

## Item 3

### MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 2 DECEMBER 2022 AT 10AM

#### Present

#### Board Members

S Dolan	Police Scotland
A Stewart (as substitute for J Quinn)	Scottish Fire and Rescue Service
Cllr A Khan (as substitute for Cllr J Logue)	North Lanarkshire Council
D Murray	North Lanarkshire Council
Dr L Thomson (as substitute for M Hill)	NHS Lanarkshire Board
Professor J Pravinkumar (as substitute for J Gardener)	NHS Lanarkshire
C MacFarlane	Voluntary Action North Lanarkshire (VANL)
A Sinclair Millar	NL Carers Together

#### Also Present

A Waddell	Police Scotland
S Wright	Scottish Fire and Rescue Service
H Knox	Formerly NHS Lanarkshire

#### Officers

A Thomson	Police Scotland
M Halliday	VANL
J Hutton	NHS Lanarkshire
R Hackett	Scottish Government
J Campbell	North Lanarkshire Council
S Cloke	North Lanarkshire Council
A Rose	North Lanarkshire Council
S Penman	North Lanarkshire Council
J Lees	North Lanarkshire Council
L Pollock	North Lanarkshire Council
L Johnston	North Lanarkshire Council
D Watson	North Lanarkshire Council

#### Apologies

J Quinn	Scottish Fire and Rescue Service
J Gardener	NHS Lanarkshire
M Hill	NHS Lanarkshire Board
S Frew	Scottish Enterprise
Cllr J Logue	North Lanarkshire Council
M Hamill	North Lanarkshire Council
E Dobbin	North Lanarkshire Council
M Costello	North Lanarkshire Council

#### Chair

S Dolan	Police Scotland
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## **Chair's Opening Remarks**

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

S Dolan introduced himself as the new Chair of the Board and advised that J Quinn was the new Vice Chair.

## **Minutes from Previous Meeting**

2. The Minute of the meeting of the Strategic Leadership Board held on 22 September 2022 was agreed as an accurate record and approved.

## **Strategic Leadership Board – Progress Tracking Report - Tackling Stigma and Discrimination Linked to Mental Health, and, Action on Climate Together 2021 – 2025**

3. There was submitted a report by the Business Partnership Manager (1) highlighting that quarterly Progress Trackers are submitted to each meeting describing actual and planned progress, highlighting achievements and escalation to the Board where a decision is required, or progress may not be as originally anticipated; (2) providing an update on the Mental Health and on the ACT Now Climate Change workstreams; (3) recommending that, as the 'stigma and discrimination' element of the mental health priority was now well-established, the focus of the mental health priority shift to concentrate on community based mental health, with reporting through the six monthly LOIP Management and Monitoring Frameworks, and (4) attaching, as an appendix to the report, the outcomes of a Community Climate Survey undertaken by VANL.

Jenny Hutton and Maddy Halliday spoke, respectively, on the Mental Health and the Climate Change aspects of the report, providing further detail on the information contained within the report.

Discussion took place with a focus on the impact which the ongoing Cost of Living crisis was having, generally, on mental health.

In respect of the Climate Change aspect of the report, the Chair indicated that a commitment was sought from each organisation to provide leadership in this area, and while it was recognised that, to a large extent, this commitment and leadership was already in place, it was agreed that in order to confirm the position and widen understanding and knowledge, each organisation should report back to a future meeting on actions they have taken in this regard, including progress on achieving Net Zero.

The recruitment and training of Community Climate Champions was noted, with the request that partner agencies encourage and support their staff to consider becoming a Community Climate Champion to support and deliver community conversations in the workplace or community. It was also noted that early engagement and discussion on sustainability and net zero considerations in the construction of the new hospital are encouraging and productive.

### **Action:**

1. that the progress that has been made in creating the conditions for inclusion, mentally healthy workplaces and on challenging mental health stigma and discrimination be recognised;

2. that focus should now switch to community based mental health activity through the Local Partnership Teams and supporting delivery of LOIP mental health priorities in each area;
3. that future mental health reporting will be incorporated within the six monthly LOIP Management and Monitoring Framework report and the annual update report on 'Getting it Right for Every Person';
4. that the continuing progress being made in developing community led climate change initiatives and Partnership co-ordination through ACT Now be commended;
5. that each organisation represented on the Board report back to a future meeting on actions which that organisation has taken in respect of climate change and progress towards achieving Net Zero, and
6. that partner agencies encourage and support their staff to consider becoming a Community Climate Champion to support and deliver community conversations in the workplace or community

### **North Lanarkshire Partnership Communication Strategy**

4. There was submitted a report by the Head of Corporate Communication (1) reminding the Board that it had, in April 2022, considered a report detailing a high-level communications strategy; (2) setting out a series of actions aimed at progressing delivery of the approved strategy, primarily around better exploitation of already established channels, and (3) outlining the actions taken to date and the proposed next steps.

Stephen Penman highlighted the difficulties surrounding the creation of a successful single communications strategy for the Board, and, emphasised that greater co-ordination was required between all of the respective organisations.

Stephen Penman also highlighted webpages on the Council's website on Cost of Living and reported that these were experiencing significant traffic to them, and that he would bring a report back to a future meeting on the analytical data of these visits.

Discussion took place on successes reported by organisations in utilising various communication channels to engage communities and specific groups, which could be replicated across a wider base. It was also acknowledged that there were numerous communication channels which the organisations would find it very difficult to access, for example, closed chat groups or private Facebook groups.

#### **Action:**

1. that the progress made to date be acknowledged;
2. that commitment at an organisational level to the next steps required, particularly around localised content development, be reaffirmed;
3. that a new participation campaign be developed and rolled out in the early part of 2023;
4. that each member organisation be committed to ensuring co-ordination of communication activity to enable a single communication strategy for the Board to be delivered successfully;

5. that a report be brought back to a future meeting providing analytical data on traffic to the Council's Cost of Living webpages, and
6. that, otherwise, the contents of the report be noted.

### **Demonstrating Improved Outcomes Level 1 Reporting: Health Check Indicators**

5. There was submitted a report by the Business Partnership Manager (1) reminding the Board that the North Lanarkshire Partnership's approved 'Framework for Demonstrating Improved Outcomes for Communities' identifies the suite of 28 Health Check Indicators which collectively provide contextual and comparable data on North Lanarkshire's economy, population, people and place and support The Plan for North Lanarkshire and enable the Council and its partners to review trends and identify where progress is being made; (2) attaching, as an appendix to the report, an updated data set as at July 2022, and (3) providing additional commentary for the Board during its review and consideration of that data.

Des Murray explained that in previous iterations, the suite of indicators had been too unwieldy to be of value and, whilst the Board may have opinions on the merit of some indicators, or of potential indicators not included in the suite, it was considered important to retain the existing suite and reminded the Board that it had previously committed to maintaining the 28 indicators. The Board was also reminded that the indicators were high level and that each one was supported through ongoing activity and more focused thematic action plans being taken forward by Partnership structures and working groups.

Discussion took place regarding the suite of indicators, in respect of their validity and value and how they linked to each other to provide an overarching view across North Lanarkshire. Thereafter the Board reaffirmed ongoing use of the indicators, agreeing to revisit them in the next six monthly update in 2023 and consider them alongside actions by the Board, to be achieved via six monthly LOIP reporting.

#### **Action:**

1. that the Health Check Indicators update be noted;
2. that it be agreed that the Health Check Indicators continue to provide valuable contextual information to support delivery of The Plan for North Lanarkshire, the context within which the Local Outcome Improvement Plans (LOIPs) require to be delivered and evidence where partnership working is making an impact;
3. that the next six monthly update of indicators be submitted during 2023 and be considered alongside ongoing action underway by individual organisations, to be reported through the six monthly LOIP reporting mechanism, and
4. that it be noted that the Health Check Indicator information does not fully reflect the impact of the pandemic and, while the June 2023 update will allow for some further analysis, the impact of Covid and the current cost of living crisis are anticipated to have long term consequences on the economy, individuals, families and the wider quality of life and wellbeing indicators within North Lanarkshire's communities.

## **Demonstrating Improved Outcomes Level 3 Reporting: Local Outcome Improvement Plans Performance Report 1 April – 30 September 2022**

6. There was submitted a report by the Community Partnership Manager (1) reminding the Board of the approval of the Local Outcome Improvement Plan (LOIP) Management and Monitoring Framework and the creation of Local Partnership Teams to drive progress reporting; (2) providing a snapshot of progress linked to key priorities for each of the 9 areas for the period April – September 2022; (3) updating on progress with implementation of the Framework and work to develop the role of the Local Partnership Teams; (4) requesting that acknowledgment be given to progress within key LOIP priorities and implementation of the supporting partnership delivery approaches, and (5) seeking endorsement of the future priorities in strengthening and embedding the approach across the Partnership.

Susan Cloke provided a demonstration of the performance monitoring and management system that had been developed.

### **Action:**

1. that the progress to date with delivery of key LOIP priorities be acknowledged;
2. that the work to develop and implement the supporting partnership delivery approaches be noted;
3. that the future priorities in strengthening and embedding the approach across the Partnership be endorsed, and
4. that there be ongoing dialogue within individual organisations, and that support and accountability mechanisms are utilised, to enable effective input and participation that drives local action and delivery responsibility.

**At 11.30am, Des Murray made a presentation to Alan Waddell, Stevie Wright and Heather Knox, former Board members representing Police Scotland, Scottish Fire and Rescue and formerly NHS Lanarkshire respectively, and thanked them for their hard work and commitment, especially during the period of the Covid-19 pandemic, which had been an especially challenging period for each, and collectively.**

### **Community Concordat – Update and Delivery Plan**

7. There was submitted a report by the Chief Executive of VANL (1) reminding the Board of its commitment to collaboratively develop, agree and implement a Community Concordat between North Lanarkshire stakeholders setting out shared values and approaches to empowering and investing in local communities to support improved wellbeing, equality and sustainability; (2) outlining that engagement had taken place with a number of stakeholders; (3) reiterating that, once developed, approval of the Concordat and a supporting Implementation Plan would be formally sought from the Board, Community Boards and relevant committees of partner organisations; (4) detailing the assumed positive outcomes of the development of a Concordat; (5) explaining that VANL had been commissioned by the Council to facilitate development of the Concordat with partner organisations, with funding provided to cover some of the additional costs involved; (6) providing a summary of activity to date, and attaching as an appendix to the report, an engagement process and schedule for the co-production of the Concordat, which reflects some change, and (7) recommending that the term “Concordat” be replaced with either Promise, Pledge or Agreement.

**Action:**

1. that the term “Concordat” be changed to “Agreement”, and
2. that the updated engagement process and schedule for the co-production of the Concordat be approved.

**North Lanarkshire Partnership Improving Outcomes: 2021/22 Year End Report and Planned Self-Evaluation**

8. There was submitted a report by the Business Partnership Manager (1) reminding the Board that in September 2021 it had agreed that an annual review would be undertaken highlighting where the Strategic Leadership Board was making a positive impact in strengthening partnership working and improving outcomes; (2) providing an overview of activity in 2021/22; (3) requesting that the Board considers the content of the report, identifies any further items for inclusion and thereafter approves the report and agrees that it is submitted to the Council’s Communities Committee in early 2023; (4) seeking approval for the proposed self-evaluation activity with Community Boards, this Board and officers who provide support for partnership working arrangements in line with previous discussion at the Strategic Leadership Board meeting in December 2021, and (5) advising that the self-evaluation will commence in early 2023.

**Action:**

1. that the 2021/22 Annual Review Report be noted, and that any further items for inclusion be notified to the Business Partnership Manager;
2. that, subject to inclusion of further detail as indicated in 1. above, the report be submitted to the Council’s Communities Committee in early 2023, and
3. that the forthcoming Community Board and Strategic Leadership Board self-evaluation be approved and that the process be supported through Strategic Leaders’ own engagement and by enabling colleagues and staff to participate as appropriate.

**Towards A Fairer North Lanarkshire: Tackling Poverty Update Presentation**

9. There was submitted a presentation by John Campbell providing information on:-
  - Establishment of a new Wellbeing and Tackling Poverty Committee;
  - Cost of Living Assistance/Support;
  - Local Authority Covid Economy Recovery Fund (NL Child Payment/Fuel Hardship Payment);
  - Progress on the Tackling Poverty Strategy 2023 to 2026;
  - Progress on the Local Child Poverty Action Report 2022/2023;
  - Governance arrangements for tackling poverty;
  - Tackling poverty sub-groups;
  - How the lives of families can be improved through tackling poverty activity.

Discussion took place on ways to expand and support tackling poverty work already underway, including the recent allocation of funding of £600,000 from the Health and Social Care Integration Joint Board to increase capacity within the Cost of Living Helpline which is receiving up to 2,000 calls per month. The importance of strong links and referral pathways between all partners was highlighted, with NHS Lanarkshire

offering to provide support training for frontline staff who are responding to incoming calls from individuals who may be experiencing severe hardship. It was agreed to investigate organising a combined workshop, involving all partners, to raise awareness and explore the impact of the cost of living on people's lives and that the matter should be kept under close review through a further report to the Board.

**Action:**

1. that the presentation be noted;
2. that the potential support and training needs for staff who are responding to high volumes of potentially very stressful and critical calls from the public who are experiencing severe hardship be investigated and addressed through the Council's Tackling Poverty Team and NHS Lanarkshire's Mental Health Improvement and Wellbeing Development Manager;
3. that partners consider organising a combined workshop for staff on the impact of the cost of living crisis, and
4. that reports on Tackling Poverty be submitted regularly to future meetings of the Board.

**Update on Joint Community Planning Partnership Priority Workstreams**

10. There was submitted a report by the Partner Leads: North Lanarkshire Council; Health and Social Care North Lanarkshire; and Police Scotland (1) providing an update on each of the three workstreams (a) Employability support, (b) Preventing drugs related deaths, and (c) Providing targeted High Resource User interventions and person-centred support to reduce the incidence and frequency of individuals with complex needs presenting at hospital Emergency Departments; (2) reminding the Board that it had previously identified opportunities for work at a pan-Lanarkshire level in relation to these workstreams; (3) recommending future actions in a small number of cases and proposing future reporting to maintain oversight by the Board and to provide ongoing opportunity for continued, or further, developments across the wider Community Planning Partnership, including regional activity at a pan-Lanarkshire level.

**Action:**

1. that the current status of the potential pan-Lanarkshire priority workstreams previously agreed by strategic leaders from North and South Lanarkshire Councils, NHS Lanarkshire and Community Planning partners be confirmed;
2. that opportunities for further liaison with colleagues in South Lanarkshire Community Planning Partnership and NHS Lanarkshire, where this is considered beneficial, be identified;
3. that a presentation on North Lanarkshire Local Employability Partnership is submitted to the Board in February 2023 with a report on wider employability and workforce development activity submitted annually thereafter;
4. that progress within North Lanarkshire Alcohol and Drug Partnership, including joint pan-Lanarkshire work in relation to Medical Assisted Treatment Standards, be noted;

5. that future monitoring and activity in relation to substance use and drugs related deaths will be considered when finalising the Leadership Board's 2023/24 Programme of Work;
6. that it be agreed that the identified development needs within the Pan-Lanarkshire Drugs Death Prevention Group should be taken forward by relevant partner agencies through existing arrangements or targeted developments, including reference, as appropriate, to previous recommendations by North and South Lanarkshire Community Planning Partnerships on opportunities for work at a pan-Lanarkshire level;
7. that the work of the High Resource Users Project in University Hospital Wishaw and University Hospital Monklands be commended, and
8. that it be agreed that future annual oversight reports on Health and Social Care North Lanarkshire include a status update on the High Resource Users Project and positive outcomes, both for individuals themselves, and the wider acute and community-based care services.

### **Proposed Strategic Leadership Board Schedule of Meetings 2023**

11. There was submitted proposed Board meeting dates for 2023.

Consideration was given to moving the date for April 2023 as this clashed with scheduled school holidays.

#### **Action:**

1. that the proposed meeting date for April 2023 be moved from 14 April to 21 April, and
2. that, otherwise, the proposed Board meeting dates for 2023 be approved.

### **Demonstration of the Community Board Development Programme**

12. David Watson provided a demonstration of a development toolkit for members of Community Boards, which provided access to a wealth of information which Community Board members would find useful to assist them in carrying out their role. David advised that the next step was to increase the number of active users.

Discussion took place on whether an induction programme for new Community Board members should be introduced and whether it should be mandatory.

**Action:** that an induction programme be developed for new Community Board members and that they are actively encouraged to participate in it.

### **AOCB**

#### **NL Carers Together Survey on Cost of Living**

13. Angela Sinclair Millar informed the Board that NL Carers Together had recently carried out a survey on the cost of living and provided an oral report on the initial feedback, which she agreed would be circulated if there were no confidentiality issues identified.