

NORTH EAST LOCALITY PLAN 2024-2025







Foreword

As Assistant Chief Officer for Children's Services and the North East Locality, I am pleased to present our Locality Plan for 2023-24. This document represents our commitment to improving health and social care services for the residents in the North East of the City, ensuring that they are person-centred, accessible, and responsive to the needs of our community.

The development of this plan has been a collaborative effort, drawing on the insights and experiences from a range of key stakeholders, including local residents. Our aim has been to create a plan that outlines local progress against Glasgow's Strategic Plan for Health and Social Care (2023-26), identifies areas for improvement and reflects the priorities of those who live and work in the North East.

This plan builds on our community strengths and local assets, outlining how we will work together to deliver integrated services that promote health and wellbeing, prevent illness, and provide high-quality care and support when needed. Our strategic priorities reflect the values and aspirations of our community, focusing on areas such as mental health, tackling child poverty, support for older people, care for those with chronic conditions, and initiatives to reduce inequalities.

One of the core principles of our locality plan is engagement. We recognise that meaningful improvements can only be achieved through ongoing dialogue and partnership. To this end, we have established robust mechanisms for community involvement, ensuring that your voices continue to shape the services we provide. We are committed to transparency and accountability, regularly monitoring and reporting on our progress against priorities outlined in this plan.

In the context of a very challenging financial position, it will be necessary for us to continue to explore opportunities to deliver services in the most efficient and effective way possible. Where necessary, this will necessitate the release of funding to contribute towards our savings plans. However, in doing so, we will strive to ensure care, treatment and support continues to meet people's assessed need. Equality Impact Assessments will also be undertaken for programmes of work that recommend service change, to both inform and minimise risk.

I would like to extend my sincere thanks to everyone who has contributed to the development of this plan. Your input has been invaluable, and it is your dedication and passion that drive us forward. Together, we can create a health and social care system that truly meets the needs of all our residents, fostering a healthier, happier, and more inclusive community.

As we move forward with the implementation of this plan, I encourage you to remain engaged and involved. Only through collaboration can we strive to improve and respond to the evolving needs of our community. Let us work together to make the North East a place where everyone has the opportunity to live well and independently for as long as possible and receive the right care at the right time.

Karen Dyball

Assistant Chief Officer, Children's Services and North East Locality

Introduction

This Locality Plan provides information on key areas of work for 2024/25 across our care groups and services. It covers areas of work that are being implemented on either a City-wide basis or those specifically relevant to the North East locality, all of which are aligned to the strategic priorities and actions set out in Glasgow City IJB's Strategic Plan 2023-26. Each of the three localities in the City (North East, North West, and South) have developed their own Locality Plan to help demonstrate how the Strategic Plan is being implemented locally. All Locality Plans can be viewed on the **HSCP website**.

About Locality

Glasgow City is the largest HSCP in Scotland by population and budget and is responsible for health and social care provision across three localities in the City: North West, North East, and South Glasgow. North East covers a population of 170,613 people.

As well as having responsibility for supporting the delivery of the range of services set out within this plan to our local population, the Assistant Chief Officer for the North East Locality also has strategic and operational lead responsibility within Glasgow City HSCP for Children's Services, including Health Visiting, Family Nurse Partnership, School Nursing, Children and Families Social Work Services and a range of family support provision, including services delivered in partnership with the third sector.



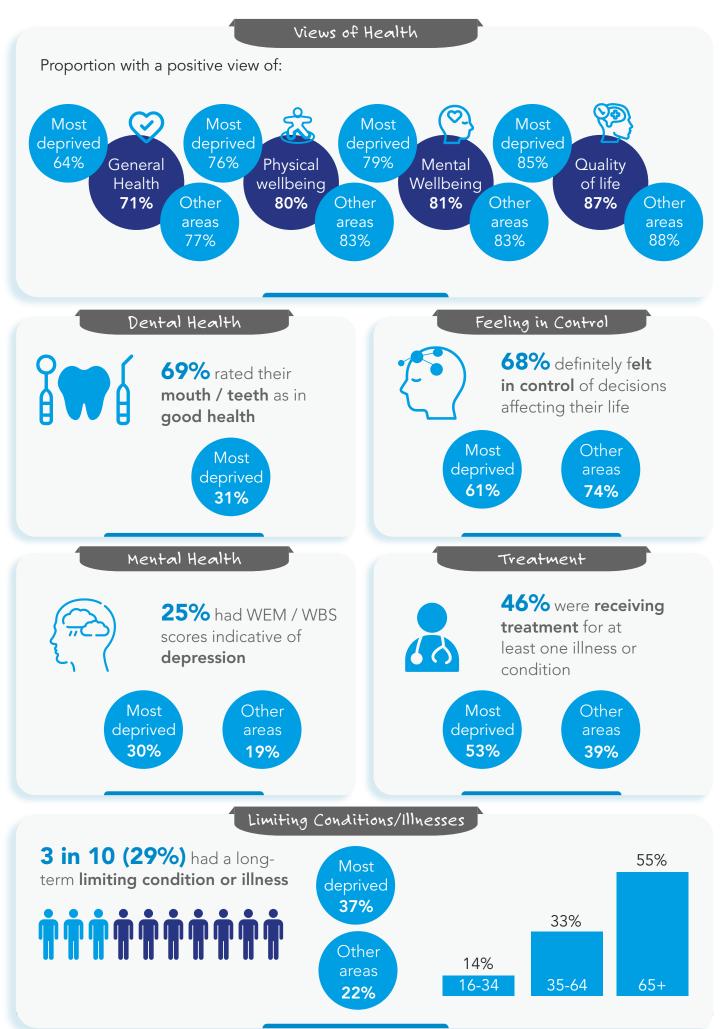
Health and Wellbeing

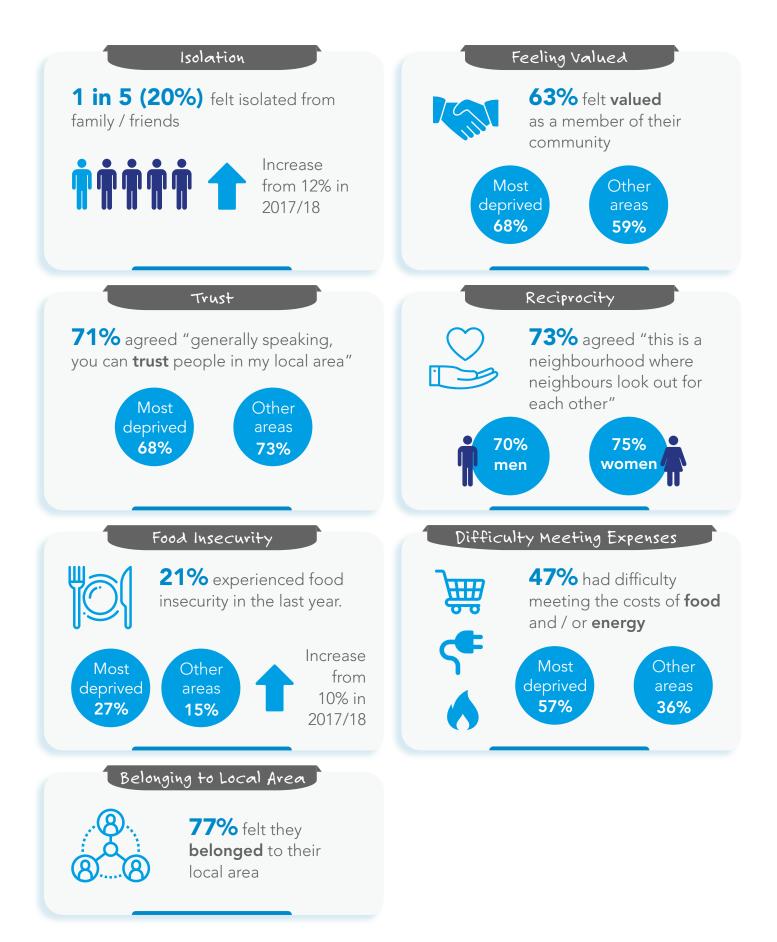
The Strategic Plan sets out the HSCP's commitment to working with a wide range of partners across the city to improve health and well-being and prevent ill-health and social isolation. This includes meeting the challenges of poverty and financial insecurity, increasing healthy life expectancy, and reducing health inequalities.

Glasgow City HSCP understands that tackling health inequalities and achieving health equity requires the removal of barriers to accessing support and delivering services that are sensitive to the social circumstances experienced by citizens. The HSCP is committed to working with our community planning partners to implement the NHS Greater Glasgow and Clyde Public Health Strategy, <u>Working together</u> to stem the tide which describes nine priority actions for improving the public health of people across the Greater Glasgow and Clyde area. The Adult Health and Wellbeing Survey has been undertaken by the Health Board in NHS Greater Glasgow and Clyde on a three yearly basis since 1999. Below is some key data and trend information for the North East Locality including the demographic profile from the 2022/23 report. Full report: <u>NHS Greater Glasgow and Clyde 2022/23 adult</u> health and wellbeing survey: North East locality report



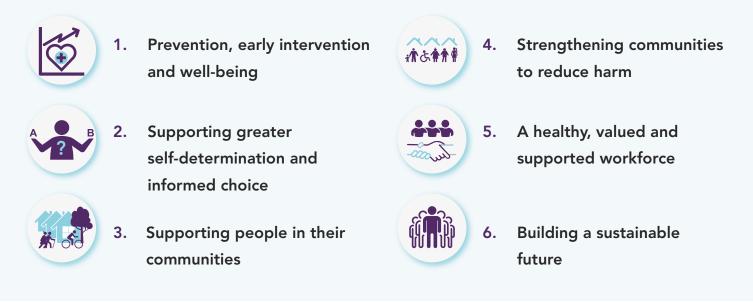
Health and Illness





Strategic Priorities and Actions

The detailed priorities and actions set out in the Glasgow City HSCP Strategic Plan are grouped under six strategic priorities, namely:



Locality Plan 2024-2025 North East, Priorities and Actions

The IJB Strategic Plan (2023-26) captures the detail of priorities and actions across all of our care groups and services. North East Locality has the lead for co-ordinating our services for Children and Families across the City. While the overall management responsibility for Children & Family Services is located in North East Locality, operational management responsibilities are, in the main, devolved to management teams within each of our 3 localities.

Appendix 1 of this locality plan highlights progress made so far over the last year across a number of key areas with Children and Family Services, where we committed to make significant progress within Year 1 of the **Strategic Plan**. Annual reports for the HSPC can be accessed here: **Annual Performance Reports**

This includes progressing the 100 actions set out in Keeping Glasgow's Promise Plan, including recruitment of the Promise Participation Workers and roll out of the Nurture programme across all of Glasgow's Children's Houses; collaborative review of accommodation and support services for young people 16+ years using the Scottish Approach to Service Design to re-shape options available; successfully commissioning the next iteration of our Family Support Services that enable joint working with providers for up to 7 years; continue to align Child Poverty Pathfinder and Whole Family Wellbeing work to provide holistic support to families and; ongoing development and investment in tier 1 and 2 community level mental health supports for children and young people, including the Youth Health Service, Children and Young People's Networking Team and the Compassionate Distress Support Service. Sessions with community members have also highlighted their areas of interest: creating appropriate public sector infrastructure to support new housing developments; developing more affordable and engaging spaces and activities for young people; building better awareness of supports and services available – particularly

for those who are new to area; making volunteering more accessible; continuing progress with developing effective suicide prevention strategies – ensuring we understand and attend to the experiences of those with protected characteristics; increase partnership working between public sector and voluntary sector and; continue to raise awareness of the services and activities on offer within the Parkhead Hub (the latest progress can be found at **Parkhead Hub**). The Appendix also summarises progress in other areas, with more comprehensive information on progress across a wider range of activities outlined in GCHSCP's Annual Performance Report for 2023/24.



For Children and Family Services our strategy aims not only to secure better outcomes and more positive destinations for children and young people but to enable Children and Family Services to operate more efficiently and effectively across the City. Our latest Integrated Children's Services Plan can be accessed via the following link: **Integrated Children's Services Plan**

The Plan sets out the key priorities for improving children and young people's wellbeing over the next three years, produced in partnership with children, young people, families, and the full range of stakeholders involved in delivering and designing services and supports for families.



PRIORITY 1: Children and young people are safe, protected and valued in their communities and neighbourhoods

PRIORITY 2: Children and young people's health and wellbeing is promoted and improved

PRIORITY 3: Children, young people and their families receive flexible support to address the impact of poverty and the Cost of Living crisis

PRIORITY 4: Children and young people are well supported in their families and communities

PRIORITY 5: Children and young people are supported to achieve their full potential through excellent and inclusive education, employment and life opportunities

PRIORITY 6: Children and young people are involved and included and their views are influential in the development and delivery of services

Performance

The Glasgow City Health and Social Care Partnership records performance against established KPIs which have been put in place across the partnership. These KPIs enable managers to scrutinise and oversee performance across HSCP services within the city. They are reported to the HSCP Senior Management Team and the Integrated Joint Board, within the HSCP's **Quarterly** and **Annual** Performance Reports.

Locality performance can be found within the Annual Report, which also includes a number of other KPIs which are reported upon at city wide level only and which each locality will contribute towards.



Maximising Independence

Maximising Independence is central to delivering asset and strengths-based programmes across Glasgow City. Maximising Independence is also one of the key strategic priorities for Glasgow City Health and Social Care Partnership and is supporting community organisations to make significant sustainable changes and improvements to how services are planned and delivered. Maximising Independence aims to develop projects in collaboration with service users and communities, some of which are:

- Wellbeing for Longer programme with 19 organisations funded up to 31st March 2025.
- Winter Social Fund where 62 organisations were funded with activity taking place between December 2023 and March 2024. As in previous years funding was available for local organisations providing services to Glasgow residents, to enable them to support individuals aged 16 and over who may be isolated.
- 'Make it Local' Community Hubs which aim to provide community-based services and activities that promote inclusion, improve wellbeing, support independence, and further decrease reliance on statutory services. The project group will engage with stakeholders including Glasgow Disability Alliance to ensure the language used aligns with their accessible language guidance.

Primary Care Section for HSCP Locality Plans 2024-25

Glasgow's **Primary Care Action Plan (PCAP) - 2023-26** was approved by the Integration Joint Board in September 2023 and builds upon previous iterations of our Primary Care Improvement Plans (PCIPs), which set out the commitment to enable GPs to focus more on people with complex needs by expanding the role of multi-disciplinary practitioners from the wider primary care teams, including community treatment and care services, MSK physiotherapy and Community Links Workers. The new PCAP covers the HSCP's wider responsibilities in relation to primary care including our role in managing the primary care prescribing budget; working with primary contractors (GPs, optometrists, dentists, and community pharmacists); and promoting the sustainability of primary care in Glasgow.

NHSGGC's first **Primary Care Strategy** was approved in May 2024. It spans five years to 2029 and aligns to NHSGGC's Delivery Plan and long-term transformation programme (Moving Forward Together), as well as Glasgow City HSCP's Primary Care Action Plan 2023-2026. The Strategy sets out how we will maximise our contribution to the health and wellbeing of the people of NHSGGC, through collaborative action.



Carers

Glasgow is a carer-friendly city, where unpaid carers are treated with compassion and kindness. **The Carers (Scotland) Act 2016** came into force on 1st April 2018 and places additional duties on Integration Joint Boards. The GCHSCP Carers strategy can be found here: **Glasgow City HSCP Carers Strategy 2022-2025**

Independent Carer Groups are being developed and this is being led by members of the previously established Carer Reference Group. Locality Engagement Forums are being used as a channel for carers to attend, and participate in discussions which aim to shape services, within their localities.

Information on Local Carer Services and where to find locality contact information can be found on **Your Support Your Way Glasgow**



Engagement

North East Locality has an engagement model that offers local people, service users and community and third sector organisations different levels of participation and involvement depending on their area of interest, expertise, and capacity. Priorities for 2024-2025 are:

- To continue to offer different levels of engagement across all services and in particular, with neighbourhood teams.
- To continue to work in partnership with key local networks and stakeholders, and support Glasgow City HSCP staff and services to promote greater participation and involvement of all groups of service users, including those with protected characteristics.
- To continue to support Glasgow City HSCP strategic priorities and facilitate consultation and engagement at a locality and citywide level as appropriate.
- Engagement through Locality Engagement Forums which invites stakeholders to discuss key issues and policy updates.

Equalities

As a public body, the IJB has requirements under the **Equality Act 2010**. The IJB has a legal obligation to pay due regard to meet the need to; eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a **protected characteristic** and those who do not.

The IJB is required to:

- Publish its own set of equality outcomes.
- Report on progress towards the equality outcomes.
- Report on mainstreaming the equality duty.
- Conduct and report on Equality Impact Assessments.

Further information:

The GCHSCP Equality Outcomes 2024-2028

Further information on our **Equality activity**

If you would like to:

Request further information for any of the themes or services reported within the 2024/2025 Locality Plan,

Provide feedback or discuss any themes or services within the 2024/2025 Locality Plan further,

Request Alternative formats or languages,

Please send any enquiries to <u>GCHSCP_Communciations@glasgow.gov.uk</u> and your information will be forwarded to the relevant team/service.

Appendix 1

Children and Families Services & North East Locality Strategic Priorities and Progress:

C&F Services Priority Actions for Year 1 of Strategic Plan	Summary of progress over the last year
Continue to deliver on the actions agreed within the Keeping Glasgow's Promise Plan .	The full 100 actions can be accessed via the following link: <u>Our Plan -</u> glasgowspromise.co.uk (21-24) Specific areas of progress to highlight over the last year include:
	Recruitment of Promise Participation Workers (PPWs)
	PPWs provide a feedback loop from children, young people, and frontline practice to leadership team to support decision making and service development. The PPWs have also enabled the re-launch of the Care Experienced CYP Champions Board to shape policy and practice.
	Roll out of the Nurture programme in children's houses
	Nurture programme in children's houses is supporting a consistent understanding of children's needs, linked to their developmental stage, promoting a culture of care and love across the houses. After a test of change indicated that the Nurture Framework could be successfully utilised to support and enhance the development of trauma-informed practice in Children's Houses, it has been

implemented across all children's houses in Glasgow. All 450 adults working in houses have been trained in nurture practice. Another key development over the last 12 months has been the recruitment of a senior learning and development officer who will deliver the Nurture @ Nights programme to nightshift teams within the houses. This will also be supported by the leadership teams within the houses who will further support the integration of the framework through onsite coaching and supervision.

Review of 16+ accommodation and support services

In July 2022, a review of accommodation and support services that are available to young people who are ready to move onto more independent living was launched. Young people, supported by our PPWs, have been integral to this review and we are working in partnership with them and our accommodation providers to re-think and re-shape the options available. The team has worked with the Promise Design School to develop a shared understanding of the challenges associated with current accommodation options across all stakeholders – including young people and providers – before moving on to develop a solution.

Supporting brothers' and sisters' relationships

The Family Connections Assessment and Plan (FCAP) has been designed to help plan effectively for children who are part of a wider sibling group whether they live together on not. It is designed to be a dynamic tool that social workers can use at the point that children become care experienced to help map out brother / sister and other important relationships that need to be maintained. We have also created practice guidance to support this process. We have shared our practice in this area with several other local authorities at their request, and at the national Brothers and Sisters Community of Practice. Continue to deliver on the actions agreed within the **Keeping Glasgow's Promise Plan**.

Direct Work Bag: Communicating with Children

This Work Bag has been created by practitioners and contains a number of tools and activities that workers can use with children and young people to help them share their views. The practitioner group who designed the Work Bag also run a series of workshops on a number of topics requested by practitioners (e.g. neurodiversity, domestic abuse, sectarianism etc).

Stay Together and Connected: National Practice Development

HSCP significantly contributed to Stay Together and Connected national practice guidance, with a citywide working group convened to develop guidance with CELCIS.

Investment in Family Support

Investment in GIFSS (Glasgow Intensive Family Support Service), and development of shared practice across HSCP and third sector partners, using STRENGTHS principles and Voice Validation and Hope model with multi-agency group supervision in place.

Relational writing

Work is currently focusing on language and relational writing, with a test of change involving three sub-teams, the Promise Design School, and Promise Participation Workers. The focus of this test is to create records for the adults that children will become, focused on supporting individuals to understand their care journey, and incorporating the recommendations of the Promise in relation to language, relationships and strengths-based and trauma informed approaches. In their exploration, the group has recognised that relational writing requires cultural change and that this is part of a longer-term journey, with more focus on defining and supporting the development of consistent strengths-based and trauma informed practice.

Trauma-Informed: My Meeting My Plan model

My Meeting, My Plan involves devising trauma informed meeting spaces for families. The goal is to bring this into all meetings chaired by Assistant Service Managers and Independent Reviewing Officers (IROs), which involves child protection meetings, with a focus on capturing decision making and evidence in a way which ensures that families fully understand the process and implications. The model itself recognises the trauma that children and birth families have experienced, acknowledging that HSCP meetings and services can be quite intimidating for families. This is part of the sider shift towards strengths-based practice, seeing families as experts in their own lives. A parallel process is in place to improve the Looked After Child review process and Care First recording.

The My Meeting / My Plan for care experienced children and young people focuses on key participation principles, including the IRO meeting the child / young person in advance, agreeing a meeting time and space that suits them, and agenda talking about the things that are important to them (and not the agenda of adults), paperless meetings, minimal adults in the room and a personalised My Plan written to the child / young person after their meeting.

Decrease in number of Looked After and Accommodated Children

There has been a continued decrease over the last 9 years - see the latest <u>Annual</u> <u>Performance Report</u>

The Plan 24-30

The Promise Scotland has now launched The Plan 24-30. It can be accessed via the following link: <u>Plan 24-30</u>. The partnership will be reviewing progress and co-creating our next set of actions that will align with the 24-30 commitments organised around the five foundations of The Promise: Voice, Family, Care, People and Scaffolding.

Continue the development and **delivery of** Family Support Services.

This is being actioned through the Family Support Strategy (which will be refreshed this year), the HSCP funded third sector Family Support Services (both intensive and early intervention), and the work to align the Child Poverty Pathfinder and Whole Family Wellbeing work to provide seamless, holistic support to families with pathways onto peer mentoring and employability opportunities.

During 2023 – 2024 we have developed and commissioned the next iteration of our model of Family Support Services. Using learning from previous processes, feedback from families and the experiences of current service providers we developed a robust service specification which will allow us to jointly work with providers offering Family Support for up to 7 years (potentially until June 2031) with an associated investment of £44.8m.

The Whole Family Wellbeing Fund is also being expanded and further information can be accessed via the following link: <u>Child Poverty and Whole</u> <u>Family Wellbeing Fund Update</u> This will help us improve family wellbeing, reduce inequalities in family wellbeing, reduce the number of families requiring crisis intervention and, reduce the number of children and young people living away from their families.

The existing Family Support Strategy can be accessed via the following link: **Family Support Strategy** We are developing a timetable for engagement during 2024 to ensure we deliver a refreshed Family Support Strategy that meets the needs of our children, young people, and families across Glasgow. We will prepare a draft Strategy towards the end of this year into early 2025, following approval by the IJB.

Develop a trauma informed, strengthsbased practice model for family support, which can be accessed through universal services at the point that it is recognised that families could benefit from additional support.

We continue to work alongside families, understanding the impact of trauma, and seeing families as experts in their own lives. Provide seamless pathways to accessing support for families, via universal services (thereby allowing early intervention). Trauma-informed staff training is being rolled out across Glasgow HSCP. It began as a pilot with staff working in Addictions, Criminal Justice, Homelessness and Mental Health in the North East of the City. You can find out more at **Trauma Informed Staff Training Being Rolled Out**

Glasgow Intensive Support Service (GIFSS) continues to be provided across the city for those families with a young person (12-18) at risk of becoming accommodated. GIFSS is a collaboration with HSCP, Aberlour, Action for Children, Right There and Include. It recognises that families are experts in their own lives and helps address challenges by identifying strengths and considers the needs and voice of all family members. Develop new mental health and well-being services with and for children and young people through Glasgow's Children's Services Plan. The updated Glasgow's Children's Services Plan (2023-2026), and associated commitments can be accessed via the following link <u>Integrated Children and</u> <u>Young People's Services Plan</u>

A number of tier 1 and 2 community level mental health supports have been developed to meet children and young people's mental health needs, particularly where these do not require targeted clinical intervention. The services include the **Youth Health Service, Children and Young People's Networking Team**, Compassionate distress support service, and targeted and online mental health supports.

The **Youth Health Service** (YHS) continues to offer holistic, physical, social, and emotional supports to young people aged 12-19 and is operational during the evenings in 9 venues across Glasgow City. Demand remains high post-pandemic, and additional investment has supported the service to respond (with a total of 1,712 referrals to YHS in 2023/24).

The **Networking Team** offers support for children, young people and their families waiting on an Autism assessment and connects families into the range of tier 1 and 2 mental health and wellbeing supports. Support is also offered to professionals who are looking to identify appropriate supports to address children's mental wellbeing needs, and the Service is currently developing its approach to supporting families following diagnosis of Autism to ensure that the families receive access to the help they need, when they need it within their local communities. As well as improving the connectedness of services, this work is also helping to build an understanding of the range of children and young people's neurodiversity needs, which will help to further develop appropriate services, in line with GIRFEC (Getting It Right For Every Child) principles. Since January 2023 to March 2024, the Networking Team have received 393 referrals for children and young people who were awaiting an Autism assessment, which has resulted in their support of 831 family members with the holistic family approach support model.

Implement the 10 recommendations of the **People Achieving Change** (PAC) research into the mental health of

mental health of young people with experience of care – including reducing delay in access for children and young people to mental health supports.

The 10 recommendations can be accessed via the following link: <u>People</u> <u>Achieving Change Mental Health Research</u>.

This has involved providing mental health supports at different levels (i.e. early intervention to specialist treatment), across a range of different formats providing choice (i.e. digital, face to face, group 1:1) and supporting those from marginalised and vulnerable groups. For the period July 2023-March 2024 there were 4,287 children and young people accessing services funded in whole, or in part by the Community Mental Health and Wellbeing Supports and Services grant. There were also 1,182 family members and carers accessing these supports. Examples of the types of supports provided include:

- Digital and online support around anxiety, exam / school related issues, family relationships and friends to secondary pupils
- Face to face support deliver 1:1 and in group workshops for young people (e.g. Art for Wellbeing; Walk & Talks)
- Healthcare Support Workers providing outreach services to Roma, Refugee and Asylum-Seeking families in Glasgow.
- Community Counselling provided by the Youth Health Service to 12–19-yearolds using a tiered suite of services.

- Compassionate Distress Response Service
- Peer supports, information sessions and courses for parents and carers around self-harm, suicide prevention and neurodiversity.
- LGBT+ specialist services
- Mental health support to families with a child on the waiting list for an Autism assessment by the Children and Young People's Networking Team

See the latest progress and actions to improve waiting lists contained within the **Annual Performance Report**

Domestic Abuse Children & Families Operational Group achievements to date:

- Roll out of the Safe & Together Training (South Locality) which supports staff to adopt a new model of practice supporting families experiencing Domestic Abuse that seeks to reduce victim-blaming, increase accountability for those who are harming and improve outcomes for families.
- Nuffield Research involving practitioners in Glasgow <u>The Rethinking of</u> <u>Domestic Abuse in Child Protection; Responding Differently</u> with preliminary findings presented early this year to support practice discussion, with final research output anticipated in the summer of 2024.
- Domestic Abuse Work Bag which includes development of a Children's Tool bag for working with children that was created to support staff to have early trauma-informed conversations surrounding Domestic Abuse.
- Domestic Abuse and Family Group Decision Making to involve the whole family in developing a support plan.
- Service map of existing supports / programmes in the area working with those who harm (both court-mandated and voluntary-based), as well as broadening out the service map to also include early intervention services that support dads.
- Established lived / living experience group in partnership with Aberlour Bridges Project, to capture the views of those with experience of domestic abuse views to inform HSCP service provision to support families impacted by domestic abuse.

There are four distinct subgroups each tasked with an area of focus in relation to Domestic Abuse:

- Domestic Abuse impacting young people under 12.
- Domestic Abuse impacting young people over 12.
- Working with those who harm.
- Working with those who are harmed.

Continue to progress the HSCP's commitment to the reduction of domestic abuse through implementation of the Domestic Abuse Strategy Support service improvement and transformation by implementing the HSCP's Property Strategy 2023-26

Other locality plans can adapt as necessary for their locality / lead care group

Safer Drug Consumption Facility (SDCF)

This will be the first of its kind within the UK due to launch this year. This will be supervised healthcare settings where people can inject drugs, obtained elsewhere, in the presence of trained health and social care professionals in clean, hygienic environments. The service aims to reduce the negative impact that injecting outdoors has on local residents, communities, and businesses, reduce the harms associated with injecting drugs on individuals and support people to access help to improve their lives. Extensive engagement has been conducted with the local community.

Parkhead Hub

The Hub is due to open in Autumn 2024 and will be the largest of its kind in the UK. The new Hub will bring together a number of community health and social care services, which are currently located at nine different sites. It will provide services for children, adults and older people, addictions, justice, homelessness, sexual health, and health improvement. The Hub will include General Practitioner services, community pharmacy and dental services. The facility will also provide community spaces including bookable rooms, the relocated Parkhead library and a café. Extensive community engagement has been carried out, alongside a community arts programme which has included:

- A weekly play cafe for pre-schoolers and their adults, led by creative practitioners with wide variety of themed activity including the outdoors and Gaelic alphabet.
- A weekly art club for adults providing social activity and company alongside different arts and crafts techniques, also led by artists.
- Weekly Saturday Sewing group with peer learning across a wide age range from children and young people to older adults.
- Occasional support to ESOL group with 20+ individuals from 12 countries including Syria, Ukraine, Romania, and Sudan
- Children's Mental Health Week design workshops with 50+ young people, which included designing wallpaper for their youth club.
- Workshops through Community Links Workers groups including Women's Group and walking groups.
- Design and printmaking workshops with students from Glasgow Kelvin College

You can read more about the range of activities here: **Parkhead Hub: Arts <u>Strategy</u>**