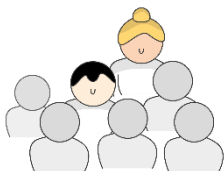


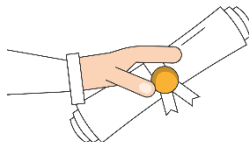
# APPLICATION PACK

## Delivery Manager (Maternity Cover)

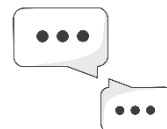
Recruiting



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.

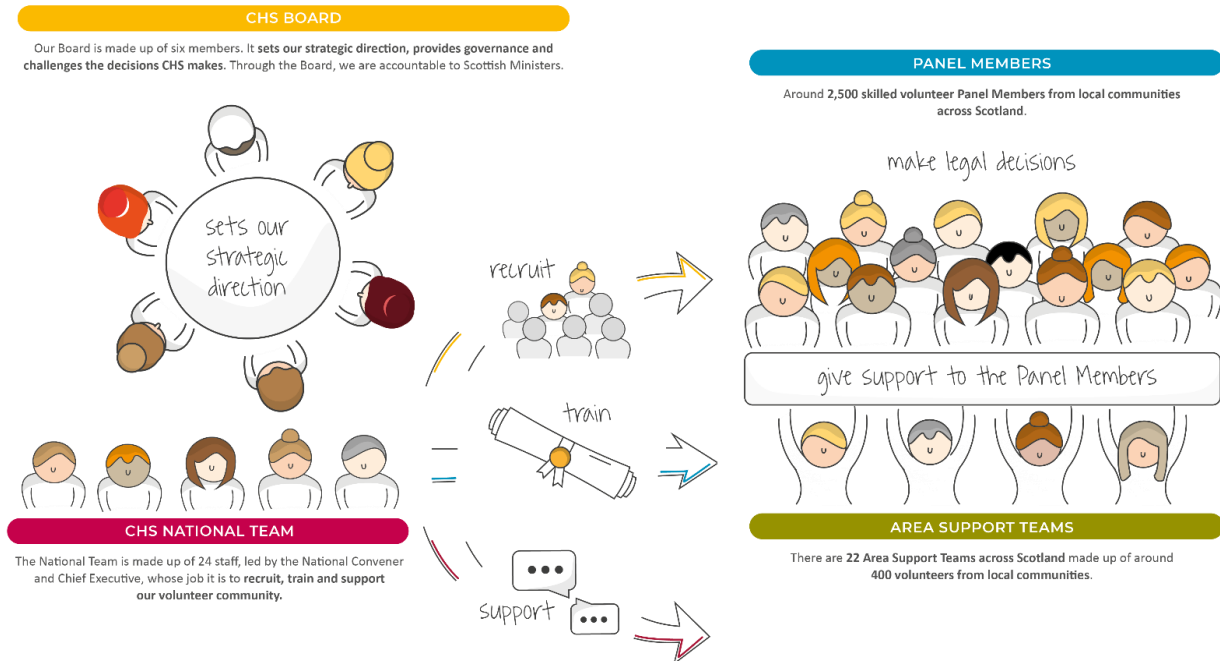
Elliot Jackson  
National Convener and Chief Executive Officer



# 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

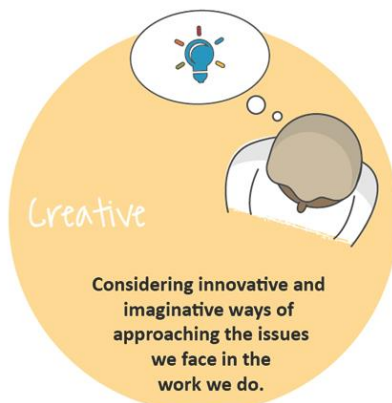


Our vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are loved, cared for and protected and their views are heard, respected and valued.

# OUR VALUES



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



# 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



[Delivery Manager \(Maternity Cover\) – Fill in form](#)

# JOB DESCRIPTION



|                            |                                         |
|----------------------------|-----------------------------------------|
| <b>Reports to:</b>         | Strategic Planning and Delivery Manager |
| <b>Direct Reports</b>      | N/A                                     |
| <b>JD Last Updated</b>     | October 2025                            |
| <b>Role Last Evaluated</b> |                                         |

## OVERVIEW OF ROLE

As Delivery Manager at Children's Hearings Scotland (CHS), you will be at the heart of transformation from large scale programmes to continuous improvement projects—driving innovation, fostering collaboration, and ensuring that every improvement reflects the voices of children, young people, and those who support them. You will play a pivotal role in enabling CHS to achieve its strategic and operational priorities, delivering meaningful and sustainable improvements across the organisation and the Children's Hearing system.

The role holder will be responsible for ensuring that organisational projects, through active engagement and collaboration with colleagues at all levels within the organisation and key stakeholders, are delivered in line with set frameworks. The role holder will actively foster a culture of effective project and programme management across CHS. They will have responsibility for embedding the use of relevant management tools across the organisation in order to keep projects on track, and collaborating with different organisational functions in order to ensure that all managers and SLT understand where a programme/project is in the development process.

The role holder will develop and implement strategies and plans that maximise colleague adoption and usage of required changes during and following a programme/project. These responsibilities include plans and efforts to anticipate possible barriers for transformation and utilise relevant tools such as engagement, training and coaching to mitigate these barriers. They will support development of colleague communication and training strategies and other plans critical to the successful introduction of transformation to organisation's processes, systems and technology and will directly support the adoption of the improvement changes required to stabilise, strengthen and transform the CHS operating model.

The role holder will be expected to be an exemplar for the values of CHS including listening to and valuing the voice of children and young people, the contribution of Tribunal Members, and ensuring these are embedded within the change management process to deliver a respected, quality based, and sustainable tribunal system on behalf of the National Convenor.

In addition to your core responsibilities, you will be assigned a portfolio of operational management accountabilities, contributing to the overall effectiveness and resilience of CHS dependent on CHS strategic and business requirements.

### **MANAGEMENT ACCOUNTABILITIES**

- Be a role model for effective and positive programme and project management which is results driven and future-oriented;
- Lead the delivery of change and project management strategies that are responsive to the wider organisational and wider stakeholders;
- Represent the organisation as delegated by the Strategic Planning and Delivery Manager.
- Delivering consistent guidance on the relevant project management processes to ensure that relevant stakeholders are well supported in their role;
- Ensure there is an allocation of appropriate resources and skills within individual programmes/projects to successful delivery of projects across the organisation;
- Maintaining and actively promoting an outcome-focus across the organisation and on specific activities to ensure effective delivery of organisational objectives at pace.

### **OPERATIONAL MANAGEMENT ACCOUNTABILITIES**

- Ensuring appropriate documentation is developed and maintained, and delivery monitored and reported on as required;
- Ensure that programmes/projects are run consistently and in accordance with best practice including monitoring and escalating risks and reporting on programme/project performance;
- Ensuring stakeholders are fully up to date with the information they require to carry out their roles;
- Ensuring there is an effective flow of relevant information between stakeholders in the organisation and that plans are put in place to resolve any operational issues;
- Provide progress and financial reports and budget outlines to relevant stakeholders

Be responsible for one of the below portfolio's of work as assigned by Strategic Planning and Delivery Manager. While owning a specific portfolio, role holder is expected to work

flexible across the portfolios as instructed by the Strategic Planning and Delivery Manager.

### **Capacity**

- Monitor and report on the Delivery Team's capacity to meet current and forecasted programme/project activity across CHS.
- Collaborate with the Strategic Planning and Delivery Manager and People Operations team to assess future delivery needs and support development workforce planning solutions aligned with the CHS People and Culture Strategy.
- Lead initiatives to optimise resource allocation and utilisation across programmes/projects, ensuring delivery capacity is aligned with strategic priorities and timelines.

### **Planning**

- In conjunction with the Strategic Planning and Delivery Manager and the CHS governance team support the development and integration of CHS strategic and business/corporate parenting plans.
- Continuously improve CHS's planning framework, processes, and guidance to support effective programme and project delivery.
- Work with stakeholders across CHS to embed planning expectations and ensure alignment with delivery timelines and strategic outcomes.
- Promote planning as a core discipline within CHS's delivery culture, ensuring it is understood and valued across teams.

### **Learning**

- Identify skills gaps in programme/project delivery across CHS and recommend targeted learning interventions.
- Partner with the People Operations team to design and implement development pathways that build delivery capability.
- Lead efforts to embed coaching and mentoring practices within the Delivery Team, supporting SROs and stakeholders to build confidence and competence in delivery disciplines.
- Promote a culture of continuous learning and improvement in programme and project management across CHS.

### **PMO**

- Provide high-level updates on programme and project interdependencies, including finances, risk, resource, outcomes, and quality.
- Identify and report on strategic interdependencies across programmes to inform decision-making at project and SRO levels.

- Engagement with SROs and project leads to ensure they have a full understanding of how their project fits into the wider programme of CHS activity
- Embed programme-level reporting and governance across the Delivery Team to ensure coherence, alignment, and cumulative impact of delivery activity.

## CORE ACTIVITIES

- *Apply a structured methodology, process and tools* to support adoption of the changes required by a project or initiative;
- Conduct impact analyses, assess change readiness and identify key stakeholders, ensuring the management of the stakeholder relationships in the context of organisational change;
- Support the design, development, delivery and management of communications;
- Provide input, document requirements and support the design and delivery of training programs to support programmes/projects/initiatives;
- Identify, analyse and prepare risk mitigation tactics;
- Identify and manage anticipated and persistent resistance and manage conflict resolution;
- Consult and coach project teams across the wider organisation
- Create actionable deliverables for core change management plans, Communications Plan, and Training Plan
- Create actionable deliverables for any required "Extend" plans, such as a resistance management plan;
- Support and engage senior leaders in change management activities and provide coaching for the wider organisations people managers;
- Define and measure success metrics and monitor progress.

# 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>Reporting</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 is desirable</li> </ul> |

| TRACK RECORD/EXPERIENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Experience in delivering end-to-end Organisational Transformation involving engagement with complex stakeholder groups;</li> <li>• Proficient with Process Improvement &amp; Continuous Improvement;</li> <li>• Knowledge of change management and programme management principles, methodologies and tools;</li> <li>• Track record (typically 3 years +) of effectively working with multi-disciplinary teams;</li> <li>• Proven relationship and Stakeholder Management skills</li> <li>• Track record of articulating the change from different stakeholder perspectives perspective;</li> <li>• Experience (typically 3 years +) of using management information to support business planning and improvement.</li> <li>• Experience in implementing transformation within a public sector background.</li> </ul> |

| EDUCATIONAL ATTAINMENT/ QUALIFICATIONS                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Educated to degree level or equivalent in a related qualification</p> <p>Bachelor's degree or similar level of qualification in organisational change, organisational development or relevant field.</p> |

| PROFESSIONAL BODY MEMBERSHIP                                                  |
|-------------------------------------------------------------------------------|
| Membership of one of the major professional bodies or equivalent is desirable |

| OTHER REQUIREMENTS FOR THE ROLE |
|---------------------------------|
| None                            |

