

MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 3 DECEMBER 2021 AT 10 AM - REMOTE MEETING

PRESENT

BOARD MEMBERS

Alan Waddell (Chair)	Police Scotland
Stephen Wright (Vice-Chair)	Scottish Fire and Rescue Service
Ayeshah Khan	Community and Voluntary Sector Partnership
Heather Knox	NHS Lanarkshire
Neena Mahal	NHS Lanarkshire
Des Murray	North Lanarkshire Council
Stephen Frew	Scottish Enterprise

OFFICERS

Alison Gordon	North Lanarkshire Council
Stephen Penman	North Lanarkshire Council
Matt Costello	North Lanarkshire Council
Erin Dobbin	North Lanarkshire Council
Mark Hamill	North Lanarkshire Council
Susan Lawrie	North Lanarkshire Council
Jennifer Lees	North Lanarkshire Council
Leanne Pollock	North Lanarkshire Council
Jenny Hutton	NHS Lanarkshire
Andrew Thomson	Police Scotland
Martyn Brandrick	Scottish Fire and Rescue Service
Maddy Halliday	VANL

APOLOGIES

Councillor Logue	North Lanarkshire Council
Lizanne McMurrich	North Lanarkshire Council
Linda Johnston	North Lanarkshire Council
Theresa Correia	Scottish Enterprise

CHAIR

Stephen Wright, Scottish Fire and Rescue Service, presided.

WELCOME AND CHAIR'S REMARKS

1. The Chair welcomed everyone to the meeting and the apologies were noted.

COVID-19 UPDATE AND CHAIR'S OPENING REMARKS

2. Stephen Wright, Scottish Fire and Rescue Service intimated that he would be chairing the meeting today.

He advised that 2021 had been a challenging and demanding year but one where all partners had continued to dig deep and work in partnership to respond to the pandemic and ensure the vaccination rollout was hugely effective, well organised and available to everyone in North and South Lanarkshire.

Referencing the increasing prevalence and uncertainty caused by the Omicron B variant of Covid, the Chair emphasised the importance of everyone receiving their vaccination boosters and carrying out twice weekly lateral flow tests, especially before meeting family, friends and socialising in the run up to Christmas and encouraged partners to promote this within their own organisations and workforces. –

The Chair continued by highlighting that all partners had played their part in the COP 26 Conference held in Glasgow either through personnel being drafted directly in, or Climate Change awareness raising sessions with staff and community and voluntary sector groups.

The Chair went on to advise that there had been a number of requests from colleagues in VANL in relation to the distribution of the Minutes of the Board Meetings and representation on the Board. He

recommended that the Board Membership remains as it is while the Strategic Leadership Board is developing its future Programme of Work and performance and improvement framework, highlighting that both items were due to be considered later on the agenda. He further suggested that potential distribution of Strategic Leadership Board Minutes should be included alongside wider consideration of the Board's communications approach including information sharing and dialogue with the Community Boards and voluntary organisations as part of Delivering for Communities. He observed that circulating the Minutes of meetings in isolation did not always provide context or foster a shared understanding.

The Chair concluded by confirming that officers had taken on board the request that, where possible, Strategic Leadership Board papers were issued slightly earlier with the introductory paragraph at the start of each report extended to summarise what the Board is being asked to consider, and that executive summary pages for both the Tackling Poverty Strategy and the Child Poverty Action report are being prepared and will be circulated to Board Members in due course.

Alan Waddell, Police Scotland proposed that the Board agree in principle for the sharing of the Minutes of the meetings of the Board and that the views of the other Board Members be sought.

Action:

- (1) that the Board Membership remain unchanged whilst future arrangements and Programmes of Work were being developed;
- (2) that a Communication Strategy for the Board, including issuing Minutes of the Board meetings, be explored in consultation with the Head of Strategic Communication, North Lanarkshire Council and an update report be submitted to a future meeting of the Board, and
- (3) that it be noted that the request to issue the agenda papers earlier and extend the introductory paragraph at the start of each report had been implemented.

MINUTES OF PREVIOUS MEETING

3. The Minute of the Meeting of the Strategic Leadership Board held on 10 September 2021 was agreed as an accurate record and approved.

NORTH LANARKSHIRE STATUTORY PARTNERSHIPS: ANNUAL UPDATE REPORT 2020/2021

4. There was submitted a report by the Head of Children, Families and Justice Social Work Services/Chief Social Work Officer (1) reminding the Board that it had previously agreed that oversight of wider statutory partnership working arrangements could be strengthened through the consideration of an annual update on the work of the Children's Services Partnership Board, the Community Justice Partnership, the Public Protection Chief Officers' Group and the Chief Social Work Officer's Annual Report to provide wider context and a shared understanding; (2) intimating that the report provided an update on partnership working developments since the presentation to the Board in July 2021; (3) proposing that consideration of the Chief Social Work Officer's report be postponed to the meeting of the Board scheduled to take place on 1 April 2022 given the shift in focus in recent months to review and respond to the Scottish Government's consultation on proposals for a National Care Service for Scotland; (4) enclosing in the Appendices to the report the North Lanarkshire Children's Services Plan 2021/2023 and the North Lanarkshire Community Justice Partnership Annual Outcome Activity Return; (5) advising that a review of the task groups that underpin and support the work of the Children's Services Partnership was ongoing and an update would be included alongside the Chief Social Work Officer's report to the Board on 1 April 2022, and (6) informing that a self-evaluation survey was issued to all Chief Officer Public Protection Group Members and the responses were being analysed to inform the future action plan, timescales and wider areas for improvement or development.

Thereon Alison Gordon, North Lanarkshire Council provided a comprehensive presentation on the North Lanarkshire Statutory Partnership Groups and provided further information in respect of:-

- The updated structure around Statutory Partnership Groups
- Children's Services
- Community Justice

- The Community Justice Partnership Annual Report and a number of Service Developments/Enhancements
- The Children's Services Plan 2021-2023 - The new approach linked to "The Promise" and the five identified ambitions and five key themes.

Ayeshah Khan, Community and Voluntary Sector Partnership, intimated that an initial approach had been made by the Wise Group to support the delivery of Community Payback Orders, but no further contact was made. Alison Gordon, North Lanarkshire Council intimated that there was planning and additional work still to be undertaken in respect of Community Payback Orders and that she would contact the Wise Group to advise that the Community and Voluntary Sector Partnership could provide support to assist with the delivery of Community Payback Orders.

Jenny Hutton, NHS Lanarkshire requested that a copy of the PowerPoint presentation be issued to all Members of the Board, which was agreed.

Action:

- (1) that the publication of the North Lanarkshire Children's Services Plan 2021-2023 and the Community Justice Outcome Report 2020/2021 be noted;
- (2) that the continuous improvement work, including a self-evaluation exercise underway within the Public Protection Chief Officers Group be noted;
- (3) that it be noted that the partnership working structures continue to operate effectively and previously planned action to review the Children's Services Sub-Group structures was underway, and an update would be brought back to the meeting of the Board on 1 April 2022;
- (4) that consideration of the 2020/2021 Chief Social Work Officer's Report be deferred to the Board Meeting scheduled to take place on 1 April 2022;
- (5) that a copy of the PowerPoint presentation be issued to all Members of the Board, and
- (6) that the Head of Children, Families and Justice Social Work Services contact the Wise Group to advise that the Community and Voluntary Sector Partnership could provide support to assist with the delivery of Community Payback Orders.

STRATEGIC PRIORITIES PROGRESS TRACKING REPORT

5. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) providing an update on the progress on each of the Strategic Leadership Board's priority activities – Climate Change, Mental Health and Working with Communities and summarising recent and planned developments in each priority; (2) enclosing in the Appendices to the report the progress of the three Strategic Priority Workstreams; (3) inviting the Board to consider participation in the annual "Winter Messaging Campaign" designed to raise awareness of the heightened mental health pressures during the festival period; (4) intimating that there remained uncertainty of funding being available to support the NLP Action on Climate Together strategic priority from 1 April 2022 and requesting that VANL provide more detailed information on the project costs and the continued requirement for funding to allow the Board to consider the future direction of this workstream; (5) seeking approval to extend the timescales for two separate pieces of work in the Mental Health and NLP Act Now Workstreams; (6) advising that the Scottish Government had provided funding of £0.995m in financial year 2021/2022 to support community based Adult Mental Health Support Services across North Lanarkshire, and (7) informing that a series of training sessions on Partnership Working were being delivered in early 2022 by the Improvement Service and Public Health Scotland.

Thereon Matt Costello, North Lanarkshire Council provided an overview of the progress of the priority activities in respect of Working with Communities and the evolution of the Community Boards which were currently in their sixth cycle of meetings and outlined the positive impact that the Boards had in the compilation of the LOIPs and the budget setting process. He continued by describing the creation of an online learning platform, the Community Board Development Portal which will provide community representatives and colleagues from partner agencies with access to information, tailored training and

resources designed to support place-based partnership working, community development, empowerment and engagement.

Matt Costello, North Lanarkshire Council further advised that the assurance report was on track.

Alan Waddell, Police Scotland advised that the success of the Community Boards was fundamental in what the Strategic Leadership Board was trying to achieve and sought further information on the assurance process.

Des Murray, North Lanarkshire Council advised that a peer review, with involvement by partner agencies' staff who are directly involved and responsible for supporting the work and development of the Community Boards would be welcomed and would give partners the opportunity to participate in developing the assurance process.

Following discussion, it was proposed that peer review sessions of the Community Boards be undertaken, with involvement by front-line staff who would be able to add most value to the review and also representatives from partner agencies to review the progress, the role and ambition of the Community Boards with a report on the outcome of the review being submitted to a future meeting of the Board.

Jenny Hutton, NHS Lanarkshire provided an overview of the progress of the priority activities in respect of Tackling Stigma and Discrimination linked to Mental Health and acknowledged the huge amount of activity carried out by the voluntary sector throughout the course of the pandemic which had included befriending calls to reduce isolation and work undertaken in the community to reduce stress. She also advised that, across Lanarkshire, 6,248 referrals have been made to Distress Brief Intervention up to May 2021 with the majority of these from people living in the most deprived communities.

Jenny Hutton, NHS Lanarkshire further advised that training and capacity building sessions were being held on 27 and 28 January and 2 and 3 February 2022 and that invitations to partner organisations would be issued in due course and a detailed report would be submitted to the Board on the outcome of the development sessions.

Jenny Hutton, NHS Lanarkshire went on to describe how anxieties and emotional wellbeing can be put under further strain over the festive period and requested that Board Members advise the Business Partnership Manager North Lanarkshire Council whether they would be able to attend the "Winter Messaging Campaign" photoshoot taking place on Wednesday, 8 December 2021 at 11 am in the Watersports Centre, Strathclyde Park.

In concluding her update, Jenny Hutton, NHS Lanarkshire advised that the Scottish Government had awarded Community Mental Health and Wellbeing Funding of £0.995m to North Lanarkshire with the fund administered by VANL under a Partnership Agreement in place with Health and Social Care North Lanarkshire. Maddy Halliday, VANL advised that in addition to this, a further £300,000 had also been allocated to the North Lanarkshire area by the Scottish Government to support mental health initiatives for children and young people.

The Chair, Stephen Wright, Scottish Fire and Rescue Service emphasised the potential opportunities created by this funding, highlighting its potential in developing and delivering services and projects that will make a clear impact on improving community mental health supports.

Maddy Halliday, VANL then went on to provide an update on the progress of the priority activities in respect of Action on Climate Together 2021-2025 and requested that a summary overview from the statutory partners on the ongoing climate action within their organisations be provided to VANL to allow further work to be undertaken and enable the sharing of best practice.

Action:

- (1) that the progress within each priority workstream and the extension for the publication of the NLC Act Now Plan PowerPoint slides for general use to 30 November 2021 be noted;
- (2) that the programme of partnership evaluation training sessions being provided by the Improvement Service and Public Health Scotland in January 2022 be noted, and the potential to cascade these and promote attendance within individual partnership organisations be agreed;

- (3) that the project end date for the Mental Health Stigma and Discrimination workstream be extended to 31 March 2022 after which a report be submitted to the Board on 1 April 2022;
- (4) that the Board participate in the “Winter Messaging Campaign” intended for roll out as part of wider activity to support Mental Health and Wellbeing with expressions of interest to participate in the “Winter Messaging Campaign” photoshoot scheduled to take place on Wednesday, 8 December 2021 at 11 am in the Watersports Centre, Strathclyde Park provided to the Business Partnership Manager, North Lanarkshire Council
- (5) that the Scottish Government’s funding award of £0.995m in financial year 2021/2022 to support community based adult Mental Health support services across North Lanarkshire and the partnership agreement in place between VANL, Health and Social Care North Lanarkshire and Community Solutions to manage and administer the fund be noted and that a further update be included in the Mental Health Progress Tracker Report for submission to the Board at its meeting on 17 June 2022;
- (6) that further detailed information on project costs and the continued requirement for funding to support activity delivered as part of the NLP Act Now Plan be provided by VANL to allow the Board to consider the future direction of this strategic priority;
- (7) that a peer review session of the Community Boards be undertaken, with attendance from front line staff and each of the partner agencies, to review the progress, role and ambition of the Community Boards, with the outcome of the review being submitted to a future meeting of the Board, and
- (8) that the strategic partners provide a summary overview of their ongoing climate action plans to VANL to allow further work to be undertaken and the sharing of best practice.

DELIVERING FOR COMMUNITIES AND NORTH LANARKSHIRE PARTNERSHIP’S SHARED APPROACH TO PARTNERSHIP WORKING

6. There was submitted a report by the Head of Business Solutions, North Lanarkshire Council (1) providing an update on the developing role of Community Champions and ongoing progress of Community Boards; (2) requesting that partners consider officer involvement from within their own organisations to ensure a collaborative approach to supporting Community Boards and the delivery of individual Local Outcome Improvement Plans; (3) setting out proposals under North Lanarkshire Council’s “Delivering for Communities” strategy for ongoing dialogue and joint planning between Council Services and Partner Agencies to ensure effective resource deployment, avoid duplication and to maximise opportunities for a people and place based approach to improving local outcomes and empowering officers; (4) enclosing in the Appendices to the report a snapshot and hyperlinks to the Local Outcome Improvement Plans, a summary of priorities across all Community Boards, the Delivering for Communities Model, the Delivering for Communities – CMT Community Champions and Partnership Forum and the implementation timeline, and (5) intimating that the next meeting of the Delivering for Communities Forum was scheduled to take place on 25 January 2022 and planned attendance and representation by partner agencies’ representatives should be notified to the Business Partnership Manager.

Leanne Pollock, North Lanarkshire Council intimated that following the partnership development session held on 25 August 2021 it was proposed that core support teams, aligned to the Community Boards, should be organised to support Community Boards in delivering their Local Outcome Improvement Plans and co-ordinate partnership collaboration, shared approaches and accountability at an operational level. Recognising resourcing implications and existing partnership operational structures, she advised that it is not the intention to create nine separate teams, but to identify officer support from partners for Community Board operations across all nine areas and she provided an illustration to show how the support might be organised.

Jennifer Lees, North Lanarkshire Council provided an overview of the shared approach to partnership working and advised that North Lanarkshire Council’s Corporate Management Team meets as a Forum on Delivering for Communities after each cycle of Community Board meetings to consider delivery of The Plan for North Lanarkshire at a community level and to review matters arising from the Community Boards. She requested that partners identify officers at a strategic level from within their own organisations, to participate in these sessions to support the development of multi-agency approaches and organisation at a partnership level to support Delivering for Communities. She advised that the next meeting of the Forum is scheduled to take place on Tuesday, 25 January 2022.

Action:

- (1) that the publication of the individual Local Outcome Improvement Plans by each Community Board be welcomed;
- (2) that Board Members identify officers to support operational based core support teams, designed to coordinate the work of Community Boards in delivering their Local Outcome Improvement Plans and advise the Community Partnership Manager, North Lanarkshire Council accordingly;
- (3) that Board Members notify the Business Partnership Manager, North Lanarkshire Council of planned attendance and representation on the Delivering for Communities Forum in advance of its next meeting scheduled to take place on Tuesday, 25 January 2022, and
- (4) that the implementation plan and timeline as set out in the report be agreed.

STRATEGIC LEADERSHIP BOARD PROGRAMME OF WORK 2022/2023

7. There was submitted a report by the Business Strategy Manager, North Lanarkshire Council (1) intimating that a number of local and national drivers were now reaching the point of maturity or delivery where they have the potential to impact on the Board's future strategic direction and Programme of Work; (2) advising that the local and national drivers included the "Working With Communities Framework;" the inclusion of heightened requirements in relation to community empowerment, benchmarking and improving outcomes in the Accounts Commission's Statutory Direction; and a need to develop robust performance and improvement frameworks at operational, organisational and oversight levels to support the work of the Community Boards and Community Planning, and (3) recommending that the next meeting of the Board scheduled to take place on 4 February 2022 focuses principally on these matters to shape the Board's future strategic direction and Programme of Work for 2022/2023.

Action: that the Strategic Leadership Board meeting on Friday, 4 February 2022 focus on

- (1) considering the performance and improvement framework to underpin the Partnership's work with communities in advance of final consideration and implementation from 1 April 2022, and
- (2) finalising the Strategic Leadership Board's 2022/2023 Programme of Work.

COMMUNITY PLANNING IMPROVEMENT BOARD - RESEARCH ON COMMUNITY PLANNING: PROGRESS AND POTENTIAL

8. There was submitted a report by the Chair, NLP Strategic Leadership Board (1) providing an overview of the findings from the recent research by the Community Planning Improvement Board into the current strength of Community Planning and its pivotal role in helping to shape recovery and renewal post Covid; (2) advising that the Community Planning Improvement Board made a series of recommendations on the future focus and approaches that Community Planning Partnerships should take in working differently with local communities, reducing bureaucracy, improving outcomes and addressing inequalities; (3) intimating that the findings very much align with the approach being taken in North Lanarkshire and provide the Board with a degree of comfort and reassurance; (4) indicating that development areas had been identified in relation to developing the Board's 2022/2023 Programme of Work and sharing learning and best practice to develop whole system solutions and new ways of working with Communities and (5) requesting that Board Members review the findings and consider these within the context of the Board's own work plan and strategic direction and the Community Planning Improvement Board be provided with copies of this report and the report from the recent joint health inequalities workshop.

Thereon Alan Waddell, Police Scotland provided an overview of the contents of the report, highlighting where the Community Planning Improvement Board's findings resonate with North Lanarkshire Partnership's own direction of travel and intimated that the Board could take comfort from the contents of the report in terms of its current programme of work.

Action:

- (1) that the publication of the Community Planning Improvement Board's report into the progress of Community Planning since the introduction of the Community Empowerment (Scotland) Act 2015 and the potential for Community Planning to be a key driver in the socio-economic recovery post-Covid be noted;
- (2) that it be noted that the research findings reflect current thinking and practice at both a North Lanarkshire and a wider Pan Lanarkshire Partnership working level, and
- (3) that copies of this report and the report from the Joint Health and Inequalities Workshop held on 23 June 2021 be sent to the Community Planning Improvement Board.

A.O.C.B

STRATEGIC LEADERSHIP BOARD - SELF ASSESSMENT

9. Alan Waddell, Police Scotland intimated that the Board had been in place for a number of years and proposed that a self assessment be undertaken to assess how the Board has been operating, effectiveness and its future direction.

Heather Knox, NHS Lanarkshire and Des Murray, North Lanarkshire Council, suggested that the self assessment takes a proportionality approach with the review looking at structure, impact and regionality.

Action: that the Board undertake a self assessment during 2022 reviewing its operation and future direction.