



Item No: 20

Meeting Date: Wednesday 21st June 2017

Glasgow City Integration Joint Board

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GLASGOW CITY HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) CORPORATE PARENTING ACTION PLAN

Purpose of Report:	The purpose of this report is to seek agreement from the Integration Joint Board to publish the draft corporate parenting action plan for consultation.
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Recommendations:	The Integration Joint Board is asked to: a) note this report; and b) approve the attached draft action plan for consultation with external stakeholders.
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Relevance to Integration Joint Board Strategic Plan:

The Joint Board Strategic Plan explained that our strategy for Children's Services aims to promote a plan to secure better outcomes for every child in Glasgow, with a targeted approach for those most in need. The corporate parenting plan outlines the action we will be taking to improve the life chances for children and young people who are care experienced and will be a major contribution to the wider strategy for children's services.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Outcome 3. People who use health and social care services have positive experiences of those services, and have their dignity respected. Outcome 4. Health and social care services are centered on helping to maintain or improve the quality of life of people who use those services.
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Personnel:	There are a wide range of actions in the plan which have personnel implications, including the responsibility of all staff to support care experienced children and young people in line with the duties of the Act.
Carers:	Carers need to have an understanding of the corporate parenting duties on public bodies and how these can be helpful in promoting the wellbeing of the children and young people in their care.
Provider Organisations:	The duty to be a corporate parent cannot be delegated to a provider organisation, although they are required to support the delivery of some of the actions in the plan.
Equalities:	Implementation of the plan must take into account that some children and young people (such as those with a disability, are from minority ethnic background, are LGBT or have very challenging family and home lives) may require additional support in order to benefit fully from corporate parenting.
Financial:	It is not possible to quantify the costs associated with implementing these duties but the majority of the costs are likely to be included in existing employee costs.
Legal:	The Children and Young People (Scotland) Act 2014 extended the statutory duty of corporate parenting for all looked after children from local authorities to a range of public bodies, including health boards, from 1 April 2015. The statutory guidance on the Act is clear that, whilst responsibility for delivering a service, support or opportunity (to a looked after children or care leaver) may be delegated to an integrated authority, accountability for securing and promoting the wellbeing of children and young people remains with the organizations and individuals listed in schedule 4 of the Act, including local authorities and health boards. The corporate parenting plan being developed by the health and social care partnership will contribute to the Council and Health Board's plans.
Economic Impact:	Improving the life chances for looked after and accommodated children should have a positive impact on the City as the young people will be able to more fully contribute to Glasgow's economy.
Sustainability:	Not applicable

Sustainable Procurement and Article 19:	Not applicable
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Risk Implications:	<p>There are two main implications if we do not take forward this work:</p> <ol style="list-style-type: none"> 1. Looked after children and young people may not receive appropriate help, resulting in them not achieving positive outcomes. 2. The Health Board and Council would be in breach of the Children and Young People (Scotland) Act 2014 and may be subject to legal action.
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Implications for Glasgow City Council:	This is a continuation of existing duties for local authorities. However, the Council will require to review and potentially update its existing Corporate Parenting policy in line with the legislation.
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Implications for NHS Greater Glasgow & Clyde:	The 2014 Act extended the statutory duty to be a corporate parent for all looked after children to a range of public bodies, including health boards from 1 April 2015. The Act requires the Health Board to develop a corporate parenting plan.
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Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Background

1.1 The IJB received a report at its meeting on the 21 September 2016 which described how the Integration Joint Board/Health and Social Care Partnership will support the Council and Health Board to fulfil their statutory duties as corporate parents for looked after children.

1.2 The IJB agreed to the recommendations in the report which were to:

- Run a training session for Integration Joint Board members and senior managers on the corporate parenting duties. This session took place in October 2016 and was well attended and evaluated.
- Agree that a draft corporate parenting plan should be approved by the Integration Joint Board prior to issuing it for formal consultation at Appendix 1.
- Agree to the proposal that the role of the Council's Champions' Board is extended to allow reporting to both the Integration Joint Board and Council Committee and to nominate 3 Integration Joint Board NHS non-executive

Director members to sit on the Champions' Board. (NB, this was prior to the most recent local elections and therefore confirmation will be required from the new Council administration that the Champions Board is to continue)

- 1.3 The draft plan was issued to all HSCP staff to seek their views on the proposed actions and responses were received. Where possible the action plan was revised to take account of these comments. The draft plan was also considered by the Council's Champions' Board prior to the local elections.

2. Consultation on Draft Action Plan

- 2.1 Approval is now being sought from the IJB to publish this draft for wider consultation until the end of September 2017. This will allow sufficient time for a range of external stakeholders to provide comments on the plan, including the other organisations in the city which now have corporate parenting responsibilities.
- 2.2 In partnership with Who Cares? Scotland, a group of young people are being supported by the HSCP to be the first members of a young person's Champions' Board. This group would also be consulted with by the end of September to obtain their input into the draft action plan.

3. Recommendations

- 3.1 The Integration Joint Board is asked to:
 - a) note this report; and
 - b) approve the attached draft corporate parenting plan for consultation with external stakeholders.

Glasgow City Health and Social Care Partnership (HSCP) Corporate Parenting Action Plan

Background

The duty for a wide range of public bodies (including health boards and local authorities) to be corporate parents for care experienced young people was enshrined in law by the [Children and Young People \(Scotland\) Act 2014](#) and [Part 9, Corporate Parenting](#) came into effect on 1 April 2015. The duty ensures that a much larger number of organisations take on the responsibility for promoting the wellbeing of looked after children and young people and care leavers.¹

What is corporate parenting?

The term 'Corporate Parenting' is defined in the guidance accompanying the [Children and Young People \(Scotland\) Act 2014](#) as:

“an organisation’s performance of actions necessary to uphold the rights and secure the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted, from infancy through to adulthood... It is a role which should complement and support the actions of parents, families and carers, working with these key adults to deliver positive change for vulnerable children”

Corporate parenting intends to encourage people and organisations to do as much as they can to make sure children and young people feel in control of their lives and are able to overcome the barriers they face.

What is a corporate parent?

A corporate parent is an organisation which has special responsibilities for care experienced young people. When we talk about care experienced young people we mean those:

- In residential and foster care
- In kinship care, who live with a family member that is not a parent
- Who are looked after at home
- Who have left care/receiving continuing care or aftercare

Corporate Parenting applies to all children who are currently looked after and those young people who ceased to be looked after from their 16th birthday (or on or after their school leaving date prior to April 2015). The duties apply equally to young people, regardless of their age, gender, location or placement type and to all eligible care leavers, up until their 26th birthday.

¹ From this point on we use the term “care experienced young people”; young people tell us that they prefer being referred to as “care experienced” as it covers children and young people of all ages with all varieties of care experience, while shifting the emphasis from the provider to the subject of care.

The corporate parenting role is intended to support many of the roles and tasks expected of a parent, alongside birth parents, families and carers. As a corporate parent we must ensure that the children and young people receive every opportunity to fulfil their potential and take part in positive experiences.

When children and young people become 'looked after', the local authority assumes responsibility for the child from a corporate parenting perspective for the duration of their time being looked after and when they are receiving continuing care or aftercare. This is regardless of where they live, so children could be entitled to corporate parenting from Glasgow, but be staying outside the City.

Health boards work in a different way because they have responsibility (including corporate parenting responsibility) for those people who live within their boundaries at any one time. So there could be a circumstance where Glasgow City Council is not the responsible local authority, but the child or young person is living within the wider Greater Glasgow and Clyde health board boundaries - for example if they had been placed with carers in East Dunbartonshire or Renfrewshire. In these instances NHS Greater and Clyde Health Board would be the corporate parent (along with the health and social care partnership), which covers that specific local authority area.

For looked after children and young people placed by Glasgow City Council to other parts of Scotland that are outside the Greater Glasgow and Clyde Health Board boundary, the corporate parenting duty would remain with Glasgow City Council but would transfer to the health board in which the child/young person is now residing.

For looked after children and young people placed in Glasgow City by another Scottish local authority (located outside the boundaries of Greater Glasgow and Clyde) the duties operate in reverse as Greater Glasgow and Clyde Health Board would become the corporate parent, along with the local authority which has placed the child/young person in the City.

Why do we need corporate parents?

Looked after children and young people, who have experienced care are not a homogenous group but are individuals with their own personalities, needs and experiences.

The vast majority of care experienced young people will have become 'looked after' for care and protection reasons. Some will have experienced neglect or mental, physical or emotional abuse. Some will have had parents unable to look after them because of substance misuse or poor parenting skills.

Children and young people with complex disabilities sometimes need to be looked after in specialist residential schools. Similarly, vulnerable unaccompanied minors seeking asylum and young people who have been illegally trafficked into the UK may also become looked after to ensure their well-being. A small minority become looked after following involvement in the youth justice system.

It has long been recognised that a number of life outcomes for care experienced young people are lower than for those who have not been looked after. These include higher instances of mental health problems, poorer academic performance and increased likelihood of becoming homeless.

To make a positive impact on these and other important outcomes, the concept of corporate parents increases the focus and responsibilities on individuals and organisations involved in the lives of care experienced young people to:

- Consider their wellbeing
- Assess their needs
- Promote their best interests
- Make sure their voices and opinions are heard and that their rights are upheld
- Provide opportunities for them
- Provide advice and assistance when this is required
- Ensure that services are easily accessible for them.

Care experienced young people – a snapshot

- Glasgow City has the highest number of looked after children for any Scottish local authority area with a total of 3,281 – 1,877 looked after at home and 1,404 looked after away from home.
- Glasgow has 22% of Scotland’s looked after children and young people compared to 9.7% of Scotland’s general population of children and young people. The reasons for the Partnership being involved in the child or young person’s life are: lack of parental care (36.9%), child protection (19.2%), parent or carer misusing drugs (13.8%) and domestic violence (5.6%). Many children and young people could have experienced all of these issues.

Despite the challenges which care experienced young people have to overcome many of them prosper and achieve their aspirations; they obtain excellent exam results, go on to tertiary education and/or obtain employment; many have talents in the arts, culture and sport. However, the outcomes and life chances for a large proportion of care experienced young people are very poor when compared to the wider population of young people. For example, at December 2016 only 55% of young people leaving care in Glasgow were accessing jobs, training or a college place, compared to 90% of the school leavers in the city. Who Cares? Scotland has published an information sheet that describes some of the problems experienced by young people who have been through the care system². These include:

- In 2015, 33% of young people in prison and 31% of adult prisoners self-identified as having been in care as a child.
- The last national survey of looked after children and young people in 2014 in Scotland found that 45% of 5-17 year olds living in care were assessed as having a diagnosable mental health disorder.
- In 2014/15 73% of looked after young people who left school were aged 16 and under (i.e. they left school at the earliest point they could) compared with 27% of all school leavers.
- Young people leaving care are vastly over represented in the homeless population and it is widely understood that, for those leaving care, this period in time can be extremely unsettling, traumatic and difficult to resolve.
- After 9 months of leaving school, 31% of care experienced young people are classed as not being in a positive destination such as education or employment, compared to only 8% of their non-care experienced peers.

² “Outcomes for care experienced young people”, WhoCares? Scotland

Views of young people

In developing this draft plan we used the feedback provided by our Children's Rights Service on the views and experiences of looked after children and young people. This was via formal reports provided by the Children's Rights Service, such as the annual report as well as through the input from members of the Service who have participated in our corporate parenting steering group. The Children's Rights Service undertakes a wide range of activities, both with individual children and with groups of children, to elicit their views.

A number of events were organised in collaboration with Who Cares? Scotland and invited young people to discuss issues around corporate parenting in a fun and meaningful way. By using a range of tools and resources, we allowed young people the opportunity to discuss their care experiences and their interactions with health, education and social work services.

All organisations feel fundamentally that young people's views are paramount and their best interests should always be considered in policy and planning for services. Some of the focussed work looked at attending meetings and appointments; who has access to reports; information sharing and examples of good and bad parenting provided a strong voice to look at better ways of supporting young people at these times. Some of the key outcomes from these discussions are already being addressed through the corporate parenting plan, such as informing some of the thinking behind the e-learning module for HSCP staff and looking at new ways to consult/inform young people at early stage in developing policy and improving the experiences of young people to reflect their needs change as they move into adulthood.

Governance and Accountability for Corporate Parenting

Under the Children and Young People (Scotland) Act 2014 Glasgow City Council and NHS Greater Glasgow and Clyde have duties to report Scottish Ministers every three years on their progress with implementing their corporate parenting duties. The HSCP will provide the health board and the council with progress reports so that they can meet their reporting duties. When preparing our reports we will consult with other corporate parents and care experienced young people to seek their views on our progress in implementing this plan.

The Integrated Joint Board (IJB) is accountable for the health and social care services that are provided by the HSCP and is, therefore, accountable for the delivery of this action plan. Annual progress reports will be submitted to the IJB. Our first progress report will be available by February 2018.

The HSCP Senior Management Team has an important role in ensuring that the duty for Corporate Parenting is embraced by all services within the organisation.

The City Council's Champion's Board (see glossary) for care experienced young people will provide an on-going performance monitoring role by receiving reports on progress on issues relating to corporate parenting and will assist in improving collaboration between the wider Council and the Health and Social Care Partnership. Three of the Health Board's non-executive members, who are members of the Integration Joint Board, have agreed to become members of the Champions' Board as part of the re-design of that Board's role.

The Health and Social Care Partnership will report to the Children's Services Executive Group (which leads on multi-agency children's services planning in Glasgow) on progress in implementing this plan, especially those actions which require collaboration with other corporate parents and partner agencies.

We are establishing a young person's Champions' Board (see glossary) and we will report on the progress with this action plan to the young person's board once it is in place.

Action Plan for Corporate Parenting

Glasgow City HSCP has embraced the aspirations of corporate parenting to break the cycle of poverty and poor life chances of many care experienced young people. We have invested heavily in improving residential, foster care, permanency and kinship care. A range of services in continuing care, through care and aftercare exist to ensure the investment in our young people pays dividends for Glasgow. Our corporate parenting action plan builds on these good foundations which we have laid over the past few years to support care experienced young people. Some examples of the work we have done so far are described below:

- The Council has invested £14.2m to improve the quality of our directly provided residential children and young people's houses. Out of the 20 existing houses, nine are completed new builds and another three will be completed between September 2016 and August 2017.
- We have provided increased financial support and practical support for kinship carers to help them in their caring role. Our current budget for Kinship Carers is £7m per year.
- We have increased investment in our Adoption and Fostering Service with successful recruitment campaigns to increase the pool of foster carers to provide looked after children and young people with high quality care in homely family environments.
- The Supported Carers' Service: There are 124 registered supported carers (35 of these are dual registered as foster carers) who have 117 young people / adults in placement - predominantly care leavers. Supported care plays a significant role in both continuing and after-care support.
- We have implemented evidence based programmes to provide more intensive support for children and their families. This includes Functional Family Therapy and Dialectical Behaviour Therapy for Adolescents.
- We have good partnership arrangements with a range of employability related agencies, including Skills Development Scotland, training providers and the local colleges and we provide support for young people to help them access employability and employment opportunities. We have also good working arrangements with supported accommodation providers, including organisations from the third sector those who look after some of our more vulnerable young people.
- A Housing Protocol for care leavers has been in place for the past 9 years that has delivered over 200 permanent tenancies for care leavers. The Protocol was initially agreed between Social Work (Leaving Care Services) and Glasgow Housing Association, but has expanded to include 19 Housing Associations across Glasgow.
- We have provided training for board members, elected members and senior managers on their corporate parenting responsibilities.
- Care experienced young people have been involved and consulted on a range of developments and service improvements, including the designs for the new children

and young people's houses, the complaints' process in residential care and in the tendering process for foster care services.

- We provide access to advocacy and support from Social Work Services' Children's Rights Service and Who Cares? Scotland. In the year April 2015 to March 2016 the Children's Rights Service received 1305 referrals from 437 children and young people.
- We have collaborated with Glasgow Life to ensure all care experienced children and young people have a Scotkid Card or Young Scot card.
- We can demonstrate improvements in our permanency planning for children and young people.
- Each year we celebrate the achievements of our young people at events at the City Chambers.
- In partnership with Sandyford Sexual Health Service, we provide rolling programmes of training for Residential Children's Unit staff and for Foster Carers on implementing the Glasgow 'Relationships and Sexual Health Education' policy. Sandyford prioritise looked after young people for access to clinical services.

Wider service changes and improvements

In addition to the actions outlined in our corporate parenting action plan there are a number of major change and improvement programmes taking place in Children Services. We have called these our "Transformation Programmes" and we expect that they will improve the services for care experienced children and young people. As we progress these programmes we will update our corporate parenting action plan to take account of those outcomes from these programmes which will benefit care experienced young people. A summary of these programmes is provided below:

- Further develop the continuing care arrangement to increase the number of young people achieving positive destinations, such as employment, training and tertiary education. Enhancing opportunities for young people to obtain their own tenancies, if necessary with support, is also included in this workstream.
- Improve support for children who are looked after by Glasgow City Council but are living at home by ensuring that these children have access to the range of services that are available to promote their wellbeing.
- We are undertaking a review of directly provided residential care services. We have established a steering group for this work and young people and our staff will be included in the review process.
- We have set up a "Transformation Zone" in our South locality, where two children and family teams are looking in more detail about how they can use existing community resources to support children who are "open cases" for social workers but who do not meet the threshold for social work interventions. If this work is successful it should increase the amount of time that our staff can spend working with looked after children and young people.
- In partnership with a range of public and third sector organisations we are developing a family support strategy to improve the co-ordination and sustainability of services for families with the aim of intervening early to prevent the need for young people to be taken into local authority.

- We will develop and implement actions to improve the mental and emotional health of care experienced young people, such as the work of the “Aye Mind” project which is developing digital and social media initiatives with young people.
- We need to work with colleagues in adult mental health, addictions and homelessness services to improve the transitions for young people.
- Review of commissioned supported accommodation services for young people to meet their needs more effectively.



**Glasgow City HSCP
Corporate Parenting Action Plan 2016/17 to 2019/2020**

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
Review and update our existing learning and education programmes to incorporate corporate parenting duties	Complete by end 2017-18	Principal Officer, Learning and Education, Social Work Services Senior Learning and Education Advisor, NHSGG&C	Our learning and education programmes reflect the experiences and views of care experienced young people. Our employees have knowledge of the needs of care experienced young people and their responsibilities as corporate parents.	All relevant training programmes include information on corporate parenting	Be alert to matters which, or which might, adversely affect the wellbeing of looked after children and young people.
Develop and roll out an e-learning module for health and social care employees in partnership with Who Cares? Scotland We will investigate the viability of making this module mandatory for all employees working for the HSCP.	Complete module by June 2017 Roll out during to all staff from June 2017	Principal Officer, Learning and Education, Social Work Services Senior Learning and Education Advisor, NHSGG&C	Our learning and education programmes reflect the experiences and views of care experienced young people. Our employees have knowledge of the needs of care	Number and percentage of employees who have completed the module	Be alert to matters which, or which might, adversely affect the wellbeing of looked after children and young people.

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
			experienced young people and their responsibilities as corporate parents.		
Undertake training for IJB Board members and senior managers and new City Council elected members on corporate parenting	From October 2016 to March 2018	Susanne Millar Chief Officer	<p>Our strategic leaders have knowledge of the needs of care experienced young people and their responsibilities as corporate parents.</p> <p>Our learning and education programmes reflect the experiences and views of care experienced young people.</p>	Number of board member and senior management and training events held	Be alert to matters which, or which might, adversely affect the wellbeing of looked after children and young people.
Implement a communications' plan for corporate parenting	From October 2016 to March 2018	Head of Strategy and Planning Head of Business Development	<p>Our employees, and people who deliver services on our behalf, have knowledge of the needs of care experienced young people and their responsibilities as corporate parents.</p> <p>Care experienced young people know</p>	<p>Staff newsletters distributed monthly</p> <p>Corporate parenting pages available on Connect and Staffnet</p> <p>No./% of staff who find the communication information and helpful</p> <p>Views of young people</p>	Promote the interests of looked after children and young people

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
			what they should expect from the HSCP as a corporate parent.	on our communication	
We will undertake an evaluation of our training and communication activity to assess its impact.	By May 2018	Head of Strategy and Planning Head of Business Development	Our employees have knowledge of the needs of care experienced young people and their responsibilities as corporate parents. Care experienced young people know what they should expect from the HSCP as a corporate parent.	Specific indicators will be agreed when we develop the evaluation approach	Be alert to matters which, or which might, adversely affect the wellbeing of looked after children and young people.
Continue to run achievement events for looked after children and young people	Each year	Head of Children's Services	A positive message about care experienced young people. Raise the aspirations of care experienced young people	No. of events per year No. of young people participating in events Qualitative feedback from young people on events	Promote the interests of looked after children and young people
As our commitment to "We can and must do better" we will identify all children and young people looked after at home or away from home in the area and ensure that they are offered a comprehensive health assessment (CHA) that includes	Started in 2016 and backlog of assessments to be completed by summer 2017.	Head of Specialist Children's Services	Care experienced young people are able to use a holistic assessment of their needs to improve access to services to improve their health and wellbeing	Backlog of assessment completed summer 2017 100% of assessments by LAAC Health team completed 28 days from date of referral.	Assess the needs of looked after children and young people.

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
general, physical and mental health components.					
We will establish a young person's Champions' Board	By end 2017/18	Head of Children's Services	The views of young people are taken into account when planning and delivering services Young people input into the Council's Champions' Board	No. of young people who have participated in the Champions' Board per year	Be alert to matters which, or which might, adversely affect the wellbeing of looked after children and young people.
We will produce a "you said, we did" report which will explain how we respond to the issues raised by the children and young people who are in our care.	By end 2016/17	Children's Rights Service	The views of young people are taken into account when planning and delivering services	Report produced	Assess the needs of looked after children and young people.
We will support Glasgow's Young Talent (MCR Pathways) by providing mentors and work place experiences for young people as part of their involvement in the programme. For 2017 we have set a target of recruiting 40 mentors.	Early 2017/18	Head of Children's Services South Locality	Care experienced young people are helped to achieve their aspirations.	No. of information sessions for potential mentors No. of mentors No. of work place experiences	Seek to provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing. Take action as it considers appropriate to help looked after children and young people access those opportunities.

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
Implement improvements to our support for Kinship Care by introducing Family Group Decision Making and a Family Finding Service	Pilot in North East 2016/17 – 2017/18 Full implementation City wide will depend on outcomes of evaluation of pilot	Head of Children's Services, North East locality	Stable placements and kinship care becomes the primary option when children are no longer able to remain in the care of birth parents either in the short or long term.	No. of children accessing Family Group Decision Making No. of kinship carers identified by the Family Finding Service No. of children provided with a placement with a kinship carer as a result of FGDM and FFS.	Seek to provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing. Take action as it considers appropriate to help looked after children and young people access those opportunities
We will support corporate parents to implement the Glasgow sexual health and relationships' practice guidance through CPD programmes with Residential Care staff and foster carers. In 2017/18 we will expand this programme to area teams and, in consultation with young people and carers, develop appropriate programmes for Kinship Carers and Throughcare.	2017/18 - 2018/19	Head of Sexual Health Services	Care experienced children and young people receive education and guidance on healthy relationships, growing up, puberty and sexual health	No. of staff and carers participating in CPD programme Feedback from children, young people and carers.	Consider their wellbeing Assess the needs of looked after children and young people. Provide advice and assistance when this is required
Health Improvement teams in our localities are developing an approach to support children who are looked after in the community and their carers. The	By end 2017/18	Health Improvement Managers	Improved health and wellbeing of carers and the children and young people they care for.	No. of families/carers/children helped to access activities	Seek to provide looked after children and young people with opportunities to participate in activities

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
<p>details of these proposals are being developed and will be included in a future version of the action plan.</p>				<p>Feedback children/carers/ families on their experiences</p>	<p>designed to promote their wellbeing.</p> <p>Take action as it considers appropriate to help looked after children and young people access those opportunities</p>
<p>Our health improvement teams are working closely with residential care staff to offer improved access to health improvement programmes for young people in our residential units.</p>	<p>In progress</p>	<p>Health Improvement Leads</p>	<p>Improved health and wellbeing for care experienced young people</p>	<p>Qualitative evaluation</p>	<p>Seek to provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing.</p> <p>Take action as it considers appropriate to help looked after children and young people access those opportunities</p>
<p>We will continue to develop our collaboration with the other corporate parents in Glasgow to meet the needs and aspirations of young people. As an example we will have a dialogue with other corporate parents about adopting a “family firm” approach to providing training and</p>	<p>2016/17 to 2019/2020</p>	<p>Head of Children’s Services</p> <p>Head of Children’s Services in each locality</p>	<p>All corporate parents take appropriate action to meet the needs and aspirations of young people</p>	<p>Evidence of collaboration and some examples of positive outcomes from joint work can be demonstrated</p>	<p>Seek to provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing.</p> <p>Take action as it</p>

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
<p>employment opportunities for care experienced young people.</p> <p>We will also work with the wide range of other organisations and individuals who have a roll in caring for children and young people so that they are clear about the responsibilities of corporate parenting. This will include parents, third and independent sector providers, foster carers, kinship carers.</p>					<p>considers appropriate to help looked after children and young people access those opportunities.</p>
<p>We will revise our financial procedures so that young people who live in our homes, especially those who are aged 16 and older, have more autonomy in how they use money to go shopping and for leisure activities.</p>	<p>By end 2017/18</p>	<p>Service Managers, Residential Care</p>	<p>Young people in our residential units have more financial autonomy</p>	<p>Updated policy in place</p>	<p>Seek to provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing.</p> <p>Take action as it considers appropriate to help looked after children and young people access those opportunities.</p>
<p>We will implement a policy for children and young people's safe use of digital technology in children's residential houses,</p>	<p>2017/18</p>	<p>Head of Children's Services</p>	<p>Children and young people are supported in the safe and effective use of all</p>	<p>Policy in place</p>	<p>Seek to provide looked after children and young people with opportunities to</p>

Action	Timescale	Lead Officer	Outcome (s)	Performance Indicator	Link with Corporate Parenting Duty
including use of WIFI.			types of digital technology.		<p>participate in activities designed to promote their wellbeing.</p> <p>Take action as it considers appropriate to help looked after children and young people access those opportunities.</p>
The HSCP will investigate the feasibility of including care experience as a protected characteristic in equality impact assessments	By end 2018/19	HSCP Equality Group	Services take account of the needs of care experienced young people when they are planning service changes.	Consideration of needs of care experience included in EQIAs.	Be alert to matters which, or which might, adversely affect the wellbeing of looked after children and young people.
We will review our transitions' protocol	By end 2019/20	Head of Children's Services	We improve our planning and delivery of services for children and young people to take account of their changing needs as they get older.	Completion and implementation of review	<p>Seek to provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing.</p> <p>Take action as it considers appropriate to help looked after children and young people access those opportunities.</p>

Glossary of Terms

Champions' Board – Glasgow City Council Champions' Board meets 6 times per year to receive reports from the senior managers on arrangements for planning, monitoring and evaluating the work of all departments in fulfilling the council's corporate parenting responsibilities and the council's progress in improving the outcomes for all of Glasgow's children and young people. The Council Champions Board also supports elected members in fulfilling their responsibilities to looked after children.

Young person's Champions' Board – the aim of the Board will be empowering and supporting young people to help create a strong platform for their voices, one they are proud to be part of. Young people will feel confident, included and valued through connected links with local corporate parents and other partners to make change happen.

Family Group Decision Making - Family group decision-making includes a number of approaches in which family members are brought together to make decisions about how to care for their children and develop a plan for services. Different names used for this type of intervention include family team conferencing, family team meetings, family group conferencing, family team decision-making, family unity meetings, and team decision-making. Approaches differ in various aspects, but most consist of several phases and employ a trained facilitator or coordinator.

Family finding service – identifies family members who are outwith the immediate family circle (and may not be known to the child or parents) and who may be able to provide some form of support and care for a looked after child or young person.

Glasgow's Young Talent - provides mentoring opportunities for care experienced young people who attend Glasgow's schools to help them achieve their goals and aspirations as a partnership between Glasgow City Council and a charity called MCR Pathways.

Integrated Joint Board (IJB) - The Public Bodies (Joint Working) (Scotland) Act 2014 provides the legislative framework for integration of health and social care services in Scotland. It requires local integration of adult health and social care services, with statutory partners (Health Boards and Local Authorities) deciding locally whether to include children's health and social care services in their integrated arrangements. The Act allows two models of integration with the Integrated Joint Board model being the model adopted for Glasgow City.

Functional Family Therapy - is a short-term, highly evidenced based systemic intervention designed to last between 12 to 20 weeks. FFT is a strength-based model which aims to bring about change within the family by reducing blame and negativity, giving families new ways of problem solving and communicating. This approach has been shown to lead to a reduction in risk taking behaviours in young people. It is also intended to support young people to remain within their families rather than entering out of home placements.

Dialectical Behaviour Therapy for Adolescents - is an intensive, highly structured program that's been adapted specifically for adolescents with extreme emotional instability, including self-harm and suicidal ideation.

Comprehensive health assessment (CHA) – “Looked After Children & Young People: We Can and Must Do Better” (2007) identified what was required to improve educational and other outcomes for Looked After children and young people and care leavers. In particular it recognised that educational attainment cannot be seen in isolation but is dependent on other life circumstances, including health and wellbeing, being addressed. The Scottish Government followed this up with specific guidance to Health Boards in the **Chief Executives' Letter (CEL) 16 2009**. The guidance stated that: Each NHS Board will assess the physical, mental and emotional health needs of all Looked After children and young people for whom they have responsibility and put in place appropriate measures which take account of these assessments. They will ensure that all health service providers will work to make their services more accessible to Looked After and accommodated children and young people, and to those in the transition from care to independence.

Aftercare - refers to the advice, guidance and assistance provided to care leavers. Any young person who ceases to be looked after on or after their sixteenth birthday and is less than twenty-six years of age are eligible (between sixteen and nineteen) or potentially eligible (between nineteen and twenty-six) for Aftercare. Prior to the Children and Young People (Scotland) Act 2014 young people, who ceased to be looked after beyond their minimum school leaving age and were less than twenty-one years of age, were eligible or potentially eligible for Aftercare.

Continuing Care - refers to a local authority's duty to provide (subject to a welfare assessment) young people, born after 1 April 1999 and who are at least aged sixteen but have not reached the higher age (as specified by Ministerial Orders) and whose final „looked after“ placement was in foster, kinship or residential care, with the same accommodation and other assistance as was being provided by the local authority, immediately before the young person ceased to be looked after. The aim of Continuing Care is to provide young people with a more graduated transition out of care, reducing the risk of multiple simultaneous disruptions occurring in their lives while maintaining supportive relationships. It is a new term introduced by the 2014 Act.

Family Firm - This concept aims to encourage and enable corporate parents to offer looked after young people and care leavers a broad range of support to help them progress to a positive economic destination. This might include work experience, employment and training, or building capacity and skills individually or in groups by preparing job applications or developing interview skills. It may also be through reserving a number of apprenticeships for which looked after young people and care leavers can apply.