

## MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 21 APRIL 2023 AT 10 AM

### PRESENT

#### BOARD MEMBERS

A. Sinclair Millar	Community and Voluntary Sector Partnership Group
M. Hill	NHS Lanarkshire
D. Murray	North Lanarkshire Council
J. Quinn	Scottish Fire and Rescue Service

#### OFFICERS

G. Cowan (as substitute for R. McGuffie)	Health and Social Care Partnership
K. Adamson	North Lanarkshire Council
M. Costello	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
J. Lees	North Lanarkshire Council
S. Penman	North Lanarkshire Council
A. Thomson (as substitute for S. Dolan)	Police Scotland
M. Halliday (as substitute for C. MacFarlane)	VANL

#### APOLOGIES

R. McGuffie	Health and Social Care Partnership
J. Gardner	NHS Lanarkshire
Professor J. Pravinkumar	NHS Lanarkshire
Councillor A. Khan	North Lanarkshire Council
L. Johnston	North Lanarkshire Council
S. Dolan	Police Scotland
S. Frew	Scottish Enterprise
R. Hackett	Scottish Government
C. MacFarlane	Voluntary Action North Lanarkshire (VANL)

#### CHAIR

J. Quinn, Scottish Fire and Rescue Service

#### CHAIR'S OPENING REMARKS AND APOLOGIES

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

The Chair extended his warm thanks to everyone at Newmains and St. Brigid's Community Hub who made the Board members welcome when they hosted The Plan for North Lanarkshire Showcase Event on Friday, 24 March 2023. The Chair praised the Hub as a fantastic facility and highlighted the enthusiasm from the pupils and their teachers which was clearly plain to see. He commended the inspiring presentation on The Plan for North Lanarkshire and the seven new Programme of Work themes, confirming that partners can all identify with the themes and get behind them to deliver our shared vision. The Chair advised that the Strategic Leadership Board will be developing its own priorities over the summer in support of the Programme of Work Themes and following input from partners, the new NLP Programme of Work will be finalised with a view to signing this off at the Board meeting scheduled to take place on 8 September 2023. The Chair extended his thanks to D Murray and his team for suggesting and facilitating the use of Newmains and St Brigid's Community Hub and also thanked the officers who presented information at the event.

#### MINUTE OF PREVIOUS MEETING

2. The Minute of the meeting of the Strategic Leadership Board held on 10 February 2023 was agreed as an accurate record and approved.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council intimated that in respect of paragraph 2, the next meeting of the Board scheduled to take place on Friday, 16 June 2023 will now be held in the Civic Centre as the Medical Education Training Centre at Kirklands Hospital was not available and the meeting of the Board scheduled to take place on 8 September 2023 will be held in the Medical Education Training Centre, Kirklands Hospital.

## NORTH LANARKSHIRE PARTNERSHIP - PARTNERSHIP APPROACH TO WATER SAFETY

3. There was submitted a report by Matt Costello, Community Partnership Manager, North Lanarkshire Council (1) advising that across North Lanarkshire there were a number of water environments including rivers, lochs and canals which present challenges to the agencies responsible for carrying out rescues and managing waterways safely; (2) intimating that in order to meet these challenges a commitment to strong partnership working was required, the sharing of information, good practice and resources; (3) indicating that water safety had gained increased focus since the release of Scotland's Drowning Prevention Strategy in 2018 which has two overall targets (a) reduce accidental drowning deaths in Scotland by 50% by 2026 and reduce risk among those at highest risk, groups and communities, and (b) contribute to the reduction of water related suicide; (4) advising that the aim of the Partnership Approach to Water Safety (PAWS) was to build upon existing good practice across North Lanarkshire and to allocate responsibilities in a clear framework and formulise them into agreed actions which would be reported to the Community Planning Partnership; (5) informing that a co-ordinated and proactive approach would assist in the delivery of the three key stages of PAWS which are Prevention, Improved Incident Response and Review; (6) setting out in Section 2.4 of the report a number of areas within North Lanarkshire which have been identified as a risk; (7) providing details of the membership of the Lanarkshire PAWS group which will be expanded to reflect local community involvement and partner organisations; (8) providing details of the consultation process which was undertaken with 13 Community Organisations; (9) intimating that following feedback from the consultation exercise, an implementation event will be arranged involving a range of partners and community organisations with a view to taking forward the PAWS approach from May 2023 onwards, and (10) attaching in Appendix 1 to the report, the Partnership Approach to Water Safety in North Lanarkshire report.

Matt Costello, Community Partnership Manager, North Lanarkshire Council provided an overview of the contents of the Partnership Approach to Water Safety in North Lanarkshire document, sought approval from the Board of the approach outlined in the document and advised that it had not been possible to progress a pan Lanarkshire approach.

Discussion took place on the advantages of having a pan Lanarkshire strategy given that both Local Authorities shared a number of waterways, and it was agreed that the Chair of the Board write to the Chair of South Lanarkshire Community Planning Partnership seeking a commitment to taking forward a pan Lanarkshire approach to water safety.

Des Murray, Chief Executive, North Lanarkshire Council enquired whether the findings and outcomes of the enquiries into the recent fatal incidents within North Lanarkshire had been shared with partner organisations and stressed that the lessons learned from previous and any future incidents should inform future strategy and highlight whether there was any action that the Board required to take. Matt Costello, Community Partnership Manager, North Lanarkshire Council confirmed that the findings from recent enquiries had been used to inform the content of the strategy. Following discussion, the Board agreed that it was essential that any learning from previous and future incidents be shared with Board members and after which appropriate action to be taken by the Board.

Martin Hill, Chair, NHS Lanarkshire intimated that design alignment or redesign of accessibility of waterways could create or increase the risk around waterways and the Board also agreed that there required to be a balance in terms of managing identified risks such as the presence of life saving equipment which may increase the likelihood of risky behaviour.

Maddy Halliday, Chief Executive of VANL enquired whether there was any data available in relation to water related suicides. In response Stephen Penman intimated that the Suicide Prevent Strategy Group held data and, in addition there were significant suicide prevention resources available including ASIST (Applied Suicide Intervention Skills) Training. The Board noted that the ASIST training provided by SAMH was excellent and recommended that appropriate staff in each partner organisation undertake the training.

### **Action:**

- (1) that the PAWS report and the approach detailed therein be approved;
- (2) that the Chair of the Board write to the Chair of South Lanarkshire Community Planning Partnership seeking a commitment to a pan Lanarkshire approach to water safety, and
- (3) that details of outcomes from incident review(s) following drowning fatality(ies), including any learning and improved water safety measures introduced in response, should be shared with partners to support opportunities for increased collaboration, education and communications with priority groups considered most at risk plus potential development of further preventative measures.

## RESULTS OF SELF-EVALUATION OF PARTNERSHIP/COMMUNITY BOARD EFFECTIVENESS IN LINE WITH IMPROVING OUTCOMES FOR LOCAL PEOPLE AND COMMUNITIES

4. There was submitted a report by Ken Adamson, Chief Officer (Audit and Risk), North Lanarkshire Council (1) providing a high level summary of the results arising from the self-evaluation exercise undertaken in January 2023 in respect of the operation of (a) the Strategic Leadership Board, (b) the four Local Partnership Teams, and (c) the nine Community Boards; (2) intimating that there were a number of positive aspects highlighted by the Respondents and a number of areas for improvement which were detailed in Appendix 1 to the report; (3) advising that more detailed findings have been prepared in respect of each of the three self-evaluations and circulated to Board Members under separate cover, and (4) advising that the summary of the results presented to the Board will allow consideration of the reliability and validity of the findings to enable discussions on the issues arising and to allow an opportunity to discuss and agree the next steps.

Ken Adamson, Chief Officer (Audit and Risk), North Lanarkshire Council provided an overview of the results of the self-evaluation exercise highlighting that response rates had been relatively low amongst some respondent groupings and while this could lead to potential questions on how representative the sample size was, the comments provided were valid. He requested that the Board consider the findings and agree the next steps and proposed that a workshop session facilitated by the Improvement Service and attended by Board Members together with the Chief Officer (Strategic Communications and Engagement) and Chief Officer (Business and Digital) be arranged with a view to agreeing an action plan to progress relevant areas for improvement.

Martin Hill, Chair NHS Lanarkshire intimated that he was keen to use potential opportunities through the Strategic Leadership Board to explore where early intervention and upstream approaches could be strengthened via partnership working thereby reducing demand on NHS Lanarkshire frontline services. He emphasised the importance of the Leadership Board as the strategic driver for community planning with direction and priority focused on collaborative actions and approaches that will make the biggest impact and difference in improving outcomes.

Des Murray, Chief Executive, North Lanarkshire Council reminded Board members of the decisions previously taken by the Strategic Leadership Board in 2019 to endorse The Plan for North Lanarkshire as the single strategic plan for community planning and align partnership activity to support the shared ambitions. He recognised that whilst many of the actions contained within The Plan for North Lanarkshire fall within the statutory duties and remit of North Lanarkshire Council, partnership working arrangements and specific services delivered by partners represent a significant element and contribute to the totality of achieving our vision.

Stephen Penman, Chief Officer (Strategic Communications and Engagement), North Lanarkshire Council intimated that the Community Boards were still in their infancy and that the challenge for the Strategic Leadership Board was to bring its experience to improve the outcomes contained within the Local Outcome Improvement Plans. The contribution of engagement work underway to finalise the CommUnity Agreement which is due to be considered by the Board at its meeting in September was noted.

### **Action:**

- (1) that the results presented in the three synopsis documents circulated to the Board members including the associated emerging areas for improvement/proposed recommendations at Appendix 1 be reviewed;
- (2) that a workshop session facilitated by the Improvement Service and attended by Board Members together with the Chief Officer (Strategic Communications and Engagement) and Chief Officer (Business and Digital) be arranged with a view to agreeing an action plan to progress relevant areas for improvement with the action plan reported to the June Strategic Leadership Board meeting, and
- (3) that the outputs from the workshop section be circulated to the nine Community Boards and Local Partnership Teams.

## **STRATEGIC LEADERSHIP BOARD PROGRAMME OF WORK 2023/2024 AND REPORTING SCHEDULE**

5. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) seeking approval of the 2023/2024 reporting schedule and consideration of the elements for inclusion in the Board's Programme of Work in advance of it being finalised at the meeting of the Board scheduled to take place on Friday, 16 June 2023; (2) providing details of the existing Board's priorities; (3) attaching in Appendix 1 to the report the summary diagram of reporting levels within the Framework for Demonstrating Improved Outcomes for Communities; (4) enclosing in Appendix 2 to the report, the Programme of Work for 2023/2024 which incorporates the Level 1 to 3 reporting, and (5) providing details of the seven themes identified within The Plan for North Lanarkshire Programme of Work 2023/2028 which were considered at the event held in Newmains and St. Brigid's Community Hub on Friday, 24 March 2023.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council provided an overview of the Programme of Work for 2023/2024.

Board members considered whether any matters or issues should be singled out as specific priorities for action by the Strategic Leadership Board. Poverty and sustainability, in its widest sense to include financial and workforce sustainability amongst partner organisations, were identified as possible themes. Des Murray, Chief Executive, North Lanarkshire Council intimated that, rather than tackle priorities and challenges in isolation, the Plan for North Lanarkshire and the seven themes addressed long term sustainability and focussed on outcomes and there was an integrated cohesive programme of activity which encapsulated the Whole System, the Whole Place approach.

Martin Hill, Chair, NHS Lanarkshire suggested that the format of the papers presented to Board members be examined and that reports focus on the key messages and that the action required by Board members is clear, which was agreed.

Andy Thomson, Partnership and Prevention Superintendent, Police Scotland recommended that in respect of the seven themes identified within The Plan for North Lanarkshire 2023/2028 each partnership organisation examine whether there is a synergy to plans within their own organisation, and bring forward where partners will provide additionality, prior to the agreement of the programme of work in September 2023.

### **Action:**

- (1) that the Strategic Leadership Board Programme of Work 2023/2024 and reporting schedule attached in Appendix 2 to the report, be approved;
- (2) that the Programme of Work for 2023/2024 be finalised at the meeting of the Board scheduled to take place on Friday, 16 June 2023;
- (3) that partner organisations consider the existing synergies and where their own priorities and strategic plans may be aligned to the 7 Programme of Work themes with a further report on The Programme of Work brought back to the Leadership Board at its meeting on 8 September, and
- (4) that the format of the reports submitted to the Board be examined to ensure that they provide clarity on the key messages and are clear on the action required by Board members.

## **STRATEGIC COMMISSIONING PLAN 2023/2026**

6. There was submitted a report by Morag Dendy, Chief Officer (Planning, Performance and Quality Assurance), North Lanarkshire Council (1) providing details of the requirement for each Integration Joint Board to publish a Strategic Plan; (2) intimating that the Strategic Commissioning Plan sets out how the Health and Social Care Partnership plans and delivers services for North Lanarkshire over the medium term to enable the partnership to achieve and contribute towards achieving the National Health and Wellbeing Outcomes, and (3) enclosing in Appendix 1 to the report, the Strategic Commissioning Plan 2023/2026.

Graeme Cowan, Senior Manager, Strategy and Performance, Health and Social Care Partnership provided an overview of the contents of the Strategic Commissioning Plan 2023/2026. He then provided details of the five key priorities contained within the Plan, as undernoted:-

- Do The Right Thing First Time;
- Increase Focus on Prevention, Early Intervention and Tackling Inequalities by Working with Communities and People;
- Develop and Support a Workforce for the Future;
- Improve Mental Health and Wellbeing, and
- Support People Through a Whole Family Approach.

The Board acknowledged and commended the huge amount of consultation which was undertaken in relation to finalising the Plan.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council intimated that there was correlation between the five priorities contained within the Strategic Commissioning Plan and the seven themes contained within The Plan for North Lanarkshire 2023/2028.

**Action:**

- (1) that the Strategic Commissioning Plan 2023/2026 be endorsed, and
- (2) that the future direction set out in the Strategic Commissioning Plan 2023/2026 be supported.