

DRAFT MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 17 JUNE 2022 AT 10 AM - REMOTE MEETING

PRESENT

BOARD MEMBERS

Andrew Thomson (as substitute for Alan Waddell)	Police Scotland
Eddie Docherty (as substitute for Heather Knox)	NHS Lanarkshire
Kerri Todd (as substitute for Ross McGuffie)	Health and Social Care Partnership
Councillor Di Mascio (as substitute for Councillor Linden)	North Lanarkshire Council
Stephen Penman (as substitute for Des Murray)	North Lanarkshire Council
Colin MacFarlane	Voluntary Action North Lanarkshire
Andrew Kenna	Scottish Fire and Rescue Service

OFFICERS

Jenny Hutton	NHS Lanarkshire
Matt Costello	North Lanarkshire Council
Alison Gordon	North Lanarkshire Council
Mark Hamill	North Lanarkshire Council
Linda Johnston	North Lanarkshire Council
Jennifer Lees	North Lanarkshire Council
Charles McCabe	North Lanarkshire Council
Leanne Pollock	North Lanarkshire Council
Sara Tennant	North Lanarkshire Council
Yvonne Weir	North Lanarkshire Council
Maddy Halliday	VANL

APOLOGIES

Ayeshah Khan	Community and Voluntary Sector Partnership
Ross McGuffie	Health and Social Care Partnership

Heather Knox	NHS Lanarkshire
Alan Waddell	Police Scotland
Councillor Linden	North Lanarkshire Council
Des Murray	North Lanarkshire Council
Erin Dobbin	North Lanarkshire Council
Theresa Correia	Scottish Enterprise

CHAIR

Andrew Kenna, Scottish Fire and Rescue Service, presided.

WELCOME AND CHAIR'S REMARKS

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

CHAIR'S OPENING REMARKS

2. Andrew Kenna, Scottish Fire and Rescue Service intimated that he would be chairing the meeting having recently taken up the temporary position as Local Senior Officer within Scottish Fire and Rescue Service following Stephen Wright's temporary appointment as Head of Service Delivery for West of Scotland. Andrew Kenna, on behalf of the Board, wished Stephen all the best in his role and placed on record the Board's thanks for all his hard work, commitment and enthusiasm to working in partnership with other services, agencies and local communities.

Andrew Kenna, Scottish Fire and Rescue Service invited participants to introduce themselves.

MINUTE OF PREVIOUS MEETING

3. Jennifer Lees, Business Partnership Manager, North Lanarkshire Council intimated that in respect of paragraph 9 – "Delivering for Communities: Engagement and Involvement Plan 2022/2023 and Enhanced Support for Community Champions" the programme of engagement up to the end of 2022

had now been finalised and she would circulate details to Board members. In addition NHS Lanarkshire and Police Scotland had identified their Co-Champions and Jennifer Lees was currently liaising with Scottish Fire and Rescue Service to identify their Co-Champion.

The Minute of the meeting of the Strategic Leadership Board held on 1 April 2022 was agreed as an accurate record and approved.

TOWN AND COMMUNITY HUB PROGRAMME - 2022 UPDATE

4. Charles McCabe and Sara Tennant, North Lanarkshire Council, provided a comprehensive presentation and overview on the Town and Community Hub Programme and provided further information in respect of:-

- the progress of each of the projects;
- opportunities for partnership involvement in the Hub Programme;
- the lessons learned so far and the transition plan;
- the growth through phases and the leadership and operating model;
- the current transition position in the live hubs with shared workspaces at Calderhead High School, Coatbridge Community Centre and Cumbernauld Theatre, and
- those services which are available in the early phase of the project and those services which are currently out of scope.

Charles McCabe and Sara Tennant, North Lanarkshire Council intimated that there were a number of key asks from partners as set out below:-

- identifying which workers could benefit from shared workspaces in the live hubs;
- extending the use of shared workspaces to individual teams where this would benefit them;

- promoting the shared commitment to health and wellbeing by providing safe and welcoming spaces;
- providing key contacts from within partner organisations to enable the Council to engage with partners;
- raising awareness of hubs, trying them out and providing feedback, and
- building inclusive partnerships by working together as the plan for new hubs develops.

Colin MacFarlane, VANL enquired whether the Third Sector could be involved in the planning stage of the hubs' programme and whether there was a link between the town centre vision and accessing town centres.

In response Charles McCabe, North Lanarkshire Council, intimated that there was an intrinsic link between the town centre vision and accessing services in town centres and that engagement with the third sector had been undertaken in respect of the Abronhill Community Hub and that discussions were ongoing with community organisations in respect of utilising community hubs outwith the school day and that the third sector would continue to be involved in the planning stage of future hub development.

Stephen Penman, North Lanarkshire Council, reaffirmed the direct links between the town and community hub development plans and the Partnership's vision for town centres, highlighting the integrated approach to supporting the regeneration of North Lanarkshire's town centres through the Housing Strategy, active travel and ultimately making our town centres multi-use spaces where local people can access a range of services, facilities, leisure and residential opportunities.

Andrew Thomson, Police Scotland, highlighted the potential of both the town and community hubs' model and the more immediate activity now underway to create partnership working spaces within existing facilities and he confirmed the opportunities that would be created to further integrate Community Police Officers within the local communities and strengthen partnership working overall.

Maddy Halliday, VANL, enquired whether there were flexible spaces for community organisations to book within the live community hubs.

In response Sara Tennant, North Lanarkshire Council intimated that at the moment it was not possible for community organisations to book flexible space, however, systems and infrastructure were being developed and Sara Tennant would continue to link in with Maddy Halliday to keep her updated. In the interim, the Council's Community Facilities Team continue to manage bookings for access to other spaces available within community centres and school facilities in the evenings/weekends

Andrew Kenna, Scottish Fire and Rescue Service enquired whether the procurement had been affected by the rise in the inflation rate and the cost of living crisis.

Charles McCabe, North Lanarkshire Council intimated that the rise in the inflation rate and increases in the cost of living had impacted on construction costs and meant that a number of projects had to be moved to phase 2 of the programme. He further advised that the Council was currently trying to access Scottish Government Funding to accelerate those projects which had been moved into phase 2.

Action: that Members of the Board provide the undernoted information to the Hub Strategy Manager, North Lanarkshire Council:-

- identify which workers could benefit from shared workspaces in the live hubs;
- extend the use of shared workspaces to individual teams where this would benefit them;
- promote the shared commitment to health and wellbeing by providing safe and welcoming spaces;
- provide key contacts from within partner organisations to enable the Council to engage with partners;
- raise awareness of hubs, trying them out and providing feedback, and
- build inclusive partnerships by working together as the plan for new hubs develops.

STRATEGIC LEADERSHIP BOARD – PROGRESS TRACKING REPORT

5. There was submitted a report by the Business Partnership Manager, North Lanarkshire Council (1) providing an update on the progress of the Strategic Leadership Board's priority activities – Tackling Stigma and Discrimination linked to Mental Health and Action on Climate Together and summarising recent planned developments in respect of each priority; (2) enclosing in the Appendices to the report the progress tracker in respect of the two Strategic Priority Workstreams; (3) intimating that overall progress within the Tackling Stigma and Discrimination linked to Mental Health Workstream continued to be constrained by the impact of the pandemic and ongoing pressures placed on staff to deliver emergency response services, and (4) recommending that the deadline for the Mental Health Stigma and Discrimination Workstream be extended to 31 December 2022.

The Board noted that increasing activity and interest in climate change initiatives at a community level had the potential to generate some resource requirements amongst these organisations and early analysis of recent survey work by VANL into existing capacity within individual community organisations to support their emerging climate change ambitions suggests that there may be limited resources available within the sector and as such VANL would undertake a full analysis of the survey findings and thereafter review the existing risk in relation to community capacity, resources and engagement in climate action with the findings to be included in the next progress tracker.

Action:

- (1) that the progress in the Tackling Stigma and Discrimination linked to Mental Health and Action on Climate Together Strategic Priorities, as summarised in the individual project status tracking templates, be noted;
- (2) that the projected end date for the Tackling Stigma and Discrimination linked to Mental Health Workstream be extended to 31 December 2022 to reflect continued staff pressures in the early months of 2022 and to enable work that remains outstanding to be concluded successfully and/or reviewed and consolidated as appropriate within planned activity for 2022/2023, and

- (3) that VANL undertake an analysis of recent survey activity into community organisations', existing capacity to development community based climate initiatives and review the findings alongside existing project risks with the outcome of both exercises included in the next progress tracker.

NLP ACT NOW PLAN 2021-2025 ANNUAL REVIEW

6. There was submitted a report by Maddy Halliday, Chief Executive Officer, VANL (1) outlining the background to the Act Now North Lanarkshire Climate Emergency Initiative which supported partnership working and community engagement to facilitate increased and integrated action to reduce carbon emissions in North Lanarkshire and achieve net zero, whilst supporting wellbeing and inclusion; (2) enclosing in Appendix 1 to the report the draft Annual Report which includes the key achievements for 2021/2022; (3) attaching in Appendix 2 to the report the Act Now NL Performance Measures, and (4) providing further details of the future action required in respect of Planning and Co-ordination; Communications; The Community Climate Awareness and Action Project; Support to the Business Sector; Performance Management; and Funding.

Maddy Halliday, VANL provided a presentation and overview of the content on the Act Now North Lanarkshire Annual Report 2021/2022 and the Action on Climate Together North Lanarkshire Proposed Performance Measures, and provided further information in respect of:-

- the objectives of the Action Plan and the key achievements for 2021/22;
- the highlights of NLP's Partners' Activity for 2021/2022;
- the Community Climate Awareness and Action Plan Project 2021/22.

In response to questions from members of the Board, Maddy Halliday, VANL provided details on the role of the Community Climate Champions and the training involved.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council intimated that whilst the development of local performance indicators to measure reductions in CO₂ emissions remains at a developmental stage, it is important to capture where progress is being made and suggested that case studies could be used to show qualitative examples of the work undertaken by community groups.

Stephen Penman, North Lanarkshire Council emphasised the importance of linking the Partnership's progress on climate action to performance reporting via the Local Outcome Improvement Plans. Maddy Halliday, in response, echoed these recommendations highlighting the importance of increasing visibility of partners' activities to address climate change.

Action:

- (1) that the Act Now North Lanarkshire draft Annual Report 2021/2022 be approved;
- (2) that the Act Now Performance Measures June 2022 be approved, and
- (3) that the Act Now North Lanarkshire Future Work Priorities for 2022/2023 and beyond be approved.

LANARKSHIRE MENTAL HEALTH AND WELLBEING STRATEGY 2019-2024 – ANNUAL REVIEW AND PROGRESS UPDATE

7. Jenny Hutton, NHS Lanarkshire provided a comprehensive presentation and an overview of the Mental Health and Wellbeing Strategy for Lanarkshire 2019-2024 and provided further information in respect of:-

- Getting It Right For Every Person (GIRFEP) which included Improving Access to Mental Health Supports and Services, Specialist Mental Health Services, Good Mental Health for all and Children and Young People's Mental Health;
- The decisions taken by the Board and the progress to date;
- Community Solutions activity for the period from March 2020 to July 2021;
- Calm Distress, Healthy Reading, Green Health, Distress Brief Intervention and Suicide Prevention;

- Lanarkshire's Mental Health and Wellbeing Strategy Achievement Framework 2022/2023, and
- The activity of Community Boards in respect of Mental Health.

Thereon, Jenny Hutton, NHS Lanarkshire set out a number of actions for the Board as undernoted:-

Continue to maintain traction and focus on the leadership campaign – creating the conditions for mentally healthy workplaces and communities to be aligned with local and national campaigns.

Continue the expansion of the Stigma Free Lanarkshire Champions Programme and extend to all partners and key departments with a focus on addressing inequality.

Continued focus on training and capacity building across: Stigma and Discrimination, Suicide Prevention and Trauma Informed Practice.

Focus on communication and engagement, particularly with the Community Boards and align Community Board actions with mental health strategy aspirations.

Continued development of the Mental Health Strategy Achievement Framework.

Address inequality by targeting groups most at risk/hit hardest by Covid and the cost of living crisis.

Maximise efforts to promote mental health and wellbeing by working collaboratively to challenge poverty.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council proposed that further discussions be undertaken with Jenny Hutton, NHS Lanarkshire, Jennifer Lees, Matt Costello and Leanne Pollock, North Lanarkshire Council to determine how the output measures in relation to mental health can be included within the Local Outcome Improvement Plans.

Maddy Halliday, VANL clarified that the Scottish Government's community based mental health funding for 2021/2022 was £2m, rising to £3m by June 2022, and further advised that the Community Solutions'

response figures illustrated the services provided by the community groups who had responded (around 50% of total) and as such, levels of activity were higher.

Yvonne Weir, North Lanarkshire Council enquired whether it was intended to roll out the Tackling Discrimination tool kit to the business community.

In response Jenny Hutton, NHS Lanarkshire intimated that she would liaise with Yvonne Weir, North Lanarkshire Council and to facilitate rolling out the Tackling Discrimination tool kit to the business community and Maddy Halliday, VANL recommended that this could be further enhanced through inclusion of the Community Climate Champions Programme.

Stephen Penman, North Lanarkshire Council, concluded by commending progress since the launch of the Getting it Right for Every Person strategy.

Action:

- (1) that the terms of the presentation on the Lanarkshire Mental Health and Wellbeing Strategy 2019-2024 Annual Review and Progress Update be noted;
- (2) that the Actions required for the Board for 2022/2023 be endorsed and implemented by all partner organisations, and
- (3) that NHS Lanarkshire, North Lanarkshire Council and VANL explore options for rolling out the Tackling Stigma tool kit together with details of the Community Climate Champions Programme to the business community.

DELIVERING THE PROMISE IN NORTH LANARKSHIRE

8. There was submitted a report by Alison Gordon, North Lanarkshire Council (1) outlining the background to "The Promise" which aligns well with The Plan for North Lanarkshire and shares many of its high level ambitions for children and young people; (2) intimating that a core Promise Team had been established and included development workers with lived experience of care; (3) advising that the Team

has been successful in securing funding to raise awareness of "The Promise" and also to support young people with care experience to reconnect with their families and those important to them, and (4) intimating that the presentation, which had been circulated to the Board, provides an outline of "The Promise", the scale of its ambition and a glimpse of the work being undertaken locally as well as the progress to date.

Thereon, Alison Gordon, North Lanarkshire Council provided a comprehensive presentation on Keeping the Promise in North Lanarkshire and provided further information on:-

- The ambition of "The Promise";
- The key components of delivering "The Promise" in North Lanarkshire;
- The 10 year Transformation Programme which was built around five foundations: Voice, Family, Care, Scaffolding, and People;
- The five Priority Areas: A Good Childhood, Whole Family Support, Planning, Supporting the Workforce, and Building Capacity;
- The five Fundamentals: What Matters to Children, Listening, Poverty, Children's Rights and Language;
- North Lanarkshire's participation in work at a national level on Human and Economic Cost Modelling to support understanding of current investment and resource allocation methods and the changes required to shift spend on upstream, preventative measures; and
- The next steps in the progress and the support required from partner organisations.

Thereon, Alison Gordon, North Lanarkshire Council requested (1) that Board Members reflect, through their individual organisations and collaboratively, on the support which could be provided to deliver "The Promise" and in particular the next steps and actions required by the Board, and (2) a workshop be arranged for Board Members on "The Promise", to provide further insight into the change challenges, the range of work ongoing to deliver "The Promise" locally and to seek Board Members' support, contributions and commitment to shaping future plans.

Colin MacFarlane, VANL, welcomed the work and commitment to date in keeping “The Promise” in North Lanarkshire and highlighted the importance of local communities identifying their own responsibilities and where they can both support, and take ownership, of locally based actions and inclusion to bring about change in how we provide continuing care for children and young people.

Alison Gordon and Matt Costello, North Lanarkshire Council, also emphasised the importance of full integration with Adult Social Work Services to support the transition and continuing support for young people aged 16 and up as they leave care and live independently.

Stephen Penman, Head of Strategic Communication, North Lanarkshire Council advised that the Communities Team would work with Alison Gordon, North Lanarkshire Council to ensure that “The Promise” was reflected in the work of Community Boards.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council, welcomed the offer of a bespoke workshop on delivering “The Promise” in North Lanarkshire and suggested that this be cascaded to the appropriate officers within each of the partner organisations and that the Business and Digital Team would be available to assist in helping organise the workshop.

Action:

- (1) that the Board consider how it can support the delivery of "The Promise" in North Lanarkshire and in particular the key questions outlined in the next steps on the presentation and under action required;
- (2) that given the scale and importance of “The Promise” a dedicated Workshop be provided to Board Members to give further insight into the change challenges, the wide range of work ongoing to deliver "The Promise" locally and seeking Board Members’ support, contributions and commitment to shaping future plans;
- (3) that details of the workshop be cascaded to the appropriate staff within each partner organisation, and

- (4) that the Communities Team and the Chief Social Work Officer explore options to ensure that “The Promise” in North Lanarkshire was included in the work of Community Boards.

UK SHARED PROSPERITY FUND

9. There was submitted a report by the Enterprise Manager, North Lanarkshire Council (1) outlining the background to the UK Shared Prosperity Fund which was a central pillar of the UK Government’s Levelling Up Agenda and succeeds the former EU Funding; (2) intimating that the funding was split over three financial years: £400m for 2022/2023, £700m for 2023/2024 and £1.5m for 2024/2025; (3) advising that North Lanarkshire had received a conditional allocation of £13,871,047 of which £11,475,645 was core UK shared prosperity funding and £2,395,402 was ringfenced for ‘Multiply’ activity which would specifically support adult numeracy activities for individuals aged 19 years +; (4) providing details of the objectives of the fund and the investment programmes; (5) setting out the approach which would be taken across the Glasgow City Region; (6) detailing the North Lanarkshire Investment Plan approach, and (7) summarising the key dates and milestones in the process.

Thereon, Yvonne Weir, North Lanarkshire Council provided further information in respect of the Fund and made specific reference to the objectives of the Communities and Place Investment Priority; the objectives of the Supporting Local Businesses Investment Priority, and the objectives of the People and Skills Investment Priority.

Yvonne Weir, North Lanarkshire Council requested that Board Members notify her of any wider engagement or information sharing requirements within their organisations and of any further partnership initiatives or collaborative interventions for inclusion in the North Lanarkshire Investment Plan along with associated match funding contributions where these were available.

Maddy Halliday advised that the event for the community and voluntary sector organisations had been well received and enquired whether details of the Investment Plans would be shared locally.

Yvonne Weir, North Lanarkshire Council intimated that details of the Investment Plans would be shared with all partner organisations.

Kerri Todd, Health and Social Care Partnership intimated that NHS Lanarkshire were keen to work and engage with the Council and drill down in respect of the detail and enquired whether in-house delivery meant was it limited to the Council only?

Yvonne Weir, North Lanarkshire Council intimated that meetings with UK Government representatives, to obtain further clarification on how the Fund will operate, remain ongoing and that once the Investment Plan and match funding contributions process had been clarified she would update partner organisations, including providing details on agreed procurement and commissioning approaches.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council advised that the Business and Digital Team would circulate the contact details for Yvonne Weir's team and details of the Investment Plan and, once the further clarity had been provided in respect of the Investment Plan and match funding process, this information also be circulated to members of the Board.

Action:

- (1) that the contents of the report and accompanying presentation be noted;
- (2) that Board Members notify the Enterprise Manager, North Lanarkshire Council of any wider engagement or information sharing requirements within individual partner organisations;
- (3) that Board Members identify and notify the Enterprise Manager, North Lanarkshire Council of any further partnership initiatives or collaborative interventions for inclusion in North Lanarkshire's Investment Plan along with associated match funding contributions where these were available;
- (4) that the submission timetable and key dates including planned engagement with MPs and MSPs be noted;
- (5) that details of the final outcome and approval of North Lanarkshire Investment Plan would be shared with partners for information and action as appropriate, and

- (6) that following the outcome of discussions with UK Government representatives, the Board be provided with further information in respect of the Investment Plan and the process for associated match funding contributions.

FRAMEWORK FOR DEMONSTRATING IMPROVED OUTCOMES FOR COMMUNITIES: FINAL SIGN OFF AND LOCAL OUTCOME IMPROVEMENT PLAN MANAGEMENT AND MONITORING FRAMEWORK

10. With reference to paragraph 7 of the Minute of the meeting of the Board held on 1 April 2022 when it was agreed that the "Framework for Demonstrating Improved Outcomes for Communities" be agreed in principle subject to the inclusion of case studies and feedback from partners on the contents of the Framework to the Business Partnership Manager, there was submitted a report by the Business Strategy Manager, North Lanarkshire Council (1) intimating that illustrative case studies had been included in the Framework to demonstrate where effective partnership planning and collaborative working had made a positive impact on improving outcomes for local communities and individuals; (2) setting out details on a number of minor revisions and updates which had been made to the Framework; and, (3) providing further details in respect of the proposed Local Outcome Improvement Plan Management and Monitoring Framework; Local Partnership Team Development; and the next steps in the process to establish and report on partnership working at a local level to support Community Boards in delivering their Local Outcome Improvement Plan priorities. In further explanation Jennifer Lees highlighted that: Appendix 1 to the report described the Local Outcome Improvement Plan priority process; Appendix 2 to the report provided a sample Local Outcome Improvement Plan Management and Monitoring Framework; and Appendix 3 to the report provided Board members with a copy of the updated "Framework for Demonstrating Improved Outcomes for Communities" which will be further cascaded and uploaded to the Partnership teams site following sign-off.

Jennifer Lees, North Lanarkshire Council, intimated that the Framework would be signed off today and proposed that the reporting timeline for the Level One Health Check indicators be changed to December and June to align with the Board's reporting timeline for Local Outcome Improvement Plans and that the title 'Community Champion' had been redefined as Community Co-ordinator to reflect the liaison, inter-agency interface and co-ordination responsibilities. She also described the draft Management and

Monitoring Framework which is being developed to track progress in the Local Outcome Improvement Plans.

Kerri Todd, NHS Lanarkshire requested that further thought be given to the format for reporting the Management and Monitoring Framework to Community Boards, which was agreed.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council clarified that the Management and Monitoring Framework was a tool for Local Partnership Teams and that the "Framework for Demonstrating Improved Outcomes for Communities" was the Board's Framework going forward. Leanne Pollock, North Lanarkshire Council, reaffirmed this and described that the Local Outcome Improvement Plan Management and Monitoring Framework is intended as the 'behind the scenes' workplan for the Local Partnership Teams and will provide them with a live agenda that individual workstream leads will be responsible for updating.

Maddy Halliday, VANL, enquired whether it would be possible to add a number of community and voluntary sector groups to the Partnership Working Matrix and include a number of strategies from the community and voluntary sector.

Jennifer Lees intimated that the Framework had now been signed-off but it would still be possible to include relevant community and voluntary sector groups within the Partnership Working Matrix to ensure accuracy.

Action:

- (1) that the inclusion of the illustrative case studies examples in the "Framework for Demonstrating Improved Outcomes for Communities," along with feedback in relation to the scheduled timing of Level One reporting, the renaming of Community Champions as Community Co-ordinators and the existing partnership working landscape be noted;
- (2) that the updated "Framework for Demonstrating Improved Outcomes for Communities" be approved and signed off as per previous approvals by the Board at its meeting on 1 April 2022

subject to the potential inclusion of relevant community and voluntary sector groups to ensure accuracy;

- (3) that the proposed management and reporting of future progress in relation to the delivery of Local Outcome Improvement Plan Priorities via the Local Outcome Improvement Plan Management and Monitoring Framework, as set out within the report, be approved in principle whilst noting that there may be minor revisions following engagement with the Local Partnership Team members;
- (4) that the progress in establishing the four Local Partnership Teams to manage partnership working and support individual Community Boards in delivery of their Local Outcome Improvement Plans be noted and that a further report on progress be included in the first Local Outcome Improvement Performance report covering the period from 1 April to 30 September 2022 for submission to the Board at its meeting on 2 December 2022, and
- (5) that further work be undertaken to agree the process and format for reporting the Management and Monitoring Framework to Community Boards.