

## MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 10 SEPTEMBER 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
Neena Mahal	NHS Lanarkshire
Des Murray	North Lanarkshire Council
Elsbeth Russell	NHS Lanarkshire
Stephen Frew	Scottish Enterprise

#### OFFICERS

Lizanne McMurrich	North Lanarkshire Council
Leanne Pollock	North Lanarkshire Council
Jennifer Lees	North Lanarkshire Council
Mark Hamill	North Lanarkshire Council
David Young	North Lanarkshire Council
Lex Baillie	Police Scotland
Maddy Halliday	VANL

#### APOLOGIES

Jenny Hutton	NHS Lanarkshire
Heather Knox	NHS Lanarkshire
Councillor Logue	North Lanarkshire Council
Linda Johnston	North Lanarkshire Council
Erin Dobbins	North Lanarkshire Council
Theresa Correia	Scottish Enterprise

#### 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, Police Scotland welcomed participants and introduced David Young who would be providing a presentation along with Maddy Halliday on Digital North Lanarkshire Inclusion.

Alan Waddell welcomed Ayeshah Khan who is a new Board Member in her role as Chair of the Community and Voluntary Sector Partnership and Superintendent Lex Baillie who has taken over as the Partnership's Superintendent and will be working closely with Community Planning Partners.

Alan Waddell further advised that the number of Covid-19 cases in Lanarkshire was amongst the highest in Europe and nearly four times higher than when the Board last met and whilst the vaccine was highly effective in stopping people from becoming seriously ill the volume of cases just now was such that even a small percentage of people becoming ill with Covid-19 has a huge impact on hospital beds and demands in staffing and NHS Lanarkshire were taking emergency steps to create additional capacity through standing down non urgent surgery, recruiting extra staff and minimising the spread and advised that within our own organisations, across our workforce, within our communities and our own families we can do our part to support our NHS colleagues by:-

- Encouraging everyone to get double vaccinated;
- Take lateral flow tests twice weekly which are free and readily available;
- Sticking with the precautions on face masks, hand washing and social distancing, and

- Only attend A&E Departments when it is life threatening – use NHS24 for all other symptoms.

Alan Waddell intimated that Covid-19 will leave a lasting legacy on our communities in terms of health, poverty, unemployment, mental wellbeing and opportunities for young people and it is more important now than ever that the Board focus on working with our communities to make a difference and improve outcomes.

## MINUTES OF PREVIOUS MEETING

3. The Minute of the Meeting of the Strategic Leadership Board held on 2 July 2021 was agreed as an accurate record and approved.

## JOINT NORTH AND SOUTH LANARKSHIRE COMMUNITY PLANNING EVENT - 23 JUNE 2021 - DRAFT REPORT

4. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) setting out the findings from the Joint North and South Lanarkshire Community Planning Workshop held on 23 June 2021; (2) advising that the theme of the workshop was inequalities and how partners may work together to prioritise and address these; (3) providing a synopsis of each presentation together with full details of discussion within each breakout group; (4) intimating that the report identifies a number of common themes and recommendations and Board members were asked to consider where these can be reflected in the Board's own programme of work and partnership working to support approaches which are described in the report at agenda item 6, and (5) enclosing in Appendices 1, 2, 3 and 4 the event programme, the list of participants, a synopsis of the presentations from the key note speakers and the composite feedback summary from each of the breakout groups.

Jennifer Lees intimated that the report would be an open source of reference for the Board and Partners when developing workstreams.

Elsbeth Russell intimated that there was an opportunity for Pan Lanarkshire working on a number of topics and NHS Lanarkshire was particularly keen to engage more closely in working the communities to identify local priorities and using the “*What matters to you*” approach outlined by a number of speakers and reinforced in the breakout groups. Neena Mahal added that the Board could focus on two or three areas which could have an immediate impact and emphasised the importance of engaging with ‘*seldom heard*’ voices

Maddy Halliday suggested that we are already making inroads on a number of the priority themes identified during the event, citing the Child Poverty Action Report included later on the agenda, as an example of where partners were taking a multi-agency approach and she highlighted the importance and potential for partners to align individual workstreams more effectively and adopt more focused cross-referencing between what is being delivered. Endorsing this, Elspeth Russell confirmed that there were potential opportunities for NHS Lanarkshire to make links via VANL's existing contacts with community and third sector organisations.

Des Murray added that Pan Lanarkshire Joint Working would take a considerable time to align and that the Board needs to build on the session and ensure that Partners have a structure in place that enables them to work with the Community Boards.

Recognising that Community Boards are still in the early stages of development, the Board identified the need to develop their capacity and responsibility for ensuring broad representation including ‘*seldom heard voices*’ and discussed the need to develop an assurance plan for Community Boards and agreed that a plan be submitted to the next meeting of the Board. Referencing her role as chair of Motherwell Community Board and echoing Neena Mahal's recommendation that partners explore where we can make more immediate change, Ayshah Khan confirmed that Community Board members recognise the need to encourage wider community representation and emphasised the importance of community and third sector partners' participation in joint initiatives and collaborative working developments.

Strategic Leadership Board members noted the need for ongoing dialogue in relation to potential opportunities for joint planning with the event's joint hosts, South Lanarkshire Community Planning Partnership and NHS Lanarkshire and the Chair agreed to discuss the report with the chair of South Lanarkshire Community Planning Partnership.

**Action:**

- (1) that the key findings and recommendations from the Joint North and South Lanarkshire Community Planning Partnership Workshop on Inequalities held on 23 June 2021 be noted;
- (2) that the early enablers including opportunities presented through the Community Boards and Local Outcome Improvements Plans to work differently with communities in identifying what matters most in local areas be considered;
- (3) that each partner agency consider how staff can be empowered to work differently and identify the "touch points" where opportunities exist for conversations with service users around "**what matters to you**" and extend reach to seldom heard voices;
- (4) that the report and the approaches outlined by each of the presenters, along with the findings and recommendations from the breakout groups serve as a reference point in developing the Strategic Leadership Board's 2022/2023 programme of work and emerging community partnership working approach and delivery structures;
- (5) that an Assurance Plan for Community Boards be submitted to the next meeting of the Board, and
- (6) that the Chair liaise with the Chair of South Lanarkshire Community Planning Partnership to consider where a joint response may be beneficial in developing opportunities for enhanced partnership working.

**DIGITAL NORTH LANARKSHIRE INCLUSION - PRESENTATION**

5. Maddy Halliday, VANL and David Young, North Lanarkshire Council provided a comprehensive presentation on the Digital North Lanarkshire Inclusion Programme and advised:-
- Of the benefits and challenges of the Digital Inclusion Programme;
  - Of a number of examples of partner support for the Digital Inclusion Programme;
  - Of the activities which are being undertaken to enhance Digital Inclusion across North Lanarkshire;
  - Of the topics and feedback from the DigitalNL seminar on Digital Inclusion held in June 2021;
  - Of the top three priorities and the actions required to support Digital Inclusion in North Lanarkshire, and
  - Of the next steps which will be undertaken by DigitalNL Partners and Community Boards to enhance Digital Inclusion across North Lanarkshire and set out in the full report of the DigitalNL seminar, with copies of the report available on request.

Thereafter Maddy Halliday highlighted where a strategic overview would support individual partners in taking forward their own plans for increased digital service delivery, highlighting NHS Lanarkshire's ambitions in relation to tech-enabled care and North Lanarkshire Council's digital transformation programme, before responding to questions from members of the Board.

Des Murray, North Lanarkshire Council advised that the DigitalNL seminar on Digital Inclusion held in June 2021 had been an overwhelming success and that Digital Inclusion was a layer contained within The Plan for North Lanarkshire with three closely linked strands focusing upon Digital Economy; Digital Communities, and Digital Place. He further advised that the Council was in the process of procuring a major contract to provide universal 5G connectivity to the whole of North Lanarkshire and that three robust offers had been received and a negotiated tender process was ongoing and it was anticipated that by 2025/2026 98.4% of North Lanarkshire would have 5G connectivity and the infrastructure in place for all partners to deliver services digitally

Elsbeth Russell and Maddy Halliday welcomed this update, highlighting the opportunities that will be made possible within North Lanarkshire.

**Action:** that the terms of the presentation be noted.

## **PROGRESS IN IMPLEMENTING THE LOCAL OUTCOME IMPROVEMENT PLANS WITH THE NINE COMMUNITY BOARDS WITH A FOCUS ON DEVELOPMENT OF SUPPORTING PARTNERSHIP DELIVERY STRUCTURES**

6. There was submitted a report by the Head of Communities (1) requesting that the Board note the outcome of the recent partnership development session on leadership and management for implementation of local community planning and agree that this forms the basis of a further detailed report with recommendations outlining a proposed partnership approach to supporting delivery of the nine Local Outcome Improvement Plans and the Community Boards aligned to the Delivering for Communities model; (2) enclosing in Appendix 1 to the report, the programme for the development sessions, the purpose of which was to allow partners to explore how they could ensure a strategic partnership approach to planning and supporting local community planning reflecting the wider remits, responsibility and accountability across the Council services and partnership agencies; (3) setting out in Section 3 of the report details of the key emerging discussion points and themes and the next steps in the process, and (4) attaching in Appendix 2 to the report a synopsis of the issues raised at the discussion groups which focused on operation, organisation and oversight.

Leanne Pollock provided further information in respect of the development session, highlighting that local communities' concerns were very much reflected in partner agencies' priorities and as such it was important that the operational and management support arrangements developed by partners, while responsive, do not duplicate existing joint working arrangements. Leanne outlined the key emerging themes which were common across all three Breakout Groups, highlighting the need for a twin tracked approach that focuses on local priorities, whilst also ensuring delivery of The Plan for North Lanarkshire, alongside a shared vision and accountability, including empowering local staff. Leanne described that the next steps in the process will include development of more detailed proposals including consideration of appropriate reporting to this Board.

Alan Waddell, Police Scotland placed on record his thanks to all those involved in organising and facilitating the development session.

Maddy Halliday enquired whether it would be possible to formalise the relationship between the Third Sector and partner agencies via a memorandum of understanding. The Board then discussed the requirements for a shared mission statement, shared training and development opportunities and the development of an implementation plan for the introduction of supporting partnership delivery structures with the nine Community Boards.

### **Action:**

- (1) that the outcome of the discussion and emerging themes from the Board development session be noted;
- (2) that officers work up a detailed proposal for consideration at the next meeting of the Board;
- (3) that the report be circulated to all workshop participants, and
- (4) that an implementation plan developing supporting partnership delivery structures with the nine Community Boards be submitted to the next meeting of the Board for consideration.

## **TACKLING POVERTY UPDATE REPORT**

7. There was submitted a report by the Head of Communities (1) providing an update on the implementation of the Towards a Fairer North Lanarkshire Tackling Poverty Strategy and the Annual North Lanarkshire Child Poverty Action Report; (2) providing details in respect of the four outcomes contained within the Tackling Anti-Poverty Action Plan namely "Increase Income via Employment", "Increase Income via Social Security Benefits", "Reduce the Cost of Living" and "Address Fuel Poverty"; (3) enclosing in Appendix 1 to the report the revised and updated Action Plan 2020/2023, and (4) setting out details of the contents of the Local Child Poverty Action Plan 2021, attached in Appendix 2 to the report.

Lizanne McMurrich, North Lanarkshire Council advised that a fourth driver had been identified in respect of Improvements to Health and Wellbeing and this required a higher profile and options would be explored with partners to take this forward. Elspeth Russell, NHS Lanarkshire welcomed the introduction of the fourth driver, advising that NHS Lanarkshire's Board had recently agreed to increase its focus on health and wellbeing as both a cause and a consequence of poverty, and confirmed that

NHS Lanarkshire would explore options to identify ways it could assist with Improvements to Health and Wellbeing.

Ayeshah Khan, Community and Voluntary Sector Partnership Group requested that when considering opportunities under the '*Increase Income via Employment*' outcome that social enterprises and routes to being self-employed be included. Ayeshah Khan concluded by welcoming the detailed report and enquiring as to whether it could be shared with community and third sector organisations, whereupon Lizanne McMurrich confirmed that a summary version was being produced which would be more suitable for wider circulation.

**Action:**

- (1) that the updated Towards a Fairer North Lanarkshire Tackling Poverty Strategy – Action Plan 2020/2023 as set out in Appendix 1 of the report be noted, and
- (2) that the Local Child Poverty Action Plan report for 2020/2021, as set out in Appendix 2 for the report be approved for publication and issued to the Scottish Government.

**NORTH LANARKSHIRE COMMUNITY PLANNING PARTNERSHIP - IMPROVEMENT PLAN UPDATE AND FUTURE REPORTING PROPOSALS**

8. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) advising that the Community Empowerment (Scotland) Act 2015 introduced a range of new requirements on community planning partners to empower and strengthen community involvement in the design, planning and delivery of local services; (2) intimating that all public sector agencies need to work collaboratively in agreeing both strategic and local priorities for their areas to improve outcomes and address poverty and inequalities; (3) informing that Community Planning Partnerships require to annually review and report on their progress; (4) advising that the Council's Community Board reporting arrangements, alongside those relating to participation requests and community asset transfers were well established but there was a need to ensure that the Strategic Leadership Board was fulfilling its wider community planning reporting obligations; (5) recommending that an annual report be submitted to the Board and thereafter reported to the Council's Policy and Strategy Committee and other partners boards as appropriate, demonstrating where partnership working was making a significant contribution to improving local outcomes and ensuring the Partnership's compliance with its statutory duties, and (6) attaching in Appendix 1 to the report a summary and review of the Board's progress in 2020/2021.

Referencing earlier consideration by this Board in April 2021 of the 2021/22 Programme of Work which translates *The Plan for North Lanarkshire* into a series of annualised actions, with around 85% of these delivered in partnership, Jennifer Lees, North Lanarkshire Council proposed that a report be submitted to the December meeting of the Board considering where partners can contribute to the development of the 2022/23 Programme and reviewing progress of the existing Programmes of Work in order to inform the development of the Strategic Leadership Board's own improvement planning and annual reporting frameworks with the first such annual report submitted to the meeting of the Board on 4 February 2022.

**Action:**

- (1) that the statutory duty placed on community planning partnerships to prepare and publish local improvement plans and an agreed set of priorities to improve outcomes and tackle poverty and inequalities in their areas be noted and this has been addressed by partner agencies adopting The Plan for North Lanarkshire as the overarching strategic vision for community planning;
- (2) that an annual summary of the Community Planning Partnership's own programme of work to support The Plan for North Lanarkshire along with an annual review of progress by partners in improving outcomes be submitted to the Board and the Council's Policy and Strategy Committee in furtherance of the requirements of the Community Empowerment (Scotland) Act 2015;
- (3) that the 2020/2021 review of progress detailed in the report and summarised at Appendix 1 to the report be approved;
- (4) that the information contained within the report, together with a more detailed summary of the Board's earlier reforms be submitted to the Council's Policy and Strategy Committee on

30 September 2021 to promote accountability and transparency in public performance reporting, and

- (5) that a report reviewing partners' progress to date in supporting delivery of the 2021/22 Programme of Work and considering where partners can contribute to the emerging 2022/23 Programme be submitted to the meeting of the Board on 3 December 2021 and an annual report be submitted to the meeting of the Board scheduled to take place on 4 February 2022.

## **STRATEGIC PRIORITIES PROGRESS TRACKING REPORT**

9. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) providing an update on the progress in 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, and (3) requesting that Board members note that continued funding for the ACT Now Project Assistant from 1 April 2022 was uncertain and presented a risk to the longer term planning and delivery of the NLP ACT Now plan and as such the project status tracker identified this as a high risk.

Thereafter, Jennifer Lees was heard in further explanation of the report and advised that VANL's Income Generation Officer was researching alternative funding streams for the Project Assistant post and early dialogue was taking place with the Council's Communities Team who have provided the initial funding up to 31 March 2022.

Ayeshah Khan intimated that there was an opportunity for the Third Sector to bring their experience and add value to the role of mental health champions and it was agreed that this would be subject to a separate discussion.

Noting the levels of progress and volume of work described in each Progress Tracker the Chair, Alan Waddell, requested that this standing report is included earlier on the agenda for future meetings to ensure that all matters receive due attention and consideration.

Ayeshah Khan further commented on the timing of the circulation of Strategic Leadership Board papers in advance of the meeting, asking if it would be possible for papers to be circulated earlier and where possible, could reports submitted to the Board be accompanied by a single page summarising the contents of the report? The Chair, Alan Waddell, confirmed that these proposals would be looked at..

### **Action:**

- (1) that the progress of the Working with Communities, Mental Health and Action on Climate Together strategic priorities as summarised in the individual project status tracking templates be noted;
- (2) that it be noted that the recent workshop and consideration by partners to formalise partnership support arrangements for Community Boards and locality based service design and delivery will help to address previously raised risks in relation to the levels and sustainability of resources required to support community planning and action planning at local levels;
- (3) that the ongoing work by VANL to identify alternative revenue funding streams to support the extension of the Act Now Project Assistant post from 1 April 2021 be noted and that a further update be provided to the next meeting of the Board, and
- (4) that the timing of the circulation of Strategic Leadership Board papers in advance of meetings would be reviewed and that where possible reports submitted to future meetings of the Board be accompanied by a one page summary of the contents of the report.

## **STRATEGIC LEADERSHIP BOARD MEETING DATES 2022**

10. There was submitted the draft meeting dates for the Board for 2022.

**Action:** that the meeting dates for 2022 be approved and Board members be advised accordingly.

## **AOCB**

### **HYBRID MODEL OF WORKING FOR STAFF**

11. Des Murray advised that the Council was launching a hybrid model of working for staff on 16 October 2021 and a number of schools and other facilities would have Hub facilities for staff to access from 1 November 2021 and that it was anticipated that this would also be available to Partners in three to six months.

### **STRATEGIC LEADERSHIP BOARD - COMMUNICATION STRATEGY**

12. Jennifer Lees sought agreement of the Board to undertake discussions with Partners to develop a Communication Strategy which would enable the work of the Board to be provided to a wider audience, which was agreed.

### **COMMUNITY SOLUTIONS PARTNERSHIP PROGRAMME**

13. Maddy Halliday requested that the Community Solutions Partnership Programme provide a presentation to a future meeting of the Board to outline the work of the Programme and its benefits to the work of the Board and its Partners, which was agreed.

Maddy Halliday requested that the Community and Voluntary Sector Partnership Group link in with the work of the Board. It was agreed that the Board would continue with its current planned programme of work and if the opportunity arose an update on the work of the Community and Voluntary Sector Partnership Group could be submitted to a future meeting of the Board.