North Lanarkshire Council
Report

Policy and Strategy Committee

Does this report require to be approved? ☒ Yes ☐ No

Ref DM/SL **Date** 14/03/24

The Plan for North Lanarkshire - Delivering the Programme of Work to 2028

From Des Murray, Chief Executive

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Executive Summary

As the Policy and Strategy Committee are aware, the Programme of Work is key to achieving the shared ambition set out in The Plan for North Lanarkshire. To date it has collectively facilitated a co-ordinated approach to successfully delivering a wide range of programmes, projects, and large-scale transformational activities, including the council's capital investment programme.

The accompanying report on the agenda today sets out the extent of the significant achievements that have been realised through the Programme of Work to date in terms of maximising the potential of North Lanarkshire as a place and realising inclusive growth and prosperity for all. These achievements reflect what is now a well-established portfolio of programmes, projects, plans, and activities that have a dedicated focus on improvement, change, and delivering services that improve the lives of local people and that are well underway and delivering (at scale and pace) on the vision set out in The Plan for North Lanarkshire.

Following Policy and Strategy Committee approval of the new five-year Programme of Work to 2028, a report in September 2023 fulfilled the commitment to provide an update on the next steps, and high-level deliverables, to set the direction to further develop the seven priorities in the new Programme of Work into actions to be delivered on the ground.

As per the commitment in the September 2023 report to set out a detailed delivery plan for the Policy and Strategy Committee in cycle 1 of 2024, this report contains the Single Integrated One Council Delivery Plan for the Programme of Work to 2028 which will be formally in place for 2024/25 onwards.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1) Recognise the commitment now fulfilled to establish a single integrated council wide delivery plan to support implementation of the Programme of Work to 2028,
(2) Are aware of the indicative reporting schedule set out in Appendix 3 to ensure ongoing Elected Member consideration and approval of the next phase of delivery for the wide range of programmes, projects, and activities in the Programme of Work to 2028, and
(3) Support the next steps (set out in paragraphs 2.5 and 2.6) to ensure the Policy and

Strategy Committee continue to play a key role in the delivery of The Plan for North Lanarkshire by ensuring strategic oversight and monitoring of its ongoing development, co-ordination, and delivery.

The Plan for North Lanarkshire

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

1. Background

1.1 Policy and Strategy Committee will recall approving the new five-year Programme of Work to 2028 in March 2023. This was followed by a report in September 2023 (*Delivering the Programme of Work to 2028*) which provided Elected Members with initial oversight of the Single Integrated high-level Delivery Plan for the Programme of Work.

1.2 The September 2023 report contained a refined list of high-level Deliverables which reflected work undertaken to (a) review existing programmes, projects, or activities within the scope of the new Programme of Work, (b) identify programmes of scale or related interdependencies which required to be incorporated, and (c) identify potential new areas where there were opportunities to add value and/or better co-ordinate existing programmes, projects, or activities to meet the objectives of the new Programme of Work and ensure a greater focus on scale and purpose.

1.3 By providing indicative delivery dates and indicative funding intentions, the Single Integrated high-level Delivery Plan in September 2023 provided an initial overview of the roadmap to progress the shared ambition set out in The Plan for North Lanarkshire and deliver on the vision of inclusive growth and prosperity for all with an equal distribution of wealth across communities.

1.4 In terms of the next steps, the report in September 2023 advised that a more detailed delivery plan was in development and being progressed in conjunction with concurrent financial planning priorities (in terms of future capital, revenue, and savings proposals and prioritisation, and the alignment required thereafter in terms of budgets) in order to ensure a more detailed Delivery Plan was available for presentation to the Policy and Strategy Committee in cycle 1 of 2024. The intent being that the detailed delivery plan would thereafter formally be in place from 2024/25 onwards.

1.5 This report fulfils that commitment and sets out a Single Integrated One Council Delivery Plan for the Programme of Work to 2028 in Appendix 3.

2. Programme of Work to 2028

Single Integrated Council Wide Delivery Plan

2.1 Members will recall the Programme of Work to 2028, approved at the Policy and Strategy Committee in March 2023, comprised seven priorities for delivery in respect of Transforming Places, Invest in North Lanarkshire, Sustainable Futures, Resilient People, Brighter Futures, Digital North Lanarkshire, and One Service. Appendix 1

provides a summary recap in terms of what each of these priorities aims to achieve.

2.2 Appendix 2 sets out a strategic timeline overview. This shows the significant extent of the place-based investment to date that has been instrumental in establishing the foundations that are creating the economic, social, and community conditions which are enabling local people and communities (and the place that is North Lanarkshire) to thrive. The milestones in Appendix 2 highlight the key place-based deliverables in the Single Integrated One Council Delivery Plan for the Programme of Work to 2028.

2.3 Appendix 3 sets out the Single Integrated One Council Delivery Plan for the Programme of Work to 2028. As the vehicle for delivering The Plan for North Lanarkshire, the Programme of Work has been instrumental in stabilising the strategic direction of the council in the face of a fast paced, rapidly changing, and relentlessly uncertain local government environment. In doing so it has allowed for appropriate flexibility in the operational delivery of many complex inter-connected programmes, projects, and plans that are critical to ensuring a dedicated focus on improvement, change, and delivering services that improve the lives of local people. As such, it should be noted that the information in the Delivery Plan in Appendix 3 reflects the moment in time when it was created (i.e. as at early February 2024). This means that the details reflect the known position - regarding funding, deliverability, feasibility, and resourcing - as at the time it was created which will be subject to change as each area of work is progressed, developed, and delivered.

2.4 Since the approval of the high-level deliverables at Policy and Strategy Committee in September 2023, a Senior Responsible Officer (SRO) (i.e. a Chief Officer and member of the council's Corporate Management Team) has led on the development of a Delivery Plan for each of the seven Programme of Work priorities. In doing so, the SROs have maintained an overarching focus on ensuring each of the seven Programme of Work priorities are developed and delivered in a way that ensures ongoing alignment to The Plan for North Lanarkshire. The SROs are also responsible for making the interconnections and managing the interdependencies across the seven Programme of Work priorities, capitalising on existing synergies, identifying potential economies of scale, and ensuring appropriate cohesion and integration in the use of resources.

2.5 SROs have also ensured that development of the Delivery Plan for each of the seven Programme of Work priorities has been appropriately informed by live developments, in so much as is known at present, for example in terms of the National Care Service (Scotland) Bill, educational reform, and public sector reform.

Programme of Work governance

2.6 To deliver successful investment and transformational programmes and projects the council needs to ensure plans are well-designed and well-executed. Good project management arrangements and good governance therefore go hand in hand as essential components to ensure investment is well-directed, delivered to time, cost, and quality targets, and provides the expected benefits and improved outcomes locally. As such, the Programme of Work is supported by a governance framework that reflects the requirements of Best Value and the principles of good governance, and is aligned to the council's other strategic and corporate monitoring and reporting arrangements. This includes the following:

- Strategic Boards (chaired by a Senior Responsible Officer (SRO) who is a Chief Officer), with a clear purpose and terms of reference with well-defined distinctions and reporting lines and responsibilities in order to avoid any unnecessary bureaucracy.

- A framework to facilitate a high-level assessment of risk within each of the seven Programme of Work priorities. In this respect, a Strategic Position Risk Assessment (PRA) approach has been implemented which will require to be reviewed and updated on a six-monthly basis.
- A single source of truth through a master Delivery Plan that is monitored quarterly at each Programme of Work Strategic Board meeting.
- Quarterly monitoring arrangements comprising seven dimensions (scope, quality, time, cost, resources, risk, and completed status) which are assessed through a Red/Amber/Green (RAG) status. This also supports exceptions reporting based on a set of predefined parameters to enable areas requiring improvement to be identified and corrective actions to be highlighted where required. This aims to ensure that information reported enables decisions and action at the most appropriate level and management focus remains on the right issues systematically.
- Quality assurance arrangements that assess compliance with the Project Management Framework.
- Work by the Audit and Scrutiny Panel to provide independent strategic oversight and assurance in terms of the delivery of major programmes and projects and compliance with the Project Management Framework.
- Corporate Management Team oversight and monitoring of (a) the Programme of Work, and its supporting programmes, projects, strategies, policies, and plans (and strategic inter-connections therein) in so far as they relate to delivery of The Plan for North Lanarkshire, and (b) the performance of the council and individual service groupings to ensure effective use of resources, continuous improvement, and ongoing delivery of The Plan for North Lanarkshire.
- Development of a suite of performance indicators, aligned to the Strategic Performance Framework, to demonstrate progress in delivering the Programme of Work and achieving the vision set out in The Plan for North Lanarkshire.

Next steps

2.7 Delivery of the Programme of Work to 2028 will continue to be monitored throughout its lifespan through the supporting Single Integrated One Council Delivery Plan and the established governance arrangements set out above. The role of the Policy and Strategy Committee is key to ensuring the continuing commitment to delivering The Plan for North Lanarkshire through the Programme of Work and ensuring strategic oversight in terms of its ongoing development, co-ordination, and monitoring. As such, the next steps include the following.

- The annual review process will continue to support the Programme of Work to 2028. This will ensure the council continues to (a) be able to adapt the Delivery Plan to changing circumstances, (b) absorb the impact of major unpredictable situations in order to keep plans relevant and the timescales therein realistic, and (c) assess incremental changes and impacts arising from updates to the results for the 28 Health Check Indicators.
- The three related reports (i.e. that look back at the achievements to date, that review the current North Lanarkshire context, and that look forward at future plans) will continue to be developed and presented to the Policy and Strategy Committee in cycle 1 each year.
- Six monthly reporting arrangements will enable the Policy and Strategy Committee to maintain their strategic oversight role of the overall Programme of Work to 2028 in relation to "*development, co-ordination, and monitoring of The Plan for North Lanarkshire*" and to keep under review such "*programmes as the Committee considers necessary to achieve the council's long-term aims and objectives*".

2.8 To encourage largescale engagement, work is underway to develop a series of roadshows with Elected Members, employees, communities, and partners in the spring of 2024. The roadshows will set out the journey of The Plan for North Lanarkshire to date, as well as key successes achieved, and the next steps required to truly turn The Plan's place-based ambition into a reality. Such an extensive programme of engagement will aim to maintain the clear direction and long-term vision that The Plan for North Lanarkshire provides and ensure that everyone involved in delivering the Programme of Work to 2028 are clear about how they contribute and what its benefits should be.

3. Measures of success

3.1 Measures of success will be evidenced through progress being made to deliver the Programme of Work and ensure the council's portfolio of programmes, projects, plans, and activities impact positively on the North Lanarkshire context (evidenced through the 28 Health Check Indicators) and thereby achieve the long-term vision of inclusive growth and prosperity for all (as set out in The Plan for North Lanarkshire).

4. Supporting documentation

4.1 Appendix 1: Summary of what the seven Programme of Work priorities aim to achieve (as approved at Policy and Strategy Committee in March 2023).
Appendix 2: Strategic timeline overview of the key milestones in delivering The Plan for North Lanarkshire.
Appendix 3: Single Integrated Council Wide Delivery Plan for the Programme of Work to 2028.

Des Murray
Chief Executive

5. Impacts

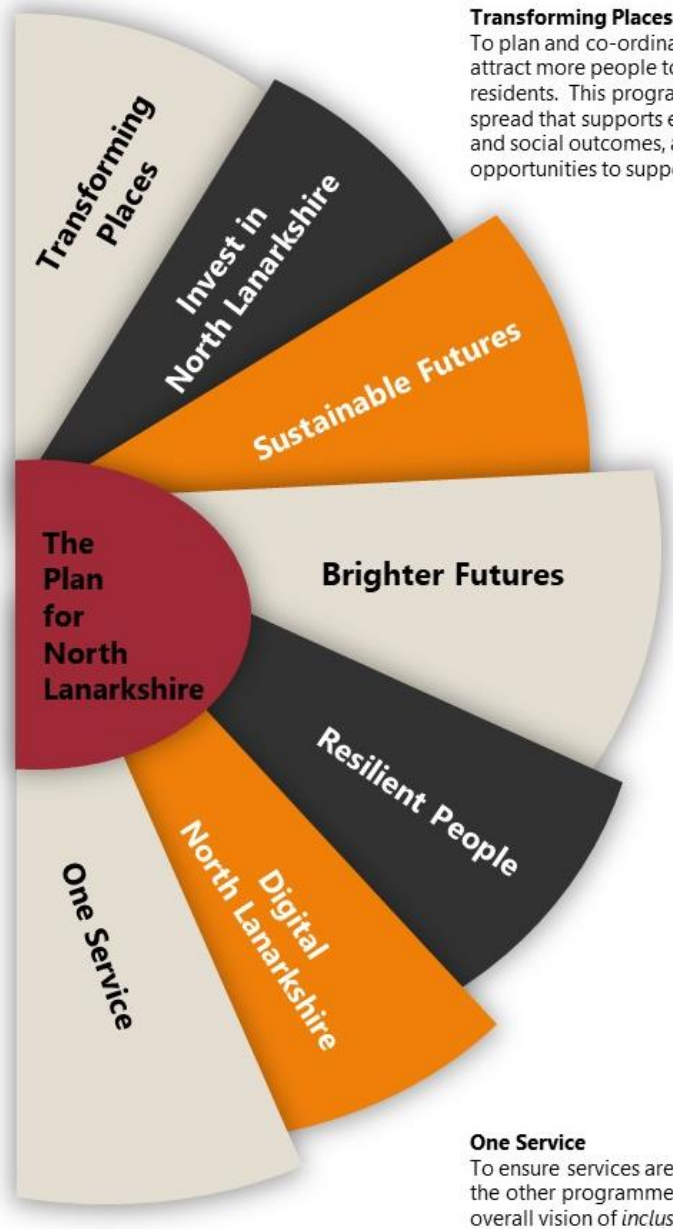
5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect. 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 ☐ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☐ No ☒ If Yes, have all relevant financial impacts have been discussed and agreed with Finance? Yes ☐ No ☐

	If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts have been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.4	**Legal impact** Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes ☐ No ☒ If Yes, have all relevant legal impacts have been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.5	**Data protection impact** Does the report / project / practice contain or involve the processing of personal data? Yes ☐ No ☒ If Yes, is the processing of this personal data likely to result in a high risk to the data subject? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect. Yes ☐ No ☐ If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes ☐ No ☐
5.6	**Technology / Digital impact** 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? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect. 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)? Yes ☐ No ☐
5.7	**Environmental / Carbon impact** Does the report / project / practice contain information that has an impact on any

	environmental or carbon matters? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.8	**Communications impact** Does the report contain any information that has an impact on the council's communications activities? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.9	**Risk impact** Is there a risk impact? Yes ☒ No ☐ 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 Service or Project Risk Registers), and how they are managed? Work to establish a Single Integrated One Council Delivery Plan (and supporting governance arrangements) for the Programme of Work contributes towards mitigating the risks on the Corporate Risk Register for (a) *managing strategic change* and (b) *governance, leadership, and decision making*. While there are no further impacts arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.10	**Armed Forces Covenant Duty** 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)? Yes ☐ No ☒ 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. While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect.
5.11	**Children's rights and wellbeing impact** 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? Yes ☐ No ☒ 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). While there is no impact arising from the recommendations in this report, future reports produced by Chief Officers in relation to the delivery of the Programme of Work will be required to reflect any impacts in this respect. If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☐

Appendix 1

Programme of Work priorities to 2028



Transforming Places
To plan and co-ordinate public and private sector investment to deliver transformational change across town centres and local communities at pace to attract more people to *live, work, learn, invest, and visit* within North Lanarkshire and to improve economic outcomes and the health and wellbeing of residents. This programme will involve attracting new (and sustaining existing) populations to create sustainable communities and a stable demographic spread that supports economic growth. This will involve enhancing place, greenspace, and housing and integrating services to improve health, wellbeing, and social outcomes, and accelerating investment for job creation. This will involve providing access, physically and digitally, to local and regional opportunities to support business development and survival as well as enable urban and rural families to thrive.

Invest in North Lanarkshire
To support and accelerate investment in North Lanarkshire, and the council's own investment programme, through a collaborative, streamlined, advisory service to help grow and sustain the economy and transform communities. This programme will play a key role in facilitating employment opportunities and the associated infrastructure critical to supporting continued population growth and net inward migration.

Sustainable Futures
To focus commitments to net zero carbon and climate resilience and the associated energy solutions and investments required to make it a reality. This programme will bring essential momentum to the council's commitment to achieve net zero by delivering an integrated approach to carbon reduction through more innovative energy generation and energy efficiency. This will be delivered along with a programme of climate adaptation, in partnership with local communities, to ensure local infrastructure and lifestyles are ready for the impacts already embedded due to climate change.

Brighter Futures
To support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering and prepare young people and the wider community for the future through specialised education, voluntary work, and enterprise. This programme will give them the skills, knowledge, and confidence to successfully transition to further education, training, or employment. This will shape innovative employment pathways and maximise key industry growth sectors to boost economic growth. This will provide opportunities to develop real-world job skills that add value and pathways to specific industries and help to offer choice and inclusive access to jobs and training.

Resilient People
To deliver whole family support locally, when families need it, in a way that addresses the impacts of poverty and reduces inequality. This programme will provide an integrated approach, working with partners, to an earlier and more effective response to need. This includes promoting the strengths and skills of individuals and families, increasing economic activity, and providing practical and emotional support. This will integrate family support with the town and community hubs to maximise opportunities for community-led and strengths-based approaches and ensure families receive the right support when they ask for it and in their own community. This approach will break down referral pathways built around the needs of systems rather than people, which are at best confusing and at worst stigmatising.

Digital North Lanarkshire
To develop a skilled digital workforce, promote an innovative, sustainable culture, and be the digital leader for a transformed North Lanarkshire. This programme will be a key enabler in delivering the other programme of work priorities and driving economic growth as well as transforming the education and abilities of learners of all ages.

One Service
To ensure services are delivered, regardless of owner, in a streamlined, efficient, and supportive model. This programme will be a key enabler in delivering the other programme of work priorities and ensuring the council delivers services (regardless of structures or the alignment of functions) in line with the overall vision of *inclusive growth and prosperity for all.*

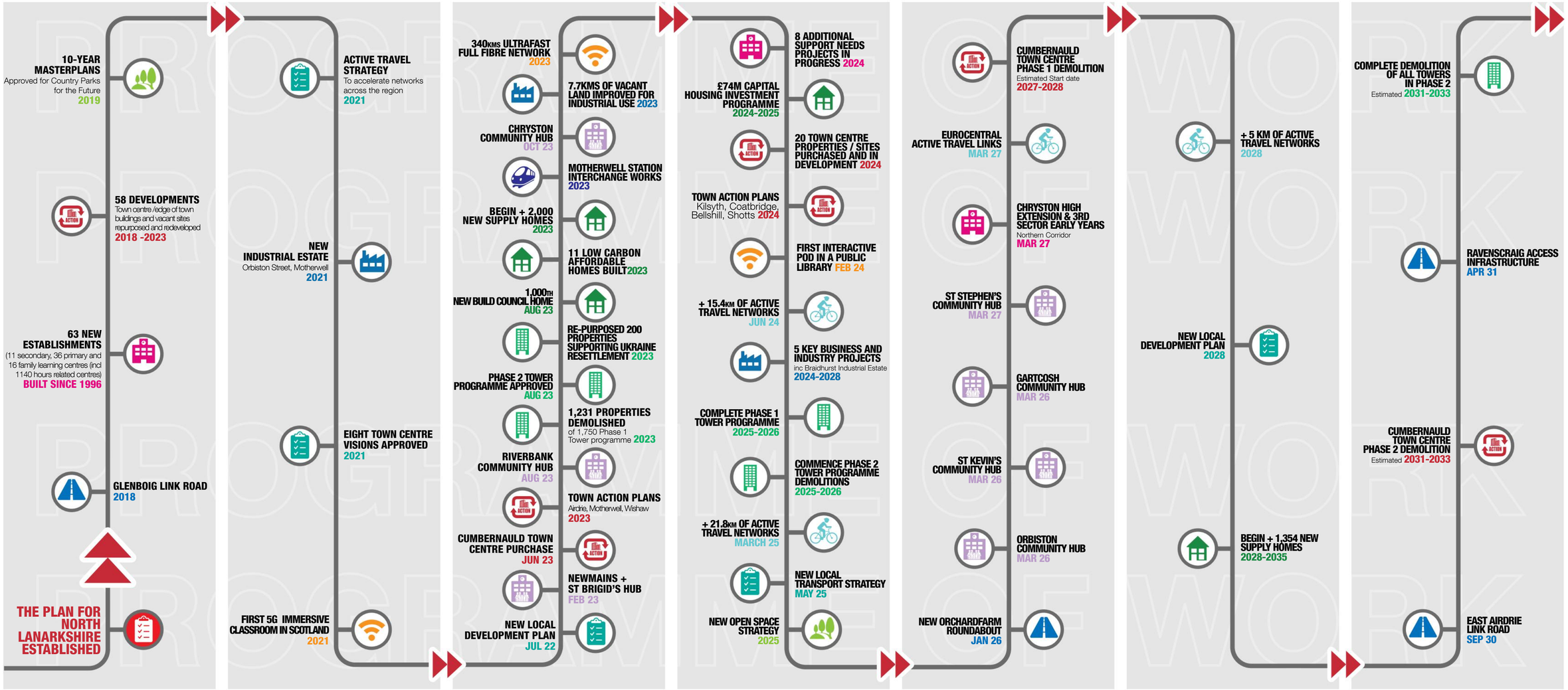
STRATEGIC TIMELINE OVERVIEW OF KEY MILESTONES IN THE PLAN FOR NORTH LANARKSHIRE

LOOKING BACK

£1.3bn of capital investment in improving the physical environment of North Lanarkshire's communities and supporting economic regeneration

LOOKING FORWARD

£tbc 5-year capital investment programme approved for 2024/25 to 2028/29



Appendix 3
Single Integrated one council Delivery Plan
for the Programme of Work to 2028
LIVE
LEARN
WORK
INVEST
VISIT
The Plan for North Lanarkshire
PROGRAMME
OF WORK

Programme of Work: Transforming Places
Senior Responsible Officer (SRO): Pamela Humphries (Depute SRO: James McKinstry)

Deliverable:	Complete 6 new build Town and Community Hubs, a £35m extension to Chryston High, and up to 18 schools / buildings extended or upgraded to Hubs by 2028 (and progress design development of a further 3 for delivery post 2028) to support the council's asset rationalisation and maximise the efficiency of the asset portfolio in transitioning to a new operating model that will lead to more positive outcomes for children, communities, and the economy across North Lanarkshire.	*Town and community hubs*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Complete St Kevin's Community Hub in Coatbridge						Education, Children, and Families Committee	Cycle 4 of 2023	Cycle 2 of 2024
Stage 2 detailed design pricing and planning - target submission to NLC								
Financial close / DBDA contract agreement								
Construction notional start								
Hub operational 2025/26								
Complete Orbiston Community Hub in Bellshill								
Stage 2 detailed design pricing and planning - target submission to NLC								
Financial close / DBDA contract agreement								
Construction notional start								
Hub operational 2025/26								
Complete St Stephens Community Hub in Coatbridge								
Stage 1 pre-planning and affordability - target submission date to NLC								
Stage 2 detailed design pricing and planning - target submission to NLC								
Financial close / DBDA contract agreement								
Construction notional start								
Hub operational 2026/27								
Complete Chryston High extension and 3rd sector early years creation in the Northern Corridor								
Stage 1 pre-planning and affordability - target submission date to NLC								
Stage 2 detailed design pricing and planning - target submission to NLC								
Financial close / DBDA contract agreement								
Construction notional start								
Extension completed 2026/27								
Complete Gartcosh Community Hub in the Northern Corridor								
Stage 1 pre-planning and affordability - target submission date to NLC								

Stage 2 detailed design pricing and planning - target submission to NLC									
Financial close / DBDA contract agreement									
Construction notional start									
Hub operational 2025/26									

Deliverable:	Deliver 2,000 new council homes between 2023 and 2028 and a further 1,354 by 2035 to help meet housing need and support town centre and community regeneration. Note, the wording on this deliverable was amended to reflect updated targets in this respect. The deliverable previously read: *"Deliver 1,680 new council homes between 2023 and 2028 and a further 1,826 by 2035 to help meet housing need and support town centre and community regeneration".*								*New supply programme*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Deliver 1,200 new build homes, including 250 in town centres and 380 as part of the re-provisioning programme.							Housing Committee	Cycle 4 of 2023	Cycle 4 of 2024
Deliver off the shelf acquisitions of 300 new build properties.									
Deliver open market purchases of 500 properties.									

Deliverable:	Review and update the New Supply Programme delivery plan to identify potential opportunities to accelerate / enhance the programme and explore alternative tenure options to support economic and population growth.								*New supply programme*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Complete review to identify potential opportunities to accelerate / enhance programme and explore alternative tenure options to support economic and population growth.							Housing Committee	Cycle 4 of 2023	Cycle 4 of 2024

Deliverable:	Develop a new Local Development Plan to support and facilitate future development in the right locations to help attract investment in new homes and businesses and support sustainable communities and employment.								*Local Development Plan*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Complete evidence report and obtain formal approval from Scottish Ministers.							Planning Committee	Cycle 4 of 2023	Cycle 4 of 2024
Produce and publish Draft Plan for consultation.									
Consult on Draft Plan.									
Examination of Proposed Plan by Scottish Ministers.									
Adoption of Plan by the council and publication.									
Monitoring and delivery.									

Deliverable:	Complete an Open Space Audit and develop an Open Space Strategy, including sports pitch strategy, to help ensure local communities have access to good quality, well maintained open space to meet their needs.								*Open Space Strategy*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Complete open space audit.						Policy and Strategy Committee	Cycle 1 of 2023	Cycle 2 of 2024
Draft Open Space Strategy.								
Carry out partner and community engagement on draft Open Space Strategy (12 weeks).								
Finalise the Open Space Strategy for approval at committee in cycle 4 of 2024.								

Deliverable:	Develop a Local Transport Strategy to help prioritise available investment to ensure communities can access employment, education and leisure opportunities, support inclusive economic growth and contribute to reducing carbon emissions.	*Local Transport Strategy*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Undertake strategy development and approval.						Environment and Climate Change Committee	No previous report	Cycle 2 of 2025
Carry out public and stakeholder consultation, phase 1.								
Draft the strategy document.								
Carry out public and stakeholder consultation, phase 2.								
Finalise strategy for approval at committee in cycle 2 of 2025.								

Deliverable:	Create 50 kms of active travel routes by 2028 to help establish a network of safe, accessible walking / wheeling / cycling routes to help people access employment, education, and leisure opportunities, improve health and well-being, and reduce carbon emissions.	*Active travel*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Deliver design and construction project in respect of Motherwell Station active travel - over a number of phases (subject to approvals and external funding) - approx 5 kms of active travel route (delivered by the City Deal team).						Enterprise and Fair Work Committee	Cycle 3 of 2023	Cycle 3 of 2024
Delivery construction project in respect of Carnbroe Community Hub active travel improvements (approx 1.7 kms).								
Deliver construction project in respect of Meadowhead Road in Wishaw active travel and road safety improvements (approx 0.7 kms).								
Deliver construction project in respect of Glasgow Road in Craigneuk active travel improvements (approx. 1.9 kms).								
Deliver design project in respect of Airbles Road active travel improvements - feasibility and concept design.								
Deliver design project in respect of Orbiston Community Hub active travel Improvements (approx 1.3 kms).								

Deliver design project in respect of North and South Lanarkshire cross boundary active travel improvements (approx 4.8 kms).								
Deliver design project in respect of Strategic Network route 7 (approx 15 kms).								
Deliver design project in respect of Strategic Network route 9 (approx 6.8 kms).								
Deliver design project in respect of Croy Station active travel improvements phase 1 (approx 0.5 kms).								
Incorporate active travel as a key priority when planning investment in the council's current and future estate, including hub programme, to strengthen and improve connectivity and uptake of walking and cycling.								
Establish bespoke active travel hubs at identified community hubs or other service delivery areas.								

Deliverable:	Deliver the City Deal programme to improve connectivity and help support inclusive economic growth.							*City Deal*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Ravenscraig Access Infrastructure (RAI) April 2023 to April 2031						Enterprise and Fair Work Committee	Cycle 4 of 2023	Cycle 1 of 2024
RAI Full Business Case 2 Motherwell to Ravenscraig submission to Glasgow City Region Cabinet.								
RAI Motherwell to Ravenscraig works (phased delivery).								
RAI Full Business Case 4 Dualling of Airbles Road submission to Glasgow City Region Cabinet.								
RAI Dualling of Airbles Road works. (February 2028 to March 2029)								
RAI Full Business Case 3 Dualing of A723 submission to Glasgow City Region Cabinet. (December 2028 to February 2029)								
RAI North - Dualling of A723 works. (April 2029 to April 2031)								
East Airdrie Link Road (EALR) September 2028 to September 2030								
Submission and approval of EALR Outline Business Case to Glasgow City Region Cabinet.								
Stage 3 preliminary design and planning application - services contract.								
Submission and approval of EALR Full Business Case to Glasgow City Region Cabinet.								
Detailed design and construction phasing.								
EALR works - link road delivery. (September 2027 to September 2030)								
Orchardfarm Roundabout September 2024 to January 2026.								
Submission and approval of Full Business Case to Glasgow City Region Cabinet.								
Orchardfarm Roundabout - works delivered by third party - NLC overview role.								
Eurocentral strategic Active Travel links April 2025 to March 2027								

Eurocentral strategic active travel links Full Business Case (phase 1 and 2).									
Eurocentral strategic active travel links Phase 1 and 2 works.									
Eurocentral strategic Active Travel links Full Business Case 2 (phase 3) submission to the Glasgow City Region Cabinet.									
Eurocentral strategic active travel links Phase 3 works.									

Deliverable:	Develop Business and Industry Strategy including review of available sites, and progress a minimum of 5 projects to remediate, develop, or improve sites to help create new employment opportunities. Note, the wording on this deliverable was amended to take into account likely available resources / reductions in the Vacant and Derelict Loan Fund. The deliverables previously read: "*Develop a Business and Industry Strategy by 2024/25 including review of available sites, and progress 7 projects to remediate, develop or improve sites to help create new employment opportunities."*								*Business and industry*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Undertake strategic review of industrial space and sites allocated for business and industry within the Local Development Plan.							Enterprise and Fair Work Committee	No previous report	See Note 6.
Develop and launch Business and Industry Strategy and action plan.								No previous report	Cycle 1 of 2025
Deliver (in conjunction with Fusion Assets and subject to available funding) minimum of 5 key projects (including Braidhurst Industrial Estate) to develop / improve business and industrial sites and create employment opportunities.								Cycle 3 of 2023	Cycle 3 of 2024

Deliverable:	Develop Town Action Plans for each town centre in line with the agreed Town Visions (completing 3 town action plans in 2023/24 and 4 in 2024/25) and progress delivery to help create sustainable mixed-use centres that will attract investment in new employment and housing opportunities.								*Town centres*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Finalise Town Action Plans for Bellshill, Kilsyth, and Shotts.							Enterprise and Fair Work Committee	Cycle 4 of 2023	Cycle 2 of 2024
Complete annual review of Town Action Plans.									
Establish a Town Board and develop the long-term plan for Coatbridge, aligned to the Town Vision, to secure and draw down the first tranche of the £20 million allocated to Coatbridge over the next 10 years from the UK Government's Town Fund.									

Deliverable:	Develop Delivery Plan for Cumbernauld Town Centre regeneration in 2023/24 and progress redevelopment plans and demolition of the Centre Cumbernauld (with demolition commencing in 2027/28).								*Town centres*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Procure new management contracts.									

Progress development of proposals for the phased redevelopment of the town centre, including traffic / transportation assessments.		■				Enterprise and Fair Work Committee	Cycle 3 of 2023	Cycle 4 of 2024
Undertake public consultation on draft proposals.			■					
Undertake phase 1 demolition (the most recently developed part of the shopping centre at Teviot Walk / Teviot Square. (2027/28 to 2029/30)					■			
Undertake phase 2 demolition of The Centre Cumbernauld (the older part of the town centre on both the north and south side of Central Way, around Tweed Walk and Tay Walk). (2031/32 to 2032/33)								

Deliverable:	Complete phase 1 Tower re-provisioning programme of 1,750 flats by 2025/26, and progress phase 2 comprising 964 flats.							*Towers strategy*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Undertake demolition at Coursington, Allan, and Draffen.	■	■	■			Housing Committee	Cycle 4 of 2023	Cycle 2 of 2024
Undertake demolition at Gowkthrapple Low Rise.	■	■						
Undertake demolition at Allershaw Tower (tower demolition dates dependant on new supply delivering the property for decant).								
Undertake demolition at Jackson Court.	■	■						
Undertake demolition at High Coats Tower (tower brought back into operation to support Ukraine resettlement programme; dates for demolition will be agreed once plan adopted for tenants currently located in this tower).								
Undertake demolition at Birkshaw Tower (tower brought back into operation to support Ukraine resettlement programme; dates for demolition will be agreed once plan adopted for tenants currently located in this tower).								
Undertake demolition of all towers in phase 2 programme (subject to change as running order and speed of vacant properties becoming available). (June 2026 to November 2030)				■	■			

Deliverable:	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.							
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Re-discover Airdrie (development phase - will need updated subject to full funding for second phase)						Communities Committee	No previous report	Cycle 4 of 2024
Undertake series of engagement exercises with local schools, community groups, Community Boards, and North Lanarkshire based arts network.		■	■					
Develop and deliver focussed events to highlight the project and its ambitions.		■	■					
Develop a plan of physical interventions aimed at restoring and repurposing heritage assets and improving the townscape.		■	■					

Celebrate Summerlee (development phase - will need updated subject to full funding for second phase)						Communities Committee	No previous report	Cycle 4 of 2024
Undertake series of engagement exercises with local schools, community groups, Community Boards, and North Lanarkshire based arts network.								
Work with a range of groups to gather stories and objects by working with new communities and other marginalised groups such as those living in poverty, LBGTQ+, women, and children.								
Develop and deliver focussed events to highlight the project and its ambitions.								
Develop plans for capital interventions, largely focusing on the extension of the current miners' row to establish a new miners' village and welfare hall.								
Increase community pride through cultural heritage development						Communities Committee	No previous report	Cycle 4 of 2024
Continue to work with local community groups to support a range of initiatives to celebrate local history.								

Programme of Work: Invest in North Lanarkshire
Senior Responsible Officer (SRO): Pamela Humphries (Depute SRO: James McKinstry)

Deliverable:	Establish a small multi-disciplinary team, comprising planning, roads, estates, enterprise, protective services, building standards, and legal, to deliver a Pilot project to provide an enhanced and co-ordinated advisory service to developers and prospective investors to help improve / streamline the statutory consent process and maximise potential economic benefits.							
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Complete pilot project and undertake evaluation and feedback to inform the next steps.								See Note 6.

Deliverable:	Based on learning from the Pilot and wider market engagement, review and develop proposals for an effective future operating model to make best use of available resources, including charging for the enhanced Pre App service, and streamlining the process for obtaining statutory consents.							
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Complete stakeholder engagement and review of good practice from elsewhere.						Policy and Strategy Committee	No previous report	Cycle 1 2025
Develop proposed future operating model including proposed fees and performance measures, and progress any necessary approvals for changes to staff structures.								
Complete review of end-to-end process for statutory consents and amend processes, procedures, and guidance to improve efficiency and streamline the consent process.								

Deliverable:	Develop a Gate Check process for all major council investment projects, where statutory consents required, to ensure projects get the necessary input from relevant services at an early stage and avoid potential increased costs and/or delays at a later stage.								
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Complete gate check process in consultation with relevant internal stakeholders and incorporate within project management guidance and relevant project approval processes.						See Note 6.			
Deliverable:	Support delivery of allocated sites within the Local Development Plan through development of effective delivery plans.								
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Incorporate this activity within the future operating model considerations for the Invest in North Lanarkshire team.						Planning Committee	No previous report	Cycle 4 2024	
Deliverable:	Co-ordinate development of masterplans / development briefs and appraisal process for major council owned development sites.								
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Incorporate this activity within the future operating model considerations for the Invest in North Lanarkshire team.						See Note 6.			
Deliverable:	Review and develop process for the co-ordination of inward investment / business growth enquiries, including development of Customer Relationship Management (CRM) system.								
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Develop and implement new CRM system to record and better co-ordinate business engagement and growth enquiries and measure outcomes.						Enterprise and Fair Work Committee	No previous report	Cycle 3 2024	

Programme of Work: Sustainable Futures
Senior Responsible Officer (SRO): James McKinstry (Depute SRO: Lyall Rennie)

Deliverable:	Develop a route map to net zero to provide an outline strategy as to how the council will move to net zero (including outline costs, timeframe, and review periods).							*Energy efficiency and generation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**

Develop a pathway that will outline how the council could achieve net zero greenhouse gas emissions, including development of a climate action team, consideration of the appointment of a net zero partner, establishing baseline data, and reviewing and developing intelligence and information in relation to this area.							Environment and Climate Change Committee	No previous report	Cycle 1 of 2025
Deliverable:	Undertake research with a potential energy partner to explore renewable energy and hydrogen generation projects as commercial opportunities in North Lanarkshire. This will include examining the business case for the delivery of larger scale energy generation / hydrogen production and the delivery of smaller energy projects, including the introduction of solar farms on closed landfill sites and energy storage options adjacent to electrical sub-stations.								*Energy efficiency and generation*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Establish and implement solar meadows at Auchinlea and Dalmacoulter closed landfill sites and work with the energy providers to agree the next steps.							Environment and Climate Change Committee	Cycle 4 of 2022	Cycle 4 of 2024
Undertake an energy feasibility study considering options for the council to generate / produce its own energy.								No previous report	Cycle 3 of 2025
Deliverable:	Improve asset sustainability through the development of the Live Labs 2 project to deliver more sustainable road surfacing, deliver a social enterprise pilot for environmental services, and increase recycling facilities across the area.								*Energy efficiency and generation*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Upgrade and improve communal recycling points / nodes to improve customer service, decrease contamination, and increase waste recycling.							Environment and Climate Change Committee	Cycle 4 of 2023	Cycle 4 of 2024
Implement upgrades to the council's recycling centres to enable the acceptance of tipper vehicles and meet statutory obligations in terms of the persistent organic pollutants legislation.								Cycle 4 of 2023	Cycle 4 of 2024
Identify new material innovations used within road construction that use less carbon (i.e. Live Labs 2 decarbonisation of roads) and develop a review process that is supported and used by the industry.								Cycle 1 of 2023	Cycle 3 of 2024
Consider and propose alternative delivery options for front line services in conjunction with community organisations and community empowerment requirements to help communities do things for themselves.							Environment and Climate Change Committee	No previous report	Cycle 4 of 2026
Deliverable:	Explore green energy funding options which will assist in the move towards net zero, for both council assets and businesses within North Lanarkshire.								*Energy efficiency and generation*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Launch a net zero Business Challenge Fund which enables small to medium sized enterprises to bid for up to £15,000 funding in order to reduce emissions and make their operations more sustainable.							Enterprise and Fair Work	No previous report	Cycle 1 of 2024

Deliverable:	Deliver low carbon North Lanarkshire assets through the delivery of Local Heat and Energy Efficient Strategy (LHEES), Energy Efficiency Standard for Social Housing (EESSH), decarbonisation of the council transport fleet, introduction of electrical vehicle charging infrastructure across North Lanarkshire, and introduction of a waste transfer station and material recovery facility.							*Energy efficiency and generation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Develop and publish a North Lanarkshire Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan in order to meet the council's statutory duties.	■					Environment and Climate Change Committee	Cycle 4 of 2023 (Policy and Strategy Committee)	Cycle 1 of 2025
Deliver the net zero led transformation of the visitor gateway at Strathclyde Park through innovative renewables led transformation of the current 1970s Watersports Centre building into a low/no carbon health and education hub.		■	■	■	■		Cycle 3 of 2023	Cycle 3 of 2024
Develop and deliver energy efficiency projects within the council's non-domestic buildings via the non-domestic Energy Efficiency Framework.	■	■	■				Cycle 1 of 2023	Cycle 1 of 2024
Implement a vehicle replacement programme to assist the council in meeting its low or zero emission targets and consider potential alternative fuel options.	■	■	■	■	■		Cycle 4 of 2022	Cycle 4 of 2024
Review and assess the Glasgow City Region electric vehicle charging infrastructure proposal in order to establish the best approach for the council (including delivery of the Eco Hub at the Bellshill depot).	■	■	■				Cycle 4 of 2022	Cycle 4 of 2024
Appoint a contractor to extend, operate, and maintain the council's electric vehicle charging infrastructure, in partnership with the Glasgow City Region authorities.		■	■				Cycle 3 of 2023	Cycle 3 of 2024
Investigate suitable sites to implement waste streams for the council (before onward processing) along with a Material Recovery Facility (MRF) in order to improve efficiency of the service, reduce contamination, increase waste recycling, and reduce costs.	■	■	■				Cycle 4 of 2023	Cycle 4 of 2024
Ensure adequate charging infrastructure in place at depots, offices, and hubs to accommodate the transition to zero emissions.	■	■	■				Cycle 4 of 2022	Cycle 4 of 2024
Develop and implement a plan to ensure that all council owned houses achieve a minimum Energy Performance Certificate rating of D by December 2025.	■	■	■			Housing Committee	Cycle 4 of 2023	Cycle 2 of 2024
Develop and implement a plan to ensure that all council owned houses achieve Energy Performance Certificate rating of B, or to be as energy efficient as possible, by December 2032.	■	■	■	■	■		Cycle 4 of 2023	Cycle 2 of 2024
Develop and implement a plan to ensure that all council owned houses have works carried out to support the council's plan to achieve net zero status by 2045 including the decarbonisation of all heating (e.g. replacement of gas heating with a net zero system).	■	■	■	■	■		Cycle 4 of 2023	Cycle 2 of 2024
Implement the Energy Audit Voucher scheme (maximum grant value of £2,500) to enable small and medium-sized enterprises to reduce their energy bills or improve how they use their energy.	■	■				Enterprise and Fair Work Committee	Cycle 4 of 2022	See Note 6.

Implement the expert help scheme which provides small and medium-sized enterprises with up to five days of fully funded specialist business advice on energy efficiency and net zero topics.							Cycle 3 of 2022	See Note 6.

Deliverable:	Prepare a Climate Adaptation Plan (and budget) to mitigate climate change which will include nature-based restoration, biodiversity enhancements, flood reduction, community empowerment, better asset design, and effective water management measures to ensure North Lanarkshire's residents and the council's investments are properly protected for future generations.							*Climate adaptation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Prepare and deliver a resourced Climate Adaptation Plan, including biodiversity enhancements, in order to enhance the council's resilience to the current and future changes in the climate and respond to the ecological crisis.						Environment and Climate Change Committee	No previous report	Cycle 1 of 2025

Deliverable:	Develop nature-based adaptations which will centre around the Country Parks for the Future programme and the Clyde Climate Forest.							*Climate adaptation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
As part of the 10-year masterplans, establish and implement a delivery plan to create a shift in the way communities use their parks and greenspace from passive leisure use to active and engaged community involvement, which will deliver improvements in health, wellbeing, and social outcomes.						Environment and Climate Change Committee	Cycle 3 of 2023	Cycle 3 of 2024
Develop and implement an annual nature recovery programme, which delivers habitat restoration, freshwater restoration and eradication of invasive non-native species negatively impacting on nature.							Cycle 4 of 2023	Cycle 4 of 2024
Participate in the Clyde Climate Forest City Region tree planting project, which aims to increase tree cover in areas most likely to be negatively impacted by climate change and see around 18 million trees being planted in the city region over the next decade, increasing woodland cover in the city region from 17% to 20%.							Cycle 4 of 2022	Cycle 3 of 2024

Deliverable:	Improve North Lanarkshire's assets to be climate resilient with a focus on flood prevention measures.							*Climate adaptation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Develop and implement a tree risk asset management strategy, including establishing the full extent and condition of assets and enable a regime of proactive management.						Environment and Climate Change Committee	Cycle 3 of 2023	Cycle 3 of 2024
Develop a burial space strategy to deliver replacement cemeteries and extended cemeteries, in order to meet the council's statutory requirement to provide sufficient burial space and to do so within a reasonable distance of each							Cycle 3 of 2023	Cycle 4 of 2024

community in order to tackle funeral poverty and enable bereaved families to visit graves regularly and without undue cost.								
Deliver a new cemetery at Pather Farm in Wishaw, and additional capacity at existing Coltswood Cemetery in Coatbridge, and develop extension / new cemetery for Coatbridge, with a cemetery extension in New Monkland.								
Deliver flood risk management and develop plans across the local authority area, in accordance with the Clyde and Loch Lomond Local Flood Risk Management Plan, to enable the council to reduce the risk of flooding and meet its statutory obligations in terms of the Flood Risk Management (Scotland) Act 2009.							No previous report	Cycle 3 of 2024

Deliverable:	Reduce climate impact inequalities including delivery of the actions within the council's Air Quality Action Plan.							*Climate adaptation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Progress the pledges outlined in the council's Air Quality Action Plan, examples of which include an active travel strategy (getting people out of cars and providing a network which will enable people to get about North Lanarkshire and beyond by active means), investigating air quality around schools, improving air travel options to community hubs, and ensuring air quality has greater importance in the council's procurement and contract processes, in order to fulfil the council's statutory responsibilities in terms of local air quality management.						Environment and Climate Change Committee	Cycle 2 of 2023	Cycle 3 in 2028

Deliverable:	Engage all stakeholders in climate adaptation decision making and delivery, with a focus on young people. This will be driven through the council's Climate Action Plan which will be reviewed to reflect the works being undertaken across this Programme of Work and others.							*Climate adaptation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Engage schools in climate change campaigns (specifically Earth Hour) to increase awareness and involvement.						Environment and Climate Change Committee	No previous report	Cycle 1 of 2025
Co-ordinate and deliver activities to enable North Lanarkshire to maintain its Fairtrade zone status, which was awarded in recognition of the support and awareness the local schools, churches, businesses, and communities have provided in order to increase the uptake of fair-trade products.							Cycle 4 of 2023	See Note 6.
Provide financial support, via three business grant schemes, to new and existing businesses to help them trade in a more environmental and sustainable way to aid their businesses growth and improve the sustainability of their operations.							Cycle 2 of 2023	See Note 6.

Programme of Work: Resilient People
Senior Responsible Officer (SRO): Alison Gordon (Depute SRO: Stephen Llewellyn)

Deliverable:	Develop and deliver integrated offer of early practical, emotional, and financial support aligned to the community hubs to ensure the right support at the right time to individuals and families.								*Accessible and inclusive family support*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Use Whole Family Wellbeing Funding (WFWF) to procure universal early help service aligned to new operating model.						Education, Children, and Families Committee	Cycle 3 of 2023	Cycle 1 of 2024	
Engage and work with local families, staff, and providers to implement and embed new commissioned early help service within new operating model and hub roll out.							Cycle 3 of 2023	Cycle 2 of 2024	
Review current offer of family support across all council services and develop proposals for sustainable, flexible, and responsive whole family support within new operating model.							Cycle 3 of 2023	Cycle 2 of 2024	
Build on success of direct payment initiatives to enable workforce to use cash first approach as part of the family support offer to prevent crisis and meet need.							Cycle 3 of 2023	Cycle 4 of 2025	
Create economic opportunities for families by developing employment pathways through the universal early help service.							Cycle 3 of 2023	Cycle 4 of 2025	

Deliverable:	Establish a no wrong door approach to deliver early family support using continuous evaluation and co-production to develop a sustainable and effective model for the future built on the principles of the Promise, GIRFEC (Getting it Right for Every Child), and GIRFE (Getting it Right for Everyone). Note, the wording on this deliverable was amended in order to avoid the wrong message being cascaded through the use of the "single point of contact" terminology, "no wrong door" is a more appropriate way for this to be phrased. The deliverable was also amended to recognise the alignment required to GIRFEC and GIRFE. The deliverable previously read "*Introduce a single point of contact to deliver early support in up to 14 community / town hubs in the first phase of the programme, using continuous evaluation and co-production to develop a sustainable and effective model for the future built on the principles of the Promise*".								*Accessible and inclusive family support*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Engage with families, communities, staff, and providers to create local access to whole family support within new operating model as a core component of community and town hub roll out programme.						Education, Children, and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024	
Engage with One Service Programme of Work to pilot the integration of functions within the town and community hub roll out programme to create points of contact that can provide the support or advice families need.							Cycle 3 of 2023	Cycle 2 of 2024	
Ensure a no wrong door approach by embedding developments in whole family support within the GIRFEC (Getting it Right for Every Child) and GIRFE (Getting it Right for Everyone) approaches in order that families receive the right support wherever they ask for it.							Cycle 3 of 2023	Cycle 2 of 2024	

Develop a communication plan in order that the values, principles, and purpose of whole family support is understood across workforce and communities.		■	■	■				Cycle 3 of 2023	Cycle 2 of 2024
Introduce a point of contact for families in up to 14 community / town hubs in the first phase of the programme as part of the no wrong door approach.			■	■				Cycle 3 of 2023	Cycle 2 of 2024
Create an all-age carer working group to explore and resolve issues and challenges currently facing carers.			■				Adult Care and Social Work Committee / Health and Social Care Integration Joint Board	Cycle 4 of 2022	Cycle 2 of 2024
Identify any gaps in the current carer support offered by the council, via feedback from children, young people, and their families / carers and establish any current improvement activities in these areas, particularly in relation to the transition from children to adult services; use this data to identify opportunities to build on and better connect improvement activity across education, health, and social work.			■					Cycle 4 of 2022	Cycle 2 of 2024
Consult with parent, carers, and families to ensure a specific section relating to parent / carers in the refreshed Local Carers Strategy.			■					Cycle 4 of 2022	Cycle 2 of 2024

Deliverable:	Implement GIRFE (Getting it Right for Everyone) approach in adult services to improve pathways to support.	*Accessible and inclusive family support*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Implement a place based back to basics locality approach that ensures a clear pathway for people that supports empowerment and aligns with whole family support.		■	■			Adult Care and Social Work Committee / Health and Social Care Integration Joint Board	Cycle 3 of 2023	Cycle 2 of 2024
Implement a sticky person approach, which is to identify a lead person to assess and engage others to ensure the right response where needed, thus reducing multiple referrals.		■	■					
Implement the plan to strengthen the approach across Health and Social Care services to support the council as a learning organisation which keeps the person at the centre and fits with the principles of Human Learning and GIRFE.		■	■	■				
Refresh the Engagement and Participation Strategy to support strong voices, and promote independence and connections.		■	■					

Deliverable:	Introduce the Signs of Safety in children's services as a transformative approach to strengthening families and addressing risks of harm.	*Accessible and inclusive family support*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Lead the Signs of Safety cohort / working group established to take forward the implementation plan including oversight of a comprehensive training programme for the council and partners.	■	■	■			Education, Children, and Families Committee	No previous report	Cycle 2 of 2024
Use the Signs of Safety evaluation framework throughout the implementation period in order to measure impact.		■	■	■				Cycle 2 of 2024

Review and update existing procedures and operating models across the council and partners, where appropriate, to incorporate the values, principles, and practice of Signs of Safety and embed the approach.								Cycle 2 of 2024
Deliverable:	Embed the Close to Home initiative in both adult and children's services to ensure that people benefit from effective support, connections, and opportunities with their own communities.							*Accessible and inclusive family support*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Use of Whole Family Wellbeing Funding (WFWF) to enhance supports at additional and intensive levels to support and sustain children in kinship care and additional support needs at home.						Education, Children, and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024
Invest in family group decision making and lifelong links to facilitate sustainable and creative solutions that enable children and young people to be cared for in North Lanarkshire.							Cycle 3 of 2023	Cycle 2 of 2024
Continue to embed and evaluate improvements in integrated approaches to planning for children and adults with complex needs to further reduce the need for placement outwith North Lanarkshire.						Education, Children, and Families Committee / Adult Care and Social Work Committee	No previous report	Cycle 2 of 2024
Deliverable:	Implement a comprehensive new Tackling Poverty Strategy (2023-26) as the vehicle to continue to reduce child poverty, address inequalities, and support active citizenship and growth.							*Tackling poverty and preventing homelessness*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Deliver the Tackling Poverty Strategy Towards a Fairer North Lanarkshire 2023 to 2026.						Wellbeing and Tackling Poverty Committee / Policy and Strategy Committee	Cycle 3 of 2023	Cycle 3 of 2024
Deliverable:	Evaluate the impact of the 2023-26 Strategy and Action Plan and develop a revised Tackling Poverty Strategy for 2026-29.							*Tackling poverty and preventing homelessness*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Deliver and review the Tackling Poverty drivers in respect of income from employment, holistic support, reducing the cost of living, income from benefits, and supporting the plan.						Wellbeing and Tackling Poverty Committee / Policy and Strategy Committee	Cycle 3 of 2023	Cycle 3 of 2024
Develop Tackling Poverty Strategic Performance Framework measurements.								
Deliverable:	Embed anti-poverty approaches within all service delivery with a particular focus on universal services, strengthening pathways to support from health and education and using Multiply and MACA (money advice and consumer advice) to empower young people and individuals.							*Tackling poverty and preventing homelessness*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Deliver a rolling programme of poverty sessions across all council services to raise awareness.						Wellbeing and Tackling Poverty Committee	Cycle 3 of 2023	Cycle 3 of 2024
Develop a rolling programme of anti-poverty approaches within all service delivery with a focus on universal services, advice, information and representation, maximising residents' income, provision of money advice, and maintaining / introducing new referral pathways to all services.								
Provide financial education in primary, secondary, and additional support needs schools via the MACA (money advice and consumer advice) project.								

Deliverable:	Review and redesign housing support services for people experiencing (or at risk of) homelessness to ensure housing support services align with the new Prevention duties and provide flexible, strength-based support to help people successfully sustain their accommodation and achieve positive wider life outcomes.	*Tackling poverty and preventing homelessness*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Review the Temporary Accommodation Strategy, including gathering information on other local authority models and examples of best practice, collation and analysis of internal data and an options appraisal, in order to provide support to enable people to successfully sustain their accommodation and achieve positive wider life outcomes.						Housing Committee	Cycle 4 of 2021	Cycle 1 of 2025

Deliverable:	Implement a new crisis response and assertive outreach service in partnership with North Lanarkshire's Alcohol and Drug Partnership to provide immediate assistance to people experiencing homelessness or at risk of homelessness in need of an urgent response (outwith current service provision) to prevent and reduce recurring homelessness and improve access to support and services.	*Tackling poverty and preventing homelessness*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Develop and implement a plan for the creation of a new crisis response and assertive outreach service, in partnership with North Lanarkshire's Alcohol and Drug Partnership and appointed service provider, to provide support and assistance to people experiencing or at risk of homelessness.						Housing Committee	Cycle 4 of 2023	Cycle 4 of 2024

Deliverable:	Review the Temporary Accommodation Strategy to identify current and future temporary accommodation requirements, giving key consideration to the implementation of the Rapid Rehousing Transition Plan.	*Tackling poverty and preventing homelessness*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report

Review the Temporary Accommodation Strategy, in conjunction with appointed consultant, to identify current and future temporary accommodation requirements and provide appropriate recommendations for future strategy.		■	■				Housing Committee	Cycle 3 of 2017	Cycle 2 of 2024
Deliverable:	To explore innovative ways to extend the reach of the Scottish Welfare Fund to assist people who are homeless or at risk of homelessness, recognising the importance of furniture provisions in aiding positive tenancy sustainment outcomes.								*Tackling poverty and preventing homelessness*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Implement fast track system for community care grants for homeless households in temporary accommodation to enable swifter move into permanent accommodation and free up temporary accommodation.		■							See Note 6.
Explore criteria and options for furniture fund expansion to key target groups.			■						
Establish short-life working group to review procedures and processes to improve access to furniture to support tenancy sustainment.			■						
Deliverable:	Develop the council's approach to Community Wealth Building and associated implementation plan to strengthen community capacity and wellbeing.								*Strengthening community capacity and wellbeing*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Develop shared partnership understanding and partnership approach to progressing community wealth building.		■					Enterprise and Fair Work Committee	Cycle 2 of 2023	Cycle 3 of 2024
Undertake wider engagement with the community and voluntary sector, local communities, businesses, and Elected Members to inform the approach and ensure understanding and buy in.		■							
Finalise a Community Wealth Building Statement and implementation plan, including an appropriate reporting schedule and monitoring arrangements.			■	■					
Deliverable:	Embed equalities approaches and actions across all work with communities to maximise the influence, participation, and voice of all North Lanarkshire's citizens in the development of communities and services.								*Strengthening community capacity and wellbeing*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Work with the North Lanarkshire Community Planning Partnership to publish a Partnership Communication Strategy.		■	■				Communities Committee	Cycle 3 of 2023	Cycle 3 of 2024
Sign up to and support implementation of the North Lanarkshire Partnership Community Agreement being developed by VANL to strengthen partnerships and approaches to working with the community and voluntary sectors.		■	■					Cycle 4 of 2022	Cycle 3 of 2024
Review engagement resource / guides available to enable and build capacity across key staff expected to support meaningful and honest dialogue with communities.			■	■				No previous report	Cycle 4 of 2024

Ensure action at a local level to strengthen representation of equalities groups in local engagement and delivery of Local Outcome Improvement Plan (LOIP) priorities, linked to the council's equalities duties.								No previous report	Cycle 3 of 2024

Deliverable:	Strengthen engagement, participation, and empowerment across communities to develop an integrated service offer that meets the needs of communities.							*Strengthening community capacity and wellbeing*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Ensure the councils approach to volunteering supports and aligns with delivery of the North Lanarkshire Partnership Volunteering Strategy.						Finance and Resources Committee	Cycle 2 of 2022	See Note 6.
Progress key actions to strengthen the role of the community and voluntary sector in the delivery of services and activities associated with the Local Outcome Improvement Plan (LOIP) priorities.						Communities Committee	No previous report	Cycle 1 of 2024
Identify opportunities to resource community resilience to respond to adversity or emergency situations, building on initial progress.						Communities Committee	Cycle 3 of 2023	Cycle 4 of 2024
Strengthen connections between locality community planning and health and social care groups to ensure a focus on delivery of the Local Outcome Improvement Plans (LOIPs).						Communities Committee	No previous report	Cycle 4 of 2024
Engage with communities across the nine Community Board areas to empower them and help to build their capacity in further support of improving the local approach to community ownership and management of assets.						Policy and Strategy Committee	No previous report	Cycle 2 of 2024
Build capacity in communities to support advanced planning for future health and care needs.						Adult Care and Social Work Committee / Health and Social Care Integration Joint Board Performance, Finance, and Audit Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Develop a comprehensive local Trauma Plan to ensure that trauma informed practice and systems are embedded within the council's operating model.							*Strengthening community capacity and wellbeing*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Agree a project brief for creating the framework for North Lanarkshire becoming a trauma-informed organisation.						Wellbeing and Tackling Poverty Committee	Cycle 2 of 2023	Cycle 2 of 2024
Create a trauma steering group of key managers from across council services to oversee the project and develop and implement the trauma plan across the council.								
Create and embed understanding across council management teams to ensure awareness of the council's commitment to become trauma informed as an organisation.								

Identify areas and teams to test trauma informed approaches.									
Deliverable:	Implement the Trauma Plan with a focus on creating the culture and conditions across the council to enable staff to respond in ways which recognise the impacts of trauma, promote recovery, prevent re-traumatisation, and ensure services and effective supports are accessible to / effective for those who need them most.							*Strengthening community capacity and wellbeing*	
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Strengthen staff care, support, and wellbeing through the integration of trauma-informed principles within the council's Mental Health and Wellbeing Strategy.							Wellbeing and Tackling Poverty Committee	Cycle 2 of 2023	Cycle 2 of 2024
Promote the awareness, confidence, and skills of staff to use the principles of trauma informed practice through the integration of trauma principles in training and development.									
Ensure children, families, and communities are involved in the design of trauma informed services									
Positively influence the design and environment of schools, town centres, community hubs, and service delivery locations by embedding the principles of trauma design.									
Develop a framework for measuring impact of trauma-informed principles for staff and people who use services.									
Equip managers with the knowledge of principles trauma informed leadership in order to support the workforce respond sensitively and effectively to individuals using council services who are affected by trauma.									
Deliverable:	Identify capacity to increase proportionate spend of prevention to support improved outcomes for children and their families and development of a sustainable service model for the future. Note, the wording on this deliverable was amended as all three previous deliverables resulted in the same or similar delivery requirements so were amalgamated and amended to avoid duplication and ensure clarity. The deliverables previously read: - "*Engage with national Promise team in the HECM (Human and Economic Cost Modelling) project to scope spend on key service elements, and to identify capacity to increase proportionate spend on prevention to support improved outcomes for children and their families and the development of a sustainable service model for the future*". - "*Undertake a baseline costed analysis of individual journeys through support and services, comparing outcomes and costs of the traditional service approach and the potential within the new operating model to support sustainable service design*". - "*Scope and identify current spend on family support and proportion of temporary / base budget funding with a view to maximising potential for budget integration in support of key priorities and to addressing sustainability challenges should temporary funding be withdrawn*".							*Investing in prevention*	
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Engage with national Promise team to develop method to analyse Human and Economic Cost (HECM) of family support.							Education, Children, and Families Committee	Cycle 3 of 2023	Cycle 3 of 2024

Create baseline costed analysis of individual journeys through support and services using HECM analysis of families accessing support within current service model.								
Identify and cost current spend of family support functions across the council, including risks linked to temporarily funded services.								
Apply HECM to analyse impact of new operating model and compare outcomes and costs of the traditional service approach and the potential within the new operating model to support sustainable service design.								
Develop costed and sustainable proposals for integrated family support offer delivered through the new operating model that shifts investment from crisis and intensive services to early intervention and prevention.								

Deliverable:	Map and enhance existing cash first and direct payments initiatives through establishment of a supporting framework aligned with family support principles to reduce stigma and empower families and frontline workforce to tailor solutions to need.	*Investing in prevention*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Provide a cash first approach to food crisis, overcome the barrier identified to the food poverty referral gateway, to investigate and implement uniformed recording measures across emergency food providers and explore how emergency payments are used across the council.						Wellbeing and Tackling Poverty Committee	No previous report	Cycle 4 of 2023
Map all existing cash emergency payments provided by all council services to create a directory for services and to support the direct payment initiatives.								
Establish a framework via piloting the (food crisis) cash first payment to support the direct payment initiatives to reduce stigma and empower families and frontline workforce to tailor solutions to need.								

Programme of Work: Brighter Futures
Senior Responsible Officer (SRO): Fiona Whittaker (Depute SRO: Gerard McLaughlin)

Deliverable:	Ensure increased skilled workforce employed in roles which fit industry needs and contribute to greater economic outputs. Note, the wording on this deliverable was amended because this deliverable is more than about just increasing the availability of the workforce, it is about ensuring that the workforce is appropriately skilled to meet the needs and challenging workforce gaps from employers within key industries. The deliverable previously read: "*Increase availability of workforce employed in roles which fit industry needs and contribute to greater economic outputs*".	*NL academies*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Deliver and evaluate NL Academies UK Shared Prosperity Fund) SPF projects (up to end of funding in March 2025).						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024

Integrate summer placements scheme for S4-6 pupils into NL Academy model with external placement opportunities.							Cycle 3 of 2023	Cycle 2 of 2024
Develop university strategic partnerships linking these to industry need providing pathways towards employment.							Cycle 3 of 2023	Cycle 2 of 2024
Evaluate next steps to 2028.							Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Expand pathways and progression routes within key industry sectors to connect to employment.							*NL academies*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Establish a plan, via the vocational education multi agency steering group, which will refresh and relaunch the enterprise curriculum, pathways, and certification in order to progress and facilitate growth and expansion of Foundation Apprenticeships, Higher National Certificates, and vocational education in growth job sectors.						Education, Children and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Develop employer engagement within each model to ensure full participation and increased work opportunities.							*NL academies*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Develop a funding model to sustain the NL Academy model working with industry and relevant partners.						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024
Commission, commence, and continually support industry led sector boards within each NL Academy area (Built Environment, Health and Social Care, and Digital).						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024
Evaluate next steps to 2028.						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Enhance attraction and advance equalities across key industry sectors.							*NL academies*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Assess and develop a collaborative apprenticeship approach across each NL Academy area (Built Environment, Health and Social Care, and Digital).						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024
Implement and monitor attraction, recruitment, and retention workstreams under each industry led sector board.						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024
Evaluate next steps to 2028.						Finance and Resources Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Grow full range of school vocational pathways for core sectors, including STEM (science, technology, engineering, and mathematics), digital skills, construction, and health and social care.							*Brighter futures curriculum and pathways*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		

	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Create other vocational pathways to increase wider achievement opportunities which target young people, increase additional opportunities available through Future Fridays and build upon the existing progression pathways available for literacy, numeracy, digital literacy, and computing.						Education, Children and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Advance equalities within curriculum pathways 3-18 years.	*Brighter futures curriculum and pathways*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Develop and implement a plan, via the advancing equalities forum, to advance equalities within curriculum pathways, including the recruitment of job coaches for young people with additional support needs to prepare them for life beyond school and the world of work, and developing the National Certificate curriculum rationale to include equalities and provide training for all Heads of Establishment.						Education, Children and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Map, develop, and implement play-based approaches in early years to develop a full play-based learning offer.	*Brighter futures curriculum and pathways*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Establish a focus group to develop play-based approaches in early years and map the play-based approaches currently available within early years and primary.						Education, Children and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024

Deliverable:	Drive the recovery of North Lanarkshire's labour market to pre-covid levels and report on local labour market.	*Employability and community learning and development*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Provide updates from local employability partners on local labour market including comparisons with pre covid labour market.						Enterprise and Fair Work Committee	Cycle 2 of 2023	Cycle 2 of 2024

Deliverable:	Ensure continued expansion of supported employment programmes, increase opportunities for North Lanarkshire Industries to diversify and integrate these with wider employability support.	*Employability and community learning and development*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**

Develop and implement an Action Plan for North Lanarkshire Industries for 2024-26.						Enterprise and Fair Work Committee	Cycle 4 of 2023	See Note 6.
Deliverable:	Develop and embed the Employer Charter within a broader range of businesses.							*Employability and community learning and development*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Review delivery of charter and delivery of networking event for employers and evaluate next steps until 2028.						Enterprise and Fair Work Committee	No previous report	Cycle 1 of 2024
Deliverable:	Ensure integration of external employability funding with council led programmes via Local Employability Partnership.							*Employability and community learning and development*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Deliver and evaluate two employability support UKSPF projects (up to end of funding in March 2025) and integrate with Scottish Government funds.						Enterprise and Fair Work Committee	Cycle 2 of 2023	Cycle 2 of 2024
Deliverable:	Establish volunteer baseline, covering current activity, training received, and availability for broader opportunities.							*Volunteering*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Engage with services in the council to understand the use of volunteers, and meet with community groups, Community Boards, and VANL to understand existing demand and potential for growth.						Communities Committee	Cycle 4 of 2023	Cycle 4 of 2024
Deliverable:	Map community partnerships who offer volunteering opportunities and the current offer (baseline).							*Volunteering*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Develop volunteer role profiles and gather details on opportunities, forthcoming projects / events for signposting to interested volunteers.						Communities Committee	Cycle 4 of 2023	Cycle 4 of 2024
Deliverable:	Implement and maintain a system capable of capturing volunteers, skills, training, and opportunities available.							*Volunteering*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Committee**	**Most recent report**	**Next report**
Develop volunteer management system secured (Rosterfy) and initiatives to support development and recognise contribution, focusing on gaining qualifications which will help with career development (e.g. sports coaching badges).						Communities Committee	Cycle 4 of 2023	Cycle 4 of 2024

Deliverable:	Implement and maintain a front-end website (one stop shop) for volunteering in North Lanarkshire.								*Volunteering*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Develop QR codes for the Roserfy volunteer management system to improve accessibility from a range of council venues and service delivery points.						Communities Committee	Cycle 4 of 2023	Cycle 4 of 2024	

Deliverable:	Map current entrepreneurship and self-employment provision across North Lanarkshire.								*Entrepreneurship*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Undertake mapping of all existing entrepreneurship support and activity taking place across North Lanarkshire - provision, geography, and target groups.						Enterprise and Fair Work Committee	No previous report	Cycle 3 of 2024	
Review availability and access to finance for entrepreneurs and business start-ups (including the council start-up grant).							Cycle 2 of 2023	Cycle 3 of 2024	
Evaluate the council's Business Support Funding (including Start-Up Funding).							No previous report	Cycle 3 of 2024	
Evaluate next steps to 2028.							No previous report	Cycle 3 of 2024	

Deliverable:	Develop entrepreneurship activities to drive activity where gaps and provision from the mapping exercise have been identified.								*Entrepreneurship*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Undertake options appraisal on future delivery of Business Gateway services.						Enterprise and Fair Work Committee	Cycle 3 of 2023	Cycle 1 of 2024	
Engage with South Lanarkshire Council, HR, and legal services to insource the Lanarkshire Business Gateway services from 1 February 2024.							Cycle 3 of 2023	Cycle 1 of 2024	
Deliver, evaluate, and review the Lanarkshire Business Gateway service delivery and wider business support services.							Cycle 3 of 2023	Cycle 3 of 2024	
Evaluate next steps to 2028.							Cycle 3 of 2023	Cycle 3 of 2024	

Deliverable:	Advance equalities and deliver targeted entrepreneurial support to under-represented groups through bespoke interventions.								*Entrepreneurship*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Deliver tailored business start-up and support programme to Black, Asian, and other Minority Ethnic people and groups (through UKSPF funding).						Enterprise and Fair Work Committee	Cycle 2 of 2023	Cycle 3 of 2024	
Deliver Lanarkshire Women in Business Events Leadership and Mentoring programme (through UKSPF funding).							Cycle 2 of 2023	Cycle 3 of 2024	

Undertake delivery of pilot to establish dedicated co-working space for women in Airdrie (through UKSPF funding).		■	■				Cycle 2 of 2023	Cycle 3 of 2024
Deliver social enterprise support tender (through UKSPF funding) to support creation of 30 new social enterprises.	■	■					Cycle 2 of 2023	Cycle 3 of 2024
Explore opportunities for alternative inclusive ownership models in North Lanarkshire (linked to community wealth building).		■					Cycle 2 of 2023	Cycle 3 of 2024
Evaluate next steps to 2028.	■	■	■	■	■		No previous report	Cycle 3 of 2024

Deliverable:	Expand experiential entrepreneurial activities and pathway programmes within education curriculum.							*Entrepreneurship*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Deliver enterprise pathway and enterprising schools award model within education (including Commsworld / YES support, Dragons' Lair, Social Enterprise Academy, and Business Gateway community benefits).	■	■				Education, Children and Families Committee	Cycle 3 of 2023	Cycle 2 of 2024
Review success of enterprise pathways and enterprising schools award model.		■					Cycle 3 of 2023	Cycle 2 of 2024
Evaluate next steps to 2028.	■	■	■	■	■		No previous report	Cycle 2 of 2024

Deliverable:	Identify all relevant funding streams and how they fit together.							*Funding and social value*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Carry out desktop exercise of all funding streams and how they align and integrate.	■							See Note 6.

Deliverable:	Identify different timescales for funding and any potential gaps and future opportunities.							*Funding and social value*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Engage with theme leads to identify any potential funding gaps that need to be explored further and consider environmental scanning of funding landscape for future opportunities.		■	■					See Note 6.

Deliverable:	Identify community benefits opportunities linked to each theme.							*Funding and social value*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Engage with Programme of Work leads to discuss / determine community benefits opportunities and how these will link to Brighter Futures.		■						See Note 6.

Programme of Work: Digital North Lanarkshire
Senior Responsible Officer (SRO): Katrina Hassell (Depute SRO: Fiona Whittaker)

Deliverable:	Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.								*Digital culture, leadership, and knowledge*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Conduct management and technology research to understand current and future state digital culture for the organisation.						Finance and Resources Committee	No previous report	Cycle 4 of 2024	
Understand the five steps to change in preparation for digital maturity assessment.									
Undertake digital maturity assessment with digital culture, leadership, and knowledge activity group.									
Share Health and Social Care digital maturity data with the digital culture, leadership, and knowledge activity group to inform the council's digital maturity assessment.									
Consider wider staff survey as a follow-up to the digital skills survey from November 2021 in order to gauge the extent of staff skills and gaps.									
Deliverable:	Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.								*Digital culture, leadership, and knowledge*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	
Review research and current thinking into digital champions / leaders to understand the skills required for a digital leader in order to build and lead teams, keep people connected and engaged, and drive a culture of innovation, learning, and continuous improvement and review leadership development programmes to incorporate digital capabilities, including cognitive transformation (thinking differently), behavioural transformation (acting differently), and emotional transformation (reacting differently).						Finance and Resources Committee	No previous report	Cycle 4 of 2024	
Develop digital leadership core competency guide based on the research results and linked to service requirements.									
Deliverable:	Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.								*Digital culture, leadership, and knowledge*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**			
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**	

Set up short life change management group to provide expertise, skills, and knowledge of change across the council and North Lanarkshire in order to develop a toolkit to sit beside the project management framework.							Finance and Resources Committee	No previous report	Cycle 3 of 2024
Undertake self-assessment to look at the re-design pieces and feedback reviewed by change management group.									
Deliverable:	Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.								*Digital culture, leadership, and knowledge*
Actions	**Indicative timescales for delivery**						**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**		**Committee**	**Most recent report**	**Next report**
Invest in upskilling the council's workforce to be more digitally capable by creating and developing a self-assessment tool to allow staff to understand their current level of digital skills and undertake further learning as appropriate.							Finance and Resources Committee	No previous report	Cycle 1 of 2025
Use the enhanced digital skills of the council's workforce to encourage a culture of a digital-first approach (i.e. thinking of a digital solution) when faced with opportunities or challenges to improve the way of work, which will result in efficiency gains and improved customer service.									
Measure and evaluate impact of whole service / authority transformation change to digitise systems (for example i-trent) to inform future user experience.									
Deliverable:	Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.								*Improved customer experience*
Actions	**Indicative timescales for delivery**						**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**		**Committee**	**Most recent report**	**Next report**
Develop systems and portals to enable residents to engage, report, request, and pay for services.							Communities Committee	No previous report	Cycle 2 of 2024
Implement a chat bot functionality to enable residents to receive automated responses or to chat to an advisor.							Finance and Resources Committee	No previous report	Cycle 1 of 2024
Implement a customer relationship management system to enable staff to route enquiries to the relevant service and encourage cross service working.							Communities Committee	Cycle 4 of 2022 (Policy and Strategy Committee)	Cycle 2 of 2024
Design and develop artificial intelligence capable of generating text, images, or other media (using generative models) to enable the implementation of chatbot functionality.							Communities Committee		Cycle 2 of 2024
Establish a roadmap to identify the redesign requirement for services to support the transition to the council's future operating model in hubs.							Communities Committee		Cycle 3 of 2024
Redesign the council's purchase to pay system to introduce a standardised approach and enable electronic invoicing.							Finance and Resources Committee		Cycle 3 of 2024
Deliverable:	Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.								*Improved customer experience*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Develop model to enable customers to sign up for online services and establish required resourcing to increase engagement and usage of online services.						Communities Committee	Cycle 1 of 2023 (Policy and Strategy Committee)	Cycle 2 of 2025
Review and implement technology solutions to support customers with additional needs to ensure there are no barriers to accessing digital services.							No previous report	
Further develop community use of immersive experience pods which enhance digital experiences within a community and beyond and evaluate the impact on community groups.							Cycle 4 of 2022 (Policy and Strategy Committee)	

Deliverable:	Ensure accessible data to improve public reporting and transparency, streamline effort involved in request for information processes, and leverage business development opportunities.	*Improved customer experience*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Develop a model that opens up access to the council's non-personal / non-commercial data in a way that allows anyone to freely access and use the data to inform decision making with the resulting portal enabling greater transparency and efficiency, and improved used of data.								See Note 6.
Implement a Centre of Excellence which will standardise procedures, implement clear governance structures, develop and share best practice, demonstrate value through economies of scale and develop skills and knowledge among partners and staff.						Finance and Resources Committee	Cycle 4 of 2022 (Policy and Strategy Committee)	Cycle 1 of 2025

Deliverable:	Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.	*Digital first operations*

Actions	Indicative timescales for delivery					Indicative reporting schedule		
	2023/24	2024/25	2025/26	2026/27	2027/28	Committee	Most recent report	Next report
Implement a new housing and asset management system to improve data management, monitoring, and service delivery across housing.						Housing Committee	No previous report	Cycle 3 of 2024
Implement a new case management and scheduling systems to meet statutory obligations and to improve service delivery and performance management across social care.						Health and Social Care Integration Joint Board	Cycle 2 of 2023	Cycle 4 of 2024
Review tools and products currently deployed to support the council's financial management arrangements, identifying and assessing options for longer-term suitability, as well as opportunities to deploy efficient and effective automation and self-service.						Finance and Resources Committee	No previous report	Cycle 2 of 2025

Implement a leisure and facilities booking systems, including integration with hub place bookings and introduction of compliant and secure payment facilities that accommodate home and agile working arrangements.						Communities Committee - bookings / Policy and Strategy Committee - online payments	Cycle 3 of 2023 (Finance and Resources Committee)	Cycle 1 of 2024
Review asset management practices across the organisation, including categorising and consolidating system usage.						Finance and Resources Committee	No previous report	Cycle 2 of 2024
Develop a portfolio of existing case management systems across the council and use the results to establish a process and timeline for assessing existing solutions and new requests.								See Note 6.
Review current telephony systems and implement a new cloud-based Microsoft Teams integrated solution, incorporating virtual voice and digital assistant functionality.						Finance and Resources Committee	No previous report	Cycle 1 of 2024
Develop and implement a strategy for the use of automation and generation artificial intelligence (AI) across the council to define the architectural model of AI use for the council and establish a framework and governance for usage.						Policy and Strategy Committee	No previous report	Cycle 3 of 2024
Create a catalogue of standardised online technology catalogues to enable council service areas to determine digital solutions matching their requirements and enable self-service, where appropriate.								See Note 6.
Create and integrate a framework that enables the use of spatial mapping solutions (i.e. digital representation of the environment) across the application estate.								See Note 6.

Deliverable:	Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.							*Digital first operations*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Implement the procured Wide Area Network solution and associated technical functionality, such as internet breakout services and continued development and deployment of fibre across North Lanarkshire.						Finance and Resources Committee	Cycle 4 of 2022 (Policy and Strategy Committee)	Cycle 1 of 2024
Deliver and manage a council-wide public Wi-Fi service.						Communities Committee	Cycle 4 of 2022 (Policy and Strategy Committee)	Cycle 1 of 2024
Identify opportunities to use the Internet of Things technology and establish a framework for use, including an adequate governance model.						Finance and Resources Committee	No previous report	Cycle 4 of 2024
Develop and implement a plan to enable internet access for temporary accommodation properties.						Housing Committee	No previous report	Cycle 3 of 2024

Develop a strategy to provide internet access to residents across North Lanarkshire.		■	■	■	■	Communities Committee	No previous report	Cycle 4 of 2024
Deliver the Smart Park pilot scheme (using omniled solutions), in order to gather data within the park setting and prepare a business case on whether there are adequate benefits to deploy further.		■				Enterprise and Fair Work Committee	Cycle 1 of 2022 (Transformation and Digitisation Committee)	Cycle 4 of 2024
Develop and deliver community access to the immersive pods (sensory spaces which can be utilised to house the latest sensory technology to provide support, in such areas as mental health and employability) across North Lanarkshire.	■	■				Communities Committee	Cycle 3 of 2023 (Finance and Resources Committee)	Cycle 3 of 2024
Create a digital infrastructure development toolkit and associated processes which enables third party commercial connectivity providers to deliver services across the council.		■	■			Planning Committee	No previous report	Cycle 3 of 2024
Deliverable:	Ensure single source of data to provide insights and evidence that support decision making and service planning.							*Digital first operations*
Actions		**Indicative timescales for delivery**				**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Create a master data catalogue of all data assets across the council, defining the prime record for each data set/field and supporting data owners to assess quality and data mapping.		■	■	■					See Note 6.
Develop and implement a method for services to transition from using paper-based storage to a digital solution for retaining appropriate council information.		■	■				Finance and Resources Committee	No previous report	Cycle 3 of 2024
Deliverable:	Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.								*Performance optimisation*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		
		2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Identify digital and IT spend across the council and develop a model to establish whether this is essential and priority spend.		■	■				Finance and Resources Committee	No previous report in this context	Cycle 2 of 2025
Develop and deploy structures and processes that aid the identification and development of operational innovation and that facilitates beneficial service transformation.			■	■	■			No previous report in this context	Cycle 4 of 2024
Deliverable:	Enhance security monitoring to maintain effective access and control over council data as the council delivers the anticipated increase in its digital footprint.								*Performance optimisation*
Actions		**Indicative timescales for delivery**					**Indicative reporting schedule**		

	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	Committee	Most recent report	Next report
Consider areas in relation to security within the council that can be monitored in terms of service delivery and develop a framework for how performance against these elements could be used to benchmark against the council's peers.						Finance and Resources Committee	No previous report in this context	Cycle 1 of 2025
Review data assets and solutions delivered by or in conjunction with third party providers and develop a plan to ensure that suppliers are consistently assessed and reported upon to enable operational performance to be effectively managed throughout the duration of any engagement.							No previous report	Cycle 1 of 2025
Consider the range of cyber security controls, which may be used to manage and secure council data and systems, assess the risk associated with data loss, and create an assessment model to provide meaningful, insightful, and simple representation of the cyber rating of data control.							No previous report	Cycle 2 of 2025

Programme of Work: One Service
Senior Responsible Officer (SRO): Stephen Penman (Depute SRO: Katrina Hassell)

Deliverable:	Deliver the continued roll out of the Leadership and Operating Model to ensure an effective community leadership approach, working with partners, as the hub approach develops.							*Leadership and operating model and asset rationalisation*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Deliver phase 2 works for Broadwood Hub in Cumbernauld.						Policy and Strategy Committee	Cycle 1 of 2023	Cycle 2 of 2024
Deliver Kildonan Street redevelopment by exiting Social Work by May 2023.								
Deliver Calderhead Hub phase 2 operational with options for out of hours access taken forward.								
Deliver Caldervale Hub in Airdrie.								
Continue to expand the number of integrated hubs across the existing estate 2024-29 as part of transition to the operating model and to support asset rationalisation.								
Develop and implement a transition plan for Cumbernauld Hub.							See Note 6.	
Gather a baseline understanding of future service delivery arrangements / requirements as part of phase 2 for the 3-5 year transition to future operating model and to inform the intelligence needed for investment in the current estate as part of capital programme.							Cycle 1 of 2023	Cycle 2 of 2024
Implement and work to an agreed process to govern and prioritise an organisation review, service redesign, and workforce transition for the future operating model, including completion of service reviews and consolidation into asset portfolio.								

Work in partnership with Health and Social Care Partnership around GIRFE (Getting it Right for Everyone) to strengthen early access to supports and services through new ways of working within a community hub model.								
Develop and implement a proof-of-concept model for early and inclusive family support enabled through the community hub model with a no wrong door approach established across up to 14 community hubs by 2026 (18 by 2028).								
Operationalise a model for new community hubs to support the transition to future operating model. (February 2023 to February 2033)								

Deliverable:	Align the asset rationalisation strategy with the Leadership and Operating model to ensure coherent phasing and maximise efficiency.	*Leadership and operating model and asset rationalisation*

Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Support the redesign of home support services to enable locality integrated teams by December 2024 and a phased approach starting with Bellshill and Motherwell.						Policy and Strategy Committee	Cycle 1 of 2023	Cycle 2 of 2024
Create a One Service operating model within the remaining estate.						Policy and Strategy Committee	Cycle 1 of 2023	Cycle 2 of 2024
Identify technology priorities using the digital framework developed by the operating model team and in line with phased approach for the operating model.						Policy and Strategy Committee	Cycle 1 of 2023	Cycle 2 of 2024
Implement a corporate telephony solution to support the introduction of a single contact number and secure payment portal for the council.						Policy and Strategy Committee	No previous report	Cycle 4 of 2024
Review the community asset profile across the nine Community Board areas to identify best practice and next steps in order to improve the council's approach to community ownership and management of assets.						Policy and Strategy Committee	No previous report	Cycle 4 of 2024
Widen the scope of the current Community Asset Transfer policy to include all requests from communities to use, manage, lease, or take ownership of council owned assets.								
Create a mechanism for agreeing discounted lease and let arrangements for community based organisations where assessment shows clear contribution to the council's ambitions and priorities.								
Create a refreshed communication plan and identity in relation to corporate community ownership and management of assets to raise awareness of opportunities and ensure a shared understanding of mechanisms and legislation.								
Review internal processes to identify improvements geared towards shifting the culture of community ownership and management of assets to one of codesign and with communities.								
Identify the council's approach to customer facing communications around marketing of assets more coherently (all services) linked to corporate booking system.								

Deliverable:	Further develop workforce plans to ensure appropriate succession planning and alignment to the overall Programme of Work.							*Workforce*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Support the delivery of all ongoing workforce and structure changes arising from agreed operating model revisions and future savings, along with ongoing service realignments linked to the future operating model and One Service programme of work, and in partnership with services and Trade Union colleagues.						Policy and Strategy Committee	Cycle 4 of 2023	Cycle 4 of 2024
Continue with organisation and workforce mapping process to identify transition plans (including where and how staff currently work to deliver services and to determine how this will change with the move to a hub-based community delivery model) for future workforce models and structures as these proceed and evolve over the next 3-5 years.								
Progress actions from 2023/24 service Workforce Plans during 2024/25, with a full refresh of Plans in 2025/26 in order to manage known workforce challenges and risks.								

Deliverable:	Work with other Boards to support delivery of priorities across the Programme of Work.							*Working with other Boards*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Maintain strategic oversight of the dependencies and interdependencies across the Programme of Work to reduce the risk of delayed projects, friction projects, and duplication of effort.						Policy and Strategy Committee	No previous report	Cycle 4 of 2024
Explore hot spots impacting on the effective delivery of the Programme of Work and through an integrated diagnosis, one council approach, explore solutions for discussion with other boards.								
Ensure that resources are in the correct place to deliver and make recommendations regarding cross cutting changes enabling more efficient services.								

Deliverable:	Ensure practical implementation of Change Management Framework.							*Working with other Boards*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Maintain strategic oversight of the council's significant change initiatives to ensure successful delivery and implementation in line with the Change Management toolkit.						Policy and Strategy Committee	No previous report	Cycle 4 of 2024
Maintain oversight of the identification and successful realisation of benefits from such change initiatives.								

Maintain oversight of the change management requirements resulting from public sector reform or identified shared services.								
Develop new ways of engagement both internally and externally to support the changes and upskilling required.								

Deliverable:	Lead engagement with staff, trade unions, and partners about the Programme of Work to ensure understanding and alignment.							*Working with other Boards*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Develop and implement an approach to ensure ongoing communication and engagement with staff, trade unions, and partners for the Programme of Work as it is delivered to 2028.						Policy and Strategy Committee	No previous report	Cycle 4 of 2024

Deliverable:	Explore opportunities for shared services both within the council and with partners, where appropriate, to maximise efficiency.							*Shared services and public service reform*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Participate in Improvement Service programme of collaboration within the local government sector on procurement.	Timescales for these areas of activity are determined by the Improvement Service					Policy and Strategy Committee	No previous report	Cycle 4 of 2024
Participate in Improvement Service analysis of local government's statutory and discretionary services.								
Participate in Improvement Service development of a Digital To-Be state for Scottish local government.								
Participate in Improvement Service work in the identification of new digital shared services that could be delivered nationally or regionally.								
Participate in Improvement Service work to develop examples of active communities / participatory design.								

Deliverable:	Maintain oversight of public service reform developments and ensure co-ordinated response to external decision making which has a bearing on council service delivery.							*Shared services and public service reform*
Actions	**Indicative timescales for delivery**					**Indicative reporting schedule**		
	2023/ 24	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**Committee**	**Most recent report**	**Next report**
Contribute to the full implementation of Crerar for local government project.	Timescales for this area of activity are determined by the Improvement Service					Policy and Strategy Committee	No previous report	Cycle 4 of 2024
Contribute to the development of Democracy Matters 2 consultation as part of the Local Governance Review.								

Please note:

1. All timescales for delivery noted in this appendix are indicative and quarterly monitoring of the live Delivery Plan by each Programme of Work Strategic Board will ensure that these timescales are kept under review and remain up to date based on the information available as at each review point. A change request process has been instigated to ensure as efficient and meaningful an approach as possible is in place to monitor delivery timescales moving forward.
2. There are many aspects that can impact on the actions to be delivered and the indicative timescales for delivery, e.g. available budgets, whether funding is granted (and when), timescales covering funding allocations, resources, as well as the outcome of feasibility studies, procurements, and contracts to be awarded, etc. In addition, some actions involve work with external bodies, so timescales are not wholly within the control of the council.
3. As the Programme of Work approved at Policy and Strategy Committee in March 2023 was for a five-year period, i.e. 2023 to 2028, the Delivery Plan covers this timescale also. This means that many of the 2023/24 actions have already been undertaken and are complete (with significant achievements in this respect included in the *Programme of Work achievements to date* report); these items are therefore only included in this Delivery Plan appendix for completeness and/or because they set the scene for subsequent actions.
4. All dates in the *next report* column in the reporting schedule are indicative as at early February 2024. While these dates reflect current reporting intentions this information is subject to change as each area of work is progressed, developed, and delivered and a decision will be made on whether the reporting Cycle remains practicable as at each quarterly review point. It should be noted that while in many instances each separate action has a reporting Cycle against it, it may be that when it comes to writing a report that it is more meaningful and sensible to provide an update on all of the actions collectively in the one report. This will be determined for each action in advance of each reporting Cycle. It could also be the case that particular actions don't merit an individual report on their own, or even with their accompanying actions and in these instances a composite Programme of Work may make for a more meaningful report. The change request and monitoring process will ensure as efficient and meaningful an approach as possible to reporting in this respect.
5. Where no previous report is shown in the reporting schedule against an action this simply means that in many cases it is a new piece of work or there has been no previous reports to committee within the context of the new piece of work, or the action may be operational in nature and no formal reporting has been previously required.
6. It is not always appropriate for the *next report* column to contain a future reporting cycle, reporting for some actions may still have to be determined due to the reliance on various other dependencies across the Programme of Work, or may still have to be established once another area of work has been completed. For some actions it may not be required or applicable for a further report as reporting may be incorporated into the next steps of a wider area of work or an action may already be concluded.
7. Where a reporting Cycle and date is shown for the *most recent report* column and this is accompanied by the name of a committee, this is only where the previous committee which received the report differs to the committee which the next report will be submitted to.
8. Where indicative delivery dates extend beyond the end of 2027/28, this information is noted within the *action* column.