

MINUTE OF THE STRATEGIC LEADERSHIP BOARD
FRIDAY, 1 APRIL 2022 AT 10 AM - REMOTE MEETING

PRESENT

BOARD MEMBERS

Ross McGuffie	Health and Social Care Partnership
Kerri Todd (as substitute for Heather Knox)	NHS Lanarkshire
Des Murray	North Lanarkshire Council
Andrew Thomson	Police Scotland
Stephen Frew	Scottish Enterprise
Andrew Kenna	Scottish Fire and Rescue Service
Colin McFarlane	VANL

OFFICERS

Jenny Hutton	NHS Lanarkshire
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
Linda Johnston	North Lanarkshire Council
Susan Lawrie	North Lanarkshire Council
Jennifer Lees	North Lanarkshire Council
Leanne Pollock	North Lanarkshire Council

APOLOGIES

Ayeshah Khan	Community and Voluntary Sector Partnership
Heather Knox	NHS Lanarkshire
Councillor Logue	North Lanarkshire Council
Alan Waddell	Police Scotland
Stephen Wright	Scottish Fire and Rescue Service
Theresa Correia	Scottish Enterprise
Maddy Halliday	VANL

CHAIR

Des Murray, North Lanarkshire Council, presided.

WELCOME AND CHAIR'S REMARKS

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

CHAIR'S OPENING REMARKS

2. Des Murray, North Lanarkshire Council intimated that he would be chairing the meeting today.

Des Murray, North Lanarkshire Council welcomed Colin McFarlane, VANL and Ross McGuffie, Health and Social Care to their first meeting as members of the Board. Des Murray also welcomed Kerri Todd, NHS Lanarkshire, Andrew Kenna, Scottish Fire and Rescue Service, Andrew Thomson, Police Scotland and Stephen Frew, Scottish Enterprise who would be representing their organisations at today's meeting.

Des Murray, North Lanarkshire Council went on to highlight the partnership work ongoing in support of the Homes for Ukraine Scheme which would see 7,000 Ukrainians relocated within Scotland and also highlighted the herculean effort of local groups, schools, third sector organisations and churches in terms of responding to the humanitarian crisis in Ukraine.

MINUTE OF PREVIOUS MEETING

3. The Minute of the meeting of the Strategic Leadership Board held on 4 February 2022 was agreed as an accurate record and approved.

STRATEGIC LEADERSHIP BOARD – PROGRESS TRACKING REPORT

4. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) providing an update on the progress of each of the Strategic Leadership Board's Priority Activities – Working with Communities Framework, Tackling Stigma and Discrimination Linked to Mental Health and Action on Climate Together and summarising recent and planned developments in respect of each priority; (2) enclosing in the Appendices to the report the progress tracker in respect of the three strategic priority workstreams; (3) recommending that progress within the Working with Communities Framework which was now at a sufficiently advanced and mainstreamed stage be removed from future progress tracking reports with the progress and performance being reported via the Framework for Demonstrating Improved Outcomes for Communities; (4) advising that significant progress had been made by VANL and the Act Now Co-ordinating Group had secured additional funding for 2022/23 which would provide a period of stability allowing a concerted effort on the development of community based climate change initiatives and partnership funding of up to £15,000 had been provided by NHS Lanarkshire to extend the temporary project support assistant post for a further period of 12 months, and (5) intimating that a key requirement was now to develop appropriate measures and indicators that demonstrate where the partnership's heightened focus on climate action as a strategic priority was now making an impact on helping improve outcomes in local communities and the Act Now Co-ordinating Group would focus on developing suitable measures and reporting within the wider "Framework for Demonstrating Improved Outcomes for Communities" and this will be described further in the Act Now Plan Annual Review and update report due for consideration by the Board at its meeting on 17 June 2022.

Matt Costello, North Lanarkshire Council provided an update on the activity of the nine Community Boards and advised that the development of the Local Outcome Improvement Plans would frame the agendas going forward and in terms of future development, access arrangements to the online Community Board Development Programme had been resolved with user testing now underway to inform future developments in respect of the Community Boards and their training and development needs going forward.

Jenny Hutton, NHS Lanarkshire provided a comprehensive overview of the developments in respect of Tackling Stigma and Discrimination Linked to Mental Health workstream and provided feedback in relation to the workshop sessions which took place this week. Jenny Hutton, NHS Lanarkshire further advised that a number of common themes emerged from the workshop sessions including the need for compassionate leadership, continued prioritisation of mental health, creating an inclusive culture, and commonality of language and that a formal update would be provided to the Board at its meeting on 17 June 2021. Stephen Penman, North Lanarkshire Council praised the workshop he had attended and emphasised the importance and relevance of these sessions for managers across all partner agencies, highlighting an anticipated increase in mental health issues linked to rises in the cost of living and increasing levels of poverty.

Colin McFarlane, VANL advised that the voluntary sector had a number of voluntary champions and suggested that these be aligned with the NHS and North Lanarkshire champions to allow input and contribution from the voluntary sector, which was agreed.

Jennifer Lees, North Lanarkshire Council provided an overview of the Action on Climate Together workstream and advised (1) that NHS Lanarkshire had provided one off funding to enable continuation of the dedicated support post to consolidate and continue current activity to promote the Act Now Plan, and (2) that further additional funding had been secured by VANL which would allow the creation of 40 climate change champions which would be rolled out across North Lanarkshire and a full update report would be provided to the Board at its meeting on 17 June 2022.

Action:

- (1) that the progress in the Working with Communities, Mental Health and Action on Climate Together strategic priorities, as summarised in the original project status tracking templates, be noted;

- (2) that it be noted that there was some overlap in reporting between the progress trackers attached for this meeting and those e-mailed to the Board Members on 1 March 2022;
- (3) that future performance reporting on the Working with Communities Strategic Priority be through the “Framework for Demonstrating Improved Outcomes for Communities” further details of which are included in paragraph 7 of this Minute, and
- (4) that annual performance and oversight reports on the Tackling Stigma and Discrimination linked to Mental Health and Act Now Plan Strategic Priorities be submitted to the next meeting of the Board on 17 June 2022 with both reports containing the proposed performance reporting measures and indicators in line with the “Framework for Demonstrating Improved Outcomes for Communities”.

ANNUAL REPORT OF THE CHIEF SOCIAL WORK OFFICER 2020/2021

5. With reference to paragraph 4 of the Minute of the meeting of the Board held on 3 December 2021 when, it was agreed 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, there was submitted a report by the Chief Social Work Officer, North Lanarkshire Council (1) outlining the requirement for each local authority to appoint a professionally qualified Chief Social Work Officer; (2) intimating that the annual Social Work Officer report provided a key overview of Social Work service delivery; (3) intimating that the 2020/21 report focused on a reduced number of key areas to reduce the burden of reporting in the light of pandemic pressures; (4) advising that the report provides an update on the governance and partnership arrangements which frame the delivery of Social Work services in North Lanarkshire and in particular highlights the changes progressed through the Council’s “Delivering for Communities” re-structure to reinforce the coherence of service delivery and planning for Social Work services across Education and Families and Health and Social Care; (5) indicating that 2020/2021 was a particularly challenging year given the pandemic context and front facing and priority nature of Social Work services and the report reflects that all Social Work services continued to be delivered across the period with very limited exceptions on two occasions when the unpaid work element of Community Payback Orders were stood down, and (6) attaching at Appendix 1 to the report the annual report of the Chief Social Work Officer 2020/2021.

Alison Gordon, North Lanarkshire Council provided a comprehensive overview of the contents of the report emphasising the importance of service delivery with partners to shift interventions upstream thereby making a lasting difference families and individuals in terms of improving outcomes, opportunities and resilience. She also highlighted future demands in relation the proposed National Care Service and incorporating the United Nations Convention on the Rights of the Child into Scots Law with a commitment to ensure that North Lanarkshire moves away from its existing approach that is potentially overly paternalistic, towards leading and exemplar services and engagement. In concluding, Alison Gordon made specific reference to The Promise which was launched two years ago and is responsible for driving the work of change demanded by the findings of the independent care review and confirmed that a report on The Promise would be submitted to the meeting of the Board scheduled to take place on 17 June 2022.

Action:

- (1) that the report and the performance and improvement activity relevant to the wider partnership be noted;
- (2) that a report specifically focusing on the delivery of the “The Promise” in North Lanarkshire be submitted to the meeting of the Board scheduled to take place on 17 June 2022, and
- (3) that the contents of the annual report of the Chief Social Work Officer 2020/2021 be noted.

COMMUNICATION STRATEGY – COMMUNITY OUTCOMES AND PARTNERSHIP WORK

6. There was submitted a report by the Head of Strategic Communication, North Lanarkshire Council (1) attaching in Appendix 1 to the report the draft Communication Strategy for the Board; (2) advising that the Council had already developed a number of My Town Channels, particularly on Facebook and these have the potential to be expanded and developed to reach a wider audience with relevant content; (3) intimating that the precise approach as to how content would be shared for the My Town Channels

would require discussion with partners and stakeholders and North Lanarkshire Council's Corporate Communications Team would consult with partnership colleagues and explore opportunities to repurpose existing content and campaigns ensuring that these were localised where possible to ensure maximum engagement; (4) informing that when the stakeholder engagement had been concluded a campaign would be developed to publicise the My Town Channels which would include further publicity regarding Community Board meetings and the ways in which people can engage; (5) indicating that an evaluation dashboard would be developed, giving the Board oversight of the progress in building the channels and North Lanarkshire Council's Digital Media Team would monitor content and engagement and make representations based on the content which has proven to be successful so that development can be sustained, and (6) intimating that it was envisaged that the My Town webpages would be developed and in place by the end of April 2022 with further development of content and channels rolling out over the Summer period towards a campaign at the end of August 2022.

Stephen Penman, North Lanarkshire Council provided a comprehensive overview of the report and intimated that the Communications Strategy would have input from all partners and that the content would require to be relevant, timely, jargon free, focussed on outcomes and have localised content and relationships would be established with local private Facebook groups to explore offering the opportunity to feed into the My Town Channels.

Stephen Penman confirmed that he would be in contact with partners' Corporate Communication Teams to explore options to repurpose existing content and campaigns to ensure maximum engagement after which stakeholder engagement would be undertaken.

Kerri Todd, NHS Lanarkshire was wholly supportive of the strategy and suggested that future development should look at communication not just via digital means and ensure that future iterations of the strategy looked at inclusivity.

Ross McGuffie, Health and Social Care intimated that there was also a significant role for VANL to feed into the strategy in terms of its current engagement on digital inclusion.

Colin McFarlane, VANL intimated that Wi-Fi connectivity had become a high priority for residents and was keen to see a community based approach which would provide an opportunity for enhanced engagement. Colin McFarlane, VANL was keen to be involved as per Ross McGuffie's suggestion.

Action:

- (1) that the Communications Strategy: Community Outcomes and Partnership Work, attached at Appendix 1 to the report, be approved;
- (2) that the approach be undertaken and the timescales set out in the report be approved, and
- (3) that the contents of the report be otherwise noted.

FRAMEWORK FOR DEMONSTRATING IMPROVED OUTCOMES FOR COMMUNITIES

7. There was submitted a report by the Business Strategy Manager, North Lanarkshire Council (1) attaching in Appendix 1 to the report "The Plan for North Lanarkshire – Framework for Demonstrating Improved Outcomes for Communities"; (2) recommending that the Board endorse and sign off the framework which would enable the development of performance measures to proceed to the next stage and ensure that the Board's Programme of Work and reporting schedules were fully aligned to the 2022/2023 and future years' reporting calendars; (3) setting out in Section 2.1 of the report an overview of the content of the framework; (4) intimating that the framework harnesses the shared ambitions with the Local Outcome Improvement Plan priorities, the Board's existing programme of work and planned future joint approaches at a pan Lanarkshire level and consolidates these within a clearly articulated 2022/2023 Programme of Work, reporting schedule and review programme.

Jennifer Lees provided a comprehensive overview of the Framework for Demonstrating Improved Outcomes for Communities and explained that the purpose of the framework was to demonstrate the difference being made through a partnership approach and that the framework would act as a baseline, demonstrating where the Board was making a difference in improving outcomes for local people and communities, and that in terms of future direction of travel the framework would be benchmarked against other Local Authorities with current and future trends also being incorporated.

Jennifer Lees, North Lanarkshire Council intimated that an annual report would be submitted to the Board providing an update on the strategic priorities, alongside six monthly reporting on progress being made in addressing the priorities within each Local Outcome Improvement Plan and she also advised that provision had been made within the framework to include a six monthly report on the pan Lanarkshire approach currently under discussion with colleague sin NHS Lanarkshire and South Lanarkshire Community Planning Partnership.

Leanne Pollock, North Lanarkshire Council, intimated that the delivery of priorities within the nine Local Outcome Improvement Plans was supported through the engagement model set out in the Community Matters – A Framework for Working for Communities which will ensure consistent application and nurturing of a relationship built on trust and that the engagement approach was timeous, the voices of the right people were involved and heard, the purpose of engagement was understood, the engagement fosters a sense of shared responsibility and the process was tailored to circumstances.

Jennifer Lees highlighted the potential inclusion of 'case studies' to demonstrate where partnership working is already making an impact and she requested partners to consider whether there are photographs, quotations and examples of local initiatives within their own organisations that would be suitable for inclusion.

Colin McFarlane intimated that the Community and Voluntary Sector Partnership Board were keen to engage with the process and had the ability to gather intelligence from their ongoing work with communities.

Des Murray, North Lanarkshire Council proposed that the Framework for Demonstrating Improved Outcomes for Communities be agreed in principle subject to feedback from partners on the content of the framework after which the framework would be signed off for immediate implementation.

Action:

- (1) that the contents of The Plan for North Lanarkshire – Framework for Demonstrating Improved Outcomes be noted;
- (2) that partners identify suitable case studies from within their own organisations for inclusion in the Framework, and
- (3) that the “Framework for Demonstrating Improved Outcomes for Communities” be agreed in principle subject to feedback from partners on the contents of the Framework to the Business Partnership Manager after which the Framework would be signed off for immediate implementation.

LOCAL PARTNERSHIP OFFICER ENGAGEMENT – SURVEY RESPONSE

8. There was submitted a report by the Community Partnership Manager, North Lanarkshire Council (1) providing an overview of the feedback from a partnership and local delivery survey recently undertaken with Local Community Planning Partnership Officers across the nine Community Board areas; (2) recommending, that based on the feedback, the Board endorse the implementation of the Local Partnership Delivery Model which was agreed in principle in December 2021; (3) proposing that feedback be provided on the proposed allocation of officers to support the local partnership teams with the local partnership delivery approach; (4) attaching in Appendix 1 to the report, an overview of the local partnership delivery approach; (5) enclosing in Appendix 2 to the report, proposed partnership representation on Local Partnership Teams; (6) providing details of the key themes which emerged from the survey in the context of improvement action, and (7) providing details of a number of issues which may present a challenge in supporting the local delivery approach and the next steps in the process.

Leanne Pollock, North Lanarkshire Council provided a comprehensive overview on the feedback from the engagement and intimated that a number of challenges emerged from the survey responses and these would be used to strengthen and improve the Local Partnership Delivery Model.

Action:

- (1) that the identified Locality Officers aligned to the Local Partnership Teams be approved subject to any final revisions by individual partner organisations;
- (2) that the survey feedback from Locality Officers, key themes and improvement areas be endorsed and noted;
- (3) that the implementation of the locality partnership approach taken into consideration the feedback received be supported and further updates on the progress with delivery be submitted to future meetings of the Board, and
- (4) that consideration be given to the processes which can be put in place at a leadership level to support the role of Locality Officers in implementing the agreed approach.

DELIVERING FOR COMMUNITIES: ENGAGEMENT AND INVOLVEMENT PLAN 2022/2023 AND ENHANCED SUPPORT FOR COMMUNITY CHAMPIONS

9. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) setting out proposals to establish an annual partnership engagement and involvement planning mechanism which will identify the key engagement topics and associated timescales where partners commit to engaging with and involving Community Boards in the production of service delivery developments and future strategies; (2) informing that there was an opportunity for NHS Lanarkshire, Police Scotland and the Scottish Fire and Rescue Service to enhance and support the role of Community Champions through the identification of three Co-Champions; (3) providing details of the first meeting of the extended Delivering for Communities Forum meeting which was held on 10 March 2022; (4) setting out in table 3.1 of the report a number of topics with potential timescales for inclusion in the Community Board Engagement and Involvement Programme for 2022/2023, and (5) requesting that NHS Lanarkshire, Police Scotland and the Scottish Fire and Rescue Service identify three senior officers in a Co-Champion role to provide support to the Community Champions spanning three Community Board areas.

Jennifer Lees provided a comprehensive overview of the contents of the report and sought endorsement of the proposal that NHS Lanarkshire, Police Scotland and Scottish Fire and Rescue Service identify three senior officers to serve as Co-Champions for three Community Board areas.

Ross McGuffie, NHS Lanarkshire intimated that the second phase of the restructure of Health and Social Care had been implemented and the sector would be represented at Head of Service level at the Community Boards and that the Head of Performance, Planning and Quality Assurance would be the strategic planning link for the Board.

Action:

- (1) that all partners re-affirm their previous commitment to engagement via Community Boards at both a cross cutting strategic level and through engagement more locally with individual Community Boards as required;
- (2) that partners review the indicative programme of engagement and involvement for 2022/2023 and identify any further topics for inclusion that officers from across the partnership agencies consider the most appropriate levels of Community Boards engagement for the identified topics and prepare the Engagement and Involvement Programme 2022/2023 for inclusion in the finalised "Framework for Demonstrating Improved Outcomes for Communities", and
- (3) that NHS Lanarkshire, Police Scotland the Scottish Fire and Rescue Service identify three senior officers to serve as Co-Champions for three Community Board areas.