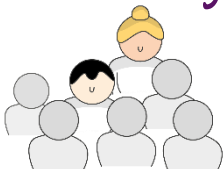


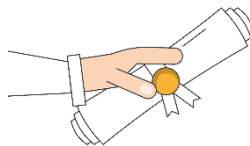
APPLICATION PACK

Practice and Policy Team Manager

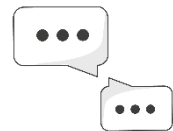
Recruiting



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/Chief Executive

ABOUT US



children's
hearings
scotland

WHAT IS THE CHILDREN'S HEARINGS SYSTEM?

Scotland's unique Children's Hearings System are legal meetings set up because there are concerns about the wellbeing or care of an infant, child or young person. Their problems are addressed in a legal tribunal where Panel Members, recruited and trained by Children's Hearings Scotland (CHS), decide on the best outcome for the child involved while upholding and promoting their rights.



WHAT WE DO AT CHS

Children's Hearings Scotland (CHS) **recruits, trains and supports** around 2,500 Panel Members across Scotland who are supported by regional Area Support Teams (AST). Panel Members make legal decisions with, and for, children and young people in children's hearings and AST members provide support and guidance to these Panel Members locally. You may have heard of us being referred to as the Children's Panel too.

CHS is lead by our National Convener and Chief Executive, Elliott Jackson.



LOOKING TO THE FUTURE



The Children's Hearings System has been in operation in Scotland since 1971, in 2020, Scotland made **The Promise**. The Promise is that Scotland's children and young people will grow up loved, safe and respected.

Reform of the Children's Hearings System is leading to a number of changes.

- We are strengthening our support structures for volunteers.
- Scottish Government is delivering legislation that brings all under 18s into the Children's Hearings System to comply with United Nations Conventions.
- CHS and partners are working with the Scottish Government, and The Promise Scotland, to deliver the widest range of changes to the Children's Hearings System since it was created.

All this helps ensure we have the right structures along with the skills, knowledge and expertise required to make some of the most difficult and transformative decisions about children's lives and futures.

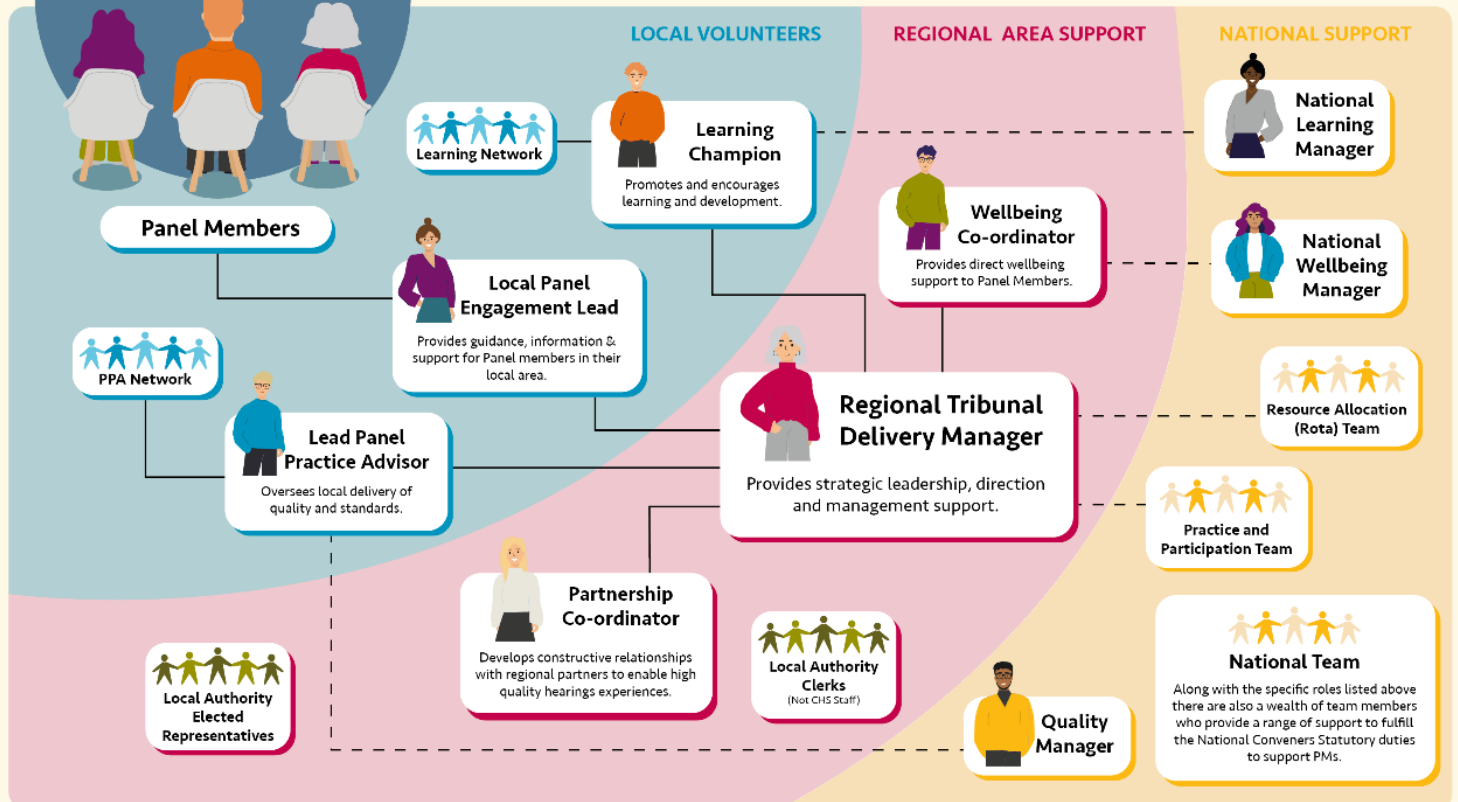
Although this is a lot to take on, it's done with a singular goal - improving the lives of infants, children and young people.

Together, we will deliver on that promise to make Scotland to be the best place to grow up. As a Panel Member, you can be part of it too.

HOW CHS SUPPORTS OUR PANEL MEMBERS



Behind every Panel Member that is making decisions for and with infants, children and young people, is a **Regional Area Support Team (AST)** to provide support, learning and wellbeing of Panel Members. The Regional Area Support Team (AST) is the operational group that manages the effective delivery of CHS's statutory functions in one of nine geographical localities across Scotland.



HOW WE WORK TOGETHER AT CHILDREN'S HEARINGS SCOTLAND



Daily

Daily Hearings Support



Brief and update Panel Members

Listening to Panel Members

"I support Panel Members to undertake their role"

Local Panel Engagement Lead

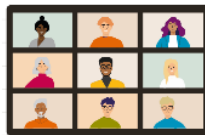
Support from CHS Regional and National Team for immediate issues and to monitor welfare. Daily support is also given by Local Authority Clerks.

Weekly

"I meet weekly with the Partnership and Wellbeing Co-ordinators, and the Local Authority Clerk to discuss issues both local, regional and national. I also meet with representatives of the National Team and Resource Allocation Team (Rota)."

Regional Tribunal Delivery Manager

All Regional Managers and CHS Leadership meet weekly to discuss issues both local, regional and national.



- ✓ Check ins
- ✓ Hot Topics
- ✓ Issues

Monthly

"We meet monthly to check in and brief on the latest updates and wellbeing"

Regional Tribunal Delivery Manager

Partnership Co-ordinator

Wellbeing Co-ordinator

PLUS

Resource Allocation Team (Rota)

Local Authority Clerks (Area CHS Teams)

Local Panel Engagement Leads

Lead Panel Practice Advisor

Learning Champion

Quarterly

Area Support Team Meetings

Quarterly meetings of the Regional Team including elected local representatives and clerks. Also included are Learning Champion, Lead Panel Practice Adviser and a rotating selection of Local Panel Engagement Leads to cover each area



These meetings will be consistent across all nine regional Area Support Teams and are part of our formal governance arrangements.

Biannual

Every six months we will host a National Convener Forum, chaired by Elliot Jackson. Representatives from all regions, including 50-60 Regional volunteer roles will be invited to attend.



"This meeting is about setting vision and direction and giving Panel Members a direct route to engage and feedback to CHS Leadership."



OUR VISION



Our vision is for all infants, children, young people and their families to be safe, loved, and supported to realise their full potential

OUR VALUES



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



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.

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 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.

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/nqQzDZkd72>

JOB DESCRIPTION



Reports to:	Practice and Standards Manager
Direct Reports	3 x Practice and Policy Advisors
JD Last Updated	June 2023
Role Last Evaluated	N/A

OVERVIEW OF ROLE

The post holder will lead the provision of accurate and effective information and practice advice to Panel Members to ensure sustained high quality decision making by Panel Members in children's hearings. They will contribute to policy developments and partnership working to improve outcomes for children and young people. The post holder will have a focus gathering feedback and intelligence and work across the system to improve hearings.

Practice and Policy Team Manager will provide high quality support, information and advice on Panel Member practice matters to CHS colleagues, Panel Members, Area Support Team (AST) members, the national training provider and partner agencies. The post holder will maintain and enhance practice and to work with colleagues across CHS to support policy developments to achieve these aims.

The post holder work with the National Convener, Director of Positive Outcomes, Practice and Standards Manager and our partners to profile, develop and deliver practice improvement across the children's hearings system to achieve the best possible outcomes for children and young people.

MANAGEMENT ACCOUNTABILITIES

- Be a role model for effective and positive management which is results driven and future-oriented;
- Promote a team culture of collaboration and responsive service provision through effective management of direct reports;
- Provide ongoing feedback, mentoring, advice and coaching to direct reports, supporting skills development, continuous improvement and increased competencies through an effective performance management framework.
- Collaborate across CHS by leading a high quality practice and policy function.

OPERATIONAL MANAGEMENT ACCOUNTABILITIES

- The postholder will work closely with the Practice and Standards Manager, ASTs, Scottish Children's Reporters Administration (SCRA), the Scottish Government and other national partner agencies to influence and lead practice and policy improvement across the system.

- The postholder is responsible for ensuring that CHS issues effective practice information materials and advice for Panel Members and that training materials and related policy documents are developed and maintained in line with national practice information and policy and that CHS' networks understand and support these.
- The postholder is responsible for managing requests and directions arising from children's hearings in accordance with the Children's Hearings (Scotland) Act 2011 and contributing as appropriate to CHS' obligations under that and other legislation affecting practice in children's hearings.
- Working directly with the Practice and Standards Manager, the post holder will help shape and influence policy within the Children's Hearings System to ensure that CHS delivers The Promise and other legislative reforms.
- Working with CHS colleagues, the post holder will and maintain positive and effective operational relationships with national partner agencies in relation to panel member practice and children's hearings system improvement and will contribute as appropriate to policy development and research proposals.

CORE ACTIVITIES

- Manage the Practice and Policy Advisors - planning essential business activities and identifying key operational tasks, risks and priorities for the team.
- Responsible for the oversight of the Independent Reports function to children's hearings in partnership with the Practice and Standards Manager, develop and deliver annual practice and policy operational plan in accordance with the CHS Corporate, Business and Corporate Parenting Plans.
- Work closely with SCRA and other national partner agencies to promote a clear understanding of the role of the Panel Member
- Implement and keep under review the National Convener's strategy to meet section 8 of the Children's Hearings (Scotland) Act 2011 ('advice to hearings').
- Research, develop and write organisational policy and strategy as identified by the Practice and Standards Manager
- Develop practice information resources, which includes keeping the Practice and Procedure Manual for Children's Panel Members under regular review and facilitating where and if appropriate requests for information (e.g. research requests).
- Work across the Practice and Standards team to ensure that practice and policy improvements are informed by feedback and complaints and crucially the views of panel members and children.
- Work with Panel Members and national partner agencies to promote panel member understanding of the roles of others within the children's hearings system.
- Support the development of good hearings management amongst children's reporters and Panel Members, working closely with CHS colleagues and SCRA.
- Work closely with colleagues across CHS and with the national training provider to ensure that all training is developed in accordance with legislation and practice information and that the system's observations and feedback mechanisms on practice support best practice.
- Support and contribute to relevant communication and engagement networks for panel members, Area Support Teams and other national forums as appropriate.

- Actively contribute to CHS team meetings, planning and developments including those relating to panel member practice development, corporate and business planning and CHS' policies.
- As a lead officer within the National Team, be responsible for investigations and reviews as delegated by management.
- In the spirit of collaboration, willingly lend support to colleagues and members of our volunteer community when possible in their times of pressure and demand.
- Explore proactively ways to continuously improve the effectiveness of your role in order to support the delivery of CHS' outcomes.

PERSON SPECIFICATION**MANAGEMENT/PERSONAL EFFECTIVENESS COMPETENCIES**

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

FUNCTIONAL/TECHNICAL COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Financial Management	<ul style="list-style-type: none"> • High level of ability to handle management reporting in relation to change, programme and project management. Approve spending of up to £5,000 within delegated budgets.
Computer literacy	<ul style="list-style-type: none"> • High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint) • Familiarity with project management Software

TRACK RECORD/EXPERIENCE

- Relevant experience of working within the Children's Hearings System environment.
- Comprehensive and detailed knowledge of the legislation, practice, case law and published texts/research relating to children's hearings.
- A good working knowledge of the law regarding children and families and the child protection and looked after frameworks and services in Scotland.
- Experience of creating and delivering training.

EDUCATIONAL ATTAINMENT/ QUALIFICATIONS

Qualified to Degree level in relevant subject e.g. Law, Social Work, Policy and/or equivalent relevant experience

PROFESSIONAL BODY MEMBERSHIP**OTHER REQUIREMENTS FOR THE ROLE**

None

Thank you for your interest in this position