

MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 4 FEBRUARY 2022 AT 10 AM - REMOTE MEETING

PRESENT

BOARD MEMBERS

Alan Waddell (Chair)	Police Scotland
Heather Knox	NHS Lanarkshire
Des Murray	North Lanarkshire Council
Stephen Frew	Scottish Enterprise
Stephen Wright	Scottish Fire and Rescue Service

OFFICERS

Erin Dobbin	North Lanarkshire Council
Linda Johnston	North Lanarkshire Council
Susan Lawrie	North Lanarkshire Council
Jennifer Lees	North Lanarkshire Council
Stephen Penman	North Lanarkshire Council
Leanne Pollock	North Lanarkshire Council
Andrew Thomson	Police Scotland

APOLOGIES

Ayeshah Khan	Community and Voluntary Sector Partnership
Jenny Hutton	NHS Lanarkshire
Councillor Logue	North Lanarkshire Council
Matt Costello	North Lanarkshire Council
Mark Hamill	North Lanarkshire Council
Lizanne McMurrich	North Lanarkshire Council
Theresa Correia	Scottish Enterprise
Maddy Halliday	VANL

CHAIR

Alan Waddell, Police Scotland, 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. Alan Waddell acknowledged the additional strain on partners over the past couple of months caused by the Omicron variant and acknowledged the hard work and co-operation of all partner agencies working together to support the NHS and frontline services.

Alan Waddell added that at an organisational level there was outstanding and continuing partnership effort through the Local Resilience Partnership, and this was mirrored at the front line with partners readily freeing up staff to support the NHS and Health and Social Care Services and on behalf of the Board extended a heartfelt thank you to all teams and colleagues for their work in sustaining critical services.

Finally Alan Waddell intimated that the meeting would predominantly be a single item agenda focusing on the Partnership's programme of work, statutory duties and how the Board monitors performance and demonstrates where the Board was making a lasting impact on improving outcomes.

MINUTE OF PREVIOUS MEETING

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

Alan Waddell intimated that in relation to the actions from the meeting of the Board held on 3 December 2021, the Delivering for Communities Forum scheduled to take place on Tuesday, 25 January 2022

had been postponed and would be rescheduled; the VANL report on support requirements for the Act Now Climate Change workstream would be circulated to Board members to allow partners to consider potential options and any resources that may be available and the Mental Health Capacity Training for partners, originally due to have taken place this week, was postponed to the end of March 2022 due to the Omicron emergency.

COMMUNITIES OUTCOMES FRAMEWORK AND THE PLAN FOR NORTH LANARKSHIRE HEALTH CHECK INDICATORS

4. Stephen Penman, Jennifer Lees and Leanne Pollock, North Lanarkshire Council provided an overview of the Communities Outcomes Framework development session which would include discussion on the:-

- Communications Development;
- Introduction to the Framework, and
- Development and Discussion.

Stephen Penman provided further information in respect of the wider communications strategy which will provide links to other partner activity; the sharing of Minutes and further development of Mytown channels; publicity in respect of Community Board meetings; and progress locally in delivering the Local Outcome Improvement Plan (LOIP) actions. Stephen Penman advised that individual pages on the council's website are being designed for each Community Board area under the collective working title Mytown, however, the individual pages are named to align with the Community Boards. Des Murray welcomed this, highlighting opportunities for partner content to be localised under the Mytown aspect, and where possible partner agencies to also consider any potential to mirror the approach across their existing communications. Des Murray further suggested that outcomes delivered through the Local Outcome Improvement Plans and partnership working could be shared and reported via the Mytown channels, providing a simple but consistent approach.

Stephen Penman explained that the overall Communication Strategy will be developed further through direct sessions with Community Board members, other community and voluntary organisations and 'hard to reach' communities, ensuring that the different needs of all stakeholders are identified and addressed and minimising any potential risk that trending social media content is perceived as being representative of the whole community. He emphasised the need to identify the range of different audiences and confirm what is important to each of these and how information and dialogue should be communicated in ways that make it relevant to local peoples' needs and also demonstrate progress.

Stephen Wright recommended that the communications approach should be simple, straightforward, fit for purpose and targeted appropriately to meet the needs of intended audiences. Stephen Penman agreed, confirming that the Communications Strategy will reflect the OASIS design principles – with clarity around Objectives (O); detailed knowledge and insight of the needs of the Audience (A); a clear idea or Strategy (S); Implementation (I); and followed up with evaluation and Scoring (S), to measure impact and effectiveness.

Board members approved the approach, referencing the learning gained from partners' Covid response and strengthened relationships, and concluded that the over-arching aim is to ensure that information is cascaded and opportunities for ongoing dialogue and exchange are in place.

Jennifer Lees and Leanne Pollock provided a presentation on the proposed Communities Outcomes Framework referencing:

- early adoption by all partners in 2019 of The Plan for North Lanarkshire as the shared vision and strategic local outcome plan for North Lanarkshire Community Planning Partnership;
- national and legislative drivers for community planning and community empowerment including Best Value, the Community Empowerment (Scotland) Act 2015 and more recently, the Accounts Commission's Statutory Direction 2022/23 to 2024/25 which requires partners to demonstrate "improvement in the achievement of outcomes";
- the Community Board network and current activity including the priority themes across all nine Community Board areas;
- the Strategic Planning context including Partnership Working Groups and associated strategies and plans, along with the Strategic Leadership Board's own Programme of Work 2021/2022 and 2022/2023;

- the Plan for North Lanarkshire’s health check indicators.
- proposed self-evaluation activity including an independent review of the effectiveness of community boards and the effectiveness of the Strategic Leadership Board, and
- the proposed annual reporting schedule/review programme for the Strategic Leadership Board.

During the ensuing workshop session Board members considered progress to date, highlighting that existing levels of activity within local areas, including cross-cutting and multi-agency work, provide the foundation for further and strengthened work within North Lanarkshire’s communities. Strategic Leaders considered the role of Community Boards and their wider accountability to the communities served; training and development needs for Community Board members, plus partner officers who will be responsible for supporting the Boards to deliver the Local Outcome Improvement Plans; and acknowledged that the pace of change will vary across different areas and workstreams and success will look different in each area.

Considering the Strategic Leadership Board’s own Programme of Work, Board members recognised that this had been developed prior to publication of the individual Local Outcome Improvement Plans (LOIPs) and as such mapping activity is required to: 1) examine the extent to which the Board’s priorities reflect those captured within the LOIPs; and, 2) where any gaps are identified, consider the ongoing relevance of the Strategic Leadership Board’s Programme of Work and the potential requirement for closer alignment with the LOIPs’ priorities including inclusion by the Strategic Leadership Board of potential additional elements.

Referencing the shared vision for “inclusive growth and prosperity for all” as articulated through The Plan for North Lanarkshire, Board members also agreed that there is requirement and a commitment to implement the shared ambitions and five strategic priorities (economic growth; children and young people; health and wellbeing; communities; and increasing North Lanarkshire’s resource base) within each local area. Similarly, Board members also highlighted where activity may be taken forward at a pan-Lanarkshire level, referencing the recently identified opportunities for joint work with South Lanarkshire Community Planning Partnership in relation to employability; tackling drug related deaths; and whole-system approaches to support high resource users in specific areas within Lanarkshire.

Further discussion explored how the Communities Outcomes Framework should provide the mechanism to align all of the above within a single over-arching framework that successfully integrates clear strategic direction with effective partnership delivery approaches; targeted and appropriate communications and reporting; and provides robust and demonstrable assurances at all levels, including with communities, partners and statutory bodies, that partnership working is effective and improving outcomes.

Heather Knox suggested that the development of “wellbeing indicators” provides a useful means of measuring progress and improvement in the achievement of outcomes where traditional performance indicators or quantifiable measures are inappropriate or unavailable and she agreed to circulate details of activity already underway within NHS Lanarkshire to develop potential wellbeing indicators. Des Murray endorsed this approach and referenced early dialogue with the Wellbeing Economy Alliance on the potential for pilot work in North Lanarkshire, suggesting that this could become a specific Programme of Work for the Strategic Leadership Board.

Considering the format and contents of the Communities Outcomes Framework, Board Members highlighted that the current partnership working landscape has evolved over many years, and although huge progress has been made, it can be complex and challenging to navigate. There is a need to identify the synergies between the different workstreams and maximise the potential for increased collaboration, balanced with clear and shared understanding of responsibilities and roles, to ensure that the benefits of multi-agency working and the individual contributions that each partner can make are deployed to greatest effect. All confirmed a strong commitment to avoid duplication by examining the extent to which existing partnership working arrangements, strategies and action plans are already in place and best-placed to lead on both LOIP and Strategic Leadership Board priorities. Alan Waddell suggested that the Communities Outcome Framework needs to assess our maturing arrangements and provide a sense check of their impact in improving outcomes for local communities. Board members agreed that the focus should be on outcomes, avoiding overly-bureaucratic processes, and concluded that the Communities Outcomes Framework should clearly articulate the Partnership’s Programme(s) of Work and demonstrate how this supports delivery of the LOIP priorities, recognising that Community Boards are not a single entity and as such, different elements and progress will happen at different times and in different ways across the individual communities.

Action:

- (1) that the existing 28 Health Check Indicators provide a valuable baseline and should form the bedrock of future performance monitoring given their potential benchmarking and trend analysis capacity, including that at a national level;
- (2) that it is important to ensure the capacity and effectiveness of community boards as both community planning structures and also in terms of their remit as the local delivery vehicles responsible for co-ordinating and ensuring implementation of Local Outcome Improvement Plan priority actions;
- (3) that mapping should be undertaken across the LOIP priorities, the Strategic Leadership Board's existing Programmes of Work and planned future joint approaches at a pan-Lanarkshire level to identify opportunities for increased integration and alignment between the different workstreams and consolidate these within a clearly articulated Programme(s) of Work for the Strategic Leadership Board and wider community planning activity;
- (4) that the Communities Outcomes Framework should identify and demonstrate the processes through which the strategic direction set out in The Plan for North Lanarkshire is translated into the achievement of outcomes;
- (5) that details of the wellbeing indicators being developed by NHS Lanarkshire should be shared with members of the Strategic Leadership Board;
- (6) that draft iterations of the Communities Outcome Framework may be shared with Strategic Leadership Board members in advance of the next meeting, or pre-meetings may be convened as required, to consider early proposals and seek feedback from Strategic Leaders;
- (7) that the proposed Strategic Leadership Board annual reporting schedule included within the Communities Outcome Framework presentation be approved;
- (8) that the Strategic Leadership Board should participate in a self-assessment evaluation of its effectiveness in promoting partnership working and improving outcomes, with the end of 2022 or early 2023 confirmed as the appropriate timescale, and
- (9) that the terms of the presentation be endorsed and noted.

REVIEW OF STRATEGIC LEADERSHIP BOARD MEMBERSHIP

5. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) outlining the background to the statutory requirements of the Board and its current membership; (2) recommending that an officer from the Health and Social Care Partnership, North Lanarkshire be appointed to the Board to support joint planning and delivery of whole system approaches; (3) proposing that the Board Membership be extended to include Voluntary Action North Lanarkshire with representation being provided through the organisation's chairperson reflecting the Officer Bearer's responsibilities for strategic direction, governance and business planning, and (4) advising that after the Local Government Elections on 5 May 2022 the Council would notify the Board of its appointed Chief Officer and Elected Member representatives.

Action:

- (1) that the Chief Accountable Officer, Health and Social Care Partnership, North Lanarkshire be appointed to the Board;
- (2) that the Chairperson of VANL be appointed to the Board;
- (3) that it be noted that following the Local Government Election on 5 May 2022 the Council would advise the Board of the Chief Officer and Elected Member appointments to the Board, and
- (4) that the contents of the report be otherwise noted.