



# Children's Hearings Scotland Business and Corporate Parenting Plan

2024-2025



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



This year sees Children’s Hearings Scotland launch a new Corporate Plan for 2024-2027 based on our ambitions to drive change and improvement in the hearings system, and to #keepthepromise to Scotland’s infants, children, and young people. Our Corporate Plan, also known as our Strategic Outlook, identifies our strategic themes linked to our responsibilities as Corporate Parents. This Business and Corporate Parenting Plan for 2024-2025 directly underpins our new Corporate Plan and identifies those activities CHS will achieve within the business year which progress the delivery of our renewed Vision, Purpose, and strategic goals.

Shortly before putting the final touches on both these documents, there were two important developments which will have long ranging and positive impacts on the Children’s Hearings System: The Scottish Government published their response to the recommendations in the Hearings for Children report, and the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 gained Royal Assent.

Publication of the Scottish Government’s position regarding the Hearings for Children report provides a renewed opportunity to work with our government colleagues, partners and key stakeholders across the sector, including our community and people with lived experience, to make significant and transformational changes to how the hearings system operates.

The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 reinforces that the work of Panel Members is one of the strongest ways in which children’s rights are protected in Scotland. We are invigorated by the commitment of the Scottish Government to champion children’s rights, and we will continue to ensure that these rights, together with the welfare of the child throughout their childhood, are the paramount consideration when making decisions in a hearing.

While our ambitions remain great, we understand that change takes time to develop and implement effectively. Over the next few years we will be supporting and navigating our people through a period of controlled reform and legislative implementation. Throughout this time, CHS will continue to work with the Scottish Government, our community and our partner organisations to find solutions that support our highest priority: improved

outcomes for infants, children and young people.

To deliver those solutions, my four thematic priorities for 2024-25 are to:

- Improve our capacity to deliver – Managing the continued recovery from Covid-19, the economy and the legislative landscape on our ability to recruit and retain volunteers
- Start to implement recommendations from the Hearings for Children Report – Working with our partners and stakeholders to drive transformational change and system re-design.
- Prepare for legislative change – Equipping all of our people with the knowledge and skills they need to deliver the changes anticipated through the implementation of legislation.
- Optimise our Regional Tribunal Support Model – Complete the implementation of our new model, embedding and optimising the new structure and building on this to identify opportunities for improvement and efficiency.

This is an exciting time to be part of the Children’s Hearings System in Scotland. Along with our partners, we are actively involved in reformations that will improve outcomes for Scotland’s children, families and their communities. Now more than ever I am proud to be the National Convener. I am excited by the opportunities we have to reform the system over the coming years and I am confident that together we can deliver better outcomes for all.





In 2023-24 the hearings system and wider sector continued to face significant challenges under the strain of ongoing economic challenges. We remain in awe of, and have immense gratitude to our Panel community, National team, and partners across the sector who continued to be present and strive for better outcomes for infants, children, young people, and their families. We could not have delivered the following achievements without you:

- Designing our 2023 Panel Member recruitment campaign with the **input of young people with lived experience**, delivering a refreshed look and feel to our approach.
- Delivering our recruitment, both for new panel members and colleague roles, with the **involvement and input of lived experience recruiters**.
- Delivering **collaborative proposals** for the redesign of the Children's Hearings System, with input from our panel community and lived experience focus group, for consideration as part of the deliberations of the **Hearings System Working Group**.
- Launching our **Child Friendly Feedback and Complaints Portal** providing an easy and accessible way for children and young people to provide vital feedback to us about their experiences at hearings.
- Working with Scottish Government colleagues and partners in the sector to advise, influence and consult on **legislative changes** that support and uphold children's rights, such as the Children (Care and Justice) (Scotland) Bill.

- Reflecting on the positive strides we have made to progress children’s rights and incorporate the principles of the United Nations Convention on the Rights of the Child (UNCRC) by publishing our **Progressing Rights and Childrens Hearings Scotland** report for 2020-2023.
- Celebrating and thanked our community through local recognition events and nationally during **Volunteers Week**.
- **Reappointing** over 270 Panel Members for a further 3 years.
- Increasing our community’s trauma awareness in hearing practice by releasing **Trauma-Informed training** materials to our community and including it as part of pre-service training, and continuing our trauma-informed training programme for colleagues.
- Working towards **making our website and communications materials fully accessible**.
- Continuing to embed and give further effect to the United Nations Convention on the Rights of the Child (UNCRC) in our work by delivering **UNCRC training to all our colleagues**.
- Developing and **implementing a new Tribunal Support Model** to more effectively support our panel community.

## Our Context: Upholding and progressing Children's rights

As Corporate Parents under the Children and Young People (Scotland) Act 2014, CHS and the National Convener have responsibilities to make sure our attention and resources are focused on upholding the rights and safeguarding of Scotland's looked after children and care-leavers, and promoting their wellbeing. CHS and the National Convener plan, deliver, monitor and report on these duties together, collaborating with our partner organisations when necessary to deliver these goals. Our commitments in 2024-25 will centre on:

### UNCRC

We welcome the incorporation of the UNCRC into law and will work closely with our partner organisations to ensure we are compliant with every aspect of new legislation. We will continue to conduct hearings and to champion children's rights with our panel members ensuring the rights of a child throughout their childhood are the paramount consideration when making decisions.

### Participation

To ensure that our work is informed by and for the infants, children and young people we serve, we are committed to encouraging and supporting the participation of those with lived experience as a key tenet of our organisation. We will elevate the involvement of children, so it becomes core to our standards, practices and organisational culture through the implementation of our strategic approach to participation.





## Children (Care and Justice) (Scotland) Bill

At CHS, we welcome the changes proposed by the Children (Care and Justice) (Scotland) Bill and have already begun extensive work to understand the impact these will have in the hearing room. We are committed to ensuring that every child under the age of 18 who requires support and guidance, benefits from the welfare-based approach of the children's hearings system to give them the best start in life. All children have the right to be heard and for their views to be taken seriously and we must do everything possible to encourage older children to actively engage and help shape their own future.

## Children's Rights and Inclusion Strategy

As a key priority, we are working now to publish an updated Children's Rights and Inclusion strategy, which will be renamed our Children's Participation and Rights Strategy, to reflect our commitment to meaningful engagement. Co-designed with care experienced young people, it enshrines our core values and duty to put infants, children, and young people with lived experience of care at the heart of what we do.



## Our Context: Delivering transformation and driving change

CHS remains committed to keeping The Promise to Scotland’s children and delivering those reforms and improvements identified by the Hearings for Children report that have been accepted by the Scottish Government. We acknowledge that change takes time, but we are committed to ensuring that what doesn’t need to wait, shouldn’t wait. CHS recognises the opportunities we have to make a meaningful difference to the experience of children in the hearings system NOW, while further system transformation is considered and planned.

### Change and innovation

We have established a dedicated change function within CHS which will work with our partners on a number of innovative projects to improve children’s experiences of hearings:

**Language in Hearing Room** – picking up on the principles and work of the Language Leaders, we will be working with SCRA and our Panel community to improve the use of language in hearings to remove trauma and stigma.

**Child Friendly Complaints and Feedback** – having launched our child friendly feedback and complaints portal in 2023, we are working with SCRA to implement a “front door” for feedback and complaints relating to hearings

**Chair meeting the child** – we will work with our partners at SCRA towards enabling children to have more ownership of their hearings by meeting the Chair in advance.



## Working with Partners on the Hearings for Children recommendations

CHS will work with partners and key stakeholders on areas for improvement that do not require legislative change but do require a joint approach and are appropriate for early prioritisation in the delivery of Hearings for Children. We will be working with SCRA and as part of the Hearings for Children Redesign Board.

## Improvement

CHS will continue to engage in and influence the development of emerging legislation that can improve outcomes for children and young people through the hearings system. As we implement the Tribunal Support Model, we will incorporate improvements in a responsive way, and will build this foundation as a platform to deliver change and positive outcomes.



## Our Strategic Themes 2024-2027

This year we launched our tri-annual *Strategic Outlook 2024-2027*. Within this Corporate Plan we set out what our priorities for the next three years will be. We call these priorities our “Strategic Themes” and together, they guide and inform our ambitions to improve outcomes for children touched by the hearing system. Our Strategic Themes are:



### Strategic Themes – an overview

#### **Theme 1. Delivering Positive Outcomes:**

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

## Theme 2. Valuing our people:

We want to make Children’s Hearings Scotland the best place to work and volunteer. We are committed to fostering a culture where colleagues and volunteers feel valued and supported. We will ensure that our people are empowered to perform at their best, understand the contribution they make and have those contributions recognised and celebrated. We want everyone at CHS to thrive and flourish.

## Theme 3. Driving Transformation:

We believe in the power of transformation to effect meaningful change in ourselves, our partners, and the lives of the children and communities we serve. Children’s Hearings Scotland is embracing a period of reform and transformation as it responds to the government-supported recommendations in the Hearings for Children report. We are committed to delivering the best possible hearings system for our children and young people and will work in partnership with them, our panel community, and our strategic partners to drive forward our ambitious change agenda.

These Themes represent both our current programme of continuous improvement and our ambitions for the future for CHS, children’s hearings, and those who come in to contact with hearings. They will guide our work over the next three years and support us to deliver on national ambition to make Scotland the best place in the world to grow up.

Pages 15-30 of this Business Plan outline the actions we are taking in 2024-2025 to make progress toward achieving these themes.

The milestones are planned across 4 operational quarters-

Q1 = April-June; Q2 = July – September; Q3 = October –

December; Q4 = January – March. We will review

and revise our milestones at the end of quarter two to ensure we are aligned to our colleagues across the sector in preparing to, and implementing, legislative changes and recommendations from the Hearings for Children report.



## Critical Enablers – Improving capabilities

Our strategy is built on our three strategic themes and our identified critical enablers. These strategic enablers are the capabilities and resources required to support our operational effectiveness and organisational excellence.

### We live our values

We keep children at the heart of everything we do, respecting their rights and listening to their voice. We are creative and innovative, serving others with great care and compassion.

### We are committed to transformation

We are committed to delivering better outcomes for children and young people by transforming how we operate, setting high expectations to achieve results while delivering our mission and purpose.

### We value our relationships

We are committed to working collaboratively and purposefully with all our partners recognising that we are not an island but are one part of a complex network dedicated to improving the hearings systems.

### We manage change well

We continuously improve how we work and manage change and we respond to change in a flexible and agile way ensuring that we remain informed and communicate what we are doing and how we are doing it.

### We are courageous, influential and impactful

We are not afraid to try new ways of working, to make the necessary changes to the system or to speak out when others can't but we are accountable and we take responsibility for our actions.

### We measure the important things

We see the value of data to drive our decisions and to measure our impact so we source, collect and analyse our data with care and precision and use it to navigate our path, to recognise our successes and to know when to pivot.



## Our Plans – Theme 1: Delivering positive outcomes

	Objective, Lead Function; and (Main Support Function)	Milestones / Activities	Timescales / Targets
1	Develop a <b>5-year quality strategy</b> which informs and drives our areas for change and improvement	Develop frameworks for standards, audit, and evidence plans across our critical functions to ensure CHS has the tools it needs to deliver and measure quality improvement	Complete by end Q3
		Develop KPI's which allow us to use data to evidence high quality decisions that lead to positive outcomes, and address through improvement where that is not the case	Complete by end Q3
		Drive quality improvement by providing regional support to PPA's through a nationally consistent approach	Progress through Q4
		Utilise the TSM model to Implement feedback loops between observation findings and learning and development; Policy & Practice, Learning to inform improvement planning at regional and National Level.	Progress through Q4

2	Continue to embed and give further effect to the <b>United Nations Convention of the Rights of the Child (UNCRC) (Scotland) Act</b> in our work and practice	Support our community to make decisions that clearly uphold children’s rights through regular communication, training, and updates to the Practice and Procedure Manual (PPM) as required	Progress through Q4
		Work with our partners and key stakeholders to ensure that the views of children can be expressed and shared during hearings	Progress through Q4
		Revise our Children’s Rights and Wellbeing Impact Assessment tools in line with new statutory guidance	Complete by end Q1
3	<b>Codesign a revised Children’s Rights and Inclusion strategy with care experienced young people</b> aligned to the accepted recommendations from the Hearings for Children Report and upcoming changes to legislation	Publish an updated Children’s Rights and Inclusion strategy co-designed with care experienced young people	Complete by end Q1
		Produce an implementation plan for the above strategy which reflects our strategic approach to participation and increases the involvement of children and young people in operational and strategic decision making at CHS	Complete by end Q1
		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 Inclusion strategy	Progress through end Q2 initially



4	Fulfil our obligations and prepare our people for the implementation of the Children <b>(Care and Justice) (Scotland) Bill</b> in children’s hearings	Deliver the first module of Care & Justice Bill Learning to better enable our Panel community to understand the specific needs and impact of trauma on older young people, and to influence the decisions they make.	Progress through Q3 initially
		Update our Practice and Procedure Manual to include guidance on the (Care and Justice) (Scotland) Bill	Progress through Q4
5	<b>Improve young people’s experience of the hearing</b> by building on the work of the Language Leaders to ensure language used in the hearing system supports children to feel safe, included and at the centre of their Children’s Hearing	Collaborate with the strategic CHIP to embed the principles developed by the Language Leaders and deliver an improved and more consistent approach to language across the system	Progress through Q4
		Further develop and embed CHS’s Language in the Hearing tools and guidance to improve consistency and understanding and remove stigma for children and young people	Progress through Q4

6	<p><b>Encourage hearing experienced feedback by young people</b> through the provision of a unified complaints and feedback processes</p>	<p>Implement a clearly defined national approach to joint feedback and complaints for CHS &amp; SCRA</p>	<p>Complete by Q2</p>
		<p>Promote a ‘front door’ for hearing related complaints which removes the need for children, young people, and their families to understand the complexity of our organisational structures</p>	<p>Progress through end Q3</p>
		<p>Review and collaborate on complaints policies and procedures to provide cross-organisational learning and feedback loops</p>	<p>Progress through end Q3</p>
7	<p><b>Drive Panel Member recruitment</b> through national and local improvements</p>	<p>Improve the recruitment and application journey for applicants through aligned digital platforms and the implementation of innovative digital solutions</p>	<p>Complete by Q3</p>
		<p>Improve the approach to our 2024/25 recruitment campaign building on recruitment evaluation insights and feedback from stakeholders and our Community</p>	<p>Complete by Q3</p>
		<p>Improve the messaging of our campaign, focusing on the Panel Member journey</p>	<p>Complete by Q3</p>

## Our Plans – Theme 2: Valuing our people

	Objective, <i>Lead Function;</i> <i>and (Main Support Function)</i>	Milestones / Activities	Timescales / Targets
		Further develop our communication and engagements plans to ensure our Community feels valued, recognised, and engaged	Progress through Q4
8	Develop a <b>nationally consistent approach to recognition</b> within our community to improve the experience of Tribunal Members and strengthen our culture of appreciation	Develop and implement a strategic approach to recognition and retention which delivers a dynamic and consistent approach across our regions to value and retain tribunal members, ensuring the right support mechanisms are in place	Progress through Q4

9	Continue to support our Panel community through the <b>embedding of regional support structures</b> that promote engagement, retention, and provide meaningful opportunities for our volunteers	Implement the bi-annual National Convener Forum to enable Panel member engagement with Strategic issues	Progress through Q4
		Implement and progress nationally agreed Regional AST Meeting structures in every region aligned to National standards, timelines and requirements	Progress through Q4
		Continue to improve communication platforms with the development of Panel Voice events, communication toolkits, and improvements to our Panel Member intranet	Progress through Q4
10	<b>Develop a 5 year Learning Strategy</b> which offers innovative solutions for learning, meeting the changing needs of the hearing system and our Panel Community	Review and refresh the way learning is delivered at CHS by publishing a 5-year Learning Strategy and implementation plan	Complete by end Q2
		Design and deliver high quality training programmes and resources preparing our Panel Community for changes to legislation	Progress through Q4

11	Progress our ambition to become a <b>Trauma-Informed Organisation</b>	Develop and launch the 2 <sup>nd</sup> phase of Trauma training modules and resources through CHS Learning Academy to all volunteers and colleagues	Progress through Q3
		Address trauma-informed language through the Language in the Hearing Room project	Progress through Q4
12	Implement a <b>strategic approach to Wellbeing</b> that supports an improved experience for volunteers and colleagues	Implement a national approach to wellbeing at regional levels through our Wellbeing Co-ordinators	Progress through Q4
		Implement a Wellness Programme to help colleagues feel valued, supported, and motivated to engage with activities that build resilience and supports them to manage their own health and wellness	Progress through Q4
		Continue to refine our approach to hybrid and smart working practices which support colleagues to work effectively and meet the needs of the organisation	Progress through Q4

13	Refresh our <b>people strategy which promotes the key principles behind a healthy, happy organisation</b> including Equality, Diversity and Inclusion; Recruitment and Retention; Learning and Development; Wellbeing; and Reward and Recognition	Develop a modern and innovative Employee Value Proposition which recognises and rewards success	Progress through Q4
		Progress our Equality, Diversity, and Inclusion work by including strategic aims, KPI's, and improvements within our People Strategy	Progress through Q4



## Our Plans – Theme 3: Drive transformation

	Objective, Lead Function; and (Main Support Function)	Milestones / Activities	Timescales / Targets
14	Work with partners and stakeholders across the sector on the <b>implementation of the Hearings for Children accepted recommendations</b>	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
		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
		Develop an implementation plan for the agreed reforms for CHS incorporating the key strategic, practice and operational changes to the hearings system	Progress through Q4

15	Improve the extent to which CHS has access to and can collaborate with partners on the use of <b>data to inform decision making</b>	Work with our partners to removed barriers and deliver transformation in the way we share data between our organisations	Progress through Q4
		Participate in the Youth justice Improvement Board (YJIB) data subgroup to examine analytical and reporting capacity and capability	Progress through Q4
		Explore and define how data can be used by CHS and partners to develop key performance indicators (KPIs) to monitor and measure progress	Progress through Q4
16	Enhance our digital designs but making effective use of technology and <b>improving our user engagement journey</b>	Build on our current user engagement practices to better understand how digital user engagement and change is rolled out and supported regionally and nationally	Progress through Q4
		Drive the continuous improvement of existing CSAS services by supporting business owners and service users through the implementation of user stories	Progress through Q4



17	<p><b>Improve the experience, delivery and fulfilment of Hearings</b> through a nationally fair and consistent approach to rota management</p>	<p>Continue to embed the centralisation and optimisation of our resource capacity and rota allocation</p>	<p>Progress through Q4</p>
		<p>Utilise data and evidence to enable a targeted approach to supporting capacity at local/regional level, supported by the Resource Allocation Team</p>	<p>Progress through Q4</p>
		<p>Work with SCRA to discover efficiencies with the alignment of our regional model to their locality structure maximise the opportunity of regional and locality alignment to improve hearing experiences and operations</p>	<p>Progress through Q4</p>
		<p>Work with SCRA and other partners on optimising the planning and delivery of hearings to improve the experience for children and the interface for Panel Members</p>	<p>Progress through Q4</p>

18	Continue to <b>lead and influence change</b> in the sector and hearings system through on-going collaboration with national partners and our community	Work with our partners, stakeholders, and community to support consultation on the Promise (Scotland) Bill	Progress through Q4
		Continue leadership as members of the Children’s Hearings Redesign Board and Implementation Group	Progress through Q4
		Continued involvement with key national strategic groups e.g. Children’s Hearings Improvement Partnership; Child Protection Leadership group and other national forums	Progress through Q4

## Our Plans – Organisational effectiveness and critical enablers

	Objective, Lead Function; and (Main Support Function)	Activities / Milestones	Timescales / Targets
19	Refine our approach to managing and enhancing colleagues' performance to <b>develop a highly skilled and effective National Team</b>	Revise our appraisal process ensuring alignment of organisational goals to personal development needs	Complete by end Q3
		Improve our organisational learning and development programme by assessing gaps in order to upskill our teams and meet the demands of our sector	Complete by end Q4
		Introduce a coaching/ learning culture at CHS which promotes and values feedback centred on learning and continuous improvement	Progress through Q4
		Review our values-based recruitment processes and enhance accessibility and user experience through an improved, inclusive application and interview process	Complete by end Q4

20	Further develop and build on CHS's change architecture and PMO functions to <b>support the delivery of critical programmes of improvement</b>	Ensure the governance and smooth delivery of the TSM Programme	Complete by end Q3
		Govern the process, delivery and approval of a Programme Business case from the Change Board	Progress through Q4
		Govern the process of initiating and executing Programme Delivery with key measurable outcomes, linked to the Programme Business case	Progress through Q4
21	Fortify and strengthen our cyber and digital security measures enabling CHS to safely <b>harness digital improvements</b>	Carry out an audit of our cyber security measures to inform improvement and recovery plans	Complete by end Q4

22	<p><b>Build on our established communications channels</b> and approaches to adequately reflect our growth and meet needs of our people and communities</p>	<p>Modernise and redevelop our website improving functionality and the user journey, with emphasis on recruitment and expressions of interest</p>	<p>Complete by end Q2</p>
		<p>Launch a revised approach to communications and engagement which provides a clear and consistent voice to our organisational brand for all our audiences and stakeholders</p>	<p>Complete by end Q2</p>
		<p>Develop an internal colleague intranet to complement our Community intranet and consolidate our approach to sharing key information</p>	<p>Complete by end Q3</p>
23	<p>Formalise and standardise the use of <b>process maps and Standard Operating Procedures (SOPS)</b> across the organisation to enable clearer understanding of processes and fulfilment of services</p>	<p>Create a clearly established and structured framework for decision-making processes across the organisation as an accessible suite of SOPS which enhances transparency, accountability, and consistency in decision-making at all levels</p>	<p>Progress through Q4</p>

24	Strengthen CHS's approach, understanding, and <b>use of data to improve decision making</b> , monitor progress, and inform business planning	Gain a better understanding of CHS's data maturity by engaging with sector experts and the national team to assess our use, need, and understanding of data across the organisation	Progress through Q3
		Utilise data and evidence to enable a strategic approach to local, regional and national opportunities for improvement that support capacity and improve the hearings experience for our community and children and young people	Progress through Q4

## Monitoring our business plan

The landscape in which we deliver our work continues to be and fast-moving. At the tail end of 2023/24 we welcomed the publication of the Scottish Government's position regarding the Hearings for Children report, giving us immense opportunities to work with our Government colleagues, partners and key stakeholders across the sector, including our Community and people with lived experience, to make significant changes. To remain flexible and adaptable, we intend to review our business plan mid-year to re-align our objectives and activities with the ongoing partnership working around the reform agenda.

Each of the activities, milestones and deliverables within this plan have been assigned timescales in which, to the best of our current knowledge, we anticipate they will be completed. As we monitor the delivery of our work through the year, the Business and Corporate Parenting Plan remain under regular review.

To manage this review process, CHS operates a well-established process of monitoring and reporting:



Our quarterly performance reviews to the CHS Board take into account work delivered in the past quarter and also reflect on upcoming work and whether alterations will be required (e.g. change of timescales or change of scope) in order to adapt to the environment at the time. In addition to performance monitoring and measurements against business plan objectives, CHS has a set of data driven targets which are monitored by the Board and the Senior Leadership Team which drive decision making and in year business planning.

## Monitoring our work: Key Performance Indicators

To monitor the performance of the organisation through the year, we have set the following Performance Indicators. In addition to these KPI's, CHS monitors its volunteer capacity and statistics via a data summary which accompanies the quarterly performance report.

Strategic Theme	Objective	Performance Measure	Baseline	2024/25 Target
Positive Outcomes – <i>Participation</i>	Objective 6	# of submissions made through the child friendly feedback complaints portal	12	48 submissions via the child friendly feedback and complaints portal
Positive Outcomes – <i>Learning</i>	Objective 16	% of volunteers and colleagues completed Trauma Informed training Phase 2	New measure	100%
Driving Transformation – <i>Quality assurance</i>	Objective 14	% of active and eligible Panel Members observed in year	2023/24: 71%	100%



Valuing our people – <i>Learning</i>	Objective 10	% of pre-service trainees who felt that the learning objectives were met	2020/21: 98% 2021/22: 99% 2022/23: 98% 2023/24: 99%	99%
Valuing our people – <i>Learning</i>	Objective 10	% of recommended applicants appointed as Panel Members	2020/21: 83% 2021/22: 75% 2022/23: 84% 2023/24: 83% <i>*Annual figures updated</i>	90%
Valuing our people – <i>Learning</i>	Objective 10	% of eligible PM's completed Enhanced Practice and Management of Hearings training	New measure	70%
Positive Outcomes – <i>Participation</i>	Objective 3	% of regions involving young people in the design and delivery of the recruitment of Panel Members	New Measure	100%

Valuing our people	Objectives 8, 9, 12, 13	% of Panel Members successfully reappointed	2020/21: 79% 2021/22: 62% 2022/23: 70% 2023/24: 80%	85%
Valuing our people	Objectives 8, 9, 12, 13	% of Panel Members retained during the year	2021/22: 86% 2022/23: 78.5% 2023/24: 83%	85%
Critical Enablers		% CHS employee attendance keep	2020/21: 99% 2021/22: 85% 2022/23: 97% 2023/24: 97%	97%
Critical Enablers		% invoices not in dispute paid within 10 working days, during normal operations keep	2020/21: 85% 2021/22: 85% 2022/23: 89.3% 2023/24: 87%	95%

## Our Resources for 2024-25

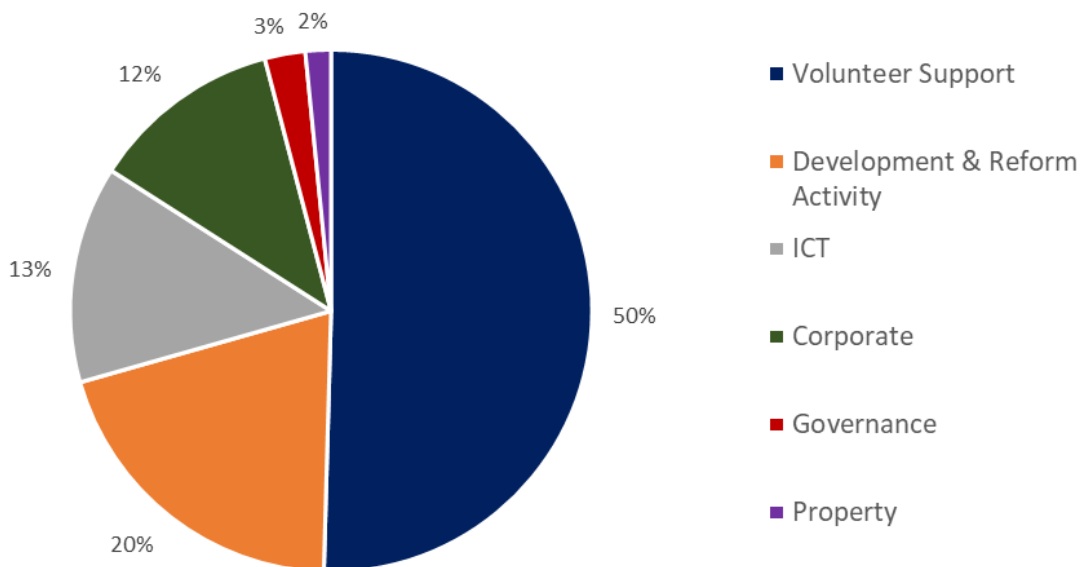
We are funded through an annual grant in aid under a framework agreement with Scottish Government. CHS has an identifiable resource need supported by Government in development of the reform ambitions outlined within our Business Plan.

For 2024-25, our published Grant in Aid is £4,629m, with a further £500k allocated to capital costs.

These resources are allocated across CHS's functions to ensure that we can recruit, train and support our Volunteer Community whilst delivering the best quality hearings.



### Our Expenditure



# CHS and the National Performance Framework

In our 2024-25 Corporate Plan, we set out how our Strategic Themes are aligned to Scotland's National Performance Framework, displaying our commitment to delivering a better Scotland for all of us.

## Strategic Theme

**Theme 1**  
**Positive**  
**Outcomes**

Protecting, upholding and promoting children's rights, and delivering positive hearing experiences and outcomes

## National Outcomes

**Children & Young People;**  
**Communities;**  
**Human Right; Health**

**Theme 2**  
**Valuing**  
**People**

Providing employment and volunteer opportunities that benefit our communities and are carried out with fairness, compassion and respect

**Children & Young People;**  
**Communities;**  
**Education; Poverty;**  
**Culture; Fair Work lth;**  
**Poverty;**  
**Human Rights**

**Theme 3**  
**Driving**  
**Transformation**

Driving change and innovation that enables the best possible outcomes based on data and evidence

**Children & Young People;**  
**Communities;**  
**Education; Human Rights**

## Glossary

### **Area Support Teams (ASTs)**

Teams who provide support and guidance to panel members at the local level. There are 22 of these across Scotland, with 300 volunteer members.

### **Children’s Hearings Improvement Partnership**

Group that brings together partners in the hearings system to identify and drive improvements.

### **Corporate Parent**

An organisation or person that has specific responsibilities and duties to people with care experience and their wellbeing. These responsibilities are defined in Part 9 of the Children and Young People (Scotland Act) 2014.

### **GIRFEC**

‘Getting it Right for Every Child’ is the way for families to work together with people who can support them such as teachers or nurses.

### **Grant In Aid**

A payment made by a government department to finance all or part of the costs of a public body.

### **Hearings System Working Group (HSWG)**

Group made up for partners from the hearings system established to facilitate the redesign of the hearings system. It is chaired by an independent chair.

### **The Hearings for Children Report (HfC)**

“Hearings for Children: The report of the Hearings System Working Group” was published on 25 May 2023. It sets out an ambitious package of recommendations for improvements to the Childrens Hearing System.

### **Children’s Hearings Redesign Board**

A group of leaders from organisations that have a statutory responsibility for the operation and management of the Children’s Hearings System responsible for providing oversight for delivering change.

### **Language Leaders**

Language Leaders is a collaborative group made up of young adults with lived experience of hearings, and professionals from across the hearing system (including CHS, SCRA, Social

Work, Advocacy and Children's Rights)

### **Independent Reports**

A specialist report, requested by Panel Members, answering specific questions about a child and young person's circumstances, that is produced by someone not involved in the child's case.

### **Learning Academy**

Provides a range of training to ensure our volunteer community's learning is current and relevant for the role.

### **National Convener**

This role leads and oversees Children's Hearings Scotland. They are responsible for recruiting people to serve as Panel Members across Scotland, and making sure they have the right training and support to make sound decisions in the best interests of infants, children and young people. The current National Convener is Elliot Jackson.

### **National Performance Framework**

The strategic framework that sets out the vision, values and outcomes for Scotland as a whole.

### **Our Hearings Our Voice (OHOV)**

An independent board for children and young people from across Scotland who have experience of the Children's Hearings System. OHOV works to ensure that these children and young people have a decision-making role in the design and improvement of the hearings system.

### **Panel Members**

People who take part in children's hearings and make legal decisions about the care and protection of infants, children and young people. There are around 2,400 Panel Members in Scotland. Three Panel Members sit on each hearing.

### **Panel Practice Advisors (PPAs)**

Specially trained volunteers responsible for observing Panel Members hearings to ensure they are following correct practice and are providing a high-quality experience to children and families.

### **Participation Standards**

The principles that define our approach to, and best practice for, the participation of people with lived experience across CHS's work.

### **Promise Programme**

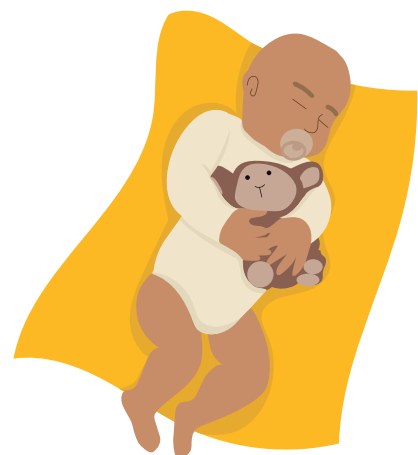
CHS's structured programme of work that delivers on the findings of the Independent Care Review.

### **Scottish Children's Reporter Administration (SCRA)**

The Children's Reporter works for SCRA; they decide if a child might need a children's hearing, arrange children's hearings and send all the necessary papers out.

### **United Nations Convention on the Rights of the Child (UNCRC)**

An international convention that sets out articles defining rights that are specifically held by children.





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