

**MINUTE OF THE STRATEGIC LEADERSHIP BOARD**  
**FRIDAY, 2 JULY 2021 AT 10 AM - REMOTE MEETING**

**PRESENT**

**BOARD MEMBERS**

Alan Waddell (Chair)	Police Scotland
Stephen Wright	Scottish Fire and Rescue Service
Heather Knox	NHS Lanarkshire
Derek Brown	North Lanarkshire Council
Stephen Frew	Scottish Enterprise
June Vallance	VANL

**OFFICERS**

Matt Costello	North Lanarkshire Council
Erin Dobbin	North Lanarkshire Council
Alison Gordon	North Lanarkshire Council
Gordon Laing	North Lanarkshire Council
Jennifer Lees	North Lanarkshire Council
Andrew McPherson	North Lanarkshire Council
Leanne Pollock	North Lanarkshire Council
Valerie Arbuckle	Police Scotland
Maddy Halliday	VANL

**APOLOGIES**

Mark Hamill	North Lanarkshire Council
Linda Johnston	North Lanarkshire Council
Councillor Logue	North Lanarkshire Council
Des Murray	North Lanarkshire Council
Jenny Hutton	NHS Lanarkshire
Neena Mahal	NHS Lanarkshire
Theresa Correia	Scottish Enterprise

**CHAIR**

Alan Waddell, Police Scotland, presided.

**WELCOME AND CHAIR'S REMARKS**

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

**COVID-19 UPDATE AND CHAIR'S OPENING REMARKS**

2. Alan Waddell, Police Scotland welcomed participants and introduced Valerie Arbuckle from the recently created Partnerships, Prevention and Community Wellbeing Division within Police Scotland; Andrew McPherson; Gordon Laing and, Alison Gordon from North Lanarkshire Council, who would provide updates on: the role of Community Champions; Local Place Plan regulations; and, strategic partnership working structures respectively.

Alan Waddell congratulated Stephen Wright on his recent appointment as Local Senior Officer for the newly extended Lanarkshire area and requested that Board members raise any questions or discuss the new role under Any Other Business at the end of the meeting.

Alan Waddell further advised that the joint meeting with South Lanarkshire Community Planning Partnership held on 23 June 2021 had been an overwhelming success and that the learning and issues raised from the session would assist the Board in moving forward in respect of prioritising the action on Inequalities and Health in Lanarkshire and a report on the outcome of the Joint Meeting would be submitted to the Meeting of the Board on 10 September 2021.

**Action:** that a report on the action arising from the Joint Meeting with South Lanarkshire Community Planning Partnership be submitted to the next meeting of the Board.

## MINUTES OF PREVIOUS MEETING

3. The Minute of the Meeting of the Strategic Leadership Board held on 9 April 2021 was agreed as an accurate record and approved.

## INTRODUCTION TO POLICE SCOTLAND'S NEW PARTNERSHIP, PREVENTION AND COMMUNITY WELLBEING DIVISION

4. Valerie Arbuckle, Partnership Development Manager, Police Scotland, provided an in-depth presentation on Police Scotland's New Partnership, Prevention and Community Wellbeing Division. Referring to the 'Hub and Spoke' model of policing across Scotland, Valerie Arbuckle described the 13 geographical divisions as being at the centre, with specialist divisions providing services in areas such as Criminal Justice, Road Policing and Contact, Command and Control. The new Partnerships, Prevention and Community Wellbeing division is such a specialist team, providing support across a range of operational priorities including Harm Prevention; Partnerships; Development; and Reducing Vulnerability - all sitting within the Safer Communities strand - while the Division also encompasses the International Development and Innovation Unit and the Scottish Violence Reduction Unit.

Thereon Valerie Arbuckle provided further information in respect of:-

- The need for better co-ordination and a shared commitment to partnership working between partnership agencies to heighten early intervention and preventative work, thereby preventing crime for being committed at the outset, and
- The constraints and limits that are placed on Police Scotland's capacity to engage more fully with partner agencies and communities in developing preventative and diversionary measures due to continuing high incidences of 999 emergency calls and 101 calls.

Valerie Arbuckle explained that key priorities for the new division moving forward are based around a *Whole System Approach* that recognises and values the importance of place and in so doing, strengthens sustainable collaborative working, collective leadership and purposeful community engagement, with the ultimate aim of helping to reduce the demands placed on policing '*by creating an environment where crime and victimisation are less prevalent.*' Adopting the Public Health Approach for policing seeks to prevent issues from occurring through early intervention with at-risk groups to reduce the harm caused by the offending issues and thereafter it is important to assess the impacts, benefits and lessons learned on the effectiveness of intervention.

Valerie Arbuckle highlighted key partners including the Community Planning Improvement Board, of which she is a member; CoSLA; SoLACE; Public Health Scotland; and the Scottish Council for Voluntary Organisations.

Thanking Valerie Arbuckle for her informative presentation, the Chair wished the new division success in the future and confirmed that the Board will consider opportunities for information sharing and replicating best practice.

### Action:

- (1) that the terms of the presentation be noted, and
- (2) that a copy presentation be circulated to members of the Board.

## DELIVERING FOR COMMUNITIES - ROLE OF COMMUNITY CHAMPIONS

5. There was submitted a report (1) advising that the Council had appointed existing Heads of Service to each of the nine Community Boards which would strengthen opportunities for increased participation in local governance and decision making; (2) intimating that the Strategic Heads of Service would provide co-ordination and strategic oversight in areas such as Communications, Digital Transformation and Financial Matters; (3) providing an update on wider restructuring activity within the Council which will take effect from 1 April 2022, and (4) inviting the Board to note these developments when considering future partnership support and local joint working arrangements.

Thereon Andrew McPherson provided an overview of the appointment of Heads of Service to the nine Community Boards and wider restructuring activity within the Council, explaining that the direction of travel is very much aligned to the previous presentation. Referencing the increasing demand for services, coupled with increasing budget pressures which are anticipated to heighten due to resources being redirected towards the pandemic, there are clear interdependencies between the council, partners and communities and a compelling requirement to maximise the potential of all available resources through closer working with communities.

Andrew McPherson outlined the role of Community Champions, emphasising that their remit is not to deal with existing functional responsibilities or complaints but rather to harness partner and community input in developing collective solutions to local issues and priorities. Praising the work and support provided by the Communities Team, he advised that Champions have already attended their first Board meetings in an introductory capacity and although still in its infancy the approach is permanent and will make a difference.

Andrew McPherson thereafter responded to Members' questions.

Stephen Wright and Maddy Halliday both welcomed the grass roots and issue-based approach, with responses to local needs and priorities based on more streamlined and collaborative partnership working.

Heather Knox reaffirmed her recent attendance at Kilsyth Community Board as also being very positive and helpful and she emphasised the need to consider how the Partnership engages with and involves North Lanarkshire wide organisations and also individuals with lived experience. In response Andrew McPherson suggested that the proposed North and South management structures could consider this to identify and ensure that issue-based groups, as well as those with a geographical connection to the relevant Community Board area, are represented and included in future engagement.

Matt Costello empathised the importance of bringing organisations together to ensure a fully joined up approach to identifying needs and tackling local issues. By way of example, he highlighted recent work between the council, Scottish Fire and Rescue Service and local residents to combat wilful fire-raising in wheelie bins; and a joint initiative between the Community Boards and Police Scotland to utilise Local Development Programme funding to purchase off-road bicycles enabling local police officers to patrol and attend more quickly incidents in built up or rural, countryside areas.

Board members expressed a keen interest in attending future Community Board meetings and Matt Costello agreed to issue the dates for the next round of meetings, thereby allowing Members to select individual meetings that can be accommodated within their existing diary commitments.

The Chair thanked Andrew McPherson for his well-received paper.

**Action:**

- (1) that the appointment of Community Champions to the nine Community Boards and the wider "Delivering for the Communities" review activity by North Lanarkshire Council to ensure its senior management structure reflected the operating model established for Communities be noted;
- (2) the Board noted that further revisions to the Council's structure would take effect from 1 April 2022 and the Board would receive regular update reports as the new operating model was rolled out;
- (3) that the impact that the role of Community Champions will bring in helping galvanise partnership activity to support Community Boards in delivering the Local Outcome Improvement Plans and associated actions be noted;
- (4) that proposals and matters discussed under this agenda item should also be referred to at the next Agenda Item where Board members are asked to consider participation in a special workshop to consider potential partnership support structures and management oversight of Community Boards, and
- (5) that an invitation be extended to Board Members to attend future Community Board meetings with the dates of the next cycle of meetings circulated to allow Board Members to consider their availability to attend.

## **PROGRESS IN IMPLEMENTING THE LOCAL OUTCOME IMPROVEMENT PLANS WITH THE NINE COMMUNITY BOARDS AND THE DEVELOPMENT OF SUPPORTING PARTNERSHIP DELIVERY STRUCTURES**

6. There was submitted a report by the Head of Communities providing an update on the progress in finalising the Local Outcome Improvement Plans for the nine Community Board Areas and the work to scope an associated partnership approach for supporting their delivery alongside implementation of the “Delivering for Communities” and Community Board Models.

Thereon Leanne Pollock provided an overview of the development of the Local Outcome Improvement Plans for each Community Board Area, confirming that these have all been endorsed by their relevant Community Board and will form the basis of future agendas and partnership working priorities. Leanne Pollock advised that the focus now is on developing the partnership delivery model. She explained that support to prepare the Local Outcome Improvement Plans had been provided by the Communities Team, NHS Health Improvement colleagues and VANL and there is a need to formalise and extend this to incorporate the new Community Champions and also to develop an appropriate management support structure with clearly defined roles and responsibilities. Leanne Pollock advised that potential options could comprise a single management and oversight body or two separate groups, with one covering the Community Boards in the North and the other for those in the South and she suggested that the Strategic Leadership Board may wish to convene a separate workshop to consider this matter.

Members of the Board fully endorsed the workshop proposal and agreed that in addition to examining partnership support structures, participants should also consider wider values and aspirations including measures of success; the Partnership’s vision for North Lanarkshire’s communities in 10 years’ time; the proposed Concordat for Working with Communities, and inclusive and sustainable growth.

Maddy Halliday, endorsing the suggested approach, cautioned that the Partnership should not underestimate future challenges, especially those linked to effective engagement with local residents.

### **Action:**

- (1) that the progress made to date in finalising the Nine Local Outcome Improvement Plans be noted;
- (2) that the proposed partnership approach to supporting the delivery of the Local Outcome Improvement Plans and the Community Boards aligned to the Delivering for Communities model be subject to further consideration by the Board at a specially convened workshop to be held in advance of the next Strategic Leadership Board meeting, and
- (3) that a report containing more detail on the proposed partnership structures, as agreed at the above workshop, should be considered at the next Strategic Leadership Board meeting.

## **NORTH LANARKSHIRE COUNCIL RESPONSE TO THE SCOTTISH GOVERNMENT CONSULTATION ON PROPOSALS FOR REGULATIONS ON LOCAL PLACE PLANS**

7. There was submitted a report by Gordon Laing, North Lanarkshire Council (1) providing details of the Scottish Government consultation on proposals for Regulations on Local Place Plans; (2) providing details of the actions and preparation required by the Board in advance of responding to future Consultations and Regulations, and (3) enclosing North Lanarkshire Council’s response to the Scottish Government Consultation on proposals for Regulation on Local Place Plans.

Thereon Gordon Laing provided further detail of the Scottish Government Consultation and the contents of North Lanarkshire Council’s response highlighting the council’s concerns in relation to:-

- the potential risk that Local Place Plans are produced in isolation to wider community planning and Local Outcome Improvement Plan objectives;
- the absence of any formal requirement on Community Bodies, when preparing a Local Place Plan, to consult widely and ensure their proposals are endorsed by the wider community;
- potential resource requirements from partners to support the preparation of Local Place Plans;
- the potential that Community Bodies who are unsuccessful in having their Local Place Plan approved become disengaged;

- the potential risk that Local Place Plans could be used to challenge existing planned developments, and
- limited guidance for local authorities in the criteria, assessment and decision-making procedures to determine whether a Local Place Plan is approved and included within the Local Development Plan.

Gordon Laing thereafter responded to Members' questions confirming that the formal relationship between Local Place Plans and existing planning legislation, statutory requirements, including those within the Community Empowerment (Scotland) Act 2015, and strategic plans such as *The Plan for North Lanarkshire* is unclear and intimating that the council's response to the consultation had been accompanied by a letter from the Head of Planning and Regeneration expressing further points which the council wished to highlight and could not be captured within the consultation questions as posed.

Members of the Board broadly endorsed the council's response, noting that the voluntary sector through its umbrella organisation, VANL, was unaware of the proposals and as such had not been able to respond, and that while the consultation had closed on 25 June 2021, there may be the opportunity for the Community Planning Partnership to submit its views.

**Action:**

- (1) that the Scottish Government Consultation on Proposals for Regulations on Local Place Plans and North Lanarkshire Council's response be noted;
- (2) that the accompanying letter submitted by North Lanarkshire Council with its formal response to the Scottish Government Consultation be circulated to Board Members;
- (3) that the potential implication on resources and the future delivery of Services and Locality Planning be noted, and
- (4) that authority be delegated to the Chair to consider, in discussion with the Council's Chief Executive, the potential requirement for the NLP Strategic Leadership Board to submit a separate formal response to the Scottish Government reinforcing the points raised by North Lanarkshire Council.

**BREASTFEEDING FRIENDLY NORTH LANARKSHIRE - LEADING THE WAY IN DRIVING CULTURAL CHANGE**

8. There was submitted a joint report by Des Murray, North Lanarkshire Council and Heather Knox, NHS Lanarkshire (1) intimating that across Lanarkshire as a whole, breastfeeding rates remained low with particular concern that breastfeeding rates can be linked to levels of deprivation; (2) providing details of the benefits of breastfeeding for babies, mothers, and public health; (3) advising that Breastfeeding Friendly Scotland was a National Award Scheme which recognises Businesses, Organisations and Public Premises where staff were aware of their obligations under the Breastfeeding etc (Scotland) Act 2005; (4) setting out details of the action proposed by the Council to increase the rate of breastfeeding across Lanarkshire, and (5) enclosing the Appendix 1 to the report the draft Breastfeeding Friendly Accreditation Framework which was endorsed by North Lanarkshire Council's Policy and Strategy Committee.

Thereon Heather Knox provided further information confirming that breastfeeding provides the best start in life for a child and is a key determinant in future success. She highlighted the universal commitment from all partners to support breastfeeding as evidenced by the Action Plan and advised that Des Murray is strongly supportive of the initiative. Alan Waddell and Stephen Wright reaffirmed their support on behalf of Police Scotland and the Scottish Fire and Rescue Service respectively.

**Action:**

- (1) that the approach set out within the report be endorsed;
- (2) that the draft Breastfeeding Friendly Accreditation Framework, attached at Appendix 1 to the report, and the continued collaboration with the Scottish Government to finalise the framework be noted;

- (3) that it be noted that it was intended to launch the work set out within the report during World Breastfeeding Week (1 to 7 August 2021) the theme of which was “Protect Breastfeeding – A Shared Responsibility,” and
- (4) that NHS Lanarkshire’s Director of Communication and North Lanarkshire Council’s Head of Strategic Communication be requested to support the launch.

## **PRESENTATION - STATUTORY PARTNERSHIP WORKING ARRANGEMENTS**

9. Alison Gordon, North Lanarkshire Council, provided a presentation on the Statutory Partnership Working Arrangements in respect of the Children’s Services Partnership Board, the Community Justice Partnership and the Chief Officers Group – Public Protection and provided further information in respect of:-

- the existing processes and structure;
- the structure of the Children Services Partnership;
- the Statutory Duty placed on Local Authorities and its Partners in respect of the Children and Young People (Scotland) Act 2014;
- the responsibilities for the council and its partners in respect of the Community Justice (Scotland) Act 2016;
- the reporting framework for Children’s Services and Community Justice;
- the structure and governance arrangements in respect of the Chief Officers’ Group – Public Protection, and
- the responsibilities and reporting arrangements for each of the Strategic Partnership Groups.

Thereon Alison Gordon highlighted that while the Chief Executives within NHS Lanarkshire and North Lanarkshire Council and Police Scotland’s Divisional Commander all have a statutory responsibility to ensure that their agencies work collectively to protect people in North Lanarkshire, the opportunity exists to strengthen existing reporting and information sharing between the statutory partnerships and the Strategic Leadership Board. By way of example, Alison Gordon suggested that the Children’s Services Plan, Community Justice Plan and her report as Chief Social Work Officer could be submitted to the Board for information.

Alison Gordon referenced the external inspection arrangements, advising Board Members that the last Joint Inspection of Children’s Services was in 2014 and as such it is anticipated that North Lanarkshire will be included in the next round of inspections which will have a narrower focus by examining the care system. She further advised that North Lanarkshire was one of the first areas to adopt the validated self-evaluation for Community Justice in 2018/19.

### **Action:**

- (1) that the responsibilities and reporting arrangements within each Strategic Partnership Group be noted;
- (2) that the existing memberships of each of the Groups be noted with any revisions or updates submitted to the Business Partnership Manager;
- (3) that the Children’s Services Plan and Community Justice Plan be submitted to future meetings of the Board for information;
- (4) that the strategic oversight be strengthened through annual consideration of the Chief Social Work Officer’s report which reviews Partnership activity in relation to Children’s Services, Community Justice and Health and Social Care, along with wider statutory responsibilities including Public Protection, and

- (5) that the annual reports related to the Children’s Services Plan and the Community Justice Outcome Improvement Plan be circulated to Strategic Leadership Board members along with an annual recap of structures.

## **RESETTLEMENT AND RELOCATION PROGRAMME**

10. There was submitted a report by the Head of Communities (1) providing an update on the current status of the Syrian Resettlement Programme in North Lanarkshire; (2) providing details of the introduction of the UK Resettlement Scheme and the process required to assess and accommodate referrals; (3) setting out details of the number of Syrian refugees supported through the Council’s current programme; (4) seeking approval to re-establish the governance and infrastructure arrangements previously in place for responding to requests from the Home Office via COSLA to re-settle refugees, and now also the relocation scheme families, in North Lanarkshire as set out in Section 2. 5 of the report; (5) proposing that the Member/Officer Working Group be re-established and renamed the “Resettlement and Relocation Member/Officer Working Group”; (6) intimating that the Home Office had requested, via COSLA, support for the Afghan Locally Employed Staff Relocation Scheme, with the level of support to be determined by the availability of accommodation and the capacity of services to support each family, and (7) indicating that requests from the Home Office via COSLA under the UK Resettlement Scheme would be reviewed on a case by case basis.

Thereon Lizanne McMurrich, North Lanarkshire Council, intimated that North Lanarkshire Council at its meeting on 17 June 2021 re-established the governance and infrastructure arrangements previously in place in responding to requests from the Home Office via COSLA to resettle refugees, and now also Relocation Scheme families, in North Lanarkshire. Heather Knox requested that the Council links directly with NHS Lanarkshire to consider in advance the potential medical, health care and wellbeing support requirements of families.

### **Action:**

- (1) that the re-establishment by North Lanarkshire Council of the governance and infrastructure arrangements previously in place for responding to requests from the Home Office via COSLA to resettle refugees, and now also the Relocation Scheme, families in North Lanarkshire, as detailed in Section 2 of the report be noted;
- (2) that the approval by the Council of the requests from the Home Office via COSLA to support the Afghan Locally Employed Staff Relocation Scheme, with the level of support to be determined by the availability of accommodation and the capacity of services to support each family be noted;
- (3) that support be provided to the re-established governance and support infrastructure arrangements for both the Resettlement and Relocation Schemes as set out in Section 2 of the report, and
- (4) that the Council links directly with NHS Lanarkshire to consider in advance the potential medical, health care and wellbeing support requirements of families.

## **STRATEGIC LEADERSHIP BOARD PROGRESS TRACKING REPORT**

11. There was submitted a report by Jennifer Lees, North Lanarkshire Council providing an update of the progress in each of the Strategic Leadership Board’s Priority Activities – Climate Change, Mental Health and Working with Communities and summarising recent and planned developments in each.

Thereon Jennifer Lees was heard in further explanation of the report and reminded Board Members that the individual Progress Trackers provide interim updates, ensure activity remains on course and provide an opportunity for the Lead Officers to highlight successes or flag up matters which require more detailed consideration and potential direction by Board Members. Referencing specific workstreams Jennifer Lees advised that:

- the application for Lottery funding by VANL to support the Act Now Plan was unsuccessful and Board Members should begin to consider the requirement for continued funding from April 2022 and potential funding streams/sources;

- funding uncertainty linked to the ACT Now Plan, and in particular the ability to fund the Project Assistant's post beyond 31 March 2022, is identified as a high risk on the Project Tracker;
- the appointment of Community Champions and the planned work to formalise management and partnership support arrangements at a local level, including the agreed workshop, will help to address previously identified risks in relation to resources and sustainability to support locality working, especially in the most disadvantaged neighbourhoods, and
- while progress is being made overall in the mental health workstream, the planned awareness raising training for council managers in how to identify and respond to mental health issues within the workforce has been delayed slightly to ensure it complements, rather than duplicates, Mental Health and Wellbeing training that is already being rolled out by the Council.

Maddy Halliday advised Board Members that the new ACT Now website had been launched earlier in the week and although the funding uncertainty presented some challenges she was relatively optimistic that a future funding would be identified.

**Action:**

- (1) that progress in the Act Now Plan, Working with Communities and Mental Health Workstreams, as summarised in the individual Progress Trackers be noted;
- (2) that it be noted that analysis work will be undertaken to identify future funding requirements and potential funding sources to support the Partnership's Climate Change Workstream when initial funding terminates on 31 March 2020 and that a further report will be submitted to a future meeting of the Board, and
- (3) that it be noted that the proposed activity to strengthen and formalise partnership support arrangements for Community Boards and locally based decision making will help to address previously raised concerns in relation to the levels and sustainability of resources required to support Community Planning at a local level.

**ANY OTHER BUSINESS**

**COVID UPDATE**

12. Alan Waddell advised Board Members that he had not included his regular update on the current Covid-19 position in North Lanarkshire at the start of the meeting due to the number of Agenda Items and the requirement on some participants to leave the meeting early due to other commitments. He reaffirmed that there continued to be regular communication with partners at a strategic level and through the Local Resilience Partnership to ensure that the focus was where it was most needed and there was clear and consistent direction to frontline staff and members of the public to stay vigilant. He summarised the significant number of vaccinations provided as a hugely positive development but cautioned that this is countered by a five-fold increase in the number of positive cases since the April Board meeting.

**RETIRAL OF JUNE VALLANCE**

13. Alan Waddell advised that June Vallance would be retiring from her position as Chair of the Community and Voluntary Sector Partnership Group and as Executive Manager of Getting Better Together and paid tribute to the significant work undertaken by June within North Lanarkshire for nearly 20 years to support the community and voluntary sector. On behalf of the Board, Alan Waddell extended his thanks to June and wished her every success for the future.

Thanking the Chair for his kind words, June Vallance reflected on her position as a founding member of the Community Planning Partnership and acknowledged the contribution of previous partners and members, along with the scale and sustainability of local initiatives that had been delivered.

**DATE OF NEXT MEETING**

14. It was noted that the next meeting of the Board would take place on Friday, 10 September 2021 at 10 am.