



Bairns Hoose Project Board

Terms of Reference

Senior Responsible Officer (SRO):	Lisa Cooper, Head of Primary and Preventative Services
Project Lead:	Olivia Robertson Project Lead
Senior Project Manager:	Stuart Murdoch- HSCP Project Management Office
Version:	[V2.0]
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1. Background

The 2022 Bairns' Hoose Project Plan by Scottish Government included a clear commitment and opportunity to provide a child-centred approach to delivering justice, care and recovery for children who have experienced trauma. Children who have been victims or witnesses of abuse or violence, as well as those under the age of criminal responsibility whose behavior has caused harm, will have access to Bairns' Hoose services. The services they need will all be available through a coordinated approach designed to minimise the number of times children have to recount their experiences to different professionals. This will contribute, for example, to a range of other improvements being made to reduce the need for children to give evidence in court in the most serious of cases and so reduce the potential of further trauma for child victims and witnesses.

This Project Plan will help further develop a rights-based Scottish approach to establishing a national Bairns' Hoose model, based on the requirements of the United Nations Convention on the Rights of the Child (UNCRC). The model will also be aligned with the Scottish Government's policy programmes of Keep the Promise and Getting it right for every child (GIRFEC), which seek to recognise that all children must receive the right help at the right time.

Scottish Government are committed to a partnership approach in the design, delivery, implementation, and improvement of the Bairns' Hoose Model, recognising that much of the dialogue around design and delivery will be between partners at a local level and through local structures. Strong and effective leadership will be critical, maximising collaboration and establishing trust, as we jointly respond to the complexities of system change in an already uncertain operating environment. Committed to develop test sites for delivery of Bairns' Hoose in Scotland, before scaling up nationally. Fife was selected as a Pathfinder site in October 2023.

These area test sites will build the necessary time for learning and evaluation ahead of national rollout. ([appendix 1](#)).

The national programme consists of the following 3 phases:

Phase 1 Pathfinders 2023-2027

- Test Bairns' Hoose Standards (range of sites)
- Support, test, and implement SCIM Model
- Inform the development of a 'Bairns' Hoose Blueprint.'
- Collaborative learning and stakeholder participation
- Full Implementation of Bairns' Hoose Blueprint
- Evaluation of systems, processes, and outcomes to inform national rollout.
- Development of guidance and infrastructure required for national implementation.

Phase 2 Incremental Roll out 2027-2029

- National rollout sites
- Clear specifications
- National performance measures

Pathfinder – The Pathfinders will act as proof of concept for the Bairns' Hoose model in Scotland. Learning from the implementation of the Standards, alongside the rollout of the Scottish Child Interview Model, will help provide a blueprint for a pilot of a national Bairns' Hoose model in Scotland.

Pathfinders will test the full implementation of the Bairns' Hoose model blueprint. They will be formally evaluated to identify any issues and to evidence impacts, including impacts on outcomes for children and young people. This will provide a basis to refine the Bairns' Hoose model in Scotland before being rolled out nationally.

National Rollout – Implementation of the Bairns' Hoose model across Scotland.

A small project team representing the three statutory agencies, along with SCRA, 3rd Sector and Child Protection Committee Lead Officer, was initially established to develop a funding bid and to set out the next steps of the work required.

The funding bid was successful, and Fife received initially £135,442 revenue funding and £195,000 capital funding (total allocation £330,442). This allocation was for the period until end March 2024.

Children's Services within Fife Health & Social Care Partnership have since undertaken the role of Lead Agency and the funding was transferred in January 2024. A further funding bids for 2024 & 2025 have been successful.

2. Aim of the Project

As a pathfinder we will form part of a quality improvement and service design process to identify how the Bairns' Hoose Standards may be applied. Learning from the implementation of the Standards, alongside the continued rollout of the Scottish Child Interview Model, will help provide a blueprint for a national Bairns' Hoose model in Scotland.

As a pathfinder, we have committed to:

- 2.1 to be a Pathfinder site from 2023 – 2027.
- 2.2 to work towards implementing the Bairns' Hoose Standards.
- 2.3 to test Standards in current context and conduct GAP analysis on application of the Standards and report on findings.
- 2.4 to collaborate across all three statutory partners (Health, Social Work, Police) with demonstrable links with 3rd sector and education partners.
- 2.5 to meaningfully involve children and young people with lived experience of child protection and justice processes in the design and delivery of the pathfinder work.
- 2.6 to develop trauma responsive approaches across the Bairns' Hoose Pathfinder partner organisations, systems, and workforces in line with "Creating Trauma-Informed Change: What, Why and How a Quality Improvement Framework for Trauma-Informed Organisations, Systems and Workforces in Scotland."
- 2.7 to gather, analyse and share relevant data and evidence (quantitative and qualitative) for learning and monitoring at regular intervals.
- 2.8 to share information and learning openly and honestly.

3. Board Purpose

The Bairns Hoose Project Board is responsible for the implementation of the 'Barnahus' model in Fife.

- 3.1 Provide direction and agree on the project aims, objectives and benefits, ensuring a range of stakeholder views are considered.
- 3.2 Provide governance and assurance around decision making and the development and delivery of the project in alignment with National Bairns Hoose aims and objectives.
- 3.3 To oversee the options appraisal process and participation and engagement process (if applicable), ensuring the public, workforce and partners have an opportunity to contribute and influence options where appropriate, and ensure rationale behind any adopted options.
- 3.4 Scrutinise and monitor project progress to ensure they remain strategically aligned and benefits realised.
- 3.5 Agree project decision papers and reports for onward or governance approval (e.g. project brief, business case, plans, highlight reports/SBARs).
- 3.6 Agree and approve exceptions or escalations.

4. Responsibility

Individual members of the Board each have a responsibility to:

- 4.1 Understand the project aims, objectives, scope, costs, and benefits.
- 4.2 Represent, as appropriate, specific stakeholder interests.
- 4.3 Understand the impact of the project on the stakeholder interest they represent, the public, the HSPC and its partners, ensuring that the project objectives are strategically aligned, helping to identify interdependencies with other projects and activities, and where necessary resolve dependencies with other pieces of work.
- 4.4 Help to identify risks and issues, and where necessary taking ownership for their resolution.
- 4.5 Helping to resolve conflicts or barriers which might arise during implementation.
- 4.6 Provide advice and counsel to the Senior Responsible Owner and the PMO team.
- 4.7 Identify, acknowledge, and declare any potential or actual conflict of interest if relevant.
- 4.8 Help to communicate the purpose, aim and objectives of the project, act as a conduit between the board and the stakeholder area you represent.
Work closely with the PMO team to ensure compliance with the HSCP PMO delivery standards for projects.

5. Membership

Project Board Member	Role / Organisation represented
Lisa Cooper	Chair: Head of Service, Primary & Preventative Care Service, HSCP
Kevin Harkins	Co-Chair: Detective Superintendent, Police Scotland
James Ross	Co-Chair: Head of Children & Families & Criminal Justice, Fife Council
Olivia Robertson	Project Lead Senior Manager – Community Children’s Services, HSCP
Kenny Murphy	Chief Executive, Fife Voluntary Action
Angela Hobbin	Head of Business Partnering – HSCP Finance
Tracey Harley	Service Manager, Participation & Engagement, HSCP
Lisa Sutherland	Locality Reporter Manager, Scottish Children's Reporter Administration
Malcolm McBain	Assistant Procurator Fiscal
Lynne McQuade	Detective Chief Inspector, Police Scotland
Kelly Gallagher	Senior Policy Advisor, Bairns’ Hoose Unit, Children’s Rights, Protection and Justice Division, The Scottish Government
Caroline Morgan	Service Manager, Social Work, Communities Directorate
Clare Gibb	Communications Advisor, HSCP

Stuart Murdoch	Senior Project Manager, Corporate PMO, HSCP
Trish Pattison	Lead Officer for the Child Protection Committee

6. Values and Behaviours

Members of the Group are custodians of the values of their respective organisations as such members are expected to operate in a manner that exemplifies the shared values an example of this from NHS Scotland are:

- Care and compassion
- Dignity and respect
- Openness, honesty, and responsibility
- Quality and teamwork

The expected behaviours during attendance at meetings are:

- Members attend fully prepared and committed to engage with the meeting for the full period of its duration.
- At all meetings members treat each other with dignity and respect, mirroring our shared values.
- Meetings will be held openly and honestly; all members will be encouraged to contribute to discussions and debate.
- Meetings will be held in a collaborative and collegiate manner, seeking the most practical solutions to matters arising and taking collective ownership of actions identified.

7. Meetings

Quorate: To allow for assurance over decisions and judgements the meeting will only be deemed quorate with the following representation present Chair/Co-Chair, Agency Representation from Health, Police and Social Work members be in attendance to be valid.

Apologies/Deputes: In the event that a member is unable to attend, they will send their apologies in advance of the meeting and where possible arrange a deputy who has the authority to make decisions on behalf of the stakeholder interest they represent.

Frequency: The Bairns Hoose Project Board will meet Bi-Monthly intervals with additional meetings convened as and when required to ensure remit is fulfilled.

Secretariat: The secretariat will be provided by the Senior Responsible Owner with assistance from the PA of the Project Lead, they will ensure meetings are efficient and are appropriately organised.

The secretariat will:

- Support the development and management of the agenda.
- Provide administrative support to organising and facilitating meetings.
- Record and manage actions, ensuring appropriate owners and deadlines are detailed and met.
- Support the maintenance of risk and issues logs.
- Collate and distribute papers five working days in advance of the meetings.

Record of Meetings: The record of meetings will be short summary of discussion style meeting minutes and Project Working Groups will be a simple capture of decisions and actions. Minute of meetings will be sent to the Senior Project Manager for approval. Thereafter the chair's approval, then minutes can be raised at the next meeting for agreement as a true record with members.

Papers: Meeting papers will be issued at least 5 working days before the meeting.

Escalations: If there is an urgent matter that needs a decision, or an identified Risk becomes an Issue then escalation or approval out with the normal meeting cycle an extraordinary meeting will be convened. Where this is not possible, the board may agree to progress the matter electronically via email, providing all quorate partners approve.

8. Confidentiality and Information Sharing

All materials and information shared with the project are assumed to be confidential unless otherwise stated.

Members, who are already bound by confidentiality agreements within their respective organisations, should exercise discretion when sharing information. unless otherwise agreed by the Chair.

Members may discuss broad, non-attributable meeting outcomes after meeting minutes have been shared.

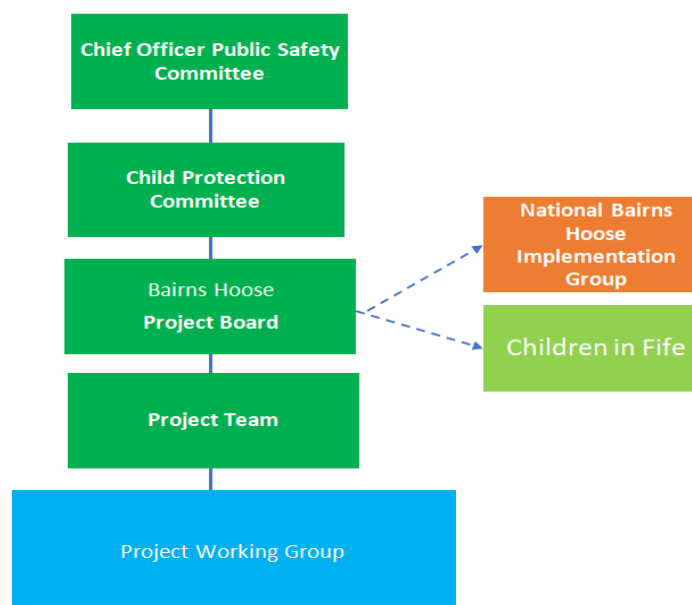
9. Declaration of Interest

As a board member of the Bairns Hoose, Fife you're tasked with making decisions that impact health and care services including, Social Work – Child Protection, Police, SCRA, Education, 3rd Sector. However, if you have other interests that could potentially influence your decisions, it's considered a conflict of interest. A conflict of interest is a set of circumstances by which a reasonable person would consider that an individual's ability to apply judgement or act, in the context of delivering, commissioning, or assuring taxpayer funded health and care services is, or could be, impaired or influenced by another interest they hold.

All project board members should ensure that they are not placed in a position that risks, or appears to risk, compromising their role or the public and statutory duties or reputation of their respective agencies. Members must also not accept gifts or hospitality by virtue of their role on the Project Board.

Project board members are required to declare conflicts of interest and the receipt of gifts, hospitality and/or sponsorship, in line with their respective organisational guidance. Conflicts of interest should be declared in writing to the Project Board Chair and specific conflicts should be raised at the start of any agenda item or discussion for which that conflict arises. A conflict of interest and a hospitality register will be maintained by the secretariat.

10. Governance Structure



National Bairns Hoose Implementation Group provides strategic oversight and direction from Scottish Government.

Chief Officer Public Safety Committee is responsible for ensuring the safety and well-being of the public across the partnership.

Child Protection Committee focuses on safeguarding children’s rights and welfare.

Bairns Hoose Project Board Provide strategic oversight to the Bairns’ Hoose project Team and is responsible for the implementation of the ‘Barnahus’ model in Fife.

In addition to the internal reporting within this structure, reports will also be shared with the **Children in Fife Group & Project Management Office Oversight Group**, this practice ensures transparency and accountability within the multi-agency partnership and strategic alignment of projects/programs.

Project Team the operational arm of our structure, responsible for executing the plans and initiatives set forth by Pathfinder delivery plan from Scottish Government. **Structure:** The Bairns Hoose Project will be supported by a Project Working Group who will report into the Project Team. The Working Group will take responsibility for the work plan to support Pathfinder phase in aligning to the National Bairns’ Hoose Standards and Fife Bairns’ Hoose Vision.

11. Reporting Arrangements

With support from the Project Lead (and Chair) the Senior Project Manager will provide regular updates in the form of a highlight report to the Bairns’ Hoose Board on the progress of the Project and where necessary escalate risks and issues at each meeting for approval. Reports will also be shared with Children in Fife Group, Child Protection Committee, PMO Oversight Group, Chief Officer Public Safety and Police Scotland National Public Protection Unit, this practice ensures transparency and accountability within the multi-agency partnership.

12. Version Control

Revision History

Version	Date	Summary of Changes
0.1	April 2024	Initial Draft
0.2	May 2024	Reviewed Meeting frequency
0.3	June 2024	Amendments to Sections: 5,7,8,9,10,11

0.4	August 2024	Added to Membership
1.0	January 2025	Updated Membership and Structure
1.1	September 2025	Reviewed ToR
2.0	October 2025	Approved

Approved By

This document must be approved by the following people.

Name	Signature	Title	Date	Version
Lisa Cooper		Head of Service, Primary & Preventative Care Service (Fife HSCP)	9/10/2025	V1.0
Olivia Robertson		Senior Manager – Children’s Services (Fife HSCP)	0/10/2025	V1.0

Related Documents

Title	Owner	Location
Project Brief & Governance		\\san2a\VHKdata\DIRECTORATE_SHARES\CHPs\HSCP - NHS Staff Transformation and Change\Integrated SD\Bairns Hoose Project\1. Establish\2. Project Governance

Document control

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Appendix 1. <https://www.gov.scot/publications/bairns-hoose-pathfinder-phase-delivery-plan-2025-2027/>

Appendix 2 – meeting schedule

MEETING DATE	DATE PAPERS CIRCULATED
10 th April 2025	3 rd April 2025
12 th June 2025	5 th June 2025
14 th August 2025	7 th August 2025
9 th October 2025	2 nd October 2025
11 th December 2025	4 th December 2025
12 th February 2026	5 th February 2026
9 th April 2026	2 nd April 2026
11 th June 2026	4 th June 2026
13 th August 2026	6 th August 2026
8 th October 2026	1 st October 2026
10 th December 2026	3 rd December 2026

11 th February 2026	4 th February 2026
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