

# CHS Board Meeting

Tue 20 September 2022, 13:00 - 15:30

## Agenda


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### 13:00 - 13:00 **1. Declarations of Interest**

0 min

*Verbal* *Katharina Kasper*

To consider any declarations of interests with regard to agenda items

 1. September 22 Board Agenda v2.pdf (2 pages)

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### 13:00 - 13:00 **2. Minutes of Previous Meeting**

0 min

*Paper* *Katharina Kasper*

To approve the minutes of the previous meeting on 28th June 2022

 2. CHS-2223-15 Board Minute June 2022.pdf (12 pages)

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### 13:00 - 13:00 **3. Action Log**

0 min

*Paper* *Katharina Kasper*

To monitor progress against actions due and agree action where required

 3. CHS-2223-16 Board Action Log September 2022.pdf (1 pages)

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### 13:00 - 13:00 **4. Matters Arising**

0 min

*Verbal* *Katharina Kasper*

Seek assurance that actions from the previous meeting have been progressed

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### 13:00 - 13:00 **5. Chair Update**

0 min

*Verbal* *Katharina Kasper*

For information and discussion

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### 13:00 - 13:00 **6. National Convener/CEO Update**

0 min

*Paper* *Elliot Jackson*

For consideration and discussion

 6. CHS-2223-17 CHS-2223 NC update Sept Board V1.pdf (5 pages)

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### 13:00 - 13:00 **7. Hearing System Working Group Update**

0 min

*Paper* *Carol Wassell*

For information and discussion

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**13:00 - 13:00** **8. 2022/23 Financial Forecast Outturn**

0 min

*Paper* *Ed Morrison*

For consideration and approval

 8. CHS-2223-19 Forecast Outturn Board.pdf (3 pages)

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**13:00 - 13:00** **9. ARMC Chair Update**


0 min

*Verbal* *Henry Robson*

**9.1. Annual Report and Accounts**

*Paper* *Ross Mackenzie*

For consideration and approval

 10. CHS-2223-21 2022 Board Annual Accs and Man Rep letter covering report.pdf (11 pages)

 10. CHS-2223-21a CHS Stat Accounts 2021-22 v3.3.pdf (58 pages)

**9.2. Appointment of New Chair**

*Verbal* *Katharina Kasper*

To formally appoint Sean Austin as Chair of the Audit and Risk Committee


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**13:00 - 13:00** **10. Impact Report**

0 min

*Paper* *Elliot Jackson*

For consideration and approval

 11. CHS-2223-22 Board Cover Paper - Impact Report 2021-22.pdf (1 pages)

 11. CHS-2223-22a DRAFT Impact Report 2021-22.pdf (18 pages)

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**13:00 - 13:00** **11. Q2 Performance Report**

0 min

*Paper* *Elliot Jackson*

For consideration and approval

 12. CHS-2223-23 Q2 Performance Report 2022-3- Board Cover Paper.pdf (2 pages)

 12. CHS-2223-23a Quarter 2 Performance Report.pdf (17 pages)

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**13:00 - 13:00** **12. CHSLA Draft Prospectus**

0 min

*Paper* *Elliot Jackson*

For consideration and approval

 13. CHS-2223-24 CHSLA Prospectus\_cover\_paper.pdf (3 pages)

 13. CHS-2223-24a prospectus 2022.pdf (12 pages)

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**13:00 - 13:00** **13. PPA Report**

0 min

*Paper* *Pam Wilson*

For consideration and discussion

 14. CHS-2223-25 PPA Update September '22.pdf (4 pages)


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**13:00 - 13:00** **14. Annual Review of Appeals**

0 min

*Paper* *Stephen Bermingham*

For consideration and approval

 15. CHS-2223-26 September Board Appeals 21-22 paper.pdf (6 pages)

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**13:00 - 13:00** **15. Lived experience representation within CHS recruitment campaign**

0 min

*Paper* *Elliot Jackson*

For consideration and discussion

 16. CHS-2223-27 Lived Experience in recruitment.pdf (7 pages)

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**13:00 - 13:00** **16. Board Development Plan**

0 min

*Paper* *Henry Robson/Sean Austin*

For consideration and approval

 17. CHS-2223-28 Board Development 2022.pdf (3 pages)

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**13:00 - 13:00** **17. AOB**

0 min

**DRAFT**

## AGENDA

### CHS BOARD MEETING

**September 20<sup>th</sup>, 2022**

The Board will meet 13:00 – 15:30

Item	Topic	Lead Person	Paper Number	Purpose
1	Declarations of interests	Chair	Verbal	To consider any declarations of interests with regard to agenda items
2	Minutes of previous meeting	Chair	CHS-2223-15	To approve the minutes of the previous meeting on 28 <sup>th</sup> June, 2022
3	Matters arising	Chair	Verbal	Seek assurance that actions from the previous meeting have been progressed
4	Action log	Chair	CHS-2223-16	To monitor progress against actions due and agree action where required
5	Chair update	Chair	Verbal	For information and discussion
6	National Convener/ CEO update	EJ	CHS-2223-17	For consideration and discussion
7	Hearing System Working Group Update	CW	CHS-2223-18	For information and discussion
8	2022/23 Financial Forecast Outturn	EM/RM	CHS-2223-19	For consideration and approval
9	ARMC Chair update <ul style="list-style-type: none"> <li>Annual Report and Accounts</li> <li>Appointment of new Chair</li> </ul>	HR EM/LH KK	CHS-2223-21	For consideration and approval
10	Impact Report	EJ	CHS-2223-22	For consideration and approval
11	Q2 Performance Report	EJ	CHS-2223-23	For consideration and approval
12	CHSLA Draft Prospectus	EJ	CHS-2223-24	For consideration and approval
13	Panel Practice Advisor Report	PW	CHS-2223-25	For consideration and approval
14	Annual Review of Appeals	SB	CHS-2223-26	
15	Lived Experience in CHS recruitment	EJ	CHS-2223-27	For consideration and discussion
16	Board Development Plan	HR&SA	CHS-2223-28	For consideration and approval
17	AOB			

Next meeting: November 22<sup>nd</sup>, 2022

Next Board meeting key topics:

1. Financial Forecast Outturn
2. Board Standing Orders
3. Governance Plan 2023
4. Governance Calendar 2023
5. Rights and Inclusion Strategy Annual Report

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## Minutes of the Board Meeting of 20<sup>th</sup> June, 2022

The meeting started at 15:00 at Thistle House

**Present:**

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

**Also present:**

Elliot Jackson (EJ)	National Convener/Chief Executive (NC/CEO), CHS
Lynne Harrison	Head of Strategy/development & DCEO, CHS (virtual attendance)
Carol Wassell (CW)	Head of Area Support & Community Improvement, CHS
Christine Mullen (CM)	Head of Learning, CHS
Stephen Bermingham (SB)	Head of Practice and Policy, CHS
Ed Morrison (EM)	Director of Finance, CHS (SCRA shared services) (virtual attendance)
Rachel Kavish Wheatley (RW)	Business Operations and Governance Lead, (minute taker), CHS
Ross Mackenzie	Finance Manager, CHS (SCRA shared services) (virtual attendance)
Nick Rougvie	Team Leader, Children and Families Unit Scottish Government

**Apologies:**

Katie Docherty	Board Member
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Items	Actions / owner	Time-scales
<b>1 Declaration of interests</b>		
The Chair welcomed everyone to the meeting and presented the apologies as above		
<b>2 Minutes of previous meeting</b>		
The Board approved the minutes of its meeting on 29 March, 2022		
<b>3 Matters arising</b>		
There were no matters arising to note		
<b>4 Action log</b>		
<p><b>The Chair noted the following actions for further discussion;</b></p> <ul style="list-style-type: none"> <li>Action 5 – <i>Develop a data set for Board reporting</i> – The Chair noted this action is past due however there is a data workshop planned for the 28<sup>th</sup> of June. The discussion during this session will inform the creation of data sets for regular reporting.</li> </ul>		

	<ul style="list-style-type: none"> <li>• Action 6 – <i>To compile and compare data around the percentage of observations across ASTs that give cause for concern to PPA’s</i> - SMT updated that the PPA Forum has been developing a set of benchmarking standards which will enable more robust data going forward. In the interim, a report will be brought to the September Board utilising the more granular data currently available on the parentages of hearings leading to recommendations, noting the different themes geographically, and if this data delivers any insight on improvements that could be made as a result. The report will also include an update for the Board on the work of PPA’s and the PPA Forum.</li> <li>• Action 11 – <i>Report on the ASIP role</i> – The Chair sought clarification on this action point. The Board agreed that the paper which was submitted in November was available in the Board reading library. This action will now be closed however Board members are welcome to raise question off line.</li> <li>• Actions 13 &amp; 15 – The Chair noted these actions will be to be covered in upcoming development sessions.</li> <li>• Action 14 – <i>Device Pilot Report</i> – The Chair asked for an update to the timeline for this evaluation report. It was agreed the paper would be presented at the January 2023 meeting.</li> <li>• Action 21 – <i>KPI Development Process</i> – The Board noted the need for this work to be informed by the data reporting requirements to be agreed, and line up with other data streams and management information.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li>1. <b>To update the action log as above.</b></li> <li>2. <b>To bring a PPA report to the September Board.</b></li> </ol>	<p>CW</p>	<p>Sept 22</p>
<p>5</p>	<p><b>Chair update</b></p>		
	<p><b>The Chair updated the Board on the following;</b></p> <ul style="list-style-type: none"> <li>• The Chair expressed thanks to the Scottish Government Sponsor Team, CHS Senior Management Team, and the Board for their support while settling into the role.</li> <li>• The Chair formally recorded appreciation for the commitment and dedication of the Volunteer Community.</li> <li>• The Chair formally recorded appreciation for the SMT and the comprehensive induction process received.</li> <li>• The Chair updated the Board on the introductory meetings with sector partners attended. The Chair looks forward to expanding on, and developing those relationships going forward.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li>1. <b>To Note the update from the Chair.</b></li> </ol>		
<p>6</p>	<p><b>National Convener/Chief Executive update</b></p>		

**The NC/CEO spoke to the paper shared;**

Capacity

- Panel Member (PM) capacity is challenging, particularly around male PM’s and their availability to sit on hearings.
- 8 out of 22 areas are reporting ‘red’ in monthly capacity reporting. We have not failed to meet our statutory requirements to deliver PM’s for hearing, but this has not been without challenge and significant time investment by local ASTs.
- The situation is compounded by a number of PM’s on continued leaves of absence and who have not responded to our attempts at re-engagement.
- To mitigate the falling numbers of available PM’s, we plan to bring our current cohort of trainees into practice sooner by reducing the gap between pre-service completion and rota availability. In addition, we will run another recruitment campaign in the Autumn. We will review recruitment targets taking into account upcoming business needs. As the Board are aware, we are hopeful legislation will pass by November to support single sex panels if we are unable to provide a gender split panel. Our policy will remain to support mixed sex panels where practicable.

Pre service

- Non completion rates for the current cohort of trainees is predicted to be higher than in previous years. In previous years we have seen a rate of 10-12%, this year we anticipate an increase to 15%. While we have a number of support mechanisms in place for our trainees, factors such as workload, personal circumstances and family needs have led to increased drop-out rates.
- We will be gathering feedback from the current cohort of trainees to inform our next round of pre-service training, making adjustments to planning and delivery to support completion into service

Hearing observations

- SMT have been observing hearings over the past two months. This has been a worthwhile exercise for the Senior Management Team. The Board are invited to observe hearings as a means to enhance their understanding of practice.

**Board discussion**

- The Board expressed a desire for more formal forecast modelling which takes into account the number of hearings anticipated trainee and PM resignation rates, and upcoming legislative changes to better understand our capacity issue and the time sensitivities.
- The Board sought clarification on the large variance between the number of applications and those who entered pre-service. SMT noted that while the number of applicants across the country were high, some areas had more applicants than others, and some had few suitable candidates. The campaign sought to recruit more males into the panel which in turn led to potentially suitable female applicants being rejected.
- The Board asked if we intend to engage with employers more during our next campaign. During Covid CHS did not actively engage employers due to the



	<p>pressures most sectors were under. With our next campaign we intend to make a more structured approach towards employers, which feeds into our influencing strategy.</p> <ul style="list-style-type: none"> <li>The Board asked how AST capacity is being monitored, particularly as the mitigations in place for PM capacity will put increased pressures on AST's. SMT informed the Board that capacity is a standing agenda item at the fortnightly AST Operational meetings, which are attended by all Area Conveners. CHS are supporting AC's by presenting options for ways to manage capacity issues while giving them agency to manage their areas in the way that works best. The largest AST pressure is on rota managers due to the reduction in PM capacity and the increase short notice 'swaps'. This is supported through a Rota Manager swap channel on Teams, which has been well received. We anticipate further relief to come in the summer when SCRA reduce the hearing diet.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li><b>The Board noted the update.</b></li> <li><b>The Board would like to see modelling on the number of hearings anticipated (demand) and our PM community numbers (supply) in order to better understand the scale of the challenge and the number of PM's needed to mitigate the current capacity issues. The modelling should take into consideration the measures and interventions currently in place and those in train in order to more accurately forecast our capacity position over time.</b></li> </ol>	<p>CW</p>	<p>Sept 22</p>
<p>7</p>	<p><b>Hearing System Working Group Update</b></p>		
	<p><b>CW spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>The paper presents an updated position on the work of the Hearing System Working Group (HSWG), of which CW and BA-L are members. The main output of the HSWG will be David Mackie's report, which is due for publication in April. Our work within the HSWG is to shape, inform, and influence that report.</li> <li>We have asked the HSWG to define what the shape of the report will look like, who are its influencers, and what will the expectation and ask of government be as a result of the report.</li> <li>An important element of the work undertaken as part of the HSWG is a number of co-design groups, led by the Promise. We have positioned three highly skilled members of the CHS National Team to facilitate the 'during a hearing' and 'after a hearing' co-design groups, and to sit on the 'before the hearing' group. These co-design groups will deliver a 'blue print' of the future state of the Hearing System.</li> <li>We have made contact with residential care providers, Champions Boards, young people at Polmont, OHOV, and the Voice and Inclusion Group (VIP) at CELCIS. In addition to meeting with young people, we have also engaged with kinship careers, foster careers, adoptive careers, safe guardians, police, and other stakeholders. We are pushing the project management team to ensure these voices are included.</li> </ul> <p><b>Board discussion:</b></p>		

	<ul style="list-style-type: none"> <li>The Board commented on the thoroughness of the report. They noted the comprehensive participation strategy outlined within the report and stressed the importance of regular communication during times of change.</li> <li>The Board asked if there was an opportunity for participation through the VIP project at CELSIS to connect with STAF with regards to 16/17 years olds coming into the system.</li> <li>The Board expressed some concern around the timelines of the report, with the first draft expected around November, and the short span of opportunity we have to influence it.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li>The Board noted the update.</li> <li>CM to share with BA-L a report on Champions Board's.</li> <li>The Chair to look at immediate spheres of influence and engagement where she can make an impact and to report this to the Board.</li> </ol>	<p>CM KK</p>	<p>June 22 Sept 22</p>
8	2022/23 Capital & revenue financial forecast		
	<p><b>RM spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>Point 2.1 has been updated with the correct pension costs, though this is not a 'cash' cost. There is a fixed contribution rate CHS pays in based on payroll and this is a cash sum. At the end of the year, the actuaries review these figures and re-adjust based on more accurate end of year data. This number changes year on year but does not result in any additional cash contributions.</li> <li>Revenue and capital outturn figures are in line with the forecasts reported to the Board in March, there have been no changes to the figures based on the external audit fieldwork.</li> <li>We have been re-assured that there will be no 'claw back' from Scottish Government and we will maintain our reserves to relieve in year pressures and budget gaps.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li>The Board approved the outturn report.</li> </ol>		
9	Q1 Performance Report		
	<p><b>LH spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>The Plan captures our progress against our objectives aligned to the 22/23 Business Plan, and is the first performance report of the year. It is also the first iteration of this report with the Promise Programme included.</li> <li>Q1 shows a range of activities, most of which are on track. We have moved the timelines for two milestones in line with other work taking place around the Promise Programme. Plans to carry out a recruitment campaign in the autumn will likely necessitate adjustments to other milestones.</li> </ul> <p><b>Board discussion:</b></p> <ul style="list-style-type: none"> <li>The Board formally noted their thanks to the team for the report and the amount of work that both goes into it, and is reported on.</li> </ul>		

	<ul style="list-style-type: none"> <li>The Board noted the progress being made around effectiveness.</li> <li>The Board asked for clarification around the reporting structure and timings. SMT noted that reporting is dependent on the milestones with some reporting better tracked annually rather than quarterly. As these reports progress and come to the Board the figures will be more meaningfully populated.</li> <li>The Board asked about KPI 5 – <i>percentage of Panel Members re-appointed</i> – and noted the rate is lower than in previous years. The rate of 65% is reflective of the number of inactive PM’s we currently have, the after effects of Covid, and this year’s re-appointment cycle, which is our largest cohort and therefore creates an anomaly.</li> </ul> <p><b>Board decision:</b></p> <p><b>1. The Board approved the Q1 performance report.</b></p>		
10	<b>Panel Member Recruitment 2022 evaluation</b>		
	<p><b>CM spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>This report presents both an overview and an evaluation of the 2022 campaign.</li> <li>In terms of evaluation, currently the report is missing the feedback from the current cohort of trainees. This will be added and evaluated once they have completed pre-service training. We will use this data to inform future campaigns as well as our planning for pre-service training going forward.</li> <li>The evaluation shows that the campaign performed well in terms of online engagement and click through, though this did not convert into applications. This can be due to a number of factors of which timing was one. The campaign launched as the nation was opening back up after Covid leading to a change in commitment levels.</li> <li>550 were admitted to pre-service of which we anticipate appointing 450 to the panel. While there is no requirement for trainees to tell us their reasons for leaving, and many don’t, health, employment, family circumstances, time commitment and access to technology have been reported as some of the reasons for not continuing and the overall reduction in our numbers.</li> <li>As in last year, we will run summer school to support a small number of trainees who require more support to complete training. Last year 50% of those attending summer school have lived experience.</li> <li>We will also be evaluating the effectiveness of training once trainees are sitting PM’s in order to gain an understanding of how well they feel their training has equipped them for the role.</li> </ul> <p><b>Board discussion:</b></p> <ul style="list-style-type: none"> <li>The Board noted that until individuals begin training and hearings they do not truly understand the ask and the emotional impact.</li> <li>The Board asked for assurance that those with lived experience were involved in the recruitment process, as in last year. SMT updated that there were the same number of those with lived experience interested in helping with recruitment however this did not result in as many ASTs participating due to competing priorities of the young people. 60 individuals expressed interest, 40 took part, and 30 supported with interviews. There were only 3 AST’s that did not have people with lived experience involved.</li> </ul>		

<ul style="list-style-type: none"> <li>The Board discussed the issues with attracting males to apply and our need to understand this in more depth. Is it the role not attractive to them? Is it the reach of the campaign? Those are the two key questions we need to answer to better inform future campaigns. SMT noted that some of this research was carried out at the inception of the current campaign and fed into the design and collateral. 60% of hits to the CHS website during recruitment were from males evidencing the effectiveness of the campaign however this did not translate through to applications. We need to better understand what about the application process isn't meeting the needs of men.</li> <li>With a new recruitment campaign launching in autumn, there is little time for in depth evaluations however the Board feel it is imperative we understand what minor changes we can make to gain a better result. After this next campaign we will have more data to better understand what changes have had an impact and what more we can do going forward. The Board would like to remain informed of the evaluation information and actions taken.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li>The Board noted the report.</li> <li>For CM to share with the Board report on lived experience within the recruitment campaign.</li> </ol>	<p>CM</p>	<p>Sept 22</p>
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**11 Participation Strategy and Plan**

<p><b>CM spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>This strategy and framework has been shaped and co-designed by those with lived experience of the hearing and care systems, working with our Children's Rights and Inclusion Coordinator. The strategy is underpinned by our 6 participation standards and presents 7 levels of participation, from light touch all the way through to co-design. It shows the benefits of participation at each level within the framework.</li> <li>CHS currently works to levels 1-3 of the framework, with opportunities to extend to levels 4-5 at points throughout the year, and an ambition to stretch to levels 6-7 in the near future.</li> <li>We are still to confirm the levels of remuneration which would be attached to each level of participation. There are a number of agencies looking at remuneration and how to standardise this. It is also imperative that any remuneration does not negatively impact participants via tax or benefit implications which is a specialist advice area. We are exploring a number of agencies who may be able to help us include a support package alongside remuneration to those who may need assistance in these matters.</li> <li>The next steps are:             <ul style="list-style-type: none"> <li>To agree remuneration levels;</li> <li>To agree an enhanced support package; and</li> <li>To operationalise the plan over the next 9 months.</li> </ul> </li> </ul> <p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>The Board were very much in support of this work and the progress towards more incorporation of lived experience in CHS' work.</li> </ul>		
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<ul style="list-style-type: none"> <li>• The Board expressed concern around the current models of support outlined within the plan. If we look to achieve levels 4-7 signposting to support offered by others may not be sufficient.</li> <li>• The Board felt it was important to manage expectations. Those involved in participation work within the sector have feedback that they feel over consulted and are experiencing ‘participation exhaustion’. When we talk about expectations and milestones of what might be achieved and achievable need to be led by those who are participating and understand that there may be delays and gaps.</li> <li>• The Board noted that a robust feedback loop is essential to maintain engagement by to showing the positive changes happening as a result of their input.</li> <li>• The Board signposted SMT to the National leadership Network, who are Life Changers Trust funded, for support with the overarching approach to participation, engagement, and signposting.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li>1. The Board approved the report and approach.</li> <li>2. To bring to the monthly Board development session in August the remuneration and support package for discussion and approval.</li> </ol>	<p>CM</p>	<p>August 22</p>
<p><b>12 Audit &amp; Risk Management Committee</b></p>		
<p><b>HR provided an update to the Board on the following;</b></p>		
<p><u>ARMC Chair Update</u></p> <p>The Committee met on the 10<sup>th</sup> of May to review and approve the following:</p> <ul style="list-style-type: none"> <li>• The internal Audit Report;</li> <li>• The updated risk management policy – which led to a decision that there should be dedicated time at the September Board development session to look at risk and risk appetite; and</li> <li>• The updated Business Continuity Policy and plans – which led to agreement that BCP will be included in the 23/24 internal audit.</li> </ul> <p><u>Annual Accounts</u></p> <ul style="list-style-type: none"> <li>• In addition to the points above, the ARMC reviewed the approach to annual accounts and the accompanied governance statement, as shared with the Board.</li> <li>• External audit is currently underway. There have been some delays but Audit Scotland are content this will not affect the completion date.</li> <li>• RM noted that there has been a material change to the section of the governance statement which reports on information governance. We reported “12 information security incidents recorded and investigated, including alleged incidents, none of which were reportable”. This has been changed to “12 information security incidents recorded and investigated, including near misses, one of which was reportable”.</li> </ul> <p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>• The Chair of the ARMC asked for detail on the information governance update to the governance statement so the committee could have sight of the incident which was reported to the ICO.</li> </ul>		

<p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li><b>1. The Board approved the report.</b></li> <li><b>2. To share with the ARMC details on the information security incident which was reported to the ICO in 21/22.</b></li> </ol> <p><u>ARMC Annual Report</u></p> <ul style="list-style-type: none"> <li>The Chair expressed thanks to colleagues and partners on the committee for the work and contributions to the committees work.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li><b>1. The Board approved the ARMC annual report.</b></li> </ol>	<p><b>MB</b></p>	<p><b>June 22</b></p>
<p><b>13 Remuneration &amp; Appointments Committee</b></p>		
<p><b>JD provided an update to the Board on the following;</b></p> <p><u>RAC Chair Update</u></p> <p>The Committee met on the 14<sup>th</sup> of June to review and approve the following:</p> <ul style="list-style-type: none"> <li>An updated report on Fair Work First;</li> <li>Preliminary results of the Employee Engagement Survey;</li> <li>The People Strategy performance report;</li> <li>The CEO’s appraisal, which was approved – The Chair noted appreciation for the work and progress the CEO/NC has undertaken, which was reflected in the appraisal;</li> <li>Review of the Discretionary Pensions Policy;</li> <li>The 22/23 Pay Policy – The Chair noted the amount of work that has gone into ensuring the pay policy for 22/23 was fair and equitable by using the flexibilities allowed. The Committee approved a one year pay deal and an approach which sees CHS putting a business case to the Pay Policy team at SG to go slightly over the agreed budget to ensure all employees receive the same base pay increase. The Committee agreed that benchmarking and a more long term pay package should be explored for next year, including the benchmarking of the NC/CEO salary against other NDPB.</li> <li>The Team Forum update – the Committee were pleased to see the progress made around wellbeing and engagement, especially in relation to CHS’ teams charity of the year.</li> </ul> <p><b>Board decision:</b></p> <ul style="list-style-type: none"> <li><b>The Board noted the report.</b></li> </ul> <p><u>RAC Annual Report</u></p> <ul style="list-style-type: none"> <li>The Chair expressed thanks to colleagues and partners on the Committee for the work and contributions to the work of the Committee.</li> </ul> <p><b>Board decision:</b></p> <ul style="list-style-type: none"> <li><b>The Board approved the report.</b></li> </ul> <p><u>Review of Board Appraisal Process</u></p>		

<ul style="list-style-type: none"> <li>RAC felt the process proposed was a good way forward to bring consistency to Board member appraisals.</li> </ul> <p><b>Board decision:</b></p> <ul style="list-style-type: none"> <li><b>The Board approved the appraisal process for implementation.</b></li> </ul>	
<p><b>14</b>   <b>Influencing strategy and stakeholder mapping</b></p>	
<p><b>SB spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>In November of 2021 a paper on the Policy Landscape was submitted to the Board for discussion and endorsement. It was agreed the paper would be kept as a ‘live’ document and expanded upon to create an influencing strategy and sphere of influence map. The updated policy landscape and external spheres of influence papers are included in the appendices of this report.</li> <li>This work is in line with our cooperate theme of being well informed and influential. It is important to recognise that influencing is a relationship based process and that this will remain as work in progress.</li> <li>The paper outlines our future legislative landscape up to the Promise Bill in 2026. It discusses our role as an NDPB and the need for impartiality, as well as recognises our close and positive working relationship with the Scottish Government Sponsor Team.</li> <li>This is not a lobbying approach, it is about how we can gain influence and build awareness of the work we do. Any changes to legislation will be dependent on our capacity to present compelling evidence of the need for change, as was the case in the amendment for mixed gender panels.</li> <li>A large part of this will be to ensure that we incorporate the voice of lived experience and the panel community in all we do and elevate those voices into all parts of the change agenda.</li> <li>As an organisation, we have a number of key messages. Part of this strategy is to refine these messages and use them to affirm what we stand for and how we use messaging to influence change.</li> <li>While we are very well represented across a number of groups with key stakeholders one of our objectives with this strategy is to bring more expertise into the organisation through our existing connections.</li> <li>The Board are requested to share their feedback and thoughts on this work in progress.</li> </ul> <p><b>Board discussion:</b></p> <ul style="list-style-type: none"> <li>The Board expressed appreciation for the report noting that it captures well all the different ways we can exert our influence, and the inherent risks which come with it.</li> <li>The Board were keen to understand in what areas specifically we can incorporate more voice of lived experience. SB clarified that the objective is more about creating improved feedback mechanisms, and seeing more of the work we do as an opportunity to incorporate voice, such as seeing the complaints process as part of the feedback loop. We are currently working with the SPSO to create a child friendly complaints and feedback process. The Board suggested it may be worthwhile to collaborate with the</li> </ul>	

<p>national Children’s Hearings Advocacy Group to gather and collate feedback and evidence.</p> <ul style="list-style-type: none"> <li>• The Board agreed that the CEO and Executive Team have a lead role to play but added that the Board and Chair should be included in this to strategically maximise our influence.</li> <li>• The Board asked for clarification on how we will measure the impact of this work in order to better understand which strands should be prioritised. The Board suggested that an operational approach is built into the strategy in order to enable CHS to concentrate its efforts.</li> <li>• The Chair asked the Board if they are content with the approach to be more active in this area and the risks involved?</li> <li>• The Board felt it was critical the organisation asserted its authority in this space. If CHS are going to be able to shape the agenda in order to meet the needs of children, we must be active influencers, otherwise we risk being passive recipients.</li> <li>• The Board felt we could go further than outlined in the strategy in relation to influencing policy – CHS should be influencing the design of the system/policy and not just key players within it.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li><b>1. The Board noted the report and fully endorsed the approach outlined in the paper.</b></li> <li><b>2. For the Board to discuss the structure and approach for core messaging to support the influencing strategy at an upcoming development session.</b></li> <li><b>3. For SMT to review the need for a resource impact assessment for the influencing strategy and to articulate any resourcing it may require.</b></li> </ol>	<p>Board SB</p>	<p>Sept 22 Sept 22</p>
<p><b>15 Board Improvement plan 22/23</b></p>		
<p><b>KK spoke to the paper shared;</b></p> <ul style="list-style-type: none"> <li>• The Chair felt the paper included a number of helpful suggestions from the former Chair, which included areas of best practice.</li> </ul> <p><b>Board discussion:</b></p> <ul style="list-style-type: none"> <li>• The Board agreed with the Chairs assessment and felt this should be taken forward.</li> <li>• The Board were unclear on the approach from the sponsor team to the Chairs appraisal and feedback process. The Chair suggested this is taken forward to the Sponsor Team for clarity.</li> <li>• HR and SA put themselves forward to join the Board improvement working group.</li> </ul> <p><b>Board decision:</b></p> <ol style="list-style-type: none"> <li><b>1. The Board approved the improvement plan.</b></li> <li><b>2. For HR and SA to join the working group.</b></li> <li><b>3. For the Chair to gain better understanding of the feedback and appraisal process and feed this back to the Board Improvement working group.</b></li> </ol>	<p>KK</p>	<p>Nov 22</p>
<p><b>16 AOB</b></p>		
<ul style="list-style-type: none"> <li>• For any Board members interested in joining the Equality and Diversity Steering Group to put themselves forward to JD.</li> </ul>		



- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"><li>• NR would like be seen as a participant at Board meetings rather than observer.<br/>The Board welcomed this change.</li></ul> |  |  |
|--|--|--|

DRAFT

A/A	Action	Initiated	Target date	Owner	Progress Update	Status	Comments
22/23-15	To hold a workshop for Board members around the function and background of OHVU, what our asks of them might be, and how we ensure we are getting relevant voice input into all of our development work.	Jan-22	<del>Apr-22</del> Ongoing	LH	Date to be set for Board focus session	Ongoing	Propose this is covered in a monthly Board Focus Session in Q3/Q4
22/23-3	For the Board to receive regular updates on the Promise programme work within CHS as well as that of the HSWG and other partners to provide assurance on progress.	Jan-22	Ongoing	CW	Standing agenda item	Ongoing	
22/23-4	Ensure future CSAS developments include the recording of CYP participation numbers in hearings.	Sep-21	<del>Mar-22</del> Ongoing	LH	Board developing required data set for assurance reporting	Ongoing	
22/23-5	Develop a data set for the Board for regular reporting – Board to determine what data it requires.	Nov-21	Mar-22	GC	In development – Session scheduled 28/06/22	Ongoing	1 Data workshop carried out 28/06/22 2 Operational Data Dashboard to be developed and included in quarterly reporting to Board based on workshop output.
22/23-13	To carry out a development session around Independent Report Writers and their function for the Board for further understanding.	Jun-21	<del>Jan-22</del> Ongoing	SB	To be re-scheduled	Ongoing	Propose this is covered in a monthly Board Focus Session in Q3/Q4
22/23-20	For the Executive to explore what type of diversity data can be extracted in relation to panel composition and to provide this as a quarterly report on panel characteristics, ideally including lived experience.	Mar-22	Aug-22	EJ		Ongoing	Operational Data Dashboard to be developed and included in quarterly reporting for Board.
22/23-28	To bring to the monthly Board development session in August the remuneration and support package for discussion and approval.	Jun-22	Aug-22	CM		Ongoing	
22/23-19	To have a paper brought to a development session of the Board linking partner work streams and the current landscape to the work of CHS creating an overview of CHS work and its relation to other partner and stakeholders work streams.	Mar-22	Aug-22	EJ/SB		Ongoing	On agenda October Board weekend
22/23-6	To compile and compare data around the percentage of observations across ASUs that give cause for concern to PPA's and which lead to recommendations.	Jan-20	<del>Dec-21</del> Apr-22	CW	Action reviewed at June 22 Board agreed to report for next meeting in September.	On agenda	
22/23-17	Bring the 7 levels of participation paper to the RAC and Board for approval in June with draft to be shared with JD and B-AL to feedback on content and remuneration plans.	Mar-22	Jun-22	CM	Paper approved at Board 6/22 - details of remuneration to be discussed at monthly development session 8/22	On agenda	Participation report shared with Board. More detail and discussion required around remuneration.
22/23-21	To bring a PPA report to the September Board meeting	Jun-22	Sep-22	CW		On agenda	
22/23-24	The Board would like to see modelling on the number of hearings anticipated (demand) and our PM community numbers (supply) in order to better understand the scale of the challenge and the number of PM's needed to	Jun-22	Sep-22	CW		On agenda	On agenda for September development session
22/23-26	The Chair to look at immediate spheres of influence and engagement where the Chair make an impact and to report this to the Board.	Jun-22	Sep-22	KK		On agenda	Update due at Sept Board
22/23-27	For CM to share with the Board report on lived experience within the recruitment campaign.	Jun-22	Sep-22	CM		On agenda	Shared off line with board for information
22/23-21	To put in a KPI development process with the Board for more robust KPI development for the business plan going forward.	Mar-22	Mar-22	MB		Not yet due	
22/23-22	To look at the creation of a child/young person friendly complaints policy once the policy has been finalised	Nov-19	<del>Sep-20</del> March-23	LH	Impacted due to Covid, will be prioritised in 23/23	Not yet due	Due end of Q4
22/23-30	For the Chair to gain better understanding of the feedback and appraisal process and feed this back to the Board improvement working group.	Jun-22	Nov-22	KK		Not yet due	
22/23-14	Submit paper evaluating device pilot across the community. To include costs and plans to equip all panel members with devices.	Jan-21	<del>04/06/2022</del> Jan-23	LH	Take forward into 23/23 – full implementation of RAVH prior to evaluation	Not yet due	Agreed at 06/22 Board to bring paper January 23
22/23-1	Board members to identify the areas they would like to create space for development.	Nov-21	Jan-21	Board		Completed	
22/23-7	Include a timeline in the Legislative Landscape paper of when these policies and changes will come into play for CHS.	Nov-21	Apr-22	SB		Completed	
22/23-3	Review the Board appraisal process with RAC.	Jan-21	<del>Mar-22</del> Jun-22	JD	Reviewed at RAC 6/22	Completed	Agreed at 06/22 Board
22/23-8	To arrange a meeting for CW, EJ, & B-AL to meet with the new CHS Chair to agree the next agenda details for the joint Board session.	Mar-22	May-22	EJ		Completed	Confirmed 12th August
22/23-9	To propose an additional meeting ahead of the planned October meeting for the Joint Boards to meet for relationship building and to review the HSWG PhD.	Mar-22	May-22	EJ	Agreed with SCRA	Completed	Confirmed 26th August
22/23-10	To create an action plan based on the recommendations from GC on Board improvements.	Mar-22	Jun-22	BEW		Completed	Agreed at 06/22 Board
22/23-11	To bring to the Board for sign off a report on the purposes for which the ASER's were originally created, how they are being utilised now, and	March 22'	Jun-22	CW	Paper was submitted in Nov 21' and recently updated	Completed	Shared on Admin Control Board reading library
22/23-12	Based on the Legislative Landscape paper, create an influencing Strategy including stakeholder map identifying area of overlap and circles of influence.	Nov-21	Jun-22	SB		Completed	
22/23-16	To provide a narrative to the Board for understanding of the Pensions discretion policy.	Jan-22	Jun-22	LH		Completed	
22/23-25	CM to share with B-AL a report on Champions Board's	Jun-22	Jun-22	CM		Completed	
22/23-29	To share with the ARMC details on the information security incident which was reported to the ICO in 21/22	Jun-22	Aug-22	MB		Completed	email sent 24/06/22
22/23-18	To extend Social Media training to Board members.	Jan-22	Aug-22	LF	Scheduled for 28/06/22	Completed	Training provided 28/06/2022





## Agenda Item 6

### CHS-2223-17

## National Convener / Chief Executive Update

### 1. Introduction

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

### 2. Panel Practice Adviser [PPA] Recruitment update

- 2.1 PPA's play a significant and valued role within Children's Hearings Scotland. Their two primary functions are to observe Panel Members during Children's Hearings to maintain and improve quality and standards; and to play an instrumental role in the annual process of recruitment of Panel Members.
- 2.2 The recruitment of PPA's is often locally responsive therefore, a more consistent and uniform approach was need to support ASTs with local recruitment campaigns, interview processes and recruitment timelines. With the newly launched PPA Recruitment Pack, there is now a centralised resource containing relevant information, recruitment and training pathways and social media templates.
- 2.3 21 out of 22 ASTs now have active PPA's. There are currently 140 appointed PPA's, 23 having being recruited in the last 4 months, with several more going through recruitment checks and induction. This is a slight reduction on previous figures which follows a similar trend in panel member numbers as our volunteer workforce return to work, make the challenging adjustment into a digital based working model, and general health issues. Local Area Support Teams have excellent oversight of the personal reasons for any reduction in PPA numbers and have offered support where required.
- 2.3 Due to PPA's being recruited throughout the year there needs to be a level of flexibility with training formats and timescales. After discussion with Children's Hearings Scotland Learning Academy [CHSLA], a revised Training Pathway has been created to ensure that trainee PPA's can engage with their training immediately and progress at their own pace through completion of on-line modules and a final mock hearing. The pathway will provide clarity and consistency of approach at a national level.

### 3. Care Positive Award



CHS has been given the recognition of being a Carer Positive employer at the engaged level. To receive the recognition, we identified ways in which we currently support employees with caring responsibilities such as flexi working, ability to work from home and access to special leave. Being recognised as Carer Positive, means, for instance, that we can display the award on our website and identify as Carer Positive on our recruitment page, making carers feel more confident in applying to work with us. In the future, we hope to move to established level by being more pro-active and specific with the support that we provide to carers.

### 4. Participation and remuneration

- 4.1 The Board will be aware that we are keen to recognise the contribution of young people with lived experience in helping shape policy for CHS.
- 4.2 The Children’s Rights and Inclusion Co-ordinator (CRIC) has networked with a range of agencies including the Participation network hosted by Centre For Excellence for Children’s Care and Protection in Scotland [CELCIS] to explore best practice in remuneration and recognition of people with lived experience for inclusive contribution to organisations work. There is no single approach with some organisations giving no acknowledgement other than the supportive relationship offered whilst others are using zero hours contracts. Financial advice particularly in relation to tax must be provided if remuneration is given. Most organisations have acknowledged recently that there is a limited supply of people with lived experience coming forward to participate and that this may be partly due to what our young people tells us, is a sense of consultation fatigue. CHS is now exploring ways to remunerate, and recognise people with lived experience through a third party organisation. In addition, Our Hearings Our Voice have widened their focus to include CHS participation opportunities within their scope and CIRC will continue building this relationship.
- 4.2 We would propose bringing a report to the November Board meeting on formal next steps.

### 5. West Lothian College - Contract Extension

- 5.1 CHS has extended the national training contract currently held by West Lothian College for a further year. This followed the submission of an extensive statement demonstrating on-going Value for Money and demonstration of proposed innovations from West Lothian College. As well as continuity of service across all learning programmes there is a new set of deliverables for this year beginning on 1<sup>st</sup> October 2022 and ending on 30<sup>th</sup> September 2023. Highlights include the releasing of all recent new online learning created for 2021 and 2022 Pre Service training to the whole Panel and AST Member community. This includes learning on Trauma and on Neurodiversity. The contract extension also requires the provision of a future exit plan as well as the migration of all training data into CHS digital systems.

**6. 2022/23 Panel Member Recruitment Campaign**

- 6.1 Our Panel Member recruitment campaign launched on the 1<sup>st</sup> of September. Our primary target for 2023 is to recruit as many quality candidates into our Panel community as we can. The likely introduction of 16 and 17 year olds into the Children's Hearings system from 2024 could result in c 4200 additional hearings (an almost 14% increase in), which we need to prepare for. The campaign is being run by the CHS Communications Team in conjunction with The Media Shop with our responsible for organic social media promotion. We have retained the creative images used in 2021, influenced and developed by young people, with bespoke collateral developed for use by employers and shared with a bank of companies across the country, with input from AST's.
- 6.2 To continue our commitment to the creation a diverse Panel Member community that reflects Scotland we have set ambitious national targets for diversity including an increase in men, individuals under 30 years of age, Panel Members with a disability, Panel Members from the black, Asian or minority ethnic community, and those with previous personal lived experience of the hearings system. In our recruitment campaign we are looking to target diversity by reaching out to individual groups directly. By doing this we open dialogue with these groups in order to really target specific areas of diversity.
- 6.3 The Campaign will close on the 6<sup>th</sup> of October with section commencing from the 7<sup>th</sup> of October through the 21<sup>st</sup> of November. ASTs have been asked to include lived experience recruiters where possible, building on relationships already established in previous campaigns and local activities. Guidance and support to a number of Area Support Teams is already in place to make links with potential lived experience recruiters.
- 6.4 To equip trainees with the digital aspects of the role of the Panel Member, CHS will provide individual Chromebooks. Interviewers will all be asked to undertake skills sessions September/October 2022. There will be a bespoke session focusing on supporting lived experience recruiters. The format for Pre Service training has been reviewed and improvements built into training for Spring 2023.

## 7. Strategic Partnership Working

7.1 My programme of engagement with senior leaders across the Scottish Government and the wider children and young people services sector is continuing. This quarter has seen me continue to participate and influence:

- The Scottish Government Covid-19 Children and Families Collective Leadership Group on recovery and renewal;
- The National Child Protection Leadership Group on new National Child Protection Guidance;
- The Youth Justice Improvement Board on 16/17 Year olds in the Hearings system;
- The Age of Criminal Responsibility Ministerial Advisory Group;
- I met with Professor Bridget Daniel, who will lead a 12-month research and review into whether children's services should be incorporated into the forthcoming National Care Service;
- I met with Fraser McKinlay, the newly appointed Chief Executive Officer of The Promise Scotland to discuss our mutual investment in the redesign of Children's Hearings;
- To understand and share learning from Redress Scotland, Scotland's most recently created Tribunal, I met with Joanna McCreadie, CEO;
- The Board of CHS met with members of the Board of SCRA as part of a planned series of engagement activities around the delivery of the Promise;
- The Scottish Government over the consultation over the proposed Care and Justice Bill;
- The Scottish Government's Ukraine Liaison group dedicated to ensuring safeguarding for children and young people is in place for those relocating to Scotland.

## 8. Recognition Events

8.1 Recognition events throughout the country have been taking place, with many more planned. West Dunbartonshire, Highlands and Moray, Aberdeenshire and Dumfries and Galloway have all welcomed their Panel Members to local events in their local area to recognise and pay tribute to their commitment and service. Upcoming recognition, training, and Promise events are planned for East Dunbartonshire, Fife, North Lanarkshire, Glasgow, Tayside, Stornoway, and Ayrshire. My thanks to Board Members who have, or are planning to, attend these local events.

8.2 The Chair and I together with a number of National Team colleagues attended a two-day Forum in Inverness with volunteer colleagues from across Highland and Moray. This event was organised by the AST and was attended, in person, by over 80 Panel/AST members as well as key local partners and young people from Who Cares? Scotland. My thanks to George Hogg, Area Convener and to his hard working team for a stimulating programme. My final thanks also to all Panel Members who made us feel so welcome throughout the weekend.

## 9. Delivering the Promise

9.1 In addition to the separate report on the agenda on the work of the Hearings System Working Group (HSWG), I wanted to express my thanks to members of the CHS Community for their contribution and ideas on how to transform Children's Hearings. More specifically for those who participated in:

- The Promise survey – This gave CHS an early indication of the topics and themes where Panel and AST members felt that we should concentrate our efforts around reform. An excellent return of ideas and priorities.
- The National consultation and engagement sessions – My thanks to those CHS Community colleagues who made these events either in person or online. They're designed to unpack the key themes that were identified through the survey and provide experience, insight, and transformational solutions to Children's Hearings leading to improved outcomes. These ideas will be passed to the Hearings System Working Group to consider.
- The Redesign Groups – My thanks to over 20 Panel Members and staff for putting themselves forward to participate in these redesign groups, together with our partners, young people and their families. This work continues at pace and will conclude in November with the recommendations being passed to the Hearings System Working Group to consider.

9.2 Finally, consultation and engagement with the CHS Community will be an iterative process throughout the next few years. My sense is that the HSWG will set out the recommendations for the what, leaving the how for us to work through together.

Elliot Jackson  
**National Convener and Chief Executive Officer**  
13 September 2022

**Agenda Item 7  
CHS-2223-18**

**Hearing System Working Group Update**

**Accountable Officer:** Head of Area Support and Community Improvement  
**Report author:** Carol Wassell  
**Recommendation:** For discussion and information  
**Resources implications:** N/A

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment		
Children’s Rights Impact Assessment		
Data Protection Impact Assessment		
Islands Impact Assessment		

**1. Background**

1.1 The Hearing System Working Group (HSWG) continues to meet to reach agreement between partners about the shape of the transformation of the hearing system. CHS, SCRA, The Promise Scotland and Scottish Government are all standing members and the group is chaired by Sheriff David Mackie. We published the [HSWG Issues List](#) in February which put a frame around the routes of inquiry we would pursue to underpin with evidence those things that in the final analysis of redesign we will seek to change.

**2. The Work**

2.1. Within CHS there has been a programme of work to prepare and align the volunteer community and paid staff for change. We have:

- spent the last 10 months visiting every AST to talk about the Promise and what it might mean for CHS;
- worked with the ACs across multiple sessions to prepare them, and get their buy in for change;
- put out monthly bulletins about progress on planning and progress towards delivering the Promise;
- provided a clear vision about the hearing system being a child and family friendly care and justice space, upholding children’s rights and putting participation at its heart;
- engaged the entire community in wide ranging opportunities to share their views on the issues being addressed by the Hearing System Working Group in the biggest consultation with the community we have ever seen;
- created videos where the CEO and NC, along with the Chair of the Board describe their vision for the hearing system;
- become fully participative members of the HSWG; and



- ensured members of our volunteer community are included in all of project groups to keep the Promise, as well as participants in the redesign groups of the HSWG.

2.2 Since the last update to the board the HSWG has met twice and work is moving apace.

2.3 The 3 co-design teams have now begun to meet with August representing an intensive period of content and operational planning ahead of the 5 substantive days to deliver the work. The Office of the Chief Designer have led the development of content for the service design activities and project leads have been involved in the pre-work required across the 'before' / 'during' / 'after a hearing' teams.

2.4 The Participation, Engagement and Consultation activity with the volunteer community is midway through. Together with Lens, there has been a community survey, 4 face to face events, and 3 online events which have been tailored to give every one of our volunteers an opportunity to express their views about the future shape of the hearing system. Uptake of these events have been lower than we hoped. Some of the anecdotal feedback we have been given for this is that people are accepting of the perceived change that is coming, there are too many competing demands on volunteers, people don't want to get involved at this level, and that not everyone checks their media accounts (we have gone to lengths to reach out to people in a variety of different ways). Overall, there is confidence that the majority of people who want to participate have had an opportunity to do so. The focus of the sessions has been in relation to the areas of enquiry contained within the Hearing System Working Group Issues list.

### **3. Next steps**

3.1 The work of the group will focus on exploring specific areas of recommendations from the redesign groups and wider explorations by the member of the HSWG. All of the work of the group is being shared with OHOV, the VIP Project at CELCIS, and in addition Sheriff Mackie is attending a session with the Better Meetings group, in Highland and Moray. All of which are groups of young people with care experience who hold a view about the future direction of the hearing system.

3.2 The group will also be giving deliberation to how the work of the individual agencies that is going on within organisation will feed back to the HSWG to enable Sheriff Mackie's to consider the information within his report.

### **4. Recommendation**

For the Board to note the content of this report.

**Agenda Item 8  
CHS-2223-19**

**Finance Report: 2022/23 forecast outturn**

**Accountable Officer:** Head of Strategy and Development, and DCE  
**Report author:** Ross Mackenzie  
**Recommendation:** For discussion and approval  
**Resources implications:** N/A

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

**1 Background, summary and recommendation**

- 1.1 The published revenue grant in aid (GiA) allocation for CHS for 2022/23 is £4.629m, with an acknowledgement from Scottish Government (SG) that CHS is carrying an additional ongoing £0.5m pressure each year. CHS has £0.25m of reserves from prior years, resulting in total available resource of £5.379m. The Board thus approved a revenue budget of £5.379m in March 2022.
- 1.2 CHS’ 5 year strategic financial plan identified that, to deliver CHS’ statutory duties to recruit, train and support Panel Members, to embed and derive best value from previous SG Digital investment, alongside development and delivery projects to meet the requirements of The Promise Plan 21-24, the revenue resource requirement for 2022/23 was £5.764m revenue. This is £0.385m in excess of available resource. CHS is working with SG to manage this in-year.
- 1.3 The published capital GiA allocation for CHS for 2021/22 is £0.45m.
- 1.4 Board members are asked to note the forecast and its associated risks.

**2 2022/23 Forecast and Year to Date**

- 2.1 A year to date (YTD) underspend on core staff, due to vacancies and the timing of the pay award, is offset by spend on agency staff. Based on the latest staffing update and likely recruitment timescales to vacancies, staff is expected to spend to budget net of secondment income shortfall. However, no pay award has been agreed yet with staff.
- 2.2 An increase in property costs due to increased utility bills is anticipated, estimated at approximately £3k.
- 2.3 The YTD underspend on ICT is due to the timing of invoices relating to licences and development. Licences are due for renewal on 1 October 2022 and CHS is working with its supplier, but costs are anticipated to increase significantly, potentially by up to £200k per annum due to Microsoft restricting their licence cost structure (i.e. up to £100k of in-year pressures, reflected in the forecast below).

- 2.4 Corporate costs includes consultancy to support participation, consultation and engagement to support CHS contribution to Promise redesign activity.

### Finance Report as at 31 August 2022

	Actual YTD Period 5	Variance YTD Period 5	2022/23 Annual Budget	2022/23 Forecast	2022/23 Forecast Variance	2022/23 Forecast Variance
	£000	£000	£000	£000	£000	%
Staff	1,079	+10	2,566	2,529	-37	-1.4
Board	18	-2	59	59	+0	+0.0
Training, travel and subsistence	24	-1	86	86	+0	+0.0
Property	31	+0	123	126	+3	+2.4
Other Operating Costs	17	+2	49	49	+0	+0.0
ICT Costs	55	-87	487	622	+135	+27.8
Corporate Costs	56	+46	150	240	+90	+60.0
Panel and AST Expenses	31	-73	417	200	-217	-52.0
Panel and AST Training	443	+111	1,049	1,095	+46	+4.4
Support for hearings	34	+2	162	162	+0	+0.0
Volunteer recruitment	1	+0	180	204	+24	+13.3
PVGs	19	+19	42	42	+0	+0.0
AST Devolved Funding	1	-16	66	66	+0	+0.0
Income	0	+14	-57	-20	+37	+64.9
<b>Total</b>	<b>1,809</b>	<b>+25</b>	<b>5,379</b>	<b>5,360</b>	<b>+81</b>	<b>+1.5</b>

- 2.5 Panel and AST Expenses and AST Devolved Funding are underspent in the year to date due to the lag in receiving and settling Local Authority invoices. £78k of expenses and devolved funding were approved in the Expenses Service between 1 April and 31 August, suggesting a total expenses spend of under £200k for the year. Recognition events are being encouraged to support local work on capacity building and retention and this may create an overspend in the Devolved funding line.
- 2.6 Recruitment activity is taking place from September 2022. Due to the scale of the campaign, a media budget overspend of £24k is anticipated. PVG costs will increase if successful recruitment of 1000 candidates is achieved.
- 2.7 The YTD overspend on Panel and AST Training is due to the timing of invoices from CHSLA. The overall training contract cost may be as much as £46k over budget reflecting the size and scale of the September 2022 recruitment campaign: the Head of Learning is working with the CHSLA to seek offsetting savings.
- 2.8 The finance manager and DCE will continue working with budget leads to manage the risks referred to above, particularly in relation to how potential overspends on pay, consultancy, training, recruitment and licences can be met from savings on volunteer expenses.

- 2.9 Given that SG are in the process of announcing an emergency budget, CHS will continue to work particularly closely with Sponsor Team to monitor the potential impact on CHS finances.
- 2.10 CHS's capital spend to date is £89k of CSAS development. CHS is forecasting to spend to its £250k development and £200k devices budgets respectively. A capital-revenue GiA transfer may be required in-year to support additional Chromebook purchases.

### **3 Conclusion**

- 3.1 Board members are asked to note the forecast and its associated risks.

DRAFT

**Agenda Item 10  
CHS-2223-21**

**2021/22 Annual Accounts and Management Representation Letter**

**Accountable Officer:** SCRA Head of Finance and Resources  
**Report author:** Ross Mackenzie, Finance Manager  
**Recommendation:** To approve the 2021/22 Annual Accounts and Management Representation Letter for signature by the Accountable Officer  
**Resources implications:** N/A

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment		
Children’s Rights Impact Assessment		
Data Protection Impact Assessment		
Islands Impact Assessment		

**1. Introduction**

1.1 Audit Scotland has completed its external audit of CHS’s 2021/22 accounts (Appendix 1), and has submitted a draft Annual Audit Report (AAR) to the Accountable Officer. The auditor has issued a draft audit opinion on the financial statements and on the regularity of the financial transactions (Appendix A).

**2. Issues arising from the audit**

2.1 In the year ended 31 March 2022, CHS reported an excess of net expenditure over Scottish Government funding of £0.467m (31 March 2021: an excess of Scottish Government funding over net expenditure of £0.985m) with revenue grant-in-aid of £4.629m (31 March 2021: £4.721m). Excluding depreciation (£0.296m) and pension adjustments (£0.457m), CHS operated within the approved 2021/22 revenue budget. CHS overspent its capital budget by £0.019m: this is not expected to materially impact CHS’s capital planning.

2.2 The General Fund has a surplus of £0.245m at 31 March 2022 (31 March 2021: £0.712m). The Pension Reserve has a deficit of £0.611m at 31 March 2022 (31 March 2021: £1.631m). Detailed figures and assumptions underlying the pension position can be found in notes 1.6, 1.15 and 9 to the Annual Accounts.

2.3 The net taxpayer deficit position does not raise going concern issues, or impact on normal operations, given Scottish Government’s ongoing support of CHS and the volatility and sensitivity of CHS’s pension reserve deficit to changes in actuarial assumptions and other external factors.

**3. Audit Scotland's Annual Audit Report (AAR)**

3.1 International Standards on Auditing ISA 260 requires auditors to report certain matters arising from the audit of the financial statements to "those charged with governance".

3.2 Audit Scotland has expressed unqualified opinions on the financial statements and on the regularity of the financial transactions reflected in the financial statements.

3.3 Audit Scotland are making four recommendations for 2021/22, concerning formal agreement for the operation of CSAS, cash balances, governance policies/internal controls and reviewing the content and presentation of the Performance Report. Management responses are reflected in Appendix I of the AAR.

3.4 Both recommendations from last year are complete.

**4. Audit opinion and Management Representation Letter**

4.1 The auditor's opinion (appendix A) and standard Management Representation Letter (ISA 580) (appendix B) are attached to this report. The opinion is incorporated in the final Accounts (page 35 of Appendix 1) and the Management Representation Letter sets out the Board Members' position on the key areas for consideration by the external auditor in arriving at their opinion.

**5. Recommendation**

5.1 The Board are asked to approve the 2021/22 Annual Accounts and Management Representation Letter for signature by the Accountable Officer.

## Appendix A: Proposed Independent Auditor's Report

Independent auditor's report to the members of Children's Hearings Scotland, the Auditor General for Scotland and the Scottish Parliament

### Reporting on the audit of the financial statements

#### Opinion on financial statements

I have audited the financial statements in the annual report and accounts of Children's Hearings Scotland for the year ended 31 March 2022 under the Children's Hearings (Scotland) Act 2011. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the 2021/22 Government Financial Reporting Manual (the 2021/22 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2022 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2021/22 FReM; and
- have been prepared in accordance with the requirements of the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

#### Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 18 March 2022. The period of total uninterrupted appointment is five months. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Conclusions relating to going concern basis of accounting**

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on the body's current or future financial sustainability. However, I report on the body's arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

## **Risks of material misstatement**

I report in my separate Annual Audit Report the most significant assessed risks of material misstatement that I identified and my judgements thereon.

## **Responsibilities of the Accountable Officer for the financial statements**

As explained more fully in the Statement of Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention to discontinue the body's operations.

## **Auditor's responsibilities for the audit of the financial statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how the body is complying with that framework;



- identifying which laws and regulations are significant in the context of the body;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the body's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my auditor's report.

## **Reporting on regularity of expenditure and income**

### **Opinion on regularity**

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

### **Responsibilities for regularity**

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. In addition to my responsibilities in respect of irregularities explained in the audit of the financial statements section of my report, I am responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

## **Reporting on other requirements**

### **Opinion prescribed by the Auditor General for Scotland on audited part of the Remuneration and Staff Report**

I have audited the parts of the Remuneration and Staff Report described as audited. In my opinion, the audited part of the Remuneration and Staff Report has been

properly prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

### **Other information**

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the Performance Report and the Accountability Report excluding the audited part of the Remuneration and Staff Report.

My responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

### **Opinions prescribed by the Auditor General for Scotland on Performance Report and Governance Statement**

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

### **Matters on which I am required to report by exception**

I am required by the Auditor General for Scotland to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

### **Conclusions on wider scope responsibilities**

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

### **Use of my report**

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

**Helen Russell FCPFA  
Senior Audit Manager  
Audit Scotland  
4<sup>th</sup> Floor  
102 West Port  
Edinburgh  
EH3 9DN**

**DRAFT**

## Appendix B: Letter of Representation (ISA 580)

Mrs Helen Russell, Senior Audit Manager  
Audit Scotland  
4th Floor  
102 West Port  
Edinburgh  
EH3 9DN

Dear Helen

### Children's Hearings Scotland Annual report and accounts 2021/22

1. This representation letter is provided in connection with your audit of the annual report and accounts of Children's Hearings Scotland for the year ended 31 March 2022 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the regularity of income and expenditure, remuneration and staff report, performance report and governance statement.

2. I confirm to the best of my knowledge and belief, and having made such enquiries as I considered necessary, the following representations given to you in connection with your audit of Children's Hearings Scotland's annual report and accounts for the year ended 31 March 2022.

#### General

3. I have fulfilled my responsibilities for the preparation of the 2021/22 annual report and accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual report and accounts have been made available to you for the purposes of your audit. All transactions undertaken by Children's Hearings Scotland have been recorded in the accounting records and are properly reflected in the financial statements.

4. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements other than those reported by you.

#### Regularity of Expenditure and Income

5. I confirm that, in all material respects, expenditure was incurred, and income applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

## Financial Reporting Framework

6. The annual report and accounts have been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

7. I have ensured that the financial statements give a true and fair view of the financial position of Children's Hearings Scotland at 31 March 2022 and the transactions for 2021/22.

## Accounting Policies & Estimates

8. All significant accounting policies applied are as shown in the note included in the financial statements. The accounting policies are determined by the 2021/22 Government Financial Reporting Manual (the FReM), where applicable. Where the FReM does not specifically apply, I have used judgement in developing and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to Children's Hearings Scotland's circumstances and have been consistently applied.

9. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or because of new information or experience.

## Going Concern Basis of Accounting

10. I have assessed Children's Hearings Scotland's ability to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on Children's Hearings Scotland's ability to continue as a going concern.

## Assets

11. Where a rolling programme of asset valuations has been used, I have satisfied myself that the carrying amount of assets at 31 March 2022 does not differ materially from that which would be determined if a revaluation had been carried out at that date.

12. I carried out an assessment at 31 March 2022 as to whether there is any indication that an asset may be impaired and have recognised any impairment losses identified.

13. I have provided you with all information of which I am aware regarding any valuation exercises carried out after 31 March 2022.

14. There are no plans or intentions that are likely to affect the carrying value or classification of the assets recognised within the financial statements.

15. Owned assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

## Liabilities

**16.** All liabilities at 31 March 2022 of which I am aware have been recognised in the financial statements.

**17.** Provisions have been recognised in the financial statements for all liabilities of uncertain timing or amount at 31 March 2022 of which I am aware where the conditions specified in IAS 37 have been met. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the obligation at 31 March 2022. Where the effect of the time value of money is material, the amount of the provision has been discounted to the present value of the expected payments.

**18.** Provisions recognised in previous years have been reviewed and adjusted, where appropriate, to reflect the best estimate at 31 March 2022 or to reflect material changes in the assumptions underlying the calculations of the cash flows.

**19.** The accrual recognised in the financial statements for holiday untaken by 31 March 2022 has been estimated on a reasonable basis.

**20.** There are no plans or intentions that are likely to affect the carrying value or classification of the liabilities recognised in the financial statements.

## Fraud

**21.** I have provided you with all information in relation to:

- my assessment of the risk that the financial statements may be materially misstated as a result of fraud
- any allegations of fraud or suspected fraud affecting the financial statements
- fraud or suspected fraud that I am aware of involving management, employees who have a significant role in internal control, or others that could have a material effect on the financial statements.

## Laws and Regulations

**22.** I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

## Related Party Transactions

**23.** All material transactions with related parties have been appropriately accounted for and disclosed in the financial statements in accordance with IAS 24 as interpreted by the FReM. I have made available to you the identity of all the Children's Hearings Scotland's related parties and all the related party relationships and transactions of which I am aware.

## Remuneration and Staff Report

**24.** The Remuneration and Staff Report has been prepared in accordance with the requirements of the FReM to the extent they apply in Scotland and all required information of which I am aware has been provided to you.

## Performance report

**25.** I confirm that the Performance Report has been prepared in accordance with the requirements of the FReM to the extent they apply in Scotland and the information is consistent with the financial statements.

## Corporate Governance

**26.** I have fulfilled my responsibilities for Children's Hearings Scotland's corporate governance arrangements. I have disclosed to you all deficiencies in internal control identified from this review or of which I am otherwise aware.

**27.** I confirm that the Governance Statement has been prepared in accordance with the Scottish Public Finance Manual and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified since 31 March 2022 which require to be reflected.

## Events Subsequent to the Date of the Statement of Financial Position

**28.** All events subsequent to 31 March 2022 for which IAS 10 as interpreted by the FReM requires adjustment or disclosure have been adjusted or disclosed.

**29.**

Yours sincerely

**Accountable Officer**

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hearings  
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# Annual Report and Accounts 2021 - 22



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# Performance Report

## Introduction: From Our National Convener / Chief Executive

Working as well as possible within the context of a global pandemic was once again at the forefront of our minds for the second year running. This meant another year of significant change, fast-paced developments, and challenging and complex service delivery.

At the start of the year I set out, in our Business & Corporate Parenting Plan, four focussed priorities to direct the work of Children's Hearings Scotland during 2021-22. These were:

- **COVID-19 recovery** – continuing to ensure children and young people are receiving the best possible hearings and decisions in ways that safe and responsible. We must make sure our volunteer community is supported to deliver on this.
- **Implementing legislative change** – we will see important legislative change on the rights of children and their brothers and sisters, and we must be ready to embrace this.
- **Establishing our 'Promise Programme'** – delivering on The Promise, we will work at both a local and national level, to implement lasting change that will improve the experiences of children, young people and their families attending hearings. We will spend this year laying the ground work for its development, including making improvements in strategy, policy and practice that arise out of implementation of legislation.
- **Embedding our digital platform** – with our new digital system now in place, we will focus on making sure it is delivering exactly what and how we need it to.

I am pleased to report that strong progress across these areas was achieved during the year. Amongst a substantial array of other work, we rolled out a new digital hearings platform across the country, delivered pre-service training to new Panel Members, supplied and provided support for devices to our volunteer community to enable virtual hearings to take place, created training linked to new legislation, monitored use of emergency legislation in hearings, and supported our staff and volunteer community through wellbeing packages.

But our focus was not only fixed on the short-term management of hearings undertaken during restrictions. We established a programme of significant, important work – the CHS Promise Programme - that will ensure that Children's Hearings Scotland implements the findings of the Independent Care Review and 'keeps the promise' made to Scotland's children.

The volunteers and staff within the hearings system again went above and beyond this year to make sure that children and young people have decisions that are well-considered and in the child's best interest. I would like to thank them all for their contributions.

- Elliot Jackson

## Performance Overview

### Who We Are and What We Do: Our Purpose, Activities, Structure and Values

The children's hearings system was established as Scotland's unique care and justice system for children and young people over 50 years ago. It exists to ensure the safety and wellbeing of vulnerable children and young people through a decision making lay tribunal called a children's hearing. Each hearing is made up of 3 members of the national Children's Panel which is comprised of specially trained volunteers drawn from local communities.

The Children's Hearings (Scotland) Act 2011 – commenced in June 2013 – introduced a single national Children's Panel where volunteer Panel Members receive accredited national training which enables them to make the best possible decisions for children and young people in the children's hearing system. The Act created the role of the National Convener to lead this work. Currently, the National Convener also acts as the Chief Executive of CHS. The Act strengthened hearings by ensuring Panel Members have local and national support and advice on best practice through the National Convener – supported by one organisation – Children's Hearings Scotland (CHS), which was formed in 2011 and assumed its full responsibilities in 2013.

We are one of a number of organisations who work within the children's hearings system, including the Scottish Children's Reporter Administration (SCRA), local authorities, health, and Police Scotland. Our activities within this are focussed on recruiting, training and supporting the volunteer Panel Members.

**Our Vision** is of a forward looking and evolving children's hearings system, working as a community to ensure infants, children and young people are cared for, protected and their views are heard, respected and valued.

**Our Purpose** is to equip our volunteer community to engage positively with infants, children, young people and families; ensuring children are loved, cared for, respected and feel part of decisions taken to improve their lives.

CHS engages around 2,500 volunteer Panel Members in the children's hearings system, who are appointed for 3 year terms – there is no limit on multiple terms of appointment. The Panel Members are supported locally by an additional 400 volunteers as part of 22 Area Support Teams (ASTs) covering all 32 local authority areas. Each AST is led by a volunteer Area Convener.

CHS employs around 40 staff as part of our 'National Team', led by the National Convener/Chief Executive. CHS is governed by a Board of non-executive members, which meets formally at least **four** times a year to set and monitor the strategic direction of the organisation. CHS is financed by grant-in-aid from the Scottish Government as approved by the Scottish Parliament. The grant-in-aid value for 2021/22 was £4.912m.

### **Our Values:**

- **Child centred** – making sure everything we do is in the best interests of children and young people.
- **Respectful** – treating children, young people, their families, partners and each other with care and consideration.
- **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.
- **Creative** – considering innovative and imaginative ways of approaching the issues we face in the work we do.
- **Challenging** – not being complacent, but questioning ourselves and others to help us improve.
- **Open** – listening, responding to, and learning from, feedback; acting honestly; ensuring processes are transparent; sharing information and being accountable for our actions and decisions.

## **What We Want to Achieve:** Our Strategic Themes and Business Objectives

This was the second year of CHS' corporate plan, *Our Strategic Outlook 2020-23*.<sup>1</sup> In this plan, we set four strategic themes to guide our work:

### **Theme 1: Better protect and uphold the rights of children:**

Rights-based working is built in to Scotland's children's hearings system. Decisions are required to be made in the best interests of the child and it gives children and young people the right to have a say in decisions about them. But we recognise that we have a responsibility to integrate the obligations of the United Nations Convention on the Rights of the Child (UNCRC) in to our work and this will form a major strand of our effort over the coming years.

### **Theme 2: Deliver consistently high-quality hearings:**

We want the hearings experience to be the best it can be and produce sound decisions which move infants, children, young people and their families forward, positively, in their journey. We want children's hearings to be seen as an exemplar of empathetic, loving and respectful practice that promote dignity and avoid stigma.

### **Theme 3: Continue to build an effective and empathetic panel, that is well-supported:**

Central to the quality of hearings is Scotland's Children's Panel. They must be knowledgeable and skilled to undertake their role and understand the range of experiences that infants, children and young people may have and the impact of those experiences. To do this, the Children's Panel must be supported with not only the technical aspect of their role, but also the personal effect of making significant decisions.

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<sup>1</sup> [CHS Corporate Plan 2020-23 \(chscotland.gov.uk\)](https://www.chscotland.gov.uk)

#### **Theme 4: Be well-informed and influential in our environment and communities:**

Over the coming years, we want to develop not only hearings, but also how we deliver our work and how we operate within the wider system and sector. We will look to evidence – from data, research, but also from what we are told by people with experience of hearings - to under-pin our decision making and adopt structured approaches to pilots and innovations. We will also look for opportunities to lead change within the care system and engage actively with our partners.

From these Strategic Themes, we produce an annual Business & Corporate Parenting Plan that establishes our key Business Objectives for the year.<sup>2</sup>

### **What Concerns Us: Our Key Issues and Risks**

The CHS Audit and Risk Management Committee monitors the strategic risks that have the potential to impact significantly on CHS' performance, fulfilment of statutory duties, and future prospects and developments.

In 2021-22, the risks reported up to the Audit and Risk Management Committee were:

1. CHS fails to embed children's rights in its core business. After controls, this was considered a medium level risk. To mitigate this risk, a new rights and inclusion strategy was launched, pre-service training continued to highlight that importance of rights in hearings and new practice and policy roles were introduced.
2. CHS fails to contribute to positive outcomes for babies, infants, children, young people and families due to poor quality hearings and hearings decisions. After controls, this was considered a medium level risk. To mitigate this risk, training continued to be delivered to new and existing panel members, practice guidance was updated and issued, hearings continued to be observed by Panel Practice Advisors, National Standards continued to be in place, and a Scottish Public Services Ombudsman-compliant public complaints procedure continued to operate.
3. CHS fails to contribute to positive outcomes for babies, infants, children, young people and families due to not maintaining an informed, trauma-sensitive, sustainable, resilient and motivated volunteer community. After controls, this was considered a medium level risk. To mitigate this risk, a volunteer wellbeing package continued to operate, plans for trauma-specific work were put in place, training continued to be offered through the Learning Academy, and a volunteer recognition reward was made during the year.
4. CHS' reliance on partner organisations results in delay to on-going work, inconsistencies in communication and processes, increased workload and inconsistent messages to the CHS community. After controls, this was considered a high level risk. To mitigate this risk, operational and strategic links with key partner organisations were maintained at local and national levels, memberships of key

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<sup>2</sup> 2021-22 Plan: [CHS Business and Corporate Parenting Plan 2021-22 \(chscotland.gov.uk\)](https://www.chscotland.gov.uk)

external bodies were continued, positions on key legislative and policy topics were developed and communicated, and cross-organisational digital implementation approaches were agreed.

5. Inability to fulfil statutory responsibilities of fulfilling the rota while we engage in the work of tests of change which may affect volunteer roles and model. "Fulfilling the rota" means being unable to get trained volunteers onto panels, due to a shortage of volunteers or other factors. After controls, this was considered a high level risk. To mitigate this risk, internal communications capacity was increased, a new volunteer engagement programme began and existing processes continued, and key influencing roles in the sector were maintained.

Further organisational risks managed through the year are identified in the 'Key Issues and Risks' section of the Governance Statement, below. A full review of the strategic risk register took place for Q1 of 2022/23. This has led to the inclusion of a number of new risks, including external/internal reputation management as a result of increased media attention.

## Performance Analysis

### What We Did and Achieved in 2021-22: Performance Analysis and Key Activities

#### Organisational Performance Summary

In order to monitor organisational performance and the delivery of our Corporate and Business Plans, we tracked the delivery of 36 Business Objectives through the year. These Objectives were broken down in to milestones with timescales and/or targets. Progress on the milestones and Objectives were reported to the CHS Board and Senior Management Team on a quarterly basis. As in-year performance and delivery is reviewed, Board approval is sometimes sought to remove milestones or Objectives from CHS' planned delivery for the year. This may be due to internal or external factors. This process of 'de-scoping' is documented in the quarterly performance reports and reflected in the 'RAG' status of Objectives, as detailed below.

A summary of our performance is provided in the table below, with Business Objectives categorised as 'Green' for completed, 'Amber' for some progress made (between 50% and 99% of the Objective) or the Objective was partially de-scoped during the year, 'Red' for little significant progress made towards completion (below 50% of the Objective) or Objective fully de-scoped during the year:

Strategic Theme	Number of Business Objectives in category		Number of 'Red' Objectives due to de-scoping
COVID Response and Recovery	Green	10	n/a
	Amber	0	n/a
	Red	0	0
Theme 1: Better protect and uphold the rights of children	Green	3	n/a
	Amber	2	n/a
	Red	0	0
Theme 2: Deliver consistently high quality hearings	Green	4	n/a
	Amber	1	n/a
	Red	0	0
Theme 3: Continue to build an effective and empathetic panel, that is well-supported	Green	7	n/a
	Amber	1	n/a
	Red	1	1
Theme 4: Be well-informed and influential in our environment and communities	Green	3	n/a
	Amber	1	n/a
	Red	0	0
Organisational Effectiveness and Staff Support	Green	3	n/a
	Amber	0	n/a
	Red	0	0
<b>TOTALS</b>	Green	<b>30</b>	n/a
	Amber	<b>5</b>	n/a
	Red	<b>1</b>	<b>1</b>

## Business Activity Exception Report

Below, those activities that are not marked 'Green' above are detailed:

Theme	Business Objective	Status at Year End	Comment
1	Dedicated work focussed on implementation of United Nations Convention of the Rights of the Child in our work	Amber	UNCRC legislation did not come in to force in Scotland as anticipated. Our work was re-scoped significantly in Q4 and will be delivered in 2022/23.
1	Implementation of Children (Scotland) Act in our work	Amber	Core implementation activities (training; practice updates) were delivered successfully. Follow up activities and evaluation were re-scoped during the year and further delivery will take place in 2022/23.
2	Improving the extent to which hearings are trauma-responsive	Amber	Ground work on training took place, but project was re-scoped in Q4 and further delivery will take place in 2022/23.
3	Delivery of volunteer engagement events across Scotland	Amber	Events could not take place as anticipated, but some engagement activities did take place. Work now included in wider project for delivery in 2022/23.
3	Evaluation of pilot of issuing and providing support to volunteer devices	Red	Work de-scoped to enable virtual hearings development and platform roll-out.
4	Improving our digital systems	Amber	A number of improvements were successfully delivered, but work on management information reporting was not completed to the extent anticipated.

## Key Activities and Achievements

During the year, CHS volunteers sat on 22,045 hearings.

Below we outline the key activities we undertook towards the delivery of our 2021/22 Business Objectives. Descriptions of all of our identified Objectives can be found in our 2021/22 Business and Corporate Parenting Plan.

### COVID-19 Response:

- Rolled out a new virtual hearings platform across all areas of the country in collaboration with the Scottish Children's Reporter Administration (SCRA).
- Continued to produce practice and operational guidance for our volunteer community on managing hearings during the pandemic.
- Monitored and reported on the use of emergency legislation in hearings.
- Continued to contribute to multi-agency strategic and operational groups focussed on recovery and business continuity.



- Re-instated Panel Practice Advisor observations to quality assure Panel Member practice and conduct.
- Continued to issue and provide support for devices for our volunteer community to use in virtual hearings.

#### Theme 1: Better Protect and Uphold the Rights of Children:

- Launched our first set of Participation Standards,<sup>3</sup> developed by a working group of people with lived experience.
- Created an open-access learning module covering the Children (Scotland) Act 2020, including the rights of siblings.
- Produced practice guidance covering the Age of Criminal Responsibility (Scotland) Act 2019.

#### Theme 2: Deliver Consistently High-Quality Hearings:

- Produced practice guidance on a range of topics including minimising attendance at hearings, virtual safeguarding and Panel requests for reports.
- Delivered local projects focussed on areas such as improving participation in hearings and improving the quality of reports at hearings.

#### Theme 3: Continue to Build an Effective and Empathetic Panel, that is Well-Supported:

- Following an award-winning recruitment campaign, completed our largest ever Panel Member pre-service training programme, delivered to over 550 new Panel Members.
- Reappointed over 260 Panel and AST Members for a further 3 years.
- Supported ASTs to produce Area Plans.
- Published an Equality, Diversity & Inclusion Strategy.<sup>4</sup>

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

- Contributed to the work of the Hearings System Working Group, including leading aspects of the hearings redesign project.
- Responding to consultations on the National Care Service, Getting It Right For Every Child practice guidance, cross-border placements of children in residential care, and data protection regulations.
- Participated in a number of research advisory groups.

#### Organisational Effectiveness and Staff Support:

- Launched a new People Strategy for our staff.
- Rolled out new Project Management software.
- Delivered a series of wellbeing sessions for staff.

<sup>3</sup> [Children's rights and inclusion \(chscotland.gov.uk\)](https://www.chscotland.gov.uk)

<sup>4</sup> [Equality, Diversity & Inclusion Strategy \(chscotland.gov.uk\)](https://www.chscotland.gov.uk)

## Key Performance Indicators

The table below presents the results of our Key Performance Indicators.

	Key Performance Indicator (KPI)	2021/22 Target	2021/22 Result	Past Performance
1	% Panel Members successfully reappointed	70%	74%	2017/18: 83% 2018/19: 68% 2019/20: n/a 2020/21: n/a
2	% Panel Members retained during the year	86%	79%	New measure
3	% complaints resolved within SPSO guidelines	100%	85%	2017/18: 100% 2018/19: 92% 2019/20: 100% 2020/21: 99%
4	% employee attendance	96%	96%	2017/18: 93% 2018/19: 96% 2019/20: 96% 2020/21: 99%
5	% invoices not in dispute paid within 10 working days	90%	85%	2017/18: 80% 2018/19: 86% 2019/20: 85% 2020/21: 88%
6	% of applicants put forward for pre-service training who complete the full training	92%	87%	2017/18: 90% 2018/19: 91% 2019/20: 61% 2020/21: n/a
7	% pre-service trainees who felt that their learning objectives were met	98%	98%	2019/20: 98% 2020/21: n/a
8	% positive staff survey feedback on opportunities for learning and development	70%	N/A	2018/19: 33% 2019/20: 52% 2020/21: 65%

Regarding the specific KPIs above:

KPI 1: This KPI was not reported on in 2019/20 and 2020/21, so no result is given for those years.

KPI 2: This was a new measure, with an ambitious target set. 79% retention in a year that continued to be heavily disrupted by COVID-19 is a positive result.

KPI 3: A number of complex complaints and challenges gathering evidence and holding meetings led to this KPI target being missed. 100% complaints were acknowledged within 3 days of receipt, however.

KPI 5: Target missed due to (1) a number of invoices having been put on hold, pending requests for back-documentation or further investigation and (2) the volume of payments has increased 24% from 2020/21, with many from new suppliers. This can cause a delay in payment while suppliers' payment details are independently verified to prevent fraud and error.

KPI 6: This result, although slightly short of target, represents a strong performance for a year in which pre-service training was delivered all virtually for the first time, and within the context of on-going COVID restrictions. Pre-service training did not run in 2020/21, hence no result is given for that year.

KPI 7: 2019/20 was the first year this measure was reported on. Pre-service training did not run in 2020/21, hence no result is given for that year.

KPI 8: Employee engagement survey ran in April 2022 meaning results will be captured in 2022/3 year. This KPI was first introduced in 2018/19.

## National Convener Functions

The National Convener carried out the following statutory duties set out in the Children's Hearings (Scotland) Act 2011:

- 635 requests for panel member continuity were made as part of decisions for 951 children. This year, we are unable to report on how many of these requests were met. Requests for continuity may not be met for a number of reasons. For example, the request may not have been authorised, the hearing to which continuity was to apply may not have taken place, or no Panel Member was available to enable continuity. We are investigating a new reporting method to identify how many requests are met.
- We received and responded to 0 requests for written advice about any matter arising in connection with the functions conferred on children's hearings under section 8 of the Children's Hearings (Scotland) Act 2011.
- 1 request to serve notice on the implementation authority of their failure to implement the terms of a Compulsory Supervision Order was made under section 146 and 147 of the Children's Hearings (Scotland) Act 2011.
- 0 applications were made to the Lord President of the Court of Sessions to remove a panel member under para 1(6) of Schedule 2 of the Children's Hearings (Scotland) Act 2011.
- 0 referrals were received about excluded pupils under section 127 of the Children's Hearings (Scotland) Act 2011.

In addition, Children's Hearings Scotland received 24 requests for independent reports. Of these, 18 were completed, 3 were no longer required, and 3 remain in-progress as of July 2022.

## Environmental Impact and Biodiversity

CHS is committed to meeting the Public Bodies duties set out the Part 4 of the Climate Change (Scotland) Act 2009. CHS does not have a property footprint beyond its Head Office, which, for the duration of the reporting year, was in Thistle House, Haymarket, Edinburgh.

Office space in Thistle House has been rented by CHS from the Scottish Legal Aid Board (SLAB) from April 2019 and we occupy 8.5% of the building.

Owing to the timing of environmental reports by SLAB, only emissions associated with gas and electricity are available immediately after the end of the financial year. Other emissions associated with Thistle House will therefore now be reported in the Annual Report of the following year (i.e. recycling and waste emissions for 2021/22 will be reported in 2022/23).

	2021/22	2020/21	2019/20
<b>Carbon Emissions (kgCO<sub>2</sub>e) - Gas</b>	6,551.2	5,539.5	7,315.2
<b>Carbon Emissions (kgCO<sub>2</sub>e) - Electricity</b>	6,868.7	5,693.5	10,833.4
<b>SUB-TOTAL (Gas and Electricity Only)</b>	<b>12,919.9</b>	<b>11,233.0</b>	<b>18,148.6</b>
<b>Carbon Emissions (kgCO<sub>2</sub>e) – Water</b>	Not Yet Available	3.2	Not Available <sup>5</sup>
<b>Carbon Emissions (kgCO<sub>2</sub>e) – Refuse</b>	Not Yet Available	1,106.0	Not Available <sup>6</sup>
<b>TOTAL</b>	-	<b>12,642.2</b>	-

Our impact associated with business mileage is given below:

	2021/22	2020/21	2019/20	2018/19
<b>Total Travel Distance (miles)</b>	10,495	1,002	55,743	23,303
<b>Emission Factor (kgCO<sub>2</sub>/mile)<sup>7</sup></b>	0.28053	0.28052	0.29103	0.29561
<b>Carbon Emissions (kgCO<sub>2</sub>e) (travel distance*emission factor)</b>	<b>2,944.2</b>	<b>281.1</b>	<b>16,222.9</b>	<b>6,888.6</b>

Relaxation in restrictions due to COVID-19 meant that business mileage increased in 2021/22 compared to 2020/21, when significant restrictions on movement and meeting were in place.

Opportunities to promote biodiversity are kept under review, but these are restricted due to the limited property footprint with no outside space which could be effectively adapted to promote biodiversity. We will continue to assess the long-term impact and sustainability of home-working arrangements for the organisation and encourage staff to engage with opportunities that either promote biodiversity or help reduce carbon emissions.

<sup>5</sup> No report was available, owing to COVID-19 restrictions on access to Thistle House.

<sup>6</sup> No report was available, owing to COVID-19 restrictions on access to Thistle House.

<sup>7</sup> Emission Factor for 'average sized petrol car' is used here.

## How We Allocated Our Resources in 2021-22: Our Financial Performance

In the year ended 31 March 2022, CHS reported net expenditure before Scottish Government funding of £5,379k (31 March 2021: £4,286k) against Scottish Government funding of £4,912k (31 March 2021: £5,271k), an excess of net expenditure over Scottish Government funding of £0.467m (31 March 2021: an excess of Scottish Government funding over net expenditure of £0.985m) with revenue grant-in-aid of £4.629m (31 March 2021: £4.721m). The General Fund has a surplus of £0.245m at 31 March 2022 (£0.712m as at 31 March 2021).

Capital grant-in-aid was £0.283m (2020/21: £0.55m). The final spend of £0.302m funded a significant programme of investment in technology for volunteers and staff technology refresh. Capital grant-in-aid was initially £0.4m, with £0.117m of this transferring to SCRA in-year to fund development of the shared digital system.

In accordance with *International Accounting Standard 19 (revised) 'Employee Benefits'*, the financial statements reflect at fair value the assets and liabilities arising from CHS' retirement benefit obligations. As a result, CHS has a deficit of £0.611m on its pension reserve at 31 March 2022 (£1.631m at 31 March 2021). Further details of pension liabilities are provided in the Remuneration Report and the Notes to the Financial Statements.

The Board of CHS has no reason to believe that the Scottish Government's future sponsorship and future Ministerial approval will not be forthcoming or will only provide a reduced support to CHS. Given the above it is considered appropriate to adopt a going concern basis for the preparation of these financial statements. This is in line with the underlying assumption in the Government Financial Reporting Manual (FRoM) that Government accounts are prepared on a going concern basis.

In line with Scottish Government guidance, CHS' policy is to pay all invoices, not in dispute, within the lesser of 10 working days and the agreed contractual terms. During the year ended 31 March 2022, CHS paid 85% (31 March 2021: 88%) of invoices within the terms of its payment policy.

CHS Senior Management Team and Board have taken steps to ensure CHS has policies in place to guard against corruption and bribery, including CHS' procurement policy, Financial Regulations and Fraud and Corruption Policy.

## Equalities, Social Responsibility and Human Rights

CHS' central purpose is to ensure that children in Scotland who come to hearings have decisions made that ensure they are loved, cared for, and respected. CHS aims to contribute to social progress within Scotland through the delivery of activities to the National Performance Framework for Scotland. Specifically, we undertake work that aligns with those outcomes focussed on (1) ensuring children and young people can realise their full potential (2) respecting and protecting children's rights (3) living in empowered, inclusive safe and

resilient communities (4) creating a well-educated and skilled society (5) tackling poverty by sharing opportunities. Fuller exploration of these are available on page 16 our Corporate Plan.<sup>8</sup>

Better protecting children's rights is one of our core strategic themes. This year, work has been focussed on developing and launching our participation standards that will enable our work to be more effectively informed by the views of children and young people. We also undertook work around how best to implement legislation that came in to force that strengthens children's rights.

CHS has continued to make steady progress towards achieving equality ambitions over the past year. The Equality, Diversity and Inclusion (EDI) working group formed in December 2019 consisting of members from the national team, and representation from our Area Convener group continued to meet and progressed work throughout 2021 - 2022.

CHS published its third Gender Pay Gap report in March 2022.<sup>9</sup> Since the last report the staff headcount had increased by 10% with females making up 72% of the staff headcount and accounting for 60% of our senior management team. When using the mean to calculate, our overall pay gap between male and female salaries is now 5.85% (in favour of men), compared with 1.8% two years ago. When the median is used, our gender pay gap is 5.75% (in favour of men), compared with -18.36% two years ago.

While the mean and median gender pay gaps within CHS have increased over the past two years, this is largely due to an increase in the overall headcount as well as a change in the gender distribution within the organisation. Previously male employees represented a smaller percentage of a smaller staff team at CHS (20.5% of 39 total employees in 2020, for example) compared to now (28% of 43 employees in 2022). CHS next reports on this in 2024.

CHS published its Equality Outcomes 2020 – 2022 Final Report on April 1<sup>st</sup> 2022.<sup>10</sup> A detailed update on how each outcome had been progressed during this time was presented to the CHS Senior Management Team and to the CHS Board in advance of publication. Detailed within the progress report were two annual breakdowns of equality monitoring for CHS staff and from all the staff recruitment campaigns covering the two year period 2020–2022.

The outcomes presented a blend of equality ambitions that focus on both our employee group and our volunteer community. They also follow the established principle of being proportionate to an organisation of CHS' size and were therefore achievable, having staggered deadlines within which to achieve the outcomes by April 2022.

Over the course of 2021, the EDI working group developed an over-arching Equality Strategy for CHS and were supported in this work by people with lived experience of the hearings system. The strategy was published in October 2021,<sup>11</sup> encapsulating the

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<sup>8</sup> [CHS Corporate Plan 2020-23 \(chscotland.gov.uk\)](https://www.chscotland.gov.uk/corporate-plan-2020-23)

<sup>9</sup> [CHS Gender Pay Gap and Equal Pay Report 2022 \(chscotland.gov.uk\)](https://www.chscotland.gov.uk/gender-pay-gap-report-2022)

<sup>10</sup> [CHS Equality Mainstreaming and Outcomes 2020 - 2022 Progress Report \(chscotland.gov.uk\)](https://www.chscotland.gov.uk/equality-mainstreaming-outcomes-2020-2022)

<sup>11</sup> [Equality, Diversity & Inclusion Strategy \(chscotland.gov.uk\)](https://www.chscotland.gov.uk/equality-diversity-inclusion-strategy)

ambitions that CHS has to create, promote and celebrate an equal, diverse and inclusive culture within the CHS community through a process of continual engagement, communication, training and development. The end goal of this work is to ensure that equality, diversity and inclusion underpins positive outcomes for children, young people and their families. Implementation of the strategy is now well underway.

## CHS and Island Communities

Under s.12 of the Islands (Scotland) Act 2018, CHS is required to publish information about the steps it has taken to comply with the duty to have regard to island communities in carrying out its functions. This section is designed to fulfil this requirement, covering the first reporting period since s.12 came in to force. This reporting period is 23/12/2020 to 22/12/2021.

CHS operates in every Local Authority in Scotland and is conscious of the particular challenges faced by island communities. We have two Area Support Teams (ASTs) that are dedicated to supporting volunteers to make effective decisions for children and young people in island communities (Orkney and Shetland) and others that include island communities as part of their areas (e.g. Argyll & Bute). These ASTs work alongside colleagues in other services and organisations (such as social work, children's reporters, third sector organisations) locally.

In 2021, Area Support Teams produced Area Plans to localise the delivery of national objectives and identify the priorities of the local volunteer community. Shetland and Orkney Area Support Teams both produced plans focussed on their specific local needs.

The CHS Learning Academy deliver services regionally taking into account island community numbers, distances for any travel and out of pocket expense requirements. During 2021-22 training delivery was greatly affected by the government guidelines for movement and mixing during the Coronavirus pandemic. CHS Learning Academy therefore adapted training delivery transferring all teaching and training materials online. Virtual learning sessions enabled island Panel and AST members to complete essential and optional learning at times and a pace that suited them. Moving the training service online enabled a higher number of training sessions to be delivered to island communities as the need to travel geographically to in person training sessions, was removed. Local learning and development co-ordinators, supported by CHS national team and a national Learning and Development Co-ordinators forum, offered local learning and development sessions to bring island communities together and to continue to complement national training.

CHS did not complete any Island Communities Impact Assessments during the reporting period, but work is planned for 2022 to integrate these in to an organisational impact assessment process that more robustly identifies when and how they should be completed.

## What We'll Do Next Year

Next year we will continue to deliver work that contributes to our strategic themes. As part of this work, we will prioritise those activities that help us keep our commitments to implementing the conclusions from the Independent Care Review. Specific pieces of work next year will include:

### **Theme 1: Better Protect and Uphold the Rights of Children:**

- Assess the impact of our work on the Children (Scotland) Act 2020
- Embed our participation standards throughout our work
- Improve accessibility and quality of participation opportunities.

### **Theme 2: Deliver Consistently High-Quality Hearings:**

- Undertake work to improve the extent to which hearings and our work takes trauma and its impacts in to consideration
- Contribute to the hearings redesign process through the Hearings System Working Group
- Grow our volunteer Practice Bank to involve volunteers in emerging practice areas.

### **Theme 3: Continue to Build an Effective and Empathetic Panel, that is Well-Supported:**

- Deliver new structures to effectively support the people needed for a redesigned hearings system
- Continue to implement area plans within each locality
- Review our community concerns model.

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

- Deliver a major new participation, engagement and consultation project, working with volunteers and people with lived experience
- Undertake developments to our digital systems
- Engage with emerging legislation that can improve outcomes for children and young people.

2022/23 is the third year of our Corporate Plan, *Our Strategic Outlook 2020-23*. This was due to be the final year of the plan, but to allow time for detailed planning focussed on the re-design of the hearings system to be finalised, an additional year has been added to the strategic planning cycle. The plan will therefore now come to an end in 2024.

**Elliot Jackson**  
**Accountable Officer**



# Accountability Report

## Corporate Governance Report

### Directors' Report

Board members in 2021/22	Original appointment	End of appointment
Garry Coutts (chair)	8 April 2014	07 April 2022
John Anderson	11 March 2013	30 June 2021
Beth-Anne Logan	1 July 2017	30 June 2023
Henry Robson	1 March 2017	28 February 2025
Barbara Neil	1 February 2019	31 January 2025
Katie Docherty	1 July 2021	30 June 2025
Sean Austin	1 July 2021	30 June 2025
Jo Derrick	1 February 2019	31 January 2023

All Board members have fixed term contracts and of the above four are female and four are male. Katharina Kaspar joined the Board, replacing Garry Coutts as chair, in April 2022.

Board members are appointed by the Scottish Ministers on the basis of having knowledge or experience relevant to the general purpose and specific requirements of CHS or to the functions of the National Convener/Chief Executive.

The Senior Management Team (SMT) in 2021/22 comprised:

SMT member	Job title	Appointment
Elliot Jackson	National Convener/Chief Executive	07 Oct 19 – 06 Oct 24
Stephen Bermingham	Head of Practice and Policy	25 Oct 21
Lynne Harrison	Head of Strategy, Development and Depute Chief Executive	07 Oct 19
Christine Mullen	Head of Practice, Improvement and Learning	07 Oct 19 – 31 Dec 21
	Head of Learning	1 Jan 22
Carol Wassell	Head of Area Support and Community Improvement	13 Jan 20

### Audit

The Public Finance and Accountability (Scotland) Act 2000 places personal responsibility on the Auditor General for Scotland to decide who is to undertake the audit of each central government body in Scotland. For the financial years 2016/17 to 2020/21 the Auditor General appointed Audit Scotland to undertake the audit of CHS. The appointment was extended to cover the 2021/22 financial year as a result of the COVID 19 public health crisis. The general duties of the auditors of central government bodies, including their

statutory duties, are set out in the Code of Audit Practice issued by Audit Scotland and approved by the Auditor General.

#### Register of Interests

A Register of Interests for Board members and senior staff can be accessed on our website at <http://www.chscotland.gov.uk/about-chs/our-people/the-chs-board/meet-the-chs-board/> or by contacting the Business Operations & Governance Lead (<https://www.chscotland.gov.uk/about-us/meet-the-team>).

#### Personal data related incidents

For more information on incidents relating to personal data, please refer to the Governance Statement below.

#### Statement of disclosure of Information to Auditors

So far as the Directors are aware, there is no relevant audit information of which the auditors are unaware. Additionally, the Directors have taken all the necessary steps that they ought to have taken as Directors in order to make themselves aware of all relevant audit information and to establish that the organisation's auditors are aware of that information.

"Relevant audit information" means information needed by the organisation's auditors in connection with preparing their report.

#### Statement of Accountable Officer's Responsibilities

Under section 21(1) of the Children's Hearings (Scotland) Act 2011, the Scottish Ministers have directed CHS to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of CHS and of its net resource outturn, application of resources, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual (FReM) and in particular to:

- observe the Accounts Direction issued by the Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the FReM have been followed, and disclose and explain any material departures in the financial statements, and
- prepare the financial statements on the going concern basis.

Under section 15 of the Public Finance and Accountability (Scotland) Act 2000, the Accountable Officer of the Scottish Government Directorate with responsibility for sponsorship of CHS designated the National Convener/Chief Executive of CHS as the Accountable Officer for the organisation. The responsibilities of an Accountable Officer, including responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for keeping proper records and for safeguarding the organisation's assets, are set out in Managing Public Money by the HM Treasury.

As Accountable Officer, I confirm that:

- as far as I am aware, there is no relevant audit information of which the auditors are unaware, and I have taken all the steps that I feel I ought to have taken to make myself aware of any relevant audit information and to establish that the auditors are aware of that information.
- the annual report and accounts as a whole is fair, balanced and understandable and that I take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

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# Governance Statement

## Scope of Responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of CHS' policies, aims and objectives, as set by Scottish Ministers, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Memorandum to Accountable Officers for Other Public Bodies.

## Governance framework

CHS' governance framework accords with generally accepted best practice principles and guidance from Scottish Ministers in the Scottish Public Finance Manual and has been in place for the financial year ended 31 March 2022 and up to the date of the approval of the annual report and accounts.

CHS has a Board which meets at least ~~every two months~~ five times a year to consider the overall strategic direction of CHS within the policy, planning and resources framework determined by the Scottish Ministers. The Board seeks assurance that corporate objectives are being progressed through the delivery of agreed targets in the business plans and corporate plan on performance, implementation of strategic projects, effective use of resources and management of strategic risks.

The Board Committee structure comprises a Remuneration and Appointments Committee (RAC) and an Audit and Risk Management Committee (ARMC). Each Committee has developed its terms of reference which are documented, approved and reviewed on a regular basis.

The Remuneration and Appointments Committee meets as required (in this year it met three times) and reviews the arrangements for:

- the performance appraisal process for the Chief Executive, Directors and CHS staff
- the recruitment and remuneration of all CHS employees.

In 2021/22 the Committee also considered the launch and implementation of the CHS People Strategy, Staff Forum progress, Equality, Diversity & Inclusion outcomes reporting, and Gender Pay Gap reporting.

The Chair of the Remuneration and Appointments Committee briefs the Board following each meeting and the latter receives an annual report on the performance of the Committee.

The Audit and Risk Management Committee meets quarterly and reviews the adequacy of the arrangements for ensuring sound internal control arrangements and provides the Board and Accountable Officer with advice and assurance with regard to the arrangements for:

- financial control and reporting
- risk management
- Information Governance
- legal and regulatory compliance
- Digital Programme

The Chair of the Audit and Risk Management Committee briefs the Board following each meeting and the Board receives an annual report on the performance of the Committee.

CHS has an internal audit service provided under contract by BDO, which operates to standards defined in the Public Sector Internal Audit Standards. During 2021/22, Internal Audit undertook reviews of Information Governance arrangements within CHS, Contract management for the Learning Academy, and Area Support Team Governance arrangements, as well as providing support on risk management and reviewing progress against outstanding audit actions. The Committee scrutinises all internal audit reports and the actions taken by managers in response to audit recommendations.

In the auditor's opinion, the risk management activities and controls in the areas which they examined were found to be suitably designed to achieve the specific risk management, control and governance arrangements. Based on their verification reviews and sample testing, the risk management, control and governance arrangements were operating with sufficient effectiveness to provide reasonable, but not absolute assurance that the related risk management, control and governance objectives were achieved for the period under review.

#### Operation of the Board

The Board met five times during 2021/22, held five Board development sessions and one Strategy session.

Key issues for the Board in 2021/22 included:

- Agreeing five-year Financial Plan
- Framework Document
- Impact Report
- Trauma Training Strategy
- Approving quarterly performance reports
- Board Code of Conduct
- Scrutiny of ongoing progress with Digital Programme
- Approving the Budget for 2022/23
- Approving the Business and Corporate Parenting Plans for 2022/23
- Approving the Annual Accounts and Impact Report
- Reviewing Learning Academy progress and Learning & Development Strategy
- Volunteer Recruitment
- Equalities
- OHOV Calls to Action
- Resilience & Recovery
- Approving the accounting policies to be used for the preparation of CHS' statement of accounts for 2021/22

Strategic and operational finance support is provided through a shared services arrangement with SCRA and CHS has a dedicated HR/OD Lead. The Head of Finance & Resources provides strategic finance advice to the CHS Board and Committee meetings and other meetings as appropriate.

#### Assessment of corporate governance arrangements

As Accountable Officer, I have reviewed the effectiveness of corporate governance arrangements. My review is informed by:

- the executive managers within CHS who have responsibility for the development and maintenance of the internal control framework, including the organisation's Senior Information Risk Officer
- the work of the internal auditors who submit reports to the Audit and Risk Management Committee
- regular reports which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of CHS' system of internal control together with any recommendations for improvement
- comments made by the external auditors in their management letter and other reports

The following internal control systems are assessed annually as part of the Scottish Government Certificates of Assurance process which must be completed by the National Convener. No major control gaps have been identified in 2021/22.

- Risk Management
- Business Planning
- Major Investment
- Project Management
- Financial Management
- Fraud
- Procurement
- Human Resources
- Equality and Diversity
- Information
- Health & Safety
- Compliance

### Key issues and risks

A framework for identifying, measuring, controlling and monitoring strategic risks has been in place throughout the financial year during which time the senior team managed a transition to a new risk register format proposed by the Internal Auditors. A regular review of the Strategic Risk Register is undertaken by the Senior Management Team and the Strategic Risk Register is reported to the Audit and Risk Management Committee on a quarterly basis. Strategic and operational risk management is embedded in CHS' corporate and business planning processes and performance management arrangements.

The key strategic risks identified and monitored during 2021/22 included: impact of COVID-19 on ability to maximise use of grant-in-aid resource in 2021/22; digital systems do not meet user's needs or there is a low uptake of systems developed; systems fail due to poor cyber resilience, failing to have an influential voice in sector policy and practice; failure to meet UNCRC obligations; failure to contribute to positive outcomes for babies, infants, children, young people and their families due to poor quality hearings and hearings decisions and not maintaining an informed, trauma sensitive, sustainable, resilient and motivated volunteer community; Reduction in Panel member capacity leads to inability to fulfil statutory requirements, reliance on partner organisations leads to delay in ongoing work.

### Digital Programme

The main focus of activity throughout 2021/22 has been on supporting Panel Members to participate in virtual children's hearings through training and provision of devices to support virtual activity; working with the supplier on the development backlog of functional improvements; identifying and establishing CHS Digital staffing requirements moving forward and setting in place a digital team.

CHS has worked to embed the use of the O365 and Teams platform launched in 2019/20 and, despite the impact of Covid on operations, opening rates of Teams posts/community newsletters has grown steadily. Take up of the functional digital services remains at a slower pace/volume than originally planned for due to the impact of Covid on operations e.g. expenses not being claimed frequently as hearings are virtual. Implementation continues to be monitored and volunteers supported to access services; Panel Practice Advisor Observations re-started in 2021 with the digital service being used to support this activity.

Due to the digital programme moving into a Business As Usual phase, the Digital Oversight Committee and Digital Delivery Board, Product and Technical Assurance Groups and the Security Accreditation Group were stepped down in 2021. SCRA and CHS have been working with an external partner to support the introduction of Change Control Boards to support the governance and implementation of improvements or changes to the digital platform.

An Organisational Readiness team including functional business owners, continues to be in place to support product development and successful uptake of the new systems. Extensive digital engagement with our volunteer community has taken place in year, in

particular support to access new virtual hearing technology (RAVHI), this was supported by the Children's Hearings Scotland Learning Academy. To enable continued hearing operation, CHS have worked with SG to continue to provide managed Chromebook devices and each new Panel Member Trainee recruited in 2021 was provided with a device. Volunteer Digital Champions continue to be a welcome addition within each AST, promoting and supporting digital take up locally.

#### Personal data related incidents

During 2021/22, CHS has had 12 information security incidents recorded and investigated (including near misses), one of which was reportable to the Information Commissioners Office.

Mitigating measures are in place to reduce the likelihood of data breaches and include compulsory training for all panel and AST members, Clerks, CHS National Team and Board members. Observed trends in breaches lead to the introduction of new or updated mitigations when necessary.

#### Conclusion

As Accountable Officer, I am satisfied that CHS has effective corporate governance arrangements in place.

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## Remuneration and Staff Report

### Remuneration and Appointments Committee

The Remuneration and Appointments Committee, a sub-committee of the full CHS Board, oversees the remuneration and performance management arrangements of all staff.

For 2021/22, the Remuneration and Appointments Committee consisted of:

- Jo Derrick (chair)
- John Anderson (to 30 June 2021)
- Beth-Anne Logan
- Katie Docherty (from 1 July 2021)

Proposals on the remuneration of the National Convener/Chief Executive are made by the Remuneration and Appointments Committee and form the basis of recommendations to the Scottish Government. Proposals in relation to remuneration of other senior managers and staff remuneration are included in a pay and grading remit, which is submitted to the Scottish Government for approval following approval by the Remuneration and Appointments Committee.

CHS' overall remuneration policy aims to:

- attract, retain and motivate competent and skilled staff at all levels of the organisation
- ensure that salaries are as competitive as possible
- reward staff for their contribution to CHS by arrangements which are simple, fair and transparent.

#### Senior Management Team (SMT) members' Service Contracts

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Any payment in relation to termination of employment through retirement or redundancy is governed by CHS' relevant policies and procedures. Any discretionary payment made to any member of staff on termination is subject to approval by the Board and/or Scottish Government.

<b>SMT member</b>	<b>Job title</b>	<b>Appointment</b>
Elliot Jackson	National Convener/Chief Executive	07 Oct 19 – 06 Oct 24
Stephen Bermingham	Head of Practice and Policy	25 Oct 21
Lynne Harrison	Head of Strategy, Development and Depute Chief Executive	07 Oct 19
Christine Mullen	Head of Practice, Improvement and Learning	07 Oct 19 – 31 Dec 21
	Head of Learning	1 Jan 22
Carol Wassell	Head of Area Support and Community Improvement	13 Jan 20

There are three female senior managers and two male senior managers. All contracts have a notice period of 3 months and are permanent unless indicated otherwise by a future end date.

Board and SMT Remuneration (audited)

Remuneration	Salary and allowances <sup>1</sup>	
	2021/22	2020/21 (restated)
<b>Senior Management Team</b>	<b>£000</b>	<b>£000</b>
Elliot Jackson	80-85	80-85
Stephen Bermingham <sup>2</sup>	25-30	n/a
Lynne Harrison	65-70	65-70
Christine Mullen	50-55	50-55
Carol Wassell	65-70	65-70
<b>Board</b>		
Garry Coutts	20-25	15-20
John Anderson	0-5	0-5
Sean Austin	0-5	n/a
Katie Docherty	0-5	n/a
Barbara Neil	5-10	0-5
Jo Derrick	0-5	0-5
Beth-Anne Logan <sup>3</sup>	5-10	20-25
Henry Robson	0-5	0-5

- <sup>1</sup> Excludes pension contributions paid by employer. In previous years, salaries and allowances have been reported inclusive of employer's pension contributions: the 2020/21 salaries and allowances have been restated. In respect of any Non-Executive Board Members, CHS does not make any contribution to the Local Government Pension Scheme (LGPS) nor provide any other form of pension benefit.
- <sup>2</sup> Appointed 25 October 2021: the full-year equivalent salary and allowances would be between £65,000 and £70,000.
- <sup>3</sup> Throughout 2020/21 and 2021/22, this Board member has been remunerated through CHS for additional duties in relation to wider Scottish Government Secure Care projects.

## Senior managers' pension entitlements

Senior Management Team Members	Real increase in pension in year to 31 March 2022 £000	Real increase in lump sum in year to 31 March 2022 £000	Total accrued pension as at 31 March 2022 £000	Total accrued lump sum at 31 March 2022 £000	CETV <sup>1</sup> at 31 March 2021 £000	CETV <sup>1</sup> at 31 March 2022 £000	Real increase in CETV <sup>1</sup> during year £000
Elliot Jackson	5-7.5	7.5-10	40-45	70-75	688	794	107
Stephen Bermingham <sup>2</sup>	n/a	n/a	0-5	0	n/a	7	n/a
Lynne Harrison	0-2.5	0	5-10	0	50	68	18
Christine Mullen	0-2.5	0	5-10	0	67	85	18
Carol Wassell <sup>3</sup>	10-12.5	n/a	10-15	0	21	150	129

<sup>1</sup> Cash-equivalent transfer value

<sup>2</sup> Member has under 2 years' service, therefore no accrued entitlements

<sup>3</sup> This member's figures include a transfer in of benefits which took place in the 2021/22 year. This member had no pension entitlement last year, so the entirety of the increase in pension is the full pension amount this year.

## Prior year comparatives

Senior Management Team Members	Real increase in pension in year to 31 March 2021 £000	Real increase in lump sum in year to 31 March 2021 £000	Total accrued pension as at 31 March 2021 £000	Total accrued lump sum at 31 March 2021 £000	CETV <sup>1</sup> at 31 March 2020 £000	CETV <sup>1</sup> at 31 March 2021 £000	Real increase in CETV <sup>1</sup> during year £000
Elliot Jackson	2.5-5	2.5-5	35-40	65-70	631	688	56
Lynne Harrison	0-2.5	0	0-5	0	33	50	17
Christine Mullen	0-2.5	0	0-5	0	50	67	17
Carol Wassell <sup>2</sup>	0	0	0	0	0	21	21

<sup>1</sup> Cash-equivalent transfer value

<sup>2</sup> Member had under 2 years' service, therefore no accrued entitlements

## Senior managers' remuneration as a single figure

Previous annual reports have included employer's pension contributions within salary and allowances. Last year's salary and allowances, and the total remuneration as a single figure, have been restated to enable a fair comparison to 2021/22.

Senior Management Team Members	2021/22 Salary and Allowances	2021/22 Pension benefits <sup>1</sup>	2021/22 Compensation	2021/22 Total	2020/21 Salary and Allowances (restated)	2020/21 Pension benefits <sup>1</sup>	2020/21 Total (restated)
	£000	£000	£000	£000	£000	£000	£000
Elliot Jackson	80-85	110-115	n/a	195-200	80-85	45-50	130-135
Stephen Birmingham <sup>2</sup>	25-30	(5)-0	n/a	25-30	n/a	n/a	n/a
Lynne Harrison	65-70	25-30	n/a	90-95	65-70	20-25	85-90
Christine Mullen	50-55	20-25	n/a	75-80	50-55	15-20	70-75
Carol Wassell <sup>3</sup>	65-70	230-235	n/a	300-305	65-70	(10)-(5)	60-65

- <sup>1</sup> The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (real increase in lump sum) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.
- <sup>2</sup> Member was appointed on 25 October 2021 and has under 2 years' service and therefore has no entitlement yet to a transfer value or pension
- <sup>3</sup> This member's figures include a transfer in of benefits which took place in the 2021/22 year. This member had no pension entitlement last year, so the entirety of the increase in pension is the full pension amount this year.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the following percentile remuneration of the organisation's workforce.

Remuneration (continued)	Salary	Allowances	Total remuneration	Salary	Allowances	Total remuneration
	2021/22	2021/22	2021/22	2020/21	2020/21	2020/21
Highest-paid director	£80,859	£0	£80,859	£78,876	£1,845	£80,721
25 <sup>th</sup> percentile	£28,166	£0	£28,166	£32,157	£0	£32,157
Median	£39,793	£0	£39,793	£39,892	£0	£39,892
75 <sup>th</sup> percentile	£51,419	£0	£51,419	£50,135	£0	£50,135

The highest-paid director's salary increased by 2.5% from 2020/21: however, because of the cessation of an organisational relocation allowance during 2020/21, the increase in the highest-paid director's overall remuneration is only 0.17%.

The 25<sup>th</sup> percentile pay ratio has increased from 2.51:1 to 2.87:1 due to the reduction of the 25<sup>th</sup> percentile pay, which itself was caused by an increase in complement of support and administrative staff in the lowest quartile.

The median pay ratio has increased from 2.02:1 to 2.03:1. CHS believes the median pay ratio for 2021/22 is consistent with its pay, reward and progression policies for CHS' employees taken as a whole.

The 75<sup>th</sup> percentile pay ratio has decreased from 1.61:1 to 1.57:1.

The full time equivalent remuneration paid to CHS staff as at 31 March 2022 ranged from £25,184 to £80,859 (31 March 2021: £24,384 to £78,876).

In 2021/22 no employees received remuneration in excess of the highest-paid director (2020/21: none). CHS does not have a separate performance pay scheme for senior managers. The Scottish Government-wide remuneration policy is applied equally to all staff, including senior management.

#### Compensation

No compensation payments were made in 2021/22 (2020/21: none).

#### Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HMRC as a taxable emolument. No benefits in kind were received in 2021/22 (2020/21: none).

#### Amounts payable to/from third parties for the services of a senior manager (audited)

CHS paid Scottish Children's Reporter Administration (SCRA) £5,165, £2,583 and £nil in 2021/22 in respect of senior management services from Ed Morrison Head of Finance and Resources, Susan Deery Head of Human Resources and Lawrie McDonald Head of Digital Delivery (2020/21: £18,751, £8,492 and £25,032 respectively). Ed Morrison joined CHS' Senior Management Team in July 2015; Susan Deery joined CHS' Senior Management Team in April 2016. Both left office on 31 March 2021.

#### Staff breakdown by gender and permanent/non-permanent contracts

<b>Average number of employees (whole-time equivalents)</b>	<b>2021/22</b>	<b>2020/21</b>
Staff with a permanent contract – male	7	4
Staff with a permanent contract – female	23	22
Staff without a permanent contract – male	2	2
Staff without a permanent contract – female	4	6
	<b>36</b>	<b>34</b>

## Staff costs (audited)

<b>Staff with a permanent (UK) employment contract</b>	<b>2021/22 £000</b>	<b>2020/21 £000</b>
Wages and salaries	1,328	1,266
Social security costs	143	128
Contributions to pension scheme	330	390
IAS 19 pension charge	401	(8)
	<b>2,202</b>	<b>1,776</b>

<b>Staff without a permanent (UK) employment contract</b>	<b>2021/22 £000</b>	<b>2020/21 £000</b>
Wages and salaries	362	266
Social security costs	20	27
Contributions to pension scheme	50	36
	<b>432</b>	<b>329</b>

<b>All Staff</b>	<b>2021/22 £000</b>	<b>2020/21 £000</b>
Wages and salaries	1,690	1,532
Social security costs	163	155
Contributions to pension scheme	380	426
IAS 19 pension charge	401	(8)
	<b>2,634</b>	<b>2,105</b>

The average pay per FTE employee reduced by 0.23% between 31 March 2021 and 31 March 2022, due to the increase in complement of support and administrative staff in the lowest quartile.

### Exit packages

No exit packages were agreed during 2021/22 (2020/21: none).

### Expenditure on consultancy

In 2021/22, CHS spent £49,225 on consultancy (2020/21: £67,007).

## Staff Absence

In the year to 31 March 2022, staff absence was 10.4 days (2021: 2.9 days).

## Disability

CHS is committed to equality and diversity.

- We plan for, and make reasonable adjustments to, the assessment and interview process
- During employment, we proactively offer and make reasonable adjustments as required
- We provide an environment that is inclusive and accessible for staff and volunteers
- We support employees to manage their disabilities or health concerns

- We ensure there are no barriers to the development and progression of disabled staff
- We ensure managers are aware of how they can support staff who are sick or absent from work
- We promote information and advice on wellbeing and mental health conditions and have been particularly proactive in doing this during COVID-19 restrictions by providing regular mental health and wellbeing updates via the Staff Forum channel on MS Teams. This included providing the daily promotion of health and wellbeing initiatives, ideas and resources featuring different themes during the course of Mental Health Awareness Week at the end of May. Line managers are encouraged to have conversations with their staff about staff mental health and wellbeing during their regular 121 'remote' meetings, at this current time.
- We provide occupational health services and an employee assistance programme (EAP) and have been promoting the EAP resources to staff, particularly during COVID-19 restrictions.

CHS reports against the statutory Public Sector Equality Duty and in addition has several policies relating to supporting disability in the workplace including:

- Equal Opportunities policy
- Flexible Working policy
- Recruitment and Selection policy
- Dignity at Work policy

With regards to disability, CHS included the following over-arching Equality Outcome that is specifically focussed on supporting those with caring responsibilities.

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

Under this outcome, CHS has a subset of outcomes with the following outcome particularly focused on carers, who by association, can be directly or indirectly discriminated against on the grounds of disability in the general working environment, due to their caring responsibilities for those who have disabilities.

CHS is a recognised as an employer of choice by individuals with caring<sup>12</sup> responsibilities due to its positive and open recruitment approach and its flexible working and attendance management policies and practices.

Our Volunteer Community continue to be fully aware of and undertake their functions with equality in mind. Our CHS Learning Academy (West Lothian College) incorporate Equality and Diversity learning and assessment into essential training for our panel members before they are appointed. All new panel members complete a qualification awarded by the Scottish Qualifications Authority (SQA) – the Professional Development Award (PDA) Children's Hearings in Scotland – Panel Members.

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<sup>12</sup> A carer is someone who provides unpaid care by looking after an ill, frail or disabled family member, friend or partner. (<http://www.carerpositive.org/>)

The training delivered by our CHS Learning Academy focuses on the 2010 Equality Act. In particular, the qualification focuses on the acquisition of skills and knowledge that demonstrate awareness of the equality and diversity needs of children and young people and how to address them.

Our Area Support Teams receive training in the recruitment and selection of new panel members. This includes input on key principles of equality and diversity and an emphasis on understanding the importance of diversity when assessing and supporting candidates.

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## Parliamentary Accountability Report

CHS is required to report on any high-value losses and special payments incurred in the financial year, any fees and charges receivable in the financial year and any remote contingent liabilities as at the date the accounts were signed by the Accountable Officer.

- No reportable losses were incurred in the financial year to 31 March 2022.
- No reportable special payments were made in the financial year to 31 March 2022.
- No reportable fees or charges were received in the financial year to 31 March 2022.
- There are no remote contingent liabilities at the date the accounts were signed.

**Elliot Jackson**  
**Accountable Officer**

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# Independent auditor's report to the members of Children's Hearings Scotland, the Auditor General for Scotland and the Scottish Parliament

## Reporting on the audit of the financial statements

### Opinion on financial statements

I have audited the financial statements in the annual report and accounts of Children's Hearings Scotland for the year ended 31 March 2022 under the Children's Hearings (Scotland) Act 2011. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the 2021/22 Government Financial Reporting Manual (the 2021/22 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2022 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2021/22 FReM; and
- have been prepared in accordance with the requirements of the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

### Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 18 March 2022. The period of total uninterrupted appointment is **six** months. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Conclusions relating to going concern basis of accounting

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on the body's current or future financial sustainability. However, I report on the body's arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

### Risks of material misstatement

I report in my separate Annual Audit Report the most significant assessed risks of material misstatement that I identified and my judgements thereon.

### Responsibilities of the Accountable Officer for the financial statements

As explained more fully in the Statement of Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention to discontinue the body's operations.

### Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how the body is complying with that framework;
- identifying which laws and regulations are significant in the context of the body;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and

- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the body's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditors-responsibilities](http://www.frc.org.uk/auditors-responsibilities). This description forms part of my auditor's report.

## Reporting on regularity of expenditure and income

### Opinion on regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

### Responsibilities for regularity

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. In addition to my responsibilities in respect of irregularities explained in the audit of the financial statements section of my report, I am responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

## Reporting on other requirements

### Opinion prescribed by the Auditor General for Scotland on audited part of the Remuneration and Staff Report

I have audited the parts of the Remuneration and Staff Report described as audited. In my opinion, the audited part of the Remuneration and Staff Report has been properly prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

### Other information

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the Performance Report and the Accountability Report excluding the audited part of the Remuneration and Staff Report.

My responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

### Opinions prescribed by the Auditor General for Scotland on Performance Report and Governance Statement

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Children's Hearings (Scotland) Act 2011 and directions made thereunder by the Scottish Ministers.

### Matters on which I am required to report by exception

I am required by the Auditor General for Scotland to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

### Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

## Use of my report

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

**Helen Russell FCPFA  
Senior Audit Manager  
Audit Scotland  
4<sup>th</sup> Floor  
102 West Port  
Edinburgh  
EH3 9DN**

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## Financial Statements

### Children's Hearings Scotland

Statement of Comprehensive Net Expenditure  
for the year ended 31 March 2022

	Note	Year to 31 March 2022 £000	Year to 31 March 2021 £000
<b>Expenditure</b>			
Staff costs	2	2,634	2,105
Other administration costs	3	2,449	2,064
Depreciation	4 & 5	296	113
<i>Expenditure</i>		5,379	4,282
<b>Income</b>	1.8	(56)	(33)
<b>Net expenditure</b>		5,323	4,249
Pension scheme finance cost	9	56	37
<b>Net expenditure before Scottish Government funding</b>		5,379	4,286
<b>Other comprehensive net expenditure</b>			
Items which will not be reclassified to net expenditure:			
Actuarial loss/(gain) on pensions	9	(1,020)	955
<b>Comprehensive net expenditure for the year</b>		4,359	5,241

The notes following the financial statements form part of these accounts.

## Children's Hearings Scotland

### Statement of Financial Position as at 31 March 2022

	Note	2022 £000	2021 £000
<b>Non-current assets</b>			
Property, plant & equipment	4	717	705
Intangible assets	5	0	6
<i>Total non-current assets</i>		717	711
<b>Current assets</b>			
Trade and other receivables	6	176	129
Cash and cash equivalents	7	1,146	1,167
<i>Total current assets</i>		1,322	1,296
<b>Total assets</b>		2,039	2,007
<b>Current liabilities</b>			
Trade and other payables	8	(430)	(388)
<i>Total current liabilities</i>		(430)	(388)
<b>Non-current assets plus net current assets</b>		1,609	1,619
<b>Non-current liabilities</b>			
Net pension asset/(liability)	9	(1,975)	(2,538)
<b>Net assets</b>		<b>(366)</b>	<b>(919)</b>
<b>Taxpayers' equity</b>			
General fund		245	712
Pension reserve		(611)	(1,631)
<b>Total taxpayers' equity</b>		<b>(366)</b>	<b>(919)</b>

The Accountable Officer authorised these financial statements for issue on 20 September 2022.

**Elliot Jackson**  
Accountable Officer



## Children's Hearings Scotland

### Statement of Cash Flows for the year ended 31 March 2022

	Note	2022 £000	2021 £000
<b>Cash flows from operating activities</b>			
Net expenditure before Scottish Government funding		(5,379)	(4,286)
<i>Adjustments for non-cash items</i>			
Increase/(Decrease) in pension fund liability	9	(563)	984
Increase/(Decrease) in pension reserve	9	1,020	(955)
Depreciation charges	4 & 5	296	113
Loss on disposal of assets		-	-
<i>Movements in working capital</i>			
Decrease/(Increase) in trade and other receivables	6	(47)	(26)
Increase/(Decrease) in trade and other payables	8	42	(373)
<b>Net cash outflow from operating activities</b>		<b>(4,631)</b>	<b>(4,543)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant & equipment	4	(302)	(609)
Leasehold improvement expenditure	4	-	-
Purchase of intangible assets	5	-	-
Decrease in assets under construction	4,5	-	-
<b>Cash flows from financing activities</b>			
Scottish Government funding for year		4,912	5,271
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(21)</b>	<b>119</b>
Opening cash balance		1,167	1,048
<b>Closing cash balance</b>		<b>1,146</b>	<b>1,167</b>

## Children's Hearings Scotland

### Statement of Changes in Taxpayers' Equity for the year ended 31 March 2022

	Note	General Fund £000	Pension Reserve £000	Total Reserves £000
<b>Balance at 1 April 2020</b>		(273)	(676)	(949)
Actuarial gain/(loss) on pension reserve	9	0	(955)	(955)
Net expenditure for the year		(4,286)	0	(4,286)
<b>Total recognised income and expense for 2020/21</b>		(4,559)	(1,631)	(6,190)
Funding from Scottish Government		5,271	0	5,271
<b>Balance at 31 March 2021</b>		<b>712</b>	<b>(1,631)</b>	<b>(919)</b>
	Note	General Fund £000	Pension Reserve £000	Total Reserves £000
<b>Balance at 1 April 2021</b>		712	(1,631)	(919)
Actuarial gain/(loss) on pension reserve	9	0	1,020	1,020
Net expenditure for the year		(5,379)	0	(5,379)
<b>Total recognised income and expense for 2021/22</b>		(4,667)	(611)	(5,278)
Funding from Scottish Government		4,912	0	4,912
<b>Balance at 31 March 2022</b>		<b>245</b>	<b>(611)</b>	<b>(366)</b>

# Notes to the Accounts

## 1. Accounting policies

### 1.1 Basis of accounting

The accounts have been prepared in accordance with the accounting principles and disclosure requirements of the 2021/22 Government Financial Reporting Manual (FRM). The accounting policies contained in the manual follow International Financial Reporting Standards (IFRS) as adopted by the European Union and the Companies Act 2006 to the extent that it is meaningful and appropriate in the public sector context and in accordance with the Accounts Direction given by the Scottish Ministers. Where the manual permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of CHS for the purposes of giving a true and fair view has been selected. The accounting policies selected have been applied consistently in dealing with items that are considered material in relation to the accounts.

### 1.2 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets to fair value as determined by the relevant accounting standard.

### 1.3 Property, plant and equipment

The threshold for capitalisation of property, plant and equipment is £5,000, including non-recoverable VAT. Individual items of plant and equipment whose cost falls below the threshold, but are of a similar nature, are grouped and capitalised.

Expenditure on furniture, fixtures and fittings is charged to the statement of net expenditure in the year the cost is incurred and is not capitalised.

Given the short useful economic lives and low values of property, plant and equipment and intangible assets, these assets are disclosed on a depreciated historical cost basis, which is used as a proxy for fair value.

Depreciation is provided on all property, plant and equipment on a straight line basis, at rates calculated to write-off the cost, less estimated residual value, of each asset over its expected useful life as follows:

- ICT equipment – three years
- Office equipment – five years
- Leasehold improvements – five years (expected length of lease term)

Depreciation is ordinarily charged from when the asset was ready for use, rounded to the nearest whole month, up to point of disposal.

### 1.4 Intangible assets

Intangible assets are stated at historic purchase cost less accumulated amortisation. Acquired computer software licences, developed software and developed ICT infrastructure environments are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised using the straight line method over the shorter term of life of licence and its estimated useful economic life.

### **1.5 Assets under construction**

Where expenditure is incurred in creating an asset (tangible or intangible), but that asset is not ready for use by the end of a financial year, it is deemed as an asset under construction. Depreciation is not ordinarily charged on such assets although they will be reviewed for potential impairment or obsolescence, with any write-down charged to the Statement of Comprehensive Net Expenditure if appropriate.

### **1.6 Employee benefits**

CHS has an agreement with Edinburgh City Council under which all staff are eligible to enter the Local Government Pension Scheme managed by the Council in accordance with scheme rules. It is a defined benefit scheme providing pension benefits and life assurance for all staff members.

The defined benefits pension scheme's assets are included at market value and this is compared to the present value of the scheme liabilities using a projected unit method and discounted at a rate in accordance with the FReM and consistent with IAS 19. The increase in the present value of the liabilities of the scheme expected to arise from employee service in the period is charged to net expenditure. The expected return on the scheme's assets and the increase during the period in the present value of the scheme's liabilities arising from the passage of time are included in other finance income. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to reserves and are recognised in the Statement of Changes in Taxpayers' Equity.

The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected accrued benefit method. The valuation used was at 31 March 2020. Details of this valuation were included in a report published by Lothian Pension Fund.

### **1.7 Short-term employee benefits**

Salaries, wages and employment-related payments are recognised in the year in which the service is received from employees. The cost of annual leave and flexible working time entitlement earned but not taken by employees at the end of the year is recognised in the financial statements.

### **1.8 Income**

CHS recognises income in the year to which it relates.

## 1.9 Leases

CHS occupies office space within a Scottish Government owned building under a Memorandum of Terms of Occupation (MOTO). This arrangement is treated as an operating lease and the rental is charged to the Statement of Comprehensive Net Expenditure on a straight line basis over the term of the MOTO. IFRS 16 *Leases* is not yet implemented: it is expected the standard will impact the non-current assets, liabilities and net expenditure of the organisation from 1 April 2022.

## 1.10 Government grants

It is CHS' policy to credit all government grants and grant-in-aid to the General Reserve in line with the FReM.

## 1.11 Financial Instruments

Cash requirements for CHS are met through the Scottish Government and therefore financial instruments play a more limited role in creating and managing risk than would apply within a non-public sector body. The majority of financial instruments relate to receivables and payables incurred through the normal operational activities of CHS. CHS is therefore exposed to little credit, liquidity or market risk.

## 1.12 Value Added Tax

CHS has no chargeable activities within the scope of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets.

## 1.13 Provisions

Provision is recognised in the statement of financial position when there is a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation.

## 1.14 Related Party Transactions

Material related party transactions are disclosed in line with the requirements of IAS 24.

### 1.15 Review of accounting policies and estimation techniques

These financial statements have been prepared under IFRS.

One area of judgement in how CHS' accounting policies are applied is pension estimation technique.

The most significant financial impact arises from assumptions used to calculate the pension deficit. The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at 31 March 2022	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount £000
0.1% decrease in Real discount Rate	3%	178
1 year increase in member life expectancy	4%	263
0.1% increase in the Salary Increase Rate	0%	13
0.1% increase in the Pension Increase Rate (CPI)	3%	165

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes, the actuary estimates that a one year increase in life expectancy would approximately increase the Employer's Defined Benefit Obligation by around 3-5%. In practice the actual cost of a one year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to survival rates predominantly apply at younger or older ages).

In order to quantify the impact of a change in the financial assumptions used, the actuary has calculated and compared the value of the scheme obligations at the accounting date on varying bases. The approach taken is consistent with that adopted to derive the accounting figures provided in the actuary's report, based on the profile of CHS as at the date of the most recent valuation.

### 1.16 Accounting standards not yet adopted

As at the date of authorisation of these financial statements, the following key standards were not yet adopted.

- IFRS 16 – Leases

The FReM, issued by HM Treasury, interprets and adapts IFRS 16 for the public sector in several years. In light of COVID-19 pressures, HM Treasury and the Financial Reporting Advisory Board (FRAB) decided that IFRS 16 implementation will be deferred until 1 April 2022. The impact on the financial statements has yet to be fully determined: lease obligations (£108k, without discounting at 31 March 2022 and as disclosed in note 10) will be recognised as right of use assets at 1 April 2022.

## 2. Staff numbers and related costs

### Staff costs – all staff

	2021/22	2020/21
	£000	£000
Salaries	1,690	1,532
Social security costs	163	155
Contributions to pension scheme	380	426
IAS 19 Pension Charge	401	(8)
Provision for unfunded pensions	0	0
	<b>2,634</b>	<b>2,105</b>

A detailed breakdown of Staff Costs and Numbers is contained within the Remuneration and Staff Report section of the Accountability Report.

### 3. Other administration costs

	2021/22	2020/21
	£000	£000
Board fees and expenses	69	44
Shared services	98	67
Legal fees	10	4
Running costs	673	517
Compensation Costs	0	0
Direct support for panel	58	40
Training, recruitment and other staff costs	76	71
Auditor remuneration	11	11
Internal auditors' remuneration	14	7
Recruitment of Panel Members	268	282
Training of Panel and AST Members	971	876
Panel and AST Member Expenses	201	145
	<b>2,449</b>	<b>2,064</b>

## 4. Property, Plant and Equipment

<b>2021/22</b>	<b>Leasehold Improvements</b>	<b>Computer equipment</b>	<b>Assets under construction</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost/Valuation</b>				
Opening Balance	192	680	0	872
Additions	0	302	0	302
Transfers	0	0	0	0
Disposals	0	0	0	0
Closing Balance	192	982	0	1,174
<b>Accumulated depreciation</b>				
Opening Balance	76	91	0	167
Provided in year	38	252	0	290
Withdrawn on disposal	0	0	0	0
Closing Balance	114	343	0	457
<b>Net Book Value</b>				
At 31 March 2022	78	639	0	717
At 31 March 2021	116	589	0	705
<b>2020/21</b>				
	<b>Leasehold Improvements</b>	<b>Computer equipment</b>	<b>Assets under construction</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost/Valuation</b>				
Opening Balance	192	71	0	263
Additions	0	609	0	609
Transfers	0	0	0	0
Disposals	0	0	0	0
Closing Balance	192	680	0	872
<b>Accumulated depreciation</b>				
Opening Balance	38	34	0	72
Provided in year	38	57	0	95
Withdrawn on disposal	0	0	0	0
Closing Balance	76	91	0	167
<b>Net Book Value</b>				
At 31 March 2021	116	589	0	705
At 31 March 2020	154	37	0	191



## 5. Intangible Assets

<b>2021/22</b>	<b>Developed Software</b>	<b>Website</b>	<b>Assets under construction</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost/Valuation</b>				
Opening Balance	517	18	0	535
Additions	0	0	0	0
Transfers	0	0	0	0
Disposals	0	0	0	0
<b>Closing Balance</b>	<b>517</b>	<b>18</b>	<b>0</b>	<b>535</b>
<b>Accumulated amortisation</b>				
Opening Balance	517	12	0	529
Provided in year	0	6	0	6
<b>Closing Balance</b>	<b>517</b>	<b>18</b>	<b>0</b>	<b>535</b>
<b>Net Book Value</b>				
<b>At 31 March 2022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
At 31 March 2021	0	6	0	6
<b>2020/21</b>				
<b>Cost/Valuation</b>				
Opening Balance	517	18	0	535
Additions	0	0	0	0
Transfers	0	0	0	0
Disposals	0	0	0	0
<b>Closing Balance</b>	<b>517</b>	<b>18</b>	<b>0</b>	<b>535</b>
<b>Accumulated amortisation</b>				
Opening Balance	505	6	0	511
Provided in year	12	6	0	18
<b>Closing Balance</b>	<b>517</b>	<b>12</b>	<b>0</b>	<b>529</b>
<b>Net Book Value</b>				
At 31 March 2021	0	6	0	6
At 31 March 2020	12	12	0	24

## 6. Trade and other receivables

### 6.1 Amounts falling due within one year

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Other receivables	15	32
Prepayments	161	97
	<b>176</b>	<b>129</b>

### 6.2 Intra governmental balances

	<b>Receivables: amounts due within one year</b>	<b>Receivables: amounts due within one year</b>
	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Balances with other central government bodies	1	0
Balances with local government bodies	0	0
<b>Intra governmental balances</b>	<b>1</b>	<b>0</b>
Balances with bodies external to government	175	129
<b>at 31 March</b>	<b>176</b>	<b>129</b>

## 7. Cash and cash equivalents

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Balance at 1 April	1,167	1,048
Net change in cash and cash equivalents	(21)	119
Balance at 31 March	1,146	1,167
Bank accounts	1,146	1,167
at 31 March	<b>1,146</b>	<b>1,167</b>

All bank balances at 31 March 2022 are held with commercial banks.

## 8. Trade and other payables

### 8.1 Amounts falling due within one year

	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Trade payables	217	211
Tax and social security	48	43
Other payables	45	0
Accruals	120	134
	<b>430</b>	<b>388</b>

### 8.2 Intra governmental balances

	<b>Payables: amounts due within one year</b>	<b>Payables: amounts due within one year</b>
	<b>2022</b>	<b>2021</b>
	<b>£000</b>	<b>£000</b>
Balances with other central government bodies	116	52
Balances with Local Authorities	38	93
<b>Intra governmental balances</b>	<b>154</b>	<b>145</b>
Balances with bodies external to government	276	243
<b>at 31 March</b>	<b>430</b>	<b>388</b>

## 9. Pensions

Information about the assumptions underlying the figures in this note can be found in Note 1.6 Employee benefits.

### Change in the Fair Value of Plan Assets, Defined Benefit Obligations and Net Liability for year ended 31 March 2022

	Assets £000	Obligations £000	Net (liability) £000
Fair value of plan assets	3,702	0	3,702
Present value of funded liabilities	0	6,240	(6,240)
<b>Opening Position as at 31 March 2021</b>	<b>3,702</b>	<b>6,240</b>	<b>(2,538)</b>
Current Service Cost	0	770	(770)
Past Service Cost	0	0	0
<b>Total Service cost</b>	<b>0</b>	<b>770</b>	<b>(770)</b>
Interest income on plan assets	81	0	81
Interest cost on defined benefit obligation	0	137	(137)
<b>Total Net Interest</b>	<b>81</b>	<b>137</b>	<b>(56)</b>
<b>Total defined benefit cost recognised in profit or (loss)</b>	<b>81</b>	<b>907</b>	<b>(826)</b>
Plan participants' contributions	121	121	0
Employer contributions	369	0	369
Benefits paid	(28)	(28)	0
<b>Expected closing position</b>	<b>4,245</b>	<b>7,240</b>	<b>(2,995)</b>
<b>Remeasurements</b>			
Change in demographic assumptions	0	(658)	658
Change in financial assumptions	0	(33)	33
Other experience	0	16	(16)
Return on assets excluding net interest	345	0	345
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>345</b>	<b>(675)</b>	<b>1,020</b>
Fair value of plan assets	4,590	0	4,590
Present value of funded liabilities	0	6,565	(6,565)
<b>Closing position as at 31 March 2022</b>	<b>4,590</b>	<b>6,565</b>	<b>(1,975)</b>

Employer contributions during 2021/22 totalled £369k (2020/21: £425k). This includes supplementary contributions totalling £nil (2020/21: £200k) to the Lothian Pension Fund.

**Change in the Fair Value of Plan Assets, Defined Benefit Obligations and Net Liability for year ended 31 March 2021**

	Assets	Obligations	Net (liability)
	£000	£000	£000
Fair value of plan assets	2,264	0	2,264
Present value of funded liabilities	0	3,765	(3,765)
<b>Opening Position as at 31 March 2020</b>	<b>2,264</b>	<b>3,765</b>	<b>(1,501)</b>
Current Service Cost	0	470	(470)
Past Service Cost	0	0	0
<b>Total Service cost</b>	<b>0</b>	<b>470</b>	<b>(470)</b>
Interest income on plan assets	56	0	56
Interest cost on defined benefit obligation	0	93	(93)
<b>Total Net Interest</b>	<b>56</b>	<b>93</b>	<b>(37)</b>
<b>Total defined benefit cost recognised in profit or (loss)</b>	<b>56</b>	<b>563</b>	<b>(507)</b>
Plan participants' contributions	96	96	0
Employer contributions	425	0	425
Benefits paid	(17)	(17)	0
<b>Expected closing position</b>	<b>2,824</b>	<b>4,407</b>	<b>(1,583)</b>
<b>Remeasurements</b>			
Change in demographic assumptions	0	(247)	247
Change in financial assumptions	0	1,625	(1,625)
Other experience	539	455	84
Return on assets excluding net interest	339	0	339
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>878</b>	<b>1,833</b>	<b>(955)</b>
Fair value of plan assets	3,702	0	3,702
Present value of funded liabilities	0	6,240	(6,240)
<b>Closing position as at 31 March 2021</b>	<b>3,702</b>	<b>6,240</b>	<b>(2,538)</b>

## Fair value of employer assets

The below asset values are at bid value as required under IAS19.

	2022 Quoted £000	2022 Unquoted £000	2022 Total £000	2021 Quoted £000	2021 Unquoted £000	2021 Total £000
Equity Securities	2,559	0	2,559	2,181	0	2,181
Debt Securities	487	0	487	223	2	225
Private Equity	0	21	21	0	580	580
Real Estate	43	201	244	0	195	195
Investment Funds and Unit Trusts	165	598	763	136	3	139
Derivatives	0	0	0	0	0	0
Cash and Cash equivalents	516	0	516	382	0	382
	<b>3,770</b>	<b>820</b>	<b>4,590</b>	<b>2,922</b>	<b>780</b>	<b>3,702</b>

## Analysis of projected amount to be charged to operating profit for year to 31 March 2023

Year ended 31 March 2023	£000	% of pay
Projected current service cost*	676	43.9%
Interest income on plan assets	(133)	(8.6%)
Interest cost on defined benefit obligation	191	(12.4%)
<b>Total included in Statement of Comprehensive Net Expenditure</b>	<b>734</b>	<b>47.7%</b>

\* The current service cost includes an allowance for administration expenses of 0.3% of payroll. The monetary value is based on a projected payroll of £1.539m.

Year ended 31 March	2022 % p.a.	2021 % p.a.
Pension increase rate (CPI)	3.15	2.80
Salary increase rate	3.65	3.30
Discount Rate	2.75	2.05

## 10. Operating Leases

Total commitments under non-cancellable operating leases are as follows:

	2021-22 £000	2020-21 £000
<b>Buildings</b>		
Not later than one year	54	52
Later than one year and not later than five years	54	104
Later than five years	0	0
	<hr/> 108	<hr/> 156

CHS signed a Memorandum of Terms of Occupation (MOTO) with Scottish Legal Aid Board (SLAB) for occupancy of office space at 91 Haymarket Terrace, Edinburgh. The MOTO is a 1 year rolling agreement envisaged to end 31 March 2024.

## 11. Financial Instruments

As the cash requirements of CHS are met through grant-in-aid, financial instruments play a more limited role in creating and managing risk than would apply in a non-public sector body of a similar size.

## 12. Related party transactions

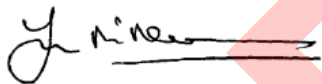
CHS is a Non-Departmental Public Body sponsored by the Care and Justice Division in the Children and Families Directorate. CHS receives funding from the Care and Justice Division in the Children and Families Directorate which is regarded as a related party. During the year 2021/22, CHS received grant-in-aid of £4,912,000 (2020/21 £5,271,000).

No Board Member, key manager or other related party has undertaken any material transactions with CHS during the year (2020/21: £nil).



**CHILDREN'S HEARINGS SCOTLAND**  
**DIRECTION BY THE SCOTTISH MINISTERS**

1. The Scottish Ministers, in pursuance of Schedule 1 of the Children's Hearing Scotland Act (2011), hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2022, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FRM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 12 May 2021 is hereby revoked.



Tom McNamara

A member of the staff of the Scottish Ministers

Dated: 9 June 2022



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hearings  
scotland

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**Agenda item 11  
CHS-2223-22**

**Draft Impact Report**

<b>Accountable Director</b>	Head of Strategy, Development and DCE
<b>Report author(s)</b>	National Quality & Performance Lead
<b>Recommendation</b>	For Considerations and Approval
<b>Resources implications</b>	Within available resources

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

**1. Introduction / Purpose**

This cover paper accompanies the 2021-2022 CHS Impact Report to gain Board approval for publication.

**2. Context**

The Impact Report is produced each year and designed to fulfil two main purposes: (1) to document key pieces of work undertaken by CHS during the year in a way that is more accessible than the Annual Report and allows more detailed description of that work and (2) to highlight Corporate Parenting activities undertaken by CHS and the National Convener.

**3. Comment**

This year’s Impact Report keeps the same format as last year – the first half focussing on work undertaken with and for our volunteer community and the second focussing on Corporate Parenting. This years report also celebrates 50 years of hearings with links to a series of specially-written blogs reflecting on the past, present and future of the children’s hearings system.

As last year, the Impact Report will form the basis of a video animation for use on social media.

**4. Next Steps, following Approval**

- Video development and sharing
- Publication, with Annual Report, (October 25<sup>th</sup>, 2022)

**5. Board Action**

The Board are requested to approve the 2021-22 Impact Report for publication.

# **Children's Hearings Scotland**

## **Impact Report**

**2021-22**

**DRAFT**

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## From the National Convener

This was another very busy year for Children's Hearings Scotland (CHS). Although continuing to respond to Coronavirus took a lot of our time and effort, we managed to meet a number of significant milestones.

We made sure our Panel Members were ready for legislative changes that came in to force giving additional rights to brothers and sisters in hearings; carried out work focussed on equality and diversity; launched a new virtual hearings platform; moved forward with our commitment to 'Keep The Promise' and strengthened our ability to place the voice of children and young people at the centre of everything we do.

Importantly, we worked with our volunteers and partner organisations to ensure that over 21,000 hearings took place to support and protect nearly 11,000 children.

In this Impact Report, we highlight some of the key achievements from the year and how we have delivered on our duty as a Corporate Parent. The work is a reflection of the dedication and contribution of our Panel Member and Area Support Team volunteers and CHS National Team staff.

In 2022-23 we have exciting plans to focus on improving the hearings system through the Hearings System Working Group and looking at some important areas of Panel Member knowledge, such as the impact of trauma and children's rights.

I would like to thank everyone who has been involved in the hearings system and the work of CHS over the last year. It has been more important than ever to collaborate in order to deliver on the collective responsibility we have to support and protect the children, young people and their families.

I would also like to extend a specific thanks to all the volunteers who have again demonstrated how focussed they are on achieving positive outcomes for children and young people. Through changes and challenges, this remains at the core of what we all want to see and I'm truly grateful for their dedication and commitment.

- Elliot Jackson, National Convener and Chief Executive, CHS

## 50 years of hearings

On 15<sup>th</sup> April 1971, the first children's hearing was held in Scotland.

To mark 50 years of hearings, we published a series of specially-written blogs reflecting on the past, present and future of the children's hearings system:

- [Children's hearings system and child-friendly justice](#)  
Director of the Children and Young People's Centre for Justice (CYCJ), Fiona Dyer, looks back at why the hearings system was developed, and how Panel Members now can ensure they are safeguarding children's rights.
- [46 years as a Panel Member](#)  
Ian has been a Panel Member for 46 years. He looks back on his time as a volunteer, and shares his thoughts on the future of the children's hearings system.
- [Panel Member turned Panel Practice Advisor](#)  
Karen became a Panel Member in 1980 and has since moved to the role of Panel Practice Advisor. In this blog, she talks about her experiences and the important role of the Panel.
- [Happy Birthday to the first children's hearing!](#)  
CHS Board Member John has been involved in the hearings system for nearly 30 years. Here, he reflects on the changes over this time.
- [A unique system that puts children's rights at its heart](#)  
National Convener Elliot Jackson discusses Kilbrandon, children's rights and significance of the Independent Care Review and The Promise.
- [A children's hearings volunteer journey](#)  
Area Convener Jen looks at more recent changes over the last 15 years on the children's hearings system and the impact of the pandemic on how hearings run.
- [40 years in the children's hearings system](#)  
Ian was appointed as a Panel Member at 18 years old and has been a dedicated volunteer ever since. He talks about what has – and has not - changed during his 40 years of volunteering.



## Focus on: volunteering

### Celebrating our volunteers: Volunteers Week 2021

For Volunteers Week 2021, we listened to volunteers' stories, learned how their experiences influenced them and heard what motivated them to volunteer with CHS.

Our volunteers dedicate their time to infants, children, young people and families in make a difference in their communities.



"For me volunteering is about giving something back. As a care experienced individual who has been through the hearing system as a child, I wish to give back to the agencies who supported me, but also to support young people and their families, so that all children feel safe, secure and loved.

The best thing about volunteering is meeting the inspiring young people at our panels but also meeting the amazing individuals that give so much time to help others - they are all amazing!

The opportunities and experiences that I have gained from volunteering have really changed my life, and for that I am truly grateful."

**CAROL, PANEL MEMBER**

VOLUNTEERS WEEK



Ian Blair



**I volunteer**

...because I want to give back. Coming from a different background I know how crucial is to treat all people with the respect they deserve and how important is to be part of something bigger and wider. People of Scotland made me feel welcomed and included and I want to thank everyone for that. What's the better way to say thanks than helping children and young people to also feel safe and included, and cared about?

Rafa, Panel Member, Renfrewshire

#volunteersweek

You can watch our volunteers' stories here

"I want to say a huge thank you to all of the amazing CHS volunteers, your commitment is inspiring and the difference you make to children and young people is amazing, particularly in what has been, and continues to be, a very challenging year."

-CHS Staff Member Vicky Strange

## Equality, Diversity and Inclusion

In October 2021, we launched our first Equality, Diversity and Inclusion Strategy.

Developed by a working group made up of members of our National Team and volunteer community, the strategy reinforces our commitment to being an organisation with equality, diversity and inclusion at our heart.

It is important to us that our people, volunteer community and the infants, children, young people and families we serve feel valued and respected in all that we do. We want our staff and our volunteers to reflect the diversity of those who attend children's hearings and wider Scottish society as a whole.

This strategy gives us an ambitious framework for all of our equality, diversity and inclusion work over the next three years and into the future.

Jeanne Martin, CHS Area Support & Improvement Partner, who led the working group said, "It's a real pleasure to see all of the invaluable input from everyone involved in the consultation process, come together in the form of a strategy that we can begin to action."

You can read the full strategy  
here

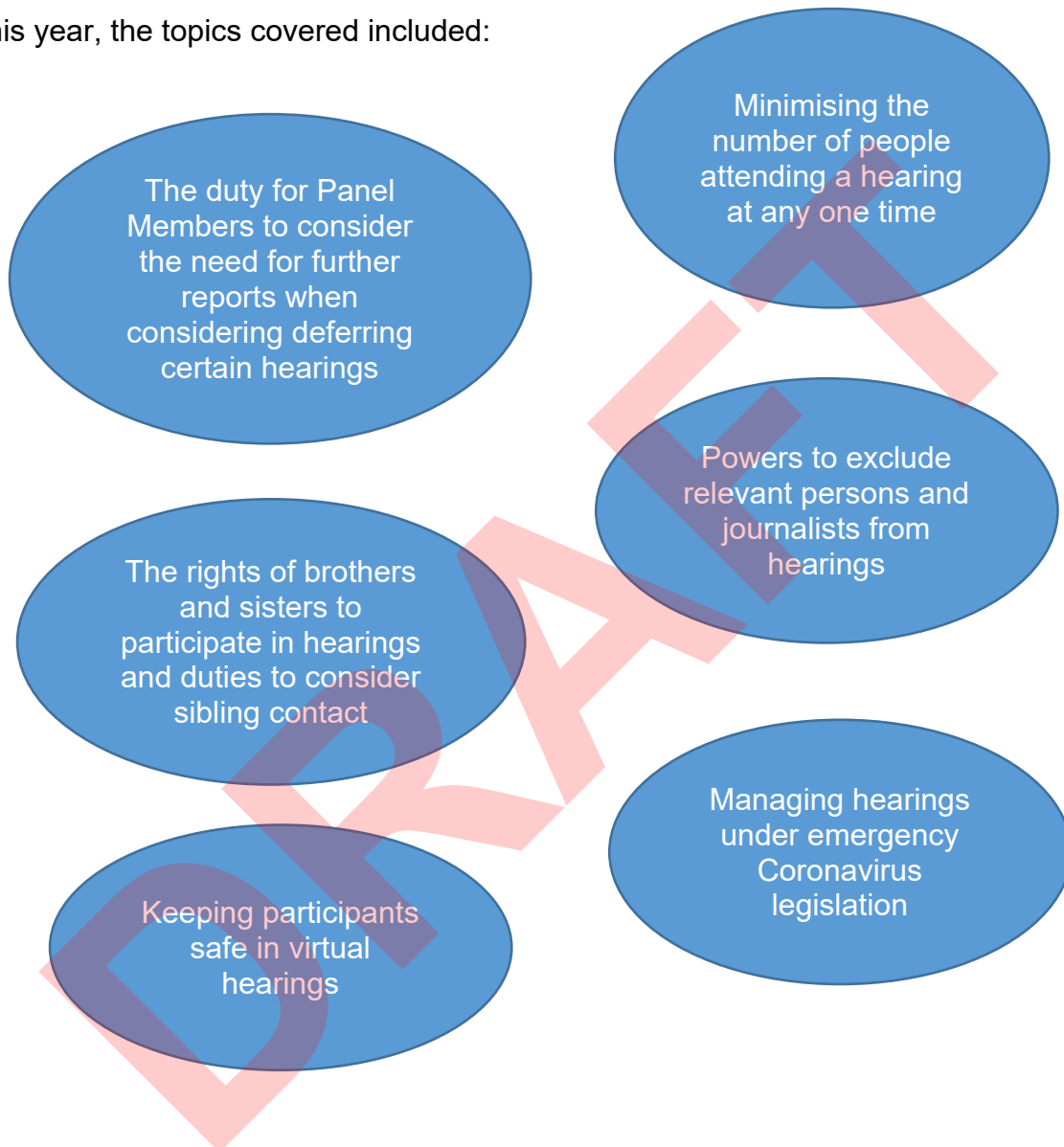




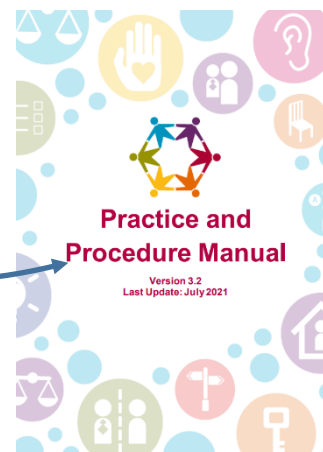
## Supporting decision-making: our practice guidance

This was another year that saw changes to the law around hearings. To make sure Panel Members are able to make the best possible decisions in hearings and have up-to-date knowledge, we publish regular guidance, update the Practice & Procedure Manual (PPM), and answer and discuss practice questions.

This year, the topics covered included:



Want to know more? The PPM can be accessed here



## Local engagement

Area Support Teams (ASTs) are groups of volunteers who manage and support other volunteers within their local area, work with local partner organisations, and deliver local work designed to improve the hearings system. Here we highlight how a few of our ASTs have been working with their local Panel Member community.

### **ORKNEY AST...**

ran a training and recognition event that included updates on The Promise, a volunteer-run workshop on making good quality decisions, and talks from Orkney Rape and Sexual Assault Service and Orkney Charitable Trust.

### **HIGHLAND & MORAY AST...**

delivered an online forum in partnership with WhoCares?Scotland. The forum included videos from the 'Better Meetings' group of care experienced young people from Moray sharing their experiences of attending hearings and meetings.

### **GLASGOW AST...**

ran two successful briefing sessions for Panel Members covering the changes to hearings that came in to force from the Children (Scotland) Act 2020.

For more on this, see page x.

### **DUMFRIES & GALLOWAY AST...**

held a recognition event to thank local volunteers for all they do to make a difference to children and young people in Dumfries & Galloway.



## Training Our Volunteers

Our CHS Learning Academy delivers learning and development that ensures Panel Members are fully equipped to make the best decisions possible in hearings and Area Support Teams have the knowledge, and skills they need to carry out their various roles. This year, as every year, the Academy developed and facilitated learning for c.3000 volunteers and staff.

During 2021 – 2022 the Academy delivered a range of virtual learning programmes utilising online technology and virtual practice sessions to equip our community with essential skills and knowledge. We continued to deliver our qualifications programme for new Panel Members – an SQA Accredited Professional Development Award.

In pre service training, our start up qualification programme for trainee panel members was framed throughout with reference to the voice of those with lived experience of children's hearings including Our Hearings, Our Voice, and Who Cares?Scotland.

Our programmes are shaped by internal and external evaluation, the context in which we operate, and draw on the contribution of subject experts. This year, in particular we have been supported by NES Education for Scotland and the Third Sector Consortium to enhance our community learning about trauma – both the impact of trauma and how to be trauma responsive. All new Panel Members learned about Trauma. External provider The Lens delivered learning sessions on how to hold effective virtual conversations to a range of our Area Support Team Members including Panel Practice Advisers and Panel Representatives. We also benefited from new learning content from Scottish Women's Aid and FASD (Fetal Alcohol Spectrum Disorder) Hub.

This year we continued our inclusion of people with lived experience in the recruitment and selection of potential new Panel Members. To support this we partnered with Who Cares?Scotland to deliver interactive recruitment and selection training sessions to our lived experience recruiters and included group skills sessions alongside their Area Support Team counterparts.

We continued to deliver programmes focusing on digital skills and effective use of technology in children's hearings balancing this with the need to ensure that rights and participation are paramount in all hearing settings. As well as drawing on experts we were privileged to benefit from the experiences of some of our own community on new learning on the importance of sister and brother relationships and FASD. To enhance our programmes we launched courses to raise awareness of Sibling rights, minimising the number of people in hearings.

Local Learning Academy Facilitators, all serving Panel Members, supported our Academy training delivery team bringing first hand experience of making decisions in hearings. Our local Learning and Development Co-ordinators held local learning sessions across Scotland to focus on local services and topics of interest.

Thanks to everyone who had contributed to our learning programmes this year. As well as those mentioned above, our particular thanks go to a range of our partners

including: Salvesen Mindroom, Scottish Children's Reporters Administration (SCRA), CELCIS, and Children 1<sup>st</sup> .

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## Focus on: children, young people and corporate parenting

### About Corporate Parenting

As one of Scotland's corporate parents we are focused on upholding the rights, safeguarding, and promoting the wellbeing of Scotland's looked after children and care leavers.

You can find out more about our corporate parenting here:

[Corporate parenting \(chscotland.gov.uk\)](https://www.chscotland.gov.uk)

Both CHS and the National Convener are corporate parents in their own right, but plan and report on corporate parenting activities jointly.

In addition, we share, with the Scottish Children's Reporter Administration (SCRA), a set of corporate parenting aims for children and young people. These are:

- You are at the centre of the children's hearings system and are treated as an individual;
- The decisions that affect you are based on sound knowledge, clear evidence and with consideration of your views;
- Your corporate parents will work together to make the system work better for you;
- We will keep asking ourselves if the way we do things is the best it can be.

## Keeping the Promise



We were pleased to partner with the Scottish Children's Reporter Administration, Scottish Government and The Promise Scotland to form the Hearings System Working Group.

This group has been formed to lead the redesign of the children's hearings system and make sure that lived experience is at the heart of that process.

As part of the Group's work, it published the 'Issues List' in March 2022, which set out important questions that needed to be answered in order to properly create a new hearings system.

Learn all about the  
Hearing System  
Working Group here:

[Hearings System  
Working Group - The  
Promise](#)

Read the Issues List  
here:

[Issues List - The  
Promise](#)



We also launched the CHS Promise Programme this year.

The Programme includes all the work we are doing locally and nationally to improve the hearings experience for children, young people and families.

The work is being progressed by dedicated teams through specific projects that collaborate with our community and partners.

The CHS Promise Programme includes projects on topics such as children's rights, redesign of the hearings system, trauma responsive practice, and participation, engagement and consultation.

## Siblings' rights in hearings

On the 26<sup>th</sup> July 2021, changes to the Children (Scotland) Act 2020 came in to force that make sure brothers, sisters, people with brother/sister-like relationships are given new rights in hearings.

Within the changes, there was a considerable emphasis placed on Panel Members, as decision-makers within children's hearings, to consider contact and maintaining brother, sister and brother/sister-like relationships.

We created a new training module for Panel Members so they understood the changes and what they meant for hearings.

You can access the training module [here](#)



“Maintaining those relationships that are most important to children and young people is vital, and for many of our Panel Members comes as second nature when making decisions in hearings. We have been preparing for these changes for some time now to ensure consistency of this practice across Scotland. To support this we have developed a learning resource for our Panel Members, and updated our Practice and Procedure Manual, highlighting the key changes in the act and the responsibilities placed on us as decision-makers in hearings.”

- Elliot Jackson, National Convener

## Participation Standards







Building on our Children's Rights and Inclusion Strategy published in 2020, this December we launched our first set of Participation Standards.

The standards were developed by a working group of people with lived experience and our Children's Rights and Inclusion Co-ordinator. They are focused on embedding best practice in participation across everything we do.

The Standards are described below:

### CHILDREN'S HEARINGS SCOTLAND PARTICIPATION STANDARDS



- 1** Children's Hearings Scotland will be guided by the voice of lived experience providing a welcoming, person centered participation package 
- 2** People with lived experience will be provided with options, information and support required to influence the work of Children's Hearings Scotland 
- 3** All influencing opportunities will be people friendly, inclusive and purposeful 
- 4** The role of lived experience and influencing will be fully understood across the Children's Hearings Scotland community 
- 5** Participation will be purposeful lived experience will work with the work with the Children's Hearings Scotland community together to guide, influence and inform all change and improvement work within Children's Hearings Scotland 
- 6** Children's Hearings Scotland is committed to the promise, improvement and change. Children's Hearings Scotland will make change now where possible and will act, plan and feedback to the care community 

We are working with people with lived experience of the children's hearings system, the CHS staff team and our local volunteer leaders to look at opportunities to embed the Participation Standards in everything we do – from improving experiences in children's hearings, to training, recruitment and practice.

To find out more about our Rights & Inclusion Strategy and Participation Standards, visit:

[Children's rights and inclusion \(chscotland.gov.uk\)](https://www.chscotland.gov.uk)



## Our responses to consultations

This year we responded to a number of Scottish and UK Government consultations. In our responses, we made sure to consider our duty as a corporate parent to promote the interests of care experienced children and young people. For example:

*“CHS would welcome a National Care Service (NCS) that includes both and children’s services if it results in more integrated improved provision to children and families that consistently upholds and enhances children’s rights and results in better outcomes.”*

- CHS response to National Care Service consultation

*“[Re-introducing a fee for processing Subject Access Requests] would place the financial burden onto the shoulders of individuals who typically have large and complex record holdings across multiple agencies such as individuals with lived experience of social care services, who are frequently the most vulnerable in our society, when seeking to exercise their right to access their personal information”*

- CHS response to data protection proposals

*“All children living in Scotland who are deprived of their liberty in residential accommodation, irrespective of the registration status of the accommodation, should expect their rights to be respected and treated with the upmost of care and respect as outlined in Article 5 of ECHR and the Secure Care Pathway and Standards Scotland. These standards must apply to all children living in Scotland before, during and after a secure placement.”*

- CHS response to cross border placements of children and young people in residential care consultation

To read our full responses to consultations, visit:

[Consultations & Evidence \(chscotland.gov.uk\)](https://www.chscotland.gov.uk/consultations-evidence)

## Raising Awareness

We are proud to have again supported and celebrated some important campaigns which raise awareness of care experience, and the rights of care experienced children and young people.

**Care Day** is the world's largest celebration of the rights of children and young people with care experience.

This year, how we showed our support included a huge projection on to the side of our office in Edinburgh.



"I am delighted to support #CareDay as part of @CHScotland. CHS are committed to ensuring that all our efforts contribute to support every child and young person to know their rights and thrive"

- Christine Mullen, CHS Head of Learning


## Involving Young People in Panel Member Recruitment

Seventy percent of our Area Support Teams who were recruiting for new Panel Members earlier this year included young people with lived experience of the hearings and care system in the selection phase.

With support from an assigned buddy from their AST, the lived experienced recruiters undertook training via the CHS Learning Academy which included an opportunity for them to practice being in an interview setting during a mock interview session. Many lived experienced recruiters identified this as being the most useful (and enjoyable) part of the training process as it helped them to bond with the members of their Area Support Team and it raised their confidence in asking questions to strangers.

Some local areas held feedback sessions and there were opportunities to complete a survey and to attend a feedback and evaluation session which was held nationally and was supported by WhoCares?Scotland. Overall, the feedback was extremely positive and the suggestions for improvement will be explored and implemented throughout the next recruitment selection process.

- In Aberdeenshire the young person with lived experience who had supported the Area Support Team for two years in a row could include this in her CV and was promoted in her employment.
- In South East Scotland five recruiters returned from 2021 to support the 2022 campaign, having established a relationship with the Area Support Team selectors – and were keen to return.
- In North Lanarkshire, one of the lived experience recruiters returned for a second year, now with greater confidence in this vital role, to take the leadership role in interviews.
- Lived experience recruiters have now been involved in both wider volunteer recruitment and staff recruitment.



*"I enjoyed it. It was challenging because I was out my comfort zone but there was good support so I'm really happy I did it."*

## 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 400 volunteer members.

### **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.

### **Deferring / Deferral**

When Panel Members are unable to make a decision (for example due to missing information), so the hearing is stopped ('deferred') until it is re-arranged for another time.

### **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.

### **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 the Children's Panel. 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.

### **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 2,500 Panel Members in Scotland. Three Panel Members sit on each hearing.

### **Relevant Person**

Someone who has been deemed to have, or recently have, significant involvement in the upbringing of a child.

### **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 hearing and send all the necessary papers out.

**Agenda item 12**  
**CHS-2223-23**

**Quarter 2 2022/3 Performance Report**

<b>Accountable Director</b>	Head of Strategy, Development and DCE
<b>Report author(s)</b>	Business Support & Governance Lead/ Project Coordinator
<b>Recommendation</b>	For Considerations and Discussion
<b>Resources implications</b>	Within available resources

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

**1. Introduction**

1.1 This paper includes the Quarter 2 Performance Report, 2022-3 and covering note highlighting completion, retiming, and any delays to milestones.

1.2 The Performance Report is designed to allow the Board, on a quarterly basis, to monitor the delivery of the objectives in CHS’ Business Plan and scrutinise the overall performance of the organisation.

1.3 In-year changes to the objectives published in the Business Plan are managed and documented through the quarterly performance monitoring process. Specifically:

- In-year retiming of individual milestones are subject to decision by SMT.
- In-year retiming of objectives are subject to decision by SMT (but are marked ‘Amber’ to highlight this in the report).
- Removal of objectives (referred to as ‘de-scoping’) from the plan are subject to Board decision-making. These are marked ‘Red’ in the report.

1.4 The format of the report has remained the same as last year, with one addition – Promise Programme projects are now highlighted in a table on the front cover/summary page of the report.

**2. Performance during Quarter 2**

2.1 A selection of activities that have been completed during the quarter included:

- Define change priorities using the Hearing System Working Group’s (HSWG) issues list as the key terms of reference;
- Carry out improvements to PPA digital tools and support;

- Reappointed existing report writers and recruited additional experts;
- Monitoring the capacity of panel members which has resulted in the launch of our current recruitment campaign;
- NES Trauma Skilled Practice Training Course delivered; and
- Equality, Diversity, and Inclusion Group has been launched.

2.2 Three milestones have been retimed since the end of Q1, bringing the total to five. These changes are documented on the final page of the Performance Report.

- The CHS Participation Group are regularly involved in a number of areas of work which has affected their capacity. In light of this, we have retimed the launch of the mutual mentoring programme to the end of Q4.
- Plans to launch a Participation Hub on the CHS website remain on hold while the communications team focus on Promise areas of the website.
- Trauma training for our community is being re-timed to allow focus to remain on the current recruitment and selection.
- Regional multi-agency workshops have also been put on hold to enable greater capacity to AST's during recruitment and selection.
- We have paused active recruitment into our Practice Bank to allow the community to focus on participation with the Redesign external consultations.

2.3 During Q2, CHS took the decision to recruit for a second time in 2022, with plans in place to train all prospective new Panel Members early in 2023. This approach is designed to enable CHS National Convener to continue to meeting statutory obligations to provide children's hearings. It also enables us to refresh our pool of Panel Members, reducing pressures shouldered by our existing community during 2021 and 2022.

### 3. Board Actions:

3.1 The Board are asked to note the content of report and make any comments.

# Children's Hearings Scotland: Quarterly Performance Report

## QUARTER 2 (July, August, September 2022)



### Quarter Summary - Objectives:

	Objectives				
	B	G	A	R	-
Theme 1 - Rights	0	2	4		
Theme 2 - Hearings	0	5	2	0	2
Theme 3 - Panel	5	5	0	0	1
Theme 4 - Evidence & Environment	1	9	0	0	1
Organisational Effectiveness and Staff Support	1	2	0	0	0
<b>TOTAL</b>	<b>7</b>	<b>23</b>	<b>6</b>	<b>0</b>	<b>4</b>

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 Q2
Planned to Complete*	8
Completed - Actual	16
Still to Complete during year	58
Descoped	0

\* as published in the Business Plan

children's hearings scotland <b>PROMISE PROGRAMME</b>		Promise Programme Performance Summary
Status	Objective #	Project Topic
	1	UNCRC
	2	Children (Scotland) Act
	7	Trauma Responsive Hearings
	8	Hearings Blueprint
	26	Participation, Engagment and Consultation

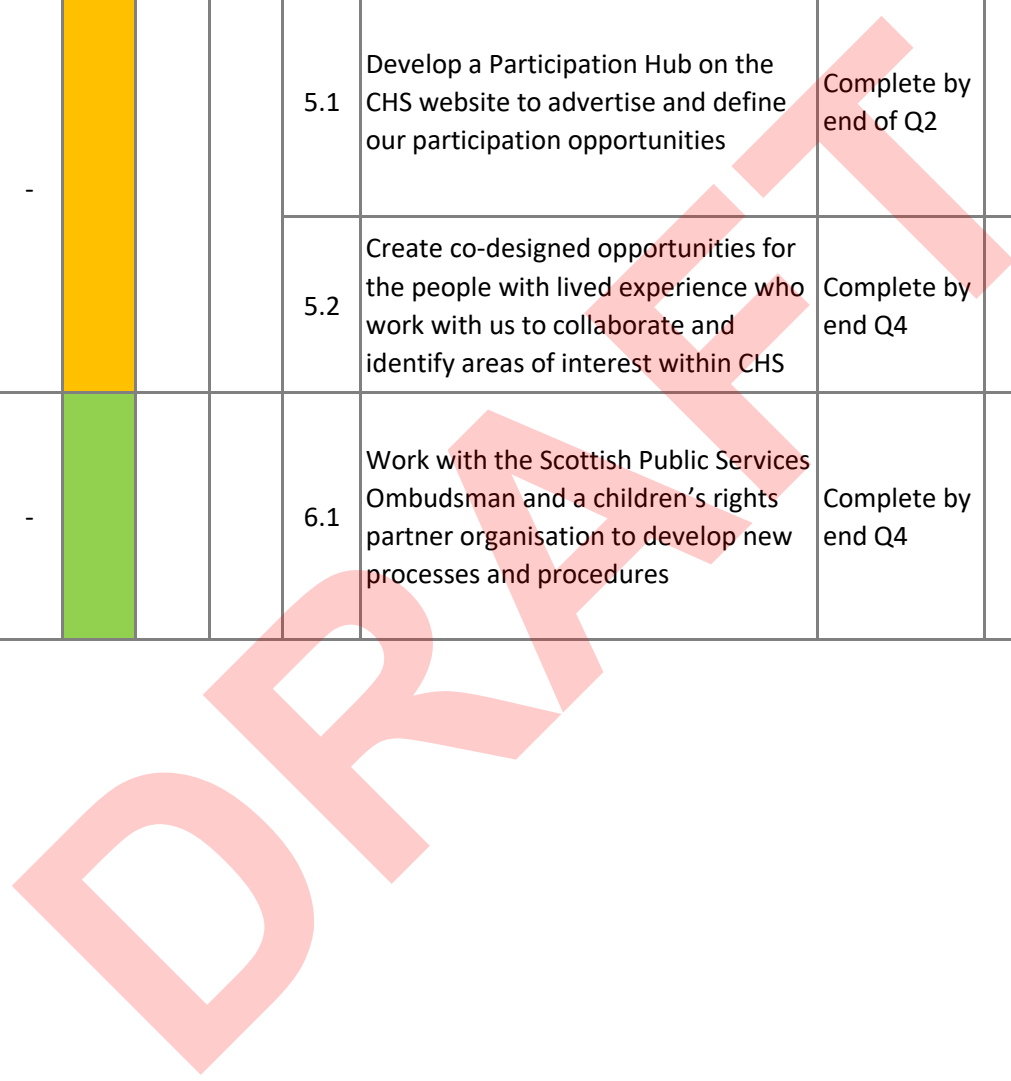
## Theme 1: Better Protect and Uphold the Rights of Children

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
1	Under our <b>Promise Programme</b> , carry out activities to give further effect to the <b>UNCRC</b> in our work, in line with its incorporation in to law – <i>Practice &amp; Policy</i>	█	█			1.1 Develop and deliver a UNCRC training plan for our volunteer community and staff	Progress to end Q4	Q2: 40%	Work on Rights Map has been completed, and opportunities for national training for all Panel Members has been identified.
						1.2 Carry out work to embed Children’s Rights Impact Assessments in our work	Progress to end Q4	Q2: 55%	Impact assessment tool has been developed, to be launched organisation wide Q3
2	As part of the <b>CHS Promise Programme</b> , continue to embed the Children (Scotland) Act 2020 in hearings practice and assess its impact through our “Children (Scotland) Act 2020 Phase 2 Project” – <i>Practice &amp; Policy</i>	█	█	█		2.1 Utilise the Practice & Policy Bank to gain feedback on experiences and practice of the Children (Scotland) Act 2020	Complete by end Q2	Q2: 100%	Compiling feedback and actions from consultation
						2.2 Host regional multi-agency workshops to demonstrate how Panel Members and professionals can make siblings rights real, using case studies	Complete by end Q2	Q2: 50%	AST prioritising recruitment and selection. Workshops and refresher trianing being explored through Q4.
						2.3 Evidence the impact of CHS’s implementation of the Children (Scotland) Act 2020	Complete by end Q4	Q2: 50%	3 PPA Upskilling Session to be held in September



	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
3	Embed best practice in participation throughout our work by rolling out the CHS <b>Participation Standards – Rights &amp; Inclusion</b>	-				3.1 Deliver a communications programme sharing information about the standards	Complete by end Q3	Q2 -10%	WhoCares?Scotland approached to create a co-designed session on the Participation Standards and implementation into practice at CHS. Priority for attendance will be given to those involved in recruitment.
						3.2 Co-design and launch a Participation Standards Reflection Toolkit	Complete by end Q3	Q2:30%	Participation Framework developed to provide structure for embedding Participation Standards. Next task will be shared understanding
						3.3 Gather feedback on the Participation Standards Reflection Toolkit	Complete by end Q4	-	-
4	Enable CHS staff to collaborate with people with lived experience on emerging improvements and projects through a new <b>Mutual Mentoring</b> programme – <i>Rights &amp; Inclusion</i>	-				4.1 Launch the programme, with the first mentoring pairing	Complete by end of Q2	-	Sourced external training in mentoring to support mutual mentoring program. Due for completion at the end of Q4
						4.2 Work with the mentors to share the programme externally	Complete by end of Q3	-	-
						4.3 Evaluate the programme and consider expansion further within the CHS staff team	Complete by end of Q4	-	-

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
5	Create effective systems and processes for <b>accessible and consistent participation</b> opportunities – <i>Rights &amp; Inclusion</i>	-	Yellow			5.1	Develop a Participation Hub on the CHS website to advertise and define our participation opportunities	Complete by end of Q2	Q2: 50%	Developers Brightwire have developed webpage in the background. Content in development by CHS Comms team.
						5.2	Create co-designed opportunities for the people with lived experience who work with us to collaborate and identify areas of interest within CHS	Complete by end Q4	Q2: 50%	Participation Framework developed and shared with CHS Participation Group.
6	Ensure our feedback mechanisms are accessible by developing <b>child-friendly complaints processes</b> – <i>Practice &amp; Policy</i>	-	Green			6.1	Work with the Scottish Public Services Ombudsman and a children’s rights partner organisation to develop new processes and procedures	Complete by end Q4	Q2: 50%	Working with SPSO who are currently organising a series of workshops with volunteers.



## Theme 2: Deliver Consistently High-Quality Hearings

Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
	Q1	Q2	Q3	Q4				
7 As part of the CHS <b>Promise Programme</b> , carry out activities to improve the extent to which hearings and our work is <b>trauma-informed</b> , through our “Trauma Responsive Practice Project” – <i>Area Support</i>					7.1 CHS Learning Academy to embed learning on trauma in all relevant courses	Complete by end Q4	Q2: 50%	Already embedded in preservice learning, now being extended to whole community. Key courses already updated. Learning is being released to the remainder of the CHS Community from October.
					7.2 All CHS volunteers complete base-line training on trauma	Complete by end Q4	-	Considering new timeline for training implementation due to prioritization of recruitment selection and preservice. Release of learning to the community will be optional up until the end of March 2023. C 900 people have already completed this learning. CHSLA training team, a group of CHSLA facilitators, plus members of the CHS national team attended Train the Trainer events in August 2022 to inform trauma learning content and delivery.
					7.3 Initial evaluation of the impact of base-line learning on Panel Member practice	Complete by end Q4	Q2: 40%	Project team continues to meet for baseline evaluation work with plan to involve PPAs in quality assurance of learning.
					7.4 Develop a plan for phase 2 of the project based on pilot learning	Complete by end Q4	-	-

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
8	As part of the CHS <b>Promise Programme</b> , lead on, and contribute to, the development of a multi-agency plan for the transformational redesign of the hearings system through the “ <b>CHS Blueprint Project</b> ” – <i>Area Support</i>	█	█			8.1 Define change priorities for children for before, during and after their hearings, using the Hearing System Working Group’s (HSWG) issues list as the key terms of reference	Complete by end Q2	Q2: 100%	Priorities define and implemented via codesign project team work moving forward.
						8.2 Create and release a collaborative Programme Plan for the redesign work, utilising the Scottish Approach to Service Design	Complete by end Q3	Q2: 50%	Co-Design project teams have been created and are starting to meet and plan upcoming work sessions.
						8.3 Agree the final hearings model to be pursued (“the blueprint”) and release to the HSWG for approval	Complete by end Q3	-	-
						8.4 Evidence the collaboration between CHS, SCRA, the HSWG, The Promise, people with lived experience, and the wider CHS community	Complete by end Q4	Q2: 50%	Inputted project plan/collaborative activities into ZOHO; participated in HSWG weekly project manager meetings.
9	Keep Panel Members equipped with accurate, up-to-date information and advice to be able to make <b>effective and timely decisions</b> - <i>Practice</i>					9.1 Issue guidance focussed on good quality hearings and decision making	Progress to end Q4	Q2: 50%	-
10	Collaborate as a key partner in <b>locally-driven projects</b> to improve hearings environments and experiences– <i>Area Support</i>					10.1 Attendance and involvement in groups and projects as appropriate	Progress to end Q4	Q2: 50%	

	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
11	Ensure our quality management mechanisms are operating effectively, through <b>Panel Practice Advisor (PPA)</b> support and observation delivery – <i>Area Support</i>					11.1 Carry out improvements to PPA digital tools and support	Complete by end Q1	Q1: 100%	Autosave, review function, Panel Member notifications of observations, and ability to view past observations all launched
						11.2 Develop and deliver engagement work focussed on PPAs	Progress to end Q4	Q2:50%	Planned PPA events, forum and meet quarterly
12	Improve the quality of recorded <b>reasons and decisions</b> – <i>Practice &amp; Policy</i>	-	-			12.1 Develop a quality assurance tool to assess reasons and decisions	Complete by end Q3	-	-
						12.2 Conduct national sampling of records of proceedings	Complete by end Q4	-	-
						12.3 Scope out pilot improvements to the ways reasons are delivered	Progress to end Q4	-	-
13	Continue to ensure Panel Members receive relevant information for decision-making by developing the <b>Independent Reports</b> function – <i>Practice &amp; Policy</i>					13.1 Reappoint existing report writers and recruit additional experts to maintain a robust bank for the next 2 years	Complete by end Q1	Q1: 100%	Reappointment process taken place as well as recruitment for new report writers.
						13.2 Implement a quality management framework	Complete by end Q4	-	-
14	Involve our volunteer community in the discussion around emerging practice areas through a <b>Practice Bank</b> – <i>Practice &amp; Policy</i>					14.1 Grow the Practice Bank to ensure at least 20% of volunteer community are involved	Complete by end Q2	Q2: 50%	Active promotion of the Bank paused to allow community focus on the Redesign external consultation
						14.2 Consult on areas for development, implementation of legislation, and policy changes	Progress to end Q4	Q2: 25%	In Q2, the Practice Bank have consulted on virtual hearings guidance, the Practice and Procedure Manual review and proposed changes to pre-hearing panels

Theme 3: Continue to Build and Effective, Empathetic Panel, that is well-supported									
	Business Objective and Owner	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
15	Promote the contribution of our volunteers through a dedicated <b>volunteer recognition campaign - Communications</b>					15.1 Volunteer recognition campaign during Volunteers Week (1st - 7th June)	Complete by end Q1	Q1: 100%	Campaign focussed on sharing volunteers experiences and how they align to CHS core values.
16	Ensure CHS has appropriate and sustainable structures in place to effectively <b>support the people</b> needed to deliver a re-designed hearings system – <i>Strategy &amp; Development</i>	-				16.1 Work with staff, Area Conveners and the CHS community to identify structures to deliver redesign outcomes	Complete by end Q4	Q2: 40%	Consultant appointed for Tribunal Support Model. Online survey complete, virtual and in-person consultation session commencing early september.
17	Equip new Panel Members with the <b>skills and knowledge</b> they need to start making effective decision in hearings - <i>Training</i>					17.1 Delivery of Pre-service training, including involvement of children and young people	Complete by end Q1	Q1: 100%	Last day of pre-service set for 18th June
18	Continue to deliver learning and development via the <b>Learning Academy</b> to offer innovative solutions for learning - <i>Training</i>	-				18.1 Delivery and ongoing development of training for current Panel Members	Progress to end Q2 initially	Q2: 75%	Enhance practice and management of hearings is being prioritised to the end of Q3 to ensure sufficient number of chairs.
						18.2 Delivery and ongoing development of training for current AST Members	Progress to end Q2 initially	Q2: 75%	AST online induction module being released in Q3

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
19	Keep our community up-to-date with developments and thinking in the sector by giving them access to the <b>views of specialists - Training</b>					19.1 Deliver two 'Learn from the Experts' activities	Complete by end Q4	Q2: 100%	NES Trauma Skilled Practice Training Course ran for mix of community and national team.
20	Work with our community to implement <b>Area Plans</b> that identify key activities for each area based on national and local priorities – <i>Area Support</i>					20.1 Support ASTs to develop local Area Plans	Complete by end Q1	Q1: 100%	21/22 AST areas have undertaken some degree of planning for the coming year.
						20.2 Support ASTs to monitor and review the plans	Progress to end Q4	-	-
21	Understand <b>recruitment</b> activities needed that respond to recovery and longer-term requirements of hearings– <i>Recruitment &amp; Retention</i>					21.1 Monitor the changing capacity of Panel Members and identify what recruitment activities are needed	Progress to end Q2	Q2: 100%	Monthly capacity reporting during Q1 & Q2 resulting in various improvement actions. 2nd recruitment campaign for 2022 commencing in September for appointment of PM's in 2023.
						21.2 Undertake recruitment as necessary, involving children and young people in the process	As required / identified	Q2: 100%	Over 85% of AST areas
22	Retain Panel Members by ensuring they are <b>reappointed</b> in an efficient and effective way – <i>Recruitment &amp; Retention</i>					22.2 Carry out necessary reappointment processes	Complete by end Q1	Q1: 100%	Two reappointment rounds completed (May and June) during Q1.

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
23	Retain AST by ensuring they are <b>reappointed</b> in an efficient and effective way – <i>Recruitment &amp; Retention</i>					23.1 Carry out necessary reappointment processes	Progress up to Q4	Q2: 50%	All relevant reappointment processes taken place for Q2.
24	Ensure we have a digitally enabled and supported volunteer community – <i>Digital; Business Support</i>					24.1 Provision of devices to trainees	Complete by end Q1	Q1: 100%	All 2022 trainees assigned a device. Plans in place to equipt 2023 cohort with devices as well.
						24.2 Provide on-going community support including frontline response, user guides and training.	Progress to end Q4	Q2: 50%	On-going digital support remains in place; new user guides were issued to reflect updates.
25	Make improvements to our volunteer support systems by reviewing our <b>'community concerns'</b> model – <i>Practice &amp; Policy</i>	-	-			25.1 Consult with the community on new policy and procedures	Complete by end Q3	Q2: 20%	Revised version drafted and currently in review with relevent internal departments, including IT and HR. Agreed drafts to be reviewed via ppractice bank volutneers.



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

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update	
		Q1	Q2	Q3	Q4					
26	As part of the CHS <b>Promise Programme</b> , enhance our participation, engagement and consultation activities internally and externally, including with people with lived experience, through our <b>“Participation, Engagement &amp; Consultation Project”</b> – <i>Area Support</i>					26.1	Develop accessible opportunities for people with lived experience, the CHS community and key external stakeholders to participate, engage and consult on plans for creation of the ‘blueprint’ and redesign of the hearings system	Complete by end Q2	Q2: 60%	8 PM’s and 3 CHS Staff involved in co-design work
						26.2	Progress with trialled and tested participation, engagement and consultation platforms by developing processes at a local and national level for use in projects across the organisation	Complete by end Q3	Q2: 90%	Engagement programme being delivered Aug- Sep; Progress report scheduled to board 20.09.22
						26.3	Development of a reference group of stakeholders who have have experience of hearings to critically evaluate what works well and areas for improvement	Progress to end Q4	Q1: 70%	PEC project group delivering 26.2 above
						26.4	Evidence the participation and engagement of people with lived experience, key stakeholders (OHOV; The Promise; SCRA, Children’s Hearings Improvement Partnership) and the CHS community	Progress to end Q4	Q2: 40%	Work is ongoing to deliver this.

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
27	Continue to <b>lead change</b> in the sector and hearings system through on-going collaboration with national partners – <i>Area Support</i>					27.1 Membership of the Hearings System Working Group.	Progress to end Q4	Q2: 50%	Consistent membership as active stakeholder in HSWG.
28	Active contribution to the improvement and recovery of the sector through <b>strategic and advisory groups</b> – <i>Area Support</i>					28.1 Involvement with key national strategic groups e.g. Children’s Hearings Improvement Partnership; Children’s Hearings COVID Recovery Group	Progress to end Q4	Q2: 50%	Recovery; CHIP; Children & Families Collective Leadership Group; Child Protections leadership Group all met during Q1.
						28.2 Involvement with key local groups e.g. Corporate Parenting boards; GIRFEC groups	Progress to end Q4	Q2: 50%	Local attendance at key groups continues with CHS usually represented by the ASIP
29	Embed our <b>digital systems</b> across our community and identify on-going improvements and developments to support the needs of CHS volunteers and staff - <i>Digital</i>					29.1 Make technical improvements to our system through a series of development projects	Progress to end Q4	Q2: 25%	Release a second suite of digital improvement released in Q2 including improvements to rota management.
						29.2 Improve our digital capacity and the support we have and can offer	Progress to end Q4	Q2: 25%	Additional recruitment to digital team.
						29.3 Better understand the quality of our digital operational resilience, and undertake improvements where required	Progress to end Q4	Q2: 10%	Digital strategy in development with priority given to digital resilience and security
						29.4 Improve our user engagement approach to digital development, that increases response of user needs	Progress to end Q4	Q2: 10%	Digital engagement analyst mapping user journey and experience.

	Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
		Q1	Q2	Q3	Q4				
30	Enhance our understanding of the CHS volunteer community and how we deliver our functions through the development of new <b>Management Information</b> reporting – <i>Info &amp; Performance; (Digital)</i>					30.1 Agree main reporting formats and structures	Complete by end Q1	Q1: 100%	Reports will be a mix of static and dynamic, shared either via online service or offline.
						30.2 Begin to build and roll out reports across volunteers and staff	Progress to end Q4	Q2: 20%	Dashboard and reporting developed and in use for recruitment. Data team to create additional dashboard reports based on individual departmental priorities.
31	Connect with, and influence, knowledge development in the sector by being involved in, including initiating where appropriate, <b>research</b> – <i>Practice &amp; Policy; (Info &amp; Performance)</i>	-	-			31.1 Engage with emerging research in the sector, including participation in external research advisory groups as appropriate	Progress up to end Q4	-	-
						31.2 Develop and influence research recruitment opportunities with partners and the CHS community	Progress up to end Q4	-	-
32	Ensure our work is informed and improved by <b>views from a range of sources</b> – <i>Practice &amp; Policy</i>	-				32.1 Development of strategic intelligence and feedback frameworks and functions to influence practice and policy	Progress up to end Q4	Q2: 15%	Influencing strategy approved by the board.
33	Influence and engage in the development of <b>emerging legislation</b> that can improve outcomes for children and young people through the hearings system – <i>Practice &amp; Policy</i>					33.1 Work with Scottish Government and partners to support legislative improvements	Progress up to end Q4	Q2: 50%	

## Organisational Effectiveness and Staff Support

Business Objective	Status				Actions / Milestones / Deliverables	Timescales / Target	% Complete	Update
	Q1	Q2	Q3	Q4				
34 Consult with, and understand the needs of staff on a range of issues through a staff survey – HR&OD					26.1 Design and launch the survey	Complete by end Q1	Q1: 100%	Survey ran in April 2022
					26.2 Analyse and communicate the results	Complete by end Q1	Q1: 100%	Next phase of improvement action planning underway in conjunction with Team Forum.
35 Support staff knowledge and wellbeing through staff learning and development – HR&OD					35.1 Deliver a staff training and learning programme throughout the year	Progress to end Q4	Q2: 50%	1 CHS Bites in Q2 with 2 coming up in September, along with EDI training session.
					35.2 Deliver wellbeing and engagement activities throughout the year	Progress to end Q4	Q2: 50%	Casual engagement activities organized and promoted by team forum including an all staff meeting held in April 2022 and follow up session scheduled for end of September 2022. Ongoing work and activities linked to the 'Culture & Engagement Theme' detailed within our People Strategy.
					35.3 Deliver a management development programme	Complete by end Q3	Q2:10%	Initial scoping underway and development sessions/programme scheduled to take place end of October 2022
					36.1 Set up an EDI group to shape the work of CHS	Complete by end Q2	Q2:100%	Group has been created and regular meetings scheduled.

36	Continue to deliver on our commitments to Equality, Diversity & Inclusion (EDI) by implementing our <b>EDI Strategy – Learning</b>			36.2	Develop and deliver an agreed Diversity Calendar to celebrate and raise awareness of different equalities groups through internal and external communications	Complete by end Q2	Q2: 100%	EDI strategic group will sign off the Calendar at meeting on September 1st.
				36.3	Provide up-to-date, appropriate generic and role-specific EDI training for all staff and volunteers	Complete by end Q4	Q2: 40%	EDI training session was delivered to staff in Q1. Plans underway to provide baseline learning for all volunteers by end of Q4
				36.4	Explore and recommend a form of EDI accreditation for CHS	Complete by end Q2	-	Being examined by EDI strategic group.

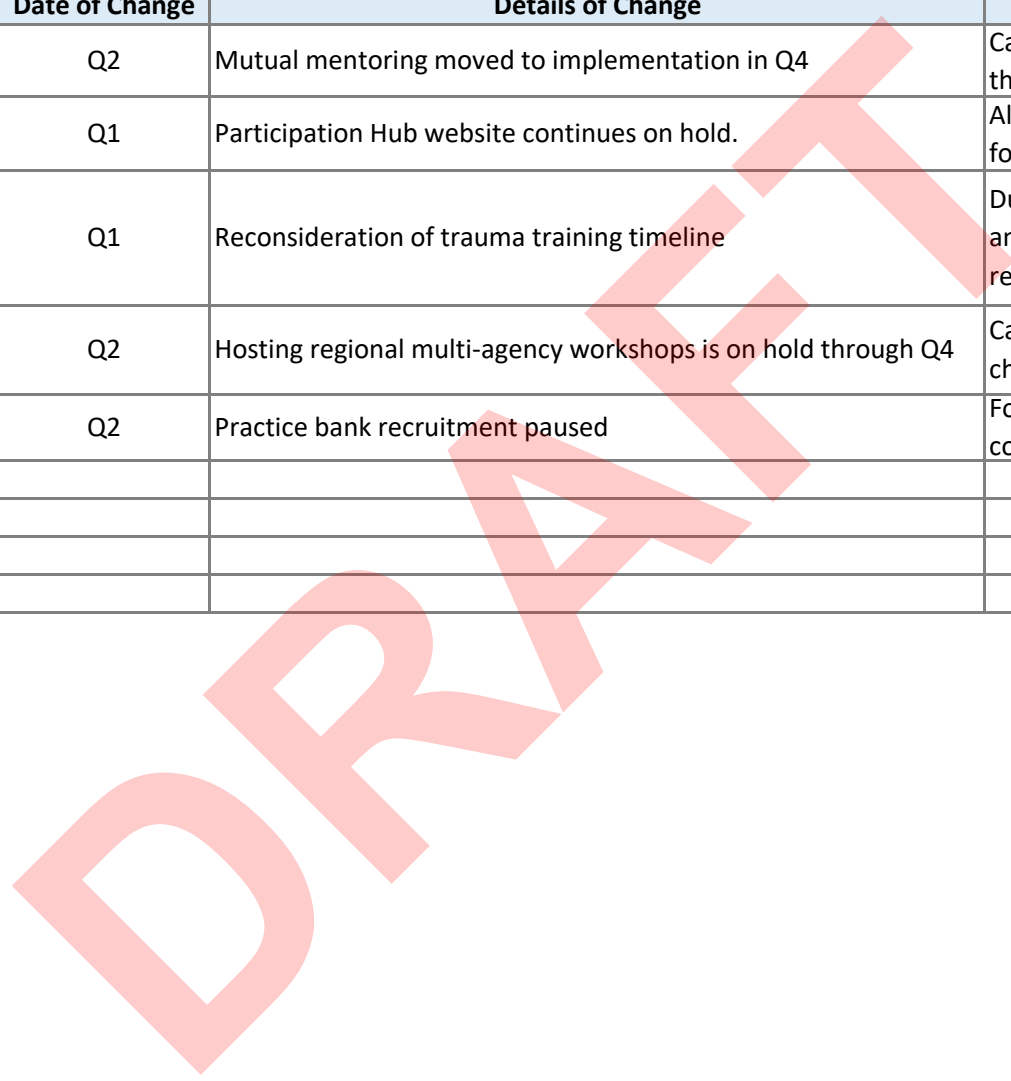
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## KEY PERFORMANCE INDICATORS

	KPI	Past Performance	2022/3 Target	2022/3 Performance
1	% of practice bank members who evidence familiarity with children's rights	-	20%	-
2	% of hearing sessions observed during the year	-	20%	9% to end July 2022
3	% of pre-service trainees who felt that their learning objectives were met	2019/20 - 98% ; 20/21 - 98%	99%	99.00%
4	% of applicants put forward for preservice training who complete the full training	17/18 - 89%; 18/19- 92%; 20/21: 87%	90%	78% **Learning Academy continue to support a few individuals through pre-service which may see an increase to
5	% of Panel Members successfully reappointed	17/18 - 83%; 18/19 - 68%; 20/21: 79%	60%	81%
6	% of Panel Members retained during the year	New measure	80%	84% as at Sept 2022
7	% volunteer community involved in the Practice & Policy bank	-	20%	Q2: 10%
8	% of complaints resolved within SPSO guidelines	17/18- 100%; 18/19 - 92%; 19/20 - 100% 20/21 - 99%; 21/22: 85%	95%	Q1 & Q2: 100%
9	% CHS employee attendance	17/18- 96%; 18/19 - 95%; 19/20 - 93% 20/21 - 99%; 21/22 - 96%	96%	Q1 & Q2: 95.9%
10	% invoices not in dispute paid within 10 working days, during normal operations	17/18- 80%; 18/19 - 92%; 19/20 - 85%; 21/22 -	90%	Q2: 94.3% **to end August 22'
11	% positive staff survey feedback on opportunities for learning and development	18/19 - 33%; 19/20 - 51%; 20/21 - 65%	70%	Q2: 68%

## Record of Changes to Planned Delivery

	Milestone(s) Changed	Date of Change	Details of Change	Rationale for Change
	4.1	Q2	Mutual mentoring moved to implementation in Q4	Capacity amongst the participation group has delayed the start of this project
	5.1	Q1	Participation Hub website continues on hold.	Allowed capacity of communications team to be focussed on Promise areas of website
	7.2	Q1	Reconsideration of trauma training timeline	Due to the latest recruitment being brought forward and the ask on the community, timelines must be reconsidered
	2.2	Q2	Hosting regional multi-agency workshops is on hold through Q4	Capacity of AST's to facilitate these sessions is challenged during recruitment and selection
	14.1	Q2	Practice bank recruitment paused	Focus required by community on Redesign external consultation



**Agenda item 13  
CHS-2223-24**

**CHS LEARNING ACADEMY PROSPECTUS: 2022 – 2023**

**Accountable Officer:** Head of Learning, Christine Mullen  
**Report author:** Christine Mullen/ Warren Hughes (NTL) / CHSLA Manager Linda Quinn  
**Recommendation:** For information and discussion  
**Resources implications:** Additional pre service places will require additional resource

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment	Yes	Yes
Children’s Rights Impact Assessment		
Data Protection Impact Assesment		
Islands Impact Assesment		

**1. Introduction**

This paper gives a short overview of the 2022 – 2023 Prospectus plans. The CHS Learning Academy Prospectus includes current and any new face-to-face and online courses. It runs from October 1<sup>st</sup> 2022 – to September 30<sup>th</sup> 2023 as per the CHS National Training contract currently delivered by West Lothian College. The Prospectus is amended during the year to reflect any new requirements.

**2. Context**

The 2022 – 2023 Prospectus has been designed with reference to CHS’ operating context, by CHS National team members, and the CHS Learning Academy team with reference feedback from our ASTs, CHS partner organisations and CHS Volunteer community learning needs. It takes into account: CHS’ Corporate and Business planning, our capacity and operating context, management of costs associated with the CHS National Training Contract, and Partnership working.

**3. Overall Prospectus themes include:**

- Pre Service training for a high number of trainees early in 2023
- Digital readiness
- High Quality Decision Making in Childrens Hearings
- Recruitment and Selection of new Panel Members
- The inclusion of people with lived experience in course development
- Leadership
- Participation
- Quality Assurance



#### 4. CHS Learning Academy Programmes Priorities

4.1 For 2022 – 2023 the focus is on the following priorities:

- Training a high volume of 2023 trainees to move into service by April 2023;
- Supporting Recruitment and Selection of 2023 trainees including the involvement of lived experience recruiters;
- Moving existing Panel Members through the chairing journey to create competent and confident chairs; and
- A release of relevant pre service online learning modules to the existing Panel and AST community – optional learning to continue to refresh and upskill our current serving panel members. Modules include Trauma and Permanence.

4.2 The Prospectus comprises five Programmes as follows:

##### 4.2.1 Programme 1

New Panel member Programme - Pre Service Training 2023:

- Consisting of 4 face to face sessions with 1 virtual session

##### 4.2.2 Programme 2

Panel Member Learning Programme for existing Panel Members, prioritises:

- Enhanced Practice and Management of Hearings – to ensure Panel Members are moving through the chairing journey to PDA completion
- Information Governance
- In addition, Pre service online learning will be opened up to this group – a low resource activity which will keep our existing community learning and getting ready for the future

##### 4.2.3 Programme 3

AST Learning Programme (All roles):

- Will concentrate on Recruitment and Selection training, PPA induction and training, and Information Governance only

##### 4.2.4 Programme 4

Online Learning (Bespoke and generic online learning modules):

- No new modules will be added for completion other than an AST Induction Module (already built) and optional take up of pre service learning modules

##### 4.2.5 Programme 5

Learn from the Experts :

- One event planned on the topic of UNCRC – date to be confirmed, with a second topic in development

#### 5. Recommendation

The Board is invited to note the 2022 – 2023 Prospectus.

## Appendix 1 Prospectus Programmes Summary

Programme No.	Courses	Detail
<b>Programme 1: New Panel Member Programme</b>	<ul style="list-style-type: none"> <li>Pre service Training January – March 2023 for c 1000 people</li> </ul>	Part of for Childrens Hearings in Scotland: Panel Members
<b>Programme 2 Panel Member Learning Programme</b>	<ul style="list-style-type: none"> <li>Information Governance dates tbc</li> <li>Pre service online modules available to existing community by end of December 2022</li> </ul>	New
<b>Programme 3 AST Learning Programme</b>	<ul style="list-style-type: none"> <li>CHS Quality Assurance System (PPAs) as required</li> </ul>	
	<ul style="list-style-type: none"> <li>Leadership and Volunteer Management: AST Induction Module online for October 1<sup>st</sup> 2022</li> </ul>	New
	<ul style="list-style-type: none"> <li>Managing Concerns – PPA events tbc</li> </ul>	
	<ul style="list-style-type: none"> <li>Recruitment, and Selection including involving people with lived experience – Autumn 2022</li> </ul>	
<b>Programme 4: Online Learning</b>	<ul style="list-style-type: none"> <li>Information Governance</li> </ul>	
	<ul style="list-style-type: none"> <li>Pre Service online modules open to all – optional learning</li> </ul>	New
<b>Programme 5: National Events</b>	Learn from the Experts UNCRC tbc	New
	Learning and Development Co-ordinators Forums x 3 or 4	



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# Prospectus





2022 - 2023

# CHS Learning Academy

The Learning Academy is here to support you to improve outcomes for infants, children and young people in whichever role you perform. We do this by ensuring you are equipped with the most up to date knowledge and best practice in and around the hearing system.

## What programme and courses can I take?

There are four Learning Academy programmes each consisting of a range of courses. Programmes are either open to all community members or specifically tailored to your role:

-  - The Professional Development Award programme. For trainee panel members and those in their first three years of serving.
-  - Panel Members Learning Programme. For all panel members who have served for more than three years.
-  - Area Support Team (AST) Learning Programme. For all AST members and includes specific courses for new Panel Practice Advisors (PPAs) and AST managers.
-  - Learning Academy E-learning Programme. These online courses are open to all of the CHS community and include bespoke and general courses.

## How do I access the Learning Academy Online, the prospectus and booking system?

Open your browser and go to [www.chsacademy.org.uk](http://www.chsacademy.org.uk) and login with your Learning Academy Online (LAO) username and password. Once you have logged in, click on the prospectus button on the front page. You will be guided through the various course options.

## What is mandatory training?

Training is mandatory when it relates to; changes in legislation, new procedures for the running of hearings, or other changes of significant importance to CHS in ensuring positive outcomes for infants, children and young people. The National Convener, under the terms of the Children's Hearings (Scotland) Act 2011 has the right to not reappoint a panel member on the basis that they have 'not complied with training requirements imposed by the National Convener' where there is 'no reasonable excuse' for this non-compliance. The training requirements asked of panel members and of all of the CHS community are considered carefully and reflect our complex and changing environment. We aim to keep required learning to a minimum.

Ultimately, the prospectus courses are about skilling you up with relevant essential information and practice to support and aid you within your role.

## What happens if I don't complete mandatory training?

Members who do not complete mandatory training within the specified timescales will be removed from hearing rotas / duties.

INTRODUCTION

OUR VALUES

COMPETENCIES

PROGRAMME 1

Professional Development  
Award (PDA)



PROGRAMME 2

Panel Member Learning  
Programme (PMLP)



PROGRAMME 3

AST Member Learning  
Programme (ASTLP)



PROGRAMME 4

eLearning  
Programme



PROGRAMME 5

National Events

FUTURE PLANNING AND  
LOCAL DEVELOPMENT

## INTRODUCTION

Our current learning and development priorities are;

Pre-service training

Management of Hearings

Trauma-Informed Practice

The UN Convention on the Rights of the Child (UNCRC)

**Welcome** to the 2022 – 2023 CHS Learning Academy Prospectus. An ongoing commitment to new and continuing learning is the basis of ensuring that we are all equipped to carry out our roles in relation to Children’s Hearings. Our prospectus outlines all of the learning currently available and the commitment levels required. Whether you are at the start of your learning journey with CHS or an established member of our Panel and AST community, thank you for your commitment to learning and developing. Learning and reflecting ensures that we all continue to demonstrate high levels of skills and knowledge in our roles. Prospectus development every year takes into account Trainee, Panel, and AST member feedback as well as input from many of our partner agencies. The learning and development opportunities for 2022 – 2023 underpin our commitment to delivering The Promise, to Children’s Hearings redesign to the 40 calls for action from Our Hearings Our Voice. I encourage you to make suggestions for new learning throughout your time with us. Please enjoy your learning and thanks again for your continuing commitment.

*Christine Mullen, Head Learning*

During the last two years, the Learning Academy has played a vital role in training and upskilling new and existing Panel Members so that they can continue to carry out their important role with Children’s Hearings Scotland during COVID-19. With hearings moving to an online platform, it was imperative that the panel community were trained and supported in using new legislation, new IT hardware and new digital platforms; this was done speedily and smoothly.

With the reintroduction of ‘in-person’ hearings, and the continuation of virtual hearings, the Learning Academy will continue to provide learning and development programmes that ensure the panel community feel confident in their roles.

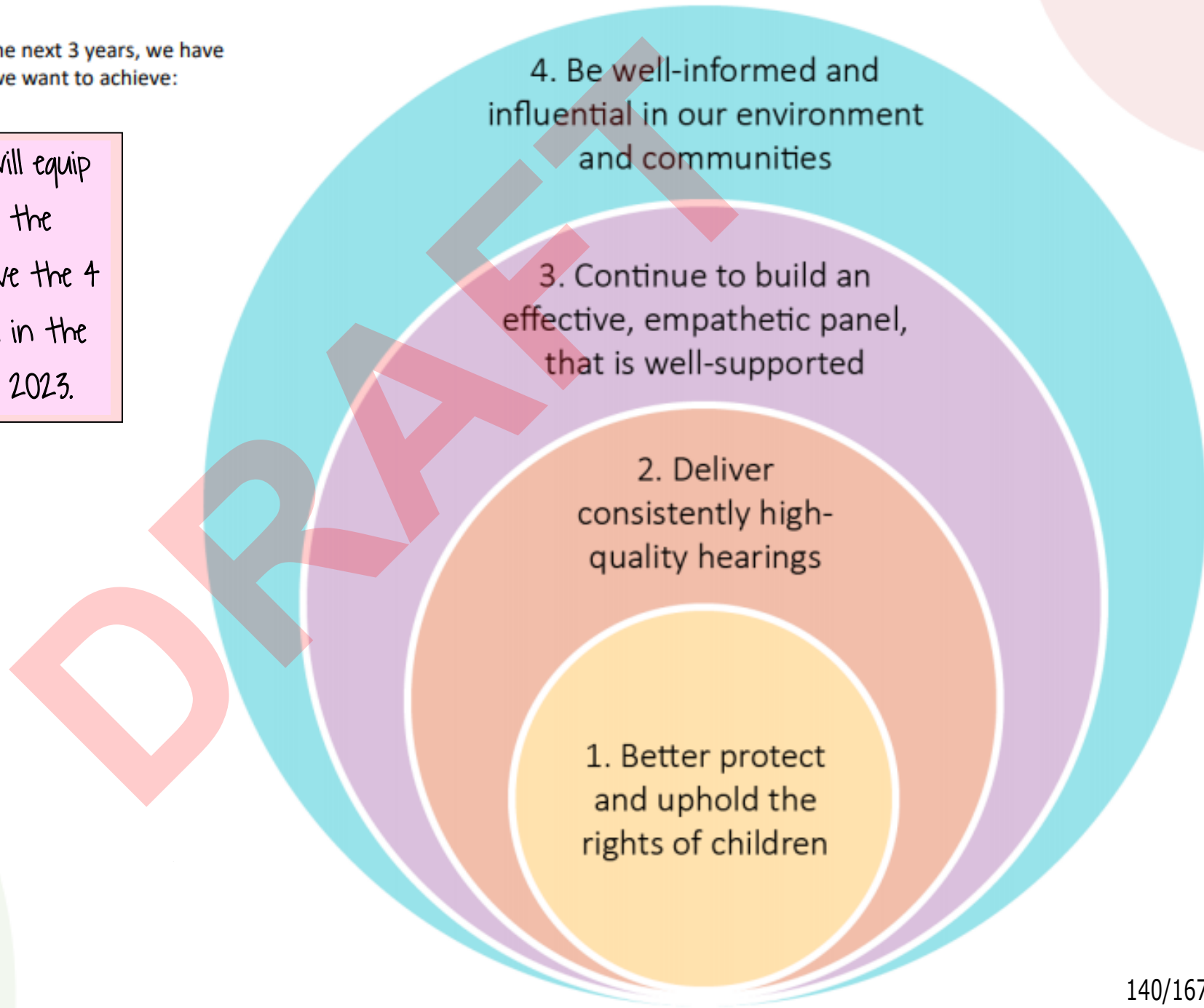
# OUR STRATEGIC THEMES FOR 2020-2023



To direct our actions and activities over the next 3 years, we have set 4 strategic themes that lay out what we want to achieve:

Learning Academy courses will equip the CHS community with the knowledge and skills to achieve the 4 strategic themes as detailed in the CHS Corporate Plan 2020 - 2023.

Access the Children's Hearings Scotland Corporate Plan [here](#).



# OUR VALUES

## How have courses been identified and developed?

We want the whole community to feel supported by the learning and development we offer. With this in mind all courses and programme topics have been identified using feedback from the community, including young people, as well as emerging key areas of practice. All course development involves input from CHSLA and CHS staff, the panel community, and people with lived experience of the children's hearings system.

# COMPETENCIES

### Open



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

### Fair



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

### Creative



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

### Respectful



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

### 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.

All of our Learning Academy programmes are linked to CHS values, National Standards and Panel Member competencies, to ensure that you feel supported in your role.

Our Panel Member competencies act as a framework for Panel Members, supporting best practice.

Our National Standards provide us with a set of core values, principles and expectations in relation to our behaviours and practice.



Our New Panel Member Learning Programme is designed to develop skills and knowledge for trainees and those in their first three-year period of appointment. It is also available to panel members who have been off-rota for a significant period of time.

During this programme, participants complete the Scottish Qualifications Authority (SQA) Professional Development Award (PDA) which recognises the learning and development undertaken in the role of a volunteer panel member.

The PDA is broken into three stages:

1. **Pre-service**
2. **Enhanced Practice**
3. **Management of Hearings (a & b)**

While working towards this qualification participants are assessed using a variety of methods including a requirement of pre-course preparation, full attendance at national training days, observation of practice and through online submission of assessments and learning reflections.

PROGRAMME 1

Professional Development Award (PDA)


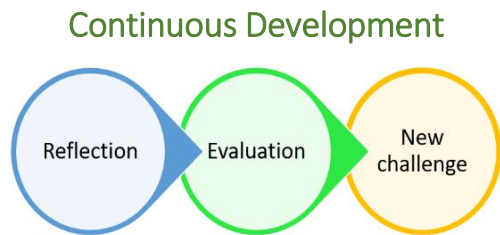


<b>2</b>	<b>ENHANCED PRACTICE – SKILLS PRACTICE and ASSESSMENT</b>									<b>9.30AM – 4.30PM</b>		
<p>Prior to attending a session, you should complete the advance preparation and learning on LA Online.</p> <p>a. The morning session will prepare you for the afternoon by refreshing the key elements of a hearing and the tests.</p> <p>b. Afternoon is an opportunity to perform the role of the Panel Member to conclude the first two units of the Professional Development Award (PDA).</p>	WED	07/09/22	GLASGOW	THU	22/09/22	GLASGOW	WED	05/10/22	TAYSIDE			
	THU	15/09/22	GLASGOW	SAT	24/09/22	ABERDEEN	THU	06/10/22	EDINBURGH			
	SAT	17/09/22	ABERDEEN	SAT	24/09/22	EDINBURGH	FRI	14/10/22	GLASGOW			
	SAT	17/09/22	AYRSHIRE	SAT	24/09/22	GLASGOW	SAT	15/10/22	FIFE			
	SAT	17/09/22	FIFE	SAT	24/09/22	TAYSIDE	SAT	15/10/22	GLASGOW			
	SAT	17/09/22	GLASGOW	WED	28/09/22	FIFE	WED	19/10/22	GLASGOW			
	THU	17/09/22	STIRLING	SAT	01/10/22	GLASGOW						
	<a href="#">CLICK HERE TO ACCESS LA ONLINE FOR EP COURSES</a>											
<b>3a</b>	<b>MANAGEMENT OF HEARINGS – SKILLS PRACTICE</b>									<b>9.30AM – 4.30PM</b>		
<p>Prior to attending a session, you should complete the advance preparation and learning on LA Online.</p> <p>In this session you will have the opportunity put into practice some of the key elements of the duty of the chairing Member.</p>	SAT	10/09/22	ABERDEEN	WED	14/09/22	FIFE	SAT	01/10/22	GLASGOW			
	SAT	10/09/22	EDINBURGH	FRI	16/09/22	GLASGOW	SAT	08/10/22	FIFE			
	SAT	10/09/22	GLASGOW	WED	21/09/22	GLASGOW	WED	12/10/22	GLASGOW			
	SAT	10/09/22	TAYSIDE	SAT	24/09/22	INVERNESS						
	TUE	13/09/22	GLASGOW	FRI	30/09/22	GLASGOW						
	<a href="#">CLICK HERE TO ACCESS LA ONLINE FOR MOH COURSES</a>											
<b>3b</b>	<b>MANAGEMENT OF HEARINGS – SKILLS ASSESSMENT</b>									<b>2.15PM – 4.30PM</b>		
<p>In this session you will have the opportunity to perform the role of the Chairing Member in a mock hearing, receive support and feedback on your practice thereafter receive feedback on your written reasons for decisions.</p> <p><b><u>PANEL MEMBER CHAIRING POLICY</u></b></p>	WED	07/09/22	GLASGOW	THU	22/09/22	GLASGOW	WED	05/10/22	TAYSIDE			
	THU	15/09/22	GLASGOW	SAT	24/09/22	ABERDEEN	THU	06/10/22	EDINBURGH			
	SAT	17/09/22	ABERDEEN	SAT	24/09/22	EDINBURGH	SAT	08/10/22	INVERNESS			
	SAT	17/09/22	AYRSHIRE	SAT	24/09/22	GLASGOW	FRI	14/10/22	GLASGOW			
	SAT	17/09/22	FIFE	SAT	24/09/22	TAYSIDE	SAT	15/10/22	FIFE			
	SAT	17/09/22	GLASGOW	WED	28/09/22	FIFE	SAT	15/10/22	GLASGOW			
	THU	17/09/22	STIRLING	SAT	01/10/22	GLASGOW	WED	19/10/22	GLASGOW			
	<a href="#">CLICK HERE TO ACCESS LA ONLINE FOR MOH COURSES</a>											

COURSE	Available in 'My Courses'
1. Trauma in Practice	October 2022
2. Children's Hearings Experience	October 2022
3. Types of Hearings Reminder	October 2022
4. Understanding Abuse	October 2022

PROGRAMME 2

Panel Member Learning Programme (PMLP)

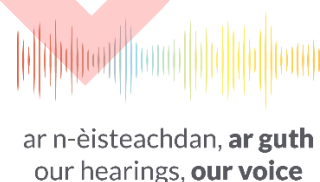
## Continuous Development

### Delivering on The Promise programme

At the Learning Academy we are committed to delivering on The Promise.

This year we continued to discuss themes from the Promise Programme with our new trainees. As a result of continued positive feedback we want to share some of these modules with you. These courses are part of continuous development and learning.

To find out more about; trauma-responsive language and practice and working towards the targets of The Promise and the asks of Our Hearings Our Voice (OHOV) then go to your section of the prospectus and find out more.



## Mandatory Training

For existing panel members in their second and subsequent appointment periods:

**Information Governance and Cyber Security;** online course completed every two years.

**Advocacy;** online course.

**Children (Scotland) Act 2020 – Siblings;** online course

Other courses may be added as new legislation is launched and practice changes are made.

[Click here to access LA Online](#)

## PROGRAMME 3

AST Member Learning  
Programme (ASTLP)



		COURSE DATES			
<b>INTRODUCTION TO CHS</b>					
These sessions are organised and delivered by CHS National Team.	TBC		Dates arranged as and when required.		
<b>QUALITY ASSURANCE @ CHS</b>		<b>2.15PM – 4.30PM</b>			
Prior to booking an observation session you should complete the advance preparation on LA Online which will equip you with the knowledge to successfully engage in the observation session.	WED	07/09/22	SAT	24/09/22	
	THU	15/09/22	SAT	24/09/22	
	SAT	17/09/22	WED	28/09/22	
	SAT	17/09/22	SAT	01/10/22	
	SAT	17/09/22	WED	05/10/22	
	SAT	17/09/22	THU	06/10/22	
	THU	17/09/22	SAT	08/10/22	
	THU	22/09/22	FRI	14/10/22	
	SAT	24/09/22	SAT	15/10/22	
	SAT	24/09/22	WED	19/10/22	
Venues are shown in Management of Hearings (b) in Programme 1 and are listed in LA Online.					
<a href="#">CLICK HERE TO ACCESS COURSE</a>					
<b>RECRUITMENT AND SELECTION</b>					
After completing the online element of the course you can put into practice all you have learned at a Skills Session – Mock Interview hosted on TEAMS.	TUE	27/09/22 (AM)	MON	03/10/22 (PM)	
	TUE	27/09/22 (PM)	WED	05/10/22 (EVE)	
	WED	28/09/22 (PM)	THU	06/10/22 (AM)	
	THU	29/09/22 (EVE)	SAT	08/10/22 (AM)	
	SAT	01/10/22 (AM)			
	<a href="#">CLICK HERE TO ACCESS COURSE</a>				

[Click here to access LA Online](#)

## Mandatory Training

All Area Support Team (AST) members:

**Information Governance and Cyber Security;** online course to be completed once appointed and thereafter every two years.

Plus

AST members involved in recruitment:

**Recruitment** to be completed within each three-year reappointment period or when there are significant changes to the policy/procedure.

AST members involved in complaints investigation:

**Complaints, Policy and Investigation** to be completed within each three-year reappointment or when there are significant changes to policy/procedure don't think we need this now?

New Panel Practice Advisors:

**CHS Induction Session;** delivered by CHS National Team

**Quality Assurance at CHS;** blended course

**PPA Observations and Quality Assurance;** online course

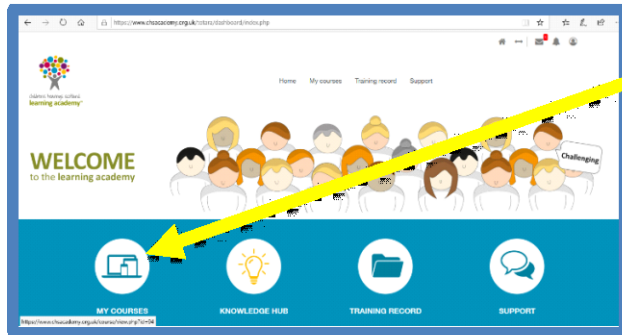
**Information Governance and Cyber Security;** online course to be completed once appointed and thereafter every two years.

Existing Panel Practice Advisors:

**Quality Assurance at CHS;** blended course completed within each three-year reappointment period.

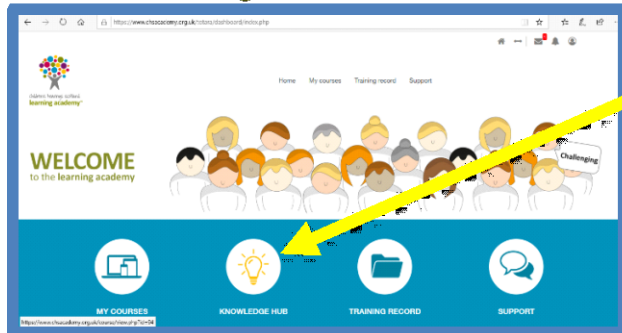
## What is the format of the on-line learning courses?

### E-learning courses specific to your role



The e-learning courses within 'My courses' are designed to enhance knowledge, understanding and skills related to your volunteering. Courses usually consist of two parts: the main learning section; and a reflection and feedback section. Once both parts have been completed you are credited with the course and it moves to the 'Training record' section where you can access it again.

### General e-learning courses



The courses within the 'Knowledge Hub' are generic and offer a range of knowledge development in key areas of volunteer and personal development.

## How often are courses offered?

E-learning courses are available on an ever growing programme with relevant courses added and updated throughout the year. Keep an eye on both the 'My courses' and 'Knowledge hub' areas. Our face to face programme is also expanding each year in line with developments within practice and policy around the hearing system.

You can find out about new courses from the prospectus, CHS and Academy updates and local learning & development events.

## PROGRAMME 4

eLearning Programme



PANEL PRACTICE RELATED COURSES	
Advocacy*	
Age of Criminal Responsibility (Scotland) Act 2019	
Child Development	
Contact	
Children (Scotland) Act 2020 - Siblings*	
Diversity, Equality & Inclusion	
Introduction to ACEs within the Hearing Room	
Neglect	
Permanence	
Trauma	SOON
Children's Rights*	NEW
OTHER HELPFUL COURSES	
Digital Handling of Concerns & Complaints	
Digital Learning & Events for Event Managers	
Digital for Volunteer Managers	
Digital Services for Volunteer Recruitment	
Information Governance**	
Introduction to TEAMS	
Getting to know TEAMS	
PPA Observations and Quality Assurance	
Rota for Rota Managers	

\*Mandatory Training for Panel Members

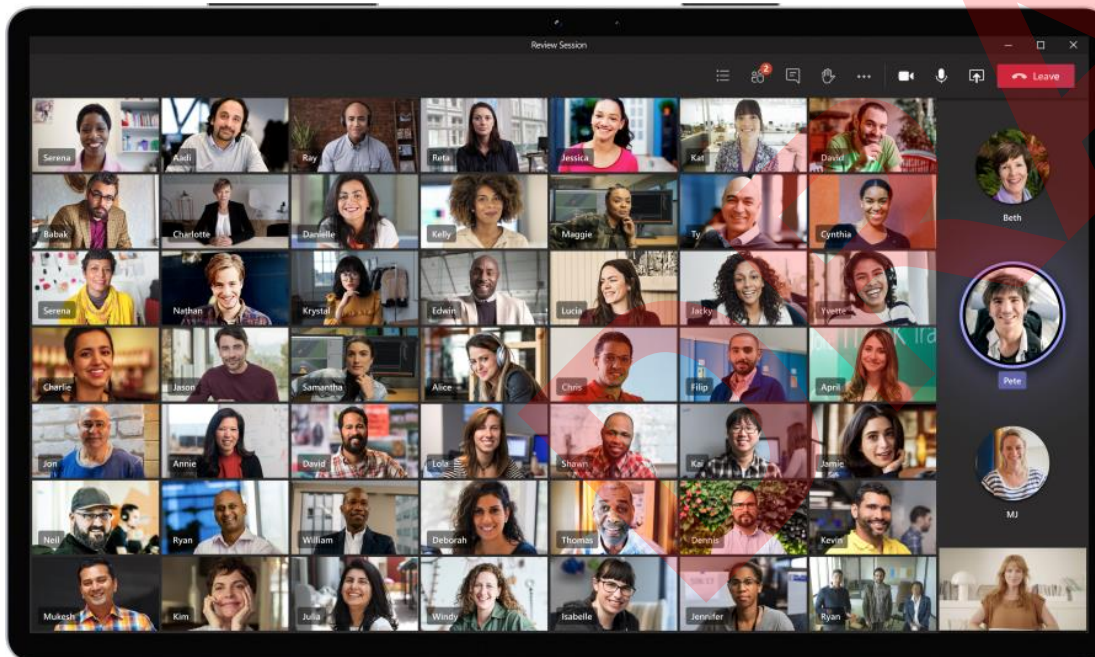
\*\*Mandatory Training for all (repeats every two years)

[Click here to access LA Online](#)

## PROGRAMME 5

National Events

CONFERENCE	Date	Time
Children's Rights (UNCRC)	March 2023	10.00am – 12.30pm
Conference 2 (TBC)	September 2023	TBC



[Click here to access LA Online](#)

# WATCH THIS SPACE!

## Learn from the Experts

Following on from our successful Neurodiversity event this year, in 2023 we shall be hosting two large scale online events at which we will hear from a host of expert speakers on a range of subjects.

Both of our events will have a maximum attendance of 250 of the hearings community.

These interactive sessions will be available on a 'first-come, first-served' basis.

We will record the seminars to allow the greater community to have access to the knowledge and information imparted.

Whether the member has attended the live conference or accessed the recording on LA Online, their next step will be a questionnaire to 'test' their knowledge and understanding and find out what they envisage the practical usage of their new-found knowledge will be.

We shall collate and share this information in a handy guidance document.

## What to expect in 2023

### Pre-service training

Learning from our evaluation of the pre-service course of 2022, we are enhancing our training provision to ensure a positive experience for learners resulting in well-trained, competent and confident panel members. Once appointed they will continue their journey to becoming chairing members ensuring each area is able to successfully produce a rota.

The pre-service training activity will consist of five days training, four of which will be in-person at venues across Scotland. To prepare prospective panel members for hybrid or digital hearings, one of the training days will be completely online using TEAMS.

We will induct the new trainees in December 2022, they will commence training in January 2023 and complete in March. You should expect to serve alongside your new colleagues in May.

### Neurodiversity

Following from the success of our inaugural large scale event, 'Learning about Neurodiversity', earlier this year we will be releasing a recording of the presentations from Salvesen Mindroom and FASD Hub Scotland and the associated reference materials to allow those who were not able to attend to benefit from this learning.

FUTURE PLANNING

For what is happening in your area, remember to engage with your local TEAMS Channel.

For national activity please engage with the following TEAMS Channels;

**General**

**Learning and Development**

**Agenda item 14  
CHS-2223-25**

**Panel Practice Advisors Update September 2022**

**Accountable Officer:** Head of Area Support & Community Improvement  
**Report author:** Pam Wilson-Area Support & Improvement Partner  
**Recommendation:** For information and discussion  
**Resources implications:** Training & Digital budget

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment		
Children’s Rights Impact Assessment		
Data Protection Impact Assessment		
Islands Impact Assessment		

**1. Introduction**

1.1 This paper is to provide information on recent updates and developments relating to Panel Practice Advisors (PPA’s).

**2. Background**

2.1 During the pandemic, from March 2020 onwards, the PPA role was on hold as panel members made the challenging transition to virtual Hearings. The introduction of the VScene digital platform for virtual Hearings only afforded minimal attendance, hence children, young people, families and relevant persons only were prioritised. In August/September 2021, guidance was written and disseminated to allow for a consistent approach to the return of PPA’s to their observation role, training & making the transition to observing panel members virtually. Challenges and confidence with technology saw Areas progress at different rates of return, however, all appointed PPA’s are now again completing observations.

**3. Recruitment & Retention of PPAs**

3.1 Recruitment of PPA’s is often locally responsive therefore, a more consistent and uniform approach was need to support ASTs with local recruitment campaigns, interview processes and recruitment timelines. With the newly launched PPA Recruitment Pack, there is now a centralised resource containing relevant information, recruitment and training pathways and social media templates.

3.2 21 out of 22 Areas now have active PPA’s. There are currently 140 appointed PPA’s with several more going through recruitment checks and induction. This is a slight reduction on previous figures which follows a similar trend in panel member numbers as our volunteer workforce return to work, make the challenging adjustment into a digital based working model and general health issues. Local Area Support Teams have excellent oversight of the personal reasons for any reduction in PPA numbers and have offered support where required.

3.3 Due to PPA’s being recruited throughout the year there needs to be a level of flexibility with training formats and timescales. After discussion with CHSLA, a revised Training

Pathway has been created to ensure that trainee PPA's can engage with their training immediately and progress at their own pace through completion of on-line modules and a final mock hearing. The pathway will provide clarity and consistency of approach at a national level.

3.4 Discussions have started with CHSLA to provide two national PPA training events in quarter 3. These will take place in two locations, North and South of Scotland, and will provide face to face training input. The final agenda will include: Community Concern Workshop, Effective Challenging Conversations, Moderation of Report Writing.

#### **4. PPA Forum**

4.1 We have increased communication and engagement with the PPA Forum through the creation of a separate PPA Forum Teams Channel containing up to date guidance documents and relevant paperwork. PPA Forum meetings have seen a change in structure and content with agenda items being sought in advance and PPA's presenting and sharing good practice (observation tracking, observation rota management etc). A focused Q & A session also allows for productive, supportive discussion in a safe environment and this new format has received very good feedback from attendees.

4.2 The PPA Forum have worked closely with the Digital Team to organise testing in the pre-production environment and implement the latest CSAS observation updates. These changes have been very well received by the PPA Community, ensuring sight of pre-observation information, ease of report completion and communication with observed Panel member.

#### **5. Using Observation Reports to improve practice**

5.1 As included in the Business Plan, a redrafted observation report template has been now been developed by the PPA working group in order to:

- cover all the PM competencies;
- offer clarity around the Chair and PM responsibilities;
- make the language used within the selection boxes more positive and supportive;
- Include recent legislative changes (UNCRC, Children Scotland Act 2020-sibling rights, Advocacy);
- Identify evidence-based training needs/trends; and
- Ensure the child is at the centre of the process and their voice is heard.

The working group consisted of 6 PPA's who gave up many hours of their time to make these considered and well thought-through improvements.

5.2 This revised format, once created on the CSAS platform, will allow for ease of data gathering in relation to learning and development needs at both a local and national level and offer a feedback loop for the Learning Academy; identifying training gaps, good practice and future training content.

5.3 The current format of the Observation Report does not allow for granular data to be gathered but, having collated data from 938 reports over a 6 month period, we have been able to identify the need for more robust moderation processes. Although PPA's included feedback



to Panel members within the 938 observation reports, 6% contained direct reference and sign-posting to additional learning & development needs.

5.4 The strategy described here is focused on driving up the quantity and quality of useful feedback to PMs and informing the feedback loop to them and the CHSLA:

Reasons & Decisions	15
CSA 2020	13
Management of Hearing skills	8
Communication skills	6
Advice Hearings	2
Participation Rights	2
Trauma	1

This information has been discussed with the CHS Training Lead and supports the existing CHS priorities.

5.5 The CSA 2020 Project Group are currently utilising PPAs in order to gather data evidencing the impact of the legislation and it is the intention for the group to provide bespoke training sessions for PPAs in September. This exercise will provide CHS with valuable insight into how the legislation is being implemented in hearings across Scotland.

## 6. Quality Assurance & Moderation

6.1 As identified by the PPA Forum, there is a need to create robust & consistent quality assurance processes both locally & nationally, giving a shared understanding of standards and expectations. Examples of good practice have been identified in several Areas, which have been shared at the PPA Forum, and moderation of report writing/quality feedback will be a focus at PPA training in the near future.

6.2 Quality assurance helps to support Panel Members by building expertise and capacity in the Children’s Hearing System to deliver positive outcomes for care experienced infants, children and young people. Through sharing, understanding and applying standards and expectations, quality assurance helps to raise standards and levels of consistency across Panel Members and localities, hence it is important in identifying the planning and coordination of local and national training activities.

6.3 Moderation processes aim to build locally sustainable models that empower PPA’s and ASTs to support PMs deliver high quality hearing experiences for our infants, children, young people and families by providing consistent, high quality verbal and written feedback to Panel Members, in turn, identifying local good practice and training needs.

6.4 We are aware that that, moving forward with transformational change, the proposed moderation model may not be adopted but we are focussing on the need to increase our level of engagement with PPA’s and provide opportunities for dialogue, reflection and improvement on the current observation and reporting format. The process, learning and subsequent impact would be reviewed with the aim of informing any future business model. This proposed model has been based on the successfully implemented National Quality Assurance and Moderation

approach introduced by Education Scotland and is planned to form part of the National PPA Trainings day agenda.

**4. Recommendation**

The Board are asked to note and agree the contents of this report.

DRAFT



**Agenda Item 15  
CHS-2223-26**

**Annual Report on Appeals 2021/22**

**Accountable Officer:** Stephen Bermingham, Head of Practice and Policy  
**Report author:** Laura Conachan, Practice and Policy Lead  
**Recommendation:** For discussion and reporting  
**Resources implications:** N/A

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

**1. Introduction**

1.1 This paper is an Annual Review of appeals and overview of appeals against children’s hearings’ decisions in 2021/2022. The paper highlights gaps in the data available to Children’s Hearings Scotland (CHS) and outlines proposals to better understand the reasons for appeals and implications for Panel Member practice and training.

**2. Background**

2.1 Since 2020, the number of children’s hearings held per year has significantly reduced. Pre-pandemic there were approximately 30,000 hearings each year. The immediate impact of the pandemic meant 16,248 children’s hearings took place in 2020/21, increasing to 21,909 in 2021/22.

2.2 The number of appeals of children’s hearings’ decisions follows a similar pattern with the number of children with appeals concluding increasing in 2021/22 in line with the number of hearings held.

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Number of children's hearings held	32,553	31,653	30,363	16,248	21,909
Number of appeals concluded	914	824	686	517	568
% of appeals compared to children's hearings	3%	3%	2%	3%	3%

2.3 Calculating the number of appeals compared to the number of decisions of children’s hearings is complex and multifaceted. Children’s hearings may make appealable substantive decisions to make, vary, continue or terminate an order. They may also make interim orders or other decisions, such as to deem a relevant person, which also have rights of appeal. However, many hearings make decisions which are not appealable, such as deferrals to appoint a Safeguarder, provide an independent report, or to allow a relevant person a further opportunity to attend. Advice provided to the Sheriff is also not appealable whether for permanence proceedings or where a child has pled or been found guilty of a crime. Furthermore, certain decisions of pre-hearing panels are appealable while most are not.

Despite this, comparing the number of children’s hearings held each year against the number of concluded appeals indicates that approximately 3% of all hearing decisions are appealed. This number is relatively static across the previous five years.

**3. Appeals Data 2021/22**

3.1 In 2021/22 there were 439 appeals (77%) against decisions relating to Compulsory Supervision Orders (CSOs). 106 appeals (19%) were in relation to interim orders and 23 (4%) related to relevant person determinations. This breakdown is to be expected when considering the frequency these decisions are made in children’s hearings.

3.2 At appeal, 55.5% of children’s hearing decisions were upheld (i.e. the appeal was refused by the Sheriff). This is consistent with previous years:

	2017/18	2018/19	2019/20	2020/21	2021/22
Percentage of appeals with children's hearings' decisions upheld (appeal refused)	56%	57%	56%	54%	55%

3.3 Where the decision of the children’s hearing was not upheld, the most common outcome was for the Sheriff to require the Reporter to arrange a further hearing.

3.4 It is the Reporter’s role alone to decide whether or not to defend a challenge to the decisions of Panel Members. SCRA do not record this decision in a reportable format therefore it is unknown how many of the 44.5% of successful appeals in 2021/22 were due to SCRA not defending the decision of the children’s hearing.

3.5 The number of working days in 2021/22 from the date of the children’s hearing decision to the conclusion of the appeal are below:

Working Days	Number of appeals
0-19	142
20-39	249
40-59	148
60+	29
<b>Total</b>	<b>568</b>

3.6 When the appeal is against the decision to make, vary, continue or terminate a CSO, the appellant may request that a ‘suspension hearing’ be arranged to consider suspending the decision of the children’s hearing until the appeal is heard. In 2021/22, despite 439 appeals against a decision relating to a CSO, there were only 20 suspension hearings requested; five deferred making a decision, 13 did not suspend the decision of the previous hearing and two did suspend the decision of the previous hearing.

3.7 Overall, the appeals data for 2021/22 is consistent with previous years. There has been no significant change in the number of appeals, the proportion of successful appeals, or the types of decision being appealed.

#### 4. Local Authority Data

4.1 The breakdown of appeal decisions by Local Authorities below shows that there are some outlying areas with a higher percentage of appeals than average, namely Clackmannanshire, Dumfries and Galloway, and East Ayrshire. Local relationships between Area Support Teams and SCRA Localities may help CHS understand why there are significantly higher appeals in these areas and may present a case for targeted training in specific Local Authorities.

Local authority	Number of Concluded Appeals 2021/22	Number of PHPs and Hearings held 2021/22	Percentage of appeals compared to number of hearings held
Aberdeen City	17	810	2%
Aberdeenshire	11	631	2%
Angus	5	412	1%
Argyll & Bute	8	278	3%
Clackmannanshire	30	578	5%
Dumfries & Galloway	48	878	5%
Dundee	6	839	1%
East Ayrshire	47	734	6%
East Dunbartonshire	<5	260	2%
East Lothian	6	451	1%
East Renfrewshire	0	164	0%
Edinburgh, City of	22	1522	1%
Eilean Siar	<5	105	2%
Falkirk	13	827	2%
Fife	31	1531	2%
Glasgow	108	2907	4%
Highland	36	922	4%
Inverclyde	5	455	1%
Midlothian	<5	224	0%
Moray	<5	280	1%
North Ayrshire	24	1105	2%
North Lanarkshire	11	1194	1%
Orkney	<5	96	3%
Perth & Kinross	12	417	3%
Renfrewshire	24	953	3%
Scottish Borders	8	325	2%
Shetland	0	43	0%
South Ayrshire	13	456	3%
South Lanarkshire	28	1145	2%
Stirling	10	356	3%
West Dunbartonshire	18	692	3%
West Lothian	15	631	2%

## 5. Data gaps

5.1 Although it is reported<sup>1</sup> that the where the decision of the children's hearing was not upheld, the most common outcome was for the Sheriff to require the Reporter to arrange a further children's hearing, this data is not gathered by SCRA in a reportable format. Without looking at each individual appeal record, it is unknown how often the Sheriff substitutes their own decision, discharges the case, or remits back to a hearing for disposal.

5.2 The reason(s) for the successful appeal is also not recorded in an easily exportable format. This means that it is not possible for CHS to know if appeals are successful due to procedural irregularities in hearings, lack of justification in the reasons provided, or because circumstances have changed since the order was made.

## 6. Improvements underway

6.1 While the exact figures are not known, poor-quality reasons which do not justify the decisions made, have been a consistent reason for successful appeals. A CHS sampling of Records of Proceedings (ROP) in 2020 highlighted some concerns with the justification provided by Panel Members. A project to improve reasons and decisions is being progressed, which includes the development of a quality assurance tool to support Panel Members to make robust and consistent decisions. This work will include reviewing Records of Proceedings to enable regularly sampling and a standard framework for assessing reasons.

6.2 There have been several notable<sup>2</sup> and successful appeals in recent years whereby a significant discussion took place within the children's hearing but this was not included in the ROP. For example, where a measure of contact was requested and the Panel gave significant consideration to the request yet ultimately decided that it could be managed voluntarily. Other appeals have challenged decisions to not appoint Safeguarders and to not include a non-disclosure measure on the child's address.

At present, there is no place on the ROP for these considerations - or 'non-decisions' - to be recorded. There is only space to provide reasons for decisions made, not decisions which were discussed and ruled out. The lack of justification for ruling out considered, viable, alternative decisions has become a notable appeal point.

The CHS and SCRA Practice Teams have agreed to begin recording 'non-decisions' on ROPs. Initial timelines for this change are the end of September to align with updated guidance in the revised Practice and Procedure Manual.

## 7. Further opportunities for improvement

7.1 Appeals data has remained consistent over recent years. There is an opportunity to understand the data further to identify trends and issues. There is also the opportunity for

<sup>1</sup> [SCRA Statistical Analysis 2021/22 \(scra.gov.uk\)](https://www.scra.gov.uk)

<sup>2</sup> [Opinion of Lady Wise in X&Y against Principal Reporter, \[2022\] CSOH 32](#)

learning from appeals to become part of a regular feedback loop to support Panel Members to improve their practice.

#### 7.1.1 Local understanding of appeals:

Feedback from Area Support and Improvement Partners suggest there is limited sharing of appeals data locally. Occasionally, a notable appeal or an exceptionally high-quality set of reasons will be shared by the Locality Reporter Manager however there is not currently a process for Area Support Teams to review appeals for shared learning and improvement.

The review of Locality Operating Framework should consider explicit references to sharing all local appeal information with the Area Support Team. Consideration should also be given to sharing all successful and unsuccessful appeals with the Panel Members involved in the decision to highlight good practice or provide opportunities for learning.

#### 7.1.2 Research:

CHS has the authority and powers to carry out research relating to the functions conferred on it by virtue of the 2011 Act. The decision-making of Panel Members is key to CHS's role and would be an ideal research topic. Understanding the reasons why appeals are made, why they are defended/undefended, why they are successful or not and any Sheriff decisions which stem from them would provide the data required to ensure CHS and Panel Members are learning from appeals.

#### 7.1.3 Children and families understanding of appeals:

Appeals are an integral part of any legal system and children and families should have an absolute right to challenge the legal decisions made about them. It could be argued that having an automatic recourse to appeal children's hearings' decisions should lead to a far greater number of appeals.

It is the responsibility of the chairing Panel Member to inform the child and all relevant persons and any appointed Safeguarder of their right to appeal the decision of the children's hearing. However, it is widely accepted that children and families find it difficult to take on board the complicated verbal appeal rights provided at the end of a hearing and require additional support.<sup>3</sup> With only 21 days – maximum – to appeal any decision, the system should support children and families to access their rights by providing accurate and accessible information. In addition to verbal appeal rights, providing an appeal rights leaflet immediately after a hearing may help children and families understand their rights and signpost how to find a solicitor, apply for Legal Aid and/or contact the Sheriff Court.

#### 7.1.4 Redesign:

The redesign of the Children's Hearings System will produce a future blueprint for the system, including who should defend the decisions of the National Panel. A systematic approach to intelligence gathering will provide a deeper understanding of appeals for CHS. It will also aid CHS in deciding how best to learn from appeals to improve decision making and outcomes for children and families.

## 8. Recommendations

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<sup>3</sup> [Better Hearings Research Report 2016](#)

The Board are asked to:

1. Note the annual review of appeals;
2. Provide feedback on areas of improvement.

DRAFT



**Agenda item 16  
CHS-2223-27**

**Lived Experience within CHS Recruitment Campaign**

**Accountable Officer:** Head of Learning, Christine Mullen  
**Report author:** Jennifer Smith, Children’s Rights and Inclusion Coordinator  
**Recommendation:** For information and discussion  
**Resources implications:** Within available resources

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment		
Children’s Rights Impact Assessment		
Data Protection Impact Assessment		
Islands Impact Assessment		

**1. Overview**

This paper summarises activities relating to those with lived experience participating in CHS recruitment campaigns: focusing on feedback from spring 2022 and looking ahead to the autumn 2023 campaign. It provides both quantitative and qualitative data.

**2. High level statistics**

- Over 50 people with lived experience expressed interest in supporting our recruitment and selection initially
- 19 Area Support Teams included lived experience recruiters in interviewing of potential Panel Members
- Approximately 30 people participated in interviewing potential trainee panel members
- Over 35 participants have received recognition of their contribution through vouchers claims to CHS.

**3. Feedback from our lived experience recruiters from spring 2022**

Through WhoCares?Scotland, drop-in sessions, Microsoft Forms survey and 1:1 session with CHS Children’s Rights and Inclusion Co-ordinator (CIRC), a third of the recruiters provided feedback about their experience and ideas for improvement. Feeding back was optional. Recruiters were asked a series of questions focusing on how they felt in relation to the following key topics:

- Feeling informed
- Feeling prepared
- Feeling confident
- Feeling supported
- Feeling valued

An overview of general comments can be found below in Figure 1. This is followed by a breakdown of responses to the series of key questions asked:

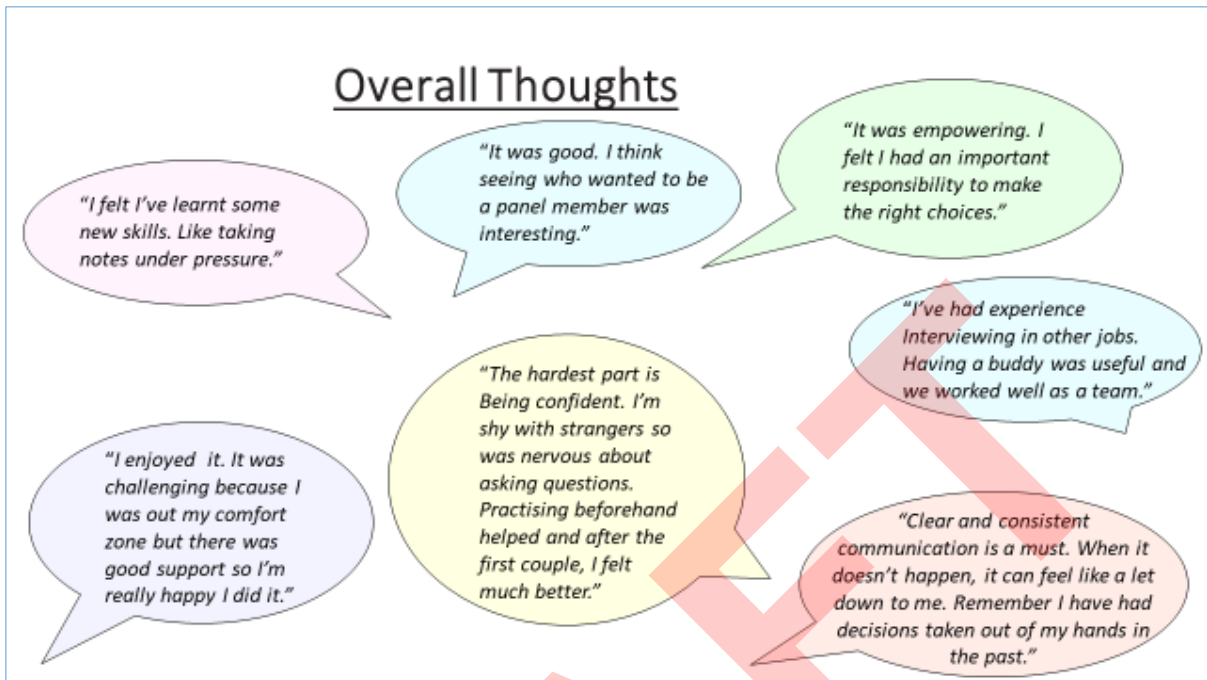
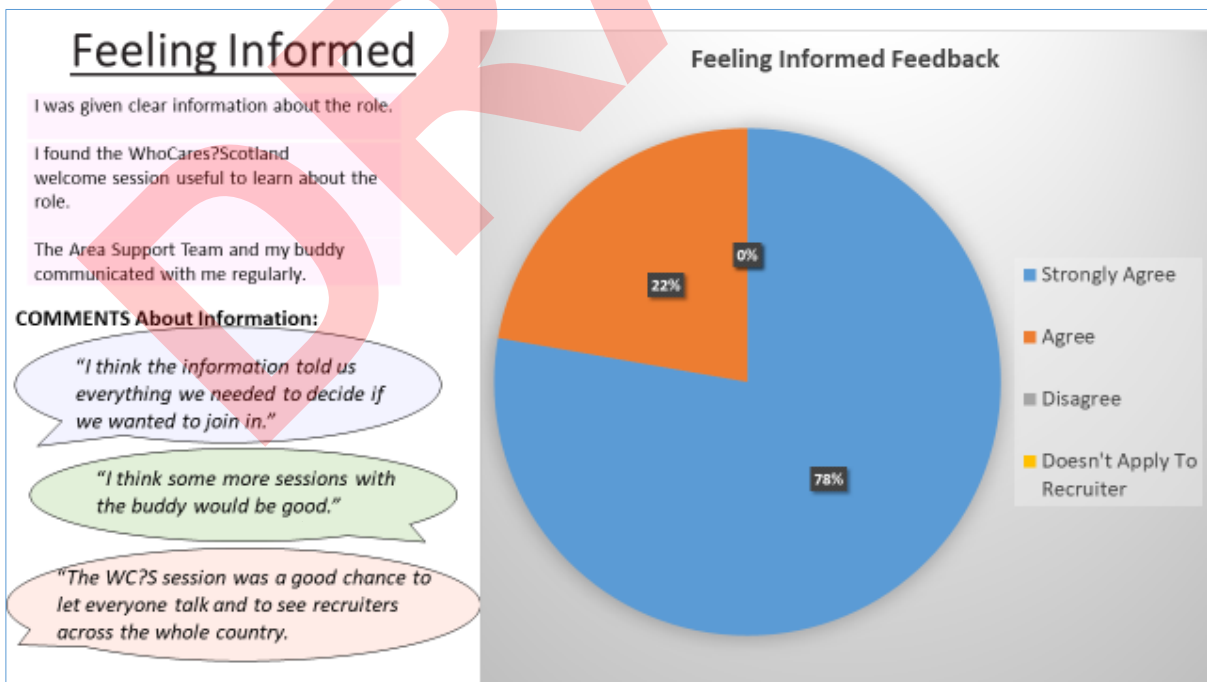


Figure 1

### 3.1 Feeling Informed

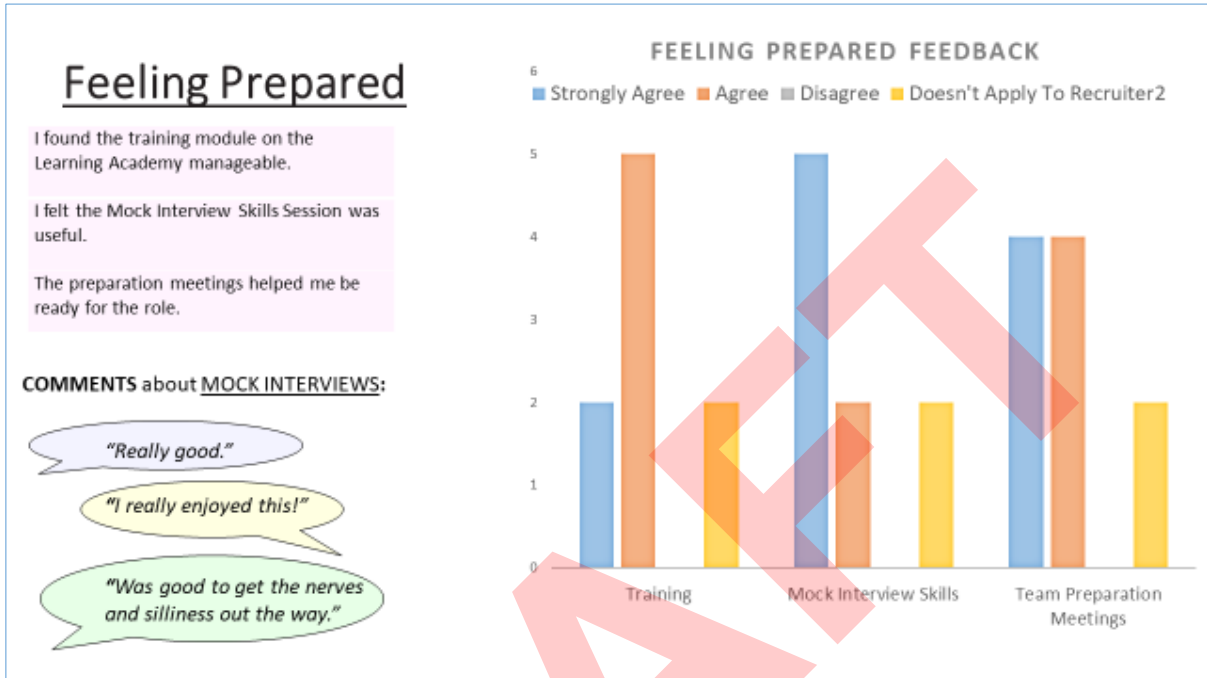
With regards to 'Feeling Informed' 100% of respondents either strongly agreed or agreed that they had felt well informed.



Feeling informed

### 3.2 Feeling Prepared

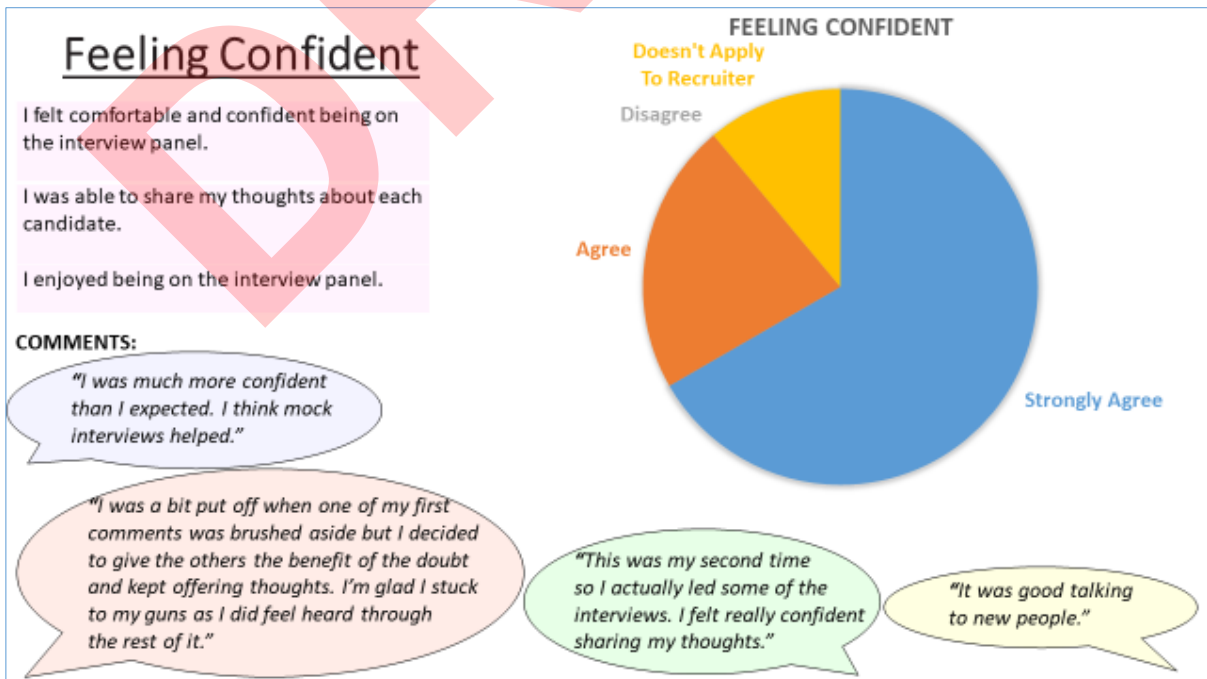
When it came to 'Feeling Prepared' respondents identified that the practice sessions focusing on mock interviews were most productive. The online training module accessed in advance of this has been identified as being in need of improvement and this has already been worked on.



Feeling prepared

### 3.3 Feeling Confident

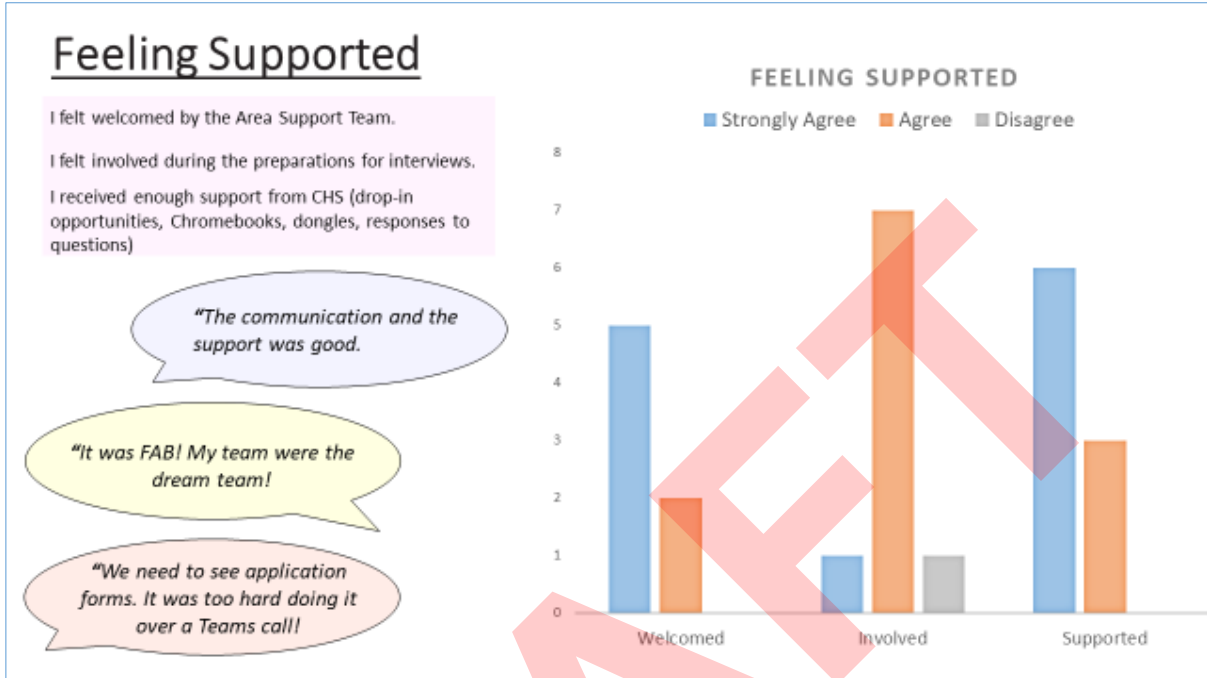
In the area of 'Feeling Confident' people were in agreement that overall that they felt confident.



Feeling confident

### 3.4 Feeling Supported

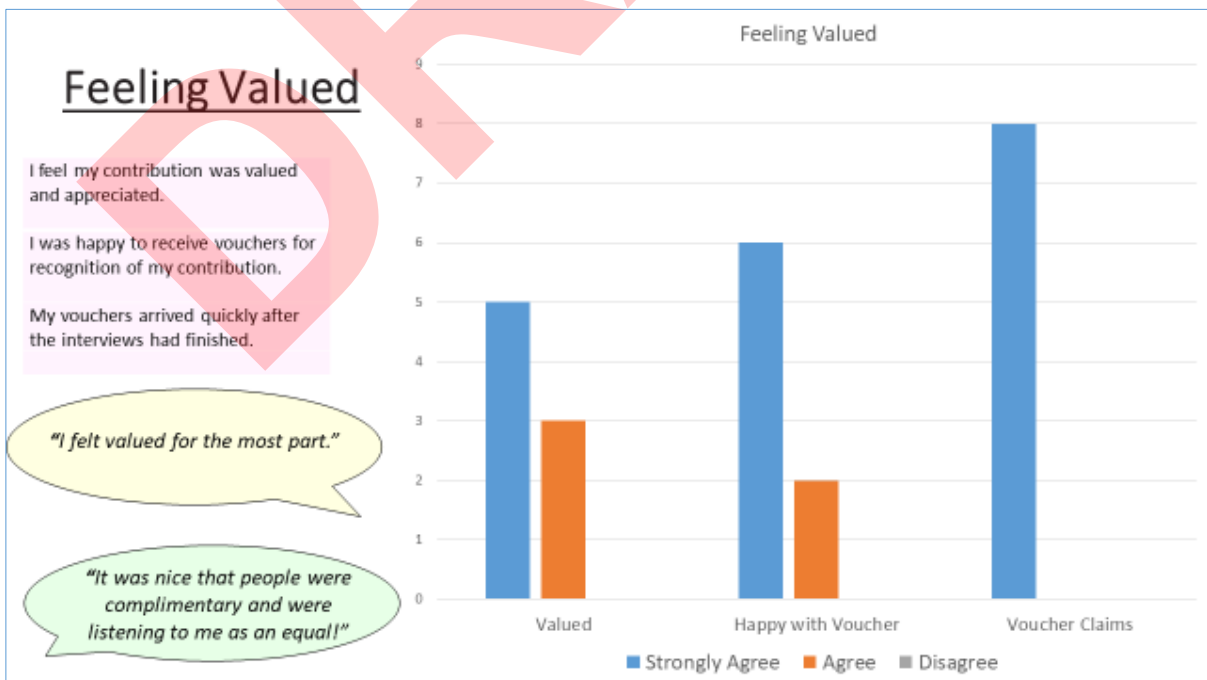
The area of 'Feeling Supported' captured information on the extent to which people felt welcomed, involved, and supported.



Feeling supported

### 3.5 Feeling Valued

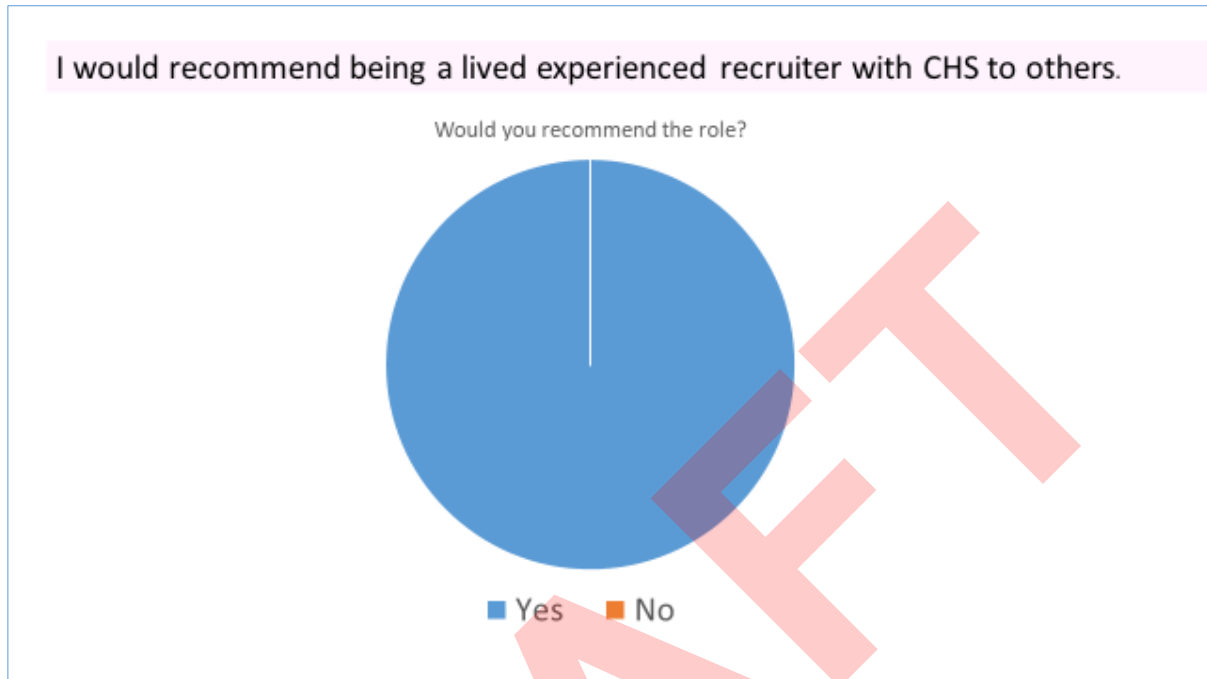
The crux of our work alongside our lived experienced recruiters and in keeping with our Children's Rights and Inclusion Strategy is that anyone alongside is feels valued.



Feeling valued

### 3.6 Recommending CHS

When asked whether they would recommend being a lived experience recruiter to others 100% of those who replied gave a resounding yes.



### 4. Suggestions for change


As well as asking people to comment on their experience CIRC Jennifer Smith also collected suggestions for improvements. The main suggestions are as follows. As many as practicable are being incorporated into autumn 2022 recruitment and other inclusion plans.

- #### Suggestions From Lived Experienced Recruiters
- Having a **'refresher' training** session for people coming back rather than doing all the training on CHSLA again
  - The **Mock Interviews** were beneficial and useful for picking up techniques and learning from others
  - Having application forms for recruiters to be involved in selection – doing this over Teams is not sustainable
  - If **scoring sheets** are being provided, be aware of how many copies the lived experienced recruiter might need. Some people don't have a printer. Some don't have digital literacy skills to copy and paste multiple times. Offer posting them hardcopies of scoring sheet or ensuring there are multiple pages sent over email.
  - Some lived experienced recruiters would be keen to **'step up'** and become a buddy or trainer for new recruiters coming in
  - Having a **progression pathway** (training, skills development, roles) would be welcomed
  - **ALL SAID** they would recommend being a lived experienced recruiter to other people

**5. Steps taken to date to support improvements**

CHS' CIRC has worked with RRRG to focus on ideas to enhance our work for the autumn 2022 recruitment activities concentrating in the key areas on the table below. Key aims of a working group are to co-design a progression pathway for lived experienced recruiters, to identify National and Local roles for support, and to co-create guidance and advice for ASTs which reflect feedback and needs of each area. The working group cuts across ASTs –ACs, buddies and lived experienced recruiters have participated in this.

**Ideas To Support and Improve These Areas**



<u>Attracting Recruiters</u>	<u>Training and Mock Interviews Skills Session</u>	<u>Buddies and Preparation</u>	<u>Shortlisting and Interviews</u>	<u>Guidance</u>

Ideas for collation table



Ideas for changes

5.1 Our AST Best Practice guidance for Recruitment and Selection has been updated and includes enhanced information on involving lived experience recruiters and a Lived Experience Recruiters information pack has been created and is now at the design stage.

**6. Recommendation**

The Board are invite to note the report.

DRAFT

**Agenda item 17  
CHS-2223-28**

**Review of Board Development and Effectiveness**

**Accountable Officer:** Head of Strategy, Development and DCE  
**Report author:** Rachel Kavish Wheatley  
**Recommendation:** To approve  
**Resources implications:** N/A

<b>Impact Assessment Duties</b>	<b>Required</b>	<b>Completed</b>
Equalities Impact Assessment	No	
Children’s Rights Impact Assessment	No	
Data Protection Impact Assessment	No	
Islands Impact Assessment	No	

**1. Background**

1.1 At the June 2022 CHS Board meeting, development recommendations made by former Chair Gary Coutts were presented and approved, which included the formation of a working group to lead on Board improvements. Henry Robson, Sean Austin, and Rachel Kavish Wheatley volunteered to sit on this group and review the recommendations in order to develop a Board action plan.

1.2 The working group felt that improvements should focus on two elements:

- The Overall effectiveness of the Board; and
- The personal effectiveness of individuals as members of the Board.

**2. Improvements for the overall effectiveness of the Board**

2.1 Agenda’s  
 The working group proposes a change to the organisation and structure of Board and subcommittee agendas. Going forward, agendas should be broken into three categories based on the ask of the Board, with reports that require decision or discussion taking precedence over those for information or noting. The group also suggested that unless a report requires formal noting from the Board, that papers for information only be shared out-with the Board meeting.

2.2 Minutes & actions  
 The working group proposes that minutes and action logs of the Board and subcommittees be shared with members once approved by the Chair. Any corrections or amendments can then be discussed via email with formal approval at the next meeting.

2.3 Papers  
 The working group recommends that cover notes for papers be restricted to no more than two pages focusing on the “need to know” key themes for decision making.



In addition, the working group noted that papers which are for information only, and do not need to formally be noted or discussed may be shared with the Board out with the Board meeting.

#### 2.4 Board self-assessment

The working group discussed the tools currently used for Board and subcommittee self-assessment. Currently, there are two resources used for self-assessment:

- a) The National Audit Office's standard questionnaire which has been adapted for the Board and its subcommittees covering transactional areas and governance in relation to responsibilities and oversight.
- b) A CHS developed questionnaire which offers a more in depth and reflective tool for self-assessment.

The group have recommended that the National Audit Office's based questionnaire continue to be completed annually to provide governance assurance. In addition, the group has recommends the other questionnaire continue to be used discursively in order to generate debate and reflection, and to inform improvement actions for the Board.

#### 2.5 Sub committees

The working group had a number of recommendations to improve the function of, and wider Board awareness of subcommittee work.

##### 2.5.1 Subcommittee minutes & Chair updates

Minutes of previous meetings should be included in the next Board meeting papers (noting that the minute is draft and has not been approved by the committee). This would come under an agenda point of Subcommittee Chair Update and allow for overview of approvals and reports viewed by the committee.

##### 2.5.2 Papers and reports passed to Board

The working group discussed the need to retain papers and reports within the subcommittees for review without inclusion in Board packs, unless there is a statutory or governance requirement to do so. To this end, the group have recommended that subcommittee Chairs take the decision at meetings if papers should be included in the next Board pack or if they should be made available to Board members to review without the need for formal approval or noting.

##### 2.5.3 Minutes & actions

The working group proposes that minutes and action logs of subcommittees be shared with members once approved by the Chair. Any corrections or amendments can then be discussed via email with formal approval at the next meeting.

### **3. The personal effectiveness of individuals as members of the Board**

The working group discussed at length the refinements needed to the Board effectiveness and self-assessment surveys, and how they can be used to improve and inform the Boards objectives and own annual performance appraisals. A number options were proposed, as detailed below:

- 3.1 To include a de-brief at the end of Board meetings with the accountable officer, but without the executive team:
- To provide the accountable officer and Chair with feedback from the meeting;
  - To ensure the accountable officer and the Board have made best use of the meeting, and to discuss any improvements which could be made going forward; and
  - For the Board to review their own effectiveness during the meeting.
- 3.2 To include an annual meeting of the Board without the executive team:
- To align Board objectives;
  - To provide the Chair with the views of the Board ahead of annual reviews of performance; and
  - For the Board to review their own effectiveness using the current survey tool discursively with minutes taken and an annual improvement plan created from the discussion.
- 3.3 To include an annual meeting of the Board without the Board Chair:
- To discuss feedback to the Chair on their own as well as the overall performance of the Board.

The working group recommended that 2.4, 3.2, and 3.3 take place ahead of Board member performance appraisals in order to inform objective setting. Objectives for the Board and annual improvement plans should then be agreed and approved at the March Board meeting.

#### **4. Recommendations**

- 4.1 The Board are asked to review and discuss these recommendations and proposals with a view to adopting them going forward.
- 4.2 For the working group to review these changes at 6 months and 12 months and report back to the Board any recommended amendments.