

North Lanarkshire Council Report

Finance and Resources Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref KH/SL

Date

28/02/24

Strategic Performance Framework - latest performance results for Business and Digital

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Executive Summary

Business and Digital comprises two areas of activity that work corporately across the council:

- Technology Strategy Solutions, who are responsible for the live delivery and operational management of technology solutions required to support services and schools in delivering front line day to day operations and in progressing activities which facilitate delivery of the council's strategic place-based ambition. A key aspect of this area of activity is also the development of the technology estate, its solutions, and integrations with third party suppliers.
- Business Strategy, who are responsible for driving business change, improvement, and service redesign in order to provide efficient and effective services in line with the council's, and the North Lanarkshire Partnership's, strategic aims and plans. This area of activity also includes measuring success against The Plan for North Lanarkshire and ensuring the established frameworks and supporting governance remains relevant and up to date.

Business and Digital maintains a range of performance indicators which are monitored in various ways, including subject matter specific monthly review meetings as well as quarterly business management meeting discussions. These meetings make use of the evidence base provided by the performance results to inform discussions around the best use of resources and decide priorities in this respect, as well as to highlight areas requiring improvement. The service's four weekly risk management meetings also consider the impact of performance achieved within critical areas of the service.

For strategic overview and scrutiny purposes, this report provides Members of the Finance and Resources Committee with an update of the latest results for the suite of performance indicators used by Business and Digital to inform service delivery and underpin operational decisions.

Recommendations

It is recommended that the Finance and Resources Committee:

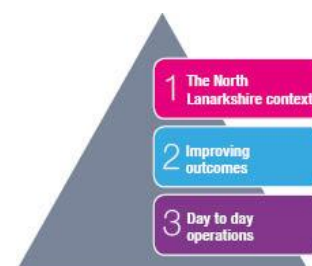
- (1) Review the high-level performance overview presented in Appendix 1, and the supporting data contained within the linked Excel spreadsheet, and identify where further information is required to understand or investigate performance further.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Statutory / corporate / service requirement

1. Background

- 1.1 There are six inter-related strategic frameworks which are key to assessing the success of The Plan for North Lanarkshire and monitoring delivery towards achieving the overall vision by ensuring each stage is appropriately aligned, planned, guided, implemented, monitored, and governed.
- 1.2 The six frameworks focus on ensuring a corporate one council approach in respect of Policy, Governance, Performance, Self-Evaluation, Project Management, and Demonstrating Improved Outcomes for Communities.
- 1.3 The Strategic Performance Framework comprises performance measurement at three levels (as per the diagram on the right). This aims to collectively provide an overview of performance to help understand the impact of council activities on improving services and outcomes for the people and communities of North Lanarkshire. The measures in this Framework allow for day to day activities, and progress towards achieving the long-term vision set out in The Plan for North Lanarkshire, to be regularly monitored, reported, assessed, and scrutinised.
- 1.4 The Strategic Performance Framework is aligned to the Accounts Commission *statutory direction* which places a requirement on councils to report a range of information in terms of (1) improving local services and outcomes, and (2) demonstrating Best Value. Key points of note in this respect are that the Accounts Commission also expect to see:
- (a) A balance in reporting areas of improvement that have been achieved and not achieved.
 - (b) Reporting that is undertaken in a timely manner.
 - (c) Easy access to performance information for all citizens and communities.
- 1.5 A Performance Reporting Schedule supports the timely submission of a range of performance information that facilitates Elected Members and senior management to undertake regular performance reviews that inform scrutiny, challenge, and decision making processes. This Schedule, endorsed by the Audit and Scrutiny Panel in February 2023, includes Chief Officer's individual six monthly Performance Reviews at Service Committees in line with the Strategic Performance Framework.
- 1.6 This report therefore presents the Finance and Resources Committee with the latest performance results for Business and Digital for Members' further review and scrutiny.



2. Strategic Performance Framework

Finance and Resources Committee responsibilities

- 2.1 In line with the terms of reference outlined in the Scheme of Administration, the Finance and Resources Committee is responsible for monitoring and reviewing performance

information for the following Ambition Statements from The Plan for North Lanarkshire:

- 18. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need.
- 24. Review and design services around people, communities, and shared resources.
- 25. Ensure intelligent use of data and information to support fully evidence based decision making and future planning.

2.2 The high-level performance overview in Appendix 1 presents Members with a summary of the latest results for each performance indicator within the remit of the Chief Officer (Place).

2.3 The information in Appendix 1 comprises the following:

- An *ideal direction* arrow - this indicates whether a higher or lower figure is the preferred direction of travel.

↑	A higher figure is better
↓	A lower figure is better

- *Measurement unit* - for example whether the result is a %, a number, a unit cost (in £), or a ratio.
- *Performance results* for the last five financial years (depending on availability of data) along with the latest year's target and corresponding RAG status (for indicators where it is appropriate to set targets).

Key to RAG status	
Green	Performance is on target and/or within acceptable thresholds
Red	Performance does not meet target and is outwith acceptable thresholds
Blue	Performance surpasses the target and exceeds expectations

- The most *recent monthly or quarterly results*, along with the corresponding target and RAG status. Note the inclusion of this information is dependent on the measurement frequency of the indicator and availability of data as at the time of reporting.
- A *trend graph* - this captures the direction of travel achieved over the five financial years and includes the most recent monthly or quarterly results where available.
- *Comments* - narrative summarising the current position and providing an explanation for any significant variations in performance. Where applicable, this narrative also highlights the effect of the pandemic on service delivery, e.g. any increase or decrease in the volume of transactions or enquiries processed.

2.4 A large volume of data supports the high-level performance overview in Appendix 1. This is outlined in the ***latest performance results for Business and Digital*** Excel spreadsheet which is available through the following link for Members to carry out a deep dive and review and scrutinise each performance indicator further. The *Menu* on the second tab of the spreadsheet contains built in hyperlinks that automatically take the user to a tab for each performance indicator and therefore provides a useful navigation aid to review the contents of the file.

- [Latest performance results for Business and Digital.xlsx](#)

Current context

2.5 The service's operating environment has changed significantly in recent years and, as such, the performance information presented in Appendix 1 should be considered within the context of the following:

- Service specific advancements in terms of the procurement of the Connectivity project in December 2021.
- The end of the contract with Agilisys in April 2022 and the ensuing significantly reduced resource available from 2022/23 onwards.
- The development of the Business and Digital Integrated Programme Plan which aims to capture all areas of activity across the service and serve as a guide to support resource planning and operational delivery, as well as the relevant project management and governance controls.
- The changing structure required following approval to insource those services previously outsourced to Wipro (supplier of the ICT service delivery contract), the alignment of service provision following the insourcing of culture, sport, and leisure services (previously delivered through Culture and Leisure NL Limited), and the final steps in the integration of the schools' technician's service.
- The extent to which the service has supported the council in terms of responding to and recovering from the pandemic, while resuming business as usual activities at pace.

- 2.6 A report to the Policy and Strategy Committee in September 2022 provided detailed findings following a root and branch review of the DigitalNL programme and outlined both the Year 4 Roadmap (of the five-year programme) and the anticipated benefits realisation programme. A follow up report in December 2022 set out the programme deliverables achieved to date against those outlined within the Full Business Case approved by Elected Members in March 2019 and outlined the next steps for Year five (the final year of the initial DigitalNL transformation programme).

Over the course of 2023/24, planned service sprints continued, resulting in five additional services now available online including Anti-Social Behaviour; Special Uplifts; Rents On-line and debt advice. Paragraph 2.7 below details progress against the planned connectivity changes, and the separate report available on today's agenda (Contract Award - Unified Communications Solution) highlights the good progress continuing to be made in respect of the single telephone number and customer services hub model.

Moving forward Digital North Lanarkshire has been maintained as one of the seven priorities for delivery in the Programme of Work for 2023 to 2028, as approved at the Policy and Strategy Committee in March 2023, with any residual activity from the original Digital NL programme appropriately transitioned. Through the delivery of this Programme of Work activities will focus on developing a skilled digital workforce, promoting an innovative sustainable culture, and providing digital leadership for an evolving North Lanarkshire. This means building on existing achievements and embedding digital thinking into everyday delivery, embracing digital technology to do business significantly differently, and always considering a digital-first approach. This will require a focus on skills, culture, and empowerment of the workforce. Digital North Lanarkshire has strong links to the One Service Programme of Work as both are enablers to facilitate the delivery of all other linked Programme of Work priorities.

Recent performance highlights

- 2.7 According to the Ofcom Connected Nations update, 98.7% of properties in North Lanarkshire receive superfast broadband - the 4th highest of all 32 local authority areas in Scotland. Ofcom define superfast broadband as supporting download speeds of at least 30Mbit/s. Fibre connectivity - which requires fibre optic cabling which supports higher speeds than the copper cables used in traditional networks has increased to 32.2% across North Lanarkshire. The Connectivity contract currently being delivered aims to transform the area's digital infrastructure and as at December 2023, 290km of

fibre has been deployed with 270 of the 300 sites live, with the remaining extended out to be completed by early 2024. As the separate report on today's agenda demonstrates, benefits of this new digital network include:

- New web filtering provisions and a boost to school internet bandwidth via upgrades for primary school bandwidth to 1Gb and secondary schools to 5Gb with a second resilient 5Gb connection for secondary schools.
- Providing the capacity to support a free public Wi-Fi network across town centres, libraries, schools, leisure, and community centres.
- Enhancing the coverage and reach of gigabit-capable fibre networks to businesses, private and council-owned social housing.
- Attracting inward investment to local communities from a range of business sectors resulting in increased access to employment, health, and leisure opportunities.

A report to the Communities Committee in cycle 1 of 2024 also provided an update on the delivery of the added value and community benefits experienced to date within this contract.

Areas of performance requiring improvement

- 2.8 As advised in the performance report to Finance and Resources Committee in March 2023, an area of activity under review has been that in relation to *service desk incidents resolved within target*. Following the insourcing of Wipro, this indicator was changed to capture all *severity level 3* tickets in order to provide a more complete picture of all incidents that require to be resourced by the service. This has increased the volume of incidents recorded within this indicator and required ongoing and closer analysis of demand in order to fully understand the asks of the service and manage these in a way that takes into consideration all the related component parts of the service to be delivered as well as improvements required in the longer term (which can often result in an initial backlog of issues which require to be resolved in order to ensure a successful transition to a new approach).

The most recent analysis shows that the number of incidents has settled into a steady monthly pattern, excepting holiday periods that tend to create a drop, then a rise (normally to do with forgotten passwords, etc). This pattern continues to show a slight annual reduction in volume over the past four years that can be attributed to the improvement in the management of the device estate. However, the overall *resolved within service level agreement* performance has fallen into a pattern that is consistently below the revised target of 85%. This figure tends to be skewed as it is an amalgamation of traditional corporate and schools' IT incidents, (with the school environment having a range of older technology and many supported on a best endeavor only basis, but still captured within support statistics). However, the corporate trend also falls below the target.

Two key areas have a direct influence on that performance, namely the rise of agile working and the increased adoption of third-party services. These have raised the overall complexity of incident types, and frequently involve both interaction with those third parties and staff moving from differing environments. Additionally, over the last calendar year the service areas directly aligned as resolver groups have been carrying significant vacancies, (>20%) which frequently exist (when approved for recruitment) for over six months due to competition in the marketplace and multiple attempts to recruit. It is highly likely that many of these vacant positions will be captured under service restructuring following budget setting for 2024/25 to 2026/27, therefore the overall resolver capacity is likely to stay at current levels, which will continue to impact ability to achieve target in the longer-term.

Next steps

- 2.9 As noted in paragraph 1.5, the Strategic Performance Framework is supported by a Performance Reporting Schedule. This sets out the arrangements for service, statutory, and Strategic Performance Framework reporting to committee. In this respect the relevant Committee can expect to receive the following in respect of Business and Digital areas of work for 2024 to 2025.

Report	Description	Committee	Committee cycle
Senior Information Risk Owner (SIRO) annual report	<p>This report provides an update relating to the responsibilities of North Lanarkshire Council's Senior Information Risk Owner (SIRO) and outlines activity and performance related to information governance. It provides assurances that information risks are being effectively managed, what is going well, and where improvements can be made. It complements the data protection annual report by the council's Data Protection Officer (DPO).</p> <ul style="list-style-type: none"> • Latest report in February 2023: link to report 	Finance and Resources Committee	Cycle 1 in 2024
North Lanarkshire Community Planning Partnership - annual report	<p>The Community Empowerment (Scotland) Act 2015 introduced a range of new requirements on local authorities and community planning partners to empower and strengthen community involvement in the design, planning, and delivery of local services. The statutory duty of community planning requires all public sector agencies to work collaboratively in agreeing both strategic and local priorities for their areas to improve outcomes and address poverty and inequalities. Community Planning Partnerships must also annually review and report on their progress.</p> <ul style="list-style-type: none"> • Latest report in February 2023: link to report 	Communities Committee	Cycle 1 in 2024
Arm's Length External Organisations (ALEOs): Governance and Risk Management oversight and assurance report	<p>The council's arm's length external organisations (ALEOs) undergo ongoing monitoring to ensure best value. A regular reporting process is in place to provide the Audit and Scrutiny Panel with oversight and assurance of governance, financial governance, and risk management arrangements within each ALEO.</p> <ul style="list-style-type: none"> • Latest report in September 2023: link to report 	Audit and Scrutiny Panel	Cycle 1 and 3 each year
Performance in handling complaints	<p>The Scottish Public Services Ombudsman Act 2002 provides the legislative basis for the Scottish Public Services Ombudsman (SPSO) to publish Model Complaints Handling Procedures for bodies under its jurisdiction. Since it was implemented in 2013, the council</p>	Audit and Scrutiny Panel	Cycle 1 of 2024

	has implemented the Local Authority Model Complaints Handling Procedure (CHP). The council also manages and reports performance in terms of complaints handling in order to fulfil the requirements of good governance.		
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3. Measures of success

3.1 Measures of success include:

- Regular oversight and monitoring of performance across the organisation to gain assurances in terms of governance and accountability.
- Regular review and challenge processes to scrutinise the performance of the council to ensure effective use of resources and that resources are directed in accordance with agreed policy and according to priorities, while ensuring sound decision making and clear accountability for the use of resources in achieving improved outcomes for service users and the local community.
- Performance monitoring, management, and reporting arrangements that support the demonstration of improved performance in local services and outcomes, and the delivery of Best Value.

4. Supporting documentation

Appendix 1 - High-level performance overview



Katrina Hassell
Chief Officer (Business and Digital)

5. Impacts

5.1	Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2	Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.3	HR policy impact Does the report contain any HR policy or procedure impacts?

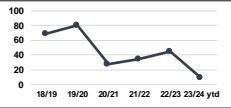
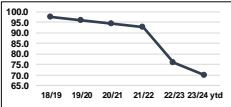
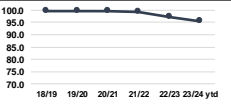
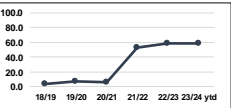
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.4	<p>Legal impact</p> <p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.5	<p>Data protection impact</p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.6	<p>Technology / Digital impact</p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Improvements in the presentation of performance information to various audiences is being advanced further in line with the development of the DigitalNL work package for the Business Intelligence Hub.</p> <p>Paragraph 2.7 of the report also includes a brief update regarding the delivery of the council's world class digital infrastructure.</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
5.7	<p>Environmental / Carbon impact</p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.8	<p>Communications impact</p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.9	<p>Risk impact</p> <p>Is there a risk impact?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or</p>

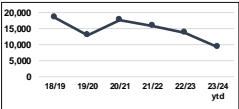
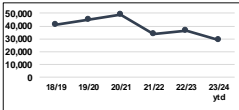
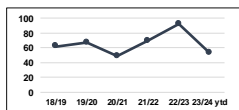
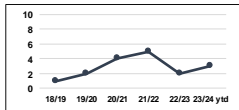
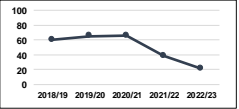
	<p>Service or Project Risk Registers), and how they are managed?</p> <p>The implementation of the Strategic Performance Framework, and Member's scrutiny of individual services therein, contributes towards the mitigation of the risks on the Corporate Risk Register for <i>Governance, Leadership, and Decision Making</i> and <i>Managing Strategic Change</i>.</p>
<p>5.10</p>	<p>Armed Forces Covenant Duty</p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<p>5.11</p>	<p>Children's rights and wellbeing impact</p> <p>Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>

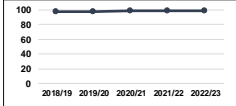

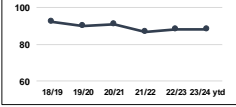
Appendix 1

Business and Digital

High-level performance overview - as at January 2024

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23 target	2022/23 RAG status	2023/24 ytd	2023/24 ytd target	2023/24 RAG status	trend	comments as at 19/01/24
											(for monthly or quarterly monitored indicators only)		(for monthly or quarterly monitored indicators only)		
IT systems - number of priority 1 outages	i082	lower figure is better	number	69	80	27	34	45	60	blue		9	16	blue	 <p>The number of occasions that a priority service (P1) has not been available to users decreased to 27 in 2020/21 after a high volume the previous three years. The level of system availability remained low and below target in 2021/22 with 34 outages in total. However performance has increased to 45 in 2022/23 and while this remains below target, it is the second consecutive increase. Following a review of the target (which was set in 2019) and considering the increasing age of the technology assets, the annual target has been reduced from 60 per year to 48 for 2023/24 (a decrease from 5 outages per month to 4). Outages in 2023/24 to date (as at December 2023) remain low at 9 to date.</p>
Service desk - % of all Severity Level 3 incidents resolved within target	i083	higher figure is better	%	97.4	96.0	94.4	92.7	76.0	95.0	red		70.0	85.0	red	 <p>Prior to April 2022 this measure related to the performance of the service delivery partner Wipro before insourcing. From April 2022, performance monitoring was expanded to capture all Severity Level 3 tickets in order to provide a more accurate picture of all incidents that require to be resourced across the whole of Business and Digital. This is reflected in the increase in the volume of incidents to be resolved which was 6,933 in 2020/21 to 7,941 in 2021/22 to 11,802 in 2022/23. Performance against the target of 95% has been monitored since the insourcing and as it relates to the previous indicator measurement, the target has now been revised to 85% in 2023/24 to be more reflective of the current trends and resourcing requirements. Performance to date (as at December 2023) remains below the revised target at 70% with 5,186 out of 7,405 incidents resolved within target.</p>
Service desk calls - % respondents who replied to say they were satisfied with the service	i084	higher figure is better	%	99.6	99.6	99.6	99.4	97.3	95.0	green		95.4	95.0	green	 <p>Customer satisfaction levels over the years have remained on a steady trend and above target. Prior to March 2022 a non response was counted as satisfied. After March 2022 only responses received (with a satisfied or dissatisfied response) are counted. This has significantly reduced the volume of responses recorded within this indicator by more than 80%, with responses now averaging less than 400 per month (compared to over 3,000 prior to March 2022); however it does mean a more accurate record of satisfaction. It is a low response rate however (on average less than 6%) considering the volume of service desk calls now recorded in the indicator above. Performance to date (as at December 2023) remains above target at 95.4% for 2,561 out of 2,684 responses.</p>
Service desk - % tickets logged through the self-help portal	i128	higher figure is better	%	3.5	6.8	6.2	53.0	58.4	n/a			58.8	70.0	red	 <p>New arrangements were implemented in May 2021 to push all non-critical traffic down a self-serve digital channel. This indicator monitors the usage of that channel and thus the effectiveness of the digital transformation. 58.4% of calls made in 2022/23 have been made through the portal, compared to 53% at the 2021/22 year year, and 6.2% at the 2020/21 year end. Usage of the portal has levelled out in recent months as the corporate estate is now fully enabled to utilise this functionality, thus impacting on the ability to further maximise usage of the portal. However, work is planned to enable primary schools to use the portal and maximise usage further, with a developer and partner now commissioned and reviewing requirements. To continue to monitor usage of the portal by the corporate estate and ensure this is maximised, a target of 70% has been set for 2023/24 onwards. Performance to date (as at December 2023) shows performance remains below the target at 59%. When broken down further this reflects a year to date position of 66% corporate and 38% schools.</p>

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23 target	2022/23 RAG status	2023/24 ytd	2023/24 ytd target	2023/24 RAG status	trend	comments as at 19/01/24
											(for monthly or quarterly monitored indicators only)		(for monthly or quarterly monitored indicators only)		
IT incidents	i129	lower figure is better	number	18,261	12,935	17,602	15,668	13,589	n/a		9,081	n/a			The volume of corporate IT incidents has remained relatively steady over the years, with no significant trends occurring in the corporate or school estates. 2023/24 ytd data is as at December 2023.
IT service requests	i130	lower figure is better	number	40,971	44,955	49,155	33,684	36,633	n/a		28,857	n/a			The volume of corporate IT requests has remained relatively steady over the years, with no significant trends occurring in the corporate or school estates. 2023/24 ytd data is as at December 2023.
Data protection - number of breaches	i126	lower figure is better	number	62	67	49	69	92	n/a		53	n/a			<p>The number of data breaches in 2022/23 (92) shows a 33% increase compared to the previous year.</p> <p>The volumes of breaches and near misses are kept under review by the Data Governance Board, where any learning or remedial actions are identified; these are subsequently cascaded council wide through the Data Management Team. Due to a higher than usual increase in the volume of data breaches in 2022/23, an analysis was undertaken to ascertain the root cause. The increased volume was found mainly to be due to operating error (for example keeping details on systems up to date to avoid information being sent to wrong addresses, the use of auto-fill in Outlook, ensuring blank forms are sent to those that request them (and are not already completed with someone else's details), ensuring the correct attachments for letters / e-mails, and the importance of knowing how to use Glow.</p> <p>Remedial action is undertaken as at the point the breach is found (i.e. staff training, learning from mistakes, and reiterating the need to avoid basic admin errors) to try and ensure the same issue does not recur. In addition, work is currently underway to address the dangers of auto-fill in Outlook. All Chief Officers, and the council's senior management team, are continuing to monitor employee uptake of the mandatory e-learning modules, including the module for information security awareness.</p> <p>There were 53 breaches in 2023/24 to date, as at the end of December 2023.</p>
Data protection - number of near misses	i127	lower figure is better	number	1	2	4	5	2	n/a		3	n/a			<p>The volume of near misses has remained low over the years but this continues to be monitored by the council's Data Governance Board.</p> <p>There were 3 near misses in 2023/24 to date, as at the end of December 2023.</p>
Master citizen record - % of NL population with a master citizen record	Pi108	higher figure is better	%	59.9	65.4	66.1	38.2	21.0	40.0	red	only measured annually	n/a			Figures for 2022/23 are lower than usual as the Multivue system, which provides the master citizen record (the single view of the customer) was undergoing an upgrade. Due to work being carried out, the connections to the system which creates each citizen's account were temporarily suspended which meant there are no updates between the two systems during this time. As at December 2023, the testing is underway but the connections are not yet ready to be switched back on again. As this is an annual indicator, testing is expected to be complete well in advance of the year end, at which point the performance figures will be able to be brought back up to date.

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23 target	2022/23 RAG status	2023/24 ytd	2023/24 ytd target	2023/24 RAG status		trend	comments as at 19/01/24	
											(for monthly or quarterly monitored indicators only)	(for monthly or quarterly monitored indicators only)	(for monthly or quarterly monitored indicators only)	(for monthly or quarterly monitored indicators only)			
Broadband - % of properties receiving superfast broadband	ECON8a	higher figure is better	%	97.7	97.9	98.1	98.6	99.0	n/a		only measured annually	n/a				According to the Ofcom Connected Nations update, 99% of properties in North Lanarkshire receive superfast broadband - the 4th highest of all 32 local authority areas in Scotland. Ofcom define superfast broadband as supporting download speeds of at least 30Mbit/s. However, fibre connectivity - which requires fibre optic cabling which supports higher speeds than the copper cables used in traditional networks - is currently sitting at 32.2% across North Lanarkshire and therefore the undernoted indicator has been introduced to ensure fibre connectivity is reflected as well.	
Fibre - % of residential premises in North Lanarkshire with full fibre availability	ECON8b	higher figure is better	%	4.2	7.2	9.7	14.4	26.8	n/a		32.2	n/a				Using the same data source as the Broadband indicator above (i.e. the Ofcom Connected Nations annual report), this indicator measures the proportion of residential premises that have coverage from a full fibre service from a fixed broadband. Full fibre coverage is defined as services that provide a fibre optic cable from the exchange to the end user's home or office. To match the Broadband indicator source used by the IS in the indicator above, the <i>annual</i> Ofcom report is used; the <i>annual</i> report as at December 2023 shows fibre coverage to have increased to be 32.2%. The Connectivity contract currently being delivered aims to transform the area's digital infrastructure and aim (by the summer of 2024) to ensure that 85% of homes across North Lanarkshire have access to gigabit capable broadband earlier than planned; as at December 2023, 290km of fibre has been deployed with 270 of the 300 sites live, with the remaining extended out to be completed by early 2024.	
Complaints - % complaints dealt with at the frontline at stage 1	i113a	higher figure is better	%	92.1	89.9	91.0	86.8	88.3	90.0	green		88.1	90.0	green			The Complaints Handling Procedure (CHP) sets out the council's aim to provide a quick, simple, and streamlined process for responding to complaints early and locally by capable, well-trained staff. Where possible, the council aims to deal with the complaint at stage 1, i.e. at the frontline. This indicator measures the ratio of complaints closed at stage 1. Historical figures in this respect show that the council has consistently responded to 9 out of 10 complaints received at stage 1; however, this ratio dropped to just over 8 out of 10 complaints in 2021/22 and 2022/23. Following further analysis of the complaints performance data, various discussions with the Corporate Complaints Group, and a workshop to delve deeper into the way complaints were being handled a number of areas for improvement have been identified (such as training and awareness raising, maintaining consistency in complaints handling, and ensuring a common understanding of implementing the local authority model Complaints Handling Procedure in practice). Following this, an improvement plan has been developed and responsibilities and timescales agreed with the Complaints Working Group. Implementation of the improvement actions are underway and the position will be re-assessed as at the end of 2023/24. A report providing an initial analysis of complaints performance is scheduled to be submitted to the Audit and Scrutiny Panel in cycle 1 of 2024; this provides further details and analysis and the next steps in terms of areas potentially requiring improvement that will be examined further.