

Children's Hearings Scotland Board Paper

Agenda Item 3.3

Date of Meeting	19 January 2012
Paper number	CHS1112-038
Title	Structural Change Action Plan
Purpose	The purpose of the paper is to note and monitor progress against action due in relation to structural changes.
Options	Note and monitor progress against action due in relation to structural changes.
Recommendations	The Board is recommended to— Note and monitor progress against action due in relation to structural changes.
Attachments	
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Outline CHS activity to go-live date

Context

The Scottish Government has set a go-live date of September 2012. The intention is to work towards the new arrangements coming on stream on 25 September 2012.

The uncertainty caused by the suspension of the National Convener has generated some comment and concern from the Panel community as to whether this date remains achievable. The Scottish Government remains committed to this date and the activity outlined below is geared towards ensuring that CHS delivers all that it needs to over the coming 8 months.

The most high-profile work streams that fall to Children's Hearings Scotland are in relation to the structural changes that the new arrangements will introduce and ensuring that the National Convener is able to assume all of their roles and functions from go-live. There are also a number of other less visible, but nonetheless crucial areas of work that must be taken forward, not least preparation for and management of the migration of functions from the Sponsor Team to CHS.

The draft timeline below has been grouped into areas of activity rather than provide an overarching chronology which would be confusing given the number of different work streams.

Timetable and milestones

Area Support Teams

- 27 Jan: Information for local authorities issued, including draft Partnership Agreement
- 17 Feb: arrangements for AST member training agreed
- End Feb: AST structure agreed
- End Feb: AST roles and responsibilities published
- March: invitations to existing CPAC members to join ASTs
- End March: AST structure and Partnership Agreements signed off
- April/May: recruitment of additional AST members
- April: decisions on how to select panel member AST members
- May-July: consideration of what national AST representative groups and networks are needed post go-live
- June: appointment of LA nominees, newly selected and panel member AST members
- June: finalise AST membership and roles within them
- Summer: AST member training takes place
- July/August: support for local discussions about practice and procedures within ASTs, including plans for sub-committees and managing the rota
- August: decisions on AST representative groups and networks
- Sept: ASTs formally established and take up functions

National Standards

- 31 Jan: publication of draft national standards
- Feb/Mar: consultation events for panel members and other key partners
- April: National Standards consultation closes
- June: National Standards published

Establishment of the national Children's Panel

- Jan-Sept: work closely with Sponsor Team on 2012 recruitment campaign
- Feb/Mar: letter to panel members inviting them to join the national panel
- April: consultation on standardised panel member expense rates
- April-June: discussions and consultation on complaints procedure for panel members
- April-June: consideration and consultation on what panel representative groups should be set up and supported post go-live
- June-Aug: work with SCRA to agree arrangements for information exchange etc needed to ensure hearings take place
- End June/early July: final agreement to conversion training materials in the light of published National Standards and Procedural Rules approved by Parliament.
- July-Sept: conversion training for all existing panel members transferring to the national panel
- July: decisions on expenses regime for panel members
- August: agreement on new complaints procedure for panel members
- August: decisions on panel representative groups and networks
- Aug-Oct: put in place arrangements for PVG checks etc for new panel members
- Sept: national panel established
- Nov: new panel members (fast track) come on stream
- Jan 2013: new panel members (regular) come on stream

Training

- End Jan: Commission training options appraisal from SSSC
- Jan/Feb: discussions with CHTUs and Sponsor Team as to feasibility of Jan 2013 for National Convener taking responsibility for training. Decision needed on whether to stay with that start date or move to a later one
- March/April: options appraisal to National Convener and CHS for consideration
- End April: decision on training option
- May onwards: implementation of decision re training

Advice to Hearings

- Feb: Lisa Marshall takes up post to consider advice to hearings options
- Mar/April: consultation with panel members, CHTUs and SCRA to explore: the kind of advice required; existing practice resources and advice available; format of advice; possible methods of delivery
- April: develop proposals
- May-June: pilot proposals in small number of areas

- May-July: monitor and review pilot
- Aug: decisions on how to proceed
- Sept: new arrangements in place

Feedback loop

- Jan-Mar: Scoping work and consideration of existing materials with SCRA, ADSW and the Scottish Government
- April: develop proposals for feedback loop
- May-June: consultation on feedback loop
- August: publication of feedback loop proposals
- Sept: new arrangements

Enforcement responsibilities

- Mar: detailed consideration of National Convener statutory functions, implications for CHS activity and plans for carrying out functions
- April: discussions with SCRA about existing practice re enforcement.
- Mar-May: consideration with CHTUs of conversion training materials re enforcement powers and changes from the 1995 Act.
- June-July: consideration/agreement of National Convener/CHS policy and practice on enforcement
- August: publication of National Convener/CHS enforcement procedures
- Sept: commencement of statutory enforcement role

Migration of Sponsor Team functions

- Jan-Apr: liaison and work-shadowing between CHS and Sponsor Team staff re key functions and activities that will be transferring to CHS
- Feb-Apr: consideration of how best and when CHS should take over these responsibilities
- End Apr: timeline in place for migration of functions
- Spring/summer: training of CHS staff to ensure they have the necessary skills and understanding to take over functions
- Aug: migration of functions begins during period of parallel operation
- Sept: CHS assumes all relevant Sponsor Team functions

Communications and engagement – building the CHS brand

- Jan onwards: respond to media enquiries
- Jan: Board to note CHS communication and engagement strategy
- Jan: engagement work to develop CHS vision, mission and values, to be approved by the Board in Feb
- Jan-Feb: introduction of a Panel Member/AST member newsletter
- Jan-Feb: establish press cuttings service, twitter/iStock/survey monkey accounts, set up suite of CHS email addresses
- Jan-Mar: project to design new CHS corporate identity – to be ready for publication of Corporate Plan in early Apr

- Jan-Mar: organise and support the 13 x National Standards consultation workshops
- Feb-Mar: assist with invitations to Panel Members asking them to transfer to National Panel
- Mar: assist with invitations to CPAC members asking them to transfer to ASTs
- Apr: publication of CHS Corporate Plan and 'soft launch' of CHS
- Feb-Apr: development of an intranet for CHS
- Feb-Aug: design and development of a new external website for CHS – options to Board in Feb
- Feb-Aug: plan and organise events around 'formal' CHS launch in Sept – options to Board in Feb

Establishment of corporate governance

- Jan – Mar: establish approved policies and procedures for Finance and HR
- Jan – Mar: establish internal and external audit arrangements
- Feb: set up CHS senior management team with terms of reference and clear definition of roles and responsibility
- Mar – Jun: risk management framework develop and embed
- Mar: Ministerial approval of Corporate Plan 2012/13 – 2014/15
- Mar: Board approval of 2012/13 Business Plan and Budget
- Apr – May: prepare draft financial statements
- May: external audit of financial statements
- May – Aug: prepare annual report for publication
- Jun-Sept: Pay and grading review
- Oct: lay audited financial statements before parliament

Resources

CHS now has 9 staff in post including the Project Manager. This will be supplemented shortly by the arrival of Lisa Marshall and the recruitment of the 3 additional staff members. We will also be calling on help and support from the Sponsor Team across the piece and David Hume and SSSC on specific issues. We believe that this gives CHS the resources it needs to take forward this challenging and complex programme of work over the next 8 months. We do however recognise that this assessment may change once detailed discussions with local authorities around ASTs and the challenges involved get underway.

Kit Wyeth
 Project Manager
 Children's Hearings Scotland
 18 January 2012

