

Applicant Information pack for appointment to the Board of Children's Hearings Scotland



The Minister for Children, Young People and The Promise is seeking to appoint one member to the Board of Children's Hearings Scotland. The Minister values highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for this board vacancy follows the [Code of Practice for Public Appointments](#) and is regulated by the Ethical Standards Commissioner.

Key dates for this appointment round

Online information session	An online session hosted by the Chair of Children's Hearings Scotland will be held on Tuesday 6 October between 17:30 and 18:30 to discuss the role and the appointment process. To register for this event please contact Frieda.cadogan@chs.gov.scot .
Closing date	17:00 on Thursday 22 October 2026
Sift of applications	Wednesday 4 November 2026
Date applicants will hear about the outcome of their application	By Monday 9 November 2026
Interview with the panel of young people	Tuesday 24 November 2026. Held in person at Children's Hearings Scotland, Thistle House, immediately before interviews with the selection panel.
Interviews with the selection panel	Tuesday 24 November 2026, in person at Children's Hearings Scotland, Thistle House,

	91 Haymarket Terrace, Edinburgh, EH12 5HD It is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	w/c 14 December 2026
Start date	1 February 2027

Welcome letter

Dear applicant

Thank you for your interest in joining the board of Children's Hearings Scotland (CHS).

We are looking for a new member to help the Chair and senior management team to steer CHS through a period of change and challenge, helping to shape the vision for the future of the children's hearings system while delivering Ministers' priorities for the system as it is now, and in the coming years.

CHS is committed to broadening the diversity of its Board and recognises the value that different perspectives, backgrounds and experiences bring. We strongly encourage applications from those with lived experience of the children's hearings system, those with experience of working within the wider care system for children and young people, women, disabled people, LGBT+ people, young people and people from minority ethnic communities.

Children's Hearings Scotland is a public body established under the Children's Hearings (Scotland) Act 2011. Led by the National Convener, who is also the Chief Executive, we recruit, train and support around 2,000 volunteer Panel Members, from communities across Scotland. These dedicated volunteers make legal decisions with and for children about their care, protection and support. Panel Members are supported by our National Team of over 100 staff and nine regional tribunal hubs across the country.

We have a courageous and purposeful vision, and a strong set of organisational values which guide everything we do. There are few more important roles than protecting infants, children and young people who need our help across Scotland and as a Board member you would join a passionate community of volunteers and staff committed to making a positive difference to their lives.

As the children's hearings system enters a period of significant change, this is a unique opportunity to help shape its future. In the next three years we will see the most significant transformation of the children's hearings system in over 50 years. We are looking for a Board member who can bring insight, challenge and fresh perspectives as we work with partners across the system to ensure these changes deliver better experiences and outcomes for children and young people.

Board experience is not required and a full induction and ongoing support will be provided. If you would like an informal conversation about the role before applying, I would be very happy to hear from you.

If this is a role that interests you, I would encourage you to make an application and look forward to working with the successful candidates to ensure CHS continues to provide strong support to Scotland's children and young people.

Katharina Kasper
Chair, Children's Hearings Scotland

Information about the role

Remuneration	£208.99 per day, up to a maximum total fee of £5,015.76 per financial year (non-pensionable) and reasonable expenses.
Time commitment	Up to two days per month.
Length of appointment term	4 years
Location of meetings	Meetings normally take place at the headquarters in Thistle House, Edinburgh. The Board currently meets 5 times a year and normally its meetings are held in public.
Disqualifications	A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the Schedule to the Scottish Parliament (Disqualification) Order 2025. A member of the Scottish Parliament, House of Commons or European Parliament cannot hold a public appointment for CHS

as outlined in Schedule 1 of the Children's Hearings (Scotland) Act 2011.

Former Ministers and senior civil servants (Director General level and above) should ensure they comply with any applicable business appointment rules.

Should you have any questions about this disqualification section, you can seek advice by emailing the Public Appointments Team, Public.Appointments@gov.scot

The Board of Children's Hearings Scotland

Children's Hearings Scotland is a public body established under the Children's Hearings (Scotland) Act 2011. It became fully operational in June 2013 and is led by the National Convener, who is also the Chief Executive.

Children's Hearings Scotland (CHS) is one of several organisations that work within the children's hearings system, Scotland's unique care and justice system that exists to ensure the safety and wellbeing of infants, children and young people in Scotland. We work to a set of National Standards, and we are focused on ensuring that our vision, purpose and values are upheld and visible in everything we do.

We support volunteer Panel Members who sit on tribunals and make decisions in children's hearings. We have around 2,000 volunteers in our Community, supported by a team of over 100 dedicated colleagues operating on a national level, all led by the National Convener and Chief Executive. The National Convener is responsible for the recruitment, training, retention and support of Panel Members. The whole CHS Community's primary focus is to provide high quality hearings and positive outcomes for all infants, children and young people who experience the hearings system.

CHS works closely with partners at a national and local level to improve children's hearings and support better outcomes for infants, children and young people. We are operating within an ever changing, complex environment shaped by the implementation of significant legislative and non-legislative changes that will help deliver The Promise by 2030. The

United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024, the Children (Care and Justice) (Scotland) Act, the Children (Care, Care Experience and Services Planning) (Scotland) Act 2026 and the non-legislative commitments, overseen by the Redesign Board, will all impact the shape of the children's hearings system. Together these changes will help to strengthen children's rights and improve experiences and outcomes for children and young people. At the same time, wider public sector reform will place increasing emphasis on collaboration, innovation and delivering sustainable public services, creating both opportunities and challenges for CHS and its partners across the hearings system.

Vision

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

Purpose

Our purpose is to ensure our hearings make child-centred decisions which respect and protect children's rights and support them to thrive.

Values



More information can be found on the website chscotland.gov.uk, and on Facebook, Instagram and LinkedIn.

The role of the Board Member

General information about being a board member and helpful definitions of some of the terms used that you may not be familiar with, such as “non-executive” and “governance” are available in the Scottish Government publication entitled “On Board – A Guide for Board Members of Public Bodies in Scotland”.

The CHS Board works with the National Convener and the senior team, to ensure that the organisation contributes effectively to the modernisation of the hearings system. It supports the National Convener in his statutory responsibilities, providing strategic direction, advice, guidance, support, as well as challenge. The Board has a corporate responsibility for ensuring that the organisation delivers on the aims and objectives set by Scottish Ministers and for promoting the efficient and effective use of staff and other resources in line with the principles of best value. The role includes:

1. Understanding the CHS role within the children's hearings system and wider public services
2. Overseeing the preparation and approval of annual corporate, financial and operational plans to deliver the objectives and outcomes set out in the CHS framework documents
3. Agreeing challenging targets for the organisation and monitoring its performance
4. Supporting the National Convener and senior team to deliver the organisation's objectives
5. Ensuring that CHS is following best practice in its governance functions
6. Delivering on the vision to put children and young people at the centre of the organisation's work
7. Acting as an ambassador for CHS to build positive relationships with the children's panel community and other partners to achieve better outcomes for children, young people and their families
8. Working productively with key partners (these include the Scottish Children's Reporter Administration (SCRA), local authorities, Convention of Scottish Local Authorities (COSLA), Social Work Scotland and Association of Directors of Education in Scotland)
9. Following the Board Members' Code of Conduct at all times, particularly when performing the functions of the Board and on any of its committees, sub-committees and groups
10. Attending Board meetings on a regular basis and being well prepared by reading relevant papers in advance and, if necessary, seeking further information to ensure understanding
11. Upholding the principles of public life as set out by the Ethical Standards Commissioner at all times.

The selection panel

Chair	Brian Taylor, Deputy Director for Children's Rights, Protection and Justice, Scottish Government
Panel member	Katharina Kasper, Chair, Children's Hearings Scotland
Independent panel member	Alison Reid, Chief Executive and Principal Solicitor, Clan Childlaw
Panel of young people	A panel of two young people from the Children's Hearings Scotland Experts by Experience group will carry out a separate interview as part of the assessment.

Please note that applicants will be asked to declare if they know any members of the selection panel or other people conducting part of the assessment who are named in this pack. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

We are looking for a new member who can put their experience to good use on the board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

The priority criterion is weighted over the essential criteria, and the candidates who provide the strongest evidence against the priority criterion will be considered most able to fulfil the role. In the event that candidates provide evidence of equal merit against the priority criterion, the panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidate most able to fulfil the role. The candidate must be able to demonstrate that they meet all of the essential criteria.

Applicants must demonstrate evidence against the criterion below:

Priority Criteria	Example indicators	How this will be assessed
1. Care sector experience	• Experience of working within or alongside the wider care system for children and young people. • Understanding of how care services work together and the challenges experienced by children, families, carers and frontline services. • Ability to use this experience to inform Board discussion and support better outcomes for children and young people.	This will be assessed at application and interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.
Essential Criteria	Example indicators	How this will be assessed
1. Analysis and decision making	• Recognises the information needed to make an evidence-based decision. • Able to reach decisions by analysis of information when it contains competing or conflicting considerations that require to be taken into account.	We will have a discussion with you about how you meet this criterion during the interview. One week before the interview you will be sent a paper to read. At interview you will be asked for your main observations on it, and the panel will then ask follow-up questions.
2. Constructive and supportive challenge	• Being confident in questioning proposals and debating issues • Putting forward your views in an objective and constructive way, recognising the view of others • Helping others consider their own position in a non-confrontational way.	This will be assessed at application and interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should

		be no more than 300 words.
3. Communication and influencing	• Be focused and succinct in your communication • Be an active listener and takes account of what is being said • Confident when expressing views and opinions in a group setting.	We will be assessing this through your application and at interview. A panel of two young people involved in the children's hearings system will also assess this criterion via a separate interview. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.
4. The values that underpin everything Children's Hearings Scotland do are: • Challenging • Child centred • Creative • Respectful • Open • Fair.	• Ability to draw on your own life experience to demonstrate how you meet our values.	We will be assessing this through your application and at interview. You will be expected to provide evidence throughout the selection process on how your behaviours align to these values. A panel of two young people involved in the children's hearings system will also assess this criterion via a separate interview.

		In your online application you will be invited to provide a tailored career history. This should include relevant information from your professional, personal and voluntary experience. You may wish to include: • Dates • Information about the organisation • Information about your role and experience Please ensure you check the ‘How to Apply’ section for further details on how to upload this.
Desirable Criteria	Example indicators	How this will be assessed
1. Lived experience of the children’s hearings system	• You can describe how lived experience of the children’s hearings system, now or in the past, has informed your thinking about the system • You can suggest and influence positive improvements or solutions based on your own or others lived experience of the children’s hearings system.	This will be assessed at the interview stage.

How to apply online

1. Download and save this applicant information pack to refer to.
2. Read the 'person specification' section in this pack, and prepare your evidence against the priority criterion and the two essential criteria that are assessed at application stage, noting the 300 word limit for each response.
3. Save a copy of tailored career history to your device on **one PDF document** ready for upload.
4. Navigate back to the job advert and click 'apply'.
5. Complete the personal information and conflict of interest questions.
6. Attach your **one PDF document**. Your PDF should be uploaded using the 'Drop Resume Here' box that appears on the Supporting Documents and URLs section, or you can use the link function.
7. When prompted, provide your evidence in the box for the priority criterion (care sector experience) and in the boxes for the essential criteria 'constructive and supportive challenge' and 'communication and influencing'. Each response must not exceed 300 words.
8. Submit your online application by 17:00 on Thursday 22 October 2026.
9. **Please Note:** you do not have the option to edit your application once you click 'submit'. You must have all your information and attachments to hand before submitting your application.

We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

Please note that any content exceeding the stated word limits will not be considered by the selection panel.

Late applications will not be accepted by the selection panel.

The online system has been extensively tested for compatibility with a range of assistive technologies. However, should you experience any difficulties accessing or using the system, please contact the Public Appointments Team at: Public.appointments@gov.scot

Application Advice

The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge, experience and attributes you have gained. The Panel will review the evidence provided and invite to the second and final assessment stage those applicants who most closely meet the criteria being tested at this first stage of assessment. By the end of the selection process, you must have demonstrated that you have met the essential criteria to the satisfaction of the selection panel to be considered for appointment.

You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage. When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this.

Please use specific evidence to support your answers that is relevant to the requirements being tested. Draw on evidence from your working and/or personal life, or through your participation with a private, public, voluntary, charity or community organisation. Please note that there are word limits at each of the sections.

Suggested preparation

- Take time to think about each of the criteria and think about the situations you have recently been involved in.
- Think how your actions and experiences led to results that demonstrate the criteria.
- Prepare your answers.

Your evidence

- Please be clear and succinct. You may be asked to expand on your answers at interview.
- Draw on evidence which best demonstrates your skills, knowledge or abilities in that area.

In providing your evidence, it would be helpful if you could explain your personal contribution, what you did and how you did it – use “I” not “we.” Give the outcome – what happened? How effective was the result? How influential were your role, actions and interventions? What impact did you have?

Using the STARR method

When providing evidence against the criteria, you may find it helpful to structure your responses using the STARR method. This helps you present clear, concise, and relevant

evidence and allows the selection panel to understand your individual contribution and impact.

- **Situation** – Briefly describe the context or background.
- **Task** – Explain your specific role or responsibility.
- **Action** – Describe what you did (use “I”, not “we”), including how and why you took those actions.
- **Result** – Set out the outcome of your actions and what was achieved.
- **Reflection** – Where appropriate, reflect on what you learned, what you would do differently, or how this experience is relevant to the role of a Non-Executive Public body Member.

Using this approach will help you demonstrate not only what you did, but how you applied your skills, judgement, and values, and the impact of your contribution.

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all applications against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. For those shortlisted, there will be a separate interview with a panel of two young people involved in the children’s hearings system, supported by the Children’s Hearings Scotland Participation Coordinator. The questions they ask will relate directly to the criteria for appointment. This interview takes place on the interview day, immediately before your interview with the selection panel. The young people’s feedback is collated and considered by the selection panel after it has completed its own interviews.
3. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment. One week before the interview you will be sent a paper to read. At the start of your interview you will be asked for your main observations on it, and the panel will then ask follow-up questions.
4. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public life in Scotland](#).
5. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.

6. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
7. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these. This will also include Protection of Vulnerable Groups (PVG) Scheme Membership which is a requirement for this role. Appointees cannot start in the role until this is received.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the [Principles of Public life in Scotland](#)
- There is confirmation that the time commitment required for the role can be met.

Media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates, including posts on social media platforms. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the [Privacy Notice](#) for public appointments.

Gender Representation on Public Body Boards (Scotland) Act 2018

The Gender Representation on Public Body Boards (Scotland) Act 2018 sets a gender representation objective that 50% of non-executive members of public body boards should be women.

Where two or more candidates are assessed as equally qualified for appointment, and at least one candidate is a woman and one is not, section 4(3) of the Act requires the appointing Minister to appoint the woman where this would help the public body achieve, or make progress towards achieving, the gender representation objective*.

Once you apply, the Scottish Government will write to you to collect the required information regarding your sex.

*To note, under section 4(4) of the Act, the appointing Minister may instead appoint a candidate who is not a woman where another characteristic or circumstance appropriately justifies doing so.

Common questions and answers

Who can I contact to speak about this role?	Please contact Katharina Kasper, Chair of Children's Hearings Scotland, katharina.kasperboard@chscotland.scot . Those interested in the online information session should contact Frieda.cadogan@chs.gov.scot for details and a link to the event.
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: Public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team. Email: Public.appointments@gov.scot

Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses. A claim form will be issued with your invitation to interview, along with instructions.
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the public body vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply if you are not a British citizen. However you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel. Information about a reasonable adjustment may be shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	Yes. You must provide your contact details, including an email address, when submitting your application.

	This information is required so that we can contact you regarding your application and, if you are successful, to support the appointment process. As part of the Baseline Personnel Security Standard (BPSS) requirements, the Scottish Government may need to verify the identity and credentials of candidates who are recommended for appointment. Contact details are also needed by the public body to arrange induction. Applications submitted without the required contact information will be rejected.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice.
Can I get feedback on my application or interview?	Yes. You can request feedback. Candidates have 20 working days from the date of notification of the outcome of their application to make the request in writing.
Is any training provided if I am offered and take up an appointment?	Yes. Each public body has their own induction process and training offer, they will make contact directly should you be appointed. New appointees are also invited to attend an induction day hosted by the Public Bodies Support Unit of the Scottish Government.
Can I apply for a Chair role on a public body if I have already been a member of that public body?	Yes. Members can serve a maximum of 8 years on one public body in one role. The public body Chair is considered a different role and so current and previous members can apply.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. However, please check the disqualification section in this pack for further details related to this specific public body. You should also check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot)

	The public body may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.
What standards are expected of public body members?	The conduct expected of public body members of Scottish public bodies is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life)
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: Public.appointments@gov.scot

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)