prior objective
Objective 6.1	Jun-25	Changed timescales to ongoing	Milestone relates to overall function deliverables which are ongoing
Objective 7.1	Jun-25	Completion date changed to Q4	Deadlines extended in agreement with SLT due to current mandatory learning
KPI line 76	Jun-25	Owner changed to Feedback and Complaints	Team who has access to feedback data
KPI line 82	Jun-25	To match last years KPI	To enable accurate reporting
Theme 2	Sep-25	Added owners	To enable accurate reporting
Objective 12.2	Sep-25	Completion date changed to Q4	Final audit assessment due to be carried out in Feb 2026
Objective 5.1	Sep-25	Completion date changed to Q3	Being managed under the capacity programme (Change Architecture)
Objectives 11.1, 11.2, 11.3	Nov-25	Completion date changed to Q4	Deadline extended due to timeline for finding a consultant
Objective 14.1	Dec-25	Date of stage 2 audit for certification changed to Q1 2026/27	Due to volume of work to be completed and increase of hours required by BSI auditors for certification, dates changed to Q1 2026/27
Objective 5.1	Dec-25	Date changed to ongoing through to Q4	Due to changes in digital solutions see 5.1 narrative
Objective 12.2	Dec-25	Completion date changed to progress through to 2026/27	Changes due to a number of work streams require completion first

Agenda Item 13a. CHS-2526-40

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	Q3 Data Summary Report (up to 31/12/2025)
Responsible Executive:	Lynne Harrison, Director of Business and Finance/Depute CEO
Report Author:	Elaine Gray, Data & Performance Analyst

1.	Purpose of Report
1.1.	The purpose of this report is to provide the Board with an overview of the quarterly data.
1.2.	Any member wishing additional information should contact the Executive Lead in advance of the meeting.
2.	Recommendations
2.1.	The Board is asked to consider if all the data provided are still relevant and if there were data they would like to see that is not currently presented.
3.	Key Points for Discussion
3.1.	<p>Disclaimer</p> <ul style="list-style-type: none"> Much of the data reported here are live operational data and subject to change. Data are to 31/12/25 unless otherwise specified. All changes in the data are since Q2-end unless otherwise specified. “Active” is defined as being on rota in the past 3 months or has an assignment (session/observation) in future; for Chairs it does not mean they Chaired.
3.2.	<p>Panel Members:</p> <ul style="list-style-type: none"> 2,165 (-62) Panel Members. 1,879 (-97) active Panel Members = 86.8% (-0.5%). Decrease in Panel Members due to typical ends of service seen each month. The current cohort of trainees are due to be appointed in April 2026.
3.3.	<p>Panel Member target and forecast:</p> <ul style="list-style-type: none"> The current Panel Member target is 2,170 (in preparation for the Care and Justice Act) with an actual of 2,165 = 99.8% (-0.2%). The Panel Member forecast can be seen in Figure 2 of the Board Data Summary. Figure 2 plots a forecast of 193 and 300 appointments for the current cohort and the next campaign. This estimate is based on previous campaign data and data on the number of recommendations from confirmed trainees. The forecast is based on the assumption that CHS will begin to see a noticeable increase in Hearings as a result of the Care and Justice Act in April 2027. The Panel Member forecast indicates that we are currently on track to be able to support implementation of the Care and Justice Act. This is subject to recruitment intake through 26/27, assumptions on implementation dates, and data assumptions made in the forecast, such as ends of service.
3.4.	<p>Chairs:</p> <ul style="list-style-type: none"> 1,449 Chairs (-23) = 66.9% (+0.6%) of Panel Members are Chair-qualified. The percentage has increased due to non-Chairs ending service.

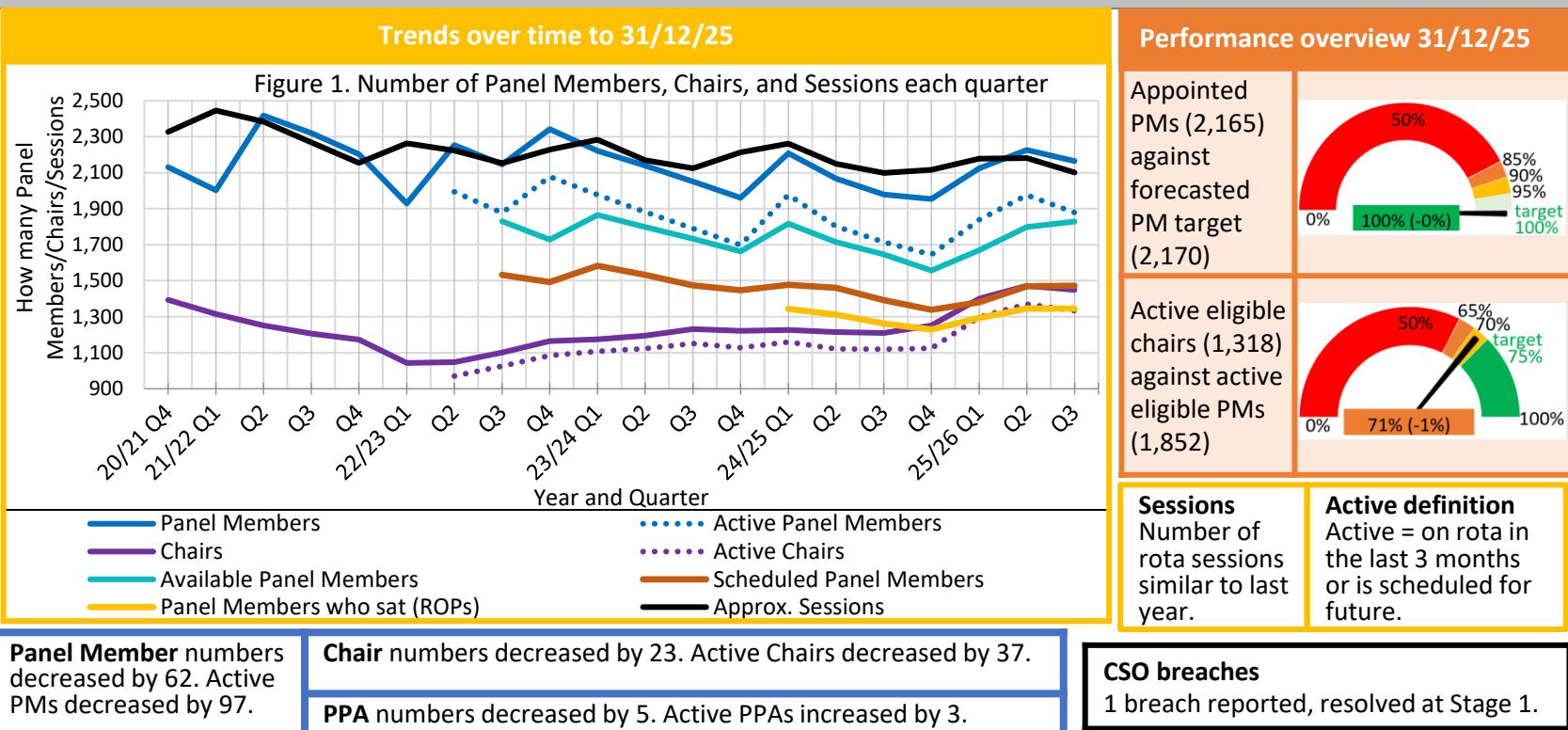
Agenda Item 13a. CHS-2526-40

	<ul style="list-style-type: none"> 1,333 active Chairs (-37) = 70.9% (+1.0%) of active Panel Members are Chair-qualified (again, the active % increases when non-Chair-Qualified active Panel Members end service).
3.5.	<p>Chair target and forecast:</p> <ul style="list-style-type: none"> The target provided in the Performance Overview in the Appendix is the KPI, which states 75% of all active and eligible Panel Members will be Chair-qualified. The target, in terms of the actual number, changes as the number of active and eligible Panel Members changes. The number of active and eligible Panel Members is 1,852 and the number of active and eligible Chairs is 1,318 = 71.2% against the target of 75%. The Chair forecast can be seen in Figure 3 of the Board Data Summary. The forecast is based on recent past trends of the number of Panel Members who have become Chair-qualified, while also taking account of Chairs ending service. As this is new data due to the change in the Chair training now being included in pre-service training, the data is less reliable and the forecast is uncertain. If the forecast is realised, the KPI could be met by the end of 25/26. It is worth noting that the number of Chairs does not directly translate to the number of Panel Members chairing Hearing slots, therefore, a higher number of qualified Chairs may not necessarily ease Chairing capacity unless they actively Chair Hearings sessions.
3.6.	<p>PPAs</p> <ul style="list-style-type: none"> 124 (-5) PPAs. 85 (+3) active PPAs = 68.5% (+3.7%). During Q3, many PPAs were involved in the Panel Member recruitment campaign.
3.7.	<p>Demographics:</p> <ul style="list-style-type: none"> There have been only slight changes in the volunteer demographic information, this is due to no new cohorts being appointed and changes mostly coming from ends of service. Length of service: <ul style="list-style-type: none"> Small increase for Panel Members, now a mean of 5.9 / median of 3.5 years. Small increase for PPAs/AST members, now a mean of 3.6 / median of 2.8 years. Gender: <ul style="list-style-type: none"> Small change for Panel Members – 73.6% female / 25.5% male. Small change for PPAs/AST members – 61.9% female / 27.0% male. Age: <ul style="list-style-type: none"> Small change for Panel Members, now a mean of 54.4 years / median of 56.7 years. Small change for PPAs/AST members, now a mean of 61.1 years / median of 63.0 years. Experience of the children's hearing system: <ul style="list-style-type: none"> This data shows the number of volunteers who have declared previous experience of the hearing system (experience type (i.e. lived) is not defined).

Agenda Item 13a. CHS-2526-40

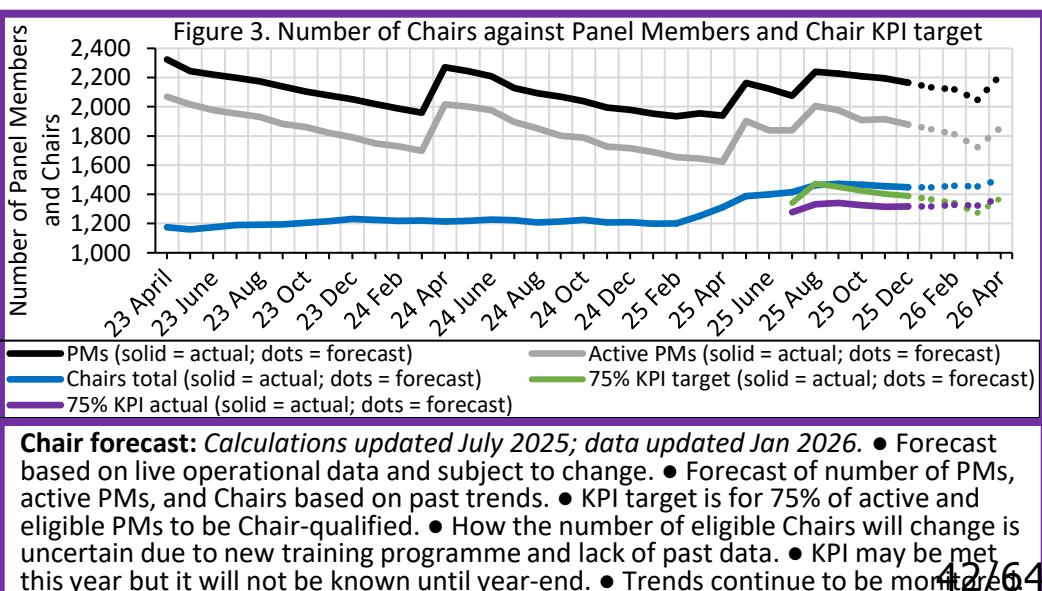
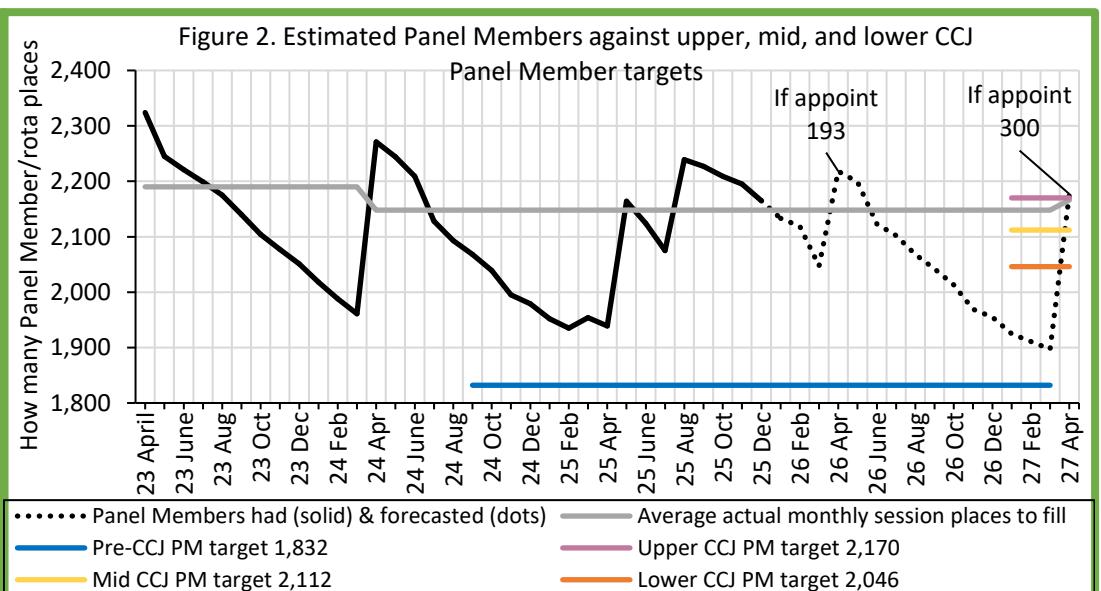
	<ul style="list-style-type: none"> ○ Similar % for Panel Members – 5.2% (+0.1%). ○ Small increase in % for PPAs/AST members to 12.7% (+0.5%).
3.8.	Compulsory Supervision Order Implementation Breaches: <ul style="list-style-type: none"> ● 1 Compulsory Supervision Order implementation breach has been reported in 25/26 (to 31/12/25); this was resolved at Stage 1.
4.	Key Risks
4.1	None.
5.	Risk Register
5.1	There is no requirement for anything to be added to the Risk Register at this stage.
6.	Impact on Inequality/Rights
6.1	Impact assessment not required.
7.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
7.1	There is no requirement for engagement and consultation in relation to this paper.
8.	Resource Implications
8.1	There is no specific resource implication associated with this paper.
9.	Appendices
9.1	Appendix A: Q3 Board Data Summary: 2025-26

Volunteer data 31/12/25						
	PMs	Active PMs	Chairs	Active Chairs	PPAs	Active PPAs
Total	2,165	1,879	1,449	1,333	124	85
Change vs. Q2 end	-62	-97	-23	-37	-5	+3
Demographics						
	PMs	Change	PPAs/AST	Change		
Mean length of service (yrs)	5.9	+0.3	3.6	+0.2		
Median length of service (yrs)	3.5	+0.3	2.8	+0.1		
% Female	73.6%	+0.2%	61.9%	+0.1%		
% Male	25.5%	-0.1%	27.0%	-0.5%		
% Other genders or no data	0.8%	-0.1%	11.1%	+0.4%		
Mean age (yrs)	54.4	+0.3	61.1	+1.8		
Median age (yrs)	56.7	+0.3	63.0	+0.5		
% has exp. of hearings system	5.2%	0.1%	12.7%	+0.5%		
Demographics have changed only slightly. Average length of service increased slightly for PMs and PPAs. Gender %s are similar to Q2. PM age similar to Q2; PPA mean age increased. % PMs who state they have previous experience of the hearing system (note this is not lived experience) is similar; slight increase for PPAs.						



Panel Member forecast:
Calculations updated July 2025; data updated Jan 2026.

- Forecast based on live operational data and subject to change.
- Additional Care & Justice Act sessions anticipated from April 2027.
- We continue to closely monitor timelines for C&J along with capacity and risk.
- Planning for C&J continues with recruitment timelines in place.
- Risk is impacted by service ends, unavailable rate, number of sessions PMs can do, number of sessions PMs scheduled for, rota optimisation, scheduling project, and number of rota sessions created by SCRA.





Meeting:	CHS Board
Meeting Date:	28 th January 2026
Title:	Legislative Update on the Children (Care, Care Experience and Services Planning) (Scotland) Bill
Responsible Executive:	Carol Wassell, Director of Positive Outcomes
Report Author:	Sarah Bird, Practice and Policy Advisor

1.	Purpose of Report
1.1	The purpose of this report is to provide an update to the Board on the Stage 1 Report on the Children (Care, Care Experience and Services Planning) (Scotland) Bill (CCCESP Bill) which was published by the Education, Children and Young People Committee on 17 December 2025, and in particular the provisions within the Bill which relate to Children's Hearings.
1.2	Any member wishing additional information should contact the Executive Lead in advance of the meeting.
2.	Recommendations
2.1	The Board is asked to note the areas covered in this report and the activity undertaken by CHS to engage and influence provisions within the Bill which impact on Children's Hearings.
3.	Key Points from Stage 1 Report to Note:
3.1	Broad provisions
3.1.1	This paper primarily focusses on the comments made within the Stage 1 Report in relation to the provisions on the Hearing System (Chapter 3 of the Bill). Although at time of writing the Bill has passed to Stage 2, the content of this report is still relevant as the Committees scrutiny and amendments will directly link to the Stage 1 Report. A link to the Report is provided at Appendix 1 should you wish further information on the recommendations made by the Committee on the areas covered in Chapters 1, 2 and Part 2 of the Bill.
3.2	Children's hearings
	<p><u>Inquisitorial vs Adversarial:</u></p> <p>There has been a proposal from some stakeholders, mostly notably, Sheriff David Mackie, for a declaratory provision on the face of the Bill identifying the Children's Hearings System as an inquisitorial, non-adversarial system, to reflect the original founding principles of the Kilbrandon Committee. The Committee supports in principle this proposal.</p> <p><u>Single Panel Members:</u></p>



- The Committee recognise that single member panels have the potential to expedite some procedural aspects of the hearing system but are clear that substantive decision-making should always sit with a three-person panel.
- The Committee called for further information in relation to whether single member panels should be able to make initial Interim Compulsory Supervision Orders (ICSOs).
- Concern is raised around the safeguards which need to be in place to ensure that children's legal rights are protected when decisions are made by a single panel member were raised and requested that a list of issues which are capable of being dealt with by a single panel member is provided.
- At the Stage 2 debate the Minister drew particular attention to single panel member decision making being the subject of potential further scrutiny through Stage 2.

Enhanced role of the Chair:

- The Committee is supportive of the creation of the enhanced remunerated Chair role and believes that it is likely to be beneficial to the Hearing System.
- Will create opportunities to provide for the continuity in Hearings which children and young people have said is particularly important to them.
- Clear that an enhanced role for the Chair offers additional flexibility in relation to certain procedural decisions being taken via a single member panel Hearing.
- The Committee questioned the selection process and criteria for these new roles, a responsibility that sits with the National Convener.
- The Committee would like there to be exploration on whether the role of the Chair should be defined within the Bill.

Specialist Panel Members:

- The Committee is open to the possibility of the introduction of specialist panel members.
- Reference is made to a potential danger that appointing a particular specialist could skew the focus of a Hearing away from the child/young person's needs as whole, towards one specialist aspect of their care.
- Concern is also raised that there is a potential for power imbalances, when a specialist member makes decisions with other Panel Members.
- Committee call for further clarity from the Scottish Government on the points below:
 - The proposed role of specialist panel members and how they might be recruited;
 - the scenarios in which it believes a specialist panel member may be appropriate and the criteria used to assign them to a particular case;



- how it would seek to address any power imbalances arising from the creation of specialist panel member roles; and
- timescales for when specialist panel members are likely to be introduced to the Children's Hearings System.

Attendance of child/young person at a hearing:

- The removal of the obligation for children and young people to attend their hearing is welcomed, but the Committee believes that this should be replaced by a presumption that children will attend, with the exception of babies and very young children, as envisaged by the 'Hearings for Children' report.
- The Committee call for further detail in relation to the circumstances in which a child or young person may still be mandated to attend a Hearing and that this information should be set out in the Bill.
- The Committee further recognises the 'Hearings for Children' recommendation that the removal of the obligation to attend should be accompanied by measures designed to increase children and young people's meaningful participation in their Hearing.
- Further clarity is asked for on whether the Bill will offer further opportunities to embed the right to legal representation to support a child or young person to attend their Hearing.

Post- Referral Discussions:

- The post-referral discussion created by the Bill should be more closely aligned to what is set out in the 'Hearings for Children' report. That is, the meeting should be an opportunity for the child or young person to meet with the Chair of their Hearing, so that the first time they meet is not in the Hearing itself. The meeting should be an opportunity to familiarise the child or young person with that Chair, but also to discuss how they might best participate in their Hearing. The focus of the meeting should be entirely on the needs of the child or young person.
- Concerns were raised about the potential for these post-referral discussions to introduce further delay into the system and the post-referral discussion proposals in the Bill should be revisited in light of the evidence heard during the evidence sessions.

Grounds Hearings:

The Committee expressed concerns that the revised procedures set out in the Bill for establishing grounds appear significantly more complex and recommends that the Scottish Government revisits the proposals in section 14 of the Bill to see if some of the complexity can be removed. Committee Members felt that the establishment of grounds must be as straightforward and fair as possible and removing the potential for proceedings to cause further distress or complication into the system for children and their families.



Relevant Persons:

They are supportive of the proposal to provide a power for automatic relevant person status to be removed in prescribed circumstances set out in the Bill. The Committee are content that the process set out in the Bill is sufficient and that there are suitable safeguards in place to allow the relevant person to appeal any such decision. The Committee expressed the view that these powers should be used sparingly and thought needs to be given to guidance to inform how these decisions might be used.

Proposed changes to referral criteria:

Section 17 of the Bill amends the threshold for referral to the Children's Hearings System from 'might be necessary' to 'is likely to be needed'. The intention being to reduce the number of unnecessary referrals to the Principal Reporter and ensure that a higher proportion of referrals result in a Children's Hearing.

Whilst the Committee accept the intention with this proposal, the Committee reference concerns raised by stakeholders that a higher referral threshold could result in some children missing out on the support they need.

In relation to the addition of the word 'support' to the statutory referral criteria of 'protection, guidance, treatment or control'; the Committee welcome this. Committee members agreed that the words 'treatment and control' should be removed. There is also reference made to non-legislative work which is underway to modernise language within the Children's Hearings System.

3.3	Overall Conclusion and Next Steps
3.3.1	<p>There is comment on what many stakeholders have said is missing from the Bill and concerns raised by the Finance and Public Administration Committee, in relation to the finances. Fundamentally they make reference to the fact that, "resources required to deliver the Bill's provisions have been significantly underestimated. This is particularly true in relation to costs associated with extending aftercare, corporate parenting provisions and life-long advocacy."</p> <p>Engagement is crucial going forward to ensure the provisions work in the best way possible and "this includes in relation to the Children's Hearings provisions of the Bill, where further work is required to ensure that they are more closely aligned to the recommendations of the 'Hearings for Children' report."</p> <p>There is also reference to two of the provisions in the Bill, relating to aftercare and the register of foster carers, and concerns that they fall outside scope of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024. This will require to be addressed by the Scottish Government.</p> <p>Overall, the Education, Children and Young People Committee recommend within the report that Parliament should support the general principles of the Bill and that it should be agreed at Stage 1. The Scottish Government published their formal response to the Stage 1 Report on 13th January 2026. A link to that response is provided at Appendix 2.</p>



A Stage 1 debate on the Bill took place in Parliament on 14th January 2026, and Parliament agreed the general principles of the Bill and that it should progress to Stage 2. In general, there was support across the political parties for the Bill, subject to Stage 2 amendments. CHS Practice and Policy Team will be abreast of amendments. The Team will prioritise and be responsive to requests for additional information, clarification and assessment of these amendments as the Bill progresses through this critical Parliamentary period.

The Stage 2 process involves the Education, Children and Young People Committee considering all proposed amendments to the provisions of the Bill which are received by 29th January 2026. Amendments can be submitted by any MSP or any other interested party out with the government, but only the lead Committee can vote on the amendments. The Committee will meet on 4th February 2026 to start considering and debating amendments which are received. The Committee will meet on further dates in February as necessary to look at all amendments received. At the end of Stage 2 a new version of the Bill which contains the amendments is made available with a revised financial memorandum.

The next stage of the process, Stage 3, involves consideration of the amendments which have already been accepted, and further amendments can be proposed by MSPs. At this stage the whole Parliament debates those further amendments, and then votes on whether to pass the Bill, and therefore it will become law. If the Bill is not passed, it doesn't become law. It is anticipated that Stage 3 will take place the week beginning 23rd March 2026 before Parliament dissolves on 27th March 2026. This illustrates the tight timescales that are in play in the legislative process for passing of this Bill in the current Parliament.

4.	Alignment to CHS Strategic Outlook
4.1	<p>This work is aligned to the CHS Strategic Outcome 2024-2027:</p> <ul style="list-style-type: none"> • Theme 1 - Delivering Positive Outcomes <ul style="list-style-type: none"> • Objective 2 - Quality will be the cornerstone of our hearings system. • Objective 3 - Upholding and promoting children's rights is at the forefront of what we do, and those rights are well understood by our people • Theme 2 - Driving Transformation <ul style="list-style-type: none"> • Objective 1 - Work with partners and stakeholders to lead and influence change. • Theme 3 - Valuing Our People <ul style="list-style-type: none"> • Objective 2 - The organisational design remains agile, adaptable and responsive to support ongoing organisational transformation. • Objective 4 - to develop our people capabilities.
5.	Key Risks



5.1	<p>There is a risk that the CCCESP Bill does not progress through Parliament to become law. However, we are confident that we have done everything possible in the areas that directly pertain to CHS to support the smooth progression of the Bill to support the redesign the children's hearings system.</p> <p>There is also a risk that the amendments proposed at Stage 2 result in the contents of Bill becoming misaligned from originally proposed policy intention to ensure cross party support. There are also significant resourcing and capacity risks presented by the provisions within the Bill.</p> <p>Sarah Bird continues to be on placement with the Scottish Government sponsor team and will continue to work with them to look at risks associated with the provisions which relate to the hearing system.</p>
6.	Risk Register
6.1	Key risks already captured in the Risk Register.
7.	Impact on Inequality/Rights
7.1	No new impact assessments required.
8.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
8.1	A wide range of informing, engaging and consultation has been undertaken in relation to the CCCESP Bill generally. This includes town hall events, press releases, targeted consultations, social media activity and strategic communication.
9.	Resource Implications
9.1	There are significant new resources that have been confirmed for CHS in the financial memorandum for the CCCESP Bill.
10.	Appendices
	<p>Appendix 1 - Stage 1 Report on the Children (Care, Care Experience and Services Planning) (Scotland) Bill (CCCESP Bill)</p> <p>Link to access via Scottish Parliament website:</p> <p>https://digitalpublications.parliament.scot/Committees/Report/ECYP/2025/12/1/7/2cf08836-9408-4f29-bba4-66d6e593f033#5627952a-4dbf-4dc3-8600-b0921a279113.dita</p> <p>Appendix 2 – Response by Minister for Children, Young People and The Promise, 12 January 2026 to Stage 1 Report</p> <p>Link to access via Scottish Parliament website:</p> <p>Minister for Children, Young People and Keeping the Promise</p>



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Agenda Item 15. CHS-2526-42

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	CHS Digital Update
Responsible Executive:	Lynne Harrison, Director of Business & Finance
Report Author:	Lynne Harrison, Director of Business & Finance

1.	Purpose of Report
1.1.	The purpose of this report is to provide an update on the CHS Digital programme
1.2.	Any member wishing additional information should contact the Executive Lead
2.	Recommendations
2.1.	The Board is asked to note this update
3.	Key Points for Review <p>3.1 CHS Digital Architecture 3.2 CSAS Contract Management</p>
3.1.	CHS Digital Architecture - context <p>3.1.1 CHS engages with our community through 3 key portals:</p> <p><u>CSAS Core Systems and Application Solution (CSAS):</u> CSAS hosts CHS core data – our contact database and provides our users access to hearings related services including the Hearings schedule and rota service (enabling Panel Members to be allocated to Children's Hearings); Hearing Papers; Panel Member Observations. We also have services that enable expense claims, complaints handling and recruitment shortlisting.</p> <p><u>@chscotland.scot Tenancy:</u> Our tenancy provides Teams including Teams Calling, e mail and SharePoint services, including Volunteer Intranet to our users and it serves as the central hub of communication between our CHS Staff and Volunteers. It also hosts a CRM tool including underlying Azure offerings, to enable our Resource Allocation Team to case manage changes to published hearings schedule held in CSAS. Additionally, CHS supports its volunteers with Microsoft Windows Laptop devices which are managed centrally on our @chscotland tenancy. Utilising Microsoft Entra, the CHS Digital Support team provision and manage devices centrally, manage security policies and perform Security Operations functions within the licensing features currently available.</p> <p><u>Learning Pool Software as a Service</u> Our main learning platform is a Software as a Service offering that provides content hosting, learning paths and course attainment records and limited admin</p>

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	<p>functionality. As it stands this is standalone from CHS core architecture with separate login credentials for our users however it is on our roadmap to utilise Single Sign On (SSO) capabilities with our @chscotland.scot tenancy access credentials.</p> <p>Currently there is no digital or automated communication/interaction between CSAS and the @chscotland tenancy or Learning Pool.</p>
3.2	<h3>CHS Digital Architecture - Challenges</h3> <p>3.2.1 CSAS has provided a robust foundation for joint service delivery between CHS and SCRA for several years. During this time challenges have arisen for CHS, in particular in relation to data access, administrative support and access and the applicant experience during volunteer recruitment which impacted recruitment figures. These challenges can be explained against 3 themes:</p> <p><u>Data Access:</u></p> <p>There is principally one 'bucket' where data is stored (the Dataverse) and this holds both SCRA and CHS core data <u>together</u>. CHS core data, our 'golden thread' encompasses the CHS contacts database. Because it is held in the same space as child level data which CHS does not have access rights to. This means that CHS cannot manipulate the data or provide administrative digital functions to CHS users (name changes etc). To enable access to CHS data currently Power BI platform has been set up which enables reporting of the data, however full 'access' to data and full manipulation is not possible through this route. Access to unstructured data (observations) is not possible without significant resource.</p> <p><u>Multi Factor Authentication:</u></p> <p>CSAS has been built as a secure accredited system to hold child level sensitive data. CHS users have 'guest access' into CSAS to access services which requires an account to be created, secured through some form of multi factor authentication. This created multiple user issues:</p> <ul style="list-style-type: none"> • As the Panel Member recruitment service is held in CSAS this required all applicants to create an account and undertake MFA, before they can complete an application creating high numbers of unnecessary/redundant accounts in CSAS which require data cleansing. • Communication timing issues between the @chscotland tenancy and CSAS often caused the MFA process to pause, resulting in users setting up multiple unnecessary accounts. • High volumes of applications triggered security response processes within CSAS which required manual management to ensure legitimate accounts were being responded to. <p><u>Complexity of Architecture:</u></p> <p>CSAS services utilising forms such as the recruitment application and observations have been built using a highly structured approach and form fields are linked into the Dataverse. This means perceived small changes to the forms such as changing a</p>

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	<p>question requires both the form and the data storage to be amended and can be high resource to achieve.</p> <p>CHS services in CSAS are 'fed' by CHS core data and this transfers from the Dataverse to each service and/or between service. This is complex and perceived small changes may require complex development to ensure the 'plumbing' between the Dataverse, and services remains intact.</p> <p>It has become clear that further transformation is required to achieve greater autonomy, flexibility, and efficiency for CHS whilst at the same time balancing the future costs of platform improvement that is anticipated regardless.</p>
3.3	<p>CHS Digital Architecture – Solution(s)</p> <p>3.3.1 CHS, with support and input from SCRA, have been exploring options to address this, engaging Mark Watson Senior Solutions Architect at Leidos to work with CHS, SCRA Leidos and Brightwire to unpack the 'As Is' and 'to be' requirements of a future system.</p> <p>This work has been incredibly insightful and has enabled CHS and SCRA to work together to develop a pragmatic, resource efficient approach to data access and provision of CHS services. Solutions fall into 2 key categories:</p> <ul style="list-style-type: none"> A. Internal to CSAS: broadly reconfiguring data housing to separate from SCRA data. B. External to CSAS: considering 're-balancing' - the move and transformation of key services to the CHS estate, potentially enabling CHS to respond more rapidly to changing requirements and to tailor solutions to its operational priorities by reducing technical complexity of change. <p>Data Access</p> <p>Panel Member data will be replicated and synchronised from the current Dataverse to a walled SQL pool within CSAS without data removal.</p> <ul style="list-style-type: none"> • Provides CHS secure autonomous access to its data inside the new SQL pool while maintaining assurance and data integrity of the original dataverse. • Enables CHS functional services within CSAS to continue to be 'fed' from the original dataverse, significantly reducing development/plumbing' costs/requirements. • Enables a simple solution to any future hearings data CHS may be able to access through reforms as this can be placed in the walled SQL pool. • Data continues to be maintained in CSAS an accredited system maintained by SCRA (and under contract Leidos). <p>In parallel, CHS will advance toward ISO/IEC 27001 compliance for our @chscotland tenancy and CSAS will transition to GovAssure/Control Assurance Frameworks by 2026 deadlines.</p>

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This will enable future API Integration – autonomous digital exchange of information between the SQL pool in CSAS and the @chscotland tenancy enabling future reduction in architecture complexity (see below).

Multi Factor Authentication

In early 2025, the re-balancing approach was prioritised with the Volunteer Recruitment service with CHS moving the application process off CSAS and onto the @chscotland tenancy to preserve and improve the applicant experience.

- An application form completed via the CHS website was developed and has been successfully utilised for the past 2 recruitment campaigns, significantly minimising adverse user experiences.
- Applications have been manually uploaded into CSAS for shortlisting and selection, negating the creation of unnecessary/redundant accounts.
- A shortlisting solution Minimum Viable Product (MVP) has been developed in the @chscotland tenancy and will be utilised for the September 2026 campaign, removing the manual upload requirement into CSAS and further reducing account creation by only inputting applicants being taken forward into pre-service.

Complexity of Architecture

The joint approaches of creating an accessible SQL data pool in CSAS and working to ISO27001 compliance opens the door for the future automated exchange of information between @chscotland and the SQL pool in CSAS – API's. This will continue to maintain our 'core' data in CSAS as a single source of truth.

This will enable services to be developed on the @chscotland tenancy, such as new learning solutions; observations etc reducing development cost and increasing development flexibility. This would also allow development of analysis tools to drive improvement e.g. Observations form analysis to drive our understanding of quality and enable appropriate responses to drive continuous improvement to be developed.

An early example of tenancy development is, further to the recruitment solution, a Customer Relationship Management (CRM) solution has been developed in @chscotland to enable the Resource Allocation Team to 'case manage' rota changes such as swaps cancellations etc to support efficiency in case management across the Resource Allocation Team.

Once development in CSAS is complete and ISO27001 compliance achieved, APIs will be utilised to link these cases to the rota held in CSAS to further reduce process tasks for the Resource Allocation Team.

CHS Digital Architecture – Additional Opportunities

In addition to addressing challenges identified, we are also utilising this investment to continue to improve our services and take forward strategic ambitions in relation to quality:

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	<p><u>Operational Data access:</u></p> <p>The development identified above offers opportunities for CHS to better understand the operational data held in CSAS by SCRA that may be of benefit to us in delivering our services, particularly to support Resource Allocation/Rota Management e.g. enabling CHS to understand which hearings sessions are populated with hearings, enabling prioritisation of Panel Member allocation and reducing cancellation of un used sessions and the loss of Panel Member utility.</p> <p><u>Quality Assurance/Understanding:</u></p> <p>In addition we will be working with the CHS Quality Team to explore development of a quality dashboard in relation to Reasons and Decisions. This pilot project will harness the opportunity of better understanding the data held by SCRA in relation to Reasons and Decisions, linking these to our national standards/requirements to create an automated tool that will enable us to understand the quality of written reasons and decisions without compromising or directly accessing child level data. This is an exciting pilot project that may enable future opportunities in driving our performance and quality measures moving forward.</p>
3.4	<p>CHS Digital Architecture - Next Steps</p> <p>3.4.1 Development in CSAS will take place between now and the end of March 2026 to deliver the solutions and opportunities identified.</p> <p>To maximise value from the investment CHS will be focussing CHS Data Analyst resource to this project alongside the development of the CHS Data Strategy. This will result in a short term reduction in performance reporting capacity.</p>
3.5	<p>CSAS Contract re-let</p> <p>3.5.1 The current development and support and maintenance contracts for CSAS are coming to an end in summer 2026. This is a joint procurement exercise between CHS and SCRA. The procurement process is being led by the SCRA procurement team with both organisations developing the tender and undertaking the assessment of bids.</p> <p>Procurement will undertaken using the SG Digital Technology and Cyber Services DPS framework and the contract will be based on a 3+2+2 term to offer maximise CHS/SCRA organisational flexibility and opportunity for supplier interest in the opportunity.</p> <p>Procurement will go live in January with a view to supplier being identified by Spring '26 to enable transition.</p>
4.	<p>Key Risks</p> <p>4.1 In line with strategic and operational risks already listed.</p>

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5.	Risk Register
5.1	There is no requirement for anything to be added to the Risk Register at this stage.
6.	Impact on Inequality/Rights
6.1	Impact assessment not required overall but will be undertaken as necessary for specific development projects
7.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
7.1	There is no requirement for engagement and consultation in relation to this paper.
8.	Resource Implications
8.1	Within current budget allocations. Focus of the CHS Data Analyst will result in a short term reduction in performance reporting.
9.	Appendices
9.1	None.

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	Draft People and Culture Committee (PaCC) Work Plan 2026
Responsible Executive:	Katie Docherty, PaCC Chair
Report Author:	Frieda Cadogan, Governance Officer

1.	Purpose of Report
1.1	<p>The purpose of this report is to ask the Board to approve the PaCC Work Plan for 2026. The work plan was endorsed by PaCC at their meeting on 16 December, prior to final approval by the Board.</p> <p>It is an annual requirement to review and update, where necessary, the PaCC Work Plan, in-line with CHS planning and governance requirements.</p>
1.2	<p>Any member wishing additional information should contact the Executive Lead in advance of the meeting.</p>
2.	Recommendations
2.1	<p>The recommendation is for the Board to approve the reviewed and updated work plan for the Committee for 2026.</p> <p>As part of the governance arrangements for the Committee, the work plan should be reviewed and updated where appropriate on an annual basis.</p> <p>This is done, in-line with the review and update of the Board work plan, which is also done on an annual basis. The Board work plan was approved at the meeting on 10 December.</p>
3.	Key Points for Discussion
3.1	<p>The PaCC work plan for 2025 was reviewed, alongside the Board work plan for 2025. The ARC work plan was also reviewed to ensure all requirements outlined in the Committees Terms of Reference are captured within this.</p> <p>There are no changes to the work plan for 2025, however the work plan template has been updated. This now shows regular rolling items that come to each Committee meeting on a quarterly basis as standard, along with individual items for presentation at each Committee in line with statutory requirements outlined within the Terms of Reference.</p>
3.2	<p>As part of ongoing improvements to governance processes and procedures, a new template has been devised for the Board and Committee Work Plans.</p>
3.3	<p>The PaCC Work Plan has been reviewed alongside the Board Work Plans.</p>

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	<p>This should give a clearer outline of which statutory items are due at which Board and Committee.</p> <p>This should provide colleagues throughout CHS with a clearer plan of which reports are due and when, which should ease with the planning process, both for the governance team and for individual directorates.</p>
3.4	The work plan is a working document and may be updated throughout the year. This will be in-line with business requirements.
3.5	The PaCC Work Plan will be reviewed next in November 2026.
4.	Alignment to CHS Strategic Outlook
4.1	This work is aligned to the CHS Strategic Outcome 2024-2027.
5.	Key Risks
5.1	No risks identified.
6.	Risk Register
6.1	There is no requirement for anything to be added to the Risk Register at this stage.
7.	Impact on Inequality/Rights
7.1	N/A
8.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
8.1	There is no requirement for engagement and consultation in relation to this paper.
9.	Resource Implications
9.1	There is no specific resource implication associated with this paper.
10.	Appendices
	Appendix 1 – Draft CHS PaCC Work Plan 2026

Children's Hearings Scotland
People and Culture Committee (PaCC) Work Plan 2026
DRAFT

1.	10 March 2026	
1.1	People Strategy Implementation Quarterly Report	To note
1.2	Team Forum Update	To update
1.3	Pay Discussion 3 Year Award 2025-2028 – Next due 2028	To note
1.4	PaCC Terms of Reference	To approve
1.5	Equality Mainstreaming Outcome Report 2023-25 mid cycle report	To approve
1.6	Gender Pay Gap Report: April 2024 – March 2026 (includes ethnicity pay gap reporting) – <i>Next Review 2026</i>	To approve
1.7	Review and approve HR policies as required; Capability Policy, Probation Policy, Equal Opportunities Policy	To approve
1.8	CEO Appraisal and Objectives	To approve
1.9	Review of Own Effectiveness – align to Board	To approve
2.	2 June 2026	
2.1	People Strategy Implementation Quarterly Report	To note
2.2	Team Forum Update	To update
2.3	CEO Appraisal and Objectives – (<i>June in 2024 and 2025</i>)	To approve
2.4	CEO Pay Proposal 2026/27	To approve
2.5	Annual Review of Strategy/Implementation Plans – Timescale and Details TBC	To update
2.6	PaCC Annual Report	To approve
2.7	Review and approve HR policies as required; Maximising Attendance Framework	To approve
2.8	Children's Participation and Rights Strategy Annual Review	To approve
2.9	Pension Discretionary Policy – 2 yearly agreed so next one 2027	To approve
2.10	Effectiveness Review Improvement Plan – for approval (including update on actions from 24/25 plan)	To approve
2.11	Volunteer Recruitment Update	
3.	8 September 2026	
3.1	People Strategy Implementation Quarterly Report	To note
3.2	Team Forum Update	To update
3.3	Annual Review of Strategy/Implementation Plans – Timescale and Details TBC	To update
3.4	Annual Report on outcomes of staff appraisals	To note
3.5	Review and approve HR policies as required; Recruitment and Selection Policy, Exit Interview Process	To approve
3.6	Staff Survey Report	To update
3.7	CHS Learning Prospectus – Dates TBC	
4.	17 November 2026	
4.1	People Strategy Implementation Quarterly Report	To note
4.2	Team Forum Update	To update
4.3	Review and approve HR policies as required; Career Break Policy	To approve
4.4	Annual Review of Strategy/Implementation Plans – Timescale and Details TBC	To approve
4.5	PaCC Annual Work Plan	To approve
4.6	EDI Annual Review	To approve

Agenda Item 16b. CHS-2526-43 Appendix 1

4.7	Mid-Year Review of CEO objectives and performance	To approve
4.8	CEO Pay Award – Date TBC	To note
4.9	Learning Strategy and Implementation Plan – Performance Monitoring – Dates TBC	To note
4.10	UNCRC Report Planning - TBC	

Agenda Item 17a. CHS-2526-44

Meeting:	CHS Board
Meeting Date:	28 January 2026
Title:	Draft Audit and Risk Committee (ARC) Work Plan 2026
Responsible Executive:	Sean Austin, ARC Chair
Report Author:	Lynne Harrison, Interim Director of Business and Finance/Depute Chief Executive

1.	Purpose of Report
1.1	<p>The purpose of this report is to ask the Board to approve the reviewed and updated work plan for ARC for 2026.</p> <p>ARC endorsed the work plan at the meeting of the Committee on 18 November, prior to final Board approval.</p>
1.2	<p>Any member wishing additional information should contact the Executive Lead in advance of the meeting.</p>
2.	Recommendations
2.1	<p>The recommendation is for the Board to approve the reviewed and updated work plan for the Committee for 2026.</p> <p>As part of the governance arrangements for the Committee, the work plan should be reviewed and updated where appropriate on an annual basis.</p> <p>This is done, in-line with the review and update of the Board work plan, which is also done on an annual basis. The Board work plan was approved at the meeting on 10 December.</p>
3.	Key Points for Discussion
3.1	<p>The work plan for 2025 was reviewed, alongside the Board work plan for 2025.</p> <p>The ARC work plan was also reviewed to ensure all requirements outlined in the Committees Terms of Reference are captured within the work plan.</p> <p>There are no changes to the work plan for 2025, however the work plan template has been updated. This now shows regular rolling items that come to each Committee meeting on a quarterly basis as standard, along with individual items for presentation at each Committee in line with statutory requirements outlined within the Terms of Reference.</p>
3.2	<p>As part of ongoing improvements to governance processes and procedures, a new template has been devised for the Board and Committee Work Plans.</p>
3.3	<p>The ARC Work Plan has been reviewed alongside the Board Work Plans.</p>

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	<p>This should give a clearer outline of which statutory items are due at which Board and Committee.</p> <p>This should provide colleagues throughout CHS with a clearer plan of which reports are due and when, which should ease with the planning process, both for the governance team and for individual directorates.</p>
3.4	The work plan is a working document and may be updated throughout the year. This will be in-line with business requirements.
3.5	The ARC Work Plan will be reviewed next in November 2026.
4.	Alignment to CHS Strategic Outlook
4.1	<p>This work is aligned to the CHS Strategic Outcome 2024-2027:</p> <ul style="list-style-type: none"> Theme 1 - Delivering Positive Outcomes <ul style="list-style-type: none"> Objective 1 - Develop a 5-year learning strategy to maximise learning impact across CHS Objective 2 - Quality will be the cornerstone of our hearings system. Objective 3 - Upholding and promoting children's rights is at the forefront of what we do, and those rights are well understood by our people Theme 2 - Driving Transformation <ul style="list-style-type: none"> Objective 1 - Work with partners and stakeholders to lead and influence change. Objective 2 - We will become a data-informed and data-driven organisation. Objective 3 - We will make effective use of technology, capitalising on its potential for enhancing performance and delivering efficiency. Theme 3 - Valuing Our People <ul style="list-style-type: none"> Objective 1 - Implement a three-year People Strategy that attracts and retains top talent and committed individuals and drives the success and sustainability of the organisation. Objective 2 - The organisational design remains agile, adaptable and responsive to support ongoing organisational transformation. Objective 3 - To become a more inclusive and diverse organisation and create a culture where everyone feels valued, included and engaged. Objective 4 - to develop our people capabilities.
5.	Key Risks
5.1	No risks identified.
6.	Risk Register
6.1	There is no requirement for anything to be added to the Risk Register at this stage.
7.	Impact on Inequality/Rights

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7.1	N/A
8.	Duty to Inform, Engage and Consult People who use our Services (Internal and External)
8.1	There is no requirement for engagement and consultation in relation to this paper.
9.	Resource Implications
9.1	There is no specific resource implication associated with this paper.
10.	Appendices
	Appendix 1 – Draft ARC Work Plan 2026

Children's Hearings Scotland
Audit and Risk Committee (ARC) Work Plan 2026

1. 24 February 2026	
1.1	Q3 Compliance Report <ul style="list-style-type: none">• Strategic Risk/Information Governance/Data Protection/Health and Safety /Finance/Fraud /Contracts and Procurement/Feedback and Complaints/Digital
1.2	Chair Update
1.3	External Audit General Update Report
1.4	Internal Audit Quarterly Progress Report including KPIs
1.5	External Audit Annual Plan 2025/26
1.6	Accounting Policies 2025-26
1.7	Review of Financial Regulations
1.8	ARC Terms of Reference
1.9	Internal Audit Reports
1.10	Internal Audit Annual Plan 26/27
2. 26 May 2026	
2.1	Q4 Compliance Report – post SLT 28/4 <ul style="list-style-type: none">• Strategic Risk/Information Governance/Data Protection/Health and Safety /Finance/Fraud /Contracts and Procurement/Feedback and Complaints/Digital
2.2	Chair Update
2.3	External Auditor General Update Report
2.4	Internal Auditor Quarterly Progress Report including KPIs
2.5	Internal Audit Follow Up Report 2025/26 – review of previous year
2.6	Internal Audit Reports – Topics TBC
2.7	ARC Annual Report
2.8	External Auditor – Compliance Report and Governance Statement (FreM) (Internal Controls Checklist)
2.9	Internal Audit Annual Report 2025/26 – review of previous year
2.10	CHS Risk Management Policy Review
2.11	Review of Committee's own effectiveness - annually
3. 25 August 2026	
3.1	Pre-meet with External Auditors and Chair - annually
3.2	Q1 Compliance Report <ul style="list-style-type: none">• Strategic Risk/Information Governance/Data Protection/Health and Safety /Finance/Fraud /Contracts and Procurement/Feedback and Complaints/Digital
3.3	Chair Update
3.4	External Auditor General Update Report
3.5	Internal Auditor Quarterly Progress Report including KPIs
3.6	Annual Report and Accounts Pack prior to Board approval <ul style="list-style-type: none">• CHS 2024/25 Annual Audit Report – Audit Scotland• CHS 2024/25 Independent Auditors Report (IAR) and ISA580 – Audit Scotland

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3.7	Internal Audit Reports – Topics TBC	Approval
3.8	Feedback and Complaints Annual Report	Approval
4. 10 November 2026		
4.1	Q2 Compliance Report	Update
	<ul style="list-style-type: none"> • Strategic Risk/Information Governance/Data Protection/Health and Safety /Finance/Fraud /Contracts and Procurement/Feedback and Complaints/Digital 	
4.2	Chair Update	Update
4.3	External Auditor General Update Report	Update
4.4	Internal Auditor Quarterly Progress Report including KPIs	Update
4.5	Summary Progress on Internal Audit Recommendations – date TBC with Internal Auditors	Approval
4.6	Internal Audit Reports – Topics TBC	Approval
4.7	Annual Fraud Report and Fraud and Corruption Prevention Policy	Approval
4.8	FOISA Policy	Approval
4.9	ARC Work Plan year ahead	Approval