

# DRAFT MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 19 APRIL 2024 AT 10 AM

CIVIC CENTRE, MOTHERWELL

## PRESENT

### BOARD MEMBERS

N. Brown	Community and Voluntary Sector Partnership Group
Councillor A. McVey	North Lanarkshire Council
Professor J. Pravinkumar (as substitute for J. Gardner)	NHS Lanarkshire
M. Dendy (as substitute for R. McGuffie)	University Health and Social Care North Lanarkshire
S. Dolan	Police Scotland
J. Quinn	Scottish Fire and Rescue Service

### OFFICERS

J. Lees	North Lanarkshire Council
K. Struthers	Voluntary Action North Lanarkshire (VANL)
L. Pollock	North Lanarkshire Council
J. McGeough	NHS Lanarkshire
A. Meenagh	North Lanarkshire Council
R. Rafferty	NHS Lanarkshire
R. Hackett	Scottish Government

### APOLOGIES

D. Murray	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
S. Penman	North Lanarkshire Council
M. Halliday	VANL
S. Frew	Scottish Enterprise
R. McGuffie	University Health and Social Care North Lanarkshire

J. Gardner

NHS Lanarkshire

M. Hill

NHS Lanarkshire

L. Johnston

North Lanarkshire Council

## **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.

Stevie Dolan, Divisional Commander, Police Scotland advised members that this meeting would have been the last one attended by Maddy Halliday, VANL Chief Executive and as such stated that the Board wishes to record its appreciation of Maddy's contribution, and her strong commitment, to the work of the Board.

## **MINUTE OF MEETING OF STRATEGIC LEADERSHIP BOARD HELD ON 9 FEBRUARY 2024**

2. The Minute of the meeting of the Strategic Leadership Board held on 9 February 2024 was agreed as an accurate record and approved.

## **PRESENTATION – LANARKSHIRE'S NEW HEALTH CARE STRATEGY "OUR HEALTH TOGETHER - LIVING OUR BEST LIVES IN LANARKSHIRE 2024-2031"**

3. Jaqui McGeough, Deputy Director of Planning, Property and Performance, NHS Lanarkshire provided a presentation on NHS Lanarkshire's New Health Care Strategy "Our Health Together – Living Our Best Lives in Lanarkshire 2024-2031" and provided further information in respect of:-

- the context of the development of the strategy;
- the new approach which had been designed to include in stakeholder feedback;

- the four areas for action arising from the stakeholder feedback;
- the aims of the strategy which were: “Right Care, Right Place, Right Time, First Time”;
- the triple helix of promoting wellbeing, improving health equity and reducing inequalities and ensuring sustainability;
- the strategic ambitions of the strategy which included: improving the health and wellbeing of communities, transformation and service reform, and value and sustainability, improving staff experience and wellbeing;
- the process in place to measure success;
- the next stages in the development of the strategy.

Jacqui McGeough, Deputy Director of Planning, Property and Performance, NHS Lanarkshire advised that some 2,000 consultees had been involved in helping to inform the strategy including homeless people; people with addictions; representatives from the voluntary sector; and colleagues from all sectors who are involved in health improvement. Reflecting on resource pressures facing the organisation, she emphasised the importance of collective ‘buy-in’ and support for the strategy as a means of ensuring concerted effort in helping to mitigate the impact of these challenges.

Jim Quinn, Area Commander Scottish Fire and Rescue Service, welcomed the ‘bottom – up’ approach to developing the strategy and emphasised the value of this method stating all partners could learn from this detailed consultation and engagement.

Jacqui McGeough, Deputy Director of Planning, Property and Performance, NHS Lanarkshire stated it is important to have achievable targets and to ensure there is the capacity to meet those targets.

Stevie Dolan, Divisional Commander, Police Scotland welcomed the user experience approach and stated this is what Police Scotland is attempting to achieve. The CommUnity Agreement was identified as a vehicle to support this approach. He emphasised the importance of identifying how the impact of the actions of one service will impact on another. Stevie Dolan then suggested the health and wellbeing

of staff should be looked at holistically and joint support activities between Board organisations should be explored.

Morag Dendy, Chief Officer for Planning, Performance and Quality Assurance, University Health and Social Care North Lanarkshire stressed the importance of a place-based approach and developing and delivering community health and support services in the areas where people live rather than where partners' administrative or operational structures are located.

Professor Josephine Pravinkumar, Director of Public Health, NHS Lanarkshire questioned how continuous feedback could be collected to inform the effectiveness of the strategy and shape its ongoing implementation and emphasised the importance of adopting a data driven approach, including collecting and sharing data, to guide future improvement and service developments.

**Action:** that the NHS Lanarkshire Health Care Strategy “Our Health Together – Living Our Best Lives in Lanarkshire 20242031” be noted and that copies of the draft strategy be circulated to Strategic Leadership Board members.

#### **COMMUNITY WEALTH BUILDING - UPDATE**

4. There was submitted a report by Leanne Pollock, Community Partnership Manager, North Lanarkshire Council (1) providing details of the work undertaken to ensure that key stakeholders are involved in the development of the Community Wealth Building (CWB) approach; (2) intimating that CWB focused on five pillars of activity namely: Spending; Workforce; Land and Property; Inclusive Ownership and Finance; (3) attaching in Appendices 1 and 2 to the report, a detailed overview of the five pillars along with some examples from North Lanarkshire; (4) providing details of the outcome of the stakeholder engagement sessions which have been undertaken, and (5) setting out the next steps in the process.

Leanne Pollock, Community Partnership Manager confirmed that an inter-agency working group is in place to ensure a partnership approach to Community Wealth Building. She explained that the term ‘Community Wealth Building’ is not familiar to communities and as such it is important that partners work together in explaining and demonstrating how local fiscal, employment and spending priorities can make a significant impact in generating and retaining investment within the local area. The correlation between Community Wealth Building and being an ‘anchor organisation’ was noted.

Leanne Pollock advised that a writers' group is in place to draft a shared partnership statement reaffirming partners' commitment to Community Wealth Building and it is anticipated that this will be considered by North Lanarkshire Council's Enterprise and Fair Work Committee in August and the Strategic Leadership Board in September in advance of implementation from December onwards. Leanne Pollock requested that partner agencies also consider the Community Wealth Building statement and approach within their own organisations.

Councillor McVey, North Lanarkshire Council, referencing the significance of securing community benefits as part of public procurement contracts awarded by partner agencies, queried if any additional funding was available to support the development of a 'Community Wish List. Leanne Pollock, Community Partnership Manager, North Lanarkshire Council clarified no extra resources were available, rather it was about targeting funds on priorities that communities had already identified.

Morag Dendy, Chief Officer for Planning, Performance and Quality Assurance, University Health and Social Care North Lanarkshire, commented that we need to look at recruitment and the Care Academy through a Community Wealth Building 'lens' to see how we can sustain the care sector rather than the transfer and loss of staff from one sector to another through aggressive recruitment.

Rebecca Hackett, Place Director, Scottish Government, asked for any reflections on how legislation could help. Leanne Pollock, Community Partnership Manager, North Lanarkshire Council, offered to share the Community Planning Partnership's formal response to the consultation on Community Wealth Building that has previously been submitted and also suggested that existing legislation could be amended to include Community Wealth Building rather than introducing a further reporting requirement.

Jacqui McGeough, Deputy Director of Planning, Property and Performance, NHS Lanarkshire asked for any information that can be shared to assist with Community Asset Transfers (CAT). Leanne Pollock, North Lanarkshire Council, advised of IT work to support groups and further commented that actions other than CAT can be considered, such as leasing properties.

Stevie Dolan, Divisional Commander, Police Scotland, asked for any thoughts on how to engage communities to be brought to the next meeting of the Board to inform a report on implementation of the partnership's approach to Community Wealth Building in December 2024.

**Action:**

- (1) that the work undertaken to ensure that key stakeholders are involved in the development of the Community Wealth Building approach be acknowledged, and
- (2) that the next steps in the process be supported.

**STRATEGIC LEADERSHIP BOARD - PROPOSED TERMS OF REFERENCE**

5. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) informing of the rationale for reviewing the Terms of Reference for the Board; (2) setting out in Section 2 of the report a number of proposed updates and amendments to the existing Terms of Reference, and (3) seeking approval of the updated Terms of Reference, a copy of which is attached at Appendix 2 to the report.

**Action:**

- (1) that the revised Terms of Reference for the Strategic Leadership Board, as set out in Appendix 2 to the report be approved, and
- (2) that the information contained within the Terms of Reference be included in the North Lanarkshire Partnership Community Planning Induction Pack.

Stevie Dolan, Divisional Commander, Police Scotland, noted the extent of time spent on the Terms of Reference and expressed his gratitude for the work carried out.

**NORTH LANARKSHIRE COMMUNITY AGREEMENT**

6. There was submitted a joint report by Kirsty Struthers, Senior Community Development Manager, VANL and Leanne Pollock, Community Partnership Manager, North Lanarkshire Council (1) setting out details of the work and activities which have been undertaken in respect of the CommUnity Agreement Implementation Statement; (2) providing details of the finalisation, launch and implementation of the CommUnity Agreement; (3) enclosing in Appendix 1 to the report, the North Lanarkshire CommUnity

Agreement which sets out the shared core values and guiding principles to strengthen how residents, the community and voluntary sector, public sector and business sector work together for a better North Lanarkshire; (4) attaching in Appendix 2 to the report, the CommUnity Agreement Implementation statement, and (5) intimating that the CommUnity Agreement would be launched on 29 April 2024.

Professor Josephine Pravinkumar, Director of Public Health, NHS Lanarkshire, suggested that impending legislation on the United Nations Convention on the Rights of the Child (UNCRC) be acknowledged in the CommUnity Agreement Implementation Statement. Kirsty Struthers, VANL, undertook to revisit the statement to see how this could be incorporated. Stevie Dolan, Divisional Commander, Police Scotland, advised that he could approve any final amendments under delegated powers from the Strategic Leadership Board and this was agreed.

**Action:**

- (1) that the CommUnity Agreement Implementation statement, as set out in Appendix 2 to the report be approved;
- (2) that consideration be given to including reference to the United Nations Convention on the Rights of the Child within the CommUnity Agreement and that authority be delegated to the Chair to finalise such on behalf of the Strategic Leadership Board; and
- (3) that the programme for the launch of the CommUnity Agreement on Monday 29 April 2024 be noted.

**28 HEALTH CHECK INDICATORS – DEEP-DIVE WORKSHOP - FRIDAY, 17 MAY 2024: PROPOSED ARRANGEMENTS TO INFORM NLP PRIORITIES FOR ACTION IN RESPECT OF THE PROGRAMME OF WORK**

7. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) confirming the arrangements for the in-person deep-dive workshop scheduled to take place on Friday 17 May 2024; (2) advising that the workshop will allow Board Members to review achievements over the previous five years in the delivery of The Plan for North Lanarkshire's Shared Ambitions, to examine outputs and performance trends in each of the 28 health check indicators, and

consider future NLP actions and wider partner contributions to the new Programme of Work 2023 to 2028, and (3) providing details of the Programme of Work roadshows for members of the Community Boards and Local Partnership teams.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council, advised registrations by partnership staff with a locality remit are low and highlighted to members that Roadshows are available to Local Partnership Team members as follows.

- Airdrie: 29 April at 6.30pm in Beechbank Community Centre.
- Cumbernauld: 30 April at 6.30pm in the Muirfield Centre.
- Motherwell: 3 May at 6.30pm in Strathclyde Country Park Watersports Centre.

**Action:**

- (1) that the Programme of Work and Health Check Indicators Deep-Dive Workshop scheduled to take place on Friday 17 May 2024 be noted;
- (2) that the deep-dive workshop programme be finalised and approved and each partner organisation ensure the attendance of relevant officers from within their organisation, and
- (3) that Board Members promote awareness of the planned Programme of Work roadshows for Community Boards and Local Partnership Team members and encourage staff within their own organisation to attend one of the roadshows.

**STRATEGIC LEADERSHIP BOARD SELF-EVALUATION IMPROVEMENT PLAN – PROGRESS**

**UPDATE: 31 MARCH 2024**

8. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) providing an update on the improvement actions that were developed and agreed in response to the Community Planning Partnership Self-Evaluation Study; (2) advising that steady progress had been made, with around a quarter of all tasks now complete and just under a third remaining on track; (3) intimating that progress in the remaining tasks had slipped or was not at the level originally envisaged when the improvement plan was finalised and setting out revised timescales for these improvement actions, and (4) requesting that partners consider these extended timescales



within the context of resource capacity and potentially competing demand pressure within their own organisations and approve the revised timelines in the report.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council, highlighted examples of good progress including the Chair's attendance and engagement with all Community Boards in November and December 2023; the successful Local Partnership Team Development Day on 29 September; and preparation and submission of 28 Scrutiny of Success templates showcasing collaborative service developments by partners and best practice. Jennifer Lees further advised that a Short Life Task Group, comprising the Chairs of the Community Boards has been convened to consider the improvement actions that were identified for the Community Boards.

Stevie Dolan, Divisional Commander, Police Scotland, advised a Community Board conference is scheduled for late October/early November.

**Action:**

- (1) that the progress in the delivery of the Community Planning Partnership's Self-Evaluation Improvement Plan as at 31 March 2024 be noted;
- (2) that the actions contained within the Improvement Plan which have been completed be removed from future reporting;
- (3) that the revisions to the timescales for those actions where progress was not as originally envisaged be approved, and
- (4) that a further update report be submitted to the Board at its meeting on 6 September 2024.

**DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT 2023**

9. There was submitted the Director of Public Health Annual Report 2023 which provides reflections on the 2021/22 annual report, further detail in respect of the health of the people of North Lanarkshire, Health Protection, Anchor Themes, Health Care Public Health and Statistical Information.

Thereon, Professor Josephine Pravinkumar Director of Public Health and Policy, NHS Lanarkshire provided further information in respect of:-

- Actions and initiatives to address the findings from the 2021/22 report;
- Population projections evidencing a significant increase of 64.2% by 2042 in the percentage of the population aged 75 years and over;
- Significant variances in life expectancy between people living in disadvantaged communities compared to people living in the more affluent areas with life expectancy for males living in the poorer areas being 11.3 years lower than those living in the least deprived areas and the equivalent figure for females being 8.5 years lower for women living in poorer areas compared to the more affluent areas;
- Continuing high numbers of deaths through cancer (28.5%); coronary heart disease (11.5%); and stroke (5.9%) and while breast and bowel cancer screening rates are improving, the take-up of cervical cancer screening has levelled; and,
- Lanarkshire is among the poorest areas in Scotland in terms of deaths from liver disease and early detection.

Professor Josephine Pravinkumar, Director of Public Health and Policy, NHS Lanarkshire continued by describing the work of specialist teams and initiatives including the creation of an Immunisation Short Life Working Group to improve take up and inclusivity of immunisation programmes, especially Measles, Mumps and Rubella (MMR) and work with colleges to ensure students are protected from MMR, Meningitis and Human Papillomavirus (HPV). Professor Josephine Pravinkumar also highlighted partnership working with Criminal Justice Services, Police custody teams, mental health services and drug and alcohol services to increase blood borne virus testing and minimise risk of Hepatitis C positive cases.

Professor Josephine Pravinkumar concluded her report by re-emphasising the importance and potential of NHS Lanarkshire as an 'anchor organisation' and suggested the development of a single anchor plan for North Lanarkshire.

Nichola Brown, Chair, Community and Voluntary Sector Partnership Group, welcomed the format of the report in that it looked back at what has been done as well as forward plans.

Professor Josephine Pravinkumar stated the focus next year is on children and young people and asked if there was anything else relevant, such as poverty, that should receive heightened focus and further requested feedback on what could be done better. Jim Quinn, Area Commander, Scottish Fire and Rescue, stated the report showed the direct result of poverty on health.

Jennifer Lees, Business Partnership Manager, North Lanarkshire Council, noted the report shows the importance of early intervention, preventative work, health education and awareness raising.

Rebecca Hackett, Place Director, Scottish Government, highlighted the issue of making investment in this preventative work now, although the positive impact and results will not be seen for many years and asked how we can shift finance and resources into prevention. Professor Josephine Pravinkumar suggested potential approaches would be to stop doing non-effective work and to utilise the resources and evaluation findings available nationally through Public Health Scotland.

Stevie Dolan, Divisional Commander, Police Scotland, stated there were prevention opportunities in changing legislation such as has happened in prohibiting smoking and the impact of this in reducing smoking rates. Also, a place-based approach as previously suggested by Morag Dendy, Chief Officer for Planning, Performance and Quality Assurance, University Health and Social Care Partnership, would make a difference in improving people's lives, health and wellbeing.

Morag Dendy, Chief Officer for Planning, Performance and Quality Assurance, University Health and Social Care Partnership reinforced this and highlighted where 'back to basics' care services and community supports, such as those commissioned through Community Solutions, are impacting positively on people's lives. She highlighted that stringent financial challenges and resource pressures require partners to be more effective with the resources that are available to us in our delivery of services.

**Action:** that the Director of Public Health Annual Report 2023 be noted.

## **ANY OTHER COMPETENT BUSINESS**

No other business was noted.