Corporate Parenting Action Plan 2020-2023 and progress report

April 2020
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Foreword

Healthcare Improvement Scotland is a proud corporate parent and we are delighted to present our second Corporate Parenting Action Plan, which includes a report on our first three years.

Being a parent is not easy, but we feel we have come some way in our understanding and practice. We thank our staff for their commitment to improving outcomes for care experienced people, and to our extended family of care experienced people, and organisations that represent their interests, for providing ongoing support to help us on this learning journey.

We recognise that there is much more that we can do. Outcomes continue to be poorer for care experience people than those without experience of care and, as an organisation committed to advancing equality and making care better for all, we have a significant role to play. This begins with ensuring that everyone in our organisation understands and acts on their responsibilities.

Collaboration has been, and will continue to be, key. We must work closely as an organisation to ensure that we seize opportunities to demonstrate a positive impact for care experienced people. We must also continue to work closely with our fellow corporate parents by sharing our learning and avoiding duplication of effort in pursuit of our common objectives of getting things right for care experienced people.

We look forward to working with care experienced people, and those who support them, to ensure that the commitments outlined in this updated plan deliver improved outcomes.

Carole Wilkinson, HIS Chair
Introduction

About Healthcare Improvement Scotland

Our aim is better quality health and social care for everyone in Scotland. We are ambitious about our organisation’s role in supporting the successful integration of health and social care to provide high quality and compassionate services for people in Scotland.

We measure our progress towards our aim against five strategic priorities:

- Enable people to make informed decisions about their own care and treatment
- Help health and social care organisations to redesign and continuously improve services
- Provide evidence and share knowledge that enables people to get the best out of the services they use and helps services to improve
- Provide and embed quality assurance that gives people confidence in the quality and sustainability of services and supports providers to improve
- Make best use of all resources

Our broad work programme supports health and social care services to improve.

Our Corporate Parenting Duties

Section 56 of the Children and Young People (Scotland) Act 2014 (the Act) names HIS as one of 24 Corporate Parents.

Corporate parenting is defined 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.’  
(Scottish Government 2015)

According to Section 58 of the Act, this means that we must:

- Be alert to issues which, or which might, adversely affect the wellbeing of an eligible young person.
- Assess the needs of eligible children and young people for any services or support provided.
- Promote the interests of eligible children and young people.
- Seek to provide eligible children and young people with opportunities to promote their wellbeing.
- Take appropriate action to help eligible young people access those opportunities.
- Keep our approach to corporate parenting under constant review, seeking out improvement wherever possible
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.

Corporate parents must also publish (and keep under review) detailed plans and reports, collaborate with each other, follow directions and guidance, and provide relevant information to Scottish Ministers.

**Definitions**

The Act defines who is considered ‘looked after’ and a ‘care leaver’ in section 57 and includes any child who is looked after by a local authority, and every young person who is under the age of 26 and has been looked after by a local authority. This includes foster care, residential care, secure care, ‘looked after at home’ (on Compulsory Supervision Orders with no condition of residence) and those in formal kinship care. HIS chooses to use the term ‘care experienced’ to describe people who meet this criteria, based on advice and support from organisations who amplify the lived experience of these young people. As such, we use this term throughout.

**About this plan**

Section 61 of The Act requires HIS to report on its corporate parenting duties. This report contains an update on progress made against commitments in the 2017-2020 plan, as well as identifying further actions to be taken forward in the 2020-2023 plan.

**Corporate Parenting Plan 2017-20**

**Our Corporate Parenting Journey**

In 2015, HIS began to make plans for adopting its corporate parenting responsibilities. During that same year the Centre for Excellence for Children’s Care and Protection (CELCIS) led a training session for HIS Board members to raise awareness of our duties. By early 2016, a Children and Young People Working Group had been set up to ensure that we continued to meet our legal duties under the Act. This group represents all directorates of HIS and has a remit to review and develop the way in which HIS works to meet these legal duties and, specifically, to support the delivery of our Corporate Parenting Plan by progressing actions contained in it.

**Performance against our commitment**

In the following section we provide a summary of our performance as a corporate parent since 2017 under three themes.
1. We understand the issues that care experienced people face and assess their needs

What we did

Since 2017 our Public Involvement Team have been encouraging staff to consider how their work might impact on care experienced people and prompting targeted engagement when there is evidence of a potential negative impact or where the views of care experienced people may be underrepresented. To encourage staff to view care experience in the same light as protected characteristics listed in the Equality Act 2010 and look for evidence regarding the potential impact of our work, we will add ‘care experience’ as a consideration in our equality impact assessment (EQIA) templates and associated guidance.

In July 2019 we developed new public protection guidance to provide our staff with the confidence they require to recognise the early signs of abuse in both children and adults, and act accordingly to support local authorities. Training and supervision have also been developed and are available to all staff across HIS. Mandatory training is offered via e-learning modules to all staff, while face-to-face training is offered to staff with an outward-facing role (contact with NHS boards, other agencies, and the public). This activity supports our staff to be aware of how to recognise and respond to issues which may adversely affect the wellbeing of children and young people to whom corporate parenting duties apply.

We liaised with our Knowledge Management team in our Evidence Directorate to explore options to share regular information regarding the needs and views of care experienced people relating to health and wellbeing, and have decided to produce a bi-annual flash report to be shared with all staff. This will ensure that staff are aware of current evidence or issues pertinent to their work and their responsibilities.

It is important that staff understand their corporate parenting duties and how to promote the interests of care experienced people in the work that they do, whether it be supporting NHS boards to improve their services or working, setting new standards of care, or recruiting staff. To this end, we worked in partnership with Who Cares? Scotland to develop a new e-learning module to be made available to all HIS staff. The module includes videos of care experienced people sharing their experiences of accessing health and care services. The module will be promoted widely through our new intranet system and other relevant campaigns. It will also be included in our induction checklist for managers.

We have also utilised awareness campaigns such as Care Day and Care Experienced Week to raise awareness of our corporate parenting duties among staff by writing blogs about our corporate parenting journey and creating social media content, including images of HIS staff marching in rallies demanding a lifetime of love for care experienced people.
During the festive period of 2018, our Children and Young People Working Group decided to raise enough money to provide at least 40 care experienced young people with a gift on Christmas day during WC?S’s Care Family Christmas. We organised sponsored staff participation in the Glasgow Santa Dash, as well as arranging bake sales, supporting raffles, and even selling handmade jewellery that was kindly donated by a member of staff.

We used the bake sale as an opportunity to raise awareness of our corporate parenting duties among staff by inviting WC?S to kick off the bake sale with an activity which served to demonstrate the number of services that support someone in the care system and how it feels to be that person. HIS staff, family and friends raised £1,428.37 in total, greatly exceeding our initial £400 target.

Many attendees of the Care Family Christmas shared positive feedback on social media of their experience and thanked all of those who had donated to make it possible. A report detailing the impact of our donations was shared with all staff.

In December 2019, we raised money and collected gifts for Barnardo’s Scotland’s Kidsmas appeal. Again, we participated in the Glasgow Santa Dash and held a raffle to generate donations. We received over £900 in donations and around 80 gifts. These donations went to the Youth Involvement Project, which supports children and young with experience of parental substance use in the Easterhouse area. Many of...
these young people have experience of the care system or are more likely to enter the care system.

In order for us to fulfil our corporate parenting duties as an employer, we explored how to capture information about the number of care experienced people who work for us. However, we use national NHS application forms and the Electronic Employee Support System (EESS) which place limitations on the information we can capture. We are also aware that many care experienced people will not want to self-identify due to the stigma associated with this label. Our focus instead will be to assess the impact of recruitment and staff policies on care experienced people seeking employment or in employment with us, and to committing to ‘care-proofing’ these policies. Input will be sought from care experienced people to better understand actions we can take that would make a positive difference to people facing disadvantage. We will also seek support from fellow corporate parents who have taken such action.

**What we'll do next**

- Add ‘care experience’ to our EQIA template and guidance
- Explore the sharing of current relevant learning/literature with staff through flash reports and intranet pages
- Launch our e-learning module and include it in the induction checklist for new staff, and explore alternative methods to raise awareness of our duties
- Seek the views and experiences of care experienced people to explore how best to ‘care-proof’ our recruitment/staff policies
- Take actions to ensure that our Board are aware of our corporate parenting duties and are kept up to date on developments

**2. We promote the interests of care experienced people and provide them with opportunities**

**What we did**

Many parts of our organisation have built and sustained relationships with third sector organisations who support care experienced people to ensure that this group has a strong voice in shaping health and care services and national policy. We have involved care experienced people in a number of community engagement activities in the last three years, including:

- Gathering views on the Scottish Government consultation on Organ Donation and Transplantation (Community Engagement Directorate)
- The development of Health and Social Care Standards (Evidence Directorate)
- The development of revised model of Joint Inspections (Quality Assurance Directorate in partnership with the Care Inspectorate)
- **The Midlothian 100 Day Challenge** to improve mental health and wellbeing for children and young people (ihub in partnership with Nesta)
The Community Engagement Directorate’s Dumfries and Galloway office has also been working closely with the area’s Champions Board (a mechanism for young people to hold their corporate parents to account), including holding a workshop informed by the Young Voices project. These workshops provide communities with the knowledge, skills and confidence to have their voices heard in the shaping of local and national health and care services. This established relationship will ensure that the views of care experienced people in this area can be sought when work affecting them is being undertaken.

In 2018, we added a ‘care experience’ question to our equality monitoring forms for participation in our community engagement activities and for people volunteering with our organisation. This step was taken to establish a baseline of the number of care experienced people (under the age of 26) who have been directly involved in our work, that we have corporate parenting duties towards. Data collected from engagement activity during 2018/2019 showed that 4.99% of respondents were care experienced. While there is no current published figure of how many care experienced people there are in Scotland, a crude estimate based on the annual Children Looked After Survey (CLAS) collected by the Scottish Government suggests that care experience people (up to the age of 26) may represent around 1.3% of the total Scottish population. This figure suggests that care experienced people are well represented in these activities. However, it should also be noted that equality monitoring forms only provide a snapshot of the makeup of the people HIS has engaged with during this period. The data gathered is unlikely to be a truly accurate reflection as it is not always possible or appropriate to ask people to complete equality monitoring forms during engagement activities. From our pool of volunteers, 3.13% of respondents identified as care experienced. Again, this suggests that care experienced people are fairly well represented, comparable with the general population, in our volunteering activities.

As a corporate parent we have a duty to provide care experienced people with opportunities to promote their wellbeing and take action to help them access these opportunities. Importantly, as an employer, we are in a position to offer opportunities for experience, training or employment. In 2018, HIS trialled a work experience partnership with two other health boards – the Scottish Ambulance Service (SAS) and National Services Scotland (NSS). This was to test a collaborative way of working to provide young people with opportunities to experience work across three national health boards in our Edinburgh office where we are co-located. Feedback from the young people highlighted improved confidence and a better understanding of the range of roles available within the NHS. Learning from this experience will be taken into account when considering the best approach to offering work experience opportunities to care experienced people.

What we’ll do next

- Build on our commitment to strengthen the voice of care experienced people across Scotland by developing relationships with regional Champions Boards to support them to have their voice heard in shaping health and care services, and our improvement activity
- Use care experienced data collected to make informed decisions about targeted recruitment for engagement activities and volunteering opportunities
- Explore how line managers can best support care experienced staff
- Develop short NHS work experience opportunities for care experienced and disadvantaged people

3. **We collaborate with other corporate parents and improve the way we work with care experienced people**

**What we did**

As a health board which does not provide services directly to children and young people, collaboration is particularly important in ensuring that we meet our duties. In 2017, we joined the Glasgow City Health and Social Care Partnership Corporate Parenting Forum. Being involved in this group allows us to understand what a wide range of organisations are doing to support care experienced young people. It has also helped us to better understand where corporate parents can support each other to deliver on our shared aims. Importantly, it gives us an opportunity to hear from the Glasgow Champions Board, known as PAC (People Achieving Change), about what they want from their corporate parents. There is also a national group formed to facilitate collaboration between corporate parents, which is co-ordinated by the Children and Young People’s Commissioner Scotland (CYPCS). We have recently joined this group and plan to become active members. Being part of collaborative groups will strengthen our commitment and our accountability among our fellow corporate parents.

We have also been proactive in contacting other NHS boards to ask them how they are approaching certain issues, such as collecting information about the number of people working for them who are care experienced. Many boards face the same issues due to the common systems and processes we use, and it’s likely that we have many shared aims. There may be an opportunity for HIS to step into a convening and co-ordinating role in establishing good practice in health relating to our corporate parenting duties. This will be explored further.

In 2018, we worked together with NHS 24 and Who Cares? Scotland to carry out an interactive evening session with a group of care experienced people between the ages of 14 to 28, known as the Young Radicals, who met regularly to discuss issues important to them. We used this session to find out more about their experiences of
health and care services, and what was important to them when accessing these services, whilst avoiding duplication of effort for our organisations. What we learned was shared with all staff in NHS 24 and HIS. The information is also included in our e-learning module.

In 2017, the Scottish Government asked HIS and other scrutiny partners, including the Care Inspectorate, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Education Scotland to carry out joint inspections of services for children and young people. The Care Inspectorate were asked to work with these partners to develop a revised model of inspection with a strong focus on child protection and corporate parenting. These inspections are reporting on how well these partnerships recognise and respond when children and young people need protection, as well as supporting those children and young people to stay safe and recover. This revised programme started in 2018 and will continue into 2020. Information from these inspections will continue to be shared with staff and other corporate parents to highlight what is working well for care experienced people and where improvement is necessary.

What we’ll do next

- Become active participants in the Corporate Parents Collaboration Group
- Explore HIS having a potential convening and co-ordinating role in establishing good practice in promoting health and wellbeing relating to our corporate parenting duties
- Share learning from joint inspections of children’s services with other corporate parents
- Seek learning from corporate parents across sector about their experiences of involving care experienced people in their work
## Corporate Parenting Plan 2020-23

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<thead>
<tr>
<th>Number</th>
<th>Theme</th>
<th>Action</th>
<th>Outcome</th>
<th>Indicative Timeline</th>
<th>Owner</th>
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<tbody>
<tr>
<td>1</td>
<td>We understand the issues that care experienced people face and assess their needs</td>
<td>a) ‘Care experience’ to be included in Equality Impact Assessments and treated as a protected characteristic</td>
<td>We explicitly consider the impact of our work on care experienced people and take action to minimise or remove any negative impacts</td>
<td>June 2020</td>
<td>E&amp;D Advisor</td>
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<td></td>
<td></td>
<td>b) Explore the sharing of current relevant learning/literature with staff through flash reports and intranet pages</td>
<td>We are aware of issues affecting care experienced people</td>
<td>October 2020</td>
<td>Children and Young People Working Group (CYPWG)</td>
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<td>c) Raise awareness of corporate parenting responsibilities by launching corporate parenting e-learning module for all staff, and exploring other methods, e.g. face-to-face training</td>
<td>We understand our corporate parenting duties and how it applies to our work</td>
<td>February 2021</td>
<td>Organisational Development and Learning Corporate parenting lead Public Protection and Children’s Health Service Lead</td>
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<td>d) Promote opportunities for staff, particularly programme leads and managers, to reflect on where they can have a positive impact in respect of our corporate parenting</td>
<td>We understand the opportunities that exist in our organisation to promote the wellbeing of care experienced people</td>
<td>March 2023</td>
<td>Public Involvement Advisor Programme leads</td>
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<tr>
<td>Number</td>
<td>Theme</td>
<td>Activity</td>
<td>Who should be involved?</td>
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<td>We promote the interests of care experienced people and provide them with opportunities</td>
<td>e) Seek views and experiences of care experienced people with a view to exploring scope for ‘care-proofing’ recruitment/staff policies</td>
<td>July 2021 People and Workplace Team</td>
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<td>f) Share learning from the Independent Care Review with our staff, including non-executive members</td>
<td>April 2020 Community Engagement Director/Public Involvement Advisor</td>
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<td>g) Maintain corporate parenting awareness among non-executive members by offering ongoing learning opportunities</td>
<td>Ongoing Public Involvement Advisor</td>
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<td>2</td>
<td>We promote the interests of care experienced people and provide them with opportunities</td>
<td>a) Develop relationships between our local engagement offices and regional Champions Boards to support them to have their voice heard in shaping health and care services, and our improvement activity</td>
<td>October 2022 Community Engagement local offices</td>
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<td>b) Use data collected regarding the number of care experienced people who have participated in our community engagement activities to make informed</td>
<td>Ongoing Public Involvement Advisor</td>
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<tr>
<td>Number</td>
<td>Theme</td>
<td>Activity</td>
<td>Who should be involved?</td>
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<td>3</td>
<td></td>
<td>a) Be active participants in corporate parenting collaboration groups, e.g. the national Corporate Parents Collaboration Group</td>
<td>Corporate parenting lead CYPWG</td>
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decisions about targeted recruitment for future engagement activities

Our decisions are informed by the views and experiences of care experienced people

| c) | Explore how line managers can best support care experienced people staff | Staff with line management responsibilities are aware of how to best support care experienced people involved in our work | March 2021 Organisational Development and Learning Team |

| d) | Explore the introduction of NHS work experience tasters for care experienced and disadvantaged people | Care experienced young people have opportunities to gain work experience in the NHS | October 2020 Corporate parenting lead Organisational Development and Learning Team Other NHS health boards |

| e) | Explore opportunities to promote Modern Apprenticeships to care experienced people | Care experienced people have opportunities to gain employment in the NHS and develop their skills | July 2022 People and Workplace Team |

| | | | |

We collaborate with other corporate parents and improve the way we work with care experienced people

a) Be active participants in corporate parenting collaboration groups, e.g. the national Corporate Parents Collaboration Group

We are aware of how others corporate parents are meeting their duties and we apply relevant learning to improve how we are meeting our duties | July 2020 Corporate parenting lead CYPWG |
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<td>14</td>
<td><strong>We share our learning with other corporate parents to inform the practice of other corporate parents</strong></td>
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<td><strong>We identify opportunities for collaboration where it will add value and avoid duplication of effort</strong></td>
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<td>b)</td>
<td><strong>Explore HIS having a convening and co-ordinating role in establishing good practice in health relating to our corporate parenting duties</strong></td>
<td><strong>We collaborate with NHSScotland colleagues to meet shared aims, while maximising what we can achieve within our own gift</strong></td>
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<td>March 2021</td>
<td>Corporate parenting lead</td>
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<td>c)</td>
<td><strong>Share learning from joint inspections of children’s services with other corporate parents</strong></td>
<td><strong>Our learning of what is working well for children in need of care and protection is used to inform work of other corporate parents</strong></td>
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<td>Ongoing</td>
<td>Ongoing Clinical Expert, Quality Assurance Directorate</td>
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<td>d)</td>
<td><strong>Learn from corporate parents across sectors who are involving care experienced people in what they do, e.g. explore how the Care Inspectorate support their young inspectors</strong></td>
<td><strong>We apply learning from other corporate parents to improve how we involve care experienced people in our work</strong></td>
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<td>Ongoing</td>
<td>Ongoing Public Partnership Co-ordinator</td>
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Monitoring and Reporting

We will continue to monitor progress with our commitments through our Children and Young People Working Group which meets three times a year and will report annually to our Scottish Health Council Committee of the Board of Healthcare Improvement Scotland.