

**MINUTE**  
**of**  
**COMMUNITY PLANNING PARTNERSHIP BOARD**

**Minute of Meeting held at 2.00pm in the Council Chamber, Council Headquarters, Eastwood Park, Giffnock on 30 June 2016.**

**Present:**

Councillor Jim Fletcher (Chair)  
Councillor Tony Buchanan  
Councillor Stewart Miller  
Michael Cannon (SE)  
Paul Devlin (SFRS)

Anne Marie Kennedy (VAER)  
Danny Logue (SDS)  
Brian McInulty (Police Scotland)  
Lorraine McMillan (ERC)  
Wendy Wilkinson (SG)

Councillor Fletcher in the Chair

**Attending:**

Mark Ratter, Head of Education Services (Quality Improvement and Performance); Kate Rocks, Chief Social Work Officer; Jim Sneddon, Head of Democratic and Partnership Services; Claire Crichton, Quality Improvement Officer; Jonathan Hinds, Criminal Justice Service Manager; Louise Thompson, Partnership Support Officer; Matthew Sweeney, Policy and Community Planning Assistant; and Ron Leitch, Committee Services Officer.

**Apologies:**

Councillor Alan Lafferty; Robert Calderwood (NHSGGC); DCO Paul Connelly (SFRS); Ian Lee (IJB); ACC Mark Williams (Police Scotland); and Damian Yeates (SDS).

**INTRODUCTION**

1. Councillor Fletcher welcomed those present and explained that, following legislative changes such as the implementation of the Community Empowerment (Scotland) Act 2015 (CESA) and the establishment of the Integration Joint Board (IJB) of the Health and Social Care Partnership (HSCP), the Chair of the IJB had been invited to attend future meetings of the Board. This was to ensure that there were strong links between community planning and health and social care reform. He went on to explain that the current Chair of the IJB, Ian Lee, retired from that position today and had submitted his apologies. Councillor Lafferty, who would succeed Mr Lee as Chair of the IJB would attend the Board in future but had tendered his apologies for this meeting.

## **MINUTE OF PREVIOUS MEETING**

2. The Board considered and approved the Minute of the meeting held on 5 June 2015.

## **ANNUAL REVIEW 2015/16**

3. Councillor Fletcher explained that the Annual Review 2015/16 consisted of four parts and proposed that the Board considered each part in turn. The first part would be a summary of the performance of the CPP over the past year and this would be followed by discussions on three key areas which the CPP had been asked to focus on over that period. He then invited the Chief Executive to lead the discussion on the performance of the CPP over the year.

## **PERFORMANCE AGAINST THE SINGLE OUTCOME AGREEMENT (SOA)**

4. The Chief Executive reported that 34 out of 45 targets had been met during the year. Of the 11 targets which had not been met, 6 had been narrowly missed. She commented further on the unmet targets and explained the reasons why the targets had not been met and the progress which had none the less been made including reviewing those targets which were now considered, in the light of experience, to have been too ambitious. She also explained that a benchmarking report had been added to the report this year. This was a useful tool to show comparisons with other authorities but was not a league table and would be used to indicate areas where other authorities were performing better and where there was scope to learn from the good practice of others. She reported that the Performance and Accountability Review (PAR) group had met twice during the year and that it had been tasked by the Board to focus on 3 specific areas i.e. developing Scotland's young workforce; CPP self-assessment; and overseeing the Model for Improvement. Brief updates on each of these areas would follow later in the meeting.

The Chief Executive concluded by proposing the establishment of a Short-life Working Group to oversee the implementation of CESA and the development of a Local Outcome Improvement Plan (LOIP); locality plans; and to establish a process for dealing with Outcome Participation Requests. The proposed membership of this group would be East Renfrewshire Council; East Renfrewshire HSCP; Police Scotland; Scottish Fire and Rescue Service; Scottish Enterprise; and Voluntary Action East Renfrewshire with the first meeting planned to take place in August.

Scottish Index of Multiple Deprivation (SIMD) data was due to be released in August and would inform which communities would require locality plans. The LOIP and locality plans would require community participation and a joint approach from partners to secure engagement but to avoid "engagement fatigue" amongst residents. In order to ensure a well-researched and clear understanding of the need within communities, the LOIP and locality plans would be developed over the coming 12 – 15 months during which time the CPP would continue to work to the SOA outcomes, targets and measures until such time as the LOIP and locality plans were signed off. The LOIP would require the identification of long-term (10 year) targets supported by mid-term (3 year) outcomes and measures and the long-term targets might lead to the current stretch aims for the Model for Improvement being reviewed by the Board.

During discussion on the Annual Review Mr Logue highlighted the considerable increase in the percentage of children in P1 achieving all of the expected milestones on entry to school and asked if there were any particular local factors which had contributed to this success. In

response the Chief Executive, supported by the Head of Education Services (Quality Improvement and Performance) explained that close partnership working between the Education Department and the HSCP and the Council's early intervention strategy had played a major part in the improvement. The methodology had been critically reviewed by the appropriate conveners and Dr Harry Burns, former Chief Medical Officer for Scotland, and this had led to important changes in approach and an even stronger focus on the child with the aim of further closing the attainment gap.

Thereafter, the Board agreed:-

- (a) to discuss each of the focus areas previously identified to the PAR by the Board; and
- (b) that the CPP would continue to monitor the measures and targets in the current SOA until such time as the LOIP was signed off.

## **DEVELOPING SCOTLAND'S YOUNG WORKFORCE**

5. The Chief Executive invited the Head of Education Services (Quality Improvement and Performance), Dr Mark Ratter, to update the Board on the work being carried out locally in support of the national programme entitled "Developing Scotland's Young Workforce".

Dr Ratter explained that East Renfrewshire's 5-year "Developing the Young Workforce in East Renfrewshire Implementation Plan" had been approved by the Education Committee in August 2015 and involved close co-operation between the Council, schools and the Local Employability Partnership (LEP). This had resulted in the continuing development of the Council's Vocational Programme and senior pathways in schools with increased numbers of young people taking part in an enhanced range of vocational education courses. Skills Development Scotland (SDS) had also provided additional support to schools including the development of career management skills for pupils, and helping to support staff to understand and embed the career education standards which had been developed and published in 2015/16. From August 2016 SDS would be introducing Foundation Apprenticeships across 6 key sectors and these apprenticeships would take 2 years to complete. He also highlighted the summer programme designed to introduce young people who were not sitting external examinations to a wide range of college courses which they might not have previously considered. This programme had been piloted during summer 2015 and had been extended for 2016. Data for 2014/15 had shown the best results achieved to date with 96.2% of young people moving on to positive destinations after leaving school compared to the national average of 92.9% with the Council ranked 2<sup>nd</sup> overall.

Looking ahead, Dr Ratter outlined a number of key milestones including ongoing partnership working with the Community Benefits Team; establishing links with Developing the Young Workforce groups in Glasgow and in the West Of Scotland; the continuing development of the 3 – 18 years curriculum to ensure that children and young people developed the skills they needed for work, life and learning; and the need to continue to work in partnership with other agencies to reduce inequalities across the Council area.

Mr Logue commended the performance in this field and expressed the view that further improvement was expected as a result of earlier engagement with pupils. Previously engagement had commenced in the senior phase (S4 – S6) but it was now proposed to start at the P7/S1 transition stage and continue all the way through to S6. He also stressed the importance of engaging with teachers and especially with parents who remained amongst the strongest influencers of young people's career choices. The Chief Executive referred to the need to address the gender gap and to encourage young men and women to actively

consider non-traditional occupations in support of which Mr Logue highlighted that, out of around 4000 modern apprentices currently engaged in engineering, only around 50 were female.

Responding to a comment from Councillor Miller regarding a perception that a higher than average number of young people locally “dropped out” of higher education, Dr Ratter explained that there was some evidence of movement from university to college courses for a number of reasons including funding difficulties but that only 1% of those leaving higher education went on to negative destinations.

Following further brief discussion, the Board agreed to note the position.

## **CPP SELF-ASSESSMENT**

6. Councillor Fletcher invited the Head of Democratic and Partnership Services, Jim Sneddon, to update the Board on the outcome of the CPP Self-Assessment conducted in the summer of 2015.

Mr Sneddon explained that the Board and the PAR had agreed to conduct a self-assessment in line with the Improvement Service (IS) model. Self-assessment was regarded as excellent preparation for any future Best Value (BV) audits as it prompted CPPs to look closely at those elements of the partnership which would be scrutinised as part of the BV methodology and which were expected to focus on how well CPPs were delivering outcomes with more emphasis on the pace and scale of change and less on the processes. All community planning partners had been invited to complete an anonymous survey using the IS checklist and 16 responses (42%) had been received.

A small working group, consisting of representatives from the Council, HSCP, Police Scotland and VAER, had been established to analyse the findings and to determine what the key areas for improvement were. Overall there had been a largely positive view with the CPP performing well in 6 out of 9 areas with 3 areas of assessment considered to be less positive. These 3 areas came under the headings of use of resources; governance; and accountability. Use of resources included the CPP’s knowledge around where resources were allocated; the extent to which resources had been aligned to better deliver outcomes; and the extent to which partners had aligned, pooled or integrated their budgets. This had been a trend across all CPPs which had been highlighted in the Audit Scotland report published in April 2016. Joint resourcing of funds, staff and premises was a key element of CESA and would be addressed as the Act was implemented.

There had been a strong message from partners that any improvement work arising from the self-assessment had to be integrated with existing improvement approaches in order to make best use of partners’ time and resources and to build upon the work already being done through the use of the Model for Improvement methodology.

Following brief discussion the Board agreed to note the position.

## **MODEL FOR IMPROVEMENT UPDATE**

7. The Head of Democratic and Partnership Services then went on to explain that the Model for Improvement methodology had been an area of priority for the PAR over the past year. He gave a brief overview on progress made to date towards the three ambitious stretch aims established for Outcomes 2, 3 and 4 of the SOA explaining that the PAR Minute would show the extent of progress in much greater detail. He went on to explain that each

workstream had held a series of workshops to progress work towards the achievement of its stretch aims; that tests of change were currently in progress; and that future tests of change had been identified for each stretch aim. The PAR received regular progress updates including both successes and failures as each provided equally valid learning experiences and would inform future tests of change.

Referring to Outcome 2, Mr Sneddon explained that previous tests of change had focussed on increasing levels of participation in sport by existing users and the cross-promotion of services to current customers. The focus had now shifted to targeting those residents who were not currently participating in any sporting activity and he highlighted the success of a swimming project designed to engage women from ethnic minorities who tended to be regarded as a hard to reach group. The next area of focus for this workstream would be to attempt to increase levels of participation in cultural activities.

With regards to Outcome 3, the previous tests of change had focussed on increasing the number of people accessing employability services across the Council. Lessons learned from the more limited success of this workstream would be used to inform local employability development work with future tests of change involving the Glasgow City Deal Project. There had also been success from a social media workshop which had promoted the sharing of information by partners and increased the use of social media by employability partners. Future tests of change in this workstream would focus on making connections between schools and employers to inform the Local Development Plan (LDP) and the Glasgow City Deal Project.

Finally, with reference to Outcome 4, it was highlighted that as rates of physical assault were already relatively low in East Renfrewshire, the targeted reduction of a further 15% was a very challenging stretch aim. Success had been achieved in transferring complaints about noise from the police to the Council's Community Safety Team thus freeing up police resources to deal with their key priority areas. Other areas which had ongoing tests of change related to providing information on Women's Aid services to people likely to experience acts of domestic violence and a volunteering project designed to engage with ex-offenders by developing follow-up activities for young offenders on completion of community payback activities.

Superintendent McAnulty, referring to the target of reducing rates of physical assault by a further 15% over the coming 2 years, expressed the view that this was a very challenging aim and asked what baseline this would be measured against. In response, Mr Sneddon explained that the 15% reduction was a rolling year on year target and that this was an internal target to the CPP and PAR and was not published. Responding to Councillor Miller who asked if safe housing provision was available within East Renfrewshire to accommodate victims of domestic abuse, Mr Sneddon, supported by the Chief Executive confirmed that this was the case but, for obvious reasons, the location remained confidential.

Having heard a number of members commend the results achieved to date, the Board agreed to note the position.

## **COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015**

8. Councillor Fletcher introduced this item by explaining that CESA was a highly significant piece of new legislation which would impact on the activities of all CPP partners. Initial guidance to accompany parts of the Act had been issued by The Scottish Government in March 2016 and further finalised guidance was expected in September. He then invited the Head of Democratic and Partnership Services to update the Board on the requirements of the Act and how the CPP was placed to meet them.

Mr Sneddon explained that the CPP had submitted a joint response to 4 of the areas of guidance which had been issued by The Scottish Government in March 2016 encompassing community planning; Outcome Participation Requests; Asset Transfer; and Community Right to Buy in respect of abandoned, neglected or detrimental land.

Referring to the matter of community planning and empowerment, Mr Sneddon explained that the Act imposed an increased focus on leadership and collective governance and named statutory partners for both, namely the PAR and the CPP Board respectively. Membership of both bodies had recently been reviewed and as a result representation from local colleges had been added to the PAR and the Chair of the IJB had been invited to join the Board.

He went on to explain that as mentioned previously under Item 6 above, joint resourcing of funds, staff and premises was a key element of CESA which had been highlighted in an Audit Scotland report in April 2016 and which would be addressed as implementation of the Act progressed. Under the Act there was an increased focus on community engagement and community participation which went beyond consultation and required CPPs to understand needs, identify aspirations, prioritise outcomes, and determine how resources should be directed to best effect. This increased level of community participation would inform the CPP about the needs of areas and inform the proposed LOIP and locality plans. Community bodies representing communities experiencing socio-economic disadvantage must be involved and partners would have a duty to ensure that those bodies which wished to participate were given the opportunity to do so. As CESA was likely to be a precursor to further devolution of functions to local communities, the CPP would have a duty to ensure that those communities had the necessary skills to take on this role and in anticipation of this a programme of community capacity building had started and would continue throughout 2016/17 and beyond. National outcomes of prevention and early intervention remained high priorities and the CPP must work towards reducing inequality of outcomes particularly for those areas that experienced socio-economic disadvantage.

Mr Sneddon continued by explaining that the proposed SWG would oversee the development of a robust process for dealing with Outcome Participation Requests from communities, the purpose of which was to enter into discussion with public bodies about improving a particular outcome. This could range from something as simple as arranging meetings with the community group to a group submitting a proposal to take over the running of a service. Whilst it was considered unlikely at this stage that any group would have the capacity to take over a service in its entirety, it was envisaged that this could happen in the future. He concluded by referring to the possibility of Asset Transfer and explaining that public bodies had a duty to obtain best value but that did not necessarily mean that the highest possible price had to be obtained and that assets could be disposed of for less than full market value where there were wider community benefits to be gained.

During further discussion a number of members briefly explained their organisation's position with particular reference to Asset Transfer and the Chief Executive explained that the duty contained within CESA was considerably stronger than had originally been envisaged. Councillor Fletcher expressed the view that this was a major issue for the Council with a number of community groups thought to be already planning to submit requests. He highlighted that the transfer of Council assets to the community had already taken place and cited the cases of the former Woodfarm Community Centre and the Eastwood Nursery Allotments.

Thereafter, the Board agreed that:-

- (a) the PAR SWG would oversee implementation of CESA and report back to PAR and the Board;
- (b) a light touch review of community planning arrangements would be undertaken to ensure that they remained fit for purpose; and
- (c) any recommendations arising from (b) above would be presented to the Board in 2017.

## **NEW MODEL FOR COMMUNITY JUSTICE**

9. Councillor Fletcher introduced Kate Rocks, Chief Social Work Officer and Jonathan Hinds, Criminal Justice Service Manager and invited them to update the Board on the new model for community justice.

Mr Hinds explained that the Community Justice (Scotland) Act 2016 created a new body, Community Justice Scotland, to take over following the disestablishment of the existing Community Justice Authorities (CJAs) in April 2017 and the introduction of new arrangements for local strategic planning and service delivery. These new duties required a defined set of community justice partners to engage in local strategic planning and delivery with accountability for planning and performance based on established CPP boundaries. Community Justice Scotland would provide leadership for the sector; opportunities for innovation, learning and development; independent professional assurance to Scottish Ministers on the collective achievement of community justice outcomes across Scotland; and to provide improvement support where required. The Act also provided a focus on collaboration including the opportunity to commission, manage or deliver services nationally where appropriate. He went on to explain that the Act provided the opportunity to return community justice to a more local level and that the statutory partners were required to plan within guidance set out by The Scottish Government.

Ms Rocks updated the Board on the proposed transition plan for 2016/17 highlighting that East Renfrewshire was not starting from scratch as close partnership working already existed between community justice partners and that through the existing Multi Agency Public Protection Arrangements (MAPPA) the Council would continue to work closely with Renfrewshire and Inverclyde Councils. The transitional arrangements would be overseen by a Transition Steering Group chaired by the Deputy Chief Executive. As part of the transition plan consideration would be given to a number of themes including, amongst others, how CPPs build links with and between community justice partners; how links could be built with third sector organisations, service users, offenders and local communities; and how links could be made from broader community planning themes to the community justice agenda.

She went on to explain that, as part of the proposed new governance structure, a Chief Officers Public Protection Group (COPPG) would be established which would report to the Board. The COPPG would consist of the Chief Executive, the Chief Officer HSCP, the Chief Social Work Officer and Chief Superintendent McNulty. A timetable of next steps and local actions required leading up to the formal establishment of Community Justice Scotland on 1 April 2017 was discussed.

Having heard Councillor Fletcher thank Ms Rocks and Mr Hinds for the presentation, the Board agreed to:-

- (a) note the content; and

- (b) approve the proposed governance and accountability arrangements for the new Community Justice Partnership.

### **PRIORITIES FOR 2016/17**

**10.** The Chief Executive outlined the proposed priorities for 2016/17 referring to the proposal to establish a Short-life Working Group (SWG) to implement the Community Empowerment (Scotland) Act as discussed at Item 4 above. In light of new legislation (CESA) and the introduction of additional statutory partners, she also proposed that for 2016/17 there should be a review of the current arrangements. These proposals, coupled with the proposed introduction of the SWG, could have implications for the timing and frequency of meetings of the PAR and Board. Work would also continue towards achieving the current stretch aims which might require to be revised to align with the 10 year targets identified in the proposed LOIP.

She went on to propose that the PAR continued to focus on those SOA targets which had not been met noting that most of these had been for improvement of outcomes targeting areas in the lowest 20% of SIMD areas. Referring to the CPP Self-Assessment as discussed at Item 6 above, she explained that, arising from this and the changes being made as a result of the implementation of CESA, it was proposed to review the function of the Board with a view to it taking on a high level annual scrutiny role and further separating out the management of the delivery function to the PAR and the new SWG.

Following brief discussion, the Board agreed to the proposed priorities for 2016/17.

### **DATE OF NEXT MEETING**

**11.** The Board noted that the next meeting had been provisionally arranged for Thursday 22 June 2017 at 2.00pm in the Council Chamber, Council Headquarters, Eastwood Park, Giffnock subject to the outcome of discussions as outlined at Item 10 above.