

**MINUTE OF THE STRATEGIC LEADERSHIP BOARD**

**FRIDAY, 8 SEPTEMBER 2023 AT 10 AM**

**CIVIC CENTRE, MOTHERWELL**

**PRESENT**

**BOARD MEMBERS**

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

**OFFICERS**

J. McGeough	NHS Lanarkshire
C. Lauder	NHS Lanarkshire
Professor J. Pravinkumar	NHS Lanarkshire
J. Campbell	North Lanarkshire Council
M. Costello	North Lanarkshire Council
A. Gordon	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
J. Lees	North Lanarkshire Council
S. Penman	North Lanarkshire Council
R. Hackett	Scottish Government
K. Struthers	VANL

**APOLOGIES**

N. Brown	Community and Voluntary Sector Partnership Group
J. Gardner	NHS Lanarkshire
E. Docherty	NHS Lanarkshire
L. Johnston	North Lanarkshire Council
A. Meenagh	North Lanarkshire Council
M. Halliday	VANL
C. MacFarlane	VANL

**CHAIR**

S. Dolan, Police Scotland

**CHAIR'S OPENING REMARKS AND APOLOGIES**

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

The Chair advised that Councillor A. McVey had replaced Councillor A. Khan as the North Lanarkshire Council representative on the Board and that Angela Sinclair Miller who represented the Community and Voluntary Sector Partnership Group had moved on to a new position and would be replaced by Nichola Brown.

**PRESENTATIONS - NHS LANARKSHIRE SUSTAINABILITY AND CLIMATE CHANGE: ROAD TO NET ZERO AND MONKLANDS HOSPITAL REPLACEMENT PROJECT**

2. Martin Hill, NHS Lanarkshire introduced the presentations on NHS Lanarkshire's Carbon Management Plan and the Monklands Hospital Replacement Project and, by way of context, advised that NHS Lanarkshire has over 100 premises and employs 12,000 staff and it was a sizeable challenge to reduce its carbon footprint and reach the target of Net Zero.

Jacqui McGeough, NHS Lanarkshire provided a presentation in respect of Sustainability and Climate Change: NHS Lanarkshire Road to Net Zero and provided further information in respect of:-

- the NHS Lanarkshire Net Zero Route Map trajectory to 2040;
- the work undertaken to reduce carbon emissions by 70% to date from the 1990 baseline;
- the work being undertaken and challenges to reduce carbon emissions by a further 5% to meet the 2030 target;
- the Sustainability and Climate Change Strategy;
- the joined up workstreams to mainstream sustainability in areas such as clinical waste, laundry services and therapeutic care with identified leads in all workstreams;
- the Governance arrangements to underpin delivery;
- transformation in practice in respect of Capital Assets, Energy and Water Management;
- transformation in practice in respect of Transport and Active Travel, Green Space and Diversity and Clinical, and
- opportunities for partnership working.

Colin Lauder, NHS Lanarkshire provided a presentation in respect of the Monklands Hospital Replacement Project and provided further information in respect of:-

- the location and design;
- the masterplan;
- the journey to finalise the business case;
- the Clinical Model;
- the Hospital Design, and
- the innovation within the hospital design which includes Peri-op Rooms in theatre, a Clinical Research Facility, a Net Zero Hospital, a Digital Hospital, a Command Centre Digital Twin and the use of Robotics.

Thereon Colin Lauder expanded on the aspirations to deliver a net zero hospital and provided further information in respect of a Digital Hospital, Digital Opportunities, Fairer Scotland Duty and Community Benefits and in summary intimated that the new hospital offers ability for NHS Lanarkshire to fully implement new clinical models, deliver innovation and to meet the net zero ambitions of NHS Scotland and advised that the outline business case was approved on 3 July 2023, the planning application was submitted to North Lanarkshire Council on 1 August 2023 and the procurement exercise was ongoing and confirmed work on the full business case has commenced and it was anticipated that the new hospital would be completed in Q2 2031.

Alison Gordon, NLC enquired whether there had been engagement with young people cohorts and other people who will use the facility. In response Colin Lauder intimated that extensive community consultation was undertaken, including through an Engagement Forum and the planned operating model is being designed through a trauma informed lens. He further advised that services would continue to be adapted moving forward.

**Action:** that the terms of the presentations be noted.

### **MINUTE OF MEETING OF STRATEGIC LEADERSHIP BOARD HELD ON 16 JUNE 2023**

3. The Minute of the meeting of the Strategic Leadership Board held on 16 June 2023 was agreed as an accurate record and approved.

## THE PLAN FOR NORTH LANARKSHIRE: DELIVERING A PROGRAMME OF WORK 2023/2028 - UPDATE ON NORTH LANARKSHIRE PARTNERSHIP INDICATIVE ACTIVITY

4. Des Murray, Chief Executive, North Lanarkshire Council provided a presentation on The Plan for North Lanarkshire Programme of Work for 2023 to 2028 and provided further information in respect of:-

- the five year review of The Plan for North Lanarkshire which took place at Newmains Community Hub in March 2023;
- the significant and tangible progress which had been made to date including construction of over 1,000 new build Council houses and the development of Community Hubs;
- the significant challenges faced to ensure that wealth was equally distributed;
- the acquisition of Cumbernauld Town Centre following the successful bid to the levelling up fund of £9.225m;
- ensuring that all households in North Lanarkshire had equal access to broadband which would make North Lanarkshire the most connected place in Scotland in 2024.

Thereafter Des Murray, provided an overview of the next iteration of The Plan for North Lanarkshire and expanded on the content in respect of Transforming Places, Invest in North Lanarkshire, Sustainable Futures, Resilient People, Brighter Futures, DigitalNL and One Service and intimated that the pan Lanarkshire Active Travel strategy was the largest of its kind in Scotland. By way of example, he also illustrated the new Riverbank Community Hub, which opened at the start of the new term, and is accessible from the Sikeside and Carnbroe active travel route.

Des Murray further advised that The Plan would be submitted to the Council's Policy and Strategy Committee on 28 September 2023 for approval and sought the endorsement of the Board for the Delivery of the Programme of Work 2023 to 2028 and the ongoing Plan for North Lanarkshire, highlighting the critical role of partnership working in achieving success.

Rebecca Hackett, Scottish Government requested further details of 11 Net Zero houses built in North Lanarkshire, in response Des Murray intimated that the houses were bigger than those built by the private sector, all were built to net zero standards with sustainable energy sources meaning that householders spend less on energy costs leaving increased disposable income to spend on good food and general good health and wellbeing.

Stevie Dolan, Police Scotland intimated that following consideration by North Lanarkshire Council's Policy and Strategy Committee on 28 September 2023 the presentation would be issued to Board Members.

### **Action:**

- (1) that The Plan for North Lanarkshire Delivery on the Programme of Work 2023/2028 be endorsed, and
- (2) that the presentation be issued to Board Members following consideration by North Lanarkshire Council's Policy and Strategy Committee on 28 September 2023.

## **NORTH LANARKSHIRE CHILDREN'S SERVICES PLAN 2023/2026**

5. There was submitted a report by Alison Gordon (Education, Families, Justice and Integrated Practice)/ Chief Social Work Officer, North Lanarkshire Council (1) advising of the statutory duty on NHS Lanarkshire and North Lanarkshire Council to publish the North Lanarkshire Children's Services Plan every three years; (2) advising that the statutory duty also required the publication of annual reports and a report on the children's rights as outlined in the United Nations Convention on the Rights of the Child, and (3) enclosing in Appendix 1 to the report, the North Lanarkshire draft Children's Services Plan 2023/2026.

Alison Gordon highlighted links between the Children's Services Plan and the Brighter Futures and Resilient People Programme of Work themes discussed previously, along with the Tackling Poverty Strategy, also covered on this agenda. She emphasised the importance of whole family support,

delivered in partnership and confirmed that partner representatives had contributed to the development and final drafting of the Plan through the Children's Services Partnership Board.

Dr Josephine Pravinkumar, NHS Lanarkshire confirmed full support for the Plan and enquired what action was being taken to ensure that all low income families were able to access services, in response Alison Gordon, North Lanarkshire Council advised that work was ongoing to ensure that all families within the poverty bracket were provided with support to maximise income and access all services and assistance available.

Jim Quinn emphasised the important role for Strategic Leaders in supporting the partnership working groups and shared delivery mechanisms responsible for delivering children's services and commended the Children's Service's Plan as a very positive approach and call to action.

**Action:**

- (1) that the North Lanarkshire Children Services Plan 2023/2026 be endorsed, and
- (2) that each partner organisation ensures that the Plan is shared with the relevant staff and teams within their organisation.

## **TOWARDS A FAIRER NORTH LANARKSHIRE TACKLING POVERTY STRATEGY 2023/2026**

6. There was submitted a report by Alison Gordon (Children, Families, Justice and Integrated Practice)/ Chief Social Work Officer (1) requesting that the Board consider and endorse the Tackling Poverty Strategy 2023/2026 and the 2022/2023 Local Child Poverty Action Report in advance of consideration by North Lanarkshire Council's Policy and Strategy Committee on 28 September 2023; (2) advising that the 2022/2023 Local Child Poverty Action Report will be submitted to NHS Lanarkshire Health and Population Board for approval on 21 September 2023, in line with statutory requirements; (3) setting out details of the key priorities contained within the updated Tackling Poverty Strategy; (4) providing details of the stakeholder engagement and consultation which was undertaken and the context to framing the North Lanarkshire approach; (5) attaching at Appendix 1 to the report the "Towards a Fairer North Lanarkshire - Tackling Poverty Strategy 2023/2026", and (6) enclosing in Appendix 2 to the report the 2022/2023 Local Child Poverty Action Report.

Dr Josephine Pravinkumar, NHS Lanarkshire advised that the case studies showed that progress was being made and that the support being provided was improving access to services.

John Campbell, North Lanarkshire Council advised that the Strategy will be typeset following consideration by this Board and the Policy and Strategy Committee. He further described how the Strategy is delivered locally through engagement with Community Boards and reminded Board Members that the Tackling Poverty Conference was taking place on 11 October 2023.

In response to a question from Stevie Dolan, Police Scotland seeking clarification and assurance on levels of partner and community involvement in developing the Strategy, John Campbell described how a multi-agency Writers' Group is responsible for preparing the Strategy and sense checking the narrative and planned actions with a range of stakeholders including partners, Community Boards and their sub-groups. Feedback is recorded and reflected in the Strategy and this is an ongoing process repeated over the lifespan of the Tackling Poverty Strategy.

**Action:**

- (1) that the "Towards a Fairer North Lanarkshire – Tackling Poverty Strategy 2023/2026, attached in Appendix 1 to the report, be endorsed;
- (2) that the 2022/2023 Local Child Poverty Action Report attached in Appendix 2 to the report, be endorsed, and
- (3) that it be noted that finalised versions of both strategies would be submitted to North Lanarkshire Council's Policy and Strategy Committee on 28 September 2023 and the 2022/2023 Local Child Poverty Action Report would be submitted to the North Lanarkshire Health and Population Board meeting on 21 September 2023.

## **NORTH LANARKSHIRE DRAFT COMMUNITY AGREEMENT**

7. There was submitted a joint report by Maddy Halliday, Chief Executive Officer, VANL and Leanne Pollock, Community Partnership Manager, North Lanarkshire Council (1) providing a composite summary of the background to the CommUnity Agreement and the culmination of the consultation and engagement activity to inform the final drafting of the proposed CommUnity Agreement; (2) proposing that a workshop be arranged for Board Members to discuss the implementation of the agreement; (3) providing details of the work undertaken to draft the CommUnity Agreement and the process which will be undertaken to finalise, launch and implement the agreement, and (4) attaching in Appendix 1 to the report, the draft text for the agreement which sets out the shared values and key principles which were intended to strengthen working together for a better North Lanarkshire.

Kirsty Struthers, VANL provided details of the four key principles of the agreement and intimated that the text of the agreement would be submitted to the Community Boards at their August/September 2023 meetings and would be subject to discussion at an on-line workshop on 26 October 2023 after which it would be finalised with the final version circulated to Board members in November for review and information. Kirsty Struthers requested that the Chair and Vice Chair of the Strategic Leadership Board be given delegated authority to approve and sign-off the CommUnity Agreement on behalf of the Board and Stevie Dolan, Police Scotland advised that any final comments on the text of the agreement in advance of its sign-off should be provided to Mark Hamill, North Lanarkshire Council.

### **Action:**

- (1) that the contents of the draft CommUnity Agreement, as set out in Appendix 1 to the report, along with the comments from Community Board Members be noted;
- (2) that the draft final text for the CommUnity Agreement be circulated to all Board Members and that the Chair and Vice-Chair be given delegated authority to approve the final text of the CommUnity Agreement by December 2023;
- (3) that a Workshop be held in January 2024 to discuss, agree and inform the Implementation Guidance, and
- (4) that the CommUnity Agreement and Implementation Guidance be formally launched in March 2024.

## **NORTH LANARKSHIRE PARTNERSHIP: COMMUNITY PLANNING PARTNERSHIP SELF EVALUATION IMPROVEMENT PLAN**

8. With reference to paragraph 3 of the Minute of the meeting of the Board held on 16 June 2023, there was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) attaching in Appendix 1 to the report, the draft Self Evaluation Improvement Plan which had been developed by a sub-group; (2) intimating that the Self Evaluation Improvement Plan recognised some areas of overlap and that the original 18 suggested areas of improvement proposed by the Improvement Service had been consolidated into 16 individual actions and coded accordingly to denote whether these fall within the remit of the Board or relate to improving the work of the Community Boards or Local Partnership Teams; (3) advising that proposed lead responsibility had in the main been aligned to the best fit in terms of partners' existing responsibilities, functions and specialisms, however, for a number of actions it was proposed that the Board collectively will assume ultimate responsibility for oversight in ensuring delivery; (4) informing that the timescales were aligned to wider activity already underway to minimise any risk of duplication; (5) proposing that an annual progress report be submitted to the Board with the first of these scheduled for April 2024, and (6) advising that communication with Local Partnership Teams will take place at the workshop scheduled to take place on 29 September 2023 and with Community Boards at their November/December 2023 cycle of meetings.

In relation to "action 2" Martin Hill, NHS Lanarkshire proposed that NHS Lanarkshire be invited to help organise and participate in the facilitated workshop, which was agreed.

**Action:**

- (1) that the Community Planning Self Evaluation Improvement Plan, as set out in Appendix 1 to the report, be approved and that an annual progress report be submitted to the Board with the first of these scheduled for April 2024;
- (2) that communication on the outcome of the Self Evaluation, including planned improvement actions take place with Local Partnership Teams at the event planned for 29 September 2023 and with Community Boards at their November/December 2023 cycle of meetings, and
- (3) that in respect of “action 2” NHS Lanarkshire be invited to help organise and participate in the facilitated workshop.

**ANNUAL REVIEW OF THE COMMUNITY SAFETY STRATEGY 2022/2023**

9. There was submitted a report by Stephen Penman, Chief Officer (Strategic Communication and Engagement), North Lanarkshire Council (1) outlining the background to the all-encompassing Community Safety Strategy which was developed in Spring 2021 and covers a broad range of community safety activity; (2) setting out the Community Safety vision and the strategic priorities; (3) highlighting progress on the Community Safety Strategy Action Performance Indicators, and (4) attaching Appendix 1 to the report, the Improving Community Safety in North Lanarkshire – A Strategy to Improve Lives: Annual Report 2022/2023.

Matt Costello, North Lanarkshire Council highlighted the role of the Community Safety Partnership Forum in providing oversight of the Strategy and described the importance of shared ownership and ‘buy in’ from partners to deliver co-ordinated and effectively targeted campaigns and approaches to address community safety issues including anti-social behaviour. Stevie Dolan, Police Scotland endorsed this and committed that the Strategic Leadership Board would respond positively to any requests to consider where strategic leadership and direction from the Board could further strengthen and galvanise community safety activity and multi-agency initiatives.

Alison Gordon, North Lanarkshire Council suggested that the Annual Community Safety Strategy and the Local Community Justice Strategy be considered at the same Board meeting in the future, given the alignment between both strategies, which was agreed.

**Action:**

- (1) that the progress of the actions contained in the Community Safety Strategy for the period 2022/2023 be noted;
- (2) that the annual review of the Community Safety Strategy 2022/2023 be noted, and
- (3) that the Annual Community Safety Strategy and the Annual Local Community Justice Strategy be submitted to the Board for consideration at the same meeting.

**ANY OTHER COMPETENT BUSINESS**

**SCOTTISH FIRE AND RESCUE SERVICE: PREPARATION FOR THE NEW LOCAL FIRE AND RESCUE PLAN 2024/2027**

10. Jim Quinn, Local Senior Officer, Scottish Fire and Rescue Service provided an update on the preparation for the new Local Fire and Rescue Plan 2024/2027.

Thereon Jim Quinn, advised that a further update would be provided to the next meeting of the Board following the outcome of planned discussions between the Scottish Fire and Rescue Service’s Board and the Senior Leadership Team on the approach to be taken. Jim Quinn recommended that pending the outcome of these discussions it is intended to continue to implement the existing North Lanarkshire Local Fire and Rescue Plan published in 2021.

**Action:** that the position be noted.