

# MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 9 FEBRUARY 2024 AT 10 AM

CIVIC CENTRE, MOTHERWELL

## PRESENT

### BOARD MEMBERS

N. Brown	Community and Voluntary Sector Partnership Group
Councillor A. McVey	North Lanarkshire Council
S. Penman (as substitute for D. Murray)	North Lanarkshire Council
S. Dolan	Police Scotland
J. Quinn	Scottish Fire and Rescue Service
M. Halliday	VANL
M. Dendy (as substitute for R. McGuffie)	North Lanarkshire Council

### OFFICERS

M. Costello	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
J. Lees	North Lanarkshire Council
C. McCabe	North Lanarkshire Council
R. Taylor	North Lanarkshire Council
S. Tennant	North Lanarkshire Council
Professor J. Pravinkumar	NHS Lanarkshire
S. Forrest	University Health and Social Care North Lanarkshire
J. Walker	Scottish Government
K. Struthers	VANL

### APOLOGIES

R. McGuffie	University Health and Social Care North Lanarkshire
-------------	---

J. Gardner	NHS Lanarkshire
M. Hill	NHS Lanarkshire
A. Gordon	North Lanarkshire Council
L. Johnston	North Lanarkshire Council
A. Meenagh	North Lanarkshire Council
D. Murray	North Lanarkshire Council
R. Hackett	Scottish Government
S. Frew	Scottish Enterprise

#### **CHAIR**

S. Dolan, Police Scotland

#### **CHAIR'S OPENING REMARKS AND APOLOGIES**

1. The Chair welcomed everyone to the meeting and participants introduced themselves.

The apologies were noted.

#### **MINUTE OF MEETING OF STRATEGIC LEADERSHIP BOARD HELD ON 1 DECEMBER 2023**

2. The Minute of the meeting of the Strategic Leadership Board held on 1 December 2023 was agreed as an accurate record and approved.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council reminded members that the Board at its meeting on 1 December 2023 agreed that a response would be issued on behalf of the Board to the Scottish Government Democracy Matters 2 consultation which has a closing date of 28 February 2024 and requested that comments be provided to her no later than Wednesday, 14 February 2024.

## STRATEGIC ASSET REVIEW AND INVESTMENT - COMMUNITY HUBS AND OPERATING MODEL - UPDATE

3. Charles McCabe, Forward Planning Manager, North Lanarkshire Council and Sara Tennant, Operating Model Delivery Manager, North Lanarkshire Council provided a presentation in respect of the Strategic Asset Review and Investment - Community Hubs and Operating Model and provided further information in respect of:-

- the services provided at and local groups utilising Newmains and St. Brigid's Community Hub including the council recently hosting its annual Tenants Conference in the Hub;
- the Hubs at Riverbank Primary School and Chryston, where the NHS Community Health Clinic is co-located with the Primary School;
- the progress and status of the Joint Campus Hubs at Lawmuir and Sacred Heart Primary Schools, St. Kevin's and Gartcosh Primary Schools, Chryston High School and St. Stephen's Primary School, where the council and Police Scotland are in discussion on options for co-location of community policing.;
- population projections for 2043 and the ageing demographic;
- the investment and rationalisation of the existing school estate;
- the strategy and vision for the Hub Programme and the potential zones in each Hub;
- the development of the operating model through each phase;
- the consultation process undertaken and feedback being received from local communities, and
- the progress on the delivery of phase 2 of the programme.

Professor Josephine Pravinkumar, Director of Public Health, NHS Lanarkshire, enquired whether the new census information had been included within the demographic data and whether the data had been linked to life expectancy, she also enquired whether the services provided at the Hubs were being focussed to improving the mental health of young people.

Sara Tennant, Operating Model Delivery Manager, North Lanarkshire Council intimated that the population data incorporates the first release of demographic data from the 2022 census. She confirmed that obtaining current data continues to be a challenge due to the timelag between collation, analysis and publication, however, data is continually updated and interpreted as it becomes available. The service provision at all new Hubs had a definite focus on young people and is linked to supporting advancement in “The Plan for North Lanarkshire’s” 28 health check indicators.

Charles McCabe emphasised the importance of engaging with the local communities during the planning and construction of the Community Hubs and by way of example, he referenced initial resistance from some parents to Chryston Community Health Clinic being attached to Chryston Primary School. Charles McCabe clarified that parents expected that there should be zero risk to their children and a clear focus on protecting children in a secure bubble and as a result of discussions with parents and ‘walking through’ the separate routes to be used by children and people using the Health Clinic, the design had been amended as appropriate and it had been a positive learning experience for the Council.

Maddy Halliday, VANL, advised that the Community Hubs and operating model fulfilled the journey towards the whole person approach and provided greater access to the Community and Voluntary Sector to use facilities and was an exemplar of co-design.

Professor Josephine Pravinkumar, Director of Public Health, NHS Lanarkshire, enquired about inward migration and ensuring capacity within the Community Hubs. Charles McCabe confirmed that new house building is monitored closely through the Local Development Plan and he referenced the development of St Kevin’s and Gartcosh Hubs which are in housing growth areas.

Councillor McVey, North Lanarkshire Council requested an update on the progress of St. Kevin’s Primary School Hub. In response Charles McCabe, Forward Planning Manager, North Lanarkshire

Council intimated that the project was at the planning stage and the Planning Service were waiting on a response from SEPA.

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

#### **DRAFT MEMORANDUM OF UNDERSTANDING TO FACILITATE AND SUPPORT PARTNERS' ACCESS AND USE OF COMMUNITY HUBS**

4. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) attaching the Draft Memorandum of Understanding to facilitate and support partners' access and use of Town and Community Hubs; (2) intimating that effective partnership working and place based approaches to service delivery were shared ambitions contained within "The Plan for North Lanarkshire"; (3) confirming that Community Hubs play a pivotal role in extending partner agencies' reach into local communities and creating the organisational structure and partnership culture to design services around people and communities; (4) requesting that partners consider entering a non legally binding Memorandum of Understanding to facilitate partners access to the Community Hubs and bookable spaces and amenities, and (5) setting out the next steps in the process.

Thereon, Jennifer Lees, Business Partnership Manager, North Lanarkshire Council provided an overview of the rationale for the Memorandum of Understanding and its contents.

Councillor McVey, North Lanarkshire Council made an enquiry regarding the usage of the facilities and meeting rooms at Coatbridge Community Centre during normal working hours and in the evening, in particular use by partner organisations. In response Sara Tennant, Operating Model Delivery Manager, North Lanarkshire Council intimated that she would provide the requested information to Councillor McVey and all Board Members.

Nichola Brown, Chair of the Community and Voluntary Sector Partnership Group intimated that the position of the Community and Voluntary Sector (CVS) was unique and there was a significant number of organisations under the umbrella of the CVS and also enquired whether there was a requirement for each voluntary organisation to have the relevant insurance in place.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council intimated that the unincorporated status of the Community and Voluntary Sector Partnership Group and insurance for voluntary organisations was not a stumbling block.

**Action:**

- (1) that the ongoing development of Community Hubs and the shared ambition within “The Plan for North Lanarkshire” that Hubs provide increased opportunities for partnership working and engagement with local communities be noted;
- (2) that the key role that Community Hubs play in North Lanarkshire Council’s leadership and operating model and the potential to strengthen placed based service delivery further by creating opportunities for partner agency staff to access bookable spaces and amenities in Community Hubs be acknowledged;
- (3) that partner organisations consider the draft Memorandum of Understanding and the information relating to partner’s access and use of Community Hubs and independently review its contents and confirm to North Lanarkshire Council, no later than Monday, 26 February 2024, if they wish to sign the Memorandum of Understanding or if they require further clarification on any matter prior to signing, and
- (4) that in the spirit of effective partnership working and improving outcomes in North Lanarkshire communities it be acknowledged that the early agreement and sign off by all partner organisations to the Memorandum of Understanding is desirable.

**NORTH LANARKSHIRE PARTNERSHIP - PARTNERSHIP APPROACH TO WATER SAFETY (PAWS)**

5. There was submitted a report by Matt Costello, Community Partnership Manager, North Lanarkshire Council (1) intimating that across North Lanarkshire there are a number of water environments including rivers, lochs and canals that present challenges to agencies responsible for carrying out rescues and

managing waterways safely; (2) informing that meeting those challenges requires a commitment to strong partnership working and the sharing of information, good practices and resources; (3) advising that water safety has gained increased focus both politically and publicly following publication of Scotland's Drowning Prevention Strategy 2018 which set a number of targets which included reducing accidental drowning deaths in Scotland by 50% by 2026, reducing the risk amongst high risk population groups and communities and contributing to the reduction of water related suicides; (4) providing an update on the progress of the Partnership Approach to Water Safety group and the work undertaken to ensure that an effective pan Lanarkshire approach is in place; (5) attaching in Appendix 1 to the report the action note for the North Lanarkshire PAWS meeting held on 15 November 2023; (6) advising that a co-ordinated and proactive approach will assist in the delivery of three key stages of PAWS and was consistent with the targets of Scotland's Drowning Prevention Strategy namely: Prevention, Improved Incident Response and Review; (7) providing details of the membership of Lanarkshire Paws Group which would be expanded to reflect local community involvement and partner organisations, and (8) intimating that whilst discussions were ongoing with South Lanarkshire Council regarding a pan Lanarkshire approach, the North Lanarkshire approach was unaffected and valuable work continues to address any relevant issues; and (9) confirming that South Lanarkshire Council had provided information pertaining to service representatives, hot spot areas and approval processes and further meetings will take place to finalise the pan Lanarkshire document and approach.

Matt Costello, North Lanarkshire Council intimated that work towards a pan Lanarkshire approach was progressing and that it was anticipated that once in place the Group would be chaired on a rotational basis between North Lanarkshire Council and South Lanarkshire Council.

Jim Quinn, Scottish Fire and Rescue Service, intimated that he had a meeting with the new Chief Executive of South Lanarkshire Council who had given him a number of assurances regarding the pan Lanarkshire approach and an appropriate lead officer would be identified from within South Lanarkshire Council.

Kirsty Struthers, VANL enquired whether there was scope for Community and Voluntary Sector involvement. In response Matt Costello, North Lanarkshire Council intimated that the Community and Voluntary Sector had been involved in the ongoing work of the group and that the membership of the group was being expanded and further involvement of the Community and Voluntary Sector would be welcomed as part of this expansion.

Matt Costello, North Lanarkshire Council intimated that the approach to water safety was a year round issue and there had been positive feedback on the comms around ice during the winter months and that a number of partner agencies had issued messages/updates on their social media channels.

**Action:** that the contents of the report be noted and the pace and progress towards developing a pan-Lanarkshire approach be kept under review.

## **CHIEF SOCIAL WORK OFFICER'S ANNUAL REPORT 2022/2023 AND OVERVIEW OF STATUTORY PARTNERSHIP WORKING AND PUBLIC PROTECTION ARRANGEMENTS**

6. There was submitted a report by Alison Gordon, Chief Social Work Officer (Children, Families, Justice and Integrated Practice), North Lanarkshire Council (1) reminding the Board that it had previously agreed to strengthen oversight and opportunities for increased information sharing and collaboration through the 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, in Appendix 1 to the report, the Chief Social Work Officer's Annual Report 2022/2023 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 accountability arrangements including partnership working, service quality and performance, including service developments, resources, workforce and future priorities; (4) highlighting that the report reflects Social Work's contribution to the programme of work underpinning "The Plan for North Lanarkshire", and (5) enclosing in Appendix 2 to the report an oversight of the current statutory partnership working structures, including public protection arrangements.

Thereon, Raymond Taylor, Health and Social Work Manager, North Lanarkshire Council provided an overview of the contents of the report.



Councillor Alex McVey, North Lanarkshire Council welcomed the use of the UK Prosperity Fund to support workforce development and give staff the opportunity to develop and further enhance their careers and highlighted the positive benefits and potential of the Care Academy.

Nichola Brown, Chair of the Community and Voluntary Sector Partnership Group enquired whether the Children and Family Section in the report could be expanded to include information on those children with additional support needs. In response Raymond Taylor intimated that this would be picked up for future annual reports.

Maddy Haliday, VANL, intimated that it was an amazing report and was impressed by the range of work which had been undertaken especially with the increased demand on services. She acknowledged the strength and positive impact of leadership across social work services and referenced the benefits of firm integration of support and interventions to tackle poverty within all areas of social work, families and justice services. Maddy Halliday, VANL, further advised that the link in the report to the Community Solutions Strategy was for the 2018 to 2023 strategy, which reflects the 2022/23 reporting period of the Chief Social Work Officer's Report and advised that she would send the updated link to Raymond Taylor, North Lanarkshire Council for future reference.

Stevie Dolan, Police Scotland praised the work undertaken by the Social Work Service especially in light of increased challenges and delivering on "The Promise" and recommended that the strong support of the Board in respect of the annual report be recorded.

**Action:**

- (1) that the Chief Social Work Officer's Annual Report 2022/2023 be endorsed, and the strong support of the Board be noted;
- (2) that it be noted that the Chief Social Work Officer's Report was approved by North Lanarkshire Council's Education, Children and Families and Adult Care and Social Work Committees, and
- (3) that the progress within the statutory and wider Social Work planning arrangements as summarised in Appendix 2 to the report be acknowledged.

## **NORTH LANARKSHIRE PARTNERSHIP ACTION ON CLIMATE TOGETHER (ACT) NOW PLAN UPDATE AND LANARKSHIRE CLIMATE ACTION HUB**

7. There was submitted a report by Maddy Halliday, Chief Executive Officer and Kirsty Struthers, Senior Manager, Community Development, VANL (1) intimating that a Lanarkshire Climate Action Hub had been established via funding from the Scottish Government; (2) informing that changes to the staffing arrangements within VANL to support the ACT Now Plan have been introduced; (3) providing an update in respect of the progress of the ACT Now NL Plan 2021-2025 and the work of the ACT Now NL Co-ordinating Group; (4) informing that following the successful pilot of the North Lanarkshire Community Climate Awareness and Action Project, VANL had endeavoured to progress the project, and had been successful in securing funding to support the progression of the Community, Climate and Green Wellbeing Project, details of which are set out in Section 5.4 of the report; (5) providing details of the work being undertaken by VANL in respect of Lanarkshire Climate Action Hub; (6) setting out details of the progress of the Lanarkshire Green Health Partnership, and (7) providing an overview of VANL's funding arrangements and staff support.

Thereon, Kirsty Struthers, Senior Manager, Community Development, VANL provided an overview of the contents of the report.

Maddy Halliday, VANL, intimated that the potential Scottish Government funding for Lanarkshire Climate Action Hub in 2024/25 has still to be confirmed and if agreed it would be for a one year period which would mean that further funding options would need to be explored to ensure continuity and longer term planning, however, VANL was in the process of embedding Act Now work into their day to day work to support the mainstreaming and delivery of climate change actions as 'business as usual'.

### **Action:**

- (1) that the intention to update the ACT Now NL Plan as set out in the report be noted and that a copy be provided to Board Members prior to publication be noted;

- (2) that the forthcoming review of the ACT Now NL Co-ordinating Group terms of reference be noted and that the revised terms of reference will be considered by Board Members at its meeting on Friday 6<sup>th</sup> June 2024;
- (3) that the progress and plans for the Climate and Green Wellbeing Project and the support that VANL provide to the project be noted;
- (4) that the work of the Lanarkshire Green Health Partnership and its links to the Climate and Green Wellbeing project be noted, and
- (5) that the formation of the new Lanarkshire Climate Action Hub and its support for community climate action in North and South Lanarkshire be noted.

## **STRATEGIC LEADERSHIP BOARD PROGRAMME OF WORK AND REPORTING SCHEDULE FOR 2024/2025**

8. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) seeking approval of the 2024/2025 reporting schedule and consideration of the elements for inclusion in the Board's programme of work; (2) providing details of the Board's existing priorities; (3) attaching in Appendix 1 to the report, the summary diagram of reporting levels within the Framework for Demonstrating Improved Outcomes for Communities – reporting levels and frequencies, and (4) enclosing in Appendix 2 to the report, the programme of work for 2024/2025.

Thereon, Jennifer Lees, Business Partnership Manager, North Lanarkshire Council provided an overview of the programme of work for 2024/2025 and requested that should any Board Members or partners have anything they would wish to be added to the programme of work to contact her directly, as capacity had been incorporated into the reporting schedule to do so. Jennifer Lees, Business Partnership Manager, North Lanarkshire Council further recommended that the Chair be given delegated authority to vary the reporting schedule where required to accommodate the inclusion of additional items or to reflect heightened priorities and revised timescales and this was approved.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council further advised that a workshop on “The Plan for North Lanarkshire’s” 28 health indicators would be held on either Friday 3 May or Friday 17 May 2024 and asked partners to put both dates in their diary and that she would be in further contact to confirm the date.

Maddy Halliday, VANL, intimated that the Community Agreement Implementation Plan was due to be considered by the Board on 19 April 2024 and proposed that it be shared with partners prior to the Board meeting in April to allow early progress to be made, which was agreed.

**Action:**

- (1) that the programme of work 2024/2025 and associated reporting schedule, as set out in Appendix 2 to the report be approved;
- (2) that partners identify any further workstreams for consideration and potential inclusion in the programme of work for 2024/2025 and their anticipated reporting requirements;
- (3) that the Chair of the Strategic Leadership Board be authorised to vary the reporting schedule where required to accommodate consideration of additional items and to bring forward, or defer as appropriate, consideration and decision making on specific workstreams to reflect any external timescales or other factors, and
- (4) that the Community Agreement Implementation Plan be issued to Board Members in advance of the Board meeting on Friday, 19 April 2024.

**UNIVERSITY HEALTH AND SOCIAL CARE NORTH LANARKSHIRE: ANNUAL PERFORMANCE REVIEW 2022/2023**

9. There was submitted a report by Ross McGuffie, Chief Officer, University Health and Social Care North Lanarkshire (1) providing an update on the Strategic Commissioning Plan 2023 to 2026 and the High Resource Users Project; (2) intimating that in line with its statutory duties, University Health and Social

Care North Lanarkshire's Integration Joint Board must prepare and publish an annual report describing how the Integration Joint Board has delivered its functions and responsibilities, along with an assessment of performance; (3) requesting that the Board consider the 2022/2023 Annual Performance Report and identify where there may be any matters that it would wish to highlight to University Health and Social Care North Lanarkshire or areas identified for development or collaboration; (4) attaching in Appendix 1 to the report the Annual Performance Report 2022/2023; (5) enclosing within the report a hyperlink to the feedback from the Strategic Commissioning Plan launch on 5 October 2023 in Coltness High School; (6) attaching in Section 3.5 of the report a hyperlink to the Strategic Commission Plan 2003 to 2026, and (7) providing an update on the High Resource Users Project.

Morag Dendy, North Lanarkshire Council introduced the Health and Social Care North Lanarkshire Annual Performance Report Review 2022/2023 and referred to the highly successful launch at Coltness High School which was attended and addressed by Sir Harry Burns and Toby Lowe and thereafter provided an update on the High Resource Users Project which has previously been singled out by the Board as an excellent example of the positive benefits of early intervention and delivering services differently which lead to improved outcomes for people who use health services and enable cost avoidance.

Stephen Forrest, Performance Manager, University Health and Social Care North Lanarkshire provided further information in respect of:-

- the guidance for publishing the Strategic Commission Plan;
- the core outcome integration indicators 1- 10 which are based on feedback from the Scottish Health and Care Experience Survey;
- the core integration indicators 11-19 which are derived from Health and Social Care North Lanarkshire's own operations and system data;
- highlights and service developments;
- further and future developments;

- Operation FLOW 1, 2 and 3.

Stephen Forrest, Performance Manager, University Health and Social Care North Lanarkshire provided analysis and further explanation of the Outcome Integration Indicators advising that these are informed by Scottish Health and Care Experience survey data collected during 2021/22 and as such there is a timelag with current performance. He acknowledged that the percentage of people with positive experience of care at their GP practice in 2021/22 was the lowest in Scotland and this is being addressed given the role of primary care as the first point of contact for people accessing health services. Stephen Forrest, Performance Manager, University Health and Social Care North Lanarkshire further described the poorer performance of the indicator relating to carers who feel supported to continue in their caring role. Reflecting on positive examples of service performance, Stephen Forrest, Performance Manager, University Health and Social Care North Lanarkshire, described that the percentage of adults in North Lanarkshire who have their intensive care needs provided at home rather than hospital remains high at 70% and North Lanarkshire continues to exceed the national average and he referenced improvements in hospital discharge rates when people are ready to go home.

Stephen Forrest, Performance Manager, University Health and Social Care North Lanarkshire highlighted service redesign activity and staff training through Operation FLOW to reduce the length of time that people spend in hospital and help address occupancy levels in acute settings.

Professor Pravinkumar, Director of Public Health, NHS Lanarkshire, requested that further information on the Scottish Health and Care Experience survey results at a more granular level be provided if possible; and also highlighted that developments in data collection locally through North Lanarkshire's Business Intelligence Hub and planned rollout of MOSAIC software in Health and Social Care will help to provide more current and locally sourced data.

Maddy Halliday, VANL, commended the rich detail provided in the report and the strong relationships in place between University Health and Social Care North Lanarkshire and the Community and Voluntary Sector although she suggested that the report did not fully reflect the extent and impact of preventative and early intervention work ongoing within the community.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council intimated that the next Annual Performance Report 2023/24 would be submitted to the Board at its meeting on 6th December 2024

and suggested that the Annual Performance Report be circulated to Board Members in advance to provide more time at the meeting to focus on service developments and improvement areas, which was agreed.

Stevie Dolan, Police Scotland referred to the High Resource Users Project and enquired whether further work was required on the impact of partners for instance if more people were cared at home would this have an impact on Police Scotland. In response, Raymond Taylor, Health and Social Work Manager, North Lanarkshire Council, acknowledged that there will be some people who use and are supported by Police, Fire and Health and Social Care Services, however, the High Resource Users Project focuses on their individual needs and life stories and addressing these through person-centred whole system approaches should help to increase the individual's personal resilience and capacity and reduce dependence on all services.

**Action:**

- (1) that the contents of the Annual Performance Report 2022/2023 – University Health and Social Care North Lanarkshire be noted;
- (2) that the contents of the feedback, from Strategic Commissioning Plan launch event on 5 October 2023 which was provided as a hyperlink within the report be noted;
- (3) that the content of the Strategic Commissioning Plan for 2023 to 2026, which is provided as hyperlink within the report be noted;
- (4) that the update regarding the High Resource Users project and the human learning approach being adopted in North Lanarkshire be noted;
- (5) that any matters identified by the Board be highlighted to the Integration Joint Board or the Integration Joint Board Performance, Finance and Audit Committee and
- (6) that further information on the Scottish Health and Care Experience Survey be circulated to Board members.

## **ANY OTHER COMPETENT BUSINESS**

### **STRATEGIC LEADERSHIP BOARD MEETING DATES 2024**

10. Stevie Dolan, Police Scotland advised that following the issue of the “hold the date” meeting requests for 2024, Board Members were reminded that meetings will go ahead on the dates as notified and will be held in person at Civic Centre, Motherwell.