

Children's Hearings Scotland Board Paper

Agenda Item 3.1

Date of Meeting	21 st November 2011
Paper number	CHS1112-017
Title	Corporate Plan
Purpose	The purpose of the paper is to provide background information and recommendation regarding the requirement for CHS to produce a Corporate Plan.
Options	<ul style="list-style-type: none">• Approve OR reject the timetable for the preparation of the Corporate and Business Plans• Approve OR reject forward work to be done to prepare the plans
Recommendations	The Board is recommended to: <ul style="list-style-type: none">• <u>Approve</u> the timetable for the preparation of the Corporate and Business Plans• <u>Approve the</u> forward work to be done to prepare the plans
Attachments	N/A
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Agenda Item 3.1

1. Purpose

- 1.1 To provide background information and recommendation regarding the requirement for CHS to produce a Corporate Plan from 1st April 2012 to 31 March 2015.

2. Recommendations

- 2.1 The Board is invited to—

- **Approve** the timetable for the preparation of the Corporate and Business Plans
- **Approve** the forward work to be done to prepare the plans

3. Background

- 3.1 This paper provides background information regarding the requirement for CHS to produce a Corporate Plan.

- 3.2 CHS's initial aim was approved by Scottish Ministers and is now embedded in its Management Statement. The latter states that CHS' "objectives and key targets shall be agreed within the corporate planning process".

- 3.3 CHS Management Statement:

"Within the framework of Scotland's child welfare and justice systems and policy frameworks, to pursue with care and creativity the best interests of children and young people who are, or may be, referred to children's hearings; to lead and influence partner agencies in the Children's Hearings system to improve delivery and outcomes for children, CHS will achieve these aims undertaking functions associated with the recruitment, selection, training, retention and support of panel members; FURTHER BY assisting the National Convener in their functions to provide independent advice to children's hearings; to monitor panel members; to develop, promulgate and embed national standards for children's panel support and practice, and act as advocate for the Children's Panel. This will result in panel members being better equipped to determine the best possible outcomes for children in hearings no matter where the child lives in Scotland. CHS will support the National Convener in strengthening the Children's Hearings system by: increasing the capacity of the Children's Panel, through improved and consistent recruitment, selection, training and continuing support of panel members; thereby re-asserting the independence of children's panel members as key decision makers;

- 3.4 Stemming from the Management Statement are CHS's key objectives as approved by Scottish Ministers—

1. to **inform** and implement national policy initiatives to support vulnerable children, their families and communities;
2. to **improve** outcomes for children by working more effectively with partners in an integrated hearings system;

3. to **optimise** the quality of panel decision-making and to work with partners to realise the best possible outcomes for children in the hearings system;
4. to **make the hearings experience more accessible** and responsive to children and their families; and
5. to **create and maintain** organisational excellence by investing in staff and infrastructure.

3.5 In addition to incorporating CHS's aims and key objectives, the corporate plan must have due regard, and contribute, to the National Outcomes which underpin the Government's Purpose—

- "Our public services are high quality, continually improving, efficient and responsive to local people's needs"
- "We have improved the life chances for children, young people and families at risk"
- "Our children have the best start in life and are ready to succeed"
- "Our young people are successful learners, confident individuals, effective contributors and responsible citizens" (Curriculum for Excellence)
- "We live our lives safe from crime, disorder and danger".

3.6 The Plans must be submitted to the Minister for approval by the end of March 2012.

4 Proposal and Discussion

4.1 CHS' Corporate Plan – and within it, its Business Plan - is required and necessary to fulfil its role, obligations and achieve its strategic objectives. It is suggested that it should—

- promote a collaborative approach with all relevant partners and agencies;
- translate CHS' objectives and key targets into meaningful KPIs and demonstrate how these will be achieved;
- contribute to the National Outcomes relevant to its role and mission and which support the Government's Purpose.

4.2 In light of the Minister's intention to approve the Plans at the end of March 2012, the Board may wish to consider and discuss—

a) the suitability of the following timetable:

- January 2012 Draft Outline of Plans
- February 2012 Discussions with key stakeholders, Board and Sponsor Agreement on core grant with Sponsor Directorate

- February/ March 2012 Board Discussion and Approval
- End March 2012 Scottish Ministers to approve

b) the next steps for preparing the Plans:

- 06/12/2011: Distil Ministers' overall aim into a vision/mission for CHS and articulate our values
- 06/12/2011: Consider National Performance Framework and if there are any other elements which we feel we should include e.g. eight draft National Standards:
 1. Children are at the centre of all we do
 2. Hearings are consistent across Scotland
 3. Panel Members are well equipped and supported to perform their role
 4. Roles and responsibilities are clearly defined and understood within the system
 5. Area Support Team members are well equipped and supported to perform their roles
 6. Every hearing is well managed and fair
 7. Every hearing makes high quality decisions in the best interest of children
 8. Communication and feedback is clear, appropriate and timely
- Consider if there are any other objectives we wish to include e.g. promoting a collaborative approach with all relevant partners and agencies, for instance with SCRA as underpinned in the draft Memorandum of Understanding (item 3.2):
 1. "Parties will agree a shared vision for their contribution to the Children's Hearings System which shall be reflected in relevant strategic documents" (para 6.1.)
 2. "Parties shall consult each other on the development of their Corporate Plans and objectives and, so far as is possible, seek to align these in order to facilitate the achievement of their shared vision for the Hearings System" (para 6.2).
- Develop SMART KPIs for each of the 5 objectives set for CHS
- Research/benchmarking of other Corporate & Business Plans, for style, tone, focus on outcomes
- CHS Corporate Branding – Logo etc
- Plan Board meetings and involvement:
 - 5 November 2011
 - December
 - 19 & 20 January 2012
 - February – development session

5 Resource Implications

5.1 There are no significant resource implications.

5.2 It is proposed to hold meetings, wherever possible, during the Board engagement days to minimise additional need for travel or to use Video conferencing.