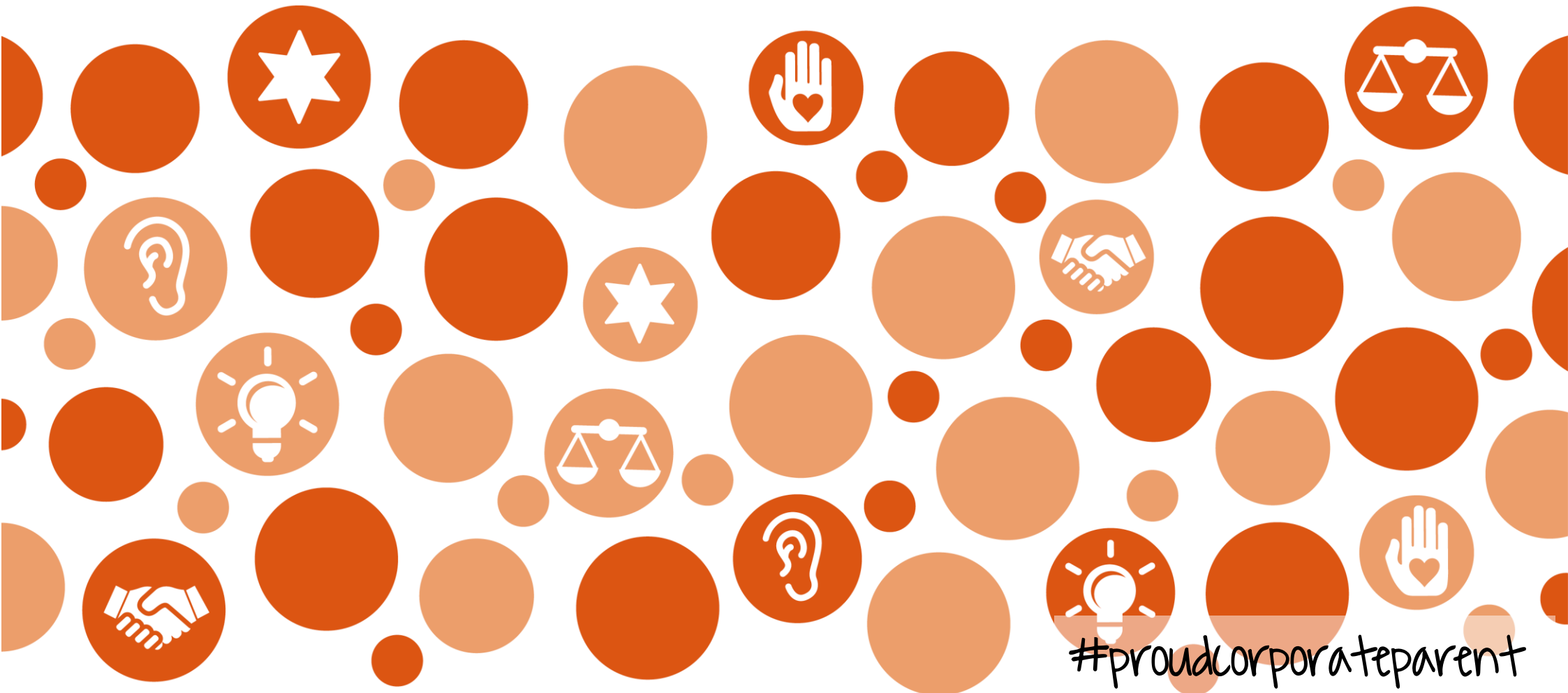


Business and Corporate Parenting Plan 2017/18



children's
hearings
scotland

The Children's Panel — life changing.



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National Conveners Welcome

I would like to thank all of our volunteers, staff and partners for their considerable efforts over the previous year. Together, we have supported panel members to conduct over 35,000 children's hearings across the length and breadth of Scotland. As a result, panel members made decisions to help improve the lives of over 13,000 children and young people.

I would like to express my gratitude to all of our volunteers. The commitment of panel members is well known but I would like to highlight the work of Area Support Team (AST) members. I recognise the significant time commitment that being an AST member entails for each of you. Your important contribution often takes place quietly behind the scenes but without it the Children's Hearings System could not continue to operate. As National Convener, I want to ensure that all of our volunteers receive the highest levels of support possible. To this end, we are embarking on a programme of work with Volunteer Scotland, to ensure that our resources are targeted to support the volunteer community in the most efficient and effective way possible.

Our Business Plan is a little different this year. Both I as National Convener, and Children's Hearings Scotland (CHS) as an organisation, have embraced our new role as corporate parents. Corporate parenting goes to the very heart of CHS' vision, mission, and values. My ambition is that corporate parenting reinforces the ethos of the

organisation and informs everything that we plan and do. To make this a reality we have, for the first time, incorporated corporate parenting into our main planning and reporting cycle reflecting how integral it is to our activities.

There is considerable potential through an improved digital infrastructure to improve the experiences of children and young people and for CHS to better support all volunteers. I am delighted therefore that CHS and the Scottish Children's Reporter Administration (SCRA) have been jointly awarded funding of £2.5 million for the first year of a programme to implement our shared digital strategy. It will take time to fully realise the benefits of this programme, but this investment represents a significant commitment from the Scottish Government in supporting our digital vision for the Children's Hearings System.



Boyd McAdam
National Convener and Chief Executive
Children's Hearings Scotland



The purpose of the plan

This plan sets out our three business objectives for the 2017/18 business year, and the activities we will undertake to achieve these.

By delivering our business plan outcomes we will make progress towards achieving our corporate outcomes, outlined in our [Corporate Plan 2015-18](#).

Our business plan sets out the following:

- how we contribute to Scottish Government's National Performance Framework
- how we meet the Scottish Government's Programme for Government and the duties for non-departmental public bodies (NDPBs)
- how we exercise our statutory functions and give effect to parliamentary intention

We will monitor our performance and keep our activities under continuous review though out the 2017/18 business year.



Business objective 1: Volunteer Panel and Area Support Team members are recruited and appointed in line with agreed competency frameworks to facilitate all children's hearings required



Business objective 2: Panel members are well trained to obtain the views of children and make decisions in the best interests of children and young people in accordance with best practice



Business objective 3: Our volunteers are well supported to deliver the key contribution which they make to the lives of children and young people across Scotland

The Children's Hearings System

The Children's Hearings system is well regarded both within Scotland and further afield. The philosophy and principles of the Children's Hearings System were established over 50 years ago in the Kilbrandon Report of 1964. That philosophy and those principles remain as true today as they did when the Report was first published:

- the consideration of needs alongside deeds
- the views of the child should be taken into account
- the child's welfare should be the paramount consideration



It is these principles that make the system unique, and allow the system to respond to all children (whether on welfare or offending grounds) as being children and young people in need.

The Children's Hearings (Scotland) Act 2011 ("the Act") retained the key fundamental principles of Kilbrandon, but introduced a series of reforms which strengthen and modernise the Children's Hearings System, including:

- improved consistency – by introducing a single national Children's Panel with national recruitment and training, better support for panel members
- stronger system – by ensuring that panel members have the training, support and advice they need to take decisions in the best interests of the child and giving panel members reassurance that their decisions will be acted upon

The Act created a national body - Children's Hearings Scotland (CHS) - which commenced operation in June 2013. CHS is the sole provider of panel members to the Children's Hearings System.

CHS vision, mission and values

Vision

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

Mission

Our mission is to improve outcomes and experiences for children and young people in Scotland who may be at risk. We will do this by supporting the Children's Panel, working with partners and using our national influence to drive improvements across the Children's Hearings System.

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, panel and AST members, 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 and that we provide a consistent level of service to all.
-  **Creative** – considering innovative and imaginative ways of approaching the issues we face at work.
-  **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 performance data and being accountable for our actions and decisions.

CHS core statutory duties

The primary function of CHS, as defined under section 11 of the 2011 Act, is to provide assistance with the exercise of the National Convener's functions, to:

- recruit, reappoint and rota panel members to sit on hearings
- train and advise panel members to make good decisions
- support panel members to carry out their role effectively

Our statutory duties in respect of supporting panel members are wide ranging and include:

- maintaining a network of Area Support Teams
- ensuring that appropriate administrative support is provided by Local Authority Clerks
- reimbursing volunteer expenses
- responding to requests for advice from hearings and requests for enforcement orders

CHS is a non-departmental public body (NDPB), which operates under a framework agreement with the Scottish Government. Under this arrangement, we are required to undertake significant corporate activity, including:

- support children and young person participation
- support Board committees
- undergo accountability and implement guidance
- contract management
- budgeting and financial reporting
- fraud management
- asset and property management
- planning and performance reporting
- risk management
- internal and external audit
- employ, manage and remunerate staff
- manage information governance
- partnership working
- inform and implement national policy
- monitor panel members and quality assure decision-making

Parliamentary intention, as expressed within the policy memorandum which accompanied the 2011 Act through Parliament, is that we achieve our vision through the mechanisms of training and supporting panel members to make good decisions.

This requires us to prioritise our finite resources in favour of operational activity. Accordingly, we will work with our Scottish Government Sponsor Team over the coming year to agree a more proportionate response to our NDPB reporting obligations.

Corporate Parenting

The needs of looked after children, young people and care leavers are often complex, reflecting backgrounds of trauma, loss and instability. Corporate parenting is about listening to the needs, fears and wishes of this vulnerable group of children and young people, and being proactive and determined in our collective efforts to support and involve them.

CHS is designated as a corporate parent under part 9 of the Children and Young People (Scotland) Act 2014. As an organisation, CHS does not routinely provide any frontline services directly to children and young people. This is what is known as an "indirect service provider".

The statutory guidance suggests that indirect service providers will be required to collaborate in order to fulfil their corporate parenting duties. The Act places a duty on all corporate parents to collaborate with each other. Accordingly, in partnership with SCRA, we have set out our shared vision for corporate parenting. Together with SCRA we have also been working to establish a Children and Young People's Board for the Children's Hearings System. Over the coming year we will work with our partners in the Children's Hearings Improvement Partnership (CHIP) to consider how best to respond to the findings of the Better Hearings research, and what this means for us in our role as a corporate parent.

CHS & SCRA's shared corporate parenting vision

- you are at the centre of the 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 that we do things is the best it can be

For more information, please see the dedicated website:

www.mycorporateparents.co.uk



The Act places six duties on every corporate parent requiring them to:

- be alert to matters which might adversely affect the wellbeing of looked after children and young people
- assess the needs of looked after children and young people for services and support we provide
- promote the interests of looked after children and young people
- provide opportunities for looked after children and young people to participate in activities designed to promote their wellbeing
- take appropriate action to ensure looked after children and young people access these opportunities and make use of our services and support
- take any other action appropriate to improve our functions to meet the needs of looked after children and young people

The statutory guidance suggests that indirect service providers will (by necessity) exercise these duties in relation to the “*collective population of looked after children and care leavers*”, rather than to any particular individuals. Children and young people subject to compulsory supervision orders (CSOs) comprise approximately 66% of all looked after children. Accordingly, this body of children and young people will comprise the primary focus for CHS in our role as a corporate parent.

Since our establishment in 2013, CHS has embedded a culture of engagement and participation with children and young people into everything that we do. Significant examples of this include:

- we have ensured that panel members encourage the child’s effective participation in children’s hearings through our programme of training, practice information, and observation
- we have given children and young people the opportunity to become involved in activities such as the delivery of pre service training under our participation framework
- we have used feedback from children and young people to shape the services we provide and encourage greater participation through forums such as Recruitment and Training Reference Groups

For more information about the work we have already carried out, please see our briefing created for young people: [‘You Said We Did’](#). We will continue to build on this strong track record in the coming

business year. To make this a reality, we have embedded corporate parenting into each of our core functions which make up the objectives contained within this business plan. This will ensure that the ethos of corporate parenting informs everything that we do on a day to day basis and each of our key processes are held up to the standards of corporate parenting.

To make these key activities easier to identify within the activity list which follows we have highlighted them in **orange**.

The 2014 Act places a duty on corporate parents to reflect on and evaluate their performance as a corporate parent and continuously strive to do better in their role as corporate parents. Our progress will be tracked through the existing governance arrangements and reviewed by our Board on a quarterly basis. We will formally report on our progress by submitting an annual report to our Board, the Scottish Government and the Minister for Childcare and Early Years.

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Digital Vision

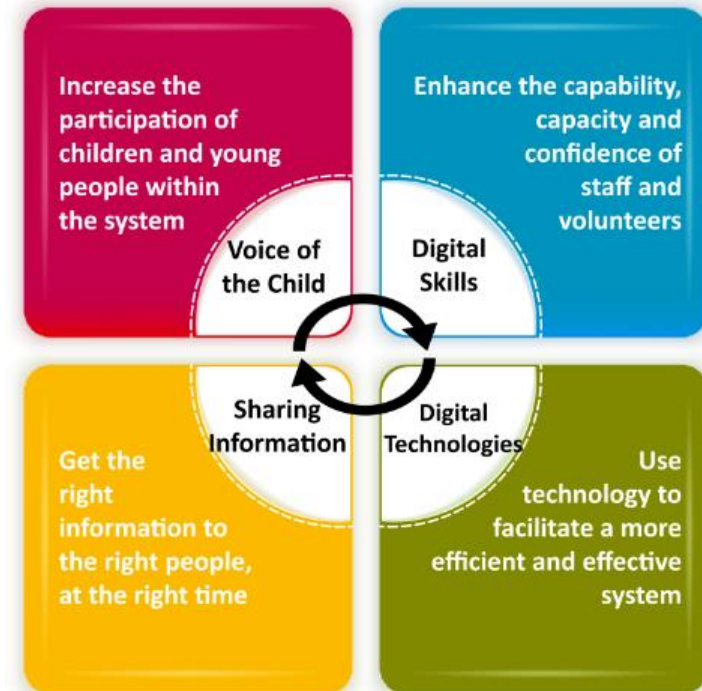
Changes within the broader technological world have created an expectation that digital technologies will be available within the Children’s Hearings System. Users have an expectation that they will be able to access information online and that queries will be responded to quickly. Children and young people in particular embrace technology as a way of communicating with one another, with sharing ideas and experiences through social media being the norm.

At the same time new technology is driving change with traditional delivery methods increasingly operating alongside new ways of working. These new digital methods take advantage of the increasing availability and sophistication of digital technologies to provide better service in a more efficient manner. The Children’s Hearings System needs to embrace digital technology by transforming how we think and how we interact with service users and partner organisations.

The [Children’s Hearings System Digital Strategy](#) has been created under the Scotland’s Digital Future Strategy in support of the Scottish Government’s wider Public Service Reform agenda. Under this initiative, public bodies in Scotland are collaborating to ensure that services are joined up to meet the needs of service users. Both CHS and SCRA are committed to collaborating with each other to realise the benefits of this approach.

Our vision is to embed a child centred hearings system with digitally capable volunteers and employees who confidently utilise digital technologies to improve outcomes for children and young people in Scotland.

The Children’s Hearings System Digital Strategy has four core objectives and priorities:



The digital strategy focuses on how CHS and SCRA will improve the service to children, young people and families and increase participation through the use of digital technology. The time taken to journey through the Children’s Hearings System will be reduced and better outcomes will be achieved by improving the information flow through the system. Access to online training will lead to better decision making. Improvements will be made to information governance to bring better efficiency through digital hearings and to reduce risk by strengthening information security.

The CHS community will be supported to develop the digital capability and confidence they need to make use of our improved digital services. Over the coming business year we will work to establish a network of AST digital ‘champions’ who will help support the operation and use of CHS digital systems. Digital Champions will:

- undertake training and receive support to develop their own digital skills
- use these skills to help manage, moderate and administrate CHS’ digital systems locally (including for example local AST Workspaces)
- use these skills to help support other volunteers in their area to access and use CHS’ digital systems
- champion the benefits of digital technology and systems across the Children’s Hearings System

Technology is an enabler which supports user needs. Digital solutions will be simple, easy to use and intuitive enough that users succeed first time unaided. Nonetheless, there will be a commitment to retain

traditional means of communication and access to services for those that require them.

The digital programme comprises a mixture of short-term and medium to long term priorities.

- The “short-term” work will be completed within 2017/18. This involves the consolidation of our existing systems and improvements to security, system design, and usability.
- The “medium to long-term” work will take place over the next 3-4 years. This will involve developing creative solutions to improve the participation of children and young people and delivering new technological solutions to Panel and AST members.

Click here to see the [Digital Strategy for the Children’s Hearings System](#)



How we created the plan

CHS’ strategic planning cycle operates on a programme of three year corporate plans, and annual business plans.

This is the third and final year of our current [Corporate Plan 2015-18](#). This constitutes the “reflect and improve” phase of the strategic planning cycle. During this phase, it is necessary for the organisation to reflect on its last three years of operation and to develop plans for the next five years.



We have consulted widely on the content of this Business Plan. Our key stakeholders include:

- children and young people
- the CHS volunteer community
- the staff responsible for delivery
- our internal and external decision makers
- CHIP partner organisations

We asked these groups what we should be doing for the next three years and what our priorities should be. They told us that:

- we should only make promises which we have the resources to deliver
- we should only undertake activities which have a positive impact on children and young people
- improving the quality of our core functions would have a greater impact than taking on any new activities

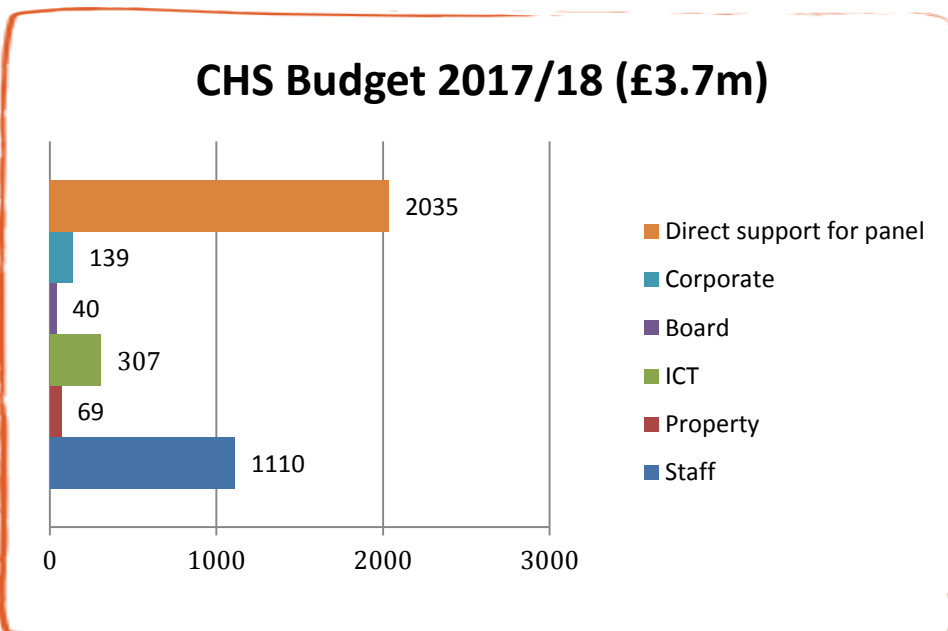
We have listened to the responses and used this feedback to inform our plan for the 2017/18 business year.

Throughout the 2017/18 business year, we will prepare our Corporate Planning strategy for 2018-21.

Prioritising our resources

CHS is funded through an annual grant in aid under a framework agreement with the Scottish Government. Since its establishment in 2013, CHS has been allocated a budget of £3.7 million annually with which to perform their statutory functions.

The Scottish Government has also provided additional dedicated funding of £2.5 million in support of the Joint Digital Strategy between CHS and SCRA.



CHS uses this budget to support panel member training and expenses; to recruit new panel members annually; and to employ a National Team of 18.7 FTE staff. We also benefit from the administrative support provided by local authority clerks around the country.

With these comparatively limited resources CHS is required to recruit, train, and support around 2,500 panel members across the whole of Scotland.

We work in partnership with our 400 volunteer Area Support Team (AST) members in supporting panel members to make good decisions for children and young people locally.

We will continue to work with our volunteer leaders throughout the business year to help prioritise our resources and effort to ensure that we maintain a focus on delivering our core responsibilities. A standstill budget means difficult choices.

The National Convener remains committed to working with the Scottish Government to seek fresh investment to dedicate further resources to support the social capital that volunteers bring to Scotland’s largest tribunal.

Our business objectives

We have three business objectives for the 2017/18 year. These broadly reflect our core functions:

- volunteer panel and AST members are recruited and appointed in line with agreed competency frameworks to facilitate all children's hearings required
- panel members are well trained to obtain the views of children and make decisions in the best interests of children and young people in accordance with best practice
- our volunteers are well supported to deliver the key contribution they make to the lives of children and young people across Scotland

The activity tables which follow provide greater detail in relation to:


- our outcomes for 2017/18 and what we will do to deliver them
- who will lead on the activities and when they will be carried out
- how we will monitor our performance

Our key corporate parenting activities are highlighted with a heart icon♥.



Business objective 1

Volunteer panel and Area Support Team members are recruited and appointed in line with agreed competency frameworks to facilitate all children's hearings required.



No.	Activity	Lead	Timeline
1	We will continue to involve care experienced young people in the design of our panel member recruitment process through our Recruitment and Retention Reference Group	PAS & C&EO	June, September, December and March
2	We will recruit around 500 new panel members to ensure children's hearings continue to take place as required	PAS, ASTs & C&EO	April - December
3	We will conduct a reappointment process with 350 existing panel members to ensure that they continue to meet the necessary standards	PAS & ASTs	January, May and June
4	We will recruit appropriate Area Support Team (AST) members to ensure that panel members receive the local support that they require	PAS & ASTs	16 ACs in June and as required
5	We will refine our recruitment and reappointment models in consultation with volunteer leaders	PAS	April - March
6	We will ensure AST leadership continuity through a continuing focus on succession planning at a local level	PAS & ASTs	April to June and ongoing

Measuring our performance

8% of the 2017/18 new panel members appointed are under 25♥ (NEW)

33% of the 2017/18 new panel members recommended for appointment are male (NEW)

55% of panel members who are appointed, are reappointed 3 years later (NEW)

95% of AST vacancies are advertised within 7 working days of notification (NEW)

Business objective 2

Panel members are well trained to obtain the views of children and young people and make decisions in the best interests of children and young people in accordance with best practice.

No.	Activity	Lead	Timeline
7	We will continue to involve children and young people in the design and delivery of panel member training through our Training Reference Group (TRG) and involvement in the design and delivery of Pre Service Training	NTO	TRG - June, September, December and March Pre Service Training – January to April
8	We will ensure panel members are well trained to encourage the meaningful participation of children and young people in hearings by continuing to include appropriate content within our mandatory programme of national training	NTO & CHSTU	Course A: August – December
9	We will ensure that new panel members have the knowledge and skills to sit on children's hearings by providing 500 trainee panel members with the opportunity to attend a 7 day course of pre-service training	NTO & CHSTU	January - April
10	We will encourage panel members to be reflective in their practice and to continue to be effective in their role by providing existing panel members with the opportunity to attend a six module programme of core training	NTO & CHSTU	August - December

No.	Activity	Lead	Timeline
11	We will tailor our programme of training to the needs of panel members by conducting and acting upon a National Training Needs Assessment to inform our National Training Strategy 2017 to 2020	NTO	April - December
12	We will support panel members to respond to local challenges and priorities by delivering a programme of local learning and development	ASTs	Year-round
13	We will identify local Digital Champions who are able to support panel members to develop the digital skills which they need in order to make better use of technology within the Children’s Hearings System	DPDL	April to March

Measuring our performance

93% of applicants recommended for appointment successfully complete the required 7-day pre-service training (NEW)
 100% of ASTs are notified by the CHSTU on a monthly basis of attendance rates at training organised by the CHSTU (NEW)
 75% of panel members complete core training by the end of the calendar year (NEW)
 80% of evaluation forms completed at the end of national training rate the training as “of good quality” or above (NEW)

Business objective 3

Our volunteers are well supported to deliver the key contribution which they make to the lives of children and young people across Scotland.

No.	Activity	Lead	Timeline
14	We will ensure that our programme of support is tailored to the needs of our volunteer community by conducting a national Community Survey to inform service delivery and the production of our next Corporate Plan 2018-2021	SP&PO	April – August
15	We will shape the strategic direction of the organisation in response to the feedback of the stakeholders in the Children’s Hearings System in the “Better Hearings” research and use this to inform our Corporate Plan 2018-2021	SP&PO / ACs	April - March
16	We will continue to deliver local support to our volunteer panel members across Scotland through our network of Area Support Teams (ASTs)	PAS & ASTs	Year-round
17	We will renew our 32 partnership agreements to ensure that our ASTs continue to receive an effective system of administrative support	PAS & Clerks	April - June
18	We will provide devolved funding to each AST to empower them to plan and deliver their local AST objectives	PAS, Finance & ASTs	Year-round

No.	Activity	Lead	Timeline
19	We will recognise and support the ongoing contribution of our volunteers at an AST level	ASTs	Year-round
20	To further improve our volunteer focus, we will reshape our national team in line with our shared priorities	HR&OD	April - June
21	We will reduce the burden of our NDPB reporting obligations in partnership with the Scottish Government to generate greater capacity to support our volunteers	DCE / SP&PO	April - March
22	We will implement the new EU General Data Protection Regulations (GDPR), ahead of its formal introduction in May 2018, to ensure that panel members are supported to keep and process all personal information	IGO	April - March
23	We will establish a Young People's Board for the Children's Hearings System together with SCRA and other partners	C&EO	September
24	We will strengthen the information available in relation to the impact of panel member's decisions on wellbeing outcomes for children and young people by working with our local authority partners	SP&PO	November
25	We will support panel members to make the best possible decisions for children and young people and involve them in making these decisions through our programme of practice information and support	P&PO & LPRs	Year-round
26	We will ensure that panel members receive the support they require by conducting at minimum of one annual observation with every panel member	P&PO	March - April

No.	Activity	Lead	Timeline
27	We will develop and publish a technology road map for the current CHS systems which will set out the developments required over the next three year period	ERO	August
28	We will complete the full review of the SCRA and CHS online collaboration and communication systems, Internet, Intranet and Extranet site offerings aligning future direction of planned developments with recognition of the digital strategy for the Children's Hearings System and that of the wider Scottish Government Digital Agenda	ERO	October
29	We will develop a technology refresh strategy for all IT equipment employed across CHS for staff and volunteer members to ensure that the Children's Hearings System has access to the most modern technology available and to ensure that technology investments do not become an inhibitor in terms of employing technology for developing new ways of working	ERO	October
30	We will develop a better understanding of CHS and SCRA data management, IT governance and security needs across the Children's Hearings System. In particular we will look to categorise and define the security levels of the data being transmitted between partners and stored within the CHS and SCRA IT systems	ERO	April - March
31	We will conduct a service review of the IT offering across SCRA and CHS with the intention of aligning IT staff capability and capacity with the digital ambitions of SCRA and CHS. The review will also consider the current service provision being provided by third parties to ensure that contracts currently in place do not become possible barriers to the longer term digital ambitions of the Children's Hearings System	ERO	April - March

No.	Activity	Lead	Timeline
32	We will define CHS’ on-going development and external technical support requirements for the existing online portal and Panel Pal systems. We will look to carry out a procurement exercise during this period to put in place an appropriate support and development contract for CHS core systems	Joint Head of Information Technology	April - March
33	We will look to develop further the consolidated Panel Pal system in this period. We will develop as part of the consolidated Panel Pal and online portal environment the increased use of rota management aspects of the Panel Pal system initially and review the possible longer term replacement. We will further look at additional functionality with the system such as the management information and structured data management needs	Joint Head of Information Technology	April - March

Measuring our performance

- 50% of the CHS community respond to the Community Survey
- 100% of AST Management Information Reports are issued by the 14th of the month
- 100% of practice newsletters are issued by the 28th day of first month of each quarter
- 100% of (EIR, SAR, and FOISA) information requests are responded to within statutory timescales*
- 66% of subject access requests (SARs) are responded to within one month* (NEW)
- 95% of complaints dealt with by the national team are responded to within SPSO timescales**
- 95% of supplier invoices not in dispute are paid within 10 working days
- 90% of audit actions are implemented within agreed timescales
- 97% CHS employee attendance

Key

* Environmental Information Regulations (EIR) requests must be responded to within 20 working days. Subject access requests (SARs) must be responded to within 40 calendar days. Freedom of information (FOISA) requests must be responded to within 20 working days.

** Under the Public Services Reform (Scotland) Act 2010 and Scottish Public Services Ombudsman's (SPSO) Model Complaints Handling Procedure, "a complaint" is an expression of dissatisfaction by one or more members of the public. This does not include what CHS have defined as "community concerns". The "timescales" for responding to complaints is 20 working days, or such longer time as is agreed between the complainant and CHS' Senior Management Team (and does not include any periods spent pursuing "frontline resolution", any periods where we have no option but to temporarily 'suspend' a complaint as it cannot be progressed due to reasons out with our control, or the timescales allowed for "additional internal review" of a previous determination).

*** Lead Officer Definitions

AC = Area Convener

AST = Area Support Team

C&EO = Communications and Engagement Officer

CHSTU = Children's Hearings Scotland Training Unit

Clerks = Local Authority Clerks

DCE = Deputy Chief Executive

DPDL = Digital Programme Delivery Lead

HR&OD = Human Resources and Organisational Development Officer

IGO = Information Governance Officer

LPR = Lead Panel Representative

NTO = National Training Officer

PAS = Panel and Area Support Officers

P&PO = Practice and Policy Officer

PR = Panel Representative

SP&PO = Strategic Planning and Performance Officer

ERO = Executive Responsible Owner (Senior Manager leading a key strand of the Joint Digital Strategy)



Measuring our performance

As a relatively new organisation CHS does not benefit from the availability of years of data from which to identify trends and frame our targets. Additionally, we do not yet have the infrastructure in place to measure and record the data which we think would be the most informative. Our digital strategy sets out our plans to remedy this omission over the longer term, and the initial grant in aid will allow us to make a start undertaking the work we need to do to realise this goal.

In the interim we have sought to benchmark our current position as best we can. Where we have access to data from previous years, we have tracked any changes over time and sought to understand the reasons for these trends.

Against this background we have identified a number of key indicators which we think have the potential to drive improvement. We have listed these under each business objective in the activity table.

In general, the figures chosen are targets are fixed at a level above the status quo and would evidence improvement if achieved.

We will monitor and report in several ways:

- regular meetings with activity leads around operational planning and delivery
- updates provided to CHS staff at weekly team huddles
- supervision and guidance meetings with ASTs to monitor local progress and contribution towards our objectives
- quarterly performance reports to CHS' Senior Management Team and Board highlighting what we are doing to meet our business objectives and whether we are performing
- Annual Report to CHS' Board and our Scottish Government Sponsor Team

National Outcomes

CHS plays a role in delivering the Scottish Government's overall purpose, strategic objectives and national outcomes. Accordingly, the outcomes and activities set out within this plan each contribute to the national outcomes contained within the government's National Performance Framework.

CHS contributes towards a number of the Scottish Government's National Outcomes, both directly and indirectly (a full list of which follows on the next page). However, the two which are perhaps the most pertinent to our core statutory duties and new status as a corporate parent are:

- we have improved the life chances for children, young people and families at risk
- our public services are high quality, continually improving, efficient and responsive to local people's needs

CHS provides 2,500 panel members to the 22 ASTs across the whole of Scotland. This enables approximately 35,000 children's hearings to take place a year. As a result of this, 15,000 children and young people are made subject to compulsory supervision orders (CSOs). This ensures that they receive the protection, guidance, treatment or control which they would not otherwise receive on a voluntary basis.

The children and young people our panel members meet at children's hearings range from babies to teenagers - from those who are experiencing neglect, to those who are not attending school or committing offences.

CHS' core functions of recruiting, training, and supporting panel members ensure that the decisions made by panel members are of the highest quality and likely to result in improvements in the wellbeing of these children and young people.

National outcome	CHS' contribution
We have improved the life chances for children, young people and families at risk.	Panel members make decisions in the best interest of children and young people. Panel members are well trained to carry out their role. We work to ensure decision making is of a high standard and consistent across Scotland and deliver improved outcomes for children and young people.
Our children have the best start in life and are ready to succeed.	We support panel members to make decisions based on evidence and with minimum delay to ensure very young children are safe and settled as soon as possible.
We live our lives safe from crime, disorder and danger.	Panel members make decisions which support children and young people who are offending, are at risk of offending or have been offended against.
We are better educated, more skilled and more successful, renowned for our research and innovation.	We provide support, training and volunteering experiences to around 2,500 people across Scotland that develop practical and personal skills which volunteers carry forward to their personal and working lives. We work with partners in the Children's Hearings System to develop research to inform and support panel member practice.
Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	We provide learning opportunities for young people through work experience placements and modern apprenticeships. Our panel members are trained to create an environment where young people are encouraged and supported to contribute their views and are active participants in their hearing. The views of children and young people inform policy and practice decisions we take and the recruitment, selection and on-going training of panel members. Young people are also involved in the recruitment of our senior members of staff.
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	Panel and AST members are volunteers drawn from the local communities they serve. The Children's Hearings System empowers local communities by promoting local decision making about the welfare of children and young people; involving children, young people and their families in the decision making process, and local communities and services in the implementation of those decisions.
Our public services are high quality, continually improving, efficient and responsive to local people's needs.	The views of children and young people who have experience of the Children's Hearings System inform decisions we take. The CHS Community informs the work of CHS through the CHS Community Survey. Through our performance reporting we assess our work and take action to continually improve.

Children's Hearings Scotland

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The Children's Panel — life changing.



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