

## Notice of Meeting and Agenda Children & Young People Thematic Board

Date	Time	Venue
Thursday, 09 February 2017	10:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

Councillors Henry, Bibby and McCartin (Renfrewshire Council); L O'Brien, Barnardos; R Ritchie, Children 1st; N Burns, Police Scotland; F MacKay and M Ferguson (both Renfrewshire Health & Social Care Partnership); A Lowe, Renfrewshire Child Protection Committee; J Melrose, Area Support Team; L King and N Harkness (both Scottish Children's Reporter Administration); P MacLeod, D Hawthorn, G McKinlay, J Trainer, S Bell, S Graham and S Glasgow (all Renfrewshire Council); M Gallacher, Scottish Fire and Rescue Services; M Gilligan, Skills Development Scotland; S Graham, West College Scotland; and M Dunn, University of the West of Scotland.

### Chair

Councillor Henry.

### Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

## Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx](http://www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx)

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.

## 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>Minutes of Previous Meetings</b>   | <b>5 - 12</b>  |
|          | <p>a) Minute of the Children &amp; Young People Thematic Board held on 10 November 2016; and</p> <p>b) Minute of the Joint Children &amp; Young People, Jobs and the Economy and Safer &amp; Stronger Renfrewshire Thematic Boards held on 10 November 2016.</p>  |                |
| <b>2</b> | <b>Rolling Action Log</b>   | <b>13 - 14</b> |
|          | <p>Report by Director of Finance &amp; Resources, Renfrewshire Council.</p>   |                |
| <b>3</b> | <b>Community Planning Governance Arrangements</b>   | <b>15 - 28</b> |
|          | <p>Report by Head of Policy &amp; Commissioning, Chief Executive's Service, Renfrewshire Council.</p>   |                |
| <b>4</b> | <b>Developing Renfrewshire's Children's Service Plan</b>  | <b>29 - 32</b> |
|          | <p>a) Presentation and joint report by the Director of Children's Services and Chief Officer, Renfrewshire Health and Social Care Partnership on the Statutory Guidance: Part 3 Children and Young People (Scotland) Act 2014 – Children's Services Planning;</p> <p>b) Presentation - Initial data from the All Children's Study; and</p> <p>c) Discussion on the structure/priorities for the Renfrewshire Children's Service Plan.</p> |                |



## Minute of Meeting

### Children & Young People Thematic Board

Date	Time	Venue
Thursday, 10 November 2016	09:30	Tweedie Hall, Ardlamont Square, Linwood, PA3 3DE

#### **PRESENT**

Councillors Henry, Bibby and McCartin (all Renfrewshire Council); L O'Brien, Barnardos; N Burns, Police Scotland; M Ferguson, Renfrewshire Health & Social Care Partnership; A Lowe, Renfrewshire Child Protection Committee; J Melrose, Area Support Team; L King, Scottish Children's Reporter Administration; P MacLeod, D Hawthorn, G McKinlay, J Trainer, S Glasgow, and Y Farquhar (all Renfrewshire Council); and M Dunn, University of the West of Scotland.

#### **CHAIR**

Councillor J Henry, Chair, presided.

#### **IN ATTENDANCE**

A Burns, Renfrewshire Health & Social Care Partnership; N Davidson, C MacDonald and D McAllion (all Renfrewshire Council); J Divers, Scottish Fire and Rescue Service; and D Ford and J McTaggart (both Who Cares? Scotland).

#### **APOLOGIES**

R Ritchie, Children 1st; F MacKay, Renfrewshire Health & Social Care Partnership; M Gallacher, Scottish Fire and Rescue Service; M Gilligan, Skills Development Scotland; and S Graham, West College Scotland.

#### **DECLARATIONS OF INTEREST**

There were no declarations of interest intimated prior to the commencement of the meeting.

1 **MINUTE OF PREVIOUS MEETING**

There was submitted the Minute of the meeting of the Children & Young People Thematic Board held on 1 September 2016.

**DECIDED:** That the Minute be approved.

2 **ROLLING ACTION LOG**

The Rolling Action Log was submitted for approval.

**DECIDED:** That the Rolling Action Log be approved.

3 **FAMILY NURSE PARTNERSHIP**

There was submitted a report by the Head of Health & Social Care Services (West Renfrewshire), Renfrewshire Health & Social Care Partnership relative to an update on the progress of the Family Nurse Partnership (East Renfrewshire and Inverclyde) (FNP).

The report outlined the data gathered to date in relation to specific core model elements and fidelity goals and provided information on FNP going forward across NHS Greater Glasgow and Clyde (NHSGGC) and to what extent FNP was embedded within the local authority area.

**DECIDED:** That the report be noted.

4 **SCOTTISH INDEX OF MULTIPLE DEPRIVATION**

The Data Analytics & Research Officer, Chief Executive's Service, Renfrewshire Council, gave a presentation relative to an overview of the Scottish Index of Multiple Deprivation (SIMD).

The presentation gave a brief overview of the main points; drew attention to the Data Zones within the application; outlined the areas of deprivation within Renfrewshire; highlighted the areas of education and health deprivation; and outlined the next steps.

**DECIDED:** That the presentation be noted.

5 **CORPORATE PARENTING - PART 9, CHILDREN & YOUNG PEOPLE (SCOTLAND) ACT 2014**

There was submitted a report by the Head of Early Learning and Inclusion relevant to an update on Corporate Parenting.

The report outlined the Corporate Parenting duties under Part 9 of the Act and set out the corporate parenting responsibilities which extended to all looked after children from birth to when they ceased to be looked after. The public bodies to which Corporate Parenting responsibilities applied were highlighted in Appendix 1 of the report. The Corporate Parenting Plan was also summarised and the report detailed the responsibilities which were set out in the Act. The report also outlined the Corporate Parenting Plan, the reporting procedure and the procedure for complaints and disputes.

Renfrewshire's Champions Board was highlighted as a forum for care experienced young people which enabled them to meet with and express their views to their Corporate Parents and influence policy and practice for other looked after young people.

D Ford and J McTaggart from Who Cares? Scotland spoke to the Board and gave a brief overview of their organisation; the services they provided; how their services integrated with the Council and the Community Planning Partners; and gave a brief overview of the Communities that Care project.

The report indicated that partners in Renfrewshire were committed to closing the attainment gap between our most able and most vulnerable students and as a result a working group on "Improving Education Outcomes for Looked After Children" had been set up and chaired by the Head of Early Years and Inclusion. The focus of the group was to identify and share best practice across establishments in Renfrewshire. The working group had representatives from establishments in Renfrewshire, Children's Services, Development and Housing, West College Scotland, the University of the West of Scotland and the Centre for Excellence for Looked After Children in Scotland.

It was noted that Appendix 2 of the report related to the Care Leavers Covenant and contained information on the progress of the partners in delivering the commitments contained within the Covenant and the areas where further progress was required. The delivery against the Covenant commitments were monitored on a regular basis and further reports on progress and areas for development would be brought to a future meeting.

**DECIDED:**

- (a) That the Duties under part 9 of the Act be noted;
- (b) That the work that had been undertaken to meet the responsibilities in Renfrewshire be noted; and
- (c) That it be noted that the Corporate Parenting Plan would be brought to a future meeting of the Board.



## Minute of Joint Meeting Jobs & the Economy Thematic Board, Children & Young People Thematic Board & Safer & Stronger Renfrewshire Thematic Board

Date	Time	Venue
Thursday, 10 November 2015	11:00	Tweedie Hall, Bridge Street, Linwood, PA3 3DB

### **PRESENT**

Councillors Henry, Bibby, Williams, Lawson and E Devine (all Renfrewshire Council); L O'Brien, Barnardos; N Burns, Police Scotland; M Ferguson and L Mullen, Renfrewshire Health & Social Care Partnership; A O'Dowd, DWP; A Lowe, Renfrewshire Child Protection Committee; J Melrose, Area Support Team; L King, Scottish Children's Reporter Administration; P MacLeod, S MacDougall, M Crearie, O Reid, D Hawthorn, G McKinlay, J Trainer, S Glasgow, C Robertson, R Cooper and Y Farquhar (all Renfrewshire Council); S Cruickshank, Renfrewshire Access Panel; A Dick, West College Scotland; and M Dunn, University of the West of Scotland.

### **CHAIR**

Councillor J Henry presided.

### **IN ATTENDANCE**

A Burns, Renfrewshire Health & Social Care Partnership; N Davidson and C MacDonald (all Renfrewshire Council); J Divers, Scottish Fire and Rescue Service; and D Ford and J McTaggart (both Who Cares? Scotland).

### **APOLOGIES**

Councillors Glen and McCartin, (both Renfrewshire Council); R Ritchie, Children 1st; F MacKay and H Cunningham (both Renfrewshire Health & Social Care Partnership); M Gallagher, Scottish Fire and Rescue Service; M Gilligan, Skills Development Scotland; S Graham, West College Scotland; B Grant, Renfrewshire Chamber of Commerce.

### **DECLARATIONS OF INTEREST**

There were no declarations of interest intimated prior to commencement of the meeting.

## **PRESENTATION BY CHILDREN & YOUNG PEOPLE THEMATIC BOARD**

A presentation was given by J Trainer, Head of Early Years and Inclusion relative to Corporate Parenting.

The presentation gave a brief overview of the Corporate Parenting duties under Part 9 of the Children and Young People (Scotland) Act 2014 and highlighted the corporate parenting responsibilities which extended to all looked after children from birth to when they ceased to be looked after.

N Davidson, Development Officer (GIRFEC) spoke to the Board and gave a brief overview of the Children's Champions Board and intimated that it provided a platform for young people to talk directly to local authority staff, elected members and service providers to ensure that decisions which affected their lives were informed by their own experiences. It was noted that through Champions Boards, care experienced young people themselves could influence improvements in the services and support available to them and Renfrewshire had been developing its Champions Board for several years and had already created strong partnerships with care experienced young people.

## **PRESENTATION BY JOBS & THE ECONOMY THEMATIC BOARD**

A presentation was given by R Cooper, Economic Development Manager relative to the employment challenges for young people in the transition from school to progression routes and vocational pathways.

The presentation summarised a comparison of the annual participation measure by age and gender between the local authority and Scotland; highlighted additional resources for priority groups; gave a brief overview of the Renfrewshire employability pipeline; detailed targeted programmes and priority groups; summarised claimant count rates for 2013/16; and outlined the key issues and challenges.

## **PRESENTATION BY SAFER & STRONGER RENFREWSHIRE THEMATIC BOARD**

A presentation was given by C Robertson, Warden Services Manger relative to the Street Stuff, a partnership divisionary programme.

A short DVD was shown which gave a brief overview of the programme and highlighted the strong partnership working within Renfrewshire; the presentation then outlined the difference the programme had made to the young people and the communities they lived in; detailed some of the underlying causes and symptoms and what had been achieved; and indicated the challenges for the programme going forward.

There then followed a general discussion which centered around the issues of the three presentations; what were the likely challenges the partnership faced; and what was seen as the way forward.

Particular concern was raised with regard to young people with learning and/or physical disabilities who were attempting to gain employment and the difficulties that they faced. Project Search, an employability programme for young people between 17 and 26 years old with a learning disability or autism was discussed and it was noted that this type of approach could work well with other groups.

It was highlighted that helping young people with physical disabilities was a significant challenge and it was agreed that funding and tailored programmes, both within the public and private sector, for young people with disabilities would be investigated with a view to ensuring that young people with physical disabilities gained meaningful employment in their local area.

Discussion turned to the “Family Firm” approach which was a model of employment for looked after young people and a working framework for Community Planning Partners and employers to support all looked after young people and care leavers into positive destinations. It was agreed that the Children’s Champions Board would develop a model on what the family firm model would look like and submit a report to a future meeting of the Children & Young People Thematic Board.

**DECIDED:**

- (a) That it be agreed that funding and tailored programmes, both within the public and private sector, for young people with disabilities would be investigated with a view to ensuring that young people with physical disabilities gained meaningful employment in their local area; and
- (b) That the Children’s Champions Board would submit a report to a future meeting of the Children & Young People Thematic Board on what the family firm model would look like.



**RENFREWSHIRE COUNCIL  
CHILDREN AND YOUNG PEOPLE THEMATIC BOARD  
ROLLING ACTION LOG**

**KEY**

Actions on track 

Areas for concern that will impact on completion date if not fixed. 

Action required to bring up to satisfactory level 

Past deadline date and action required.

Action No.	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update & Comments
C&YP.05.09.13(5)	Update on STV/Hunter Partnership to next meeting  Stronger Communities - Save The Children's Stronger Communities Programme	Lead Officer				<u>C&amp;YP.04.02.14(2)</u> Awaiting formal proposal from STV/Hunter Partnership. Funding issues appear to be hampering progress.  <u>C&amp;YP.03.06.14(5)</u> Briefing note submitted and noted.  <u>C&amp;YP.24.02.15(4)</u> (a) Children's Services staff in conjunction with the Stronger Communities Programme to organise a meeting of the Glenburn and Muirton programmes at a later date; and  (b) Relevant data and point of contact information be passed to the Project Manager.  <u>C&amp;YP 4 February 2015</u> Project now applying for additional funding and report to be submitted to a future Board follow on outcome.  <u>C&amp;YP.31.03.16</u> Presentation given by Stronger Communities. YF to facilitate discussions with relevant CPP Board Members.  <u>C&amp;YP.26.05.16(2)</u> Meeting took place with N Mathers and now looking at further phase of project.  <u>C&amp;YP.10.11.16(5)</u> A verbal update was given to the Board.  <u>C&amp;YP.04.02.16(2)</u> Figures not yet available from SG. Report delayed to future Board.
CAYP.24.02.15(9)	Education Outcomes and Destinations for Looked After Children – report to be submitted on an annual basis	Lead Officer		February 2016		<u>C&amp;YP.21.09.16</u> Report to go to future board to discuss re-setting outcome as small numbers involved.  <u>C&amp;YP.26.05.16(2)</u> Group to be established and led by RCH&SCP
CAYP.04.02.16(3)	<u>Pre-term Babies</u> Children's Services Partnership to scope out an action plan, draft a policy position and submit a report to a future meeting of the Board.	Lead Officer/D Hawthorn			Future meeting	

Action No.	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update & Comments
<u>C&amp;YP.26.05.16(8)</u>	<u>Pregnancy and Parenthood In Young People Strategy</u> (a) Full report be made to the meeting of the Children and Young People Board on Thursday 1 September 2016, with an analysis of work required of the Board. (b) Accountable person to be identified to provide leadership and co-ordination for the Pregnancy and Parenting In Young People Strategy.	Lead Officer/SG			01.09.16	<u>C&amp;YP.10.11.16(3)</u> Report noted and intimated that leadership of new PPYP Strategy group will be shared between JT and MF.
<u>C&amp;YP.31.3.16(8)</u>	<u>CHILDREN &amp; YOUNG PEOPLE (SCOTLAND) ACT 2014 - GETTING IT RIGHT FOR EVERY CHILD (GIRFEC), INFORMATION SHARING PRACTITIONER GUIDANCE</u> (a) The updated Information Sharing Practitioner Guidance to be reworded at paragraph 4.13. (b) A revised update of the Guidance will be submitted to a future meeting of the Board.	SG			Future Meeting	<u>C&amp;YP.26.05.16(7)</u> Revised Information Sharing Practitioner Guidance for implementation from 31st August 2016 approved and minor amendments to the Guidance once specific contact details on the Named Person service available agreed.  <u>C&amp;YP 21.09.16</u> Information sharing guidance has been withdrawn. Gone back to current practice. Scottish Government meeting on 15 September 2016 to develop way forward.  <u>C&amp;YP.10.11.16(5)</u> Report noted and Corporate Parenting Plan will be submitted to a future meeting.
JOINT C&YP S&S AND J&E.10.11.16	(a) To investigate possibility of the Children's Champions Board and the Economic Development team working with Project Search; (b) Funding and tailored programmes, both within the public and private sector, for young people with disabilities to be investigated with a view to ensuring that young people with physical disabilities gained meaningful employment in their local area; and (c) That the Children's Champions Board would submit a report to a future meeting of the Children & Young People Thematic Board on what the family firm model would look like.					

**To:** Children and Young People Board

**On:** 9 February 2017

**Report by:**

David Amos, Head of Policy and Commissioning, Renfrewshire Council

**Community Planning Governance Arrangements**

**1. Summary**

- 1.1 Following discussion with Conveners and Lead Officers of Community Planning Thematic Boards and agreement by Renfrewshire Council Planning Partnership Board and Renfrewshire Council, community planning structures in Renfrewshire will be changed from the second quarter of 2017.
- 1.2 The review of community planning arrangements recognised that much good work had been achieved through the community planning Boards since they were established in 2013. In terms of the Children and Young People Board, it was recognised that significant progress had been made in delivering the outcomes of this theme. The three year performance report submitted to the Community Planning Partnership Board in September 2016 recorded particular progress in a number of areas. The average school examination tariff score of the lowest attaining 20% of S4 pupils has increased significantly. School days lost through exclusion has improved at both primary level and secondary level. In addition, Renfrewshire is now one of the best performing local authorities in relation to the number of school leavers who are in positive and sustained destinations.
- 1.3 The purpose of the changes to the community planning structures is to build on the existing strengths of Renfrewshire Community Planning Partnership, take account of changes to the partnership landscape since 2013 and further strengthen and streamline community planning meeting arrangements. The report agreed by Renfrewshire Community Planning Partnership on 7 December 2016 is attached for information. The new arrangements will commence from May 2017, with an early focus on delivery of the Local Outcome Improvement Plan (LOIP) and associated Locality Plans by 1 October 2017.
- 1.4 Engagement with communities on development of the LOIP/Locality Plans will take place in February/March and May/June 2017. The Local Outcome Improvement Plan and Locality Plans will require to be signed off by all community planning partners by September 2017 prior to publication by 1 October 2017.

- 1.5 The two remaining rounds of the existing community planning Board structure will play a key role in shaping the priorities of the new LOIP and ensuring that the positive elements of existing partnership working and delivery transition effectively to the new working arrangements. In particular, the Children and Young People Board has been successful in developing shared leadership and commitment to work that benefits young people. The Children and Young People Board is asked to consider at its next meeting the following questions:
- What should the areas of focus be around the Children and Young People agenda for the new Local Outcome Improvement Plan and community planning groups?
  - How can the new governance arrangements maintain effective representation of organisations contributing to the Children and Young People priorities?
  - Is there other learning from the Children and Young People thematic Board that should be considered in the transition to new governance arrangements?
- 1.6 The key features in the new structure are the establishment of a Renfrewshire Community Planning Partnership Executive Group and a Renfrewshire Community Planning Oversight Group, which will replace the existing Community Planning Partnership Board and that the remits of the current Thematic Boards will be taken forward within the revised structure.
- 1.7 The Jobs and Economy; Community Care, Health and Wellbeing; Children and Young People; Greener; and Safer and Stronger Boards will be discontinued within the new structure. The Economic Leadership Panel, Renfrewshire Health and Social Care Partnership Strategic Planning Group and Public Protection Chief Officers Group will take forward the remits of the Safer and Stronger; Jobs and Economy; and Community Care, Health and Wellbeing Thematic Boards. Renfrewshire Forum For Empowering Communities will continue with an enhanced role and an Improving Life Chances Group will be established to take forward the remit of the Children and Young People Thematic Board and Tackling Poverty Steering Group. The work programme of the Children and Young People Board will now be included within the development of the Improving Life Chances Board.
- 1.8 Work will take place over the first six months of 2017 to finalise the detail of new arrangements and ensure an effective transition to the new arrangements in the second quarter of 2017. The Children and Young People Thematic Board will have a key role to play in ensuring that its work programme is embedded effectively within the Improving Life Chances Board.

## **2. Recommendations**

2.1 It is recommended that the Children and Young People Board:

- (a) Notes the changes to the governance structure of Renfrewshire Community Planning Partnership and, in particular, the arrangements for discontinuing the Children and Young People Board and continuing the remit of the Board through the Improving Life Chances Board.
- (b) Agrees to participate in work taking place during the first six months of 2017 to finalise details of the new arrangements and ensure an effective transition to new working arrangements for activity within the current Children and Young People Action Plan to the new arrangements under the Improving Life Chances Board.

## **3. Background**

- 3.1 Renfrewshire Community Planning Partnership Board agreed at its meeting on 7 December 2016 a revised proposed governance structure for Renfrewshire Community Planning Partnership (see Appendix 1 attached). As part of Renfrewshire Council's governance arrangements, the proposed structure was approved by Renfrewshire Council on 15 December 2016. Changes to the governance arrangements will be implemented in the second quarter of 2017.
- 3.2 The new governance arrangements were developed following discussions on the effectiveness of current community planning arrangements with Lead Officers and conveners of each of the Community Planning Thematic Boards and proposed arrangements were sense-checked before submission to the Community Planning Partnership Board on 7 December 2016.
- 3.3 Reflecting discussions with Lead Officers and conveners across the community planning themes about streamlining structures where possible, the remit of the Children and Young People Board and the remit of the Tackling Poverty Steering Group will now be taken forward by an Improving Life Chances Board to be established within the community planning structure to be established in the second quarter of 2017. The Improving Life Chances Board would also have an additional focus on the contribution of partner organisations to health improvement, reducing inequalities and addressing the attainment gap.

**Author:** Stuart Graham, Renfrewshire Council Chief Executive's Service, 0141 618 7408

**To: Renfrewshire Community Planning Partnership Board**

**On: 7 December 2016**

**Report by:**

David Amos, Head of Policy and Commissioning, Renfrewshire Council

**Review of Community Planning Governance Arrangements**

**1. Summary**

- 1.1 Current community planning governance arrangements have been in place in Renfrewshire since 2013, with a well established structure of a Community Planning Partnership board and thematic boards in place to drive and strengthen partnership working across the priority areas identified with Renfrewshire Community Plan and Single Outcome Agreement. As recently reported to the Partnership Board in September 2016 through the 3 year performance progress report, there is clear evidence that partnership working through community planning is making a positive difference to local people.
- 1.2 It is recognised however that the partnership landscape has evolved since 2013. For example, local health and social care services have been brought together to form a Health and Social Care Partnership, a new Public Protection Chief Officers Group has been established and, significant programmes of partnership working have been taken forward in relation to the Tackling Poverty Programme, the bid for UK City of Culture 2021 and the Glasgow City Region City Deal with others planned in relation to economic regeneration. Strategic Partnership Agreements have also been formally signed between Renfrewshire Council and the University of the West of Scotland and West College Scotland, recognising the maturity of partnership working that exists between these organisations.
- 1.3 Significant statutory changes have also been introduced through The Community Empowerment (Scotland) Act 2015. These require community planning partnerships to review existing governance structures and processes, strengthen the involvement of statutory partners and local communities and, ensure there is more focus on joint working to reduce inequalities. Recent draft guidance issued by the Scottish Government suggests that “effective community planning focuses on where partners’ collective efforts, can add most value for their local communities, with particular emphasis on reducing inequalities”.
- 1.4 In response to this changing landscape, a review of existing community planning governance arrangements has been undertaken by Renfrewshire Community Planning Partnership Board over the past 6 months. Led by the Head of Policy and Commissioning within Renfrewshire Council, the review considered the views of key stakeholders including members of the Partnership Board, convenors of the thematic boards, lead officers within the Partnership and Engage Renfrewshire as the third sector interface organisation for Renfrewshire.

- 1.5 The stakeholder feedback highlighted the need for the existing governance structure to be significantly streamlined to ensure the time invested by partners was focused on joint strategic priorities and build in flexibility to adapt to new strategic priorities as they emerge. Feedback also highlighted the need to achieve 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 boards, was that it was often difficult to gain an appropriate level of oversight between the thematic boards and make appropriate linkages between areas of work.
- 1.6 Following consideration of the findings of the review, a proposed revised governance structure has been developed in consultation with community planning partners which is outlined in Section 4 of this report. The proposed structure will require a degree of change to existing structures, utilising all appropriate opportunities to streamline and refocus existing partnership activities, groups and formal structures. The revised structure proposed will facilitate enhanced political scrutiny and strategic leadership through the establishment of a Community Planning Oversight Group chaired by the Leader of Renfrewshire Council, with a Community Planning Executive Group chaired by the Chief Executive of Renfrewshire Council
- 1.7 Subject to the approval of the revised governance arrangements by full Council, Council officers will work with partners to plan for the implementation of the new arrangements in the second quarter of 2017. Council approval is also being sought to carry out a review of the Council's local area committee arrangements to consider opportunities to strengthen mechanisms for engagement with local communities, complement the proposed new community planning governance structures and, facilitate the new legislative requirements of the Community Empowerment (Scotland) Act 2015. This review would be carried out in consultation with community planning partners

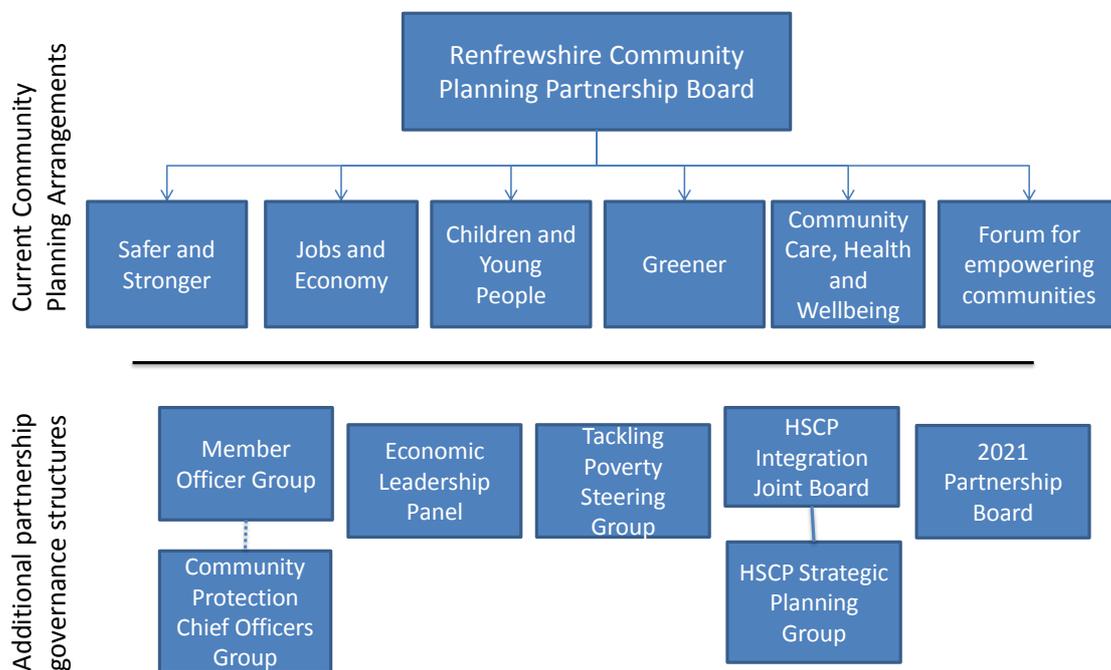
## **2. Recommendations**

- 2.1 It is recommended that members of the board:
- (a) Agree the proposed governance structure for Renfrewshire Community Planning Partnership for recommendation to Council for approval, as outlined in Section 4 and Appendix 1.
  - (b) Note that implementation of the proposed governance structure will be submitted to full Council for approval on 15 December 2016.
  - (c) Note that officers will work with partnership organisations to plan for the implementation of the new arrangements in the second quarter of 2017.
  - (d) Note that subject to approval by full Council, a review of the arrangements for community level governance, including local area committees, will be undertaken, and that community planning partners will be consulted as part of this process.

### 3. Background

- 3.1 The current Community Planning governance structure in Renfrewshire was established in 2013. The Community Planning Partnership is led by Renfrewshire Community Planning Partnership which is chaired by the Leader of Renfrewshire Council. Six thematic boards report to the Partnership Board, chaired by the conveners of linked policy boards e.g. Housing and Community Safety, Environment Policy Board, Finance and Resources, Economy and Jobs and Education and Children policy boards and the chair/vice chair of the Integration Joint Board.
- 3.2 Since 2013, a number of partnership groups or boards have been established in response to new or emerging priority areas of activity such as the Tackling Poverty Programme, the Paisley for UK City of Culture 2021 bid and the Glasgow City Region City Deal, with others planned in relation to economic regeneration. The integration of local health and care services to form Renfrewshire Health Social Care Partnership and the Integration Joint Board, has also impacted existing community planning structures with some degree of overlap being experienced with the focus of the existing thematic boards. Diagram 1 below highlights the current complex arrangements relating to these major areas of partnership working within Renfrewshire.

**DIAGRAM 1 : Current Community Planning and Partnership Arrangements**



- 3.3 Strategic Partnership Agreements have also been formally signed between Renfrewshire Council and the University of the West of Scotland and West College Scotland, recognising the maturity of partnership work that exists between these organisations.

- 3.4 In addition, in 2015 the Community Empowerment (Scotland) Act was also passed which requires community planning partnerships to review and update planning and governance arrangements which maximise the potential benefits of the provisions of the legislation.
- 3.5 The Act places community planning on a statutory footing and clarifies its purpose as being to improve outcomes and reduce inequalities. It widens the number of statutory partners that should be involved in community planning as follows:
- Local authority (Renfrewshire Council)
  - Health Board (NHS Greater Glasgow and Clyde)
  - Scottish Enterprise
  - Police Scotland
  - Regional College (West College Scotland)
  - Regional Further and Higher Education body (University of the West of Scotland)
  - Scottish Fire & Rescue
  - Scottish Environment Protection Agency
  - Scottish Natural Heritage
  - Regional Transport Partnership (Strathclyde Partnership For Transport)
  - Integration Joint Board (Renfrewshire Health and Social Care Partnership)
  - Historic Environment Scotland
  - Scottish Sports Council (Sportscotland)
  - National Park authority (not applicable in Renfrewshire)
  - VisitScotland
  - Skills Development Scotland
- 3.6 The 2015 Act also requires Community Planning Partnerships to:
- Prepare and publish a Local Outcomes Improvement Plan (LOIP) which sets out the local outcomes which the Community Planning Partnership will prioritise for improvement by October 2017
  - Identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish locality plans to improve outcomes on agreed priorities for these communities (the outcomes prioritised for improvement in a locality plan may differ from those in the Local Outcomes Improvement Plan) by October 2017.
- 3.7 Recent draft guidance in relation to the Act indicates that “effective community planning focuses on where partners’ collective efforts, can add most value for their local communities, with particular emphasis on reducing inequalities”.

## **Review of community planning arrangements**

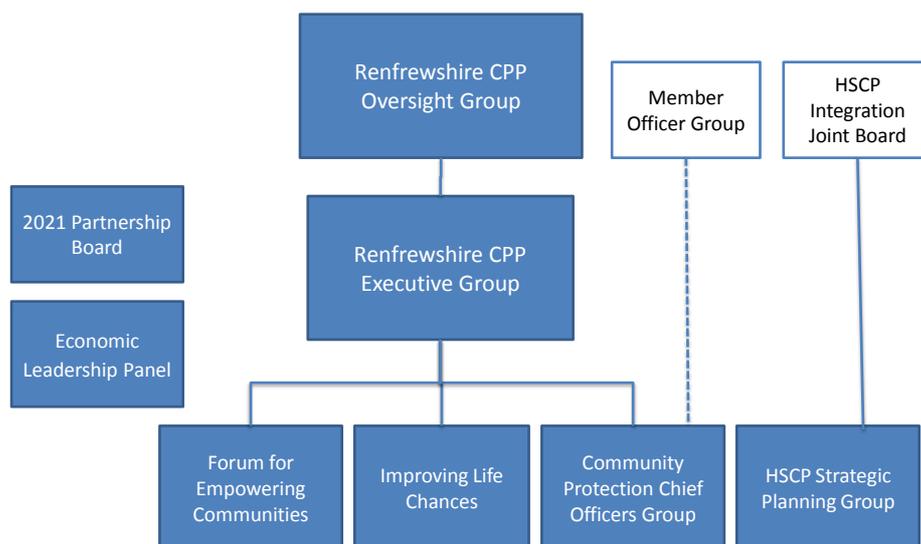
- 3.8 In light of emerging policy priorities and subsequent need to streamline new and existing partnership arrangements, a review of existing community planning governance arrangements has been undertaken by Renfrewshire Community Planning Partnership Board over the past 6 months.
- 3.9 Led by the Head of Policy and Commissioning within Renfrewshire Council, the review considered the views of key stakeholders including members of the Partnership Board, conveners of the thematic boards, lead officers across the Partnership and Engage Renfrewshire as the third sector interface organisation for Renfrewshire.
- 3.10 The key findings based on the views of stakeholders can be summarised as follows:
- There is a shared recognition that partnership working is strong and mature in Renfrewshire and is making a difference to local people.
  - Whilst partnership working was felt to be strong, most stakeholders suggested that further work needed to be done 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. The preparation of a new Renfrewshire Local Outcome Improvement Plan by October 2017 provides an opportunity to refresh priorities and partner lead roles
  - Significant time and resource pressures are being experienced by all partners and there is an increased need to maximise strategic value for all partners from the time invested in community planning
  - The partner and governance landscape has changed (Integration of health and social care services, Community Protection Chief Officers Group, 2021 UK City of Culture bid, Tackling Poverty) and there is an increasing need to avoid duplication of activity across thematic boards and other governance structures.
  - Conveners of the thematic boards noted that it was challenging in their role to have oversight of the range of activities being progressed across the Partnership and to identify links and more opportunities for cross working between Thematic boards
  - A recognition that there is limited pooling of budgets or joint investments around community planning priorities and that there were felt to be opportunities to explore this further should new governance arrangements support this.

## **4 Revision to governance arrangements**

- 4.1 In response to the findings of the review, officers have worked with community planning partners to develop proposals for revised community planning governance arrangements which are illustrated in Diagram 2 below. Implementation will require a significant degree of change to existing structures, utilising all appropriate opportunities to streamline and refocus existing partnership activities, groups and formal structures.
- 4.2 The establishment of a Renfrewshire Community Planning Oversight Group provides an enhanced strategic role for Elected Members to scrutinise, inform and challenge the work of Renfrewshire Community Planning Partnership. In line with the feedback

provided by the conveners of the current thematic boards, it will allow elected members to have strategic oversight across the breadth of community planning activities. The Oversight Group will be chaired by the Leader of Renfrewshire Council, with the conveners of the Education and Children, Economy and Jobs, Environment Policy Board, Finance and Resources, Housing and Community Safety Policy Board and the chair/vice chair appointed to the Integration Joint Board. A place will also be allocated to an elected member from the opposition.

**DIAGRAM 2: Proposed Community Planning and Partnership arrangements**



4.3 Under the new arrangements, a Community Planning Executive Group would be established comprised of Chief Executive level officers from across the Partnership, strengthening the connection between policy direction and resourcing and promoting shared leadership in the development of the Local Outcome Improvement Plan and Locality Plans, as required in the Community Empowerment (Scotland) Act 2015.

4.4 It is also proposed that the community planning groups 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 Health and Social Care Partnership Strategic Planning Group Partnership
- Public Protection Chief Officers Group

#### 4.5 Further proposed changes include:

- 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.
- An Improving Life Chances group will be established to take forward the remit of Children and Young People and Tackling Poverty Steering Group.
- 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.

4.6 It is proposed that the Forum for Empowering Communities and Improving Life Chances 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. If appropriate, the membership of the other linked groups referred to in para 4.4 will be considered in light of the changes being proposed and adjusted in accordance with their existing decision making processes. Further information regarding the proposed role and membership of each of the boards and groups is detailed in Appendix 1.

4.7 Work will be carried out during the first 6 months of the 2017 with CPP partners to finalise the detail of the new arrangements and ensure they are implemented in the second quarter of 2017. This will aim to ensure that the significant achievements, priorities and momentum of the existing thematic boards are carried forward into the new arrangements.

4.8 Feedback on the mechanisms for community level input to governance arrangements, including the operation of the Council's local area committees, was also provided during the review and this highlighted the potential for changes to be made which would strengthen local community involvement in the community planning process, as required by the Community Empowerment Act 2015. Subject to the approval of new governance arrangements for community planning as set out in this report, it is proposed that a subsequent review of community level input to CPP governance arrangements should also be carried out by the Council's Head of Policy and Commissioning to explore this opportunity in consultation with community planning partners.

## New Governance Arrangements

### Renfrewshire Community Planning Oversight Group

The Renfrewshire Community Planning Oversight Group would provide oversight, scrutiny and challenge by Renfrewshire Council Elected Members to the activity and performance of Renfrewshire Community Planning Partnership. The Board would meet twice per year.

#### Proposed Membership

- Leader, Renfrewshire Council
- Convenors of Housing and Community Safety, Environment, Economy and Jobs, Education and Children and Finance and Resources Policy Boards
- Chair/Vice-Chair of Integration Joint Board
- Elected Member of the Opposition of Renfrewshire Council

#### Proposed Role

- (a) Provide oversight to the strategic work of the Community Planning Executive Group in directing the Council's contribution to the work of Renfrewshire Community Planning Partnership. This will be done by scrutinising the work commissioned by the Executive Group through Community Planning groups and providing challenge as necessary to policy direction, resourcing, performance and impact of this work.
- (b) Agree outcomes and targets for the Local Outcome Improvement Plan and Locality Plans with the Community Planning Executive Group, following periodic Direction Setting exercises.
- (c) Considering any future changes to partnership working and governance structures in Renfrewshire prior to their establishment.
- (d) In addition to strategic-level involvement in setting direction, reviewing and scrutinising progress, members may be involved as appropriate within individual work programmes.

## **Community Planning Executive Group**

The Community Planning Executive Group would consist of Chief Officers of key community planning partners with significant budgets/resources and be responsible for coordinating partnership strategy development and resourcing plans. It is proposed that the Community Planning Executive Group would meet four times per year.

### Proposed Membership

- Chief Executive, Renfrewshire Council
- Chief Superintendent, Police Scotland
- Director of Public Health, NHS Greater Glasgow and Clyde
- Chief Officer, Renfrewshire Health and Social Care Partnership,
- Area Commander, Scottish Fire and Rescue
- Chief Executive, Engage Renfrewshire
- Chief Executive, Renfrewshire Chamber of Commerce
- Principal, West College Scotland
- Principal, University of the West Of Scotland
- Chief Executive, Renfrewshire Leisure Limited
- Area Director, Scottish Enterprise
- Area Director, Skills Development Scotland.

### Proposed Role

The key roles of the Executive Group would be:

- (a) Lead periodic Direction Setting exercises that prioritise policy areas for change and set outcomes and targets for the Local Outcome Improvement Plan and Locality Plans.
- (b) Develop a strategic approach to achieve the agreed outcomes and targets and commission work programmes to deliver these, through the Community Planning groups. This would include agreeing any allocation of pooled budgets or resources to support these programmes and ensuring that community planning activity is integrated with each partner's organisational and budgetary planning.

- (c) Scrutinise and review the performance and outcomes of the commissioned work programmes and provide direction as necessary.
- (d) Report to the Renfrewshire Community Planning Oversight Group regarding collective performance of the commissioned work programmes and the impact being made on outcome targets. Use feedback from Oversight Group members to provide further direction to work programmes as necessary.
- (e) Commission any future changes to partnership working and governance structures, prior to their establishment.

### **Community Planning Groups**

Proposed changes to the thematic group structure is shown in the table below. Work would be undertaken by the Executive Group to update existing thematic boards and to establish links to separately incorporated boards such as the Public Protection Chief Officers Group, Renfrewshire Economic Panel and Renfrewshire Health and Social Care Partnership Strategic Planning Group.

<b>Proposed Community Planning Group</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 oversee the implementation of the Economic Framework and facilitate the role and contribution of the private sector in driving investment and the creation of job opportunities.
Public 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.
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.

<b>Proposed Community Planning Group</b>	<b>Purpose of Change</b>
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 Public 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.

### Proposed Membership

Membership of the Forum for Empowering Communities and Improving Life Chances Board would consist of senior officers from core partner agencies for each theme, with additional partners as appropriate. Appropriate partner agencies would chair these two boards, with support from a lead officer from Renfrewshire Council. The membership arrangements for the Public Protection Chief Officers Group, Renfrewshire Economic Panel and Renfrewshire Health and Social Care Partnership Strategic Planning Group would be agreed in accordance with the existing established arrangements.



**To:** Children and Young People Thematic Board

**On:** 9 February 2017

**Report by:**

*Peter Macleod, Director Children's Services  
David Leese, Chief Officer, HSCP*

**TITLE:**

Statutory Guidance: Part 3 Children and Young People (Scotland) Act 2014 –  
Children's Services Planning

**1. Summary**

- 1.1 The Children and Young People (Scotland) Act 2014 ('the Act') received Royal Assent on 27<sup>th</sup> March 2014. It sets out the legislative basis for ensuring that Scotland becomes the best place in the world for children to grow up.
- 1.2 Part 3 of the Act extends the statutory duty on local authorities and health boards to produce three yearly Children's Services Plans.
- 1.3 Statutory guidance for children's services planning was released on 23 December 2016. The Guidance seeks to further embed GIRFEC into all aspects of service planning, delivery and evaluation and to make joined-up, evidence-based, strategic planning the catalyst for transformational change of children's services. The Guidance can be found here: <http://www.gov.scot/Publications/2016/12/8683>
- 1.4 The Guidance includes extensive provisions which regulate the aims, processes for development, implementation and review of children's services plans. The new provisions present opportunities for Renfrewshire to further strengthen its strategic planning activity by drawing together related workstreams towards our shared objectives to improve the lives of children, young people and families.

**2. Recommendations**

- 2.1 That the Board note the implications of the new Statutory Guidance for Renfrewshire's Children's Services Planning processes.
- 2.2 That the Board approves the following action plan:
  - *Review the progress and achievements of the current Children's Services Plan.*
  - *Undertake strategic commissioning approach to development of the new Children's Services Plan: Carry out strategic needs assessment including analysis of children's wellbeing data (due February 2017, along with the range of other data already available to partners), to identify priorities for next period.*
  - *Map out statutory and non-statutory planning and reporting activity and identify opportunities for improvement.*

- *Form a writing group to produce the new Plan – due to be completed by 31<sup>st</sup> march 2017.*

### 3. **Background**

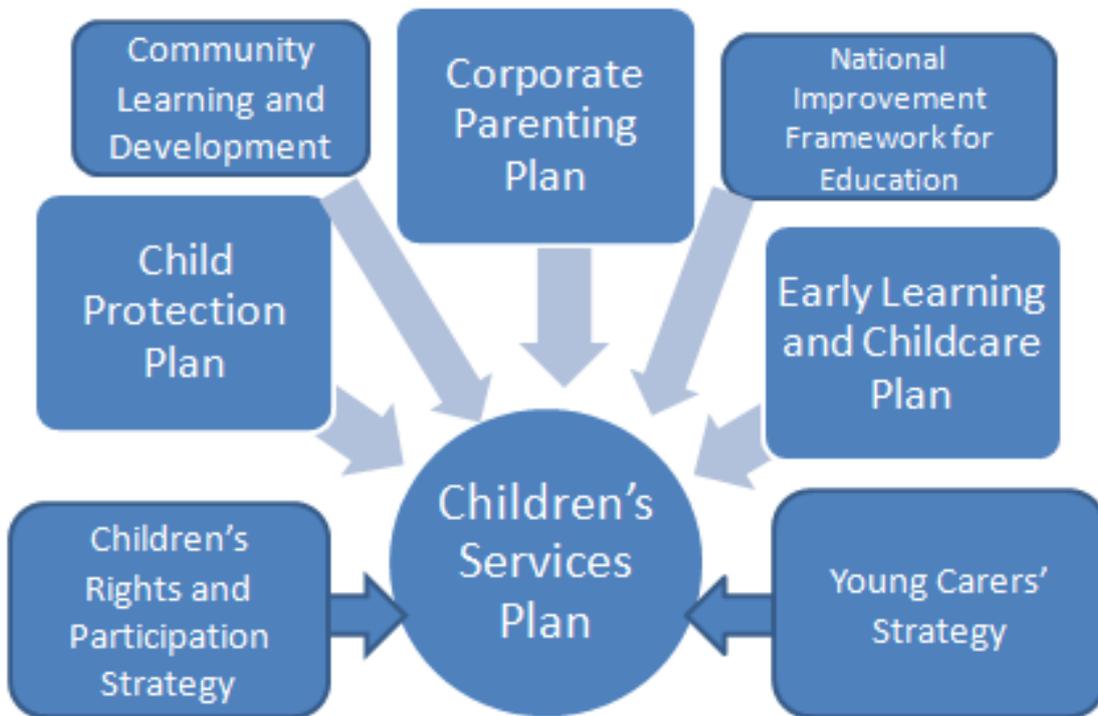
- 3.1 The Guidance includes extensive provisions which regulate the aims, processes for development, implementation and review of children’s services plans. Children’s Services Plans must cover all children’s services and what is referred to as ‘related services’. These include those services which are not principally for children but nonetheless are capable of having a ‘significant impact’ upon the safety and wellbeing of children: this would include Police, Fire, Court Services, Voluntary sector and a range of local authority services such as Housing and Community Resources. These ‘related services’ must be involved in planning processes and consulted in relation to the development of the Plan.
- 3.2 Children’s Services Plans must be developed with the aim of ensuring children’s services are delivered in a way that safeguards, supports and promotes wellbeing, with an emphasis upon preventative and early intervention approaches.
- 3.3 Services must also be integrated from the point of view of service users and constitute the best use of available resources. The Guidance draws on the recommendations of the Christie Commission and states that a more strategic approach to Children’s Services Planning is the route to achieving Dr Christie’s vision for effective and sustainable public services.
- 3.4 The Guidance emphasises the importance of consultation and accountability, and of collaboration and joint –working. It includes duties to provide an ‘effective opportunity’ for other service providers and person(s) to participate in or contribute to the preparation of Children’s Services Plans. There is a particular requirement for those who already use or are likely to use services to be consulted.
- 3.5 The Guidance requires that the Children’s Services Plan must be finalised before the first period of operation commences on 1<sup>st</sup> April 2017. The Plan must be published ‘as soon as reasonably practicable’ thereafter.
- 3.6 The Children’s Services Plan must be kept under review and a report detailing the extent to which services were delivered in accordance with the Plan and the extent to which the aims of the Plan and outcomes for children were achieved must be published annually.
- 3.7 The Guidance encourages local authorities and health boards to locate children’s services planning within the wider legal framework of local planning and reporting and suggests combining plans as well as their attendant reviewing and reporting functions, for example, incorporating the new responsibilities to report on Corporate Parenting duties.

#### **Implications for current Children’s Services Planning Process**

- 3.8 Renfrewshire is well placed to adapt to the new requirements of the Act, particularly as regards our strategic commissioning activity and implementation of the GIRFEC approach to services. We had foreseen the operational implications of the Act and have already made changes to frontline practice which will ensure we meet requirements in terms of reducing duplication and providing a more joined-up service from the perspective of service users.
- 3.9 Renfrewshire has a robust approach to the design, delivery and evaluation of children’s services. We were the first local authority in Scotland to use children’s wellbeing data to inform service planning and resource allocation when we partnered with the Dartington Social Research Unit to gather information about children’s outcomes in 2013. The outcomes data enabled us to produce a truly evidence-based Children’s Services Plan. We

are currently repeating the data collection process and will use the new data to inform development of the new Plan.

- 3.10 The robustness of our current children's planning process enables us to rapidly and seamlessly adapt to the new requirements of the Act and Guidance. We have well rehearsed strategic commissioning processes in place underpinned by best quality needs analysis information.
- 3.11 Over the past several years, Renfrewshire has used evidence-based commissioning to inform its children's services planning. Our provision of evidence-based services such as Functional Family Therapy, Family Nurse Partnership, Incredible Years, Triple P and PaTHS will help us in our new duty to demonstrate the best use of our available resources and the delivery of preventative, early intervention and effective support services. The Families First teams are an embodiment of this approach.
- 3.12 Renfrewshire's Tackling Poverty programme, with its strategic emphasis upon early intervention and prevention, is well aligned to the new requirements of Children's Services Planning. Moreover, the outcomes-focussed action plan and the manner in which it is embedded across the Community Planning Partnership serves as a useful model for the design, delivery and evaluation of our new Children's Services Plan.
- 3.13 The revised Child's Plan and single shared assessment, along with our preparations for the new Named Person Service (due to commence in August 2017), mean that agencies are mapping out procedures and process to further strengthen our multi-agency working and to more seamlessly meet the needs of children and families.
- 3.14 Renfrewshire is already compliant with the new duties around participation and consultation of service users. We have robust participation and engagement activities embedded across our services. Our 'Taking Children and Young People Seriously' participation strategy sets out our objectives and these are reflected in activities such as the Champions' Board, the Voluntary Sector Forum, the Young Carers' Forum and the STV – 'Communities that Care' project, along with the Life Changes Trust project. Moreover, the 2015 Joint Inspection of our children's services scored our performance in children and young people's engagement and participation as 'very good'.
- 3.15 The Guidance presents an opportunity for us to embed a common focus across children's services planning activity and to further strengthen our robust strategic commissioning approach to the deployment of resources. The Guidance serves as a valuable prompt for us to identify and clarify the relationships between related planning and reporting processes.
- 3.16 These opportunities were signalled in the Act and as such we have already embarked upon work to align related children's workstreams into a single Plan and coterminous review and reporting framework. We aim to bring together the HSCP Strategic Plan, Corporate Parenting, Children's Rights, Participation and Young Carers activity under the umbrella of GIRFEC and the new Children's Services Plan. We will scope the feasibility of aligning the Children's Plan with wider children's services activities of the Early Learning and Childcare Plan, the National Improvement Framework for Education, the Community Learning and Development and the Child Protection Plan.
- 3.17 The harmonisation of various related children's services planning activities is an opportunity for us to be more efficient in our processes and to present more coherent plans to service users and partners. Doing so will enable us to better satisfy the new requirement to review and report progress in a way which is meaningful and facilitates greater accountability.



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