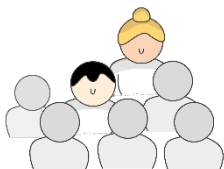




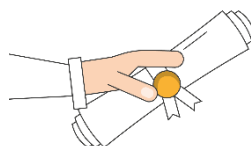
ROLE INFORMATION PACK

Learning Transformation Manager

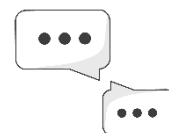
Recruiting



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.

A handwritten signature in black ink, appearing to read 'Elliot Jackson', with a stylized underline.

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.

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.

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.

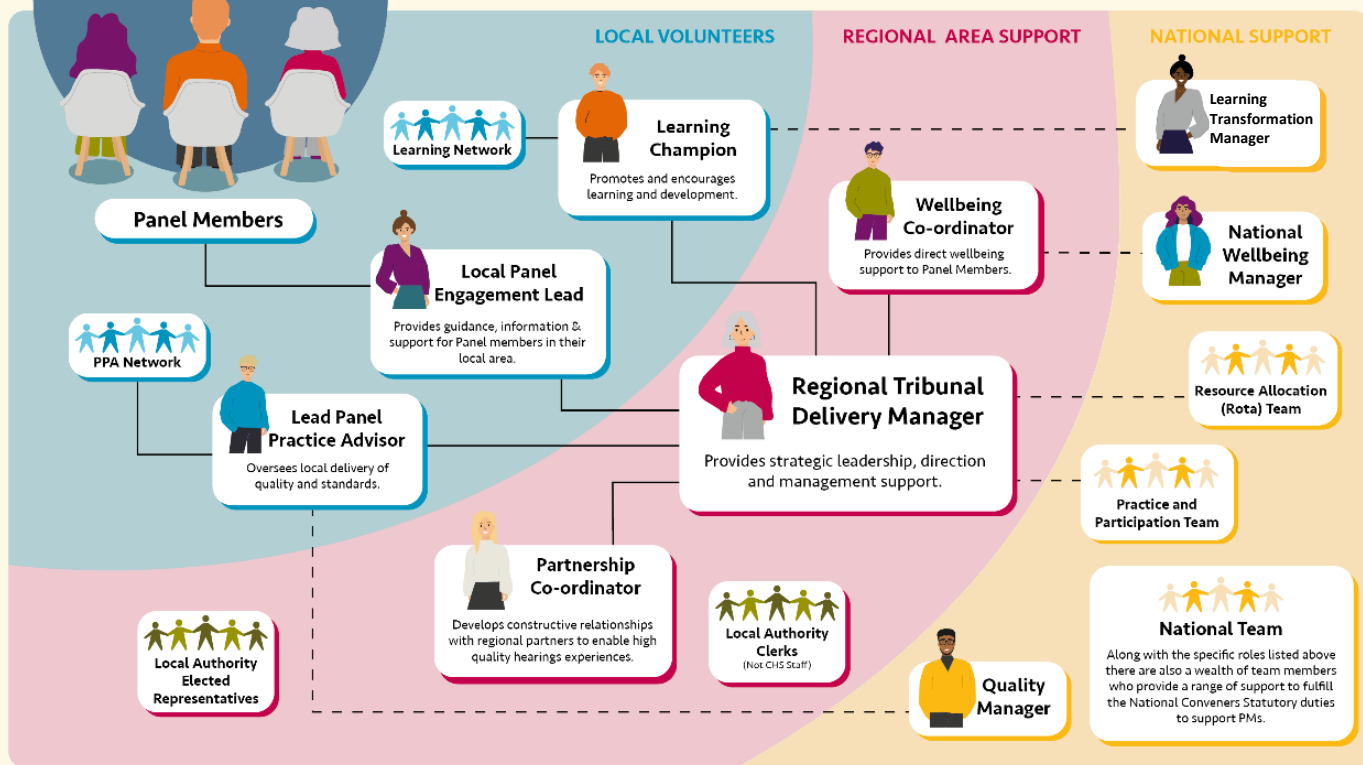
Although this is a lot to take on, it's done with a singular goal - improving the lives of infants, children and young people.

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 (over 115 staff)

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 Advisor 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 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.

JOB DESCRIPTION



Reports to	Director of Positive Outcomes
Direct reports	Learning and Development Manager (Tribunals) & Learning and Development Manager (Engagement and Experience)
JD last updated	September 2025

OVERVIEW OF ROLE

Reporting to the Director of Positive Outcomes, the role holder will be responsible for the implementation of a modern and refreshed 5-year Learning and Development strategy, including driving digital transformation to Learning across CHS. You will build on existing foundations to further evolve and strengthen learning and the 'CHS Learning Academy' brand ensuring the delivery of strategic priorities.

The role holder will explore innovative and effective delivery mechanisms for learning that enables higher rates of flexible participation across the CHS community, driving engagement. The postholder will deliver a comprehensive national curriculum to ensure quality training for the Tribunal Member community, responding to internal and external needs, and supporting the development of the right skills, knowledge, and behaviours that makes CHS a place that upholds and protects children's rights and puts participation by people with lived experience of the hearing system at its heart.

The successful candidate will demonstrate a strong track record in developing and delivering modern, digitally enabled learning solutions. This includes expertise in e-learning platforms, blended and hybrid learning approaches, and working with our Quality Team, the application of data and evaluation methods to measure impact. The role requires the ability to adapt learning to meet the needs of diverse audiences, keep pace with legislation, policy, practice and emerging technologies, and ensure that learning opportunities are accessible, inclusive, and engaging.

In addition, the candidate will bring experience of translating organisational strategy into a coherent learning offer that supports improvement and change. They will demonstrate the ability to build effective partnerships, influence stakeholders, and ensure learning is aligned to long-term strategic priorities. The role requires a leader who can foster a culture of continuous learning, inspire confidence across the organisation, and champion the role of learning as a driver of transformation and improved outcomes.

You will play a crucial role in evaluating the uptake, impact and relevance of the learning strategy and delivery mechanisms to ensure enhanced performance and a culture of continuous improvement.

MANAGEMENT ACCOUNTABILITIES

- Be a role model for effective and positive management which is results driven and future-oriented;
- Promote a culture of cohesive 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;
- Lead the delivery of a comprehensive national curriculum across the Tribunal Member Community to ensure quality training, knowledge growth and upskilling to achieve the best interventions and outcomes for infants, children, young people and their families;
- Represent the organisation as delegated by the Director of Positive Outcomes.

OPERATIONAL MANAGEMENT ACCOUNTABILITIES

The role holder through their team(s) will have accountability for:

- Overseeing identification of learning needs across the Tribunal Member community, working with key function and regional teams to understand our short and long-term capability and skills needs;
- Ensuring training delivery to Tribunal members encompasses the legal and regulatory framework within which they must operate;
- Ensuring a quality and engaging Induction/Onboarding process for all new recruits to ensure new starts are upskilled in the best way and tailored to individual learning styles;
- Delivery of efficient learning to provide the right knowledge and instil the CHS culture through our vision and values to the whole community;
- Ensuring the consistency of learning across the organisation;
- Providing continuous development to allow Tribunal panel members' knowledge to stay current and relevant;
- Assessing the effectiveness of learning and provided with follow up or alternative development as required to fill any knowledge gaps allowing for effective feedback on both on training and learning needs;
- Ensuring the evaluation and impact measurement of learning interventions to demonstrate strategic value and return on investment.

CORE ACTIVITIES

- Ensuring a robust yet agile learning needs process is in place to identify what critical skills and capabilities are required to deliver our strategic priorities, development of

CHS's learning culture and demonstrate development commitment to our Tribunal Members;

- Engage, influence and work collaboratively with teams across CHS to ensure best practice and learning interventions are being shared, partnerships developed, and effective ways of working are implemented to drive the best return on investment for the organisation;
- Working with the Director of Positive Outcomes to lead and implement the Tribunal skills agenda, supporting on development and delivery of key learning initiatives;
- Undertake effective research, framing and scoping activities and identify the right learning solutions and programmes to build strong capabilities and skills within the Tribunal member community;
- Work in collaboration with the Digital team to ensure the Learning Strategy is fully aligned with the Digital Strategy to ensure seamless delivery and data-gathering through common and consistent channels and MI platforms;
- Identify and develop strong partners to support in the development and delivery of learning interventions, managing relationships, performance, and budgets closely;
- Keep up to date and research new learning and development technologies and trends, showcasing any that will deliver more effective ways of working or efficiencies for the organisation.

PERSON SPECIFICATION



MANAGEMENT/PERSONAL EFFECTIVENESS COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Managing change	<ul style="list-style-type: none"> • Strong 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; • 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;

	<ul style="list-style-type: none"> • 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.
Managing People	<ul style="list-style-type: none"> • Effectively manage, motivate and empower team(s); • Build and maintain high performing team(s); • Effectively promote a culture of employee engagement and empowerment; • Able to deal with managing the performance of people and people issues effectively; • Coach and mentor others; • Drive positive outcomes through people.
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; • Is personally resilient, constructive and enables the team to perform to the highest standards;

FUNCTIONAL/TECHNICAL COMPETENCIES

COMPETENCY AREA	KEY SKILLS
Computer literacy	<ul style="list-style-type: none"> • High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint) • Familiarity with Learning Management Systems (LMS)

TRACK RECORD/EXPERIENCE

- Experience (typically 3 years +) of managing a Learning / OD Function and collaborative working
- Track record (typically 3 years +) of effectively managing multi-disciplinary teams
- Track record (typically 3 years +) of effectively developing and implementing a learning agenda/strategy, working with a broad range of stakeholder groups;

- Track record (typically 3 years +) of being able to pivot strategy and respond to changing technologies to support continuous improvement and growth across an organisation
- Experience (typically 3 years +) of delivering effective learning and development methods, technologies and training programmes involving engagement with complex stakeholder groups
- Experience (typically 3 years +) of using management information to support business planning and improvement

EDUCATIONAL ATTAINMENT/ QUALIFICATIONS

Educated to degree level or equivalent in a related qualification

PROFESSIONAL BODY MEMBERSHIP

N/A

OTHER REQUIREMENTS FOR THE ROLE

Experience of and managing E-Learning design and use of E-Learning platforms/packages

Thank you for your interest in this position.