

## Membership of CELCIS' Strategic Advisory Board

Members of the Board have a key role in supporting and advocating for the work of CELCIS, and will have a driving ambition for improvement in the services and outcomes for children in need of care and protection and their families. The Strategic Advisory Board (SAB) comprises individual Members and Members nominated by significant stakeholder agencies and networks, in recognition of the important multi-agency role required to achieve better outcomes for children and their families and carers.

### Current Board

**Independent Chair** – Professor Alexis Jay OBE, Chair of the Independent Inquiry into Child Sexual Abuse – IICSA (England and Wales). Visiting Professor, [University of Strathclyde](#)

**Vice-Chair** – Neil Hunter, Principal Reporter/Chief Executive of the [Scottish Children's Reporter Administration](#) (SCRA)

### Representatives from the University of Strathclyde

Professor Ian Greener, Head of School of Social Work & Social Policy, [University of Strathclyde](#)

Dr Edward Sosu, Senior Lecturer and Research Director of the School of Education, [University of Strathclyde](#)

### Independent Members drawn from the fields of education, health and social work:

- Dr Michael Smith, Lead Associate Medical Director, Mental Health Services, Glasgow City, [NHS Greater Glasgow and Clyde](#)
- Sharon McAlees, Head of Children's Services & Criminal Justice, Inverclyde Council, [Inverclyde Council](#)
- Tracey Wright, Law Student/Social Work Graduate, [University of Strathclyde](#)
- DCC Malcolm Graham, Deputy Chief Constable, Crime and Operations [Police Scotland](#)
- Jo Derrick, Chief Executive Officer [Scottish Throughcare and Aftercare Forum](#) (STAF), representing [CCPS](#)

### Background

There is a great deal being done to improve children's experiences and outcomes through a range of universal and dedicated services. Since being established in 2011, and building on the decade of learning as the Scottish Institute for Residential Child Care (SIRCC), CELCIS has been established as a leading improvement and innovation Centre in Scotland. We improve children's lives by supporting people and organisations to drive long-lasting change in the services they need and the practices used by people responsible for their care. CELCIS has been engaging with workforces, services and those with direct care experience, to further improve the outcomes and

opportunities for children in need of care and protection and their families. We do this through a collaborative and facilitative approach that is focused on having the maximum positive impact on children's lives.

## **CELCIS' Vision, Values and Principles**

### **Our Vision**

Children and young people in need of care and protection are always well supported to be all they hope to be.

### **Our Values**

- People orientated
- Bold
- Innovative
- Collaborative
- Ambitious

### **Our Principles**

- We value and are informed by the participation and voice of those who are care experienced;
- The needs and rights of babies, children, young people and their families should be at the heart of services;
- Development of practice is essential to improve experiences and outcomes;
- People develop through relationships;
- Working in partnership benefits everyone;
- Making a difference in people's lives requires courage;
- A commitment to the implementation of The Promise.

<https://www.celcis.org/about-us/celcis-strategy/>

### **How We Achieve Our Goals:**

We are the 'go-to' organisation for specialist knowledge and support concerning the care and protection of children in Scotland, and work with people at all levels (strategic, operational and practice) in communities, across the country and internationally, to improve how services can be developed and delivered to meet the needs of children, young people and their families. We bring together insight, influence and impact in ways to make positive, transformational change happen here in Scotland and across the world. We do this by providing a unique package of services and working alongside our partners across the children's sector.

### **Outline of Role and Function**

#### **Roles**

While Members of the Strategic Advisory Board do not have trustee responsibilities like those of an independent Board (given the University of Strathclyde and Scottish Government governance role), nevertheless Members are expected to

provide a supportive, 'critical friend' role. Specifically, Members have five primary roles:

1. To ensure that CELCIS is staying true to its vision, strategy, values and principles;
2. Champion the voice and participation of those with lived experience;
3. To challenge and scrutinise key outputs, activities and approaches of CELCIS, acting as a critical friend;
4. To advise on the strategic direction of CELCIS and provide affirmation, help identify priorities, helpful approaches and gaps in intelligence and practice;
5. To provide insights on young people and families' views and experiences, on realising children and young people's rights, meeting their needs and delivering effective public services, and to reflect on new and emerging methodologies;
6. To propose funding, research and other project opportunities, and advise on how to realise these potential opportunities.

## **Functions**

Members of the Strategic Advisory Board are asked to:

- Serve for an initial period of 3 years with an option to renew for a further 3 years in the role with the agreement of the Chair and CELCIS' Director. After 6 months, there will be an opportunity for a discussion as to whether there is a good 'fit' between appointed Board Members and CELCIS;
- Meet quarterly, mainly in Glasgow or through online platforms, to support the work of CELCIS. The time commitment will be approximately 5 days per year, including 4 half days for meetings, and 2 days reading papers (dispersed across the year). Papers are prepared in advance of each meeting for consideration;
- Participate in an annual discussion, reviewing the effectiveness of the Strategic Advisory Board and its contribution to the Centre's remit with a view of ongoing learning for CELCIS.
- To respect and maintain confidentiality in relation to relevant and sensitive organisational information and data.

## **To note:**

- The CELCIS' Director, SMT, and the Board Chair together take a proactive approach to sharing and managing potential and actual conflicts of interest to avoid any possible real or perceived difficulties, including but not limited to funding, policy and programme decisions.

- It is anticipated that Board Members' employing organisations will cover travel expenses.
- The role and membership of the Strategic Advisory Board is made public via the CELCIS website.

### **Extraordinary Meetings**

- There will be scope for the Chair and/or Vice Chair to convene an Extraordinary Meeting, with other relevant Board Members where required, in relation to an emerging risk or significant decision on which the Director and SMT are keen to secure quick advice.
- There will be a minimum annual engagement of the Director, Chair, Vice-Chair to support planning for the SAB.
- There will also be scope to involve the Chair of the Board in appropriate communications that support the work of the organisation.

### **Person Specification**

Members of the Strategic Advisory Board will evidence the following attributes, skills, knowledge and lived experience:

#### **Essential**

- Strategic leadership and partnership working;
- Operational expertise;
- Champion lived experience;
- Bringing impartiality and objectivity to decision-making and strategy;
- An ability to challenge constructively and be influential;
- An experience and knowledge of the children's sector especially in relation to children in need of care and protection;
- A broad public services background;
- Credibility and reputation within the sector;
- Shares the values of CELCIS, with passion and commitment;
- An ability to balance the potential tensions of holding multiple roles in the sector with sensitivity and diplomacy.

#### **Desirable**

- Strategic understanding, appreciation and/or experience of the nuances of a governance role.
- Direct lived experience.

#### **Additional Information**

Further information about CELCIS is available at: [www.celcis.org](http://www.celcis.org)