

MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 16 JUNE 2023 AT 10 AM

PRESENT**BOARD MEMBERS**

J. Gardner	NHS Lanarkshire
M. Hill	NHS Lanarkshire
Councillor A. Khan	North Lanarkshire Council
D. Brown (as substitute for D. Murray)	North Lanarkshire Council
R. McGuffie	Health and Social Care Partnership
S. Dolan	Police Scotland
J. Quinn	Scottish Fire and Rescue Service

OFFICERS

J. Hutton	NHS Lanarkshire
Professor J. Pravinkumar	NHS Lanarkshire
K. Adamson	North Lanarkshire Council
J. Campbell	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
J. Lees	North Lanarkshire Council
L. McKerley	North Lanarkshire Council
A. Meenagh	North Lanarkshire Council
S. Penman	North Lanarkshire Council
L. Pollock	North Lanarkshire Council
R. Hackett	Scottish Government
M. Halliday	Voluntary Action North Lanarkshire

APOLOGIES

A. Sinclair Millar	Community and Voluntary Sector Partnership Group
A. Gordon	North Lanarkshire Council
D. Murray	North Lanarkshire Council
S. Frew	Scottish Enterprise
C. MacFarlane	Voluntary Action North Lanarkshire

CHAIR

S. Dolan, Police Scotland

CHAIR'S OPENING REMARKS AND APOLOGIES

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

MINUTE OF MEETING OF STRATEGIC LEADERSHIP BOARD HELD ON 21 APRIL 2023

2. The Minute of the meeting of the Strategic Leadership Board held on 21 April 2023 was agreed as an accurate record and approved.

In respect of paragraph 3 "North Lanarkshire Partnership – Partnership Approach to Water Safety" Jennifer Lees, North Lanarkshire Council advised that contact had been made with South Lanarkshire Community Planning Partnership and that the water safety strategy was now being taken forward at a pan Lanarkshire level.

STRATEGIC LEADERSHIP BOARD/COMMUNITY BOARD SELF-EVALUATION – UPDATE AND IMPROVEMENT PLANNING SESSION

3. With reference to paragraph 4 of the Minute of the meeting of the Board held on 21 April 2023, there was submitted a report by Ken Adamson, Chief Officer (Audit and Risk), North Lanarkshire Council (1) providing an update on the Improvement Planning Session held on 1 June 2023 to progress the areas for improvement identified through the self-evaluation exercise; (2) advising that following a

prioritisation exercise the Improvement Planning Session focused on developing an action plan for the three priorities identified; (3) intimating that the report and accompanying Appendices sets out a summary of the actions identified during the Improvement Planning Session including actions that had not been formally discussed but where the participants identified clear linkages; (4) indicating that for the other remaining areas for improvement the Board are asked to identify the lead partner(s) to whom each area should be delegated; (5) informing that the nominated partner(s) would then be responsible for further developing the area for improvement and submitting a report to the Board for approval which will set out proposals for implementation, and (6) indicating that as the implementation of all areas for improvement did not wholly reside within the remit of the Board, it was recommended that the Board ask the relevant partner(s) to endorse and approve the implementation of those tasks and seek further organisational authority where required to do so.

Ken Adamson provided an overview of the discussions which took place at the improvement plan session held on 1 June 2023 which sought to progress the 18 areas for improvement identified through the self-evaluation exercise.

Stevie Dolan, Police Scotland proposed that, in the first instance, a sub-group comprising of himself, Jim Quinn, Scottish Fire and Rescue Service, Stephen Penman, North Lanarkshire Council and Jennifer Lees, North Lanarkshire Council be established to look at areas identified for improvement to enable a collective community planning partnership discussion prior to endorsement on the way forward, which was agreed.

Discussion took place on the link of the Board and work of the Community Boards, with recognition that levels of maturity vary across the Boards in terms of their collective experience and engagement in community led action. It was agreed that an update be provided to the next meeting of the Board providing a deeper understanding on the link.

Stevie Dolan, Police Scotland on behalf of the Board extended his thanks to Ken Adamson and Susan Lawrie, North Lanarkshire Council for all their hard work supporting the Board through the self-assessment process and also extended thanks to Barry McLeod and Thomas Boyle from the Improvement Service.

Action:

- (1) that a sub-group be established initially to look at the areas for improvement identified through the self-evaluation exercise prior to Board discussion and endorsement on the way forward;
- (2) that the Board identifies relevant lead partners to develop proposals for the implementation of actions (1) to (5), as set out in Section A of Appendix 2 to the report, as these actions fall within the authority of the Board to progress;
- (3) that relevant partner(s) be delegated as lead for actions (6) to (10) set out in Section A of Appendix 2, and the requirement to develop proposals for the implementation of these, seeking further organisational authority where required to do so, be endorsed;
- (4) that the relevant partner(s) be delegated as lead for the areas for improvement, as listed in Section B of Appendices 3 and 4 of the report and the requirement to develop proposals for the implementation of these, seeking further organisational authority where required to do so, be endorsed;
- (5) that all proposals be brought back to a future meeting of the Board to enable a collective Community Planning Partnership discussion and endorsement on the way forward;
- (6) that a mechanism for the Board to monitor implementation of the areas for improvement and the improved outcomes achieved be established;
- (7) that a programme of communication that circulates the results of the self-evaluation process and the planned and actual improvements made as a result of the three self-evaluations with all relevant stakeholders be established; and
- (8) that a report be submitted to the next meeting of the Board providing a deeper understanding of the strategic work of the Board and the link to the work of the Community Boards.

NORTH LANARKSHIRE PARTNERSHIP: DEMONSTRATING IMPROVED COMMUNITY OUTCOMES PERFORMANCE REPORTS

(1) LEVEL 1 HEALTH CHECK INDICATORS OVERVIEW: MARCH 2023

4. There was submitted a report by Jennifer Lees, Partnership Business Manager, North Lanarkshire Council (1) reminding Members that the Board had previously endorsed the suite of 28 health check indicators which provided valuable contextual information on North Lanarkshire as a place, whilst also forming the evidence base against which progress on delivering on The Plan for North Lanarkshire can regularly be assessed; (2) providing a detailed analysis on the health check indicators; (3) setting out details of the next steps and future action which will be undertaken, and (4) recommending that the Board undertakes an annual deep dive into the health check indicators to inform and support action planning, prioritisation and reviewing progress and outcomes.

Jennifer Lees, North Lanarkshire Council provided a detailed analysis of the progress of the health check indicators and suggested that a deep dive to examine trends and outputs take place in March 2024, in addition, Councillor Khan, North Lanarkshire Council suggested that the deep dive should look at inequalities such as race, ethnicity and disability status, which was agreed.

Josephine Pravinkumar, NHS Lanarkshire noted the positive trend in average wages in North Lanarkshire and asked for further information in relation to whether this was generally universal across all sectors and also if there was any disparity in wages between for males and females. Derek Brown, North Lanarkshire Council advised that wages are increasing across both higher and lower earnings and highlighted that, while there is limited evidence of the gender pay gap closing, it is not widening.

Martin Hill, NHS Lanarkshire asked whether information could be provided on the range of services which are covered in the health check indicators in relation to Adults Cared at Home, which was agreed.

Board members recognised the value and contribution of the health check indicators in assessing progress towards The Plan for North Lanarkshire's shared ambitions and priorities and acknowledged that retention of the existing suite of indicators over a longer period of time provides consistency and allows progress to be measured and aligned to the timeframes of the individual Programmes of Work and The Plan for North Lanarkshire overall.

Action:

- (1) that the key role the health check indicators play in providing the evidence base from which progress on delivering on The Plan for North Lanarkshire can be regularly assessed be recognised and the Board reaffirms its commitment to using the indicators as a primary point of reference;
- (2) that the latest set of results, as presented at The Plan for North Lanarkshire showcase on 24 March 2023 and attached as Appendix 1, to the report be endorsed, and
- (3) that a deep dive to examine trends and outputs evidenced through the health check indicators to include a look at inequalities such as race, ethnicity and disability status be undertaken on an annual basis with the first deep dive workshop being organised for Spring 2024.

(2) LOCAL OUTCOME IMPROVEMENT PLANS - PERFORMANCE REPORT 1 OCTOBER 2022 TO 31 MARCH 2023

5. There was submitted a report by Leanne Pollock, Community Partnership Manager, North Lanarkshire Council (1) providing an update on the progress linked to key priorities for each of the nine Local Outcome Improvement Plans for the period from 1 October 2022 to 31 March 2023; (2) highlighting the progress with the implementation of the Management and Monitoring Framework and work to develop the role of Local Partnership Teams; (3) requesting that the Board acknowledge progress within key Local Outcome Improvement Plan priorities and implementation of the supporting partnership delivery approaches, and (4) recommending that the future priorities in strengthening and embedding the approach across the partnership be endorsed.

Leanne Pollock, North Lanarkshire Council provided a comprehensive overview of the six monthly update on the Community Board Local Outcome Improvement Plans covering the period from 1 October 2022 to 31 March 2023 and confirmed that the Council were implementing a Support and Monitoring

Framework to ensure the delivery of the key areas contained within the Local Outcome Improvement Plans.

Stevie Dolan, Police Scotland asked whether there was a communication strategy to disseminate this information to the public at a local level and following discussion, it was agreed that Stephen Penman, North Lanarkshire Council would undertake a scoping exercise to ensure there was (a) joined up information sharing and (b) a Communication Strategy to ensure that members of the public at a local level were aware of the work of the Community Boards and the key action areas contained in the Local Outcome Improvement Plans.

Jenny Hutton, NHS Lanarkshire emphasised the need for close synergies between strategic direction of travel and operational delivery, ensuring an effective balance between these, and creating the optimum conditions for strategic priorities to be translated into frontline service delivery and supports within the local communities.

Maddy Halliday referenced the role of Community Solutions which aims to improve people's quality of life and wellbeing and live full, independent lives in their communities. She described the new Community Connectors pilot, in partnership with Macmillan, to create 10 posts and provide support for people living with cancer.

Leanne Pollock, North Lanarkshire Council proposed that a seminar be organised for local partnership team members to review operations and examine where improvements could be made, including potential actions developed in response to matters raised through the self-evaluation exercise, and requested that the Board be represented at the event to provide strategic direction and support, which was agreed with Stevie Dolan and Josephine Pravinkumar volunteering to assist in delivery of the event.

Action:

- (1) that the progress with the delivery of the key Local Outcome Improvement Plan priorities be acknowledged;
- (2) that the ongoing work to strengthen the supporting partnership delivery approaches be noted
- (3) that a seminar be organised for Local Partnership team members to review operations and examine where improvements could be made and that the Board be represented at the event to provide strategic direction and support;
- (4) that the future priorities to strengthen and embed the approach across the partnership be endorsed;
- (5) that each partner organisation ensures there is ongoing dialogue within their individual organisations and support and accountability mechanisms are in place to enable effective input and participation that drives local action and delivery responsibility, and
- (6) that the Chief Officer (Strategic Communication and Engagement) undertakes a scoping exercise (a) to ensure that the work of the Community Boards and the key areas contained in the Local Outcome Improvement Plans are disseminated down to members of the public at a local level, and (b) to improve joined up information sharing.

ACT NOW NORTH LANARKSHIRE STRATEGIC PRIORITY UPDATE 2022/23

6. There was submitted a report by Maddy Halliday, Chief Executive Officer, VANL (1) seeking approval of the Act Now North Lanarkshire draft Annual Report 2022/2023; (2) setting out the key achievements for 2022/2023; (3) enclosing in Appendix 1 to the report, the Act Now North Lanarkshire Annual Report (draft) 1 April 2022 to 31 March 2023; (4) providing an update in respect of future work priorities, Planning and Co-ordination, Communications, Support to the Business Sector and Performance Management, and (5) advising that the progress tracker identified a risk associated with the delivery of The Plan and requested that NHS and NLC consider providing funding.

Maddy Halliday, VANL provided a comprehensive overview of the content of the Act Now NL Draft Annual Report 2022/2023 and suggested that a workshop/development opportunity be arranged with the strategic input from the Board to look at performance management and information.

Stevie Dolan, Police Scotland reminded members that the Board was not a grant funding board and that opportunities for funding should be explored at a local and national level.

Action:

- (1) that the Act Now North Lanarkshire draft Annual Report 2022/2023 be approved and endorsed;
- (2) that consideration be given to the funding request contained in the Progress Tracker;
- (3) that the Progress Tracker be replaced with a six monthly update via the Local Outcome Improvement Plans and an annual oversight report, and
- (4) that consideration be given to hosting a workshop/development opportunity in respect of the performance management information with strategic input from the Board.

MENTAL HEALTH IMPROVEMENT PLAN UPDATE - 2022/2023

7. There was submitted a report by Jenny Hutton, Manager Public Mental Health, NHS Lanarkshire (1) enclosing in Appendix 1 to the report, the Lanarkshire Mental Health Wellbeing Strategy 2022/2023 Annual Report; (2) detailing activity in respect of Challenging Mental Health Stigma and Discrimination activity during 2022/2023; (3) providing an overview of the work being undertaken in relation to Suicide Prevention, Training, Recovery and Social Prescribing; (4) informing of the work being undertaken in respect of the Community Mental Health and Wellbeing Fund, the programme of national campaigns which have been implemented locally, and the distress brief intervention, and (5) intimating that six of the nine Community Boards had identified Mental Health and Wellbeing as a priority and would focus on delivering those priorities over the next 12 months.

Jenny Hutton commended the levels of activity and commitment shown to date by partner agencies to reduce mental health stigma and discrimination in the workplace and emphasised the need for this to continue through mainstream service delivery. As a further development, she referenced the training and awareness raising provided recently for 55 colleagues from the Tackling Poverty Team, who are responding to calls from members of the public to the Cost of Living Helpline, and as such are required to assist and support people who are experiencing severe financial hardship.

Discussion followed on the importance of upstream initiatives, highlighting by way of example the recent success of school based counselling services delivered in partnership with Education and contributing to a reduction in the number of referrals to Child and Adolescent Mental Health Services. Ross McGuffie, Chief Officer Health and Social Care North Lanarkshire advised that the upcoming review of the existing 'Good Mental Health for All Strategy 2019 – 2024' provides a further opportunity to examine where partners can collaborate further and develop earlier intervention and community based supports.

Action:

- (1) that the Board continues to champion good mental health for all and create the conditions for mentally healthy workplaces and communities;
- (2) that it be noted that the focus over the next 12 months would be delivering the mental health priorities identified by Community Boards, reports on activity and impact consistently through the established Local Outcome Improvement Plans reporting arrangements and the annual oversight report, and
- (3) that the progress made to date be endorsed.

NORTH LANARKSHIRE PARTNERSHIP STRATEGIC LEADERSHIP BOARD - FINALISED PROGRAMME OF WORK 2023/2024

8. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) enclosing in Appendix 1 the draft Programme of Work for 2023/2024; (2) providing an update on the progress of the Community Planning Self Evaluation Improvement Plan and The Plan for North Lanarkshire – Programme of Work 2023/2028; (3) advising that a poverty seminar would be arranged to coincide with the National Challenge Poverty Week in October 2023; (4) providing details of the early

actions being taken forward in respect of advancing race equality, and (5) setting out details in respect of Emerging Strategic and Legislative Workstreams: Community Wealth Building and the Local Governance Review and Democracy Matters.

Jennifer Lees, North Lanarkshire Council provided a complementary overview of the Board's Programme of Work for 2023/2024.

Leanne Pollock, North Lanarkshire Council advised that a Community Wealth Building seminar will be held on 24 August 2023 and partners should have received already a 'Save the Date' invitation to attend this event. During discussion it was noted that a future report on Community Wealth Building will be submitted to the Board in February 2024 where Strategic Leaders will have the opportunity to consider devising a partnership commitment/statement in respect of Community Wealth Building, which was agreed.

Action:

- (1) that further update reports on the development and implementation of the Community Planning Improvement Plan be submitted to the Board for decision making and direction as required, with wider oversight of progress included in the Annual Oversight and Outcomes Report 2022/2023;
- (2) that each partner organisation continues to consider the existing synergies and where their own priorities and strategic plans may be aligned to the seven programme of work themes 2023/2028;
- (3) that the existing Board support for the Poverty and Race Equality Workstreams be reaffirmed and the planned action and reporting timeframe summarised in the report and included in the updated 2023/2024 reporting schedule, attached at Appendix 1 to the report be approved;
- (4) that the current and planned activity to develop a community wealth building commitment statement be noted and that an update on progress and further consideration of the potential statement be submitted to the Board in early 2024 for consideration;
- (5) that a watching brief on the progress and emerging outputs from the Local Governance Review be maintained and a "placeholder" be held for a report to be submitted to the Board at its meeting in December 2023, subject to relevant updated information being available at that time; and
- (6) that the updated reporting schedule, attached at Appendix 1 to the report, be approved and the Strategic Leadership Board's 2023/2024 Programme of Work be signed off.

TOWARDS A FAIRER NORTH LANARKSHIRE – TACKLING POVERTY STRATEGY 2020 TO 2023

9. There was submitted a report by Alison Gordon, Chief Social Work Officer (Education, Families, Justice and Integrated Practice) (1) detailing progress on the delivery of the Tackling Poverty Strategy 2020/2023 and the improved outcomes achieved; (2) providing an update on progress on the development of the new Tackling Poverty Strategy 2023 to 2026 and the Local Child Poverty Action Plan for 2022/2023, and (3) setting out activity in respect of the cost of living helpline.

Stevie Dolan, Police Scotland commended the report and expressed his thanks on behalf of the Board to members of the Tackling Poverty Team for the good work that continues to be undertaken to reduce and prevent poverty in North Lanarkshire.

Action:

- (1) that the delivery and outcomes achieved Towards a Fairer North Lanarkshire – Tackling Poverty Strategy 2020 to 2023, as outlined in Appendix 1 to the report be noted;
- (2) that the feedback from Public Health Scotland on the Local Child Poverty Action Report 2021/2022 be noted, and
- (3) that the update on the activity of the cost of living helpline be noted.

BUILDING OUR PROMISE COMMUNITY: THE PROMISE CONFERENCE 2023

10. There was submitted a report by Alison Gordon, Chief Social Work Officer (Education, Families, Justice and Integrated Practice), North Lanarkshire Council (1) advising that the Promise Conference held on 3 February 2023 attracted 230 delegates across a broad spectrum of partnership organisations; (2) intimating that the delegates participated in workshops covering Housing, Lifelong Links, Virtual School, Community Safety, Family Support and Health and Wellbeing; (3) providing details of the feedback and evaluation from the conference, and (4) setting out the next steps to ensure the legacy of the conference is not lost and the actions which required to be taken forward to continue to implement the Promise and build our Promise Community.

Lynn McKerley, North Lanarkshire Council, advised the Board that positive feedback had been provided in respect of Police Scotland and a young person co-chairing the Promise Seminar.

Action:

- (1) that the positive impact from the Promise Conference held on 3 February 2023 be noted, and
- (2) that consideration be given to hosting a joint conference as an annual event which would reaffirm all partners organisations commitment to "The Promise".

ANY OTHER COMPETENT BUSINESS

(1) SCOTTISH FIRE AND RESCUE SERVICE STRATEGIC SERVICE REVIEW PROGRAMME

11. Jim Quinn, Scottish Fire and Rescue Service (SFRS) intimated that SFRS recently initiated a Strategic Service Review Programme (SSRP) which in part is being implemented to achieve required savings to align with budget allocation.

Jim Quinn, Scottish Fire and Rescue Service advised that 10 front line fire engines will temporarily be removed from service in September 2023, none of the fire engines being removed are within North Lanarkshire.

Jim Quinn, Scottish Fire and Rescue Service further advised that SFRS has also developed an Operational Strategy which included the outcomes from the evaluation of the number and location of High Reach Appliances currently in service. The outcomes resulted in a planned reduction nationally from 26 to 14 and a move towards dedicated high reach appliances rather than the combination appliances currently in service. The current impact in North Lanarkshire is the removal of a combination appliance from Motherwell Community Fire Station which will be replaced by a dedicated fire appliance.

Jim Quinn, Scottish Fire and Rescue Service requested that the briefing note be issued to members of the Board, which was agreed.

Action: that the position be noted.

(2) DATE OF NEXT MEETING

12. It was noted that the next meeting of the Board will take place on Friday, 8 September 2023 at 10 am in the NHS Lanarkshire Board room at Kirklands Hospital.