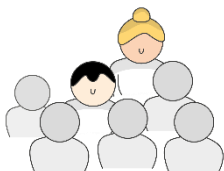


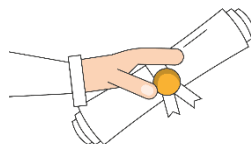
# APPLICATION PACK

## Director of Tribunal Delivery

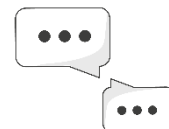
Recruiting



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 outcomes for 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 2,300 skilled volunteer Panel Members who sit on children's hearings and make decisions with and for vulnerable children and young people across 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 led 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.

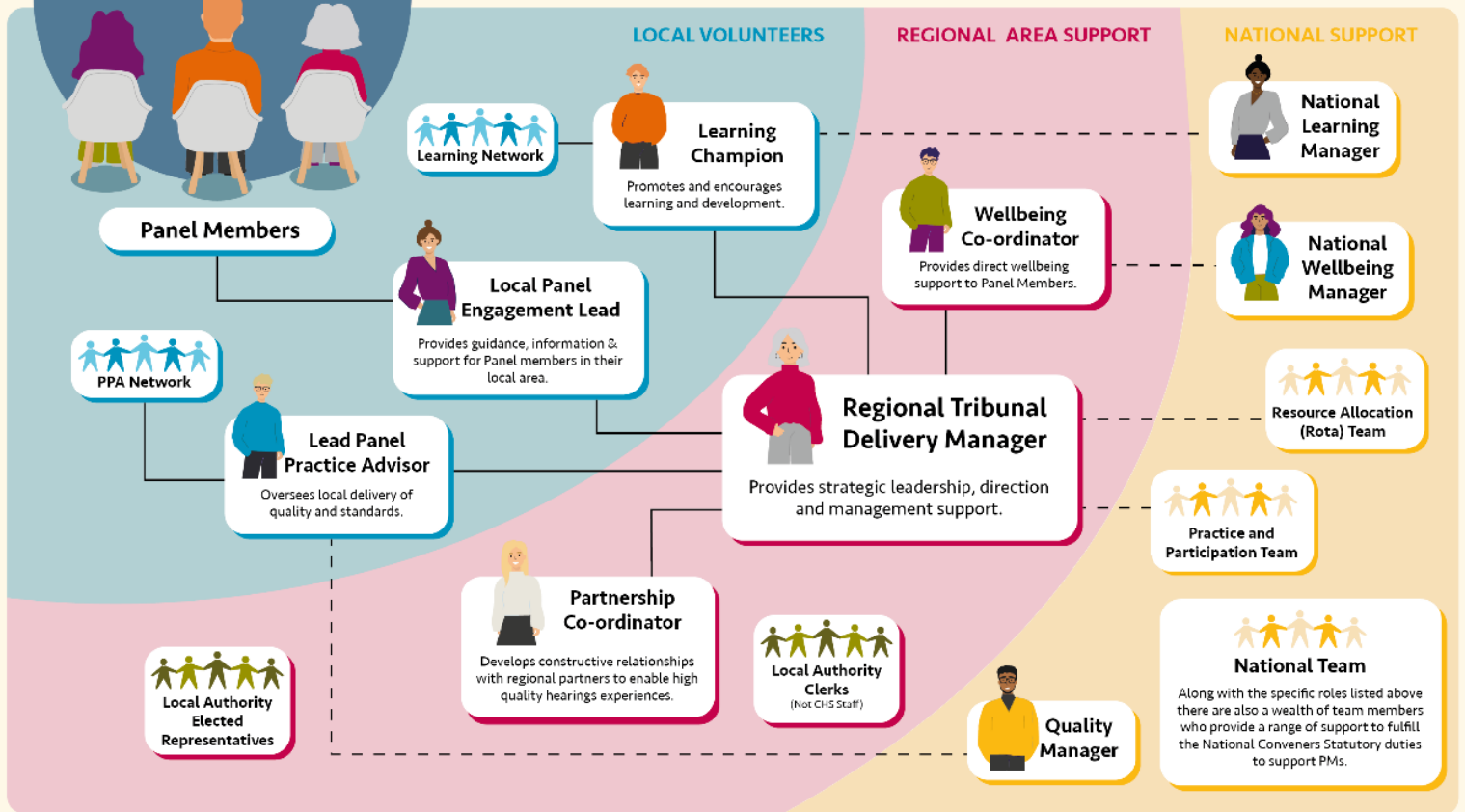
All this helps ensure we have the right structures along with the skills, knowledge and expertise required to make some of the most difficult and transformative decisions about children's lives and futures.

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

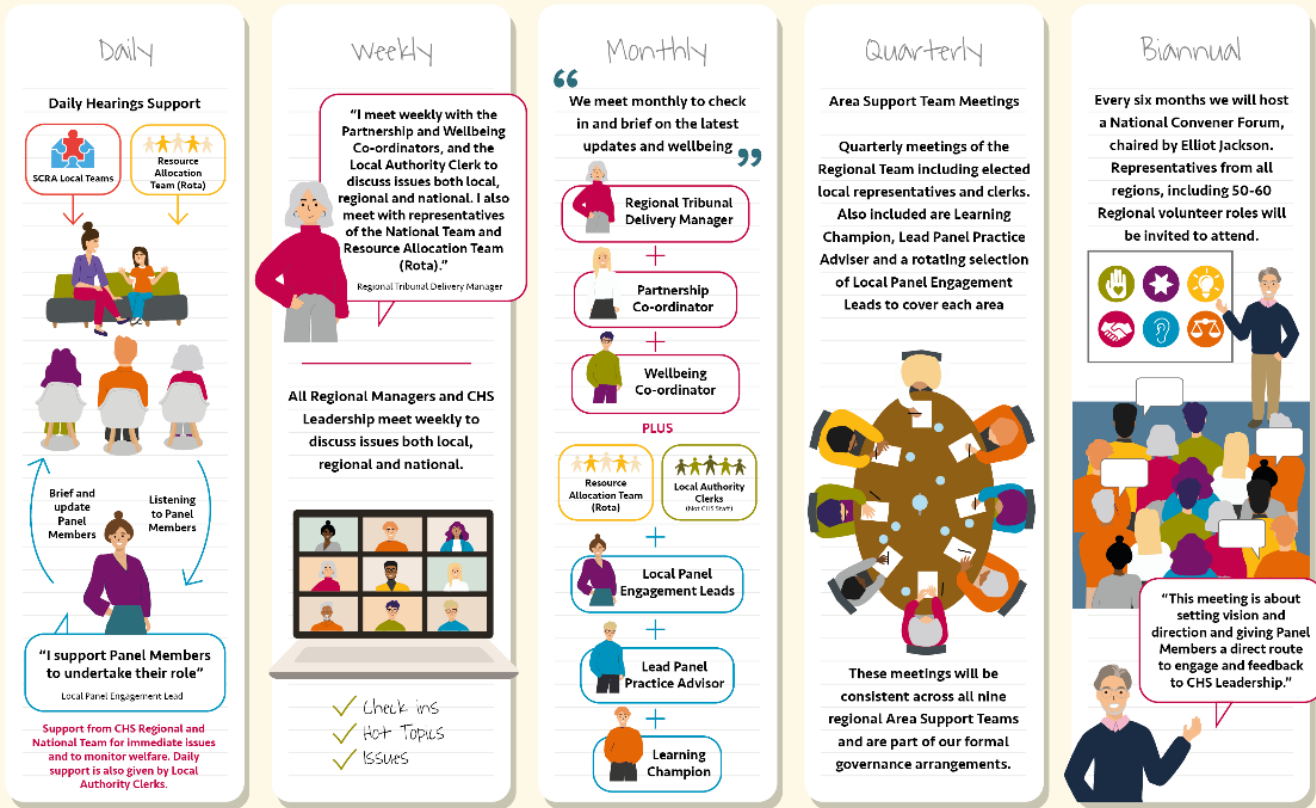
**Together, we will deliver on that promise to make Scotland to be the best place to grow up. As a Panel Member, you can be part of it too.**

## 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



## 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 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 (CHS). We are also sometimes known as the Children's Panel.

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 must 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 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 most 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 be clear about how you meet the person specification 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 the [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 must consider, 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 shortlisted. 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



Complete your application using the following form:

[Director of Tribunal Delivery – Fill in form](#)

# JOB DESCRIPTION



<b>Reports to:</b>	Chief Executive Officer
<b>Direct Reports</b>	Regional Tribunal Delivery Manager (9 FTE) Resource Allocation Manager (1 FTE) Business Support Assistant (1 FTE)
<b>JD Last Updated</b>	April 2026
<b>Role Last Evaluated</b>	March 2023

## OVERVIEW OF ROLE

The Director of Tribunal Delivery is a leadership role and member of Children's Hearings Scotland (CHS) Senior Leadership Team (SLT). The role holder will be expected to contribute to the effective strategic and operational leadership of the Children's Hearings Scotland (CHS) organisation in collaboration with the other members of the SLT.

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 volunteers, and supporting the National Convener in ensuring a respected, quality based, and sustainable tribunal system is delivered.

The core purpose of this role will be to provide leadership, management and support to the regional team members to deliver the National Conveners statutory duties around the provision of Children's Hearings across a dedicated region in Scotland.

This leadership role guides and supports multiple inter-disciplinary teams handling the delivery of tribunals in designated geographical regions across Scotland. The role holder will be a key link between those providing centralised support services and colleagues who support the Tribunal Member community on a day to day basis.

A key focus of the department will be ensuring the preparation and wellbeing of Tribunal Members and collaboration with wider specialist support services centrally across all regions and wider organisation.

The role holder will be a key player in ensuring that relationships with key stakeholders at a national level are developed and maintained and that excellent relationships are established. This will specifically include key stakeholders in Scottish Government, Local Authorities and The Scottish Children's Reporters Administration (SCRA). This element of the role will involve working very closely with the CHS Chief Executive.

The role holder will be accountable for leading regional colleagues to ensure that:

- Appropriate corporate plans are developed and maintained across the region, and delivery monitored and reported on as required;
- The Tribunal Member community are effectively allocated to the schedule of required tribunals as identified by the Scottish Children's Reporter Administration (SCRA) and excellent communication happens between CHS and SCRA on relevant scheduling matters;
- Adequate numbers of Tribunal Members of the correct demographic mix are recruited and available to populate tribunal hearings to make high-quality decisions in Children's Hearings across Scotland;
- Tribunal Members are supported to obtain the relevant knowledge and skill they require to carry out their roles;
- Any issues identified from auditing of hearings regarding the application of set practice policy and standards are effectively resolved;
- The wellbeing of Tribunal members is effectively supported, monitored and identified issues appropriately addressed and resolved in a timely manner;
- Each region has a sound understanding of key stakeholders in their area whose activities are affected by or affect CHS operations and appropriate networks are developed and maintained to ensure excellent relationships and communication exist between these

### **STRATEGIC/CORPORATE LEADERSHIP ACCOUNTABILITIES**

- To be a leader and ambassador for CHS and as a member of the Senior Leadership Team, act as a role model to the organisation, demonstrating through actions, decision and behaviour(s) the values of CHS;
- Contribute to developing and communicating across the organisation the strategic vision and goals of CHS;
- Working collaboratively with other members of the SLT, to ensure cohesion in strategic direction in order to support efficient and effective decision-making and achievement of strategic outcomes;
- Promoting and championing new ways of working with internal and external stakeholders to achieve efficient and effective levels of delivery within CHS's current and future strategies;
- Work effectively to support CHS board members in the execution of their duties and responsibilities;
- Manage specific projects and change management processes as appropriate and requested by the Chief Executive;
- In collaboration with the CEO, lead the organisation's approach to organisational risk management;

### **OPERATIONAL LEADERSHIP ACCOUNTABILITIES**

- Direct the management structure for the Directorate ensuring effective support and performance management for the team(s);
- Work with the People and Culture Department to ensure workforce plans meet current and future needs for the department and embed effective people management practices which support professional development and progression of colleagues;
- Develop and coach the department's managers/team leaders to be successful in their roles whilst delegating appropriately;
- Ensure the development and implementation of the annual corporate plan and implement and report against a department plan which enables CHS to deliver its organisational strategy;
- Effectively develop and maintain relationships with relevant key external stakeholders;
- Oversee budget and resource management for the Department, demonstrating effective controls, value for money and identifying opportunities for efficiencies.

## PERSON SPECIFICATION



### LEADERSHIP & PERSONAL EFFECTIVENESS COMPETENCIES

COMPETENCY AREA	KEY SKILLS
<b>Strategic Change</b>	<ul style="list-style-type: none"> <li>• Ability to relate different events and key pieces of information; to make connections, see patterns and trends; to draw information together into models and frameworks, which can then be used to interpret complex situations and identify their salient features;</li> <li>• The ability to look into the future, consider the future needs of the business;</li> <li>• Able to present policies, processes and methods which could be affected by future developments and trends;</li> <li>• Develop long term goals and strategies;</li> <li>• Highly developed negotiating skills with the ability to influence decision makers;</li> <li>• Ability to work strategically within the role, with and across Senior Management Team colleagues, and with national and local partners;</li> <li>• Ability to translate corporate strategy and policies into operational activity;</li> </ul>

	<ul style="list-style-type: none"> <li>• Able to interpret and use statistical and other data/information to understand performance and identify areas of good practice/areas for improvement action;</li> <li>• Able to manage complex tasks and conflicting priorities.</li> </ul>
<b>Leading Change</b>	<ul style="list-style-type: none"> <li>• Strong project/change management skills and able to guide others in the effective leadership and management of business 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> </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>Leading People</b>	<ul style="list-style-type: none"> <li>• Effectively lead, motivate and empower team(s);</li> <li>• Build and maintain high performing team(s);</li> <li>• Effectively promote a culture of employee engagement and empowerment;</li> <li>• Able to deal with managing the performance of people and people issues effectively;</li> <li>• Coach and mentor others;</li> <li>• Drive positive outcomes through people.</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.</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>Computer literacy</b>	<ul style="list-style-type: none"> <li>High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint)</li> </ul>

TRACK RECORD/EXPERIENCE
<p>Experience (typically 5 years +) in a role with accountabilities for leadership, problem solving, planning, and decision making</p> <p>Experience (typically 3 years +) of working with, leading and motivating volunteers</p> <p>Track record (typically 5 years +) of effectively building and leading multi-disciplinary teams</p> <p>Experience (typically 3 years +) of working in an environment where networking and relationship building were key to success</p> <p>Experience (typically 3 years +) of delivering change management programmes involving engagement with complex stakeholder groups</p> <p>Experience (typically 3 years +) of using management information to support business planning and improvement</p>

EDUCATIONAL ATTAINMENT/ QUALIFICATIONS
Educated to degree level or equivalent in a related qualification

PROFESSIONAL BODY MEMBERSHIP
N/A

OTHER REQUIREMENTS FOR THE ROLE
None

