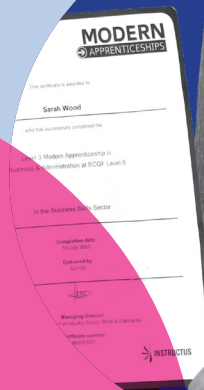


Corporate Parenting Progress Report and Action Plan



2020-2023



nhs24.scot

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2020-2023

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If you would like us to consider producing this report in a different format please phone us on 0800 22 44 88. If you have a textphone dial 18001 0800 22 44 88.

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Foreword

NHS 24 is proud to be a Corporate Parent and is pleased to present the second Corporate Parenting Plan. The plan sets out the activities that NHS 24 has undertaken in the first three years of being a Corporate Parent. It also contains information on the steps that NHS 24 will take to continue to provide opportunities for young people who are looked after and care experienced.

As a Corporate Parent we will continue with our efforts to understand and develop the need to have services designed to achieve better outcomes for young people who are looked after and care experienced. We will seek to achieve this both as a health and social care provider and as an employer.

Our role as a Corporate Parent has provided an opportunity for some NHS 24 staff who themselves are care experienced to share their own accounts and to get involved. These experiences, ranging back to the 1960's onwards, have led staff members to get involved as volunteers with care experienced focussed organisations and to become part of a movement within NHS 24 to improve the life chances of young people who are looked after and care experienced.

We are looking forward to our continued work in collaboration with young people who are looked after and care experienced, fellow corporate parents, third sector organisations and our staff as we strive to maximise shared learning across Scotland.

Maria Docherty

Executive Director for Nursing and Care NHS 24

Introduction

About NHS 24

NHS 24 is the national provider of digital and telephone based health and care services for Scotland. We provide people with access to information, care and advice through multiple channels including telephone, web and online.

We work in collaboration with partners, the public and our people to co-design services using technology and a digital first approach to sustainable service development and delivery.

Our Services

111

NHS 24 is best known for providing care and advice when GP surgeries and pharmacies are closed. People across Scotland can call NHS 24 using the free phone number 111. This gives people access to help and advice if they cannot wait until their GP surgery reopens.

Health Information and Support Services

NHS 24 provides access to evidence based health information and support through a range of different services including:

- NHS inform
- Care Information Scotland
- National Smoking cessation service Quit Your Way

NHS inform hosts self-help guides and a National Services Directory to signpost to other relevant services.

Scheduled Care Services

The Cancer Treatment Helpline allows patients undergoing treatment to self-refer for triage and if appropriate onward referral into local cancer services.

The Musculoskeletal (MSK) service is a telephone advice and triage service for people suffering problems such as back pain.

Scottish Emergency Dental Service

This service delivers advice and support on dental health and dental services to the people of Scotland during the out-of-hours period. Patients who contact NHS 24 with dental symptoms are assessed by Dental Nurses. The Scottish Emergency Dental Service (SEDS) booking Hub then directs the patient to the relevant dental care pathway.

Breathing Space

Breathing Space is a confidential phone and web based service for people in Scotland experiencing low mood, depression or anxiety. Breathing Space offers a listening and signposting service for people experiencing low mood, depression or anxiety about issues such as family and relationship difficulties.

NHS Living Life

NHS Living Life is an NHS 24 telephone service offering Cognitive Behavioural Therapy (CBT) and Guided Self-help (GSH) using a CBT approach. Cognitive Behavioural Therapy is an evidence based approach to help treat a wide range of emotional and physical health conditions in adults, young people and children.

Mental Health Hub

In March 2019, the Mental Health Hub was established and fully trained expert Psychological Wellbeing Practitioners joined the workforce at NHS 24 to provide Psychological Triage Assessments to the public in need of this support. A continually evolving and expanding the service, the Mental Health Hub is now also working closely with the Scottish Ambulance Service and Police Scotland to support them when dealing with vulnerable people.

Corporate Parenting – the legislation

The Children and Young People (Scotland) Act 2014

The Children and Young People (Scotland) Act 2014 addresses a range of areas relating to the wellbeing of children and young people and contains a number of provisions and duties that apply to public bodies.

NHS 24 is specifically named within the Children and Young People (Scotland) Act 2014 as one of its twenty four corporate parents. This means our organisation has a duty across several elements of the legislation, including corporate parenting, children's rights, assessing and supporting wellbeing in line with the Getting it Right for Every Child (GIRFEC) framework and the consideration of sharing relevant and legitimate information with appropriate professionals.

Our Corporate Parenting Responsibility

NHS 24's responsibility as a Corporate Parent applies to every child who is looked after by a local authority, and every young person, who is under the age of 26, and was (on the person's 16th birthday or at any subsequent time) but is no longer looked after by a local authority.

Corporate Parents have the following responsibilities in relation to young people who are looked after and care experienced:

- to be alert to matters which, or which might, adversely affect the wellbeing of children and young people
- to assess the needs of those children and young people for services and support it provides
- to promote the interests of those children and young people
- to seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing
- to take such action as it considers appropriate to help those children and young people to access opportunities, make use of services, and access support which it provides
- to take such other action as it considers appropriate for the purposes of improving the way in which it exercises its functions in relation to those children and young people

Further information on the responsibilities of Corporate Parents can be found on the Scottish Government website.

Progress Report 2017-2020

NHS 24's Engagement Team

NHS 24's Engagement Team (previously known as the Participation and Equalities Team) is responsible for the day-to-day management of stakeholder engagement, equalities and human rights, and community engagement. This includes working within the framework set out by associated legislation and NHS Scotland standards.

The Engagement Team more generally facilitates equality impact assessments and works with people and staff, third sector organisations and partner Health Boards to meet and maintain community engagement and equalities standards. The Engagement Team supports the organisation with its corporate parenting responsibilities.

Community Engagement

The Engagement Team first began to have contact with Who Cares? Scotland, a charity that provides support to care experienced young people, in December 2016. Who Cares? Scotland invited corporate parents to help them prepare for their annual 'Care Family Christmas'. The charity organises the dinner for care leavers in Scotland, who otherwise may spend Christmas Day alone.

A member of the Engagement Team met with young people and other volunteers at Who Cares? Scotland's Glasgow office to help make Christmas decorations.

Following from this visit, the team member then wrote an article about the activity to raise awareness of the issues young people who are looked after and care experienced may face amongst NHS 24 staff. This article was shared on the internal intranet.

Fundraising

In 2017, staff within NHS 24's Headquarters worked together to raise money for Who Cares? Scotland's 'Care Family Christmas'.

A poster was created, which highlighted the issues young people who are looked after and care experienced may face at this time of year. This was displayed within NHS 24 offices.

An article was also written and published in the internal staff magazine 'Insight'.

In the months running up to Christmas, staff raised money through Dress Down Days and other fundraising activities. A total sum of £600 was raised.

Fundraising (cont)

Staff from Who Cares? Scotland attended at NHS 24's head office where they were presented with a cheque. NHS 24 took the opportunity to photograph the event and share it on our social media channels, once again, aiming to raise awareness of care experienced young people.

In April 2018, staff within NHS 24 headquarters took part in the Kiltwalk to raise money for Who Cares? Scotland. A total sum of £265 was raised through fundraising.

NHS 24 made use of the staff intranet and social media channels (Twitter and Instagram) to celebrate this achievement.

Through fundraising events, care experienced employees who work within NHS 24, have shared their own experiences. One member of staff began volunteering with Who Cares? Scotland.

Working with Who Cares? Scotland

In January 2018, Who Cares? Scotland approached the Engagement Team to ask if a staff member would take part in a promotional film about corporate parenting.

A member of the team took part in this and spoke about the activities that NHS 24 had undertaken to meet our duties. Who Cares? Scotland shared the film with corporate parents to encourage other organisations to get involved in fundraising.

NHS 24 shared this video across our social media channels (Facebook and Twitter) and on the internal staff intranet.

Engagement

In celebration of 'Care Day' in February 2018, a member of the Engagement Team and the National Development Officer for Breathing Space, attended the Who Cares? Scotland and CELCIS 'Carelidh'. NHS 24's attendance demonstrated our support to young people who are looked after and care experienced.

In March 2018, a member of the Engagement Team, accompanied by a Scottish Health Council Local Officer, visited the 'Young Radicals', a group of care experienced young people who meet at Who Cares? Scotland's Glasgow office to have their say on the care system.

The aim of this session was to raise awareness of the services offered by NHS 24 and to find out what matters to care experienced young people.

The young people took part in a 'know who to turn to' exercise, which encouraged them to think about the most appropriate places to go to for help when they are feeling unwell.

In addition, we asked the young people, 'What matters to you?' and scribed their responses and discussions.

The young people were asked how they wished their answers to be presented to NHS 24 staff and they replied "in our own words."

Following on from this engagement, a poster was created titled 'ten top tips to use when speaking to a care experienced young person'. This poster was shared with staff via the 'Hot Topics' email. This is a weekly message that goes out to all frontline staff and contains key information.

The poster was added to NHS 24's 'Knowledge Lab', an online database of information to support continuing professional development. NHS 24's Knowledge Management Facilitator also shared the poster more widely through the @knowledgeN24 Twitter account.

In addition, the poster was printed and displayed across centres and uploaded to the staff intranet.

The Engagement Team fed this activity back to the 'Young Radicals' group via Who Cares? Scotland's Corporate Training and Education Officer. The young people responded very positively to the poster and expressed their satisfaction with it.

Who Cares? Scotland has since published the poster in their quarterly newsletter.

Both care experienced NHS 24 staff members and staff who work with care experienced young people have offered positive feedback around the poster.

Collaborative Working

In response to discussions which took place around mental health on our visit to meet with the 'Young Radicals', the Engagement Team worked with colleagues from Breathing Space to engage with young people who are looked after and care experienced as part of 'Mental Health Awareness Week'.

The National Development Officer for Breathing Space and a member of the Engagement Team, hosted a 'Pop up Positivity Café' within Who Cares? Scotland's Glasgow office in May 2018.

The aim of this activity was to encourage young care experienced people to get together for a coffee and a chat and encourage them to think of ways in which they can practise positivity in their everyday lives to improve mental wellbeing.

Two young care experienced people who attended this session volunteered to facilitate their own 'Pop up Positivity Cafes', in order to help their peers practise positivity.

Youth Forum

In 2017, NHS 24 set itself a target of increasing its young person inclusion throughout the organisation's services.

Staff members were tasked with two major projects – setting up NHS 24's first Youth Forum and raising awareness of the issues experienced by young people who are looked after and care experienced.

What did we do?

As part of this activity, the Engagement Team liaised with staff from Who Cares? Scotland to promote this volunteering opportunity to the young people they work with.

The opportunity was advertised on the 'Young Radicals' Facebook group and a young care experienced person expressed interest in getting involved to help shape and develop NHS 24 services for the better.

As described above, we began by volunteering to help at Who Cares? Scotland, a third sector organisation for care-experienced young people to learn about the issues these young people may face.

Building on the momentum created through this project, staff then embarked on creating NHS 24's first Youth Forum. This was achieved through raised awareness of this new forum in the first instance with a range of youth groups through social media channels and in June 2018, we delivered the first Youth Forum event.

What happened as a result?

In June 2018, NHS 24 staff delivered the first of NHS 24's Youth Forum events.

People from as far away as Aberdeen, Fife and the Lothian's travelled to the event, which was held in the Scottish Youth Theatre, Glasgow.

A total of 13 young people, aged 16-26 attended. Those taking part in the Youth Forum were from a diverse range of backgrounds, including care experienced.

Following this event, a number of our Youth Forum members have gone on to take part in a range of organisational meetings to help improve the way NHS 24 develops and delivers its services.

These include:

- membership of the NHS 24 Service Transformation Programme Board
- taking part in interview panels when appointing staff to senior roles within NHS 24
- attending Board meetings as an observer
- participating in Public Partnership Forum meetings
- attending a private and a public meeting with the Minister for Health as part of the Scottish Government's Annual Review of Health Boards
- participating in 'Art of the Possible' workshops to explore find out what can be done differently through the use of new technologies
- continue to participate in Youth Forum meetings, with a focus on mental health, including writing a poem.

Listen, Without Labelling – a poem written by members of the NHS 24 Youth Forum

*Cause my health is important to me
Let me tell you how I feel
Because everyone needs someone
To listen to me, I need you to hear me, see me and be heard
Ask me, support me, new me!
My best days are yet to come
I am me, you are you, we may be misunderstood but we can understand
Say the right thing
It's important to have a listening ear!
We need voice even if we can't speak
Ask me
My life is worth living.*

Written by members of the NHS 24 Youth Forum.

Corporate Parenting Toolkit

In 2019, NHS 24 published a Corporate Parenting Toolkit. The toolkit provided a further opportunity to engage with our staff and to raise awareness of our role in supporting young people who are looked after and care experienced.

The toolkit contained a glossary about the different types of care including kinship care

- our duties as a corporate parent
- our planned activities
- a reminder of the ten talking tips
- what we can to help
- information on eLearning for staff.

The toolkit was launched with care experienced people and members of staff from Who Cares? Scotland in attendance.

Human Resources (HR)

Modern Apprenticeships

In 2019, NHS 24 commenced a partnership with Who Cares? Scotland to provide care experience young people with Modern Apprenticeships. This structured, robust programme developed for employers consisted of three phases to ensure a seamless journey was in place for the Modern Apprentices.

Three directorates volunteered to be part of this project; Technology, Service Development and Communications.

A tailored recruitment process was adopted for these apprentices. The intention was very much about the candidates getting to know us first before applying, and supporting them through the recruitment process.

We also supported the mentors and line managers through running an employability programme prior to the apprentices commencing, increasing their awareness of care experienced people and their individual needs once in employment.

Overall we ensured there was:

- close partnerships between our staff and the Who Cares? Scotland
- consistency, clear communication and constructive feedback
- buddy and mentoring
- gentle and well supported induction
- inclusion rather than tokenism
- line manager competencies are key – non-judgement, compassion, patience and the ability to listen
- travel voucher for the first month of employment to ease transition

All three Modern Apprentices commenced in the autumn of 2019 and all are still progressing through their Modern Apprenticeship programme.

Our Modern Apprentices share their story below. Consent has been obtained to share for the purpose of this report and on behalf of NHS 24 we are grateful for this. It is so important that we hear first-hand staff experiences about what we can do at NHS 24 to improve our Corporate Parenting role.

Testimonial

Sarah Wood, *Communications Assistant*



My name's Sarah. I'm 20 years old and I stay in the East End of Glasgow.

I've been in care from the age of eleven and when things were going downhill, that's when I realised I wanted to get out there and do something with my life.

Prior to joining NHS 24 as a Communications Apprentice, I had a job in Youth Work and Childcare for around two years. I always had an interest in Admin and when the opportunity came up through Who Cares? Scotland, I had to take it.

I've been a member of Who Cares? Scotland for approximately five years and I received upcoming job vacancies through email on a regular basis. I wanted a change in career direction and when I saw the advert for NHS 24, I thought to myself it would be silly not to go for it – and whether or not I was successful, at least I tried. Shortly after applying, I was contacted by a woman from the organisation asking if I could meet with her in person to discuss the post further. I then met with her and she told me a little bit more about the post and then asked me about myself and my background of being a young person in care. It went really well and she was lovely – she agreed to progress my application and arranged for me to attend an interview skills training day with the other shortlisted applicants for the three roles within NHS 24. It was very informative and helped me gain the confidence I didn't currently have for job interviews! I got the interview for my two chosen posts and I was selected for my preferred one, which was Communications.

The whole recruitment process was done in steps and when I found out I got the job, I was ecstatic! It was hard saying goodbye to all the young people I worked with in my previous job but I knew that this was an opportunity not to let pass me by. I'm also in year two of my Social Services HNC and although it's been tricky juggling it around having a full-time job, it has all been worth it!

The whole Communications Team have been so lovely and welcoming and always provide support with my apprenticeship! In my role, I do a varied amount of different things and every day is different. I assist with Social Media marketing, I'm involved in the development of campaigns, I play a part in putting together the organisation's internal magazine named INSIGHT and help promote Breathing Space – a service that supports people throughout Scotland who are low or anxious. I get out and about too. There are two other bases – one in Clydebank and another in Edinburgh where I get to work in and am able to get to know the other members of the team, who have also been really nice.

I am now in a much better place than I was before and for once in my life, I feel settled and accepted for who I am. My SVQ Assessor Joe has been really supportive as well and I'm really looking forward to developing my career within NHS 24. This has helped me gain new skills and knowledge within the public sector and will benefit my future career in business admin as it's giving me experience in a real work environment. The most rewarding part about my job is working as part of a team and being able to grow within an organisation I am passionate about.

I would recommend anyone who gets this opportunity in the future to take it and learn new skills to help them develop in their career. For me, an apprenticeship is really beneficial because you are able to learn on the job and gain an important qualification at the end of it. It is a great way to gain real work experience and confidence as well as enhance your CV. You are also supported throughout which is really helpful in order to obtain the qualification.

My future career plan is to hopefully progress further with the possibility of going on to have a permanent role within NHS 24. It's a brilliant organisation to work for and I am proud to be a part of it.

Testimonial

Toni Durning, *Digital Marketing Apprentice*



Hi, my name is Toni Durning. I'm 19 years old and I stay in Lanarkshire. Growing up for me wasn't easy as at the age of five I was taken into care with my three brothers. Being in care has made me want to go out and make a change, whether that's to someone's life or just to give back to the public. I found out about this opportunity through Who Cares? Scotland. I found the whole process very relaxing, the process was done in stages with support. The thing I found beneficial is we were given the questions before the interview, which took the pressure and stress off us.

When I found out I got the job I was over the moon as I didn't expect it. Going into my Digital Marketing team everyone was so welcoming and very supportive. Now that I have settled in, I couldn't have asked for a better team, they are very supportive and make sure I'm ok every day. I am excited to develop my career and hopefully go onto securing a job. NHS is a great organisation to be part of.

Testimonial

Danny Mutale, *Digital Applications Modern Apprentice*



My Name is Danny Mutale and I am 24 years old. Having grown up without my parents, my life has been full of ups and downs but I have always kept my head high and hoped for a better tomorrow. I have always been a hardworking person because I believe that there is no limit to what a person can do.

I am doing the Diploma for IT & Telecommunications Professionals and I am based in Clydebank. I initially saw a post on Facebook from Who Cares? Scotland and after doing some research on what the organisation does, I decided to contact them to see if I was eligible to apply for the apprenticeship. Who Cares? Scotland were very helpful in describing what the organisation was all about as well as explaining the Apprenticeship programme.

I decided to do a modern apprenticeship because what better way to learn than practicing what you are taught almost immediately. The other reason I decided to do it was the organisation I was going to be part of if I was successful. An organisation with people who have made it their sole purpose to help people out there through Telecare services. I personally feel nothing gives more satisfaction than helping people in need.

Who Cares? Scotland played a vital role in the sense that they helped me prepare for the interview adequately, they provided an interview training workshop which also included running through a mock interview with me, helping me practice answering possible questions.

This has helped me grow as an individual as it provides me with a platform to build my communication, computing, teamwork skills and so on. This will benefit my career greatly as having industry experience is very important, so being able to show that I've got that in addition to qualifications will be very useful to me and my career

I do various tasks working with various teams in the ICT department. I am currently working with the web development team who have been showing me what websites that NHS 24 provide and what they are used for. They have been teaching me basic web design and development which is very interesting and I enjoy it.

I love my job because people care about me as a person and about my professional growth. There is a genuine spirit of cooperation and shared goals all revolving around helping the people who need the help out there.

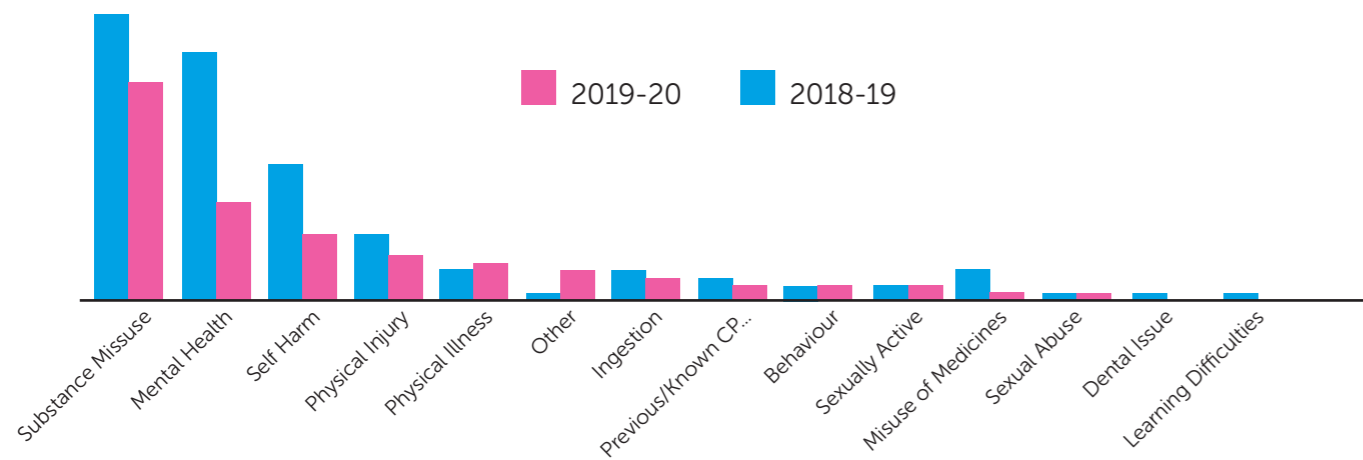
Apprenticeships allow you to work, learn and earn. You are taught key skills and gain qualifications that employers want. You should bare that in mind and think of how it will benefit you and your career.

My future plans would be acquiring a set of skills that are vital to the organisation and hopefully this will lead to me being offered a permanent role at NHS 24.

Public Protection Service

In 2018 the Public Protection service collected data to help understand the reasons why care experienced children and young people utilised our service. The graph below shows referrals where the receiving clinician assessed potential concerns that the child or young person was at risk or on a path way to harm and follow up with external services was required.

Comparison of reasons for Public Protection referrals for care experienced children and young people between 2018-19 and 2019-20



During April 2018 and March 2019 there were 131 referrals made for care experienced children and young people. The above graph shows that 121 referrals were directly related to the child or young person and a further ten referrals not shown in chart were a result of parent/carer concerns assessed during the call (8 related to mental health and 2 for substance misuse).

During April 2019 – March 2020 there were 78 referrals, a 40% total decrease in referrals for care experienced children in the previous year. One referral related to a parent/adult carer for (mental health).

Overall substance misuse, mental health and self-harm are the top three reasons for referral to external agencies requiring further support/assessment for our care experienced children and young people.

We will share information with young people who are looked after and care experienced to provide them with the access to services that they require, with the intention of supporting a reduction in the incidences of substance misuse, mental ill- health and self-harm.

Preparing our Corporate Parenting Plan

Part of our role as a Corporate Parent is to prepare a plan that demonstrates how we can achieve our corporate parenting responsibilities. The steps we have taken so far have enabled us to reflect on what we have learned, and set out our plans for the future (see below).

As a corporate parent, NHS 24 is expected to engage and work with other corporate parents to promote opportunities for care experienced young people. One of the ways in which we have achieved this is through the attendance at corporate parenting events where we have shared our practices and methods, and listened and learned from others. It is our intention to build on this and work more directly with our partner organisations.

Legal Duty	Action	Outcome	Timescale	Lead
<p>1 To be alert to matters which, or which might, adversely affect the wellbeing of children and young people to whom this Part of the Act applies</p>	<p>A All frontline staff receive Public Protection (PP) training at induction and complete mandatory eLearning modules.</p> <p>B All staff to complete the PP eLearning module</p> <p>C PP Policy and Process are in place and reviewed appropriately.</p> <p>D All PP education materials and process documents to be reviewed annually to ensure compliance with corporate parenting responsibilities.</p> <p>E The NHS 24 Public Protection page within the Knowledge Lab links to corporate Parenting information and case studies, including links to scenarios within Who Cares? Scotland website: available to all staff and reviewed annually.</p> <p>F Corporate Parenting mission statement</p>	In accordance with the Public Protection Accountability Framework	March 2021 and reviewed annually thereafter	<p>Executive Director of Nursing (Strategic Objectives)</p> <p>Service Delivery managers and all clinical and non-clinical staff</p> <p>Public Protection Service</p>
<p>2 To assess the needs of those children and young people for services and support it provides</p>	<p>A Telehealth and Telecare assessment through a variety of sources used within NHS 24, when a concern is identified NHS 24's public protection process is initiated.</p> <p>B Collate data from public protection referrals to help inform about the needs of this group.</p>	In accordance with the Public Protection Accountability Framework for Public Protection and the Public Protection Policy	March 2021 and reviewed annually thereafter	<p>Executive Director of Nursing and Care (Strategic Objectives)</p> <p>Service Delivery and all frontline staff</p> <p>Public Protection Service</p>

Legal Duty	Action	Outcome	Timescale	Lead
<p>3 To promote the interests of those children and young people</p>	<p>A Work with organisations across all sectors that represent the interests of care experienced young people to explore the role of NHS 24 in promoting the interests of those children and young people.</p> <p>B Volunteer annually to support Who Cares? Scotland with their activities.</p> <p>C Produce articles, as appropriate, which raise awareness of the barriers that care experienced young people face, and publish these on the staff intranet.</p> <p>D Promote the interests of care experienced children and young people on social media.</p> <p>E Raise staff awareness of the disadvantages experienced by care experienced young people</p> <p>F Achieve a reduction in the incidences of substance misuse, mental ill-health and self-harm</p>	We understand our Corporate Parenting responsibilities	March 2021 and reviewed annually thereafter	<p>Engagement Team</p> <p>Lead Nurse Public Protection Subject Experts</p>
<p>4 To seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing</p>	<p>A Work with young people, including those who are care experienced, continuing with the Youth Forum.</p> <p>B Work with organisations across Scotland to provide care experienced young people with volunteering opportunities through our NHS 24 Youth Forum.</p>	Collaboration and sharing Learning with other corporate parents	March 2021 and reviewed annually thereafter	<p>Engagement Team</p> <p>Collaboration with other Corporate Parents.</p>

Legal Duty	Action	Outcome	Timescale	Lead
<p>5 To take such action as it considers appropriate to help those children and young people to access opportunities, make use of services, and access support which it provides</p>	<p>A Provide visits to NHS 24 premises, to meet with staff and to share information about the services that NHS 24 and partners provide.</p> <p>B Promote NHS 24 services through workshops and presentations</p> <p>C Offer and deliver sessions on what makes a good job application and include information on how to prepare for interviews and ways in which to answer competency based questions at interviews. Provide information on pay, earnings and deductions.</p> <p>D Become a Saltire Awards organisation - celebrate and recognise the contribution of young care experienced volunteers, and help them achieve Saltire Awards certificates for the volunteering they do with NHS 24.</p>	<p>Young people who are looked after and care experienced have improved access to services and career opportunities</p>	<p>March 2021 and reviewed annually thereafter</p>	<p>Participation and Equalities Manager</p> <p>HR Business Support Manager Specialist Expertise Leads</p>
<p>6 To take such other action as it considers appropriate for the purposes of improving the way in which it exercises its functions in relation to those children and young people.</p>	<p>A Progress Modern Apprentices 20/23</p>	<p>Young people who are looked after and care experienced have improved access to career opportunities</p>	<p>March 2021 and reviewed annually thereafter</p>	<p>Executive Director for Nursing and Care</p> <p>HR Manager</p> <p>Who Cares? Scotland</p>
<p>7 Review Plan and Write report</p>	<p>A Report progress through the NHS 24 Equality and Diversity Mainstreaming Report.</p> <p>B Report Corporate Parenting Plan and Progress Report every 3 years</p>	<p>Governance achieved</p>	<p>March 2021 and reviewed annually thereafter</p>	<p>Participation and Equalities Manager</p> <p>Lead Nurse Public Protection</p>

Need more information?

If you wish further information on the contents of this report or wish to find out more information then please e-mail:

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