Corporate Parenting Plan 2017-2020

Everyone in our organisation shares the same purpose: ‘to support health and care organisations to improve health and wellbeing outcomes for the people of Scotland.’

Many parts, one purpose
People in Scotland are living longer, healthier lives and, as the needs of our society are changing, so too is the nature and form of our health and social care services. Our current health and social care system needs to change to cope with the demand that will be generated by our ageing population.

Right now, health and social care services across Scotland are undergoing unprecedented transformational change in the way services are organised and delivered in order to be fit for the future.

Our role is to support health and social care providers to continue to deliver the highest standards of care and to help them respond to the changing needs of patients.

A national organisation using the latest expertise
As a national organisation we work with NHS boards, health and social care partnerships, third sector organisations, the public, and other public and private sector organisations involved in health and social care.

We want the very best for people in Scotland, so we work with stakeholders across Scotland and internationally to collaborate, learn and co-ordinate work to achieve better outcomes and improvement in health and social care.

Our seven contributions
To support this transformational change, we have committed to making seven key contributions to improving health and care services. These are:

• supporting people to have a say in services
• assessing the quality of services to inform improvement action
• supporting the redesign of services
• helping services to reduce variation in quality
• independently assessing evidence which may support better outcomes and value for money
• proactively intervening to support services to improve, and
• supporting leaders to deliver a culture of continuous improvement.

Individually and collectively, these contributions help drive improvement in the care people receive across Scotland.
Why does Healthcare Improvement Scotland have responsibilities as a Corporate Parent?

Section 56 of the Children and Young People (Scotland) Act 2014 identifies Healthcare Improvement Scotland as one of 24 ‘Corporate Parents’, which also includes all NHS boards, all local authorities, and our colleagues at the Care Inspectorate and Mental Welfare Commission, amongst others. Our duties as a Corporate Parent are set out in Part 9 of the Act, and we have a number of other responsibilities under additional Parts of the legislation. These duties are not the responsibility of a single named individual, post holder or unit, and should be delivered jointly as an organisation, embedded into the way we work. Evidence shows that care experienced young people have poorer health and wellbeing outcomes than other children and young people. Part of our responsibility as a Corporate Parent involves working to ensure these outcomes improve.

What is Corporate Parenting?

The Statutory Guidance on Corporate Parenting (2015) p7 defines Corporate Parenting as:

“An organisation’s performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted.”

Corporate Parenting recognises the needs and requirements of a looked after child or care leaver as different and additional to those of children and young people more generally. It refers specifically to individuals who are ‘looked after’ in local authority care, and those who have left local authority care from the age of 16 until they reach their 26th birthday. A looked after young person is anyone who has been provided with accommodation by a local authority under Section 25 of the Children (Scotland) Act 1995, or who is subject to legal orders such as a Compulsory Supervision Order passed by a Children’s Hearing or Court. It also includes children who are looked after and continue to live at home with one or both parents, under social work supervision. Some live with friends or relatives, some in foster care, and some in residential homes or schools. Scottish Government statistics for 2016 show approximately 15,000 children and young people to whom Corporate Parenting applies, as well as around 4,000 care leavers. For the purposes of this document, we will refer to this group of children and young people as ‘care experienced young people’.

How does the legislation apply to our organisation and our work?

Healthcare Improvement Scotland is developing a whole system approach to the way we consider the views and needs of care experienced young people in Scotland.

We have set out our duties, how we will meet them, and the associated wellbeing indicators in the second part of this document.

We anticipate that meeting the requirements of this legislation will affect all workstreams and employees of Healthcare Improvement Scotland, making it an important undertaking and cultural change for our organisation. We welcome this as a positive improvement to the quality and impact of our work.
Our aims

As an organisation which supports improved outcomes in health and social care, and as an employer, Healthcare Improvement Scotland has made a commitment to improving outcomes for care experienced users of health care provided in Scotland, including where this is delivered in partnership with local authority or social care services.

Our aim is to support care experienced young people to feel healthy and safe, and to support them to have the confidence needed to successfully navigate systems in place so they can take responsibility for their future wellbeing.

We will do this by working in partnership with care experienced young people, appropriate Corporate Parents and other agencies who are able to support us in this aim. Primarily, however, we will work towards achieving this aim by ensuring that all Healthcare Improvement Scotland employees are aware of, and consider, the needs of care experienced young people when developing evidence, supporting improvement, and assuring the quality of services.

How have we developed our plan?

We have established a cross-organisational group to focus on the duties set out by the Children and Young People (Scotland) Act 2014, beginning with requirements under Part 9 on Corporate Parenting. This internal group has strategic and operational staff membership. It links with our Executive Team and Equality and Diversity Working Group, as well as each directorate of Healthcare Improvement Scotland.

We have taken advice from the Centre for Excellence for Looked After Children in Scotland (CELCIS), Getting It Right For Every Child (GIRFEC) and Who Cares? Scotland, and participated in several workshops with our fellow Corporate Parents, as well as attending awareness-raising events and participating in and delivering local discussion groups and presentations. We have consulted on our plan both internally, including staff, volunteers and those in leadership roles, and externally, with relevant interest groups supporting care experienced children and young people, people with an experience of care, third sector organisations such as Who Cares? Scotland, and fellow Corporate Parents, including our colleagues in NHSScotland, in social care and local authorities, and the statutory/regulation sector.

Next steps

The Children and Young People (Scotland) Act 2014 also requires Corporate Parents to show how they are meeting the obligations in Sections 58 to 61 of the Act. Our plan indicates where these are met. The preparation and publishing of this plan and any subsequent updates meets the requirements in Sections 59 and 61.

We will directly involve care experienced young people in the delivery of the actions in our plan, continue to work collaboratively with fellow Corporate Parents and develop more detailed actions based on this plan to help us achieve the aims set out in the following pages.
While the Chief Executive, Chair and Board of Healthcare Improvement Scotland will take leadership in this important area of our work, delivery of the plan will be supported by the Equality and Diversity Working Group and progress reported through the Executive Team. Healthcare Improvement Scotland is committed to taking a whole system approach for this work, and all staff will be engaged in meeting our duties and improving the way we work with, and anticipate the needs of, care experienced young people.

We will report against our progress to implement our Corporate Parenting Plan in March 2018. We will use this experience to update or refresh our plan ahead of the next reporting milestone in March 2021.
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<td>To share knowledge of the needs and preferences of care experienced young people, and care leavers, across the organisation.</td>
<td>Section 58a to be alert to risks</td>
<td>Included</td>
<td>Establish a data collection mechanism that records the number and locality of care experienced young people, and care leavers, engaged directly in our work. Develop and promote to colleagues a resource for sharing literature and evidence on the needs and views of care experienced young people. Develop mechanisms for engaging with voluntary, statutory and third sector organisations that can help the organisation access the views and needs of care experienced young people. Share this information with colleagues to raise awareness of the impact and potential impact of their work on this community group.</td>
<td>• Children and Young People Working Group • Equality and Diversity Working Group • Fellow Corporate Parents with experience of gathering and collecting data of this kind • Human Resources • All staff</td>
<td>By June 2018</td>
<td>Independently assessing evidence which may support better outcomes and value for money</td>
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<td>Take steps to include the voices of care experienced young people, and care leavers, in developing our guidance and advice.</td>
<td><strong>Section 58a</strong> to be alert to risks</td>
<td><strong>Included</strong> Getting help and guidance to overcome inequalities.</td>
<td>Consult with care experienced children and young people, and care leavers, on aspects of our work which affect them. This may be done in collaboration with our fellow Corporate Parents to reduce the consultation burden on individuals. Expand our data gathering mechanisms to include care experienced young people, including care leavers, so that they may choose to self-identify when responding to our work. Recognise the contribution of care experienced young people, and care leavers, to our work by providing certificates of involvement or linking with national schemes.</td>
<td>• Areas of the organisation that consult on their work, for example SIGN, SHC local offices, Our Voice • Equality and Diversity Advisor/Equality and Diversity Working Group</td>
<td>Introduce by March 2018 Evaluate by March 2019</td>
<td>Supporting people to have a say in services</td>
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<td>Include the views of care experienced young people, and care leavers, in planning of support and activities.</td>
<td><strong>Section 58a</strong> to be alert to risks</td>
<td><strong>Included</strong> Getting help and guidance to overcome inequalities.</td>
<td>Invite a care experienced young person and/or a public partner (a volunteer within Healthcare Improvement Scotland) with knowledge and awareness of care experienced young people to participate in and advise on the delivery of this plan. Consult with care experienced young people on how we will deliver our Corporate Parenting plan.</td>
<td>• Children and Young People Working Group • Equality and Diversity Advisor/Equality and Diversity Working Group</td>
<td>By September 2017</td>
<td>Supporting people to have a say in services</td>
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| Provide clear and transparent information on the organisation’s commitment to understanding the needs and experience of care experienced young people, and care leavers, and reflecting this in our work. | Section 58c to promote the interests | Included Getting help and guidance to overcome inequalities. Respected Given a voice and involved in decisions that affect their wellbeing. Safe Protected from abuse, neglect or harm. Nurtured Having a nurturing and stimulating place to live and grow. | Develop visual information (written, filmed or both) which is accessible and age-appropriate, and sets out Healthcare Improvement Scotland’s commitment to understanding and including care experienced young people, and care leavers. | • Children and Young People Working Group  
• Equality and Diversity Working Group  
• Communications Unit  
• External organisations  
• Fellow Corporate Parents | By September 2017 | Supporting the redesign of services |
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| **Increase the participation of care experienced young people, in our work.** | **Section 58a** to be alert to risks  
**Section 58c** to promote the interests  
**Section 58d** to seek to provide opportunities  
**Section 58f** to improve as a Corporate Parent | **Included** Getting help and guidance to overcome inequalities.  
**Respected** Given a voice and involved in decisions that affect their wellbeing. | From April 2018 onwards, build on our first year of experience of working with care experienced children and young people, and care leavers, to increase the number of participants and areas of work in which they participate.  
Work with HR, external agencies and young people to develop short, structured workplace placements which take into account the needs and circumstances of care leavers.  
Create a tailored additional support package for employees who are care leavers. | • Children and Young People Working Group  
• Equality and Diversity Advisor/Equality and Diversity Working Group | By March 2019 | Supporting people to have a say in services |
| **Demonstrate leadership commitment to Corporate Parenting.** | **Section 58a** to be alert to risks  
**Section 58f** to improve as a Corporate Parent | **Respected** Given a voice and involved in decisions that affect their wellbeing. | Identify organisational lead(s) for Corporate Parenting responsibilities  
Provide awareness raising opportunities for Healthcare Improvement Scotland Board members.  
Provide awareness raising opportunities for all staff.  
Share our Corporate Parenting Plan with all staff and seek their comments. | • Executive Team  
• Chief Executive  
• Chair  
• Board members  
• Children and Young People Working Group  
• Equality and Diversity Working Group | By March 2017 | Supporting leaders to deliver a culture of continuous improvement |
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<td>Develop a co-ordinated, cross-organisational approach to meeting our Corporate Parenting duties.</td>
<td>Section 58a to be alert to risks</td>
<td>Responsible</td>
<td>Establish a working group to focus on issues raised by the Children and Young People (Scotland) Act 2014.</td>
<td>• Designated Director</td>
<td>By March 2017</td>
<td>Independently assessing evidence which may support better outcomes and value for money</td>
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<td>Section 58b to assess the needs</td>
<td>Having opportunities to play active and responsible roles in their communities, with appropriate guidance and supervision.</td>
<td>Develop and publish the Corporate Parenting Plan, setting out our approach to Corporate Parenting.</td>
<td>• Children and Young People Working Group</td>
<td>Ongoing</td>
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<td>Section 58c to promote the interests</td>
<td>Included</td>
<td>To review emerging policy and guidance for and concerning looked after children and young people and care leavers, and adopt its principles where appropriate.</td>
<td>• Equality and Diversity Working Group</td>
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<td>Section 58d to seek to provide opportunities</td>
<td>Healthy</td>
<td>Support staff to make changes to their own working practices and areas of work with the aim of improving outcomes for looked after children and young people, and care leavers, to review their activity and share learning.</td>
<td>• All staff</td>
<td>By March 2018</td>
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<td>Section 58e to take action to help these children access opportunities and make use of services</td>
<td>Respected</td>
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<td>Section 58f to improve as a Corporate Parent</td>
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<td>Section 59 to prepare, publish and keep plan under review</td>
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| Participate in learning sessions and information exchange with the Centre for Excellence for Looked After Children in Scotland (CELCIS), other organisations, and fellow Corporate Parents. | Section 58a to be alert to risks  
Section 58b to assess the needs  
Section 58f to improve as a Corporate Parent  
Section 60 to collaborate  
Section 63 to have regard to Corporate Parenting guidance  
Section 64 to comply with relevant direction | Responsible  
Having opportunities to play active and responsible roles in their communities, with appropriate guidance and supervision.  
Included  
Getting help and guidance to overcome inequalities.  
Respected  
Given a voice and involved in decisions that affect their wellbeing. | Attend CELCIS Corporate Parenting workshops.  
Meet individually with fellow Corporate Parents through links made at the Corporate Parenting workshops and other joint working mechanisms in our core business.  
Work in partnership with organisations focused on working with looked after children and young people, and care leavers, to support the delivery of our action plan and associated work.  
Collaborate with fellow Corporate Parents to increase value and impact of our work with looked after children and young people, and care leavers. | • Board members  
• Designated Director  
• Children and Young People Working Group Members  
• Equality and Diversity Working Group  
• All staff | By March 2017 | Proactively intervening to support services to improve |
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| Recognise the role of our organisation as an employer as well as a provider of services to the wider public, which includes care leavers. | Section 58b to assess the needs | Responsible | Work in partnership with fellow Corporate Parents and appropriate voluntary organisations and/or care experienced young people to develop information and guidance for staff members who are care experienced, including care leavers. | • Human Resources  
• Equality and Diversity Working Group  
• Partnership Forum  
• Children and Young People Working Group  
• Recruiting and line managers  
• All staff | By March 2018 | Assessing the quality of services to inform improvement action  
Helping services to reduce variation in quality |
| | Section 58f to improve as a Corporate Parent | Healthy | Raise awareness to all staff of our responsibilities as a Corporate Parent in terms of recruitment, as managers and as colleagues. | | | |
| | Section 60 to collaborate | Included | Make adjustments to our data gathering processes and documentation to ensure that employees and potential employees who are care experienced or care leavers can alert us to their status if they choose, and access any support as required or give the organisation any feedback that will help us learn from their experiences. | | | |
| | Section 63 to have regard to Corporate Parenting guidance | Respected | Review these arrangements and make improvements as required. | | | |