

MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 10 FEBRUARY 2023 AT 10 AM

PRESENT

BOARD MEMBERS

M. Hill	NHS Lanarkshire
A. Sinclair Millar	Community and Voluntary Sector Partnership Group
Councillor A. Khan	North Lanarkshire Council
D. Murray	North Lanarkshire Council
R. McGuffie	North Lanarkshire Health and Social Care Partnership
S. Dolan	Police Scotland
J. Quinn	Scottish Fire and Rescue Service
S. Frew	Scottish Enterprise
C. MacFarlane	Voluntary Action North Lanarkshire (VANL)

OFFICERS

A. Cameron	North Lanarkshire Council
E. Dobbin	North Lanarkshire Council
A. Gordon	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
P. Kane	North Lanarkshire Council
Professor J. Pravinkumar	NHS Lanarkshire
J. Lees	North Lanarkshire Council
S. Penman	North Lanarkshire Council
R. Wyllie (as substitute for Rebecca Hackett)	Scottish Government
A. Thomson	Police Scotland

APOLOGIES

J. Gardener	NHS Lanarkshire
M. Dendy	North Lanarkshire Council
R. Hackett	Scottish Government
M. Halliday	Voluntary Action North Lanarkshire (VANL)
K. Struthers	Voluntary Action North Lanarkshire (VANL)

CHAIR

- S. Dolan, Police Scotland (Agenda Items 1 to 5)
J. Quinn, Scottish Fire and Rescue Service (Agenda Items 6 to 10)

CHAIR'S OPENING REMARKS

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

Stevie Dolan, Police Scotland thanked everyone who completed the self-evaluation survey and assured the Board that all feedback was valuable, and the findings would help the Board to identify where training or a refresh of its priorities and procedures and terms of reference were required at its meeting on 21 April 2023.

Stevie Dolan, Police Scotland further advised that a special briefing on "The Plan for North Lanarkshire" and future direction would be held on Friday, 24 March 2023 and a workshop focussing on the Board's own programme of work for 2023/2024 and future priorities would be held on Friday, 21 April 2023.

Des Murray, North Lanarkshire Council intimated that the workshop session on Friday, 24 March 2023 would focus on the outcomes of the current plan which would allow the Board to consider and endorse the new "Plan for North Lanarkshire" at its meeting on 21 April 2023 and suggested that the briefing be held in Newmains and St. Brigid's Community Hub, which was agreed.

Action: that the briefing on "The Plan for North Lanarkshire" and the future direction be held on Friday, 24 March 2023 in Newmains and St. Brigid's Community Hub.

MINUTE OF MEETING OF STRATEGIC LEADERSHIP BOARD HELD ON 2 DECEMBER 2022

2. The Minute of the meeting of the Strategic Leadership Board held on 2 December 2022 was considered. Angela Sinclair Millar requested that the Minute be updated to reflect her position as Chair of North Lanarkshire Community and Voluntary Sector (CVS) Partnership and her role in representing the CVS Partnership on the Leadership Board and the Board approved the Minute thereafter as an accurate record.

In respect of Minute paragraph 4 – “North Lanarkshire Partnership Communication Strategy” Stephen Penman, North Lanarkshire Council intimated that the cost of living web pages had received significant traffic to them and a report on the analytical data of these visits would be finalised in the coming week and suggested that it be circulated to members of the Board, which was agreed. Jennifer Lees referenced consideration at the previous Board meeting to organise a Poverty themed workshop for partner agencies and suggested that the analytical data would provide valuable intelligence for the workshop, and this too was agreed.

Martin Hill, NHS Lanarkshire suggested that the Board meeting on Friday, 16 June 2023 be hosted by NHS Lanarkshire, subject to the availability of a suitable venue, which would provide the opportunity to showcase NHS Lanarkshire's Carbon Management Plan and the work underway to construct the new Monklands Hospital as net zero, which was agreed.

Action:

- (1) that the report on the analytical data of visits to the Council's costs of living web pages be circulated to members of the Board and used to inform the content on a future poverty themed workshop for partner agencies, and
- (2) that the meeting of the Board scheduled to take place on Friday, 16 June 2023 be hosted by NHS Lanarkshire, subject to the availability of a suitable venue and an update be provided on NHS Lanarkshire's Carbon Management Plan and the work underway to construct the new Monklands Hospital as net zero.

NORTH LANARKSHIRE VOLUNTEERING STRATEGY 2023-2026

3. There was submitted a joint report by the Chief Executive and Senior Manager, Voluntary Action North Lanarkshire (VANL) (1) advising that the strategy was developed by North Lanarkshire Volunteering Partnership to strengthen volunteering across North Lanarkshire for the benefit of volunteers, residents and communities supported by volunteers and volunteer involving organisations; (2) intimating that North Lanarkshire Volunteer Strategy was a focused document setting out the shared, cross sector vision, mission and values and objectives, and (3) attaching in Appendix 1 to the report, the North Lanarkshire Draft Volunteering Strategy 2023-2026.

Jennifer Lees, North Lanarkshire Council provided an overview of the contents of the strategy and sought the Board's approval of the strategy.

Angela Sinclair Millar, Community and Voluntary Sector Partnership Group welcomed the strategy and its potential in helping to mitigate the challenges in recruiting volunteers.

Following discussion, it was suggested that the language and terminology used in Section 4: Strategic Objectives be amended to refer to “disabled people; people living with long term conditions, and challenges relating to their health; and also include reference to the LGBTQIA+ Community. It was also agreed that the strategy includes an explicit reference to an Equalities Impact Assessment either having been completed, or a clear commitment to completing an Equalities Impact Assessment in early course, to ensure equity of access to volunteering for diverse groups including BAME communities, the LGBTQIA+ community and disabled people, with copies of the Equalities Impact Assessment made available to the partners once finalised.

Ayeshah Khan, North Lanarkshire Council and Colin MacFarlane, VANL highlighted the breadth and scale of voluntary activity in North Lanarkshire and described the role of social enterprise companies and third sector organisations in delivering services, support and opportunities.

Colin McFarlane, VANL advised that whilst the third sector had been able to incorporate and provide some support to the volunteering sector more widely, it was not feasible or sustainable in the current financial climate to continue to do so and that further work was required in considering volunteering and

the volunteering position going forward. Des Murray, North Lanarkshire Council recognised the challenges and the importance of examining with the voluntary sector what needs to be done, or in place, to enhance sustainability, capacity and resilience. To this end, development of 'Resilient People' approaches over the next five years must be a priority.

Action:

- (1) that the North Lanarkshire Volunteering Strategy 2023-2026 be approved;
- (2) that the North Lanarkshire Volunteering Strategy 2023-2026 be referred to North Lanarkshire Council for consideration;
- (3) that the language and terminology used within Section 4: Strategic Objectives be amended and also include reference to the LGBTQIA+ Community and that there is clear stipulation that Equality Impact Assessments have been undertaken, or will be prioritised as an early task to ensure equity of access to volunteering for diverse groups including BAME communities, the LGBTQIA+ community and disabled people, with copies made available to partners once finalised, and
- (4) that further work be undertaken with the third sector to support the work currently undertaken by the sector.

ADVANCING RACE EQUALITY IN NORTH LANARKSHIRE'S COMMUNITIES

4. There was submitted a report by Equalities Manager, North Lanarkshire Council (1) providing an outline of the findings of the research undertaken on behalf of the Council to explore the lived experiences and future needs of North Lanarkshire's Black, Asian and other Minority Ethnic People; (2) advising that the research explored the ageing population, digital skills and inclusion, employment and skills, community cohesion and integration and the specific experiences of Syrian refugees; (3) informing that the findings highlight the need for a co-ordinated partnership response, and (4) attaching in Appendix 1 to the report a summary of the research "Our Lives – An Explanation of the Lived Experiences and Future Needs of North Lanarkshire's Black, Asian and Other Minority Ethnic People".

Audrey Cameron, North Lanarkshire Council provided an overview of the research findings highlighting language barriers and lack of culturally sensitive services as the most common strands of feedback with further specific references in relation to employability, digital skills and access to affordable childcare. Audrey Cameron explained that this work extends beyond the remit of North Lanarkshire Council and acknowledged that partner agencies will be undertaking work to promote inclusivity and equalities and as such the initial asks are that partners cascade the research findings within their own organisations and prepare a response on their current and planned activity to be shared at a future meeting of the Board and, identify a Lead Officer from within their organisation to review and make recommendations on future collaborative partnership activity to promote race equality in North Lanarkshire. She also suggested that the research findings may provide a useful reference point for partners when considering the Strategic Leadership Board Programme of Work 2023/2024 – Future Priorities.

Audrey Cameron further recommended that partners agree in principle to feedback the research findings and partnership response to North Lanarkshire's Black, Asian and Minority Ethnic Communities at a future event which will be informed and supported by the nominated Lead Officers to ensure a multi agency approach.

Des Murray, North Lanarkshire Council suggested that all partners publish the findings of the research on their respective websites, which was agreed.

Alison Gordon welcomed the findings of the research and proposed that the report be submitted to North Lanarkshire Council's Resettlement and Relocation Member/Officer Working Group, which was agreed.

Councillor Ayesah Khan, North Lanarkshire Council endorsed the findings of the research and requested that future research directly involved the BAME community. Councillor Khan intimated that there required to be action behind the words and a wider survey or further engagement would explore accessibility issues, the lack of available data and allow the current research findings to be built upon.

Martin Hill, NHS Lanarkshire, acknowledging that there is more that partners and public sector agencies need to do, emphasised that we cannot be complacent or defensive in our approach and Josephine Kumar highlighted assessment work that is underway with BAME refugees.

Action:

- (1) that the research findings be included in the Strategic Leadership Board Programme of Work 2023/2024 – Future Priorities;
- (2) that the research findings be cascaded within each partner organisation and a response be prepared on the current and planned activity within each partner organisation for submission to a future meeting of the Board;
- (3) that each partnership organisation identify a Lead Officer to review and make recommendations on future collaborative partnership activity to promote race equality in North Lanarkshire;
- (4) that the research findings be fed back to North Lanarkshire's Black, Asian and Minority Ethnic Communities at a future event which will be informed and supported by the nominated Lead Officers to ensure a multi agency approach;
- (5) that the contents of the research findings as set out in Appendix 1 to the report "Our Lives – An Explanation of the Lived Experiences and Future Needs of North Lanarkshire's Black, Asian and Other Minority Ethnic People" be noted;
- (6) that the findings of the research be published on all partner's websites;
- (7) that the report be submitted to North Lanarkshire Council's Resettlement and Relocation Member/Officer Working Group, and
- (8) that future research explore accessibility issues, the lack of available data and involve the BAME community from the outset.

LOCAL POLICE PLAN 2023-2026

5. There was submitted a report by Andy Thomson, Police Scotland (1) outlining the background to the requirement for Police Scotland to prepare and submit a Local Police Plan to the relevant Local Authority for consideration and approval; (2) intimating that in addition to the Annual Police Plan each of the 13 local policing divisions in Scotland require to produce Local Police Plans which reference distinct local priorities that link to the wider community planning arrangements and contribute to both local partnership priorities and strategic outcomes and objectives; (3) intimating that the statutory consultation on the Local Police Plan closes on 12 February 2023, and (4) attaching in Appendix 1 to the report the Local Police Plan 2023-2026.

Thereon Andy Thomson, Police Scotland provided a short presentation on the Plan and provided further details in respect of:-

- financial contraction;
- the changing nature of policing;
- the demand for policing services and the resource intensive elements of service delivery where Police Scotland may be mitigating resource or capacity challenges in other frontline or support services;
- the priority identification process;
- the local Police priorities, areas of focus and strategic outcomes, and
- the delivery plan including the objectives, activities, key milestones, scrutiny and performance measures.

Andy Thomson praised the exceptional efforts of officers and staff and advised that the Local Police Plan will be considered by North Lanarkshire Community Safety Partnership Forum on 6 March 2023 in advance of coming into effect from 1 April for the three year period to 31 March 2026.

Andy Thomson further confirmed that an Equality and Human Rights Impact Assessment was completed locally, mirroring Police Scotland's national methodology, and this did not identify any issues. Similarly, environmental and sustainability considerations are taken into account before drafting the Local Police Plan.

There was a detailed discussion on information sharing and the potential impact of this in helping to prevent drug related deaths and non-fatal overdoses and the Board unanimously agreed that the barriers to data sharing need to be removed where acting in the best interests of the individual and to support partnership working at a local level.

Ross McGuffie, North Lanarkshire Health and Social Care Partnership advised that there was a Pan Lanarkshire Data Sharing Board and that issues around data sharing could be discussed in that forum and an update report be submitted to the Board at a future meeting, which was agreed.

Colin MacFarlane, VANL highlighted the importance of early intervention and preventative work, singling out the Friday Night Project as a good example of diversionary work between Police Scotland and young people. He suggested that joint training can assist in removing barriers and widening awareness in areas such as language and culture.

Jennifer Lees, referencing previous partnership training on mental health stigma and discrimination, suggested that all partners explore options for joint training which would assist with removing barriers, maximising resources and enhance opportunities for data sharing, which was agreed.

Action:

- (1) that the contents of the report and the Local Police Plan 2023-2026 be endorsed;
- (2) that the Pan Lanarkshire Data Sharing Board explore options for removing barriers around sharing data with partners and a report be submitted to a future meeting of the Board, and
- (3) that all partners explore options for providing joint training which would assist with shared understanding and enhancing opportunities for sharing data amongst partners.

ANNUAL REPORT OF THE CHIEF SOCIAL WORK OFFICER 2021/2022

6. There was submitted a report by the Chief Social Work Officer, North Lanarkshire Council (1) reminding the Board that it had previously agreed to strengthen oversight and opportunities for increased information sharing and collaboration through annual consideration of the Chief Social Work Officer's statutory report and also wider service delivery taken forward through the Statutory Partnerships for Children's Services, Community Justice, Public Protection and its thematic strands and the Health and Social Care Partnership; (2) attaching, as an Appendix to the report, the draft Chief Social Work Officer Report 2021/2022, which provides information on the delivery of statutory functions and performance and improvement activity across the range of social work services over that year; (3) explaining that the report also provides information on the wider governance and planning of social work provision within North Lanarkshire, including its key role in local partnerships, on both national and local challenges impacting on delivery of social work services; (4) highlighting that the report reflects Social Work's contribution to the programme of work underpinning "The Plan for North Lanarkshire" and "Delivering for Communities" together with measures taken to ensure the coherence of service delivery and planning for Social Work; (5) requesting that the Board note the progress contained within the Annual Report and agree that copies of the new Children's Services and Community Justice Plans be submitted to a future meeting of the Board, and (6) providing an overview of the North Lanarkshire Statutory Partnerships Annual Oversight 2021-2022.

Thereon, Alison Gordon provided an overview of the contents of the report and intimated that the finalised Children's Services Plan and the Community Justice Plan would both be submitted to a future meeting of the Board for endorsement.

Alison Gordon praised all partners for their input and support for the 'Building our Promise Community' conference held on 3 February 2023 and confirmed that a report and presentation on the outcomes from the conference will be brought to the Board in June.

Action:

- (1) that the contents of the Annual Report of the Chief Social Work Officer 2021/2022 be noted;
- (2) that it be noted that the report will be submitted to North Lanarkshire Council's Education, Children and Families Committee and Adult Care and Social Work Committee for approval;
- (3) that progress be reviewed within the statutory and wider social work partnership arrangements and the work and engagement underway to develop the Children's Services and Community Justice plans for 2023 to 2026 be endorsed and the finalised plans be submitted to a future meeting of the Board, and
- (4) that a report and presentation on the 'Building our Promise Community' conference will be submitted to the Board in June.

HEALTH AND SOCIAL CARE NORTH LANARKSHIRE: ANNUAL PERFORMANCE REVIEW 2021/2022

7. There was submitted a report by Chief Officer, North Lanarkshire Health and Social Care Partnership (1) intimating that in line with its statutory duties, the Health and Social Care North Lanarkshire Integration Joint Board prepare and publish an Annual Performance Report describing how the Integration Joint Board has delivered its functions and responsibilities together with an assessment of its performance; (2) advising that the report would be submitted to the Health and Social Care Partnership's Performance, Finance and Audit Committee for consideration; (3) requesting that the Board identify where there may be opportunities for further development or joint work, and (4) attaching in Appendix 1 to the report, the draft Annual Performance Report 2021/2022 for Health and Social Care North Lanarkshire.

Ross McGuffie, North Lanarkshire Health and Social Care Partnership provided an overview of the contents of the report highlighting that the figures reflect mid pandemic data and generally show a downward trend. Ross McGuffie focused on the gap to Scottish average figures particularly in relation to Emergency Admissions, carers who feel supported in their role, and the Premature Mortality Rate. More positively, North Lanarkshire's comparative position on the balance of care is more positive reflecting lower average lengths of stay in hospital; the proportion of people spending the last few months of their lives in a community setting and the proportion of people with intensive support needs who are supported at home. Board members acknowledged the distressing correlation between premature and avoidable deaths. The successful outcomes and support for carers through the Carer Breather initiative were, however, endorsed positively. Ross McGuffie requested that the Board identify where there may be opportunities for further development or joint work and suggested that the draft Strategic Commissioning Plan 2023 to 2026 be submitted to a future meeting of the Board, which was agreed.

Following a detailed discussion on the uptake of screening, particularly bowel screening, the Board unanimously agreed that further work was required to increase uptake including removing barriers, language and accessibility, particularly amongst the BAME community and in the more disadvantaged communities where screening take up rates are generally lower and the severity of cancers, when they are detected, can be at a significantly more advanced stage.

Colin McFarlane, VANL suggested that the Community Solutions Programme be used as the vehicle to reach out to those within the community who currently do not avail themselves to the screening programmes.

Action:

- (1) that the Health and Social Care Partnership Annual Performance Report 2021/2022 be endorsed;
- (2) that it be noted that the Annual Report will be considered by the Integration Joint Board Performance, Finance and Audit Committee on 15 February 2023;
- (3) that the draft Strategic Commissioning Plan for 2023 to 2026 be submitted to the meeting of the Board scheduled to take place on 21 April 2023;

- (4) that those matters identified by the Board be highlighted to the Integration Joint Board Performance, Finance and Audit Committee;
- (5) that the Board undertake work to increase the uptake of NHS screening programmes, with specific reference to barriers, language and accessibility, particularly amongst the BAME community and in areas experiencing high levels of poverty and deprivation, and
- (6) that the Community Solutions Programme be considered as the vehicle to reach out to those within the community currently not availing themselves to the NHS screening programmes.

NORTH LANARKSHIRE LOCAL EMPLOYABILITY PARTNERSHIP - PRESENTATION

8. Paul Kane, North Lanarkshire Council provided a presentation on the North Lanarkshire Local Employability Partnership and provided further information in respect of:-

- the main drivers for a Local Employability Partnership Development;
- the six workstreams included within the Local Employability Partnership and the North Lanarkshire Council Workforce for the Future;
- the purpose of the Local Employability Partnership which was to enable collective leadership and shared commitment across partners to effectively support a more aligned approach to employability support in North Lanarkshire;
- the importance of the Partnership in addressing inequality, having flexible and responsive employability services and embedding lived experience in the design of the service, and
- membership and the current activities of the Local Employability Partnership including 17 grant funded programmes in 2022/23 and joint work through Restorative Justice with adults and young people .

Paul Kane explained that there are currently more job vacancies than potential employees to fill these resulting in some competition between sectors and the average wage in North Lanarkshire is now higher than elsewhere in Scotland.

Following a discussion on the Local Employability Partnership including the role and potential contribution of partners as anchor institutions and the recent initiative between the Local Employability Partnership and NHS Lanarkshire to support 17 people aged 25+ into employment within the Health Service, the Board noted that North Lanarkshire Council's Workforce for the Future Strategy report would be submitted to the Board on an annual basis.

Action:

- (1) that the terms of the presentation on the North Lanarkshire Local Employability Partnership be noted, and
- (2) that it be noted that North Lanarkshire Council's Workforce for the Future Strategy report will be submitted to the Board on an annual basis.

ANY OTHER COMPETENT BUSINESS

(1) SCOTTISH PARLIAMENT INQUIRY INTO COMMUNITY PLANNING

9. Jim Quinn, Scottish Fire and Rescue Service advised that following the submission to the Scottish Parliament's Local Government, Housing and Planning Committee inquiry into community planning in December 2022, North Lanarkshire was one of four Community Planning Partnerships invited as a witness to present evidence on 7 March 2023.

(2) COUNCIL BUDGET SETTING PROCESS

10. Angela Sinclair Millar, North Lanarkshire Carers Together intimated that the third sector would submit its response to the Council budget to the Board following the Council's budget meeting on 23 February 2023.

(3) DATE OF NEXT MEETING

11. It was noted that a briefing on the "Plan for North Lanarkshire" would be held on Friday, 24 March 2023 at 1 pm in Newmains and St. Brigid's Community Hub.