

## Notice of Meeting and Agenda Improving Life Chances Group

Date	Time	Venue
Wednesday, 27 June 2018	14:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

J Melrose, Area Support Team; K McIntyre, Engage Renfrewshire; S Wright, Police Scotland; L King and N Harkness (both Scottish Children's Reporter Administration); M Gallacher, Scottish Fire and Rescue Services; M Gilligan, Skills Development Scotland; J Paterson, Renfrewshire Child Protection Committee; P MacLeod, J Trainer, D Hawthorn, G McKinlay, O Reid and A Morrison (all Renfrewshire Council); F MacKay, S Clocherty and L Mullen (all Renfrewshire Health & Social Care Partnership); J McKellar, Renfrewshire Leisure; C Nicol, University of the West of Scotland; and S Graham, West College Scotland.

### Chair

J Trainer, Head of Early Years and Inclusion.

## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Improving Life Chances Group - Role, Remit and Timetable of Group</b>  | <b>3 - 10</b>  |
|          | Joint report by Director of Finance & Resources and Chief Executive's Service, Renfrewshire Council.                                  |                |
| <b>2</b> | <b>Early Action Systems Change</b>  |                |
|          | Presentation by Head of Early Years & Inclusion, Children's Services, Renfrewshire Council and External Design Lab, Dartington.       |                |
| <b>3</b> | <b>Children's Services Partnership Plan</b>   | <b>11 - 14</b> |
|          | Report by Head of Child Care & Criminal Justice, Children's Services, Renfrewshire Council. (Appendix not available - copy to follow) |                |
| <b>4</b> | <b>Joint Inspection of Adult Health &amp; Social Care in Renfrewshire</b>   | <b>15 - 18</b> |
|          | Report by Head of Health and Social Care (Paisley), Renfrewshire Health & Social Care Partnership.                                    |                |
| <b>5</b> | <b>Draft Quality Improvement Framework</b>  | <b>19 - 28</b> |
|          | Report by Head of Child Care & Criminal Justice, Children's Services, Renfrewshire Council.   |                |
| <b>6</b> | <b>No One Left Behind - Next Steps for the Integration and Alignment of Employability Support in Scotland</b>                         | <b>29 - 32</b> |
|          | Report by Skills Development Scotland.  |                |
| <b>7</b> | <b>Future Items of Business</b>   |                |



To: **Improving Life Chances Group**

On: **19 June 2018**

Joint Report by:  
Chief Executive and Director of Finance & Resources

## **IMPROVING LIFE CHANCES GROUP ROLE, REMIT AND TIMETABLE OF GROUP**

### **1. Summary**

- 1.1 The purpose of the report is to submit for consideration the proposed role and remit of the Improving Life Chances Group and to arrange a calendar of meeting dates for for the period September 2018 to December 2019.

### **2. Recommendations**

- (a) That the role and remit of the Improving Life Chances Group as outlined within the report be agreed;
- (b) That the timetable of meetings from September 2018 to December 2019 as indicated within the report be agreed;
- (c) That it be agreed that the Improving Life Chances Group be chaired by a senior officer within a partner organisation as outlined within the report.

### **3. Background**

- 3.1 Renfrewshire Community Planning Partnership Board approved at its meeting on 7 December 2016 a new governance structure to reflect the requirements of the Community Empowerment Act (Scotland) 2015 and to streamline and refocus existing partnership activities, groups and formal structures.
- 3.2 The community planning thematic boards were amended to incorporate existing and emerging partnership arrangements; provide greater strategic focus; reduce duplication; and recognise that some groups would maintain their own independent status outwith the formal community planning structure. An excerpt of these arrangements setting out the role of new community planning groups is attached at Appendix 1.

## **4 Renfrewshire Community Plan – “Our Renfrewshire”**

- 4.1 Our Renfrewshire Community Plan 2017/27 and associated Locality Plan was approved at the Council meeting on 28 September 2017. It was developed together, and signed up to, by key public, private and third sector organisations and marks a shared responsibility to work together to get things right for people in Renfrewshire and highlights a real commitment to addressing the inequalities that exist. The new Renfrewshire Community Plan 2017/27 will be delivered through the new Community Planning governance arrangements.
- 4.2 A copy of the Community Plan and the Locality Plan can be found on the Council's website at <http://www.renfrewshire.gov.uk/article/6265/Our-Renfrewshire-community-plan-2017---2027> and provides an overview of the Our Renfrewshire community plan 2017/27 and the four priorities of the plan.
- 4.3 Both the community plan and locality plan contain statements of high-level priorities which will be developed into a coherent set of targets, indicators and actions for Year 1, Year 3 and Year 10 to provide a framework to deliver outcomes under the four themes of Thriving, Well, Fair and Safe and Monitor Progress.
- 4.4 At the time of the review in 2016, partnership working was felt to be strong however, most stakeholders suggested that further work was required to widen out ownership of specific initiatives or priorities, in order that other community planning partners could assume the lead role as opposed to the Council.
- 4.5 The new Community Planning governance structure will ensure that the time invested by partners will focus on joint strategic priorities and will result in a better balance across partner organisations in relation to the allocation of lead roles for the development and oversight of work programmes aligned to the shared community planning partnership priorities. It has also been highlighted that the new Locality Plan will provide an opportunity to refresh priorities and partner lead roles.
- 4.6 It is proposed therefore that the Improving Life Chances Group be chaired by a senior officer within a partner organisation, significantly extending and sharing the leadership role for community planning to other community planning partners, as is intended within the 2015 Act.

## **5 Role and Remit of Group**

- 5.1 It was agreed that the Improving Life Chances Group would be established to take forward the remit and work of the Children and Young People Thematic Board and the Tackling Poverty Steering Group. An additional focus would be the contribution of partner organisations to health improvement, reducing inequalities and addressing the attainment gap.

## 5.2 Proposed Role

- (a) Links to be established (from Community Planning Executive Group) to the updated Boards:- Improving Life Chances Board and Forum for Empowering Communities and to separately incorporated groups such as the Community Protection Chief Officers Group, Renfrewshire Economic Panel and Renfrewshire Health and Social Care Partnership Strategic Planning Group;
- (b) Implement work activity as commissioned by the Community Planning Executive Group; and
- (c) Develop a work programme and rolling action log, with outcomes and targets, and report progress on a regular basis to the Executive Group.

5.3 Within the previous community planning structure various key tactical and operational groups fed into the Thematic Boards. The Local Employability Partnership (LEP) linked in to the Jobs & the Economy Thematic Board. This partnership group plays a key role in supporting the delivery of employability outcomes and the co-ordinated development and delivery of national and local employability. It is anticipated that this group will feed into the Improving Life Chances Group with standing agenda items which would include the coordination and review of operational initiatives and actions to support the outcomes of the Improving Life Chances Group.

## 6 Timetable of Meetings

- 6.1 Under the new arrangements, the Improving Life Chances Group is required to meet four times per year.
- 6.2 Taking into consideration the ability of the Chair to call special meetings if the need arises, it is suggested that a programme of meeting dates be scheduled to December 2019 as follows:-

Wednesday 5 September 2018 at 10am

Thursday 6 December 2018 at 10am

Wednesday 13 March 2019 at 2pm

Wednesday 5 June 2019 at 10am

Thursday 5 September 2019 at 10am

Thursday 5 December 2019 at 10am

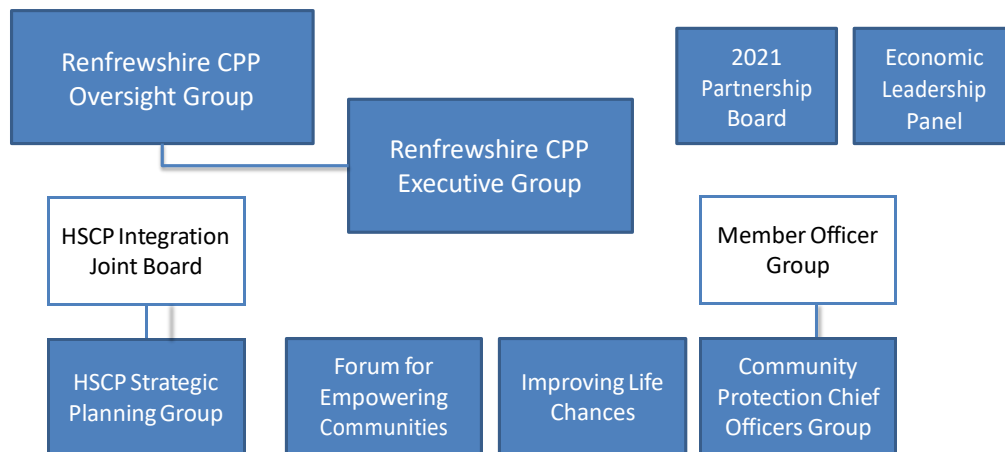
(location of the meetings will be confirmed in due course)

- 6.3 The timetable takes account of all standard meetings of the Improving Life Chances Group but does not consider any ad-hoc meetings which might be held as and when necessary.

**Author:** Carol MacDonald, Senior Committee Services Officer, Finance & Resources,  
Tel: 0141 618 5967 email: [carol.macdonald@renfrewshire.gov.uk](mailto:carol.macdonald@renfrewshire.gov.uk)  
Stuart Graham, Partnerships Planning & Development Manager, Chief Executive's Service,  
Tel: 0141 618 7408 email: [stuart.graham@renfrewshire.gov.uk](mailto:stuart.graham@renfrewshire.gov.uk)



## PROPOSED COMMUNITY PLANNING AND PARTNERSHIP ARRANGEMENTS



Under the new structure, the “thematic group” structure will be amended to incorporate existing and emerging partnership arrangements where appropriate and to provide greater strategic focus and reduce duplication, recognising that some groups will maintain their own independent status outwith the formal community planning structure. The three groups shown below fall into the latter category and take forward the remits of the existing Safer and Stronger, Jobs and the Economy and Community Care, Health and Wellbeing thematic boards. Appropriate links will be developed between these and the Executive Group within the new structure:

- Economic Leadership Panel
- Renfrewshire Strategic Planning Partnership (Integration Joint Board)
- Community Protection Chief Officers Group

Further proposed changes include:

- An Improving Life Chances Group will be established to take forward the remit of Children and Young People and Tackling Poverty Steering Group.
- The Forum for Empowering Communities will continue, but be given an enhanced role in order to maximise opportunities for engaging with communities emerging from the Community Empowerment Act 2015.
- The work programme of the Greener Thematic Board will be mainstreamed across the work of the other groups, ensuring that the positive contribution of the board and its sub group is recognised and continued where appropriate.

It is proposed that the Improving Life Chances and Forum for Empowering Communities groups are chaired by senior officers within partner organisations, significantly extending and sharing the leadership role for community planning to other community planning partners, as is intended within the 2015 Act.

### **Community Planning Structure**

As part of the new governance arrangements, work would be undertaken by the Executive Group to update existing Groups and to establish links to separately incorporated boards such as the Community Protection Chief Officers Group, Renfrewshire Economic Panel and Renfrewshire Health and Social Care Partnership Strategic Planning Group. Proposed changes to the thematic Board structure are as follows:

<b>Proposed Board / Link Board</b>	<b>Purpose of Change</b>
Renfrewshire Economic Panel	The Executive Group to establish links to the Renfrewshire Economic Panel. The Panel is scheduled to be established from March 2017 and will provide a greater focus on the role and contribution of the private sector in driving investment and the creation of job opportunities.
Community Protection Chief Officers Group	The Executive Group to establish links to the Public Protection Chief Officers Group currently in existence, with linkages to those partnership groups which also report to Safer and Stronger Thematic Board.





<b>Proposed Board / Link Board</b>	<b>Purpose of Change</b>
Renfrewshire Forum For Empowering Communities	Continued and enhanced role for the Forum to ensure that the third sector and communities have a voice and influence in shaping partnership decisions and activity.
Improving Life Chances	The Improving Life Chances Board would bring together the work of the Children and Young People Board and the Tackling Poverty Steering Group. An additional focus would be the contribution of partner organisations to health improvement, reducing inequalities and addressing the attainment gap.
Renfrewshire Health and Social Care Partnership Strategic Planning Group	Removing the Community Care, Health and Wellbeing Board would reduce a layer of duplication, subject to ensuring that all the business of the Community Care, Health & Wellbeing Board is fully covered by the Health and Social Care Partnership Strategic Planning Group. The Integration Joint Board, which is a statutory group, will be represented within the Oversight Group.

### Proposed Role

- (a) Links to be established to the updated boards:- Forum for Empowering Communities and Improving Life Chances Board and to separately incorporated groups such as the Community Protection Chief Officers Group, Renfrewshire Economic Panel and Renfrewshire Health and Social Care Partnership Strategic Planning Group
- (b) Implement work activity as commissioned by the Community Planning Executive Group.
- (c) Develop a work programme and rolling action log, with outcomes and targets, and report progress on a regular basis to the Executive Group.





**To: Improving Life Chances Group**

**On: 27 June 2018**

**Report by:**

**Dorothy Hawthorn, Head of Child Care and Criminal Justice**

**Title:**

## **CHILDREN'S SERVICES PARTNERSHIP PLAN**

### **1. Summary**

- 1.1. The Children and Young People (Scotland) Act 2014 received Royal Assent on 27<sup>th</sup> March 2014. Part 3 of the Act places a joint duty on local authorities and health boards to produce three yearly Children's Services Plans. The first plan was required to commence on 1<sup>st</sup> April 2017.
- 1.2. Statutory Guidance on Children's Services Planning was published in December 2016. The Guidance sets out a number of new requirements for the process local authorities and health boards must follow in developing, implementing and reviewing their new children's services plans. The Guidance encourages innovative presentation formats and emphasises the importance of consultation with children and young people, in developing the plan.
- 1.3. The new Children's Services Plan requirements coincided with the return of our children's wellbeing data in February 2017. The data was fundamental to the strategic needs analysis required of a robust children's services plan. We wanted to take the opportunity to fully analyse the data in concert with our planning partners and to share the data with our children and young people before we produced our new children's services plan. The Renfrewshire Children's Services Partnership agreed to produce an interim plan to cover the period 2017-18. The plan was approved by the Board on 01 June 2017.
- 1.4. A new, three year Children's Services Partnership Plan for 2018-2021 has been produced in collaboration with children and young people, Council colleagues, statutory partners and third sector organisations. The Plan is informed by extensive consultation with children and young people. Following their feedback, we have

taken the approach of producing a 'Plan on a Page'. The one page format conveys the all of the essential, high level information required of a plan in a manner which is accessible to children and young people.

- 1.5. Our 'Plan on a Page' includes multi-media functions which present short video clips of council officers explaining the purpose of the plan as well as links to websites of relevance to local children and young people.
- 1.6. The new approach is innovative and is inspired by this Scottish Year of Young People. The attractive and accessible format of the plan helps Renfrewshire to deliver on its aspiration of being a 'child friendly' Council.
- 1.7. The 'Plan on a Page' is informed by detailed action plans which are currently being developed by the Renfrewshire Children's Services Partnership. Development of the action plans is being timed to allow their alignment with new national inspection and reporting requirements which will be published imminently.

## **2. Recommendations**

### **2.1 The Board is asked to:**

- (a) Note the attached Children's Services Partnership 'Plan on a Page' including the interactive multi-media resources; and
- (b) Support the ongoing development of detailed actions plans to support delivery of the priorities detailed in the plan. The action plans will be aligned to the new inspection framework and requirements of the new national minimum dataset are confirmed by the Scottish Government and will be completed early in the summer.

## **3. Background**

- 3.1 Renfrewshire's approach to the design, delivery and evaluation of children's services is robust and underpinned by the views and needs of our children and young people. We are committed to involving children and young people in the design of services and in giving them opportunities for meaningful participation for and dialogue with community planning partners and elected members.

- 3.2 In 2016/17 we became the first local authority to repeat the collection of wellbeing data about our children and young people. Over 10,000 children and young people participated and provided us with valuable information about their key developmental outcomes and the risks and protective factors in their lives. The survey data also allowed us to evaluate the impact of our previous children's services plan and to identify new priorities for the planning period 2018-21.
- 3.3 During 2017, we shared the wellbeing data with a wide range of stakeholders in the statutory and voluntary sectors, as well as with many groups of children and young people. Their feedback highlighted three clear priorities for action:
- Improving adolescent mental health and wellbeing;
  - Increasing physical activity for all children and young people; and
  - Promoting positive adolescent relationships.
- 3.4 We also consulted extensively with children and young people about what they wanted from our new Children's Services Plan. Their feedback was clear – they wanted a plan which they could easily read and understand and which explained what the Council and its partners would do to improve their lives. Many young people told us that they had never before read a children's services plan because they found it too long and felt it was aimed at professionals.
- 3.5 Mindful that this is the Scottish Year of the Young Person and also of Renfrewshire's aspiration to be a 'child friendly' council, we decided to develop a new, innovative plan which was attractive and accessible to our children and young people. The 'Plan on a Page' sets out in an eye-catching and colourful format the high level priorities of the Children's Services Partnership and highlights the outcomes we are all working to achieve.
- 3.6 The Plan also uses interactive, multi-media content to engage and inform children and young people. The Plan includes QR codes which enable smart phone users to access short video clips of the Director of Children's Services and other key staff explaining the purpose of the plan and providing other relevant details about local services and the delivery of the priorities. The Plan also includes links to useful websites such as the 'No Worries' site, Renfrewshire Youth Services and the Scottish Commissioner for Children and Young People.
- 3.7 The plan incorporates the winning drawings from an art competition in which local primary school children were asked to draw pictures of what they liked best about growing up in Renfrewshire. The winning drawings were chosen by our Champions' Board.

- 3.8 The plan is designed to be visually attractive and engaging and to provide the essential information about the Partnership's vision and priorities in a way which is meaningful to its principal audience – children and young people. The plan is underpinned by detailed action plans which set out how partners will deliver the plan and how progress will be measured.
- 3.9 The actions will be aligned to the Community Plan, the Children's Services Improvement Plan, the Education Improvement Plan, the Attainment Challenge Plan and the National Improvement Framework. Alignment of actions across the spectrum of children's services will harness partners' activities to shared objectives and strengthen delivery of improved outcomes.
- 3.10 Finalisation of the action plan is being timed to enable us to reflect imminent changes to statutory inspection requirements. We are currently awaiting recommendations from the national Child Protection Improvement Programme, as well as publication of the new inspection framework. It is anticipated that the Government will confirm new requirements early in the summer and we will ensure that our children's services actions and measurements align with the new national minimum data set and assist our compliance with inspection requirements.

**Author:** Karen Nowland 0141 618 6835



To: Improving Life Chances Group

On: 27 June 2018

Report by:  
 Ian Beattie, Head of Health and Social Care (Paisley)  
 Renfrewshire Health and Social Care Partnership

## JOINT INSPECTION OF ADULT HEALTH AND SOCIAL CARE IN RENFREWSHIRE

### 1. Summary

- 1.1 Scottish Ministers have asked the Care Inspectorate and Healthcare Improvement Scotland to report on the effectiveness of the strategic plans prepared by integration authorities, from April 2017. At this early stage in the integration of health and social care the aim is to ensure that the integration authorities have building blocks in place to plan, commission and deliver high quality services in a co-ordinated and sustainable way, namely:
- A shared vision
  - Leadership of strategy and direction
  - A culture of collaboration and partnership
  - Effective governance structures
  - A needs analysis on which to plan and jointly commission services
  - Robust mechanisms to engage with communities
  - A plan for effective use of financial resources
  - A coherent integrated workforce plan which includes a strategy for continuous professional development and shared learning.
- 1.2 The purpose of this inspection was to assist Renfrewshire Health and Social Care Partnership to answer the question "How well do we plan and commission services to achieve better outcomes for people?" To do this the inspectors assessed the vision, values and culture across the partnership, including leadership of strategy and direction, the operational and strategic planning arrangements (including progress towards effective joint commissioning) and improvements the partnership has made in both health and social care, in respect of the services that are provided for all adults.

### 2. Recommendations

- 2.1 It is recommended that the group notes the content of this report

### 3. Background

3.1 The joint inspection took place between October and December 2017. In preparation for the inspection, the partnership undertook a self evaluation across the following Quality Indicators that the Care Inspectorate and Healthcare Improvement Scotland had identified as being in scope for the inspection:

- Quality Indicator 1 - Key performance outcomes
  - 1.1 Improvements in partnership performance in both health and social care
- Quality Indicator 6 – Policy development and plans to support improvement in service
  - 6.1 Operational and strategic planning arrangements.
  - 6.5 Commissioning arrangements
- Quality Indicator 9 – Leadership and direction that promotes partnership
  - 9.1- Vision, values and culture across the partnership
  - 9.2 - Leadership of strategy and direction.

The partnership self evaluated each of the Quality Indicators as Level 4 – Good using the Care Inspectorate/Healthcare Improvement Scotland's six point scale below.

Level 6	Excellent	Outstanding or sector leading
Level 5	Very good	Major strengths
Level 4	Good	Important strengths with areas for improvement
Level 3	Adequate	Strengths just outweigh weaknesses
Level 2	Weak	Important weaknesses
Level 1	Unsatisfactory	Major weaknesses

The self evaluation together with supporting evidence and examples of good practice were submitted to the Inspection Team on 27 October 2017. Following this, the inspectors carried out a series of onsite scrutiny sessions with staff, partners, providers, carers and service users.

In addition, a staff survey was undertaken by the inspectors and the results of which have informed the inspection report. The results of the survey were presented to the Health and Social Care Senior Management Team on 10 November 2017. At that time the response rate (34%) was the highest received by the inspection team and it was also noted that the overall response to the questions was more positive than the national average.

3.2 On 18 April 2018, The Care Inspectorate and Healthcare Improvement Scotland published their findings from the inspection in the report 'Joint Inspection (Adults) the Effectiveness of Strategic Planning in Renfrewshire', refer to Appendix 1. The report highlights that Renfrewshire Health and Social Partnership are making significant progress on improving residents' health and social services, it also concurs with the self assessment that Quality Indicators 1 and 6 are Level 4 – Good. In advance of the inspection, the partnership was advised that Quality Indicator 9 would not be given a formal grade, however, comments on this indicator have been provided within the report.



3.3 On the whole, the report is positive and highlights the following key successes:

#### **Key Performance Outcomes**

- The partnership has a robust, structured approach to monitoring progress in performance. Regular reports are produced and these are reviewed by senior managers and the IJB. Exception reports are also produced for the IJB.
- The partnership is performing well against national targets. A key area of success is the timely discharge of individuals from hospital. The partnership has a history of low rates of delayed discharge and is continuing to perform well.

#### **Strategic Planning and Commissioning Arrangements**

- The partnership has completed a joint strategic needs analysis, supporting the development of its joint strategic plan and related plans.
- The partnership has successfully begun the development of a range of early intervention and support services for adults and their carers.

#### **Leadership and Direction that supports Partnership**

- The partnership has a clear vision which is understood and shared by all grades of staff. There is a strong commitment to the delivery of health and social care services in line with this vision. There are clear connections between the vision and the strategic plan.
- Members of the senior management team are highly visible, and supportive of frontline staff. Joint working is promoted, and a culture of integrated working is evident. The joint working is contributing to the delivery of positive outcomes for people experiencing health and social care services.

3.4 However, the report also identifies the following areas for improvement:

<b>QI 1.1 Improvements in partnership performance in both healthcare and social care:</b>
Develop a strategic approach to gathering qualitative and outcome focussed feedback from people who experience health and social work services.
Benchmark our performance against other partnerships across the country
<b>QI 6.5 Commissioning Arrangements</b>
Work with the local community and with other stakeholders to develop and implement a cross-sector market facilitation strategy
Develop joint robust quality assurance systems and a joint programme of quality assurance activity that are embedded in practice
Involve people who experience services, carers and key stakeholders, including the third and independent sectors, at an earlier stage when services were being planned or (re)designed
Revised and updated strategic commissioning plan including: <ul style="list-style-type: none"><li>• how priorities are to be resourced</li><li>• how joint organisational development planning to support this is to be taken forward</li><li>• how consultation, engagement and involvement are to be maintained</li><li>• fully costed action plans including plans for investment and disinvestment based on identified future needs expected measurable outcomes</li></ul>
<b>QI 9.2: Leadership of strategy and direction</b>
Conduct a training needs analysis and developing a structured programme of sessions for IJB members

- 3.7 At the next meeting of Renfrewshire's Integration Joint Board it will consider the areas for improvement highlighted within Section 3.4 and develop an improvement plan in response.

## **4. Resources**

- 4.1 N/A

## **5. Prevention**

- 5.1 N/A

## **6. Community Involvement/Engagement**

- 6.1 Inspectors met with key stakeholders including staff and service users as part of the inspection process.

**Author:** Yvonne Farquhar, Service Planning and Policy Development Officer, Chief Executive's Services  
[yvonne.farquhar@renfrewshire.gov.uk](mailto:yvonne.farquhar@renfrewshire.gov.uk)

01416187409



**To: Improving Life Chances Group**

**On: 27 June 2018**

**Report by  
Dorothy Hawthorn: Head of Childcare and Criminal Justice, Children's Services**

## **DRAFT QUALITY IMPROVEMENT FRAMEWORK**

### **1. Summary**

- 1.1 As part of the Child Protection Improvement Programme, the Care Inspectorate has introduced a revised Quality Indicator Framework for Children's Services. The proposed framework has been subject to consultation and it is anticipated that it will replace the existing framework *How well are we improving the lives of children and young people?* published in 2014 and will be used as a basis for future inspections as well as self-evaluation activity.

### **2. Recommendations**

- 2.1 Members are asked to note the report and be advised that further updates will be provided on the finalised framework and the inspection programme.

### **3. Background**

- 3.1 In 2017, the Scottish Government Child Protection Improvement Programme announced that a revised model of inspection would be developed that would take a more focused look at the most vulnerable children and young people, specifically those in need of protection and/or subject to corporate parenting responsibilities.

Each inspection will result in a published report which will seek to answer the following questions.

- How good is the partnership at recognising and responding when children and young people need protection?
- How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and well and recover from their experiences?

- How good is the partnership at maximising the wellbeing of children and young people who are looked after?
  - How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?
  - How good is collaborative leadership?
- 3.2 The revised quality improvement framework was launched for consultation, in late April 2018, with a closing date of 25 May. It followed a separate consultation on shared datasets which was open for consultation until 11 May 2018.
- 3.3 The first 5 partnership areas who will be subject to inspection have been identified. This will be a rolling programme.

#### The Quality Improvement Framework

- 3.4 The quality improvement framework(QIF) has been updated to orient it towards the most vulnerable children, while retaining a similar format to the previous framework *How well are we improving the lives of children and young people?* published in 2014.
- 3.5 The QIF specifies that the term “vulnerable children” refers to:
- Children and young people in need of protection; and
  - Children, young people and young adults for whom community planning partnerships have corporate parenting responsibilities.
- 3.6 The draft QIF focuses on the tangible results that are being made in keeping children safe, and how well partners can demonstrate this. As was the case with the 2014 framework, “Very good” and “Weak” illustrations of each of the Qis are outlined. In addition, the key factors of each QI, the extent to which they can be demonstrated and the potential evidence to consider are outlined.

#### The table of quality indicators

- 3.7 The proposed revised framework is outlined in Table 1 in Appendix 1. Changes from the 2014 framework are highlighted. Specific points to note include:
- 1.1. Improvements in the safety, wellbeing and life chances of vulnerable children and young people. Previously *Improvements in the wellbeing of children and young people*.
  - 5.1 Initial response. Previously *Provide help and support at an early stage*.
  - 5.2 Assessing risk and need. Previously *Assessing and responding to risk and need*
  - 5.3 Care planning, managing risk and effective intervention. Previously *Planning for individual children*
  - 6.5 Self-evaluation. Self-evaluation now included as a QI under Section 6- Policy, service development planning. In the 2014 framework self-evaluation

was included under Section 8 Partnership and resources as 8.3 *Securing improvement through self-evaluation*

- 9.3 Leadership of people and partnerships. Previously *Leadership of People*.

### Supporting Evidence

- 3.8 The revised QIF helpfully provides a list of the evidence that services could consider to support each of the QIs. This is provided in Table 2, Appendix 1.



Table 1: Proposed Quality Indicators				
What key outcomes have we achieved?	How well do we meet the needs of our stakeholders?	How good is our delivery of services for children, young people and families?	How good is our operational management?	How good is our leadership
1.Key performance outcomes	2. Impact on children young people and families	5. Delivery of key processes	6. Policy service development and planning	9. Leadership and direction
1.1 Improvements in the <b>safety, wellbeing and life chances</b> of vulnerable children and young people	2.1 Impact on children and young people	<b>5.1 Initial response</b>  <b>5.2 Assessing risk and need</b>  <b>5.3 Care planning, managing risk and effective intervention</b>  5.4 Involving children, young people and families	6.1 Policy, procedures and legal measures	9.1 Vision, values and aims
	2.2 Impact on families		6.2 Planning and improving services	9.2 Leadership of strategy and direction
			6.3 Participation of children, young people, families and other stakeholders	<b>9.3 Leadership of people and partnerships</b>
			6.4 Performance management and quality assurance	9.4 Leadership of improvement and change
			<b>6.5 Self evaluation</b>	
	3.Impact on Staff		7. Management and support to staff	
	3.1 Impact on staff		7.1 Recruitment, deployment and joint working	
			7.2 Workforce development and support	
	4. Impact on the community		8. Partnership and resources	
	4.1 Impact on the community		8.1 Management of resources	
			8.2 Commissioning arrangements	
10. What is our capacity for improvement?				
Global judgement based on an evaluation of the framework of quality indicators				

<b>Table 2: Supporting Evidence</b>		
<b>QI</b>		<b>Evidence to consider</b>
1.1	Improvements in the safety, wellbeing and life chances of vulnerable children and young people	Performance information, including proposed shared dataset, trend data and benchmarking against comparators
2.1	Impact on children and young people	Feedback from children and young people in all forms including digital communication; focus groups, recording views in case records; use of independent advocacy services; Scottish Care Leavers Covenant.
2.2	Impact on families	Recording parents' views on case records; focus groups; evaluation of parenting programmes; reflective supervision.
3.1	Impact on staff	Feedback from staff, leaders & managers; focus groups; staff surveys; policies and procedures; absence management & staff turnover records; service inspection reports; communication strategy; staff suggestion schemes; agendas and minutes of meetings; initiatives to disseminate learning and good practice; speaking to trade union representatives.
4.1	Impact on the community	Children's Services Plan; Local Outcome Improvement Plan (LOIP); citizens surveys; data on the recruitment and retention of foster carers; volunteering strategy and progress reports; support of local voluntary organisations that promote community capacity; details of actions taken by services to promote inclusion & reduce discrimination; inspection reports where relationship with local community is highlighted – eg children's houses.
5.1	Initial response	Feedback from children, young people and families; review of individual records; relevant procedures; LAC Procedures; performance management information; audit of IRDs; Public information; audit and



		review of medical examinations; observed practice.
5.2	Assessing risk and need	Review and audit of case records, including scrutiny of risk; Results of previous scrutiny; performance management information; feedback from children and families; staff surveys; observed practice; SCRs; evidence of learning from adverse outcomes and “near misses”; policies and procedures; supervision.
5.3	Care planning, managing risk and effective intervention	Review and audit of case records, including scrutiny of risk; Results of previous scrutiny; performance management information; feedback from children and families; staff surveys; observed practice; SCRs; evidence of learning from adverse outcomes and “near misses”; policies and procedures; supervision.
5.4	Involving children, young people and families	Children/young persons’ records; processes and procedures; Participation Strategy; records of complaints & responses; layout of buildings, available technology, help to provide an inclusive environment; service level agreements with advocacy services; feedback from children/young people to advocacy services; annual reports from advocacy services; inspection reports.
6.1	Policy, procedures and legal measures	Strategic & operational plans; committee /board reports; procedure manuals; employee guidance; guidance for carers; employee bulletins, newsletters etc; individual records of children and young people subject to legal measures; minutes of case conferences, reviews and other meetings for children and young people; Equality impact assessments; Disability equality policies.
6.2	Planning and improving services	LOIP; Strategic needs assessment; local/community profiles; children’s services plan; RCPC annual report and plan; governance arrangements/terms of reference from strategic planning groups and committees; individual service action plans; minutes of planning events; risk registers;

		performance reports; website information; communication strategy; participation strategy; equality impact assessments; COG papers/ MOG
6.4	Performance management and quality assurance	Performance management framework; quality assurance framework; multi agency datasets; case records; supervision records; team plans; performance appraisals; reports to and from quality assurance groups; quality assurance processes; annual reports
6.5	Self-evaluation	Key strategies, including LOIP, children's services plan, RCPC plan, corporate parenting plan; reports/findings from significant case reviews; reports on self-evaluation activity; reports on any commissioned studies; Learning from "Plan do Study Act Test of change"; Inspection and scrutiny reports.
7.1	Recruitment, deployment and joint working	Recruitment and retention strategies; workforce strategy; reviews of HR policies, job descriptions; senior management meetings with staff; evidence of bonus or other initiatives for excellent staff; grievance procedures and analysis of their use.
7.2	Workforce development and support	Workforce planning and development strategies across services in partnership and commissioned services; records of meetings at strategic and team level which reflect workforce planning and development; training evaluations and using their learning to review training; staff surveys; communication strategies; evidence of sourcing the best training available; minutes of workforce planning and development sub group of CPC <sup>1</sup> ; staff supervision policy and procedure; staff training records; audits of supervision.
8.1	Management of resources	Overarching plans and governance strategies; reports to key partnership strategic groups; joint needs assessment; public and internal consultations on reduction management; service delivery plans;

<sup>1</sup> Policy Planning and Procedures Group of RCPC possibly closest description.

		public communication; staff communication.
8.2	Commissioning arrangements	Strategic commissioning plan; joint needs assessment; purchasing plans; Contracts and contract management
9.1	Vision, values and aims	LOIP; Corporate Parenting Plan, Children's Services Plan; senior management consultation to workforce about professional standards; examples of how senior managers have communicated their vision for vulnerable children and young people; employee surveys that demonstrate that employees understand the vision; feedback from engagement with children/young people/families/staff & members of the community;
9.2	Leadership of strategy and direction	LOIP; Corporate Parenting Plan, Children's Services Plan; RCPC Plan; staff surveys; Board reports & papers; partnership planning meeting minutes; focus groups; consultations; feedback from third sector/independent sector;
9.3	Leadership of people and partnerships	Communication with staff and stakeholders; staff & stakeholder surveys; inspection reports; learning and development plans; quality and standards reports; national outcomes.
9.4	Leadership of improvement and change	Meetings with leaders, senior managers, elected members; inspection reports; service progress reviews, action plans following SCRSs, inspections and learning reviews; staff surveys; questionnaires; staff focus groups; quality assurance policy
10	What is our capacity for improvement?	Acknowledged that evidence will vary , however should take contextual information into account such as budgetary pressures,; service boundaries.





**To:** Improving Life Chances Group

**On:** 27 June 2018

**Report by:**  
Skills Development Scotland

**TITLE:**  
**No One Left Behind – Next Steps For The Integration And Alignment Of Employability Support In Scotland**

**1. Summary**

- 1.1 The Scottish Government has assumed devolved responsibility for employability in Scotland and published in March 2018 *No One Left Behind*.  
<http://www.gov.scot/Resource/0053/00533376.pdf>. This Plan sets out actions to be taken by the Scottish Government and community planning partners to better integrate and align Employability Support in Scotland, with a particular focus on those further away from the Labour Market.
- 1.1 *No One Left Behind* seeks to improve the life chances of a range of groups who are farther away from the labour market for various reasons. This includes disabled people, people with health issues, people experiencing substance misuse issues, people with convictions or on Community Payback Orders and people experiencing homelessness.
- 1.2 Implementation of the fourteen actions to improve employability within the Plan will involve national and local partners, including Health services, Housing services, Alcohol and Drugs Partnerships and Community Justice Partnerships. Renfrewshire Local Employability Partnership has the lead role in co-ordinating employability services locally and will have a key role in helping to deliver *No One Left Behind* actions in Renfrewshire.

**2. Recommendations**

- 2.1 It is recommended that the Improving Life Chances Group:
  - (a) Note the actions and partner responsibilities contained In *No-One Left Behind*.

- (b) Agrees that Renfrewshire Local Employability Partnership co-ordinates the contribution of Renfrewshire community planning partners to appropriate actions in the *No-One Left Behind* action plan.

### 3. **Background**

- 3.1 Following the devolution of employability support to the Scottish Government in April 2017, the Scottish Government has developed an approach for agencies to work collaboratively to improve employability outcomes, particularly for those further away from the labour market. The Scottish Government published in March 2018 *No One Left Behind – Next Steps For The Integration And Alignment Of Employability Support In Scotland*. Fair Start Scotland, the devolved employment support service in Scotland, began operation in April 2018 to support those further away from the labour market.
- 3.2 The purpose of *No One Left Behind* is to work towards a fairer and more prosperous economy and society. The document states that this will be done by working together to create a fairer labour market and this includes developing an employability system that provides more effective and consistent support to those who are further removed from the labour market, ensuring no one is left behind.
- 3.3 The new values of Employability Support in Scotland are identified as:
- Dignity and Respect
  - Fairness and Equality
  - Continuous Improvement
- 3.4.1 The document sets out fourteen actions grouped under the following headings:

#### **Review of the employability landscape and of the Scottish-funded Employability Services**

##### *Action 1*

During 2018, the Scottish Government will engage with people and organisations in a discussion on the future of the employability system in Scotland to explore how we create a more joined up system that is focussed on progressing people into the jobs and careers they choose. We will publish the findings of our discussions in Autumn 2018 and we will set out what action we plan to take.

#### **Employability Support at a local level**

##### *Action 2*

By December 2018, working collaboratively with Local Government partners, we will develop a joint Action Plan that will identify and address emerging employability themes. The Action Plan will include a focus on improving integration and alignment

of employability provision within local communities to improve employment outcomes for local residents.

## **Employability Pathways**

### *Action 3*

From 2018 onwards, the Scottish Government will identify areas of good practice across Scotland of supporting people out of work into in-work training and new job opportunities in growing employment sectors and encourage replication in other areas, including making links to devolved employment services.

## **Health**

### *Action 4*

From Summer 2018 to Summer 2020, the Scottish Government will work together with partners including Health and Social Care Partnerships, DWP, wider third sector bodies, and employers to pilot a Single Health and Work Gateway in the Fife and Dundee areas to help more disabled people, and people with health conditions access early support to help them sustain or return quickly to work.

### *Action 5*

From Summer 2018, the Scottish Government will work with partners within the Single Gateway pilot areas of Fife and Dundee to agree a plan to trial additional mental health support.

### *Action 6*

From July 2018 onwards, the Scottish Government will work with Health and Work partners within the Single Gateway pilot areas of Fife and Dundee, academic partners, and the UK Government to develop and test new risk and decision assessment tools that will provide a more accurate assessment of risk and associated support requirements for people who are at a high risk of falling out of work and into long term unemployment.

### *Action 7*

From Spring 2018 onwards, the Scottish Government will work collaboratively with NHS Musculoskeletal (MSK) Services to align a national MSK Advice and Triage Service (MATS) with employability services to help people with MSK conditions find and sustain work.

### *Action 8*

In 2018, we will publish a refresh of *The Road to Recovery: A New Approach to Tackling Scotland's Drug Problem* that will include a focus for Health and Social Care Partnerships and Alcohol and Drug Partnerships to integrate with employability services to help improve employment outcomes for people experiencing substance misuse issues.

## **Justice**

### *Action 9*

By December 2018, the Scottish Government will undertake a review of the Community Payback Order practice guidance for Criminal Justice Social Workers to

bring greater clarity to the processes for improving the employability opportunities for people on Community Payback Orders. This revised guidance will be published by June 2019.

*Action 10*

From June 2018, the Scottish Government will work collaboratively with Criminal Justice Social Work Services and Local Employability Partnerships to raise awareness of employability opportunities for people serving community sentences by identifying examples of best practice and arrange for these to be shared amongst local authorities to encourage more people into employability services.

*Action 11*

By April 2019, the Scottish Government in collaboration with Scottish Prison Service (SPS) will develop an agreed referral process to support people with convictions into local and national employability services.

*Action 12*

By August 2018, the Scottish Government, working collaboratively with the Violence Reduction Unit of Police Scotland, will develop an Employability Toolkit for use by Navigators so that they are able to signpost people who want to work to local and national employability support.

## **Housing**

*Action 13*

In Autumn 2018, with Scottish Government support, a Housing Options Toolkit developed by local authorities will be launched for local authority and registered social landlord frontline staff involved in the management and delivery of housing options, which will help signpost more people to the most appropriate local and national employability services.

*Action 14*

In 2018/19, the Scottish Government will work collaboratively with a National Policy and Practice Coordinator at Homeless Action Scotland to develop a plan to raise awareness of employability within homeless organisations across Scotland so they are better equipped to improve employment outcomes for people who are experiencing homelessness.

**Author:** For more information about the report, please contact Stuart Graham, Renfrewshire Council, 0141 618 7408 or Maurice Gilligan, Skills Development Scotland, 0300 013 2212