



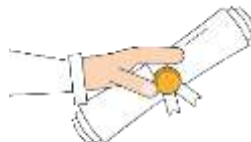
# APPLICATION PACK

## Quality Partner

Recruiting



Training



Supporting



Improving outcomes for children and young people

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# INTRODUCTION FROM THE NATIONAL CONVENER



Dear applicant,

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

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

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

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

Good luck with your application.

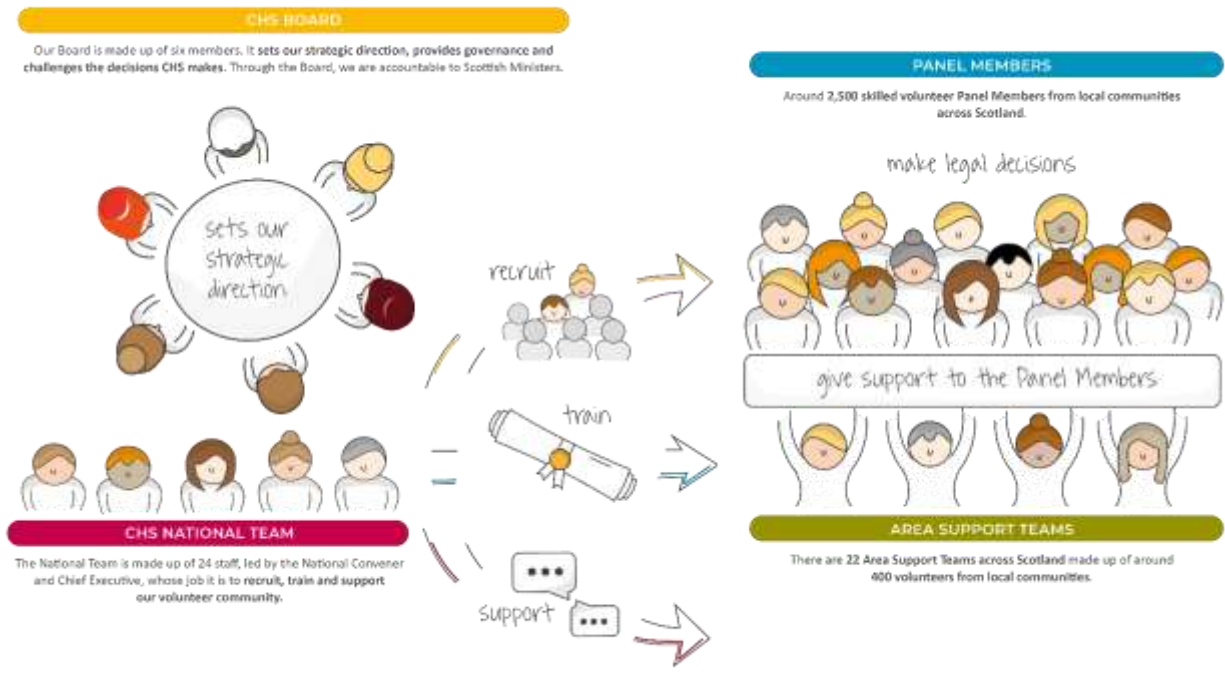
Elliot Jackson  
National Convener and Chief Executive Officer



# ABOUT US



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



# OUR VISION



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

# OUR VALUES



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



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



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



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



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



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



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

# COMPLETING YOUR APPLICATION



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

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

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

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

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

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

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

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

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

## Guidance on filling in the online application form

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

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

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

### Section 1

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

### Section 2

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

### Section 3 to 7

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

### Section 8

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

## Section 9

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

## Section 10

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

## Section 11

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



[jobs@chs.gov.scot](mailto:jobs@chs.gov.scot).

## Section 12

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

## APPLICATION FORM



<https://forms.office.com/e/itZNZAyNyp>

# JOB DESCRIPTION



<b>Reports to:</b>	Quality Manager
<b>Direct Reports</b>	N/A
<b>JD Last Updated</b>	October 2024
<b>Role Last Evaluated</b>	

## OVERVIEW OF ROLE

The Quality Partner will work closely with the Quality Manager to implement CHS's Quality Strategy, helping drive continuous improvement and ensure we are delivering effective and high-quality tribunals across Scotland.

Our tribunals are the core of our organisation and the space where infants, children, young people, and families experience our values and standards of practice. The role holder will help deliver processes to ensure tribunals are delivered consistently and reliably across Scotland in what is a complex decision-making environment. Working with National team colleagues and our volunteer community, the Quality Partner will collaborate with people closest to the work, engaging in structured, evidence-based activities and ensuring effective feedback loops for continuous improvement. A key focus will be to better understand and monitor practice against agreed quality indicators within CHS.

The role holder will make an active contribution to embed audit, evaluation and performance standards into practice and help support a learning and development organisational culture. The Quality Partner will lead and participate in key aspects of quality assurance and continuous improvement activity within CHS, using evidence and data to monitor, evaluate and track progress.

The Quality Partner will help implement processes and mechanisms to identify and measure how well we deliver services in a way that addresses what matters most to infants, children, and young people. This will include working with participation colleagues to secure the views of children and young people at relevant stages of work. The role holder will support analysis of information gathered from a variety of other sources, including complaints when CHS has not fully met the expectations or standards required.

Driving forward our quality ambitions, the role holder will engage and collaborate with a broad range of colleagues and senior managers across the CHS community as well as external partners. Working across the Positive Outcomes Directorate, the role holder will also link with our community of volunteers and our Area Support Teams and Tribunal

Delivery managers to drive improvement and help ensure consistent standards and reliable delivery across Scotland. A key relationship and support function will be collaboration and supporting our volunteer Panel Practice Advisors who currently undertake quality assurance activity across CHS hearings.

### **MANAGEMENT ACCOUNTABILITIES**

- Be a role model for effective Quality Management which is results driven and future oriented.
- Represent the organisation as delegated by the Director of Positive Outcomes.
- Provide ongoing feedback, mentoring, advice and coaching in relation to quality within CHS, supporting skills development, continuous improvement, and increased competencies through an effective performance management framework

### **OPERATIONAL MANAGEMENT ACCOUNTABILITIES**

- Support the development of an effective Quality Strategy implementation plan, ensuring this is monitored and reported on as required.
- Support stakeholders, ensuring they are informed to play an active partnership role in any collaborative quality and improvement activity.
- Support the development and delivery of structures, approach, and methodology to deliver key audit, assurance and improvement functions.
- Promote a culture of continuous improvement, leading on activities and encouraging best practice in Tribunals.

### **CORE ACTIVITIES**

- Active involvement, at times with a lead role, in a range of quality projects relating to the Quality Strategy Implementation plan and where appropriate, activities indirectly arising from other organisational needs.
- Keep up to date with research and changes in relevant legislation, guidance, and practice standards to inform best practice and use of resources.
- Foster effective working relationships and deliver on a collaborative approach to projects with internal and external stakeholders, including our volunteer community and senior managers

- Work closely with colleagues in data and evidence, complaints, and feedback, learning and policy and practice, analysing data to identify trends, areas for improvement and best practice.
- Work closely with Participation colleagues, ensure the voice of children and young people and consider use of a variety of tools to understand the children and young person's experience.
- Provide professional and secretariat support to our national volunteer Lead Panel Practice Advisor group and support the delivery of any collaborative project work with Lead Panel Practice Advisors and the wider Panel Practice Advisor community
- Engage and collaborate effectively with a range of stakeholders, to deliver a holistic ,systems approach to Quality in CHS
- Support the development of evidence-based activities and utilise other evidence and data sources to gather information and conduct analysis, to inform service improvements.
- Drive and ensure ongoing measurement, reporting and development of organisational KPIs and other data measures around quality and performance.
- Support the embedding and reporting of key statistics on quality, including working closely with the operational regional teams to ensure appropriate mechanisms and evidence sources.
- Scrutinise and analyse quality of hearing operations and practice, identifying concerns and highlighting good practice from audits and quality assurance activity, collaborating with colleagues to support consistent high performance through recruitment, training, and continuous feedback etc.
- Support the design and delivery of qualitative and quantitative audit and evaluation work, ensuring appropriate measures and standards and audit procedures are in place and are adhered to.
- Follow up actions from audits and other evidence informed priorities, supporting colleagues to monitor and drive improvements, ensuring appropriate feedback loops and effective implementation of change.

# PERSON SPECIFICATION



## MANAGEMENT/PERSONAL EFFECTIVENESS COMPETENCIES

COMPETENCY AREA	KEY SKILLS
<b>Managing change</b>	<ul style="list-style-type: none"> <li>• Good project/change management skills and able to guide others in the effective management of organisational change programmes and projects.</li> <li>• Ability to sustain performance under conditions of rapid change.</li> <li>• Supporting others through change and having the willingness and ability to enable changes to take place in the most productive way.</li> <li>• A strong outcome / delivery focus and the creativity to adapt individual approach in changing circumstances.</li> <li>• Ability to use data / MI to manage team improvements.</li> </ul>
<b>Teamwork and Collaboration</b>	<ul style="list-style-type: none"> <li>• Effectively initiates dialogue across teams, levels, departments recognising that we have a shared responsibility to provide the best experience for our colleagues and wider stakeholders.</li> <li>• Recognises the value of every contribution and area of expertise within the organisation. This includes building links and networks across teams (internally and externally).</li> <li>• Creates a supportive team environment by listening and responding to others and creating opportunities for innovation and generation of ideas and actions.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Excellent influencing and negotiation skills.</li> <li>• Ability to communicate effectively in 1:1 and group settings.</li> <li>• Excellent report writing skills, including an ability to prepare high level reports to Senior Management.</li> </ul>
<b>Personal Integrity</b>	<ul style="list-style-type: none"> <li>• Encourages and supports open two-way communication.</li> <li>• Is motivated by values and getting on with the job.</li> <li>• Shows resilience that enables the team to perform to the highest standards;</li> </ul>

## FUNCTIONAL/TECHNICAL COMPETENCIES

COMPETENCY AREA	KEY SKILLS
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• High level of ability to handle management reporting in relation to change, programme and project management.</li> </ul>
<b>Computer literacy</b>	<ul style="list-style-type: none"> <li>• High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint)</li> <li>• Familiarity with project management Software</li> </ul>

## TRACK RECORD/EXPERIENCE

- Strong level of experience in evaluation, data analysis and/or audit or inspection activities to evaluate, improve services and systems.
- Strong level of experience in actively working with a broad range of stakeholder groups to explore, develop and implement service improvements.
- Proven operational management experience and/or experience working with operational managers or leaders in delivering specific projects or deliverables.
- Proven experience of translating the experiences of people with experience of services into service development and improvements.
- Proven experience with relationship and Stakeholder Management skills and ability to deal with complexity and effectively influence at different organisational levels.
- Proven experience and knowledge of improvement methodologies
- Track record of demonstrable ability to navigate complex areas and of managing complexity.
- Track record of collecting and/or advocating the experience of people using services
- Track record of demonstrable analytical skills in data collection, analysis and translating management information for a wide-ranging audience
- Track record of collating, analysing and summarising complex data to inform projects, decision-making, service development or improvement
- Track record of holding a lead role in collaborative, evidence-based projects using evidence based tools and methodology
- A strong communicator, both in writing and verbal communications with a range of stakeholder groups
- Experience of working in a Non-Departmental Public Body is desirable
- Experience of working in a national organisation and/or national organisations is desirable
- Experience of working for or with an organisation that delivers services through the engagement of volunteers is desirable

**EDUCATIONAL ATTAINMENT/ QUALIFICATIONS**

Educated to degree level or equivalent in a related qualification.  
Improvement methodology, Project management or Quality Management CPD is desirable

**PROFESSIONAL BODY MEMBERSHIP**

N/A

**OTHER REQUIREMENTS FOR THE ROLE**

The role holder will be required, at times, to travel and work across Scotland to engage and collaborate with regional colleagues

Thank you for your interest in this position.