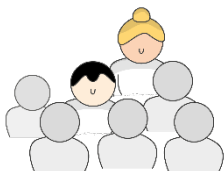




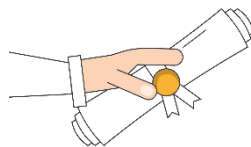
APPLICATION PACK

Senior Communications Manager

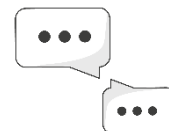
Recruiting



Training



Supporting



Improving outcomes for children and young people

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INTRODUCTION FROM THE NATIONAL CONVENER



Dear applicant,

Thank you for expressing an interest in working with Children's Hearings Scotland.

As an organisation that works within the Children's Hearings System, we are passionate about making a positive contribution to improving the outcomes of Scotland's children and young people.

Our vision is of a hearings system where everyone works together. This makes sure that all children and young people are loved, cared for and protected and that their views are heard, respected and valued. We are currently rolling out a range of projects that will see us transform the way we work, helping us to achieve our vision. It is a truly exciting time to join Children's Hearings Scotland.

It is an enormous privilege to lead this organisation, and we are committed to shaping a modern Children's Hearings System that meets the needs of Scotland's children and young people.

Good luck with your application.

Elliot Jackson
National Convener and Chief Executive Officer



ABOUT US



Children's Hearings Scotland recruits, trains and supports around 2,500 skilled volunteer Panel Members who sit on children's hearings and make decisions with and for vulnerable children and young people across Scotland.

WHAT IS THE CHILDREN'S HEARINGS SYSTEM?

Scotland's unique Children's Hearings System are legal meetings set up because there are concerns about the wellbeing or care of an infant, child or young person. Their problems are addressed in a legal tribunal where Panel Members, recruited and trained by Children's Hearings Scotland (CHS), decide on the best outcome for the child involved while upholding and promoting their rights.

WHAT WE DO AT CHS

Children's Hearings Scotland (CHS) **recruits, trains and supports** around 2,500 Panel Members across Scotland who are supported by regional Area Support Teams (AST). Panel Members make legal decisions with, and for, children and young people in children's hearings and AST members provide support and guidance to these Panel Members locally. You may have heard of us being referred to as the Children's Panel too.

CHS is lead by our National Convener and Chief Executive, Elliott Jackson.

LOOKING TO THE FUTURE

The Children's Hearings System has been in operation in Scotland since 1971, in 2020, Scotland made **The Promise**. The Promise is that Scotland's children and young people will grow up loved, safe and respected.

Reform of the Children's Hearings System is leading to a number of changes.

- We are strengthening our support structures for volunteers.
- Scottish Government is delivering legislation that brings all under 18s into the Children's Hearings System to comply with United Nations Conventions.
- CHS and partners are working with the Scottish Government, and The Promise Scotland, to deliver the widest range of changes to the Children's Hearings System since it was created.

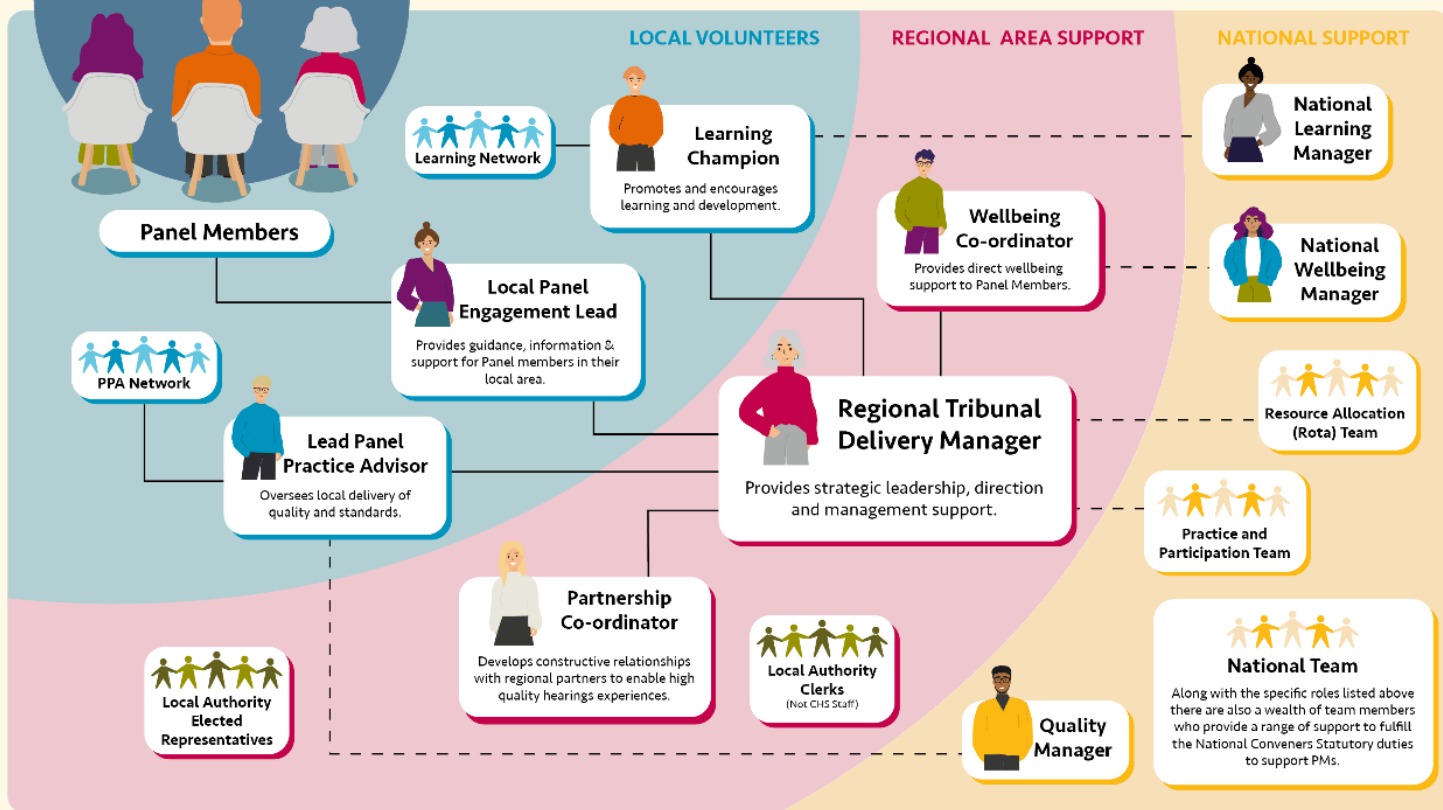
All this helps ensure we have the right structures along with the skills, knowledge and expertise required to make some of the most difficult and transformative decisions about children's lives and futures.

Although this is a lot to take on, it's done with a singular goal - improving the lives of infants, children and young people.

Together, we will deliver on that promise to make Scotland to be the best place to grow up. As a Panel Member, you can be part of it too.

HOW CHS SUPPORTS OUR PANEL MEMBERS

Behind every Panel Member that is making decisions for and with infants, children and young people, is a **Regional Area Support Team (AST)** to provide support, learning and wellbeing of Panel Members. The Regional Area Support Team (AST) is the operational group that manages the effective delivery of CHS's statutory functions in one of nine geographical localities across Scotland.



HOW WE WORK TOGETHER AT CHILDREN'S HEARINGS SCOTLAND



Daily

Daily Hearings Support

Brief and update Panel Members | Listening to Panel Members

"I support Panel Members to undertake their role"
Local Panel Engagement Lead

Support from CHS Regional and National Team for immediate issues and to monitor welfare. Daily support is also given by Local Authority Clerks.

Weekly

"I meet weekly with the Partnership and Wellbeing Co-ordinators, and the Local Authority Clerk to discuss issues both local, regional and national. I also meet with representatives of the National Team and Resource Allocation Team (Rota)."
Regional Tribunal Delivery Manager

All Regional Managers and CHS Leadership meet weekly to discuss issues both local, regional and national.

- ✓ Check ins
- ✓ Hot Topics
- ✓ Issues

Monthly

"We meet monthly to check in and brief on the latest updates and wellbeing"

- Regional Tribunal Delivery Manager
- +
- Partnership Co-ordinator
- +
- Wellbeing Co-ordinator
- PLUS
- Resource Allocation Team (Rota)
- Local Authority Clerks (Not CHS Staff)
- +
- Local Panel Engagement Leads
- +
- Lead Panel Practice Advisor
- +
- Learning Champion

Quarterly

Area Support Team Meetings

Quarterly meetings of the Regional Team including elected local representatives and clerks. Also included are Learning Champion, Lead Panel Practice Adviser and a rotating selection of Local Panel Engagement Leads to cover each area

These meetings will be consistent across all nine regional Area Support Teams and are part of our formal governance arrangements.

Biannual

Every six months we will host a National Convener Forum, chaired by Elliot Jackson. Representatives from all regions, including 50-60 Regional volunteer roles will be invited to attend.

"This meeting is about setting vision and direction and giving Panel Members a direct route to engage and feedback to CHS Leadership."

OUR VISION



Our vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are loved, cared for and protected and their views are heard, respected and valued.

OUR VALUES



Our values sit alongside our vision and mission and are threaded throughout everything we do.

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



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



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



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



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



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



COMPLETING YOUR APPLICATION



Thank you for your interest in joining our team at Children's Hearings Scotland. We are also known as CHS.

This application form has been designed to ensure compliance with legislation and best practice. The processing of all information will be in accordance with the requirement of the [Data Protection Act 2018](#). The information you provide on your application form will only be used as part of the selection procedure and for any subsequent employment administration if your application is successful.

For further details on how your information will be handled please refer to our [privacy statement](#). If any part of the form is unclear, please contact us at jobs@chs.gov.scot.

We are striving to be an equal opportunities employer with a diverse workforce which is representative of the population we serve. We are committed to embedding a culture of equality and diversity into our organisation and ensuring that all job applicants and employees are treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other factor.

At the end of the application form you will find our Equal Opportunities Monitoring Survey which is intended to assist CHS in maintaining equal opportunities best practice and in identifying equality barriers for job applicants. We would be grateful if you would complete it.

Employees of CHS must adhere to a detailed Staff Code of Conduct. Key principles in this are that staff:

- act in the best interests of CHS
- are honest
- are selfless
- have integrity and respect

Prior to employment, all applicants will undergo pre-employment background checks in line with the Scottish Government's Baseline Personnel Security Standards.

We may contact previous employers, educational providers, fraud prevention bodies, local authorities and government agencies as part of this process. We may also use background screening companies.

Guidance on filling in the online application form

The form has been designed to help both the applicants and our resourcing team process applications quickly, efficiently and on a variety of devices. This application can be accessed on any device.

The application sections are detailed below. We advise you to read over them and have your information prepared on separate document you can cut and paste from, such as your CV or covering letter. Once you start the application, you will not be able to save it and return to complete it at a later stage.

CHS does not accept CVs. Please ensure you include all relevant information on this form.

Section 1

- **Personal Information:** Please note that only your surname is required in full. Give only the initials of your first name(s).

Section 2

- **Education and Training:** This section asks about your education and job-related training. Please give us enough details to assess your attainments in relation to the post for which you are applying.
- Continue on a separate sheet if necessary. We need a minimum of three years' job-related or education history.

Section 3 to 7

- **Work Experience:** This section asks about your work experience with a separate section for each relevant role. We have supplied space for your most recent post as well as four previous roles.
- Please give as much detail as you feel gives us an accurate picture, both about the type of work you are/were doing and the responsibilities you have or have had. Please start with the most recent and share dates where possible.

Section 8

- **Supplementary Information:** Please detail any further experience or information relevant to the post for which you are applying, considering the information you have been given about the post, for example the job description or person specification. Try to ensure you are clear about how you meet the essential criteria listed.

Section 9

- **General Information:** You are asked to tell us if you are related to any member of CHS's staff or Board. This is to ensure compliance with CHS's Code of Conduct Policy.
- You are asked to tell us if you are currently eligible for employment in the UK. This is so that we can ensure compliance with the [Immigration Act 2014, Asylum and Immigration Act 1996](#) and the [Immigration, Asylum and Nationality Act 2006](#) which requires organisations to ensure individuals to whom they are offering employment have permission to work in the UK. Please visit www.gov.uk/check-uk-visa if you are unsure of your status.
- If you are invited to interview, you will be required to produce such evidence.
- CHS works with vulnerable persons under the age of 18 and we are required by [The Protection of Vulnerable Groups \(Scotland\) Act 2007](#) to ensure that all of the staff we employ are suitable to work with persons under 18 or with their data. CHS is also an exempted body for the purposes of the [Rehabilitation of Offenders Act 1974 \(Exceptions\) Order 1975](#).
- CHS must consider, prior to offering employment, any information of any spent and unspent convictions that may be relevant to the post for which you are applying. No unconditional offer of employment will be made until a satisfactory [Protecting Vulnerable Groups \(PVG\) clearance](#) has been received.
- If you are the successful candidate for the post, you will be asked to complete a pre-employment health questionnaire. This questionnaire will be screened by CHS' Occupational Health Provider, who may ask you to attend for consultation.
- Formal offers of employment will be made once CHS' Occupational Health Provider has assessed the individual as "fit to work" and where appropriate any reasonable adjustments have been implemented.

Section 10

- **References:** We request three professional references. References will only be taken up if you are shortlisted. Please indicate if you do not wish your referee(s) to be contacted at this stage.
- Please note that no unconditional offer of employment will be made until satisfactory references have been received.

Section 11

- **Declaration:** You are asked to declare the information you provided is true to the best of your knowledge. If you have any questions or concerns please contact us at

jobs@chs.gov.scot.

Section 12

- **Equality Monitoring:** The information in this survey will be used for monitoring purposes only. Your responses are voluntary but the more information you supply, the more effective our monitoring of responses will be.
- This information will only be viewed by the CHS Resourcing Team and is not connected to your application form and will not be used to identify you. It will not be seen by anyone involved in interviewing or shortlisting and will be stored securely in line with the principles of the [Data Protection Act 2018](#).
- Monitoring will help to improve our recruitment processes and enable us to be as inclusive an employer as possible.
- Please select the most applicable option in the questions and complete the open boxes where relevant. We would be grateful if you would fill in this survey.

APPLICATION FORM



[Apply now via this form](#)

JOB DESCRIPTION



Reports to:	Director of Business and Finance
Direct Reports	Communications and Engagement Partner (2 FTE)
JD Last Updated	March 2025
Role Last Evaluated	April 2023

OVERVIEW OF ROLE

The Senior Communications Manager will lead the communications team and will be accountable for:

- Leading a high-performing team to deliver service excellence across CHS
- The development and continuous improvement of CHS's brand, communication and engagement strategy for the organisation
- Providing high-quality strategic communications advice to the Senior Leadership Team (SLT) to enable the optimum approach to achieving organisational objectives with both internal and external stakeholders
- Providing excellent stakeholder management including internal and external communication mechanisms

The role holder will be a senior manager in CHS and will be expected to contribute to the strategic and operational leadership of the Children's Hearings Scotland (CHS) organisation in collaboration with members of the SLT. They will champion the importance of external and internal communications, keeping the communications function and the CHS brand at the heart of the organisation.

The role holder will provide strategic communication advice and challenge to the National Convener, SLT, the CHS Board, the CHS National Team and the CHS volunteer community and play a key role in working cross functionally to ensure that there is a consistency in communication and brand across CHS.

The role holder will be an exemplar for the values of CHS including listening to and valuing the voice of children and young people, the contribution of volunteers, and supporting the National Convener in ensuring a respected, quality-based, and sustainable tribunal system is delivered.

The role holder will balance leadership and management activity with the day-to-day work of CHS communications.

STRATEGIC/CORPORATE LEADERSHIP ACCOUNTABILITIES

- Responsible for the communications strategy and communicating the strategic vision and goals of CHS
- Establish, promote and champion new ways of working with internal and external stakeholders
- Ensure change programmes are supported through effective change communications
- Be a leader and ambassador for CHS and act as a role model to the organisation and demonstrate the values of CHS through actions, decision, and behaviour(s)

OPERATIONAL LEADERSHIP ACCOUNTABILITIES

- Manage the communications function using effective people management practices which support professional development and progression of team members
- Develop and coach members of the team, manage and priorities work and delegate appropriately
- Develop and oversee a communications workplan that supports the CHS strategic outlook and annual business plan
- Lead the team's operational activities which include recruitment campaigns, engagement activities, communication channels and graphic design and brand development
- Provide specialist advice in relation to media management in both proactive and reactive situations
- Effectively develop and maintain relationships with relevant key external stakeholders.
- Oversee budget and resource management for the function, demonstrating effective controls, value for money and identifying opportunities for efficiencies

PERSON SPECIFICATION



LEADERSHIP AND PERSONAL EFFECTIVENESS COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Strategic Thinking	<ul style="list-style-type: none"> • Ability to connect events and key pieces of information; to see patterns and trends; to draw information together into models and frameworks, which can then be used to interpret complex situations and identify their salient features • The ability to look into the future, consider the future needs of the business • Able to present policies, processes and methods which could be affected by future developments and trends • Highly developed negotiating skills with the ability to influence decision-makers • Ability to work strategically within the role, with and across SLT colleagues, and with national and local partners • Ability to translate corporate strategy and policies into operational activity • Able to interpret and use data/information to tell a story, understand performance and identify direction of travel • Able to manage complex tasks and conflicting priorities
Leading change	<ul style="list-style-type: none"> • Strong project/change communication skills • Ability to sustain performance under conditions of rapid change
Teamwork and Collaboration	<ul style="list-style-type: none"> • Works collaboratively across teams, levels, departments recognising that we have a shared responsibility to provide the best experience for our colleagues and wider stakeholders • Recognises the value of every contribution and area of expertise within the organisation which includes building links and networks across teams (internally and externally) • Creates a supportive team environment by listening and responding to others and creating opportunities for innovation and generation of ideas and actions
Leading People	<ul style="list-style-type: none"> • Able to lead, motivate and empower team(s) • Able to build and maintain high-performing team(s) • Able to coach and mentor others
Communication	<ul style="list-style-type: none"> • Excellent influencing and negotiation skills • Specialist professional insight into proactive and reactive media management

	<ul style="list-style-type: none"> • Ability to communicate effectively in one-to-one and group settings • Excellent writing skills
Personal Integrity	<ul style="list-style-type: none"> • Encourages and supports open communication • Motivated by values and getting on with the job • Shows resilience that enables the team to perform to the highest standards

FUNCTIONAL/TECHNICAL COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Financial Management	<ul style="list-style-type: none"> • Proficient in managing budgets and financial planning
Computer Literacy	<ul style="list-style-type: none"> • High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint) • Excellent knowledge and understanding of digital communication tools and platforms • A sound understanding of website management/social media apps/intranet

TRACK RECORD/EXPERIENCE

Significant experience (typically five or more years) in a role with accountabilities for leadership, problem-solving, planning, and decision-making.

Track record (typically five or more years) in effectively managing a team.

Experience (typically three or more years) in delivering change communications and engagement with complex stakeholder groups during times of significant change.

Experience in using management information to support business planning and improvement.

Strong knowledge of internal and external communication practices and techniques – with an interest in latest trends and best practice.

Experience in conducting research and gaining stakeholder insight to inform communications and engagement strategy.

Experience in content creation for both internal and external purposes with ability to adapt the content based on target audience.

Experience of different publishing tools and an eye for design.

Experience in stakeholder management and experience working with senior leaders.

Track record of ability to multitask and work well under pressure and display a comfort level and confidence in working with and supporting leaders.

EDUCATIONAL ATTAINMENT/ QUALIFICATIONS

Educated to degree level or equivalent in a related qualification or experience.
Desirable: qualification in communications, journalism, public relations, or relevant field.

PROFESSIONAL BODY MEMBERSHIP

N/A

OTHER REQUIREMENTS FOR THE ROLE

None

Thank you for your interest in this position.