

MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 7 FEBRUARY 2025 AT 10 AM

CIVIC CENTRE, MOTHERWELL

PRESENT

BOARD MEMBERS

S Dolan	Police Scotland
J Quinn	Scottish Fire and Rescue Service
N Brown	Community and Voluntary Sector Partnership Group
S Frew	Scottish Enterprise
M Hill	NHS Lanarkshire Board
D Murray	North Lanarkshire Council
C Lauder	NHS Lanarkshire
J Walker as substitute for R Hackett	Scottish Government
D Wood	Voluntary Action North Lanarkshire (VANL)

OFFICERS

M Costello	North Lanarkshire Council
W Cunningham	North Lanarkshire Council
M Denby	North Lanarkshire Council
A Gordon	North Lanarkshire Council
A Hamilton	North Lanarkshire Council
L Johnston	North Lanarkshire Council
P Kane	North Lanarkshire Council
R Lochrin Hopkins	North Lanarkshire Council
Professor J Pravinkumar	NHS Lanarkshire
S Penman	North Lanarkshire Council
K Swan	North Lanarkshire Council

APOLOGIES

C Rae	University Health and Social Care North Lanarkshire
Councillor L Roarty	North Lanarkshire Council
R Hackett	Scottish Government

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 6 DECEMBER 2024

2. The Minute of the meeting of the Strategic Leadership Board held on 6 December 2024 were agreed as an accurate record and approved.

SOLACE CONFERENCE UPDATE – VERBAL UPDATE

3. Des Murray, Chief Executive North Lanarkshire Council provided a verbal update on the Society of Local Authority Chief Executives (SOLACE).

As the Chair of SOLACE, Des Murray advised that the SOLACE Conference would be held on the 4 and 5 September 2025 at Strathclyde Park, drawing together a mix of public sector events within various locations in the Parks' locale and the local hotel.

Within the coming months, it was expected that the Scottish Government would be presenting the strategy for Public Sector reform which was anticipated to include reform in Health, Local Government and the National Police Board.

Following recent engagement with Scottish Ministers, it was noted that North Lanarkshire's ways of working in addressing poverty was aligned with the Ministers views to which further discussion on North Lanarkshire's' approach could aid in the backdrop to reform.

The conference in September will bring people together, showcasing the success achieved from the challenges within North Lanarkshire, through partnership working and the economic growth in North Lanarkshire of 13% in comparison to the Scottish baseline of 3%.

The conference would be pivotal to North Lanarkshire and invitations to all Strategic Leadership Partners for the event would be circulated closer to the time.

Martin Frew, Scottish Enterprise noted that the First Minister had talked about NHS and the various outcomes that would tie-in with the public sector, noting that the Health Framework would be published in March 2025 and also advised that Ivan McKee had recently visited NHS Board in Lanarkshire and noted that the innovations shown within the area was ahead of other Health Boards in Scotland.

Stevie Dolan, Divisional Commander, Police Scotland and Strategic Leadership Board (SLB) Chair thanked Des Murray for the update and encouraged all partners to show support in the event and the ability to influence the agenda.

Action: that the Strategic Leadership Board noted the verbal update on the SOLACE conference.

NORTH LANARKSHIRE LOCAL EMPLOYABILITY PARTNERSHIP

4. Paul Kane, Business Manager Employability Services gave a presentation on the Local Employability Partnership. The presentation updated the Strategic Leadership Board on the following: -

Main drivers for a Local Employability Partnership Development were (1) Decluttering the employability landscape; (2) Tackling the deep-seated challenges in North Lanarkshire labour market and taking advantages of the new opportunities being delivered by increased capital investment in the area; and (3) No one left behind.

A number of Local Employability Partnership Initiatives were highlighted: - NHS Demonstrator, 18 Grant Funded Programme in 2023/24, Community Justice Investment – Youth & Adult, Working Families Investment – Jobs and Work Placements, Closing the Disability Gap for Additional Support Needs (ASN) & Young People (YP) and Council Funded Routes to Work Ltd Provision – Unemployed and Economically Inactive.

Following a question from Professor J Pravinkumar NHS Lanarkshire, Paul Kane Business Manager Employability Services confirmed over 50% of people within the Scottish Index of Multiple Deprivation (SIMD) had taken up the initiatives, which was also open to everyone.

Colin Lauder, NHS Lanarkshire confirmed that he would engage with Paul Kane Business Manager Employability Services on the skills agenda approach in respect to the building of the new hospital.

Responding to Nichola Brown, Paul Kane Business Manager Employability Services noted that the barriers that parents have in attaining childcare and advised that there was a budget that could be accessed to address childcare which would allow parents the opportunity for further learning. Also highlighted were the various other initiatives such as a year paid work experience and for young people to attain experience.

Morag Denby, Chief Officer (Planning Performance and Quality Assurance) also confirmed that the Lanarkshire Care Academy was another route for learning which focused in on health and social care work.

Steve Dolan, Divisional Commander, Police Scotland and Strategic Leadership Board (SLB) Chair noted and praised the support within Community Wealth Building and the promotion of the initiatives.

Action: that the Strategic Leadership Board noted the presentation.

NORTH LANARKSHIRE PARTNERSHIP - PARTNERSHIP APPROACH TO WATER SAFETY (PAWS) UPDATE REPORT

5. Matt Costello, Community Partnership Manager introduced the report that detailed progress to date of the Partnership Approach to Water Safety (PAWS). Across Lanarkshire, various water environments including, rivers, lochs, and canals presented challenges to the agencies responsible for carrying out rescues and managing waterways safely. Meeting these challenges required a commitment to strong partnership working and the sharing of information, good practices, and resources. Responsibilities were allocated in a clear framework agreeable to all agencies and formalized into agreed actions that would be reported to the Community Planning Partnerships (CPP) in both North and South Lanarkshire.

Water safety had gained increased focus both politically and publicly due to the 2018 release of Scotland's Drowning Prevention Strategy with overall targets to: reduce accidental drowning deaths in Scotland by 50 per cent by 2026; reduce risk among the highest-risk populations, groups, and communities; and contribute to the reduction of water-related suicide.

Jim Quinn, Area Commander, Scottish Fire and Rescue Service (SFRS) thanked Matt and his team for all the good work which would allow all partners to be in a strong position to react.

Responding to a question from Professor J Pravinkumar NHS Lanarkshire, Matt Costello advised that in relation to changes of demographics that the data was related to suicide prevention.

Stephen Penman, Chief Officer (Strategic Communication and Engagement) also confirmed that there had been discussion with South Lanarkshire Council and NHS Lanarkshire in respect of joined up working and having a consistent approach on communication.

Stephen Frew Scottish Enterprise highlighted the number of scuba clubs throughout Lanarkshire that could support the work of the water safety partnership and queried whether the partnership could approach government sports bodies and local community groups in support of the aforementioned work.

Action: Matt Costello confirmed he would contact the national bodies.

Action: that the Strategic Leadership Board note the report and information contained with Appendices to the submitted report.

COMMUNITY SAFETY STRATEGY 2025-2030

6. Matt Costello, Community Partnership Manager introduced the report detailing that the new Community Safety Strategy 2025-2030 had been widely consulted on between 2024 and the beginning of January 2025. The strategy covered a broad range of community safety activity, building on the existing community partnership arrangements that were in place within North Lanarkshire. The strategy also included the required publication of the Antisocial Behaviour Strategy.

The integrated approach was intended to better utilise and target resources and community safety activity throughout North Lanarkshire to improve outcomes for individuals and communities in North Lanarkshire.

Matt Costello also confirmed that the attached report had been submitted to North Lanarkshire's Communities Committee on 3 February 2025 prior to being submitted to the Strategic Leadership Board.

Following a question from Colin Lauder NHS Lanarkshire, Steve Dolan, Divisional Commander, Police Scotland and Strategic Leadership Board (SLB) Chair confirmed that there had been a 45% rise in attempted robbery within North Lanarkshire, noting that this was a national trend and not solely isolated to this area.

Scrutiny Meetings on the aforementioned, were attended by both Stevie Dolan (Police Scotland) and Jim Quinn (SFRS).

Responding to Martin Hill's question, Stevie Dolan Police Scotland confirmed that that there had been concerted effort to reduce the knife crimes that had been in the media recently. He also advised that with the early release of prisoners, Police Scotland were actively checking to ensure that they would not affect the communities in which they would reside.

Following a question from Professor J Pravinkumar NHS Lanarkshire, Alison Gordon, Chief Social Work Officer (Children, Families, Justice and Integrated Practice) advised that there was an extension of the safe guardians work within schools with a range of initiatives, understanding the links with young people and the various strands within education to address Anti-Social Behaviour.

Stevie Dolan, Divisional Commander, Police Scotland and Strategic Leadership Board (SLB) Chair also noted the active and positive actions between key partners and the work of the campus police that would engagement in relation to Anti-Social Behaviour.

Morag Dendy, Chief Officer Planning, Performance and Quality Assurance requested that all partners keep a hold in their diaries for the Alcohol Summit on 2 April 2025.

Action: that the Strategic Leadership Board noted the Community Safety Strategy 2025-20230, agreed actions and corresponding performance indicators.

2022 CENSUS OUTPUT FIGURES AND ANALYSIS DEMONSTRATION OF DASHBOARDS AND DISCUSSION

7. Alex Hamilton, Corporate Lead Analyst gave a presentation and an update on the results of the 2022 Census which provided a breakdown of the census data for North Lanarkshire, variation from the previous census, output figures and provided an analysis of the demonstrated dashboards.

The Strategic Leadership Board thanked Alex Hamilton and praised that huge amount of work and information collated within the dashboards from the 2022 Census data.

All partners noted how the information could be used within partnership working and asked when the dashboards could be utilised by all. Stephen Penman, Chief Officer (Strategic Communication and Engagement) advised that the Council were looking to share the information although still in the process of making the information live.

Linda Johnston, Business Strategy Manager requested for any specific ask from the census dashboard to contact William Cunningham, Business Partnership Manager.

Action: that the Strategic Leadership Board noted the update on the 2022 Census Output Figures and the Dashboards.

STRATEGIC LEADERSHIP BOARD PROGRAMME OF WORK AND REPORTING SCHEDULE 2025/26

8. William Cunningham, Business Partnership Manager introduced the report that updated on the proposed Programme of Work for the North Lanarkshire Partnership Strategic Leadership Board during 2025/26. The existing workstreams detailed the carry forward and the capacity that was created in the Reporting Schedule for emerging priorities during the course of the year.

In June 2022 Strategic Leadership Board members approved the Plan for North Lanarkshire's 'Framework for Demonstrating Improved Outcomes for Communities'. The framework described the separate pieces of legislation that underpinned community planning and partnership working and provided the model used by North Lanarkshire Partnership assess and report on progress and performance in delivering individual strategies and their associated action plans. Also included was the six-monthly reporting on the priorities in each of the nine local Outcome Improvement Plans; endorsement and annual performance reports on key Partnership strategies; and the annual oversight and outcomes report which summaries the Strategic leadership Board's activity in improving outcomes and making a really difference for local people and local communities.

The Framework included a requirement for the Strategic Leadership Board to consider and approve its own Programme of Work and reporting Schedule at the beginning of each year. Accordingly, the report identified planned and anticipated service delivery and strategic developments over the upcoming twelve months and provided a proposed reporting schedule for the year ahead.

It was also noted that there had been a typo at the top of the table within Appendix 2 to the submitted report that should have stated 2025/26 rather than 2024/25.

Stevie Dolan, Divisional Commander, Police Scotland and Strategic Leadership Board (SLB) Chair noted the discussion that the SOLACE meeting on the 5 September 2025 and that the Strategic Leadership Board scheduled for that day to be cancelled to allow partners to attend the conference.

Responding to a question from Martin Frew, Scottish Enterprise, William Cunningham Business Partnership Manager noted that the public sector reform in relation to wealth building and health building being on the same pathway and would include within the Strategic Leadership Boards POW.

Action:

- (1) that the Strategic Leadership Board approved the 2025/26 Programme of Work and associated reporting schedule;
- (2) that any further workstreams for consideration and potential inclusion in the Strategic Leadership Board's Programme of Work 2025/26 and their anticipated report requirements be identified;
- (3) that the Chair of the Strategic Leadership Board was 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 external timescales or other factors be agreed.

UPDATE ON PROGRESS IN THE DEVELOPMENT OF COMMUNITY HUBS – VERBAL UPDATE

9. The Chair proposed that the verbal update on the progress in the development of Community Hubs be deferred to the next meeting of the Strategic Leadership Board.

Action

The Strategic Leadership Board agreed to defer the verbal update on the progress in the development of Community Hubs to the next meeting.

NORTH LANARKSHIRE COMMUNITY JUSTICE ANNUAL REPORT 23-24

10. Morag Dendy, Chief Officer (Planning Performance and Quality Assurance) introduced the report that provided an update on the Community Justice Annual Report 23-24.

The Community Justice (Scotland) Act 2026 placed a legal duty on statutory community justice partners to engage in planning and reporting on their progress towards improving community justice outcomes in the area. The responsibility for community justice sits with all statutory community justice partners. The model placed planning at a local level where decisions could be made by people who know their area best.

In North Lanarkshire, it was the responsibility of the statutory partners within the North Lanarkshire Community Justice Partnership (NLCJP) to provide strategic leadership and governance to operationally deliver and develop community justice, whilst the role of the NLP was to have strategic oversight.

Action:

- (1) that the Strategic Leadership Board notes the North Lanarkshire Community Justice Annual report 23-24; and
- (2) that the report be shared with relevant staff and teams.

NORTH LANARKSHIRE PARTNERSHIP - UPDATE TO NORTH LANARKSHIRE PARTNERSHIP TERMS OF REFERENCE

11. The Strategic Leadership Board noted an update report on the North Lanarkshire Partnership Terms of Reference.

The changes to the Terms of Reference focused on the Membership, with amendments to (1) paragraph 15.1 from "Convener of Enterprise and Fair Work Committee" to "Depute Leader of the Council"; (2) removal of paragraph 15.4 "North Lanarkshire Council will be further represented by a senior elected member; and NHS Lanarkshire will be further represented by a member of the organisation's Board of Trustees." and amend subsequent numbering; (3) removal of paragraph 15.4; and (4) amend Paragraph 15.5 from "member organisations will nominate a substitute(s)" to "member organisations may nominate a substitute".

Action: that the amendments to the North Lanarkshire Partnership Senior Leadership Board Terms of Reference be agreed,

AOCB

12. (a) Member Officer Working Group on the Third Sector – Recommendations

Stephen Penman, Chief Officer (Strategic Communication and Engagement) introduced the report that detailed the recommendations from the Member Officer Working Group (MOWG) on the Third Sector.

As part of the review of the Grants Awards Programme approved by Council in February, it was agreed to establish a short-life Member Officer Working Group on the Third Sector to examine the relationship and dependencies between the Council, the Third Sector and communities and to consider how the longer-term sustainability of the third sector could be supported.

The MOWG heard presentations and evidence from several stake holders during the course of its meetings, including from Council and Health and Social Care Partnership officers, external experts, third sector group (individually and collectively) and from Voluntary Action North Lanarkshire (VANL), the third sector interface. The group also considered examples of good practice from other local authority areas.

Following a question from Nichola Brown, Community and Voluntary Sector Partnership Group, Stephen Penman, Chief Officer (Strategic Communication and Engagement) confirmed that updates from the outcomes from the Member Officer Working Group on the Third Sector would be advised to future Strategic Leadership Board meetings.

Action: that the Strategic Leadership Board noted and supported the recommendations with the report.

(b) Scottish Fire and Rescue Strategic Plan

Jim Quinn, Area Commander, Scottish Fire and Rescue Service (SFRS) advised that the SFRS Strategic Plan was out for consultation and as per written communication to the SLB, would ask all to participate in the consultation process.

The Chair closed the meeting at 12 noon.