Clerk Name: Lesley Dysart
Clerk Telephone:
Clerk Email: dysartl@northlan.gov.uk

NORTH LANARKSHIRE COUNCIL
COMHAIRLE SIORRACHD LANNRAIG A TUATH

28 November 2023

**Members of the
Policy and Strategy Committee**

Chief Executive's Office
Archie Aitken
Chief Officer (Legal & Democratic)
Civic Centre, Windmillhill Street,
Motherwell ML1 1AB
www.northlanarkshire.gov.uk

Notice is given that a Meeting of the **Policy and Strategy Committee** is to be held in the Council Chamber, Civic Centre, Windmillhill Street, Motherwell, ML1 1AB on Thursday, 07 December 2023 at 14:00 PM which you are requested to attend.

The agenda of business is attached.

**Archie Aitken
Chief Officer (Legal & Democratic)**

Members :
J Logue, L Roarty, C Barclay, A Beveridge, H Brannan-McVey, A Campbell, T Carragher, C Costello, P Di Mascio, K Duffy, T Fisher, D Johnston, K Larson, J Leckie, G Lennon, H Loughran, A Masterton, M McBride, L Nolan, G Robinson, A Smith, K Stevenson, A Stubbs, S Watson, G Woods.

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Agenda

1   **Declarations of Interest In Terms of the Ethical Standards
        In Public Life Etc. (Scotland) Act 2000**

2   **Minutes**

        Operational

        EXCLUSION OF PUBLIC

        The Sub-Committee is asked to consider passing the
        following resolution: "That under Section 50A(4) of the Local
        Government (Scotland) Act 1973, the public be excluded from
        the meeting for the following item of business on the grounds
        that it involves the likely disclosure of exempt information as
        defined in paragraph 12 of Part 1 of Schedule 7A of the Act".

26 October 2023 at 2 pm.

A Meeting of the **APPOINTMENTS SUB-COMMITTEE**

PRESENT

Councillor Logue, Convener; Councillor Roarty, Vice-Convener; Councillors Carragher, Fisher, Lennon, Smith and Williams.

ALSO PRESENT

In accordance with Standing Order 64(A) Councillor Hughes attended as a substitute for Councillor Thomas.

CHAIR

Councillor Logue (Convener) presided.

IN ATTENDANCE

Depute Chief Executive; HR Business Partnership Manager, and Democratic Services Manager.

APOLOGIES

Councillor Thomas.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1.   The Sub-Committee noted that there were no declarations of interest.

It was agreed in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the public be excluded from the meeting for the following item on the grounds that the business involved the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 7A of the Act.

POST OF CHIEF OFFICER (COMMUNITY OPERATIONS) - RECRUITMENT PACK

2.   There was submitted the recruitment pack which had been provided to applicants and been made available via the MyJobScotland recruitment portal.

Thereon, the HR Business Partnership Manager provided an overview of the skills, experience and knowledge expected to be demonstrated by each candidate.

APPLICATION FORMS

3.   There was submitted application forms received in respect to the post of Chief Officer (Community Operations).

Decided: that applicants, 1, 6, 8, 9 and 11 proceed to interview.

ARRANGEMENT FOR INTERVIEWS

4.   The Sub-Committee considered the appropriate arrangements for the interview of candidates to take place on 9 November 2023.

Decided: that interviews take place on 9 November 2023.

9 November 2023 at 9 am.

A Meeting of the **APPOINTMENTS SUB-COMMITTEE**

PRESENT

Councillor Logue, Convener; Councillor Roarty, Vice-Convener; Councillors Carragher, Fisher, Lennon, Smith, Watson and Williams.

ALSO PRESENT

In accordance with Standing Order 64(A) Councillor Hughes attended as a substitute for Councillor Thomas.

CHAIR

Councillor Logue (Convener) presided.

IN ATTENDANCE

Depute Chief Executive; HR Business Partnership Manager, and Democratic Services Manager.

APOLOGY

Councillor Thomas.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1.   The Sub-Committee noted that there were no declarations of interest.

It was agreed in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the public be excluded from the meeting for the following item on the grounds that the business involved the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 7A of the Act.

POST OF CHIEF OFFICER (COMMUNITY OPERATIONS)

2.   There were submitted the recruitment pack and application forms for each candidate to be interviewed in relation to the post of Chief Officer (Community Operations).

Decided: that candidate 9 be offered the post of Chief Officer (Community Operations), and that in the event that candidate 9 does not take up the post, then the post be offered to candidate 8.

4 September 2023 at 1 pm.

A Meeting of the **AUDIT AND SCRUTINY PANEL**

PRESENT

Councillor Watson, Convener; Councillor Dunbar, Vice-Convener; Councillors Brannan-McVey, Fisher, Hughes, Hume, D. Johnston, Leckie and B. McCulloch.

In accordance with Standing Order 64(A) Councillor Roarty attended as a substitute for Councillor Duffy-Lawson.

CHAIR

Councillor Watson (Convener) presided.

IN ATTENDANCE

Chief Officer (Audit and Risk); Chief Officer (Business and Digital); Chief Officer (Place); Chief Officer (Housing Management); Chief Officer (Legal and Democratic); Chief Officer (People Resources); Strategy and Performance Manager; Business Strategy Manager; Business Partnership Manager; Corporate Risk Manager; Business Finance Manager (Resource Solutions); Principal Auditor and Democratic Services Manager.

APOLOGIES

Councillors Duffy-Lawson and Robinson.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1.   There were no declarations of interest.

The Convener used his discretion to vary the order of business as hereinafter minuted.

SELF-EVALUATION OF THE AUDIT AND SCRUTINY PANEL

2.   There was submitted a report by the Chief Officer (Legal and Democratic) (1) reminding the Panel of its role in relation to assurance, governance, risk management and performance; (2) explaining that the Panel is a key component of the Council's Corporate Governance Arrangements which are subject to various review and assessment processes; (3) advising that, in 2021, an Internal Audit review of Principles E, F and G from the Delivering Good Governance in Local Government: Framework (2016) considered that there was a risk that "the Council may not be able to adequately demonstrate that it has effective audit committee arrangements and/or arrangements to ensure Elected Members have the skills, knowledge and, where appropriate or required, access to relevant training and resources to effectively undertake their role"; (4) outlining that, in regards to this aspect, Internal Audit had recommended that the Panel should, in line with good practice, periodically undertake a self-assessment of (a) their performance activities against the CIPFA "Audit Committees: Practical Guideline for Local Authorities (2018)" and (b) the effectiveness of the performance and activities of the Panel in discharging the scrutiny aspects of its role; (5) explaining how the Evaluation Framework, together with the evaluation process and timetable, has been developed; (6) providing the Panel with an advanced overview of the Evaluation Framework, process and timetable for the self-evaluation of the Panel, and (7) attaching, as Appendices to the report (a) CIPFAs position statement: Audit

Committees in Local Authorities (2018); (b) Audit and Scrutiny Panel Terms of Reference (as per the Scheme of Administration, October 2022), and (c) self-evaluation of the Audit and Scrutiny Panel – Evaluation Framework.

During consideration of this matter the Panel considered whether it would be good practice for former members of the Panel to undertake the self-evaluation and also acknowledged that new members on to the Panel may have limited experience so as to be able to fully complete the self-evaluation.

Decided:

(1)   that the requirement to undergo a self-evaluation of the Panel, in line with Internal Audit recommendations, be acknowledged;

(2)   that the approach to the self-evaluation exercise, as set out in the report, be endorsed, and

(3)   that Elected Members who had recently stepped down from the Panel be also invited to complete the self-evaluation exercise.

COMPENSATION FOR COMPULSORY PURCHASE ORDER

3.   There was submitted a report by the Chief Officer (Place) (1) advising that in November 2021 the former Housing and Regeneration Committee had approved a strategy for the Council to progress the Compulsory Purchase Order (CPO) for acquisition of 168 flats, with subsequent demolition and provision of new land at Millcroft Road, Cumbernauld; (2) indicating that, at that same meeting, the Committee had also agreed to the voluntary acquisition of properties in advance of the CPO for those owner/occupiers at Millcroft Road; (3) referring to a decision made by the Housing Committee at its meeting on 31 August 2022 to write-off debts to the Council amounting to £145,296.86 to support the case for confirmation of a CPO at Millcroft Road, Cumbernauld; (4) providing responses to a number of questions which had been asked by the Panel in relation to the compensation payments and the CPO process, and (5) attaching, in support of the report, links to a number of documents considered by Council committees and guidance from the Scottish Government.

Decided: that the contents of the report, including the approvals that have been obtained from previous committee reports, be noted.

HOUSING REFURBISHMENTS

4.   There was submitted a report by the Chief Officer (Housing Management) (1) providing an update to the Panel regarding the policy for adaptations to include wet floor showers, and to address the concern raised by the Panel at its meeting in February 2023 in relation to the installation of wet floor shower rooms for new tenants following fitting of a Capital Programme bathroom at void stage; (2) reminding the Panel of the process undertaken leading up to, and during, the installation of adaptations; (3) providing detail in relation to the number of adaptations which have been installed compared to the number which were required following a new tenant moving in, and (4) providing to the Panel details of the measures undertaken across the Housing service, working in partnership with Health and Social Care, to ensure a proactive approach to identifying a plan for current and future needs, through early intervention and prevention, effective information sharing and partnership working arrangements.

Decided: that the contents of the report be noted.

DEBT RECOVERY REVIEW

5.   There was submitted a report by the Chief Officer (Finance) (1) explaining that, in 2022, an Internal Audit review had been undertaken on Sundry Debt and Debt Management and that the purpose of this had been to provide assurance that the Council had adequate, robust and effective management arrangements in place for ensuring that the management of debtors is appropriately and effectively controlled; (2) reporting that, despite collection rates of over 97%, the audit had identified significant deficiencies in several aspects of the control environment under review and, as such, the audit opinion was defined as limited assurance; (3) indicating that the audit review had made a recommendation that there was an urgent need to strengthen the robustness and effectiveness of many aspects of the Debt Recovery Control Framework through a formal review of all aspects of the framework; (4) informing the Panel that the review of the framework was nearing completion with a number of actions implemented to date and that the remainder would be finalised by the end of September 2023; (5) detailing the actions undertaken to date to address the audit recommendations, and (6) listing the actions planned for completion by the end of September 2023.

Decided:

(1)   that the actions implemented so far be acknowledged;

(2)   that the introduction of quarterly reporting of debt recovery through senior management teams be endorsed, and

(3)   that the actions required to complete the review be acknowledged.

EQUALITY AUDIT

6.   There was submitted a report by the Chief Officer (People Resources) (1) providing an update on progress made in relation to the audit carried out on the Council's approach to managing its statutory equalities duties; (2) explaining that the purpose of the audit had been to provide assurance on the adequacy and effectiveness of the key controls and management arrangements associated with ensuring that the Council complies with both its general and specific equalities responsibilities as set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016; (3) advising that the audit was assessed as providing reasonable assurance, concluding that the Council generally had appropriate arrangements in place; (4) intimating that the audit also found that there are effective processes in place for ensuring that equalities outcomes are set and reviewed in accordance with the expected timescales and that key equalities reports had been published in accordance with the Council's specific equality duties; (5) reporting on the recommendations for management consideration and action that arose out of the audit and providing a narrative on the proposed actions to be taken by the service to address these recommendations, together with an update on progress already made and additional planned action to meet the agreed timescales, and (6) informing the Panel that the Scottish Government is expected to imminently publish its findings of the review of the Scottish Specific Duties, which includes the duty to publish equality outcomes and report on progress, and that any changes to the duties would require to be taken into consideration as the Council moved to review and set its next equality outcomes in 2025.

Decided:

(1)   that the progress made to date be acknowledged;

(2)   that the planned activity to provide further substantial assurances that the Council has a sound system of governance, risk management and control to meet the requirements set out in the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016 be endorsed, and

(3)   that the potential for the specific duties to change prior to the next reporting period in 2025 be acknowledged.

AUDIT AND RISK RELATED ITEMS: ACTION LOG

7.   There was submitted a report by the Chief Officer (Audit and Risk) enabling the Panel to track implementation of requests and recommendations made by it in respect of Audit and Risk related items in the previous 18 months, with the action log, attached as an Appendix to the report, recording those requests and recommendations made by the Panel, when these had been addressed and/or were expected to be addressed.

Decided: that the content of the report be noted.

INTERNAL AUDIT PROGRESS REPORT

8.   There was submitted a report by the Chief Officer (Audit and Risk) (1) providing an overview of Internal Audit Activity; (2) reporting the results of the Internal Audit outputs finalised since the last update to the Panel in May 2023; (3) highlighting the most significant issues arising from the completed audit work; (4) updating the Panel on other aspects of the work of Internal Audit, and (5) attaching, as an Appendix to the report, a brief summary of the scope and key findings of each substantive planned audit, together with a summary pack containing copies of those reports.

During consideration of this matter, a number of issues arising out of the Internal Audit outputs were raised, specifically (a) the requirement for certain staff to hold qualifications in relation to the report on waste/fleet staffing issues, and (b) the dialogue undertaken between Internal Audit and services where agreement cannot be achieved on the entirety of the audit outcome findings and recommendations.

Decided:

(1)   that the findings, conclusions and recommendations of completed Internal Audit reports, together with the associated management responses, be noted;

(2)   that Internal Audit provide a report to future meetings of the Panel reporting progress made by management in implementing agreed management actions in relation to all audit recommendations categorised as "high" or "medium", and

(3)   that the contents of the report be otherwise noted.

INTERNAL AUDIT: FOLLOW UP OF ACTIONS PREVIOUSLY AGREED BY MANAGEMENT IN RESPECT TO AUDIT RECOMMENDATIONS

9.   There was submitted a report by the Chief Officer (Audit and Risk) (1) detailing the extent to which management had implemented actions previously committed to in response to recommendations in Internal Audit reports, where those actions were due to be completed by the end of June 2023; (2) advising that Internal Audit had concluded that, of the 19 outstanding Internal Audit recommendations, 4 had been completed and 15 had been partially implemented; (3) explaining that of the 12 actions agreed in respect of external outputs, 7 had been completed, 3 partially implemented, 1 was not yet due and 1 was no longer considered relevant; (4) attaching, as an Appendix to the report, commentary from management and details of proposed management actions, together with revised target dates for completion of those outstanding audit recommendations where Internal Audit had assessed the residual risk as high or medium, and (5) attaching, as Appendices to the report, (a) Internal Audit Recommendations: Management Actions Assessed as Not Yet Completing the Cycle, and (b) Residual Risk Rating Definition.

During consideration of this item, the Chief Officer (Business and Digital), following a request from the Panel, outlined the process for undertaking tests as part of a disaster recovery and business contingency planning processes.

Decided:

(1)   that the contents of the report be noted;

(2)   that the recommendations made by Internal Audit, attached as Appendix 1 to the report, be noted, and

(3)   that reports in relation to (a) finalisation of Corporate Risk – Target Operating Model, and (b) Implementation of Quality Assurance Process to monitor compliance with the Project Management Framework be brought to future meetings of the Panel.

ACCOUNTS COMMISSION: LOCAL GOVERNMENT IN SCOTLAND OVERVIEW REPORT (MAY 2023)

10.   There was submitted a report by the Chief Officer (Audit and Risk) (1) presenting to the Panel the contents of the Accounts Commission Report "Local Government in Scotland Overview 2023" which had been published in May 2023; (2) attaching, as a link, access to the report; (3) explaining that the report examines how the pandemic has affected the performance of councils, reviews current and future challenges facing Local Government and considers how well placed councils are to deal with these challenges; (4) indicating that the findings of the Accounts Commission report was drawn from 2021-2022 Annual Audit, Performance and Best Value Work carried out and from specific research and analysis of available data and intelligence; (5) highlighting that the key message from the Accounts Commission is that councils have never faced such a challenging situation, with demand on workforce pressures deepening after the pandemic and funding forecast to reduce in real terms and with the Accounts Commission commenting that radical change, achieved through greater collaboration, is urgently needed if councils are to maintain services and address community needs and inequalities; (6) advising that the report makes a series of recommendations for councils, the Scottish Government and COSLA; (7) indicating that the report provides a high-level overview of how the Council has, and is, responding to the issues identified by the Accounts Commission, and (8) attaching, as an Appendix to the report, the recommendations made by the Accounts Commission.

Decided:

(1)   that the findings, conclusions and recommendations contained within the Accounts Commission report be noted, and

(2)   that the contents of the report be otherwise noted.

NATIONAL FRAUD INITIATIVE – UPDATE

11.   There was submitted a report by the Chief Officer (Audit and Risk) (1) informing the Panel of the progress made to date by the Council in response to the 2022 National Fraud Initiative data matching exercise; (2) highlighting where further action was required by the Council and/or relevant services, and (3) explaining that the National Fraud Initiative is a data matching exercise organised by Audit Scotland, undertaken every two years, and is recognised as an important tool in preventing and detecting fraud, and that the information enables public bodies to follow-up matches on a targeted and prioritised basis to establish if fraud has occurred and to enable them to take appropriate action.

Decided: that the contents of the report, progress made to date and future planned action in relation to the follow-up of matches be noted.

RISK MANAGEMENT UPDATE (AND 2023-24 CORPORATE RISK REGISTER)

12. There was submitted a report by The Chief Officer (Audit and Risk) (1) providing an update on key risk management developments, with a particular focus on the results of the recent annual review of the Corporate Risk Register, and, for the first time, providing a snapshot of the highest current residual risks within Service Risk Registers; (2) explaining that the Corporate Risk Register is formally reviewed annually to ensure completeness and continuing alignment to the Council's strategic objectives; (3) updating the Panel on the results of that annual review process and presenting the Corporate Risk Register for 2023-24, which has already been approved by the Council's Corporate Management Team; (4) indicating that the Risk Team had engaged with services to consider whether any risks within service-level risk registers merited escalations to the Corporate Risk Register; (5) indicating that all corporate risks identified and agreed as meriting inclusion in the Corporate Risk Register are subject to regular monitoring and review by relevant Senior Management and periodic review and consideration of individual risks by both the Corporate Management Team and the Panel in line with respective Governance roles; (6) explaining some of the changes in individual risk scores arising out of the recent review; (7) noting that, due to the application of the new risk ratings and thresholds as approved in the revised Corporate Risk Management Strategy, approved by the Policy and Strategy Committee in March 2023, the Corporate Risk Register profile looks somewhat different than previous versions in terms of the scoring and RAG ratings, and (8) attaching, as Appendices to the report, (a) 2023-24 Corporate Risk Register; (b) current strategic risks and issues facing the Council – May 2023, and (c) service risks with the highest residual risk scores.

During consideration of this matter a number of issues were raised by Elected Members and responded to by Officers, in particular (a) processes for identifying and accounting for any processes for identifying and accounting for any liability, or potential liability, for the Council arising from the Historic Child Abuse Inquiry, and (b) the impact on the Council arising from changes to attendance at buildings by Scottish Fire and Rescue Service and how this has been communicated to Elected Members.

Decided:

(1) that the agreed Corporate Risk Register for 2023/24, attached at Appendix 1 to the report, which incorporates the range of agreed challenges as outlined in the report, be noted;

(2) that the information contained within the report in respect of risk management arrangements within services (including information on those risks with the highest residual risk scores) be noted, and

(3) that a further report from the Chief Officer (Audit and Risk) be brought to a future meeting of the Panel informing it of the results of planned work to assess compliance with a newly approved Risk Management Strategy.

SCRUTINY WORK PROGRAMME (MID-YEAR UPDATE)

13. There was submitted a report by the Chief Officer (Business and Digital) (1) referring to the meeting of the Panel held in September 2022 at which it had considered the report outlining the process by which Members of the Panel were able to submit items, functions or activities which potentially required to undergo scrutiny; (2) explaining that, to support this, an assessment and prioritisation process had been set up to allow for the relative merits of each issue brought forward by Panel Members to be assessed objectively, thus making the approach to determine on whether an issue is appropriate for inclusion in the scrutiny work programme clear and transparent and also allowing issues to be prioritised if there are potentially competing matters presented for scrutiny; (3) reminding the Panel that following consideration of a subsequent report at its meeting in February 2023, all aspects of the Panel's scrutiny function had been combined into a composite programme which listed all related reports scheduled to be presented to the Panel during each cycle of 2023/24; (4) advising that this composite approach aims to ensure that the Council fulfils both its statutory Best Value duty and the principles of good corporate governance and aims to ensure that all scrutiny activity remains

framed within the context of The Plan for North Lanarkshire and is focused on improving local public services and improving local outcomes, and (5) attaching, as Appendices to the report (a) the approach to scrutiny led by Members of the Panel; (b) the assessment and prioritisation process, and (c) the composite scrutiny work programme with timetable of reports to the Panel meetings – 2023 to 2024 (as at July 2023).

During consideration of this matter Councillor B. McCulloch raised the issue of the use of delegated powers by officers and the transparency of that decision making process.

The Convener proposed that he meet with Councillor B. McCulloch to discuss whether this was a matter suitable to be included within the Scrutiny Work Programme.

Decided:

(1)   that the mid-year update to the composite scrutiny work programme, and reporting timetable for the scrutiny function of the Panel, as set out in Appendix 3 to the report, be noted;

(2)   that the role of Panel members in identifying potential issues for inclusion in the scrutiny work programme in line with the assessment and prioritisation process, as attached at Appendix 2 to the report, and the overall approach, as attached at Appendix 1 to the report, be endorsed, and

(3)   that the Panel continues to carry out its scrutiny role in reviewing and challenging performance to ensure that the Council fulfils its statutory Best Value duty.

STRATEGIC PERFORMANCE FRAMEWORK – PERFORMANCE REPORTING SCHEDULE QUARTERLY PERFORMANCE ASSURANCE REVIEW

14.   There was submitted a report by the Chief Officer (Business and Digital) (1) reminding the Panel that it had, at its meeting in February 2023, considered a report on the Strategic Performance Framework – Performance Reporting Schedule 2023 to 2024 and a subsequent report at its meeting in May 2023 setting out the first performance assurance review that had been undertaken of performance reports and which had been submitted to committees during cycle 1 of 2023 and which also advised that performance assurance reviews would thereafter be reported to the Panel on a quarterly basis; (2) explaining that this approach, in bringing together a summary of the Council's performance reports into one composite assurance overview in this way, supports the Panel in maintaining strategic oversight and awareness of the Council's performance reporting arrangements in line with the Panel's remit to provide "independent review of the Council's Governance, Risk Management, Performance and Control Frameworks" and the Panel's governance and accountability role in terms of ensuring that the Council can demonstrate Best Value through the existence of robust arrangements for performance reporting and scrutiny; (3) providing the Panel with the outcome from the performance assurance review that had been undertaken of performance reports which had been submitted to Council committees during cycle 2 of 2023, and (4) attaching, as Appendices to the report, (a) Chief Officer's individual six monthly performance reviews at service committees in line with the Strategic Performance Framework, and (b) Chief Officer's service specific performance reporting which takes place each year to meet business and/or statutory obligations.

During consideration of this matter Councillor Hume requested that the Panel receive further information in relation to each of the indicators classified as "red" in the RAG ratings within the Appendices to the report.

The Convener proposed that he, Councillor Hume and the Chief Officer (Business and Digital) meet outwith the meeting to discuss how this information could be provided given that this would require substantial demand upon resources.

Decided:

(1)   that the composite overview of performance reporting provided in Appendices 1 and 2 to the report to maintain an awareness of each report within the Performance Reporting Schedule for 2023 to 2024 be noted, and

(2)   that consideration be given to the provision of further information in relation to each of the indicators marked as red in the RAG status detailed in the Appendices to the report.

ARM'S LENGTH EXTERNAL ORGANISATIONS (ALEOs): GOVERNANCE AND RISK MANAGEMENT OVERSIGHT AND ASSURANCE REPORT 2023/24

15.   There was submitted a report by the Chief Officer (Business and Digital) (1) reminding the Panel that the Council delivers a number of services through Arm's Length External Organisations (ALEOs) which have been developed over the previous 20 years to provide services in new ways that are innovative, responsive or more commercially driven; (2) explaining that the Council must have confidence in the quality of service delivery and obtain assurances, through robust monitoring, scrutiny and oversight, that the public purse continues to secure best value and that the externalised delivery arrangements are not exposing the Council to potential operational, financial or reputational risks; (3) providing an overview of the ALEO landscape and the performance and financial monitoring safeguards that are in place to provide such assurance; (4) confirming that ALEO Boards and Management Committees continue to demonstrate effective stewardship, financial governance and risk management; (5) reporting that, in recent years, the number of Council owned ALEOs has reduced following service review activity or external factors which had highlighted that service provision via the externalised delivery vehicles no longer represented best value for the Council and as such, the Council had taken separate decisions to either in-source service delivery or cease provision; (6) updating the Panel on the status of current dissolution activity within Culture and Leisure NL Limited, NL Leisure Limited and North Lanarkshire Municipal Bank Limited; (7) summarising current re-financing activity within North Lanarkshire Properties LLP to secure future borrowing on the most advantageous terms for the company and outlining potential changes that may be brought forward to the Articles of Association in both Routes to Work Limited and Fusion Assets Limited, and (8) attaching, as Appendices to the report, (a) a summary of in-scope ALEOs and joint venture partnerships, (b) statutory bodies: associates and joint ventures, and (c) ALEOs and Strategic Partnership Vehicles: Governance, Operational Delivery and Risk Management Assurance.

Decided:

(1)   that it be acknowledged that ALEO Governance, performance reporting and financial monitoring arrangements were progressing satisfactorily;

(2)   that it be noted that the performance monitoring and oversight arrangements are suitably robust and provide assurance that service delivery reflects Best Value;

(3)   that it be acknowledged that current activity by North Lanarkshire Properties LLP to refinance its outstanding loan balance is at an advanced stage and that further updates would be submitted to the Finance and Resources Committee, and

(4)   that the potential future changes to the separate Articles of Association governing (a) Fusion Assets Limited, and (b) Routes to Work Limited be acknowledged and that details of proposed revisions would be reported to the Enterprise and Fair Work Committee in due course.

25 October 2023 at 2 pm.

A Special Meeting of the **AUDIT AND SCRUTINY PANEL**

PRESENT

Councillor Watson, Convener; Councillor Dunbar, Vice-Convener; Councillors Hughes, Hume, D. Johnston, Leckie, B. McCulloch and Robinson.

CHAIR

Councillor Watson (Convener) presided.

IN ATTENDANCE

Chief Officer (Business and Digital); Chief Officer (Finance); Chief Officer (Audit and Risk); Business Finance Manager (Resource Solutions); Strategy and Performance Manager; Business Strategy Manager; Finance Managers, and Democratic Services Manager.

ALSO IN ATTENDANCE

J. Boyd and P. Murray, Audit Scotland.

APOLOGIES

Councillors Brannan-McVey, Duffy-Lawson and Fisher.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1.   There were no declarations of interest.

ANNUAL ACCOUNTS 2022-23 - LETTER OF REPRESENTATION

2.   There was submitted a report by the Chief Officer (Finance) providing information on the Letter of Representation required to be submitted to Audit Scotland in respect of the Council's Annual Accounts and the Council's Charitable Trust Accounts for 2022-23 (1) informing that local authorities are required to appoint an officer who has responsibility for the administration of their financial affairs, the Section 95 Officer, and that International Standards on Auditing also require External Audit to request a written representation from the Accountable Officer providing written assurance on aspects of the Council's Financial Statements and Charitable Trusts and Education Trust Accounts, including the judgements and estimates made in their preparation; (2) explaining that the letters of representation had been signed by the Section 95 Officer and that a copy of these in respect of the Council and the Trustee for the Charitable Trust and Educational Trust were attached as Appendices to the report; (3) describing that, as in previous years, the letters set out the representations of management and confirms that the accounts are free from material mis-statement; (4) intimating that, during the course of the audit, the External Auditors have highlighted a number of mis-statements within the Council's Financial Statements which had been adjusted for the audited accounts where these are considered to be material, and (5) indicating that a list of items that have arisen relating to the Council's accounts and the Charitable Trust and Educational Trust accounts are contained within the External Audit Annual Audit Report.

   Decided: that the Letters of Representation provided to Audit Scotland be noted.

ANNUAL ACCOUNTS 2022/23 - EXTERNAL AUDITOR'S REPORT TO THOSE CHARGED WITH GOVERNANCE ON THE 2022/23 AUDIT

3.　　　　There was submitted a report by the Chief Officer (Finance) (1) reminding the Panel that the Accounts Commission appoints external auditors to local authorities in order to carry out the audit of financial statements in accordance with International Standards on Auditing; (2) outlining the objectives for the Auditors namely to communicate early with those charged with governance the responsibilities of the Auditor in relation to the Financial Statement Audit and the scope and timing of the audit, to obtain from those charged with governance information related to the audit, to provide those charged with governance with timely observations arising from the audit, and to promote effective two way communication between the auditor and those charged with governance; (3) informing the Panel that the review of the 2022/23 accounts by Audit Scotland was now complete with the final version of the accounts being considered at this meeting; (4) reporting that, following the completion of their audit, Audit Scotland has produced reports to those charged with governance on the 2022/23 Audit, for both the Council and North Lanarkshire Council Charitable Trust in Educational Endowments, to be considered at that meeting; (5) indicating that a full annual report has been prepared by Audit Scotland and would be considered at the meeting, and (6) attaching, as Appendices to the report (a) Audit Scotland Report to those charged with governance on the 2022/23 Audit – North Lanarkshire Council, and (b) Audit Scotland Report to those charged with governance on the 2022/23 Audit – North Lanarkshire Council Charitable Trust in Educational Endowments.

Thereon, J. Boyd, Audit Scotland, spoke in respect of the report by Audit Scotland and took the opportunity to thank Council Officers for the hard work undertaken to complete and support the audit.

Decided:　　　that the report by Audit Scotland, and the overall information provided by J. Boyd, Audit Scotland, be noted.

AUDIT SCOTLAND 2022-23 ANNUAL AUDIT REPORT

4.　　　　There was submitted a report by the Chief Officer (Audit and Risk) (1) presenting the Annual Audit Report produced by the Council's appointed External Auditors, Audit Scotland, in respect of the audit of the Council for year ending 31 March 2023; (2) attaching, as Appendix 1 to the report, the External Auditor's Annual Audit Report which summarises the audit work completed and presents the main findings arising from the audit and also contains audit recommendations and responses, including planned actions, which had been agreed by management, and (3) attaching, at Appendix 2 to the report, a separate report issued by Audit Scotland in relation to its work on Best Value which presents Audit Scotland's consideration of the effectiveness on the leadership of the development of the Council's strategic priorities undertaken as part of a national approach to thematic aspects of the Best Value audit requirements.

Decided:

(1)　　　that the External Auditor's Annual Audit Report and Best Value thematic report be noted, and

(2)　　　that monitoring of the implementation by management of actions agreed in response to External Audit's recommendations be undertaken through reports to the Panel from Internal Audit.

ANNUAL ACCOUNTS 2022/23 (AUDITED)

5.　　　　There was submitted a report by the Chief Officer (Finance) (1) presenting the Council's final 2022/23 Annual Accounts providing Elected Members with the background on their need to consider matters raised by Audit Scotland in respect of its examination of the accounts; (2) indicating that the Local Authority Accounts (Scotland) Regulations 2014 require the Council to prepare an Annual Statement of Accounts in accordance with proper accounting practices and that these regulations also require

that, as a Committee of the authority whose remit includes audit or governance functions, the Panel should meet to consider the audited annual accounts with the aim to approve these for signature and to publish these by 31 October immediately following the financial year to which they relate; (3) reminding the Panel that the Accounts Commission has appointed external auditors to local authorities in order to carry out the audit of financial statements in accordance with International Standards Auditing (4) reporting that the review of the 2022/23 accounts by Audit Scotland is now complete with the final version of accounts attached as an Appendix to the report; (5) explaining that, following consideration of the accounts by the Panel at the meeting, and the update provided by J. Boyd regarding a very late pension adjustment, a copy of the final accounts signed by Council Officers and the Audit Director would be submitted to Audit Scotland, and (6) highlighting that a full annual report has been prepared by Audit Scotland and would be considered at the meeting.

Thereon, E. Kemp took the opportunity to thank her team for the hard work undertaken in respect of production of the annual accounts and, in particular, to pay tribute to Stuart Doubble, the Accountant who had been responsible for compiling the annual accounts and who had recently passed away.

The Convener also thanked officers from Finance for their hard work in compiling the annual accounts.

Decided:

(1)   that the contents of the report be noted, and

(2)   that the final accounts reflecting the late pension adjustment be approved for signing.

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   JMcK/CMcC   **Date**   07/12/23

Strategic Asset Review and Investment Strategy (SARIS): School Estate – Report One

From   James McKinstry, Chief Officer (Asset and Procurement)

E-mail   McKinstryJ@northlan.gov.uk   **Telephone**   Via Teams

Executive Summary

North Lanarkshire Council has a successful track record of both investing in our school estate, and ensuring our learning and teaching establishments continue to respond to the iterative nature of learning and teaching techniques and practices. In this regard, the Town and Community Hub programme is the latest iteration of previously successful programmes.

The uniqueness of the Hub programme is to look to create greater integration of the wider community within these assets, including our increasing older adult population.   The Strategic Asset Review and Investment Strategy (SARIS) will focus on three key areas, as outlined in the main report below:

a) Invest in the learning estate through the creation of new town and community hubs.
b) Invest in the learning estate through the adaptation of existing facilities to make them more accessible and usable to the wider communities.
c) Invest and rationalise the learning and wider estate to make it more efficient and thus sustainable (from a capacity perspective).

The council's Financial Planning Advisory Group (FPAG) requested a review of the school estate at their first meeting. This report responds directly to the action from the first FPAG where it was identified that *a paper should be prepared and presented at a future meeting, setting out the options for a review of the school estate*.

As outlined above, and in the main report below, this report outlines the intended action. The next stage of this review is to carry out diagnostic analysis of the existing estate, in line with the agreed prioritisation matrix principles and thereafter present the results.

This will inform investment decisions for both the Town and Community Hub programme, and the general capital programme.

Recommendations

It is recommended that the Policy and Strategy Committee:

1)   Acknowledge the approach being taken to progress both investment and rationalisation proposals, in line with the upcoming renewed capital programme

allocation – noting the previously agreed commitment to replace all 'pre-1996' establishments.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Transforming Places One Service

1. Background

1.1 This report is one of a series of reports linked to the Strategic Asset Review and Investment Strategy – SARIS. This is referred to as SARIS within the remainder of this report. SARIS covers various areas, each of which is linked to a specific asset portfolio. The asset portfolio covered in this report is the learning and teaching estate.

1.2 The school estate is the largest of the (non-HRA) council asset portfolios. The school estate are strategic assets located within the heart of all our local communities – each of which plays a significant role, and in most cases provides a clear visual impact, within the local communities we serve. This learning and teaching estate currently includes 23 secondary schools; 120 primary schools; along with early years and additional support needs establishments.

1.3 Any business or organisation which has such a significant asset portfolio, distributed geographically across their area of business, would consider this a key enabler for service delivery and distribution. Through The Plan for North Lanarkshire, the council acknowledges this and looked to position these assets as "more than schools" through the ambition linked to the Town and Community Hub programme.

1.4 The Town and Community Hub Programme follows on from other 'school centred' programmes such as "Education 2010", "Schools and Centres 21" and the three phases contained within it.

1.5 In 2012, a series of reports was presented to committee on the work to date and the continuing transition towards a sustainable school estate. There were three key areas of focus for the Schools and Centres 21 programme at that time:

   a) Improve the occupancy/capacity ratios.
   b) Increase condition and suitability of schools.
   c) Reduce the carbon footprint.

1.6 The three outcomes linked to the 2012 reports remain relevant in 2023 – however, the focus has transferred from delivering facilities for the school community, to delivering facilities for the whole community.

1.7 In 2012, the reports were segmented into the six local area partnership (geographical) areas at that time. In this series of reports, the estate and associated data will be segmented into three geographic areas, each incorporating three community board areas:

   1.7.1 North Area: incorporating the community board areas of Northern Corridor; Cumbernauld; and Kilsyth.

1.7.2   Central Area: incorporating the community board areas of Airdrie; Bellshill; and Coatbridge.

1.7.3   South Area: incorporating the community board areas of Motherwell; Wishaw; and Shotts.

1.8   The segmentation of estate data into the three areas outlined above ensures alignment with the other strands linked to the SARIS review (such as linking to the future operating model) which are also segmented into the three areas outlined in section 1.7 above.

1.9   The proposed reports, directly respond to the discussion and associated action at the first Financial Planning Advisory Group (FPAG), where it was requested that *a paper should be prepared and presented at a future meeting, setting out the options for a review of the school estate*.

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2.   Report

2.1   Whilst the three strategic outcomes highlighted in the 2012 reports, linked to the school estate remain valid, the council has adopted updated strategies which now focus on the whole community rather than just the school community. The Plan for North Lanarkshire sets the tone and the context for the current aspirations, for our communities, and the assets within the heart of these local communities.

2.2   In March 2020, as part of "the place, the vision" update provided to the Policy and Strategy Committee, the council agreed to adopt a prioritisation matrix linked to the replacement of the school estate (attached at Appendix A, transitioning to a new 'Town and Community Hub' model of service delivery – thus making the transition from 'school asset' to 'community asset'. An estate which still serves the school community but also maximises the opportunities and benefits of having such significant assets within the heart of our communities – and facilitating delivery of services which serve the whole community from these assets/facilities.

March 2020 – A global shift

2.3   Within a week, following the presentation to the Policy and Strategy Committee in March 2020, a nationwide lockdown was introduced in response to the Covid-19 pandemic. This presented dramatic changes in both the short and medium term. Therefore, within the last three years - the council, our partners, and the associated markets have been adjusting to the new pressures which affect our ability to transition to the new model at the pace anticipated in March 2020. In short, seismic increases in costs for construction related activities; costs and availability of materials, along with significant increases to inflation, requires a recalibration of what can be delivered in the short to medium term.

2.4   Whilst the conditions (within which the Town and Community Hub programme must operate) have changed, the ambitions and opportunities have not. Within the March 2020 report there was an acceptance that all schools could not be replaced in the short term and that a portion of the funding would be required to transition existing establishments to hub type models, ahead of new build facilities being realised.

2.5   That said, the council continues to plan for, and deliver, a number of strategic projects for our young people and their associated local communities, against a challenging backdrop of increased costs and budgetary pressures.

Current Delivery Programme

2.6   The signs of the transition to the Town and Community Hub programme are evident through the hubs currently in design, and those recently opened. These include:

2.6.1   North Area: the new Chryston Community Hub and Health Centre (open October 2023) – the first of a kind within North Lanarkshire, bringing together the school estate and the NHS Lanarkshire estate which serves this local community, creating efficiencies and opportunities for joint working.

2.6.2   Central Area: the new Riverbank Community Hub in Coatbridge (open August 2023) – bringing together two smaller primary schools and early years pupils into a new hub which has outstanding civic presence within the Sikeside/Carnbroe area of Coatbridge.

2.6.3   South Area: the new Newmains and St Brigid's Community Hub in Wishaw (open February 2023) – bringing together two primary schools onto a joint campus, along with associated early years provision. Since opening, this facility has already won numerous awards for architectural design.

2.7   Further projects are being delivered within the current programme include:

- Orbiston Community Hub, Bellshill, South Area
- St Kevin's Community Hub, Bargeddie, Central Area
- St Stephen's Community Hub, Coatbridge, Central Area
- Gartcosh Community Hub, Northern Corridor, North Area
- Chryston High Extension, Northern Corridor, North Area

2.8   Significant progress has therefore been made and maintained in the most challenging of external positions – ensuring continued delivery of tens of millions of pounds being spent in local areas, to deliver exceptional community assets within the heart of our local communities.

Strategy and Vision – Invest (New Build)

2.9   The strategy and vision outlined within The Plan for North Lanarkshire, was further articulated through 'The Place, The Vision' in March 2020, and follow up report to Policy and Strategy Committee in September 2021.

2.10   Within the September 2021 report, members were advised of the outcome of the 'first pass' of the prioritisation matrix on the existing school estate, highlighting those establishments which are deemed to be the highest priority from a deprivation perspective – a key area of focus from The Plan for North Lanarkshire.

2.11   Assessment has been ongoing in relation to the other five weighed inputs, contained within the agreed prioritisation matrix, with a view to bidding for capital funding from the upcoming refreshed capital programme. As was previously the case, projects will be prioritised based on three criteria:

2.11.1 Legacy Projects: These are projects that were already approved for delivery before the change from Schools and Centres 21 programme, to the hub programme.

2.11.2 Capacity Projects: These are projects which are required to significantly increase the capacity of schools, primarily as a result of housing growth within the associated catchment areas.

2.11.3 Policy Projects: These are projects which are being brought forward in line with the aspirations of The Plan for North Lanarkshire, and the council ambition to replace all pre-1996 education establishments – in line with the agreed prioritisation matrix (attached at Appendix A).

2.12 This approach fits both with the principles outlined in the Town and Community Hub programme strategy, as well as the principles adopted in 2012: improve occupancy (capacity); improve condition (building); improve carbon footprint (energy efficiency).

Strategy and Vision - Invest (Existing estate)

2.13 As outlined above, the costs associated with all construction related projects has increased dramatically over the last few years meaning that we can build less with the same level of financial allocation. As such, and as outlined in the strategic approach to the Town and Community Hub programme, investing in the existing estate is a key strand. This focussed investment facilitates the transitioning of the existing estate to a more community centred asset, within the heart of the local communities they serve. Such an approach provides opportunities to transition more assets, more quickly, to meet wider community needs.

2.14 This should also positively influence occupancy/capacity, where the existing school is underpopulated and excess spaces could be repurposed for alternative community, council or partnership activities – thus improving operational activity at the campus, whilst improving the occupancy/capacity ratio – as rooms and spaces reallocated are removed as 'school spaces' and therefore deducted from the 'capacity' side of the calculation.

Strategy and Vision – Invest and Rationalise

2.15 Finally, the Town and Community Hub programme will look for opportunities to make the estate more efficient for the communities we serve, by looking for opportunities to bring establishments together, thus making them more sustainable. This may be where existing establishments can be merged together in one existing campus but it may also be to look at new builds which then facilitate mergers. This is not a new concept and the council has successfully merged schools – such as the new Riverbank Community Hub which brings together the pupil populations from both Carnbroe PS and Sikeside PS.

2.16 Similarly, the hub model will look for opportunities to create 3-18yr establishments which can offer more hub related activities with all parts of the population, including our youngest nursery pupils benefiting from interaction with peers in primary and secondary sectors. Again, this is not a new concept and has been effective in both Clyde Valley/Orchard; and though the current programme (within Chryston) - where a new community hub is created for the primary sector, a 500 pupil extension is in development for the secondary sector, and where third sector partners in early years will collectively provide a 'through campus' for this locality.

Responding to long term population projections

2.17 As noted by the FPAG group at their first meeting, it was noted that there are schools with under occupancy and this review will look to address this, via the strategies

outlined above. This approach also recognises the long-term population projections which predict a fall in populations alongside a changing demographic.

2.18   There are three key groups of populations:

a) Children and young people (those under 16 years of age)
b) Working age population (ages 16 to 64)
c) Older adult population (ages 65 and over)

2.19   As shown in the table below, the population projections for children and young people are expected to decline quite significantly:

Number of under 16 year olds	2018	2018 - 2028	2018 – 2043
Pre school children	18,330	-1,730	-1,950
Primary school children	28,610	-4,110	-5,090
Secondary school children	16,020	-310	-2260

Table 1 – Population projections (2018): Children and young people

2.20   The distribution between groups is anticipated to shift, placing more demand on services for older adults than on children and young people. As Town and Community Hubs look to serve the needs of the local population, there are opportunities to adapt the existing school infrastructure in the short to medium term, to mitigate the impact of this population shift and adapt our buildings to meet this changing need.

% of the NL populations	2018	2018 - 2028	2018 – 2043
Under 16 years old	18.5%	16.7%	15.9%
Of working age (age 16 to 64)	64.4%	63.0%	60.1%
Aged 65 and over	17.0%	20.4%	24.0%

Table 2 – Population projections (2018): Distribution of population groups

2.21   When attaching population figures to the above groupings, it is clear that the population of North Lanarkshire is anticipated to place different demands on services, than would have been the case many years ago when schools and centres were built.

	Total NL Population	Age under 16	Working age 16-64	Age 65+	Age 65 to 74	Age 75+
2018	340,180	62,960	219,220	58,000	33,430	24,570
2018 – 2028	+990	-6,150	-4,330	+11,470	+6,110	+5,360
	0.3%	-9.8%	-2.0%	+19.8%	+18.3%	+21.8%
2018-2043	-3,010	-9.300	-16,670	+22,960	+5,400	+17,560
	-0.9%	-14.8%	-7.6%	+39.6%	+16.2%	+71.5%
2043	337,170	53,660	202,550	80,960	38,830	42,130

Table 3 – Population projections (2018): Predicted NL population figures

Timescales

2.22   There are four phases to most transition plans: Plan; Do; Review; Implement.

   2.22.1   Plan: This paper outlines what we plan to do – review the estate from three perspectives as outlined above:

   a)   Invest (New build) – including identifying priority projects for the next capital plan, and subsequent plans.
   b)   Invest (Existing) – identify strategic locations which match the aspirations of the Plan for North Lanarkshire, and look to create community capacity within the existing estate by adjusting the facilities and spaces within our existing estate.
   c)   Invest and rationalise – A blend of both perspectives above, with more of a focus on creating opportunities to integrate and streamline the size of the learning estate first and foremost. This fits with the aspiration to manage the under occupancy in some parts of the school estate, whilst identifying opportunities to integrate other sections of the population such as our increasing older adult population.

   2.22.2   Do: A follow up paper will present the diagnostic data which will inform the process. This data will include information on how particular projects score against the prioritisation matrix and the potential opportunities this will provide.

   2.22.3   Review: The outcome from the "doing exercise" will identify the specific projects which will be the focus of capital bid submissions and proposals for further detailed design and investigation with a view to prioritising investment in future capital plans. This will, if practical, be presented ahead of bids being finalised for the new capital programme.

   2.22.4   Implement: Budget allocated from the capital plan will thereafter form the projects associated with the Town and Community Hub programme budget allocation, and associated education capital programme.

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3.   Measures of success

3.1   Clear alignment between the funding allocation for the Town and Community Hub projects contained within the Transforming Places Programme of Work, and The Plan for North Lanarkshire.

3.2   Investment in the existing school estate to transform these assets, to adequately address the needs of the local communities they serve.

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4.   Supporting documentation

Appendix A – Prioritisation Matrix (as agreed at Policy and Strategy, March 2020)

James McKinstry

James McKinstry
Chief Officer (Asset and Procurement)

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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?
	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 been discussed and agreed with Finance?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact**
	Does the report contain any HR policy or procedure impacts?
	Yes ☐ No ☒
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
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?
	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?

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?

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?

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?

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.

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).
	If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?
	Yes ☐ No ☐

Prioritisation Matrix
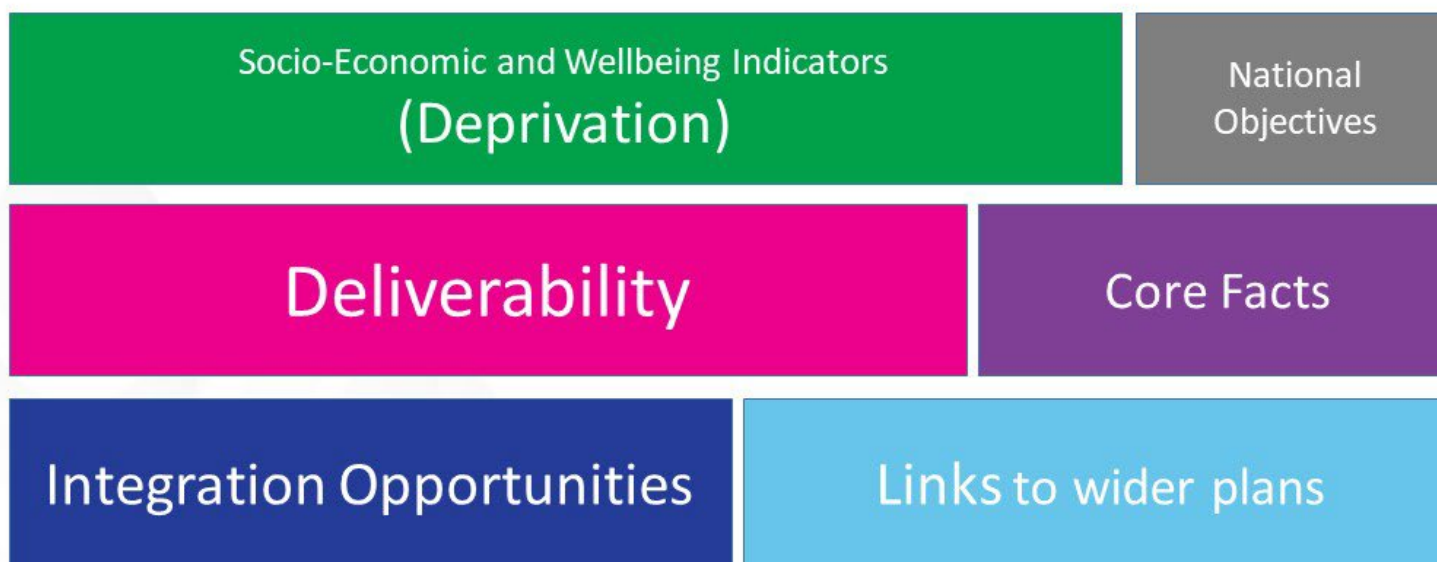
Socio-Economic and Wellbeing Indicators (Deprivation)	National Objectives
Deliverability	Core Facts
Integration Opportunities	Links to wider plans

We aspire

LIVE LEARN WORK INVEST VISIT

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   KA/P&S/Dec23   **Date**   07/12/23

Audit Scotland: Best Value Thematic Report

From   Ken Adamson, Chief Officer (Audit and Risk)

E-mail   adamsonk@northlan.gov.uk   **Telephone**   07939 280602

Executive Summary

The purpose of this report is to present to elected members the Best Value Thematic Report produced by the Council's appointed external auditors, Audit Scotland, as part of their audit of the Council for the year-ending 31 March 2023. A copy of the external auditor's report is at Appendix 1.

This report presents Audit Scotland's consideration of the effectiveness of the leadership of the development of the council's strategic priorities undertaken as part of a national approach to thematic aspects of the Best Value (BV) audit requirements.

Overall, the report's key findings are extremely positive. The auditors noted that the Council has a clear ambitious vision as detailed in the Plan for North Lanarkshire which has been driven by effective leadership and is supported by a range of performance indicators and performance reporting arrangements. The report also concludes positively on the Council's approach to citizen and community engagement and recognises the Council's commitment to reducing inequalities and tackling poverty. Finally the report comments positively on the alignment of strategic and operational delivery plans with the Council's financial, asset and digital plans, the collaborative working between members and officers and the Council's approach to self-evaluation which supports continuous improvement.

The report contains a small number of audit recommendations and responses, including planned actions, which have been agreed by management.

Recommendations

The Policy and Strategy Committee is invited to:

1) Endorse the positive messages arising from the external auditors' BV thematic report;

2) Acknowledge that the Audit and Scrutiny Panel have previously agreed to monitor, through reports from Internal Audit, implementation by management of actions agreed in response to external audit's recommendations.

The Plan for North Lanarkshire

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

1. Background

1.1 The Accounts Commission have appointed Audit Scotland as the Council's appointed external auditor. Expected outputs to be produced by the Council's external auditors are outlined each year in their annual planning document. The responsibilities of the independent auditor are established by the Local Government (Scotland) Act 1973 and the Code of Audit Practice 2021.

1.2 The external auditor is required to annually prepare a report for members and the Controller of Audit summarising the audit work done and presenting the main findings arising from the audit. The report has been discussed and agreed with senior management and was presented to the Audit and Scrutiny Panel meeting on 25 October 2023.

1.3 As set out in the Code of Audit Practice, annual thematic work in respect of Best Value is determined by the Accounts Commission. For 2022-23 audits, auditors were asked to focus on councils' leadership of the development of new local strategic priorities and although already reported to the Audit and Scrutiny Panel in October, given the focus of this report, it was considered appropriate to also present the results of that audit work to Policy and Strategy Committee.

2. Report

Scope of the audit work

2.1 The scope of the work, as directed by the Accounts Commission, was to assess the effectiveness, or otherwise, of the leadership of the Council's strategic priorities.

2.2 In considering this issue, the auditors considered the following questions:

- How clear is the Council vision and its priorities?
- How effectively have the views of citizens and communities been reflected in the priorities and decisions taken by the Council?
- How effectively do the Council priorities reflect the need to reduce inequalities and climate change?
- How good are delivery plans and is there alignment of financial. Workforce, asset and digital plans with the Council's priorities?
- Overall, how effective has the leadership been (political and officer) in setting clear priorities and a sustainable approach to delivering them

Key audit findings

2.3 The key findings of the external auditors work on Best Value (at Appendix 1) were as follows:

- The council has a clear ambitious vision as detailed in the Plan for North Lanarkshire which has been driven by effective leadership. The Programme of Work is reviewed annually by members and the Strategic Leadership Board. A fundamental review in 2022/23 led to a new refreshed Programme of Work to 2028 which details the council's priorities in achieving its vision and approved strategies. The external auditors considered that the new Programme of Work to 2028 was heavily officer led. Although recognising members had opportunity to review proposals and final approval, the auditors have recommended council should look to improve its existing processes for engaging members on the overall strategic planning process. Management has committed in the management response (at Appendix 1 of the audit report) to a range of actions designed to ensure elected members effectively discharge their strategic leadership role.

- Community empowerment and participation is a key priority of the council. Community boards have an important role in supporting the council achieve its priorities through the Local Outcome Improvement plans. This is particularly important given the emphasis the council has on a place-based approach to its vision.

- The council is clearly committed to reducing inequalities and tackling poverty and is proactive in engaging with a wide range of communities and equalities groups. The council should now consider how it measures the level of engagement it undertakes with communities and equalities groups.

- Climate change is an area of increasing focus for the council. There are plans to develop the Climate Plan further by producing a detailed climate action plan and the council are developing a planned route map to 2030.

- Sitting alongside the Programme of Work, the council has a Strategic Policy Framework in place which ensures the council's strategies, policies and plans remain aligned to its vision and support its shared ambition. This framework details elected member and officer responsibilities for strategic planning and includes details of elected member approval of individual strategies, policies and plans.

- The council has a well-developed medium-term financial plan which helps ensure resources are aligned to its key priorities as outlined in The Plan for North Lanarkshire and that the projects in the Programme of Work are affordable. The Financial Planning Advisory Group has recently been formed which has cross party membership. This group will play an important role in working with officers to identify options to address the financial challenges facing the council and monitor implementation of savings plans.

- The council has seen a lot of change at the political level since the local elections in 2022. Despite this level of change, there is collaborative working between members and with members and officers. The council has a number of cross-party working groups and there remains agreement and cross-party support for significant initiatives
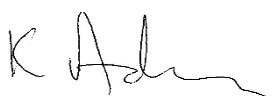
2.4 The report contain a small number of audit recommendations and management responses, including planned actions, responsible officers and timescales, which are detailed in Appendix 1 of the external audit report. Progress implementing agreed actions will be monitored by Internal Audit and reported to future meetings of the Audit and Scrutiny Panel.

3.   Measures of success

3.1   The Council is committed to delivering effective and efficient corporate governance arrangements which underpin the delivery of Council services and the achievement of planned outcomes and corporate priorities and ambitions.

3.2   Both Internal and External Audit report to the Audit and Scrutiny Panel on their assessment of the adequacy and effectiveness of the Council's corporate governance arrangements

4.   Supporting documentation

Appendix 1   Audit Scotland BV Thematic report

Ken Adamson
Chief Officer (Audit and Risk)

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? 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 been discussed and agreed with Finance? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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? 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?

	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?
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?
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? Effective responses by management to the control issues and/or areas of improvement identified by External Audit will increase the likelihood of the Council achieving its ambitions by improving relevant control frameworks and more effectively mitigating potential risks and threats to the achievement of corporate ambitions and planned outcomes
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.
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). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☐

North Lanarkshire Council Leadership of the development of new local strategic priorities

Best Value thematic work in councils 2022-23

AUDIT SCOTLAND

Contents

Key messages

1   The council has a clear ambitious vision as detailed in the Plan for North Lanarkshire which has been driven by effective leadership. The Programme of Work is reviewed annually by members and the Strategic Leadership Board. A fundamental review in 2022/23 led to a new refreshed Programme of Work to 2028 which details the council's priorities in achieving its vision and approved strategies. This new Programme of Work to 2028 was heavily officer led. Although members had opportunity to review proposals and final approval, the council should look to improve its existing processes for engaging members on the overall strategic planning process.

2   Community empowerment and participation is a key priority of the council. Community boards have an important role in supporting the council achieve its priorities through the Local Outcome Improvement plans. This is particularly important given the emphasis the council has on a place-based approach to its vision.

3   The council is clearly committed to reducing inequalities and tackling poverty and is proactive in engaging with a wide range of communities and equalities groups. The council should now consider how it measures the level of engagement it undertakes with communities and equalities groups.

4   Climate change is an area of increasing focus for the council. There are plans to develop the Climate Plan further by producing a detailed climate action plan and the council are developing a planned route map to 2030.

5   Sitting alongside the Programme of Work, the council has a Strategic Policy Framework in place which ensures the council's strategies, policies and plans remain aligned to its vision and support its shared ambition. This framework details elected member and officer responsibilities for strategic planning and includes details of elected member approval of individual strategies, policies and plans.

6   The council has a well-developed medium-term financial plan which helps ensure resources are aligned to its key priorities as outlined in The Plan for North Lanarkshire and that the projects in the Programme of Work are affordable. The Financial Planning Advisory Group has recently been formed which has cross party membership. This group will play an important role in working with officers to identify options to address the financial challenges facing the council and monitor implementation of savings plans.

7   The council has seen a lot of change at the political level since the local elections in 2022. Despite this level of change, there is collaborative working between members and with members and officers. The council has a number of cross-party working groups and there remains agreement and cross-party support for significant initiatives.

Scope of the audit

1. When discussing the Local Government in Scotland Overview 2022, William Moyes, Chair of the Accounts Commission said: "Councils are operating in a complex and increasingly volatile, unprecedented and unpredictable environment. Strong leadership from councils is needed now more than ever, with new and returning councillors being able and willing to make difficult decisions about where and how to spend highly pressurised resources."

2. This report concludes on the effectiveness of the council's leadership of the development of the council's strategic priorities, following the recent local government elections.

3. The Accounts Commission's Strategy (2021-26) sets out its priorities to focus on inequalities, funding, communities and recovery. The Code of Audit practice sets out the Best Value work required to report on these priorities.

Code of Audit Practice 2020 Best Value reporting requirements

Best Value reporting – extract from the Code

87. The Accounts Commission's approach to Best Value involves reporting on individual local government bodies and thematically across the local government sector through performance reports:

- As part of their integrated wider-scope annual audit work appointed auditors use a risk-based approach to assess and report whether the audited body has made proper arrangements for securing Best Value and is complying with its community planning duties, including reporting progress against previous Best Value findings and recommendations.

- The Accounts Commission also requires the Controller of Audit to report to the Accounts Commission on each council or Integration Joint Board (IJB) at least once over the five-year audit appointment on the body's performance on its Best Value duty. This enables the Accounts Commission to make findings for improvement where appropriate. [1]

- The Accounts Commission reports nationally on thematic aspects of local government bodies' approaches to, and performance in, meeting their Best Value and community planning duties. Local government appointed auditors report locally on any such Best Value thematic work prescribed by the Accounts Commission.

[1] The Controller of Audit will report the first tranche of council BV reports to the Commission between October 2023 and August 2024 on Moray, Falkirk, Dundee City, Orkney Islands, South Ayrshire, Dumfries and Galloway, Clackmannanshire and West Dunbartonshire.

4. This report covers the thematic aspect of the Best Value audit requirements. The Commission has directed auditors to report on the effectiveness of the leadership of the development of the council's strategic priorities.

Focus on equality and fairness

Covid-19 recovery planning

Digital Transformation planning

Leadership of new local strategic priorities

Community engagement in recovery planning and priority

Focus on Climate change

Alignment of financial planning

Alignment of workforce planning

5. In carrying out the work auditors have considered the following questions:

- How clear is the new council vision and its priorities?

- How effectively have the views of citizens and communities been reflected in the priorities and decisions taken by the council?

- How effectively do the council priorities reflect the need to reduce inequalities and climate change?

- How good are the delivery plans and is there alignment of financial, workforce, asset and digital plans with the council's priorities?

- Overall, how effective has the leadership been (political and officer) in setting clear priorities and a sustainable approach to delivering them?

6. An improvement action plan is included at Appendix 1 of this report. This sets out audit recommendations in key areas, and the council's planned response including responsible officers and dates for implementation.

7. The coverage of the work is in line with the expectations for council's arrangements for the seven Best Value themes in the Local Government in Scotland Act 2003, Best Value Statutory Guidance 2020.

Council vision and priorities

The council has a clear ambitious vision which is shared by its partners

8. A council focused on achieving Best Value in how it operates will be able to demonstrate that elected members and officers have a clear vision and priorities for their area.

9. The Local Government in Scotland Overview 2022 says that Scotland's councils have had a pivotal role in supporting and working with communities as they respond to the impacts of Covid-19. Following the council elections in May 2022, council's will have reviewed their priorities.

10. North Lanarkshire Council uses a placed based approach to its vision. 'The Plan for North Lanarkshire' (The Plan) sets out the strategic direction of the council and its partners. It sets out a shared ambition to make 'North Lanarkshire the place to Live, Learn, Work, Invest, and Visit.'

There is scope for the council to enhance member involvement in the strategic planning process

11. The shared ambition of inclusive growth and prosperity for all is central to the council's strategic plan. The Plan for North Lanarkshire is clear that it is a strategic document for the council, its partners, stakeholders and communities which focuses on this shared ambition. It also recognises the importance of close partnership working with other agencies, communities and local people.

12. The Plan for North Lanarkshire is supported by the Programme of Work, the first of which was approved in 2019. This brings together the resources needed to deliver this shared vision. Following committee approval of the original Programme, officers have presented annual updates of the Programme of Work. This allows elected members to ensure each phase of delivery proposed is aligned with the strategies, policies and plans they have previously considered and approved.

13. In 2022, a Development Group was established which helped shape a revised Programme of Work to 2028. This was a cross-services officer group with no partners or elected members. The remit of the group was to critically assess the current Programme of Work, its impact upon delivering on the Plan for North Lanarkshire and develop a new Programme of Work from 2023 to 2028.

14. Reflecting the roles and responsibilities detailed within the Strategic Policy Framework, reviews of the Programme of Work are officer led. In reviewing strategies and developing the Programme of Work to deliver the council vision, lead officers engage all stakeholders, including elected members and strategic

partners, through appropriate mechanisms. These include Community Boards, member/officer working groups and dedicated elected member events. This ensures proposed Programme of Work activity presented to committee for approval reflects strategic priorities identified by key stakeholders.

Recommendation 1

The council should look to improve its existing processes for engaging elected members on the overall strategic planning process.

15. In March 2023, the revised rolling five-year Programme of Work was approved. It is intended to be more streamlined to ensure Programme of Work themes operate interdependently, with existing embedded workstreams transitioning into business-as-usual operations.

16. The revised Programme of Work is centred around seven strategic priorities:

1. Transforming Places – an enhanced programme to accelerate transformation of town centres and communities.

2. Invest in North Lanarkshire – accelerated outcome delivery and investment via a more streamlined advisory service and aligned operating model and infrastructure plan.

3. Sustainable Futures – focus commitments to Net Zero Carbon and the associated energy solutions and investments required to make it a reality.

4. Resilient People – deliver whole family support locally, when families need it, in a way that addresses the impacts of poverty and reduces inequality.

5. Brighter Futures – support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering.

6. Digital NL – develop a skilled digital workforce, promote an innovative, sustainable culture and be the Digital Leader for a transformed North Lanarkshire.

7. One Service – ensure services are delivered, regardless of owner, in a streamlined, efficient, and supportive model, with the overall vision of inclusive growth and prosperity for all.

17. The council's annual strategic planning processes support delivery of the long-term vision. This approach allows the council to reflect any emerging issues that may impact on achievement of its vision and ensures it remains fit for purpose.

The Plan for North Lanarkshire is supported by a suite of health check performance indicators

18. The Plan for North Lanarkshire is supported by a suite of high level Health Check Performance Indicators that collectively provide the context for North Lanarkshire as a place.

19. The Programme of Work is informed by the 28 Health Check Indicators, from the Strategic Performance Framework, which act as the evidence base. These health check indicators are broken into economic indicators and social indicators.

20. The latest performance monitoring shows there has been some positive trends. This includes the local economy continuing to grow and at a faster pace than the position nationally. North Lanarkshire has also seen a significant increase in gross weekly pay which is now higher than the national average for the first time ever.

21. Despite some positive trends, performance monitoring shows that challenges remain in a number of areas:

- There has been some improvement in the proportion of children in poverty but this remains higher than the national average and there is disparity across North Lanarkshire's communities.

- The proportion of the working age population who are economically active has stalled after some improvements were seen post pandemic.

- Almost 13% of North Lanarkshire's working age population are in a situation that restricts their ability to access employment opportunities.

- There is improvement in educational attainment for all pupils gaining 5+ awards at level 6, as well as pupils living in the 20% most deprived areas but there are no signs of this gap closing.

22. The council uses the performance information to inform strategic planning by focussing on those projects that will help support priorities.

The council has recently revised its arrangements for performance reporting

23. The council measures the impact of how council activities improve services and outcomes for people and communities of North Lanarkshire through its Strategic Performance Framework.

24. The Strategic Performance Framework sets out performance measurement at three levels to provide an overview of performance over time and compared to targets. This allows progress towards achieving the long-term vision, set out in The Plan for North Lanarkshire, to be monitored, reported, assessed, and scrutinised.

25. The BVAR recommended that the council should implement the recently approved Performance Management Framework and reporting schedule to support the delivery of the Plan for North Lanarkshire and its scrutiny by members.

26. In 2022/23, Internal Audit completed a performance management review which focused on the adequacy, robustness and effectiveness of the council's Strategic Performance Framework and its implementation.

27. Overall, Internal Audit were content that the performance indicators within the Strategic Performance Framework aligned with the council's priorities, ambition statements and programme of work. However, a number of recommendations were made with Internal Audit concluding that there was 'considerable scope for improvement in the council's performance management arrangements'.

28. Most notably for this review, a recommendation was made in relation to reporting on operational performance to elected members and other stakeholders.

29. Since this review, a revised approach to performance reporting has been implemented by the council. The council now has a Performance Reporting Schedule in place which includes Chief Officer reviews at service committees, corporate reporting, and service specific reporting. It is too early to consider how effective this new reporting is. We will consider this as part of future annual audit wider scope work.

Citizen and community engagement

30. Councils, with their community planning partners, have a responsibility to ensure that people and communities are able to be fully involved in the decisions that affect their everyday lives.

31. Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services should be a core part of determining a council's vision and priorities.

Community empowerment and participation is a key priority of the council

32. One of the five key priorities in the Plan for North Lanarkshire is '*to enhance participation, capacity and empowerment across our communities'.* Community empowerment is also clearly demonstrated in the council's vision for changes to towns across the area. Community involvement and engagement is seen as crucial to the success of the vision.

33. The local community board model is integral to supporting community participation and engagement. Community boards support the delivery of the nine Local Outcome Improvement Plans which are central to helping the council achieve its priorities particularly given the emphasis by the council to a place-based approach to their vision.

34. Many local residents are involved in community board subgroups focussing on key priorities and the local knowledge and input are key to the success of this approach.

35. Communities had the opportunity to put forward their views on council priorities through a series of Budget listening events. The events were facilitated by the community partnership team and the most recent session in December 2022 were held face-to-face and engaged with a range of community members.

Community boards demonstrate effective working between communities, senior officers and elected members

36. Chief Officers have the role of Community Coordinators on the nine community boards that co-ordinate the development of local priorities and their implementation.

37. The Community Coordinator role includes building local capacity and working collaboratively across the council and North Lanarkshire Partnership with communities. This role is intended to build local capacity and increase the reach of community boards to disadvantaged populations and excluded groups.

38. In their role of Community Coordinator, Chief Officers attend community board meetings. An update from Community Coordinators is a standing item on all community board agendas as well as participation in discussion about a range of local matters. The Community Coordinators meet with key senior partners between board cycles which provides senior managers a clear and direct opportunity to work with communities.

39. A framework for demonstrating improved outcomes for communities which sets out the delivery and reporting arrangements was approved in June 2022.

40. A self-evaluation to review the effectiveness of community boards commenced in January 2023. An Improvement planning session at the start of June 2023 was held with the Improvement Service. The results of the self-evaluation exercise together with recommendations for how identified improvement actions might be taken forward was presented to, and approved by, the North Lanarkshire Partnership Strategic Leadership Board in June 2023.

41. It is positive the council has seen it important to review the effectiveness of the community board arrangements through a self-evaluation. It is too early to be able to consider how this work has impacted on the effectiveness of the community boards at this time.

A refreshed communications strategy is currently being developed

42. The council's corporate communications strategy was approved in 2019. The council align each part of the Plan for North Lanarkshire and associated Programme of Work to one of the brand themes; Live, Learn, Work, Invest and Visit. This is to so that these make sense for citizens in the context of service delivery.

43. An updated communication strategy based on the new programme of work will be presented to the council in March 2024.

Reducing inequalities and tackling climate change

The council priorities include addressing inequalities and a focus on becoming net zero

44. Council priorities are expected to reflect the Best Value expectations that all activity should contribute to tackling poverty, reducing inequality and promoting fairness, respect and dignity for all citizens, alongside a focus on sustainable development, including climate change.

45. The Local Government in Scotland Overview 2022 report says that the impact of the pandemic and service disruption have been felt most strongly by those already experiencing inequality. Councils have worked hard and adapted to maintain service delivery but those most in need of support are still being affected. Councils must evaluate these impacts so that recovery and renewal supports those most affected and addresses inequalities.

A range of activities demonstrates the council's commitment to reducing inequalities and tackling poverty

46. The council demonstrates a clear commitment to taking action to reduce inequalities and tackle poverty across the area with a strong track record of this work. The establishment of the Wellbeing and Tackling Poverty Committee and clear governance and engagement arrangements in place demonstrates this commitment and that reducing equalities is seen as a priority.

47. In the council's Programme of Work to 2028, two of the seven programmes relate to reducing inequalities:

- Resilient People – deliver whole family support locally, when families need it, in a way that addresses the impacts of poverty and reduces inequality.

- One Service – ensure services are delivered, regardless of owner, in a streamlined, efficient, and supportive model, with the overall vision of inclusive growth and prosperity for all.

48. The council is proactive in engaging with a wide range of communities and equalities groups through a range of consultations and events. The Local Outcome Improvement Plans are clear on the extent of this engagement with a wide range of communities and groups including young people and those who are considered 'seldom-heard voices' with views fed into the development process through the Community Boards.

49. It is not clear which communities or groups are considered as seldom-heard. Currently identification of these groups varies depending on the engagement exercise or consultation. The council acknowledges that it would be helpful to develop clearly defined criteria and a list of seldom-heard groups.

50. The council should now consider how it measures the level of engagement it undertakes with communities and other groups. This would allow the council to demonstrate to elected members and the public that it is listening to feedback. It would also help assess how successful these engagement exercises or consultations are.

Recommendation 2

The council should consider how it measures the level of engagement with communities and equalities groups.

51. Following the May 2022 elections, the council established a Wellbeing and Tackling Poverty Committee. This committee considers inequalities matters and has oversight of the council's approach to tackling poverty. It forms part of the governance structures in place at the council along with eight supporting subgroups to tackle poverty and inequalities across the area.

52. Other key council strategies considered by the Wellbeing and Tackling Poverty Committee include:

- the delivery framework for Equalities 23/24

- the Plan for Advancing Race Equalities and

- a new Tackling Poverty Strategy, Local Child Poverty Action Report and associated Action Plans will be submitted for approval to Policy and Strategy Committee at the end of September 2023.

53. Internal Audit conducted an Equalities Audit during 2022/23 and a report issued in November 2022. The audit provided 'reasonable assurance' with a number of areas identified for improvement including:

- current governance arrangements

- use of Equality Impact Assessments and

- equalities performance monitoring.

54. An action plan was developed and an update on progress was reported to the Audit and Scrutiny Panel in September 2023. A new Equalities Board was established in February 2023 that consists of full representation from all service directorates across the council. We will consider monitoring the council's progress in this area over our appointment.

The council has an increasing focus on climate change

55. Around two-thirds of councils have formally declared a climate emergency, and COSLA's Blueprint for Local Government states that climate change is a 'greater threat than Covid'. The Scottish Government has recently published guidance on public sector leadership on the global climate emergency to help public bodies in leading climate action. Addressing the climate emergency and

setting actions to achieve net zero will need to be a key element of councils' recovery and renewal from the pandemic.

56. The council's long term vision is grouped into five priorities which are supported by 25 ambition statements. There are references to sustainability of the environment within these but there is no explicit focus on climate change:

- Priority 1 – Improve economic opportunities and outcomes.

    o Ambition statement 2: Refocus our town centres and communities to be multi-functional connected places which maximise social, economic and environmental opportunities.

- Priority 4 – Enhance participation, capacity and empowerment across our communities.

    o Ambition Statements 16. Transform our natural environment to support wellbeing and inward investment and enhance it for current and future generations.

- Priority 17 – Ensure we keep our environment clean, safe and attractive.

57. The new Programme of Work to 2028 has a strong focus on climate change. One of the seven work programmes is 'Sustainable Futures - focus commitments to Net Zero Carbon and the associated energy solutions and investments required to make it a reality.'

58. The council has a number of other strategies and plans which support this programme:

- Climate Plan, Action on Climate Together 2030

- Housing Asset Management Plan – reference to tackling climate change and fuel poverty as a key priority

- Active Travel Strategy 2021-31 – refers to helping deliver improved health and well-being and environmental, social inclusion and public access benefits

- Environment Pathway – reference to the council's strategies, action plans and policies that contribute to the development and protection of the environment all being reconfigured into a single strategic approach

- Glasgow City Region Economic Strategy - this sets out the approach for how the region will weather current and future key challenges and references the climate emergency.

There are plans to develop a route map to achieve net zero by 2030

59. The council declared a climate emergency in 2019. A Climate Plan has been developed and approved which is available on the council's website. The plan sets a corporate emissions target to ~~Page 53 of 434~~ 2030. In order to

achieve further reductions in emissions, a series of challenging targets have been set by the council.

60. The climate plan and emissions targets are monitored and progress reported through the council's Environment and Climate Change Committee. The most recent Public Sector Duties Climate Change report for 2021/22 was presented to this committee in February 2023. This information is available on the council's website for public reporting.

61. There are plans to develop the Climate Plan further by producing a detailed climate action plan and develop a planned route map to achieve net zero by 2030.

62. In terms of the council's leadership role in helping areas to adapt to climate change, a recent Audit Scotland Briefing on Scotland's councils' approach to addressing climate change highlighted an initiative, Climate Ready Clyde, that eight councils from the Glasgow City Region including North Lanarkshire Council are part of. This initiative aims to develop a shared adaptation vision, strategy and action plan for the Glasgow City Region. The approach recognises a need for multiple targets and actions across a wide range of issues that can be complex and challenging to navigate. To assist with these challenges Climate Ready Clyde has taken an approach described as 'Transformational Adaptation'. The strategy includes 16 flagship actions and three stretch targets.

Alignment of delivery plans

63. Making the best use of public resources is at the heart of delivering Best Value. With clear plans and strategies in place, and with sound governance and strong leadership, a council will be well placed to ensure that all of its resources are deployed to achieve its strategic priorities, meet the needs of its communities and deliver continuous improvement.

64. In our Local Government in Scotland Overview 2022, we acknowledged that budget constraints and increasing cost pressures are putting councils' finances under severe strain. An increasing proportion of funding is ringfenced or directed for national policy initiatives. While this is important to help deliver national priorities, it prevents councils from making decisions about how funds can be used at a local level, to meet local need. Increasingly difficult choices about spending priorities and service provision are having to be made. Delivering services differently should be focused on improving performance and outcomes in ways that are innovative, affordable, and sustainable.

65. The council has a Strategic Policy Framework in place which ensures the council's strategies, policies and plans remain aligned to its vision and support its shared ambition. This includes all organisational level strategies and plans as well as operational strategies.

66. This framework sets out the formal review process and timetable to ensure all strategies and plans remain aligned to overall council strategy and are fit for purpose. It also provides a consistent approach in how these are developed, implemented and monitored across the council. The strategic policy framework itself is also subject to an annual review.

67. The council has an overarching Financial Strategy which has been in place for a number of years since its approval in 2019. This strategy is fully aligned with the priorities outlined in the Plan for North Lanarkshire.

68. A review of the Financial Strategy was completed in August 2022. The Corporate Management Team concluded the Strategy remains relevant in its current form and no further update was necessary.

69. The key financial strategies underpinning the council's approach to financial planning include:

- the Revenue Resources Budget Strategy

- the Treasury Management Strategy

- the Capital Strategy

- the Medium Term Financial Plan.

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70. These financial strategies are regularly reviewed as set out in the Strategic Policy Framework. This ensures they remain aligned to council priorities and continue to deliver financial sustainability.

71. The council recognises the individual financial strategies that support this overall strategy are needed to support achievement of council priorities using limited resources. This is particularly important in the current financial climate with significant cost pressures from inflation and the cost-of-living crisis on top of increased demand for services. These will present significant challenges to financial planning and the ability of the council to deliver quality services.

The council has a well-developed medium-term financial plan

72. The council's five-year medium-term financial plan helps ensure resources are aligned to its key priorities as outlined in The Plan for North Lanarkshire and that the projects in the Programme of Work are affordable.

73. The medium-term financial plan informs the rolling three-year budget setting process. The plan is updated annually and forms the basis of the council's savings plans. The plan includes a range of risk-based outcomes which are presented over three scenarios: optimistic, envisaged and pessimistic.

74. An interim update to the medium-term financial plan, covering financial years 2024/25 to 2028/29, was approved by the Policy and Strategy Committee in June 2023. The council's projections over the five years to 2028/29 forecast an envisaged cumulative funding gap of £108 million. The envisaged cumulative funding gap over the next three years is £64 million. A further update to committee will be reported in September 2023.

75. The Financial Planning Advisory Group has recently been formed which has cross party membership. This group will work with officers to review the council's financial position, including options to address the projected funding gap.

An updated Corporate Asset Management Plan was approved

76. The council's Corporate Asset Management Plan for 2021-26 was approved in September 2022. This plan shows how the council manages its assets and is aligned to the strategic direction of the council. Therefore any investment in the capital programme is also linked to the achievement of strategic priorities.

77. The Corporate Asset Management Plan details its six overarching objectives in managing the council's assets. The first is 'Work towards the vision and ambitions of The Plan for North Lanarkshire'.

78. This plan aims to have the corporate estate fully aligned to the Digital NL transformation programme. Digital NL remains as one of the seven strategic priorities in the revised Programme of Work to 2028.

79. The programme has seen investment in new technologies to create a more collaborative way of working. It plans to support delivery of services that meets the needs of communities in a way which is flexible and responsive. This

demonstrates how interconnected the council's strategies are in working to achieve its overall vision.

80. The council's Digital and IT Strategy 2019-2024 is another strategy which demonstrates this interconnectivity and supports the delivery of the vision. This strategy was approved in June 2019. This was developed to bring together many individual, but connected programmes of work, policies, and plans to support delivery of a digital North Lanarkshire as set out in The Plan for North Lanarkshire.

81. The Digital and IT Strategy is reviewed annually and it was fully refreshed in 2022. This was to reflect the outcome of the stakeholder consultation undertaken to ensure that the needs and views of elected members, Trade Unions, council services and the wider public were captured.

Leadership

82. Effective leadership from councillors, chief executives and senior officers, is key to councils achieving their objectives and providing clear strategic direction. The complex local government environment means collaborative leadership, working with partners, communities and citizens to improve outcomes is more important than ever.

83. Leaders need to be skilled in effective strategic thinking, decision-making and collaborative working and able to learn lessons from new ways of working. Councillors and officers must be clear on their roles in setting the vision and planning for its delivery.

84. Leaders should demonstrate behaviours and working relationships that foster a culture of cooperation, and a commitment to continuous improvement and innovation. Good conduct and behaviours when working together are crucial. Working relationships between members and between members and officers should be constructive and productive. Councillors should show a commitment to agreed council priorities and work together to achieve them.

Despite the level of change at the political level since the elections in 2022, there is collaborative working between members and with members and officers

85. The Local Government elections held in May 2022, and subsequent meeting of the council, led to a change in council leadership from a minority Labour administration to a minority SNP administration. However, following the leader's resignation in July 2022, a new leadership team was elected, resulting in the return of a Labour administration.

86. The council has seen further change in the composition of elected members since then. Overall, ten members have resigned from the party they were elected into at the May 2022 elections. Eight members have since created a new political group in July 2023, Progressive Change North Lanarkshire.

87. Despite the level of change at the political level, there is collaborative working between members and with members and officers. The council has a number of cross-party working groups, including member/officer working groups. These can help strengthen relationships between members and with members and officers.

88. There continues to be cross-party support for significant initiatives. The 2023/24 budget was approved by the council in February 2023. This included a five per cent increase in council tax and identified savings of £7.6 million. The council continues to set aside the amount equivalent to a 1% council tax increase to support community investment through the community investment fund.

Induction training for newly elected members was cancelled due to poor attendance

89. Following the local government elections in May 2022, 34 new members were elected across North Lanarkshire Council. Elected members both new and those re-elected require to have the skills and knowledge to undertake their role.

90. During 2021/22, officers from Legal and Democratic Solutions and People and Organisational Development undertook a range of activities to seek views on what the induction programme should look like, and the subject areas to be covered. It was decided to split the induction programme into two phases and the final programme was co-designed with representatives from each of the political groups.

- Phase1 – would comprise learning which it was important elected members were familiar with at the earliest opportunity and was to be delivered between the election and the Statutory Council meeting which must take place within three weeks of the date of the election.

- Phase 2 – to cover subject areas regarding policy and what specific Council Services do. Following the induction programme, elected members will continue to be offered training and development by the Talent and Organisational Development team on an ongoing basis.

91. However, the initial induction programme was so poorly attended by members that it was cancelled as a result. Only three members attended the session on the overview of The Plan for North Lanarkshire Council policies and strategies. Members felt that the induction programme was too intensive and the timings were not suitable.

Recommendation 3

The council should work with members to understand the reasons for the poor attendance to ensure its training and development programme is fit for purpose.

The council has a well established self-evaluation framework in place which supports continuous improvement

92. The Strategic Self-Evaluation Framework, and its supporting rolling review programme, is updated annually. The last update was approved by the Audit and Scrutiny Panel in November 2022.

93. The BVAR recommended that improvement plans arising from self-evaluation exercises should include measurable actions and clear deadlines. Self-evaluation exercises now identify improvement actions which are captured in an improvement plan. These improvement plans include improvement actions with target dates and responsible officers identified.

94. Six self-evaluation exercises were undertaken during 2022 which focused on:

- The corporate project management model to ensure it remains fit for purpose and able to effectively support the wide range of projects essential to deliver on The Plan for North Lanarkshire.

- The effectiveness of the arrangements for the North Lanarkshire health and social care Integrated Joint Board and identifying how well the Board is meeting its intended outcomes.

- The council's compliance with the CIPFA Financial Management Code.

- The adequacy and effectiveness of the Corporate Management Team in terms of the revised arrangements and in managing strategic change.

- The risk management arrangements for the DigitalNL programme and the risks themselves.

- Whether the arrangements for the Data Governance Board adequately contributed to the achievement of the council's vision as detailed in the Data and Information Management Strategic Roadmap.

95. The Chief Executive then undertook a subsequent review of the arrangements for the Corporate Management Team. This led to a new structure being implemented from January 2023 with the aim of ensuring the delivery, co-ordination, direction, and oversight of planned activities.

96. Whilst the new arrangements are stilling bedding in, it is currently too early to comment on their effectiveness. We will consider these arrangements as part of future audit work.

Appendix 1

Improvement Action plan

Issue/risk	Recommendation	Agreed management action/timing
1. Involvement of members in strategic planning Reflecting the roles and responsibilities detailed within the Strategic Policy Framework, reviews of the Programme of Work are officer led. For the new Programme of work to 2028, members had the opportunity to review proposals to ensure alignment with previously approved strategies and also had final approval. However the process was heavily officer led. **Risk** – There is a risk that the strategic priorities agreed do not reflect local needs.	The council should look to improve its existing processes for engaging elected members on the overall strategic planning process.	**Agree.** As part of its scheduled annual review, we will refresh the narrative presently contained within the Strategic Policy Framework in respect of elected members' strategic planning role and will thereafter emphasise through the CMT and Community Co-ordinator role the importance of engaging elected members on the strategic elements of the integrated Programme of Work Delivery Plan. Elected member role in strategic planning to also be clearly documented in the developing Programme of Work Governance Framework. <u>Responsible Officer</u>: Chief Officer (Business and Digital) <u>Timescale</u>: 30 September 2024
2. Engagement with communities The council is proactive in engaging with a wide range of communities but it is currently unable able to show how successful the range of engagement activity is to demonstrate it is listening to feedback.	The council should consider how it measures the level of engagement with communities and equalities groups.	**Agree.** This will be aligned with actions arising from new communication strategy to be considered by council in March 2024. The strategy will also define what is meant by seldom-heard communities and groups. <u>Responsible Officer</u>: Stephen Penman, Chief Officer (Strategic

Risk – There is a risk that the strategic priorities agreed do not reflect local needs.

Communications and Engagement)

Timescale: March 2024

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3. **Elected members training and development programme**

The council refreshed its induction programme in consultation with elected members but it was so poorly attended by members that it was cancelled as a result.

Risk – There is a risk that elected members do not have the skills and knowledge required to undertake their role.

The council should work with members to understand the reasons for the poor attendance to ensure its training and development programme is fit for purpose.

Agree. The number of attendees at development sessions has been low, however there has been a slight increase in numbers attending recent events. The Talent & OD team will continue to communicate regularly with Political Group Business Managers to encourage discussions around training, low attendance, and engagement to be included on business meeting agendas.

A survey will be sent to all Elected Members to help identify any restrictions and reasons for low attendance.

Development of the Elected Members area on LearnNL will continue, with all development session recordings and presentation slides being uploaded for members to access at any time. A monthly communication is sent to all Elected Members with direct links to new recorded sessions.

Responsible Officer: Pauline McCafferty and David Watson, Talent and OD Team

Timescale: November 2023.

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Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
Phone: 0131 625 1500 Email: **info@audit-scotland.gov.uk**
www.audit-scotland.gov.uk

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   DM   **Date**   07/12/23

One Place One Plan - annual governance update

From   Des Murray, Chief Executive

E-mail   murraydes@northlan.gov.uk   **Telephone**   01698 302350

Executive Summary

In the five years since establishing the ambition for North Lanarkshire to be a place of *inclusive growth and prosperity for all,* members of the Policy and Strategy Committee have been instrumental in maintaining the direction for delivery of the clear ambitious vision which (as noted in the October 2023 Best Value thematic report) has been driven by effective leadership. Policy and Strategy Committee has also maintained oversight of the governance arrangements and operating framework supporting The Plan for North Lanarkshire as these have undergone incremental refinements to ensure ongoing alignment of vision, plan, governance, and operations. This has enabled an approach to policy setting and strategic and operational decision making that has been steadfast in its direction. The positive results for North Lanarkshire, reported in March this year, around economy, employment, average pay, reduced poverty, exclusions, etc. were hugely impactful in demonstrating the effectiveness of The Plan to date and the need to support its ongoing implementation to further accelerate change for the future.

Ensuring ongoing alignment of vision, plan, governance, and operations is key to realising a *one place* with *one plan* approach that supports the delivery of a wide range of programmes, projects, and activities which focus on regenerating the physical environment of local communities and setting the foundations for the place-based ambition (see Appendix 1). These successes have been achieved against a backdrop of relentless financial, economic, and national policy pressures that show no sign of diminishing, making the council's achievements to date all the more remarkable. To keep accelerating the changes required, it is critical therefore that the council's focus remains ahead of the pressures and concentrated on further creating, delivering, and sustaining the conditions and services that mean local people (and the place that is North Lanarkshire) continue to thrive.

Shaped by the local demographic, social, and economic profile, the new Programme of Work to 2028 (approved by the Policy and Strategy Committee in March 2023) continues the ambition for North Lanarkshire but aims to do so with an even greater focus on escalating the pace and depth of change through a more targeted approach to improving social conditions and outcomes. It is recognised that progress has not been uniform and further effort is required to ensure *inclusive growth and prosperity for all* remains at the core of the ambition.

With the interconnected and intergenerational social, economic, and health challenges becoming more prevalent locally and even more unprecedented and complex, it is critical

that delivery of the Programme of Work - and continuing to secure critical frontline care, supports, and services for those individuals most in need - remains facilitated by a clear and simple alignment between strategic direction and operational delivery that capitalises on synergies and integrated functions operating through a one council one place approach.

This report therefore provides an update on the next stage realignments required to further create the conditions and capacities - and enhance the resources, skills, and inter-relationships while recognising the financial challenges - critical in supporting a more integrated approach to delivery, while ensuring there remains an unwavering focus on achieving *inclusive growth and prosperity for all* as set out in The Plan for North Lanarkshire.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1) Approve the deletion of the post of Chief Officer (Housing Property Services) with effect from 1st April 2024 (realising recurring savings of £136,040 for 2024/25 onwards) and the realignment of these functions within existing remits, and note the commitment now fulfilled to review council assets and properties and associated services and functions (as noted in paragraph 2.7 and Appendix 3),

(2) Approve the realignment of non-education and families related functions to wider service areas to create additional educational capacity to further focus upon the key areas of attainment and attendance which are of national and local importance, and

(3) Support the next stage programme of linked reviews and are aware that a future report is scheduled to be presented to the Policy and Strategy Committee in December 2024 in this respect (as noted in paragraph 2.21).

The Plan for North Lanarkshire

Priority   All priorities

Ambition statement   All ambition statements

Programme of Work   All Programmes of Work

1.   Background

1.1   The vision for North Lanarkshire to be a place of *inclusive growth and prosperity for all* was founded on the evidence presented in the report, *A Shared Ambition for North Lanarkshire*, approved at Committee in September 2018.

1.2   The 2018 report also set out the operating framework required for the council to enhance the alignment of, and synergies between, strategic and operational functions in order to successfully deliver on the vision which was thereafter formalised through approval of The Plan for North Lanarkshire in February 2019. This set a very clear focus and compelling narrative in terms of what the council is working towards.

1.3   Since then, delivery of the vision has been informed by an annual dynamic strategic planning process facilitated through the Programme of Work and, at each annual refresh, Policy and Strategy Committee has re-committed to maintaining the direction of The Plan for North Lanarkshire through the delivery of the Programme of Work priorities. This process has enabled Elected Members due consideration and approval of all aspects of the Programme of Work which has not only enabled delivery of The

Plan for North Lanarkshire's place-based ambition to continue at pace and at scale, but has also secured the ongoing provision of critical front-line care, supports, and services for those individuals most in need.

1.4   In the face of a rapidly changing national policy context and uncertain local government future, the Programme of Work has also stabilised the strategic direction of the council, while allowing for appropriate flexibility in the operational delivery of many complex inter-connected programmes, projects, and plans. This consistency of commitment to the *one plan* direction has led to significant achievements which have been pivotal in maximising the potential of North Lanarkshire as a place. These highlights were reported to the Policy and Strategy Committee in March 2023 and included a focus on £1.3bn of capital programme investment in North Lanarkshire's communities.

1.5   The Programme of Work report to the Policy and Strategy Committee in September 2023 further highlighted the extent of achievements to date to establish solid foundations to support the place-based ambition. This includes the provision of high-quality housing, hubs at the heart of local communities, transformations to town centres, and enhancements to active green spaces to bring physical and mental benefits. This is supported by growing transport links, an enhanced digital infrastructure, and a network of active travel routes, all of which is aimed at boosting the local economy, attracting inward investment, securing improved opportunities and outcomes for employment, education, housing, and leisure, and creating places where people want to *Live, Learn, Work, Invest, and Visit* (see Appendix 1). The new Strategic Capital Investment Programme for 2024/25 to 2028/29, scheduled to be presented to the Policy and Strategy Committee in March 2024, will provide the means to ensure that investment in the place-based ambition continues at pace.

1.6   Structural realignments have also continued since 2018 to enable the narrative to become embedded consistently throughout all policy statements agreed by the council, as well as strategic management, strategy development, service delivery, and corporate governance approaches across the council. Approved at Policy and Strategy Committee in December 2020, the *Delivering for Communities* report further strengthened the focus on communities and ensured the structure of the council's senior management team fully reflected the model established through the nine Community Boards.

1.7   The subsequent *One Place One Plan governance update*, approved at Policy and Strategy Committee in December 2022, set out further structural refinements to ensure ongoing alignment of vision, plan, governance, and operations and maintain the focus on ensuring *inclusive growth and prosperity for all*. It also set out the intention for a programme of linked reviews to safeguard the sustainability of the organisation's capacity, ensure already challenged resources are maximised, and further strengthen the development and delivery of solutions through an integrated council and community approach, with updates on progress scheduled to be reported back to the Policy and Strategy Committee as noted below:

·   December 2023 - report following the conclusion of the review of council assets and properties and associated services and functions.
·   December 2024 - report following the conclusion of the review of the six strategic / statutory / corporate functions within the Chief Executive's Service.

1.8   Approval of a new five-year Programme of Work to 2028 in March 2023 further supported the stability of the organisation by re-iterating the clear direction set by The Plan for North Lanarkshire and agreeing the priorities that require to be resourced. The new Programme of Work to 2028 aims to provide an even greater focus on escalating

the pace and depth of change that is essential to ensure a heightened and more strategic focus on not only sustaining the economic and community aspects that will enable local people and communities (and the place that is North Lanarkshire) to thrive, but also on ensuring a more targeted approach to improving social conditions and outcomes.

1.9 The need to target an approach that improves social conditions and outcomes is founded on the latest demographic, social, and economic profile for North Lanarkshire that is evidenced through the 28 Health Check Indicators. To support the effective implementation of such an approach - and ensure ongoing alignment of vision, plan, governance, and operations - this annual governance update therefore focuses on two aspects to further strengthen the council's operating environment:

(1) The outcome of the review of council assets and properties and associated services and functions (as noted in paragraph 1.7 above).

(2) The structural realignments required to further enhance the synergies between strategic and operational functions in order to successfully deliver on the seven priorities in the new Programme of Work to 2028 and achieve the vision in The Plan for North Lanarkshire of *inclusive growth and prosperity for all*.

2. Further refinement and alignment

2.1 The next stage of structural realignments within this report maintains the operating framework and service groupings listed below which were originally established in September 2018 (see Appendix 2):

- Enterprise and Communities
- Education and Families
- Adult Health and Social Care
- Chief Executive's Services

2.2 Members will recall that by grouping service functions around relationships with communities and the key stages of a person's life, efforts have remained focused on addressing the social, economic, and health conditions prevalent within each life stage in each community. Combining skills and resources through the structural realignments - for *one place* with *one plan* - has enabled real and sustainable solutions to be developed with, and for, North Lanarkshire's communities.

2.3 As noted in paragraph 1.9, the next stage of structural refinements and alignments propose a further reconfiguration of specific functions following the review of council assets and properties and associated services and functions. In addition, the vacancy arising from a Chief Officer post in Education and Families provides an opportunity for an enhanced approach within the senior management structure to improve the focus upon attainment and attendance while ensuring a balanced portfolio across the council's senior management team is maintained. The specific changes in this respect are detailed in paragraphs 2.4 to 2.14 below and depicted in Appendices 3 and 4.

Review of council assets and properties and associated services and functions

2.4 As noted in the governance update report in December 2022, a review of council assets, properties, and associated services and functions was scheduled to be undertaken during 2023 with the outcome expected to be reported to the Policy and Strategy Committee in December 2023. This review was recognised as critical in line with the anticipated award for the enterprise strategic vehicle contract and it included due consideration of the potential to integrate two existing Chief Officer posts.

2.5   Responsibilities for the council's assets and properties currently resides within two Chief Officer portfolios - Assets and Procurement and Housing Property Services:

- Management of the council's corporate property estate is maintained by Assets and Procurement as set out in the Corporate Asset Management Plan (CAMP) which was approved by the Finance and Resources Committee in September 2022. This relates to all assets for offices, the learning estate, and the Public Private Partnership (PPP) estate as well as the culture, leisure, community, and depot estates and the commercial estate and includes all related planned capital programme investment as well as planned and reactive asset maintenance.

  The CAMP provides an overview of how the council is managing its assets in alignment with the strategic direction of the organisation and, as the asset base and landscape of the organisation is constantly evolving, it clearly outlines the directional change required for the council's assets to ensure there remains a stable estate with the required infrastructure to deliver on day to day operational requirements at the same time as shaping the council's future.

  The CAMP is one of the tools used by Assets and Procurement to manage the asset base and guide activities (i.e. maintain, rationalise, invest, dis-invest); it links into the ongoing review and development of the five year capital plan. This is further supported by estates management in terms of land valuations, transactions, titles searches, and disposals.

- As Scotland's largest local authority landlord, the council provides warm, secure, affordable homes to more than 36,000 households across North Lanarkshire and Housing Property Services play a key role delivering the core asset management activities that support maintenance, repairs, and improvements to the council's housing stock in line with the Housing Asset Management Plan (HAMP) 2021-26.

  Core asset management activities include (i) investment management (through the housing investment programme, which generally focuses on replacing old components with new ones, for example, installing new kitchens and bathrooms), (ii) repairs and maintenance (such as the maintenance of roofs, windows, and doors) which help to prevent damage and extend the lifespan of the housing property estate and ensure that homes are safe, and (iii) contract strategy which ensures ongoing monitoring, procurement, and financial reporting across the property service. Activities also currently include the repairs and maintenance programme for corporate property.

  Responsibilities in terms of the reprovisioning of the council's housing stock currently sits within Housing Property Services. This follows approval of the Towers Strategy at Committee in May 2018 (for phase 1) and August 2023 (for phase 2) given the age of the council's housing stock and future investment requirements for certain types of stock, particularly tower accommodation.

2.6   To ensure the *review of council assets and properties and associated services and functions* was considered in line with the overall operating environment of the organisation, the following was also taken into account during the review process:

- Good quality housing has long been recognised as an important contributory factor in supporting improved health, economic, and social benefits for residents and communities. These benefits are multi-dimensional and the council's Local Housing Strategy 2021-26 recognises this and contends that an affordable, warm,

and accessible home (that meets individual needs over the course of a person's life) is the foundation for people to achieve their full potential in all aspects of life, such as educational attainment and employment. The Housing Strategy further sets out that housing in North Lanarkshire plays a crucial role in addressing homelessness, tackling poverty, creating employment, mitigating the impacts of climate change, improving health and wellbeing, and promoting inclusive growth in line with the vision set out in The Plan for North Lanarkshire.

- Like all social landlords, the council has legal duties to safeguard services for tenants, support people and families who experience homelessness, and repair and maintain tenant's homes in order to meet obligations set out in tenancy agreements and statute. This is reflected in the importance given to all aspects of housing management in the Annual Return on the Charter (ARC), a yearly exercise co-ordinated by the Scottish Housing Regulator to assess social landlords' performance. In line with statute, the council is accountable to the Scottish Housing Regulator and is required to provide the relevant assurances in terms of performance in all aspects of housing management. Even though service delivery to fulfil these requirements currently sits across two Chief Officers portfolios, accountability to the Scottish Housing Regulator resides with the Chief Officer (Housing Management).

- A key area of work within Assets and Procurement which is central to realising the Programme of Work to 2028 is the Town and Community Hubs programme, as this aims to support rationalisation of the council's assets 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. Creating greater integration of the wider community within these assets will mean communities have more direct access to the services they need, and staff are closer to the communities they work in. The Strategic Asset Review and Investment Strategy (SARIS) report also on the agenda today sets out the plans to progress both investment and rationalisation proposals that will inform investment decisions for both the Town and Community Hub programme, and the Strategic Capital Investment Programme for 2024/25 to 2028/29.

2.7 To provide the capacity for the Town and Community Hubs programme to flourish and to create single council operations, it is therefore proposed to delete the post of Chief Officer (Housing Property Services) from 1st April 2024, realising recurring savings of £136,040 for 2024/25 onwards. This will result in reconfiguration requirements as follows:

(a) The housing investment and towers strategy, housing repairs and maintenance programmes, and contract strategy function will be realigned with the Chief Officer (Housing Management). This reflects the mature state of the council's housing estate and the reintegration of housing capital and housing maintenance with housing management, and within a single Chief Officer portfolio. It further supports the end-to-end implementation of the tower strategy and the provision of services and supports to tenants during the transition. Most importantly, this aims to strengthen a single service approach to housing to improve the multi-dimensional health, economic, and social benefits for the people and communities of North Lanarkshire. It also recognises a single service accountability to the Scottish Housing Regulator in terms of the council's performance in housing management.

(b) The corporate property repairs programme will be realigned within the portfolio for the Chief Officer (Assets and Procurement). This means the entire corporate estate will reside within the remit of a single portfolio, with all assets (for offices, the

learning estate, and the Public Private Partnership (PPP) estate as well as the culture, leisure, community, and depot estates and the commercial estate) being maintained together and all decisions regarding rationalisation, investment, dis-investment being identified and considered together. This recognises the need to both deliver and sustain an asset base that will meet current and future requirements through strategic investment in new provision in the long-term, while at the same time ensuring short and medium-term investment continues to maintain the current estate during the transitional period. Alignment of investment is critical to balance current and future needs as well as to meet the requirements of the low carbon agenda and focus investment in the Hub programme as each hub is developed and its supporting operating model is mobilised across the estate.

(c) To create further capacity within Assets and Procurement to deliver the Town and Community Hubs programme in line with the Strategic Asset Review and Investment Strategy (SARIS), responsibilities for Facilities Support (i.e. janitorial, cleaning, and catering services) will be transferred to the Chief Officer (Community Operations) - see paragraph 2.14(c). This allows for a single front-line community operation that comprises a resource base on similar working terms and conditions, allows for greater integration and collaboration in terms of working practices, and will support appropriate consideration of synergies and economies of scale.

National Discussion on the future of Education

2.8   As noted in the governance update report in December 2022, a national discussion was underway on the future of Education in Scotland which aimed to set out what education in Scotland needs to look like in the near future and twenty years from now. An update provided to the Policy and Strategy Committee in September 2023 (within the Programme of Work report) noted that the report (All Learners in Scotland Matter: Our National Discussion on Education), published in May 2023, set out the need to sustain and build on what is working well in the Scottish education system. It also highlighted a need to move ahead with overdue changes urgently as well as a need to plan for longer-term future changes. Discussions are currently underway at a national and local level to determine how best to address the outcomes moving forward.

2.9   Against this backdrop, and with a vacancy arising from the Chief Officer (Education, South) post, an opportunity was presented to review responsibilities to create additional educational capacity to further focus upon the key areas of attainment and attendance which are of national and local importance, with recent developments continuing to highlight the need for further innovation and challenge.

2.10   While the Health Check Indicator for positive destinations continues to show year on year improvement, there remains 228 leavers from North Lanarkshire's schools not achieving a positive destination (this reflects the 2021/22 results published in February 2023). In addition, the proportion of North Lanarkshire's working age population that have no formal qualifications remains below the national average, and of concern as this restricts an individual's ability to access current or developing employment opportunities. A refreshed approach, which sustains two Chief Officer (Education) posts, while transferring non-education and families related functions to wider service areas seeks to both build upon the integration work undertaken to date and strengthen education across the wider community to ensure a seamless service for children and families in every area of need.

2.11   A report by the Auditor General for Scotland (AGS) and the Accounts Commission, *Improving Outcomes for Young People Through School Education (2021),* showed wide variation in outcomes (like exam results) across councils. It also highlighted a

large and persistent gap in attainment between pupils from the most and least deprived areas (i.e. a poverty-related attainment gap). The North Lanarkshire response was reported to the Audit and Scrutiny Panel in June 2021 and the improvements put in place were done so within a challenging pandemic recovery environment. Notwithstanding the challenges, the Health Check Indicators for educational attainment in North Lanarkshire show ongoing improvement in terms of educational attainment for all pupils gaining 5+ awards at level 5, as well as pupils living in the 20% most deprived areas. However, the gap in attainment in this respect is not showing any significant signs of narrowing.

2.12   With the wider reform agenda for education in Scotland still live, the future of Scottish education uncertain, and national restructuring currently underway (to create three new national education bodies, i.e. a qualifications body, a national agency for Scottish education, and an independent inspectorate body to replace the Scottish Qualifications Authority and Education Scotland), there are risks with so much potentially changing at the same time. As such, *improving educational outcomes* remains a risk on the council's Corporate Risk Register for 2023/24.

2.13   Within the national and local education context set out in the paragraphs above, it is important that the council seeks to further enhance its targeted approach to improving outcomes for children and young people. Research shows that disparities between the attainment of pupils start in primary school, but their effects can be complex and lasting. They can affect individuals' participation and performance in higher education as well as their prospects in later life, and the quality of that life in terms of the social, economic, and health benefits. Improving attainment improves life chances - whether this is going on to higher education, getting a degree, and a graduate-level job or heading on a different pathway and a chosen destination that does not necessarily involve further education.

2.14   These changes will result in the following reconfiguration requirements:

(a)   Responsibilities for Employability (currently residing within Chief Officer, Education - South) will be transferred to the Chief Social Work Officer (Education, Families, and Integrated Practice). This will strengthen operational alignment with the tackling poverty service and other key services with reach to those within local communities who are furthest from employment while maintaining strong links with education's pathways programmes. The Employability service will also continue to play a critical role in the Brighter Futures Programme of Work to 2028 and be a key driver for a range of council services to support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering.

As noted in the Programme of Work report to Policy and Strategy Committee in September 2023, North Lanarkshire's economy continues to show increasing and positive growth in line with a positive position nationally and the number of people economically active has shown a positive increase for the last three consecutive quarters, with the number of people claiming employment related benefits continuing to show a gradual decrease and remaining lower than pre-pandemic levels.

However, the number of people economically active has not yet returned to pre-pandemic levels and there remains concerns around the population who are recorded as being economically inactive. This reconfiguration will strengthen the council's approach to targeting resources towards tackling the economically inactive trends and improving social conditions to support the development of a workforce for the future that encapsulates everyone in North Lanarkshire.

(b) Responsibilities for the Leadership and Operating Model, which supports the Town and Community Hub programme, (currently residing within Chief Officer, Education - South) will be transferred to the Chief Officer (Strategic Communication and Engagement). This aims to further strengthen a clear and inclusive corporate approach that connects people and place, and that accelerates a fully joined up one council approach to delivering services and supports that are critical to improving life chances and outcomes for the people and communities of North Lanarkshire. This will complement delivery of the One Service priority in the Programme of Work to 2028, as the Chief Officer (Strategic Communication and Engagement) has the Senior Responsible Officer role for the One Service Programme of Work

As one of four deliverables within the One Service priority (i.e. leadership and operating model, workforce and culture, working with other boards, and shared services and public service reform), the Leadership and Operating Model aims to ensure there is a unified approach to maintaining effective delivery and management within each Hub which will, in essence, be unique to the surrounding community within which it is based and based on the needs of that community. Key to this is (i) ensuring effective operational delivery, and (ii) ensuring effective leadership of the shared Hub which is encouraging to all who use the facility, which builds collective responsibilities across each community, school, partnership body, and the council, and which further supports Elected Members in their role in terms of leading North Lanarkshire's communities and representing the best interests of local people.

(c) Responsibilities for Active and Creative Communities (currently residing within Chief Officer, Education - South) will be transferred to Community Operations. As noted in paragraph 2.7(d), this will solidify a single community operation that comprises all front-line staff who are employed on similar working terms and conditions. The alignment of Active and Creative Communities and Facility Support within the same service will also ensure greater cohesion and co-ordination of working practices and resources to better support what communities need. Overall, a single community operation will provide important opportunities to capitalise on synergies and integrated ways of working in order to maximise service delivery and gain economies of scale.

(d) Responsibilities for school transport (currently residing within Chief Officer, Education - North) will be transferred to Fleet Services within Community Operations. This will allow for a more integrated approach to all transport planning and delivery across the council area, while freeing up education and families management resource to further address attainment and attendance priorities.

Next steps

2.15   As noted in section 1 of this report, the rapidly changing national policy context and uncertain local government future requires to be kept under ongoing review to ensure the council continues to create the conditions and capacities for its operating framework to thrive and support local people and communities in line with the vision set out in The Plan for North Lanarkshire. As such, the need for a future programme of linked reviews (to be undertaken in line with local commitments and priorities and the advancement of national developments) was identified in the December 2022 governance update.

2.16   The programme of linked reviews set out in the December 2022 governance update report included an indicative timeline of when future reports were scheduled to be

presented to the Policy and Strategy Committee in this respect. Paragraphs 2.17 to 2.21 below therefore provides an update in terms of the review of the six strategic / statutory / corporate functions within the Chief Executive's Service (i.e. legal and democratic, finance, people resources, business and digital, strategic communications and engagement, and audit and risk) and the future streamlining and/or structural realignments required thereafter.

Review of the six strategic / statutory / corporate functions within the Chief Executive's Service

2.17   The backdrop to the December 2022 governance update report was primarily focused on the National Care Service and the proposals at that time to transfer existing functions and staffing, as well as the wider impact on service delivery and delivery of The Plan for North Lanarkshire, and the implications on the future functions of the council.

2.18   The National Care Service (Scotland) Bill was introduced by the Scottish Government in June 2022 with the intention of reforming how social care, social work, and community health services are delivered in Scotland. An update was provided to the Policy and Strategy Committee in September 2023 (in the Programme of Work report), this noted that developments in respect of the National Care Service had been publicly reported over the last year and they continued to unfold. In June 2023, a further delay was announced to the Stage 1 scrutiny of the Bill, and its first Parliamentary vote is now not expected until January 2024. Since April 2023, COSLA has been engaged in intensive discussions with the Scottish Government and a range of bodies with the aim of agreeing a framework to progress with the National Care Service development. As such, five groups (covering governance and function alignment, collaborative leadership, finance and integrated budgets, commissioning and procurement, and membership and representation) are now in place to support the development of a local framework; these groups have representation from a wide range of relevant bodies.

2.19   Notwithstanding the developments over the last year and the change in direction, the impact of the proposals to create a National Care Service remains the highest risk on the council's Corporate Risk Register for 2023/24. As such, the *review of the six strategic / statutory / corporate functions within the Chief Executive's Service* remains framed with the context of the National Care Service as well as the wider impact on service delivery and delivery of The Plan for North Lanarkshire, and the implications on the future functions of the council. However, further challenges also require due consideration in terms of the increasing programme of national reform and its impact on local government, along with substantial funding implications and the increasing uncertainty in this respect. Within this context, the council needs to ensure that services remain financially sustainable in the future. As such, it is vital that these latest reforms are delivered efficiently and effectively, and resources are focussed on continuing to protect services and improve the lives of the people and communities of North Lanarkshire both in the here and now and in the longer-term.

2.20   The One Service priority in the Programme of Work to 2028 will be key to ensuring the council delivers services (regardless of structures or the alignment of functions) in a streamlined and efficient manner and in line with the overall vision of *inclusive growth and prosperity for all*. The structural refinements and realignments set out in this report further supports the One Service priority by creating the conditions and capacities that are critical to strengthening the council's operating environment and securing a more integrated one council approach to delivery. This will also require a focus on strengthening combined solutions, resources, skills, and relationships and, as such, the One Workforce report on the agenda today complements these strategic level structural changes as it sets out the intention for a linked review of the pay and grading model for the operational level below Chief Officers to reflect the inevitable additional

responsibilities and capabilities that will be fundamental to ensuring the seven priorities in the Programme of Work to 2028 are delivered. It is expected that this review will result in future realignments below Chief Officer level which will be undertaken under the already approved Scheme of Delegation.

2.21 As noted in the December 2022 governance update report, this review includes due consideration of the potential for the future reduction of Chief Officer posts in the Chief Executive's Service from six to five. This review will also include due consideration of the resultant impacts across all Chief Officer portfolios. The outcome from this review remains scheduled to be reported to the Policy and Strategy Committee in December 2024.

3. Measures of success

3.1 Measures of success include maintaining, and sustaining, the organisational capabilities and capacity that are fundamental to delivering the seven priorities in the Programme of Work to 2028 and achieving the shared ambition of *inclusive growth and prosperity for all* as set out in The Plan for North Lanarkshire.

4. Supporting documentation

4.1 Appendix 1 - Latest Programme of Work achievements
Appendix 2 - Council operating framework (established in September 2018).
Appendix 3 - Proposed workforce changes, effective from 1st April 2024.
Appendix 4 - Senior management structure and functional overview.

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? 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 been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? Proposed workforce changes (detailed in paragraph 2.7 and Appendix 3) - with effect

	from 1st April 2024 - will realise recurring savings of £136,040 for 2024/25 onwards. Findings arising from the programme of linked reviews (noted in paragraph 2.21) have the potential to result in further savings; these will be identified and reported once concluded.
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☒ No ☐ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? Proposals for workforce implications are detailed in paragraph 2.7 and Appendix 3. These changes will be undertaken explicitly in line with the council's *Managing Workforce Change Policy.* Formal consultation with stakeholders, including Trade Unions, has commenced.
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 been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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? 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? 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?
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?	
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?	
	Without appropriate alignment of the vision, plan, governance, and operations, there is a risk in terms of the decision making and delivery of the extensive range of programmes, projects, and activities required to fulfil the seven priorities in the Programme of Work to 2028 and achieve the council's overall vision of *inclusive growth and prosperity for all* as set out in The Plan for North Lanarkshire. The information presented in this report therefore aims to contribute towards the mitigation of the risks on the Corporate Risk Register for (a) *Governance, Leadership, and Decision Making* and (b) *Managing Strategic Change.*	
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.	
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). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?	
	Yes ☐ No ☐	

Appendix 1

Latest Programme of Work achievements

(1) £1.3bn of capital investment approved by the Policy and Strategy Committee for delivery in North Lanarkshire (over the five-year period from 2021/22 to 2025/26) has contributed significantly to improving the physical environment of North Lanarkshire's communities.

(2) Through the Hub programme, three community hubs have been completed this year - Newmains and St Brigid's (February 2023), Riverbank (August 2023), and Chryston (October 2023) and five are at the design stage (Orbiston, St Kevin's, St Stephen's, and Gartcosh Community Hubs, along with the Chryston High extension). This adds to the 63 new establishments (11 secondary, 36 primary, and 16 family learning centres, including 1140 hours related centres) that have been built since 1996. This demonstrates the significant shift in designing multipurpose Town and Community Hubs that support a much wider integrated service offering in the heart of the local community, bringing education together with other local services, businesses, and partnership organisations.

(3) The 1,000th new build council home was completed on the site of the Holehills high rise flats in Airdrie, which also saw completion of 11 low carbon (net zero) homes which are part of a pilot to deliver sustainable and affordable homes.

(4) 1,217 new affordable homes have been built through the council's new supply programme since 2010, with a further 372 on site. Additional sites have been identified and approved at committee for a further 1,290 homes across North Lanarkshire, including town centre and phase 1 tower re-provisioning sites. In addition, over 700 homes have been purchased through the council's buy back scheme which, as well as contributing to new supply, helps to prevent homelessness and enable common works to progress in flatted blocks.

(5) 831 properties across high rise towers and low-rise blocks have been demolished to date as part of the phase 1 towers re-provisioning programme (since approved in May 2018). Work is currently on site at Coursington Towers in Motherwell, Gowkthrapple low-rise blocks in Wishaw, and Jackson Court and Shawhead back flats in Coatbridge where a further 4 towers and 30 low-rise blocks are being demolished.

(6) In May 2023 proposals were approved to consult tenants and stakeholders regarding the second phase of the Tower Strategy re-provisioning which comprises 974 properties, including 8 tower blocks. Following a positive response to the consultation, approval was granted in August 2023 to progress with phase 2 of the re-provisioning programme to create new, high quality, energy efficient housing that will meet the current and future needs of the local area.

(7) Investment has continued in town centres / edge of town projects, with 58 buildings or vacant sites repurposed or redeveloped. Since 2019, the growth team has acquired 19 town centre properties / sites across North Lanarkshire to enable the council and its arm's length external organisations to either convert existing properties to residential developments, build new homes on cleared sites, or upgrade commercial premises. Around 7.7 hectares of vacant and derelict land has been improved or enabled for future industrial use.

(8) £7.8m investment in local nature reserves, country parks, and key greenspace sites has created places where visitors are more active, share better experiences, and stay longer. Such investment has provided opportunities for improvements in physical and mental

health, environmental education, outdoor education, and heritage appreciation. Recent improvements include Bellshill-Gateway cycle facilities in Strathclyde country park, improved path and natural play trail network at Palacerigg, improved parking and visitor interpretation at Drumpellier country park, peatland restoration at greenspace sites in Cumbernauld, path upgrades at Broadwood Loch, and investment in tree planting and wildflower planting across community greenspaces. Improvements also include a new outdoor education centre where almost 7,000 pupils have experienced exciting outdoor learning on site since it opened in 2021.

(9) The ten-year Active Travel Strategy (approved in 2021) has put in place - for the first time - a cohesive and holistic framework to prioritise and accelerate active travel interventions across North Lanarkshire. Aligned with the Town Visions and Town and Community Hub developments, these aim to provide better active travel networks between local communities and across the local authority boundary, and deliver improved health and wellbeing as well as environmental, social inclusion, and public access benefits. In 2023, a new active travel route was opened for pedestrians and cyclists between Craigneuk and New College Lanarkshire's Motherwell Campus at Ravenscraig. This includes lighting, seating, CCTV, and tree planting along the route.

(10) High-level design concepts were created for Town Visions as well as associated Town Prospectuses to inform the future investment strategy for North Lanarkshire's towns and enable town centre Action Plans to be progressed. Following public consultation, Town Action Plans have now been completed for Airdrie, Motherwell, and Wishaw, and consultation is underway in Kilsyth, Coatbridge, Bellshill, and Shotts. Following the acquisition of Cumbernauld Town Centre in June 2023, work is progressing to develop the future plans for the town centre, including management arrangements for the shopping centre for the interim period.

(11) £9.225m was secured from the UK Levelling Up Fund to support delivery of the Town Vision for Cumbernauld, including the acquisition of The Centre Cumbernauld. More recently, £20m (over 10 years) has been awarded for Coatbridge Town Centre from the UK Government's Town Fund to support the delivery of the Town Action Plan.

(12) An initial award was secured from the National Lottery Heritage Fund for consultation, feasibility studies, and research into a multi-million-pound development project at Summerlee Museum of Scottish Industrial Life in Coatbridge and the Rediscovering Airdrie heritage project. This will hopefully lead to subsequent funding awards to significantly expand and enhance the visitor experiences and attractions on offer at Summerlee, and support the repurposing and refurbishment of heritage buildings within Airdrie town centre.

(13) £6.5m investment has commenced at Braidhurst Industrial Estate in Motherwell (part funded from the Scottish Government's Regeneration Capital Grant Fund) to improve and expand available business space and upgrade the surrounding environment to help create more employment opportunities.

(14) City Deal investment has seen the completion of two North Lanarkshire infrastructure projects - Glenboig Link Road in 2018 and (more recently) Motherwell Town Centre Interchange improvement works at Motherwell Station. The West Coast main line crossing has also been completed as part of the Ravenscraig Infrastructure Access improvements, and work is at various stages of progression on the remaining projects (Orchard Farm roundabout, Ravenscraig Infrastructure Access North and South, East Airdrie Link Road, and Eurocentral Strategic Active Travel). This investment has started to realise significant changes in North Lanarkshire through improved regional

infrastructure and more joined up transport links. This has helped to connect local communities to new housing, business investment, and employment opportunities as well as access to leisure and health and wellbeing activities.

(15) Housing investment of £333.815m (from 2021/22 to 2025/26) has seen planned safety works completed in the last year, improvement works (including sprinkler systems) within four towers in Coatbridge, homes made available for 200 Ukrainian families, enhancements to energy efficiency in homes (including 201 pv solar panel installations and 3,415 render/external wall insulation works), and an ongoing repairs and maintenance programme (including 3,949 lead pipe replacements, 5,768 new kitchens, 9,087 new windows, 12,057 new bathrooms, 12,868 heating systems, and 35,829 smoke and CO2 alarms).

(16) Implementation of the Connectivity contract is already assisting the transformation of the area's digital infrastructure to help ensure that 85% of homes across North Lanarkshire will have access to gigabit capable broadband earlier than planned. To date 280 of the planned 340 kilometres of ultrafast, full fibre digital network has been laid to support the delivery of an ultrafast digital network across North Lanarkshire. Benefits of this new digital network include:

- New web filtering provisions and a boost to school internet bandwidth via upgrades for primary school bandwidth to 1Gb and secondary schools to 5Gb with a second resilient 5Gb connection for secondary schools by the end of 2023.
- Providing the capacity to support a free public Wi-Fi network across town centres, libraries, schools, leisure, and community centres.
- Enhancing the coverage and reach of gigabit-capable fibre networks to businesses, private, and council-owned social housing.
- Attracting inward investment to local communities from a range of business sectors resulting in increased access to employment, health, and leisure opportunities.

In addition, advancements in digital technologies across the council and the establishment of digital as a channel for interacting with service users, residents, and businesses continues to enable the delivery of seamless services and self-serve channels that better meet local needs and expectations, while increasing the capacity for staff to provide more help and support for those who need it the most.

(17) The Leadership and Operating Model continues to ensure that a unified approach is underway to maintain effective management, operation, and governance structures within each Hub. The model aims to ensure that Town and Community Hubs operate as a single entity and support a much wider integrated community offer - with communities having more direct access to the services they need and staff closer to the communities they work in. This unified approach puts communities at the heart of the council's model and seeks to ensure everyone is given equality of opportunity and individuals are supported, encouraged, and cared for at each key stage of their life.

(18) An inspection of partnership support services in North Lanarkshire has resulted in a highly encouraging report for the positive difference made to the lives of children and young people at risk of harm. The inspection evaluated the services as *very good* following engagement with children, young people, parents, carers, Elected Members, and staff, as well as a review of cases and a staff survey. A key conclusion highlighted that integrated, collaborative support from a range of dedicated agencies was a clear strength in early intervention for children and young people at risk of harm. As part of the inspection, successful projects were highlighted including the virtual school which delivers bespoke services for care-experienced children and young people and has achieved vastly improved attainment and a marked reduction in school exclusions, and

the Today Not Tomorrow group which has significantly influenced positive change in North Lanarkshire's care system.

(19)   Improving breastfeeding rates remains a local priority in particular to reduce health inequalities and poverty in families and, as such, work continues in partnership towards a whole council approach to supporting breastfeeding and changing the culture for babies and families in Lanarkshire. These efforts have been reflected in the latest infant feeding statistics which show that 6-8 week data for Lanarkshire shows an increase in exclusive breastfeeding and in any breastfeeding. Attrition from birth to first visit shows further reductions and there is also a significant decrease in attrition from birth to 6-8 weeks. Overall, this is a significant improvement in breastfeeding rates and further evidences the drive for sustainability and ensuring baby friendly standards are embedded into everyday practices across Lanarkshire.

(20)   The positive change in local economic conditions is reflected in the extent of inward investment, employment opportunities, environmental enhancements, improvements to the digital infrastructure and transport network, and the quality and range of housing achievements highlighted above. This is also reflected in the results for the 28 Health Check Indicators which continue to be regularly monitored in order to assess the latest context for North Lanarkshire as a place. In this respect a small number of the indicators have had updated data published nationally since the report to Policy and Strategy Committee in March 2023. The main points of note in the latest results are that North Lanarkshire's economy continues to show increasing and positive growth in line with a positive position nationally, the number of people economically active has shown a positive increase for the last three consecutive quarters (although this has still not returned to pre-pandemic levels), and the number of people claiming employment related benefits continues to show a gradual decrease and remains lower than pre-pandemic levels.

Appendix 2

Council operating framework (established in September 2018)

NORTH LANARKSHIRE...
A PLACE TO LIVE, LEARN, WORK, INVEST AND VISIT

Improve relationships with communities and the third sector

Enterprise & Communities
Improve economic opportunities and outcomes

Education & Families
Support all children to realise their full potential

Adult Health & Social Care
Improve the health and care of our communities

Legal & Democratic

Audit & Risk

Business & Digital

Finance

People Resources

Strategic Communication & Engagement

Improve the council's resource base

WHERE THERE IS A SHARED AMBITION FOR INCLUSIVE GROWTH AND PROSPERITY FOR ALL

Appendix 3

Table 1: Proposed workforce changes, with effect from 1st April 2024

Post	Current establishment FTE	Proposed adjustment	Proposed establishment FTE	Salary £	On-cost £	Turnover £	Total budgeted salary £
Chief Officer (Housing Property Services)	1.0	Delete 1.0 FTE	0.0	107,588	35,612	(7,160)	136,040
Total	**1.0**		**0.0**	**107,588**	**35,612**	**(7,160)**	**136,040**

The proposed workforce changes in Table 1 would realise recurring savings of £136,040 for 2024/25 onwards.

Table 1: Summary of workforce changes

Net change in employee costs	Net change in establishment (FTE)
Posts deleted:	
VRS / early retiral	1.0
Posts created:	**0.0**
Net change:	**1.0**

Appendix 4

Senior management structure and functional overview

Chief Executive

Depute Chief Executive

Chief Officer, Health and Social Care

Chief Executive's Services
- Chief Officer (Legal and Democratic) *(Monitoring Officer)*
- Chief Officer (Finance) *(S95 Officer)*
- Chief Officer (People Resources)
- Chief Officer (Business and Digital)
- Chief Officer (Strategic Communication and Engagement)
- Chief Officer (Audit and Risk)

Enterprise and Communities
- Chief Officer (Community Operations)
- Chief Officer (Place)
- Chief Officer (Housing Management)
- Chief Officer (Assets and Procurement)

Education and Families
- Chief Officer (Education - North)
- Chief Officer (Education - South)
- Chief Social Work Officer (Education, Families, and Integrated Practice)

Adult Health and Social Care
- Chief Officer / Head of Service (Adult Social Work Services)
- Chief Officer / Head of Service Performance, Planning, and Quality Assurance
- Head of Health (NHS Lanarkshire)

Key
- Community Co-ordinators each supporting one Community Board
- Strategic oversight and support across all 9 Community Boards
- Integrated posts - Jointly funded NLC / NHS Lanarkshire
- NHS Lanarkshire post

North Lanarkshire Council
Report

Policy & Strategy Committee

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

Ref FW   **Date**   07/12/23

One Workforce – Delivering the Programme of Work to 2028

From   Fiona Whittaker, Chief Officer (People Resources)

E-mail   Whittakerf@northlan.gov.uk   **Telephone**   07973 728628

Executive Summary

Following Policy and Strategy Committee approval of the new five-year Programme of Work to 2028, this report sets out the strategic workforce plan that is intended to enable the core aims and objectives of the programme of work and its wider ambitions linked to the Plan for North Lanarkshire. Specifically, our One Workforce Plan has a focus on ensuring that the Council has the required workforce capacity and capability to deliver on its strategic aims and objectives both now and in the future. This is in the context of a number of difficult workforce risks and challenges in our wider environment, which are fully detailed in this report. Delivery of the One Workforce Plan will be fully integrated within the wider "One Service" programme of work, aligned to our future operating model and its associated implementation and reporting arrangements.

Over the last 3 years, North Lanarkshire Council, like many other Local Authorities, has been operating in a very difficult labour market and wider economic context. This has resulted in our workforce capacity being squeezed at all levels by a range of pressures which are complex and often difficult to mitigate against. Some of these pressures are historical and ongoing, such as ringfenced budgets, pressure to make savings, and an aging workforce demographic. Others are more recent, and have brought new challenges, including much reduced local workforce availability; recruitment difficulties due to skill shortages; significant wage inflation resulting in compression of our pay spine, and the linked pay degradation of some of our important specialist and professional graded roles across a range of services and functions. In many areas, these issues have only compounded the workforce difficulties we were already facing across Local Government.

Despite these many challenges, and in taking forward its revised programme of work, the Council has proactively taken steps to manage the impact of this turbulent workforce environment, placing a strong emphasis on workforce planning over the last 3 years. This includes a range of actions to address gaps, including setting out detailed service level workforce plans with an agreed bi-annual cycle of refreshed plans in place, led by Chief Officers across all services.

Importantly, the Council's focus on driving detailed workforce plans has enabled us to progress with both the Best Value Audit recommendation, which highlighted that workforce plans should be taken down to service level, as well as addressing an ongoing need to tackle the historical demographic challenges we have been facing us for several years. This approach has also provided an opportunity for services to consider their plan for building a future workforce, and in particular transitioning our workforce to align with our

ambition and our future operating model and new programme of work. Given the wider workforce pressures now building across Local Government, we also expect increased scrutiny in this area from Scottish Government, Audit Scotland and the Accounts Commission, and our focus on this work puts us in a good position to demonstrate that we have plans in place to manage, where possible, the many workforce risks now apparent.

Finally, it is important to acknowledge that the Council has a large, loyal and hardworking workforce, and our commitment to their engagement and support remains a core part of our workforce plan. This report includes the key themes and outcomes of our most recent Investors in People employee survey, and as part of our future plan for engaging staff we will be proposing to bring forward a revised plan over the next 12 months to establish an improved staff survey approach. This is with a view to ensuring that we can reach all of our staff at every level, to understand how we can get the best from them and support their contribution to our ambition. This underpins our wider commitment and intention as a fair work employer, who offers effective voice; opportunity; security; fulfilment and respect to our 15,000 employees, who are the foundation of our ability to deliver high quality services to our residents and communities every day.

The remainder of this report sets out our One Workforce Plan which includes our revised strategic workforce priorities to 2028; a summary of the key themes which have emerged from our 2023-24 service workforce plans and our supporting 18 month rolling plan of work. Importantly, our 18 month plans will include a number of important short to medium term workforce deliverables, such as our final hybrid working arrangements; our next phase approach to transitioning our future workforce to hubs as our vehicle for the delivery of community services, and work required to realign our pay and grading model to mitigate the difficult impact of recent pay awards and build a simplified pay structure which better aligns to our future ambition.

Recommendations

It is recommended that Committee:

1) recognise and acknowledge the key workforce and wider labour market challenges the Council is facing, and the associated risks and plan of work which will be required to address current and future workforce gaps and priorities.
2) approve the Council's One Workforce Priorities to 2028, their associated strategic aims and the rolling plan of work which supports the delivery of these aims.
3) note the proposed approach for follow up and tracking of the progress of this important work.

The Plan for North Lanarkshire

Priority	Improve North Lanarkshire's resource base
Ambition statement	(23) Build a workforce for the future capable of delivering on our priorities and shared ambition

Background

1.1   With the combined impact of the pandemic and Brexit and over the last three years, there is little doubt that our services have experienced a material shift in their ability to build and maintain their workforce, linked to challenges within the labour market both locally within North Lanarkshire and nationally. The effects of this have made it significantly more difficult for us to recruit and retain the workforce we need across a range of services and at all levels, and this has been reflected in an increased level of risk in our corporate HR risk summary.

1.2   North Lanarkshire's labour market continues to experience its lowest level of unemployment in 10 years, with an average of around 6,100 unemployed residents over the last 3 years in comparison to around 16,000 in 2013. This drop in available workforce has also been driven by sharp increases in economic inactivity over the last 3 years, with larger than normal numbers of residents taking themselves out of the workplace for a complex range of reasons including health and other caring responsibilities.

1.3   The net effect of this is that some of our frontline services have seen a significant reduction in local workforce availability for traditionally easy to recruit to roles. This impact has also been felt by other public sector partners including NHS Lanarkshire, and other private sector employers, with a number of business sectors reporting ongoing skills shortages and high numbers of unfilled vacancies.

1.4   Additionally, and like other Local Authorities, we continue to deal with wider financial pressures which impact directly on our ability to build and maintain our workforce capacity and capability. These include budget savings requirements and ringfenced budgets and funding, which force staffing level reductions and restricted recruitment in some services and a requirement to increase in others. These financial pressures can also create challenges in our ability to rapidly respond to increased service demand in critical frontline services, with the consequence of high levels of staff overtime and risks around staff burnout and increased levels of absence.

1.5   Over and above our ongoing funding and budget challenges, the Council's ability to build and maintain its workforce is now increasingly impacted by known or emerging national shortages in key Local Authority professional workforces including planning, environmental health, building standards, clerk of works, and several historical areas of shortage in health and social care, including social workers and occupational therapists. This can result in short term increases in costs to the Council where services are forced to use agency workers to cover critical posts.

1.6   With significant post pandemic pay inflation, and the linked impact of several years of heavily differentiated pay awards we have also seen our competitiveness and attractiveness as an employer decline, particularly for higher graded positions. Positively, it is hoped that recent large increases at the lower end of our pay spine, may help to attract staff for lower graded positions from other sectors such as retail and transport; however severe compression at the upper end of our pay spine has had the opposite effect on our ability to recruit to mid and senior level professional positions, including lawyers; accountants; architects; all IT disciplines (software developers, cyber/security specialists and network engineers); procurement professionals and project managers, who are now attracting a much higher salary in the private sector and elsewhere.

1.7   Other market driven challenges have become apparent in lower-level roles such as mechanics and drivers, with salary inflation meaning that the Council is continually being priced out of the market in a competitive salary war for a fixed pool of skilled employees. For example, mechanics can now attract a salary of up to £45K in the wider recruitment market when our current grade for this role only allows for up to £28K. It should be noted that for equal pay reasons, and the fact that we are governed by a national collective bargaining arrangement, the Council is not easily able to adjust pay levels to compete with these types of market driven increases.

1.8   It is also worth noting that the impact of our most recent pay talks will see the minimum rate of pay for all Council employees rise to the equivalent of the top end of our current NLC3 grade, wiping out all spinal column points below this on our pay and grading model. Elected Members will also be aware that as part of the recently agreed SJC pay award, the Trade Unions have secured a commitment to explore a progression pathway to a minimum rate of pay of £15 by April 2026.

1.9   It is important to be clear that a future starting rate of pay of £15 would materially impact our current pay spine with this being equivalent to the current bottom point of an NLC7. Whilst increases in the pay of our lowest paid workers is broadly to be welcomed, Elected Members should be aware that a full-scale pay model restructuring exercise will be required to work towards this aspiration, bringing additional and as yet unquantified costs and risks for the Council, including equal pay risks.

1.10   The pandemic, and the now widely accepted incorporation of home working for previously office-based staff, has also impacted on our workforce model, with hybrid-working now a firm expectation in the terms and conditions for many professional roles. Whilst the move to hybrid working does offer real improved flexibility to many previously office-based staff, it also important to remember that it benefits a relatively small grouping of staff within the Council. This means that our proposed move to a final hybrid working scheme, summarised later in this report, must consider how we positively respond to this change in expectations around flexibility, whilst also taking a balanced approach as a fair employer who wishes to avoid creating a two-tier workforce.

1.11   The Council has over 15,000 employees and the vast majority of these employees are community based and out delivering our services to residents every day. In this respect it is important that we see our employees as "One Workforce" and this means that we consistently seek to create a fulfilling work experience for all staff, and one which will not only harness their best contribution but also support their mental health and wellbeing in a very challenging environment for Local Government.

1.12   Despite the difficult mix of workforce pressures and demands we now face, it is critical to remember that the Council is committed to and has a clear future vision for its workforce, and this remains inclusive, supportive and draws on the principles of fair work. This vision encompasses full consideration of how we improve our wider working environment for all staff, by seeking to advance our ambitious One Service programme of work, which will transform our future service delivery model and ensure that our staff operate in vibrant multi service workspaces within our hubs and out in our communities.

1.13   This means that even in the face of ongoing and difficult workforce pressures, and wider financial challenges and skills gaps, the Council is fully embracing the opportunity for services to think very differently about their future operating models, and consequently

the types of roles and workforce terms and conditions they will need to deliver our services in the future. Encompassed within our One Service and Digital North Lanarkshire programmes of work, this will include considering how technology will enable future service delivery models alongside mapping how staff will best operate to support services within a different future model of delivery, which is likely to require new types of roles, skills and patterns of work which are very different from those we rely on to deliver our services today.

1.14   There is no doubt that due to a combination of linked, but material factors it has never been more challenging for us to build and maintain a strong future workforce but given that this position is unlikely to ease in the short to medium term, it is more critical than ever that the Council is proactive and innovative in developing short, medium, and longer-term solutions. Much good work has already been undertaken within the services over the last 3 years, and examples are included within this report.

1.15   Additionally, this work needs to continue and increase, including building more pathways for key identified shortage areas; work to transition of our structures and pay model to a more simplified set of workforce groupings and an increased focus on growing our own at all levels by scaling up our use of work placements, traineeships, and apprenticeships.

1.16   With all of this in mind, and in our 2023-24 strategic workforce plans, our Chief Officers were asked to consider:

- What strategic drivers and changes are likely to impact on your service workforce in the next 12- 18 months?
- What does your current workforce look like – what are its strengths and gaps?
- How does your workforce need to change in light of the challenges ahead?
- How are you properly addressing historical demographic gaps in your core frontline service workforce groups?
- Are our current levels of investment in apprenticeships and pathways sufficient to close historical gaps and develop our future workforce?
- What type of workstyles do we need to deliver on our future ambitions?
- How can we improve equality and inclusiveness?
- Do we have leadership strength and depth where it matters and a pipeline of future leaders who have the broader skills and knowledge required to support our future operating model?
- How can we measure progress against our agreed actions?

1.17   As part of this work, Chief Officers also considered how their service operating models were likely to evolve and change in the future, setting out actions for their ongoing service development, aligned to the plan for North Lanarkshire; the future leadership and operating model and the new programme of work.

1.18   Given that a key driver for our service workforce plans is the mitigation of organisational risk, Chief Officers were also asked to identify a clear set of actions that could be taken forward in the short and medium term, and these actions will be monitored and reviewed with an agreed framework for tracking delivery and progress against stated outcomes.

1.19   Additionally, Internal Audit have agreed to provide independent assurance going forward on the adequacy of service workforce plans and the effectiveness of the

Council's approach to workforce planning as a whole. This work, is designed to offer assurance on the following:

- Has the Council developed and implemented effective workforce planning arrangements which incorporate clear corporate and service accountabilities for measuring workforce capacity and capability?
- Are short-term staffing pressures clearly identified and/or appropriately dealt with ensuring a focus on best value and/or effective service delivery?
- Do workforce plans reflect the number of staff needed to provide a safe or adequate level of service and do they reconcile financial savings with service sustainability?
- Has the Council put in place robust processes for developing longer-term workforce strength and depth? Do these plans and any associated actions, appear realistic and deliverable?
- Is an appropriate level of funding in place to invest in the development of the Councils workforce?
- Do workforce plans assess the impact of changes in service operating models and their implication for current and future staffing needs (numbers and skills)?

1.20 This work will ensure going forward that the Council maintains a strong focus on workforce planning and the associated actions required to manage and mitigate against the complex workforce risks we will continue to face in the coming years.

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2. Report

2.1 Summary of Service Workforce Plans

2.1.1 All Chief Officers have reflected the challenges outlined above in their detailed 23-24 service workforce plans, and in addition have highlighted other internal and external factors impacting on our workforce now. These factors include:

- the potential impact of planned national reform, including the national care service, education and local government reform
- the ongoing and immediate crisis of demand in Health & Social Care
- future skills demand which will arise as we develop our plans to net zero
- potential increased workforce demands and changes which will arise at service level from the new programme of work and associated ambitions
- the ongoing impact of not being able to recruit people to fill positions

2.1.2 Whilst each service has identified their own unique priorities, there are clear overlaps and patterns emerging from the actions and services will be asked to consider the need to work across services, in line with the One Service programme of work to develop joined up plans where appropriate to address the challenges.

2.1.3 The key summary themes which have arisen from our 2023/24 service workforce plans are:

- Concerns about pressures on workforce capacity due to ongoing staffing reductions and a need to accelerate digital enhancements and skills development to cope with this in the future.

- A need for the cross skilling/up skilling of staff within services to improve skills and efficiency, create better flexibility and resilience and to deal with peaks and troughs in work demand.
- A requirement to rethink, refine or materially change service structures and operating models to create progression and improve service operations and skills within staffing groups.
- An urgent need to look at sources of new/future workforce to replace an aging staff profile, including apprenticeships; traineeships; work placements and the relaxing of qualification requirements to offer a "work towards" approach, or redeploying and training internal staff in new skills.
- A need to further improve and speed up our current recruitment process which is slow, overly complicated and is contributing to difficulties in attracting and retaining candidates.
- Ongoing difficulties in recruiting to specialist roles and retaining existing staff across a range of functions and levels due to salary inflation and a very competitive labour market.
- A need for continued staff training and enhanced career pathways to support retention and ongoing staff development.
- A need to build a more diverse workforce profile across a number of services to ensure we are representative of our communities.

2.1.4 A number of examples of good work already underway are highlighted in our workforce priorities set out later in this report.

2.2 **Our Workforce Demographic**

2.2.1 An up to date profile of the Council's workforce is set out in appendix 1, and this has been broken down by service for age, disability, and percentage of BAME employees. Although we have seen an improving picture in recent years in some services, our percentage of BAME employees remains low in comparison to our wider community profile and this will be a key area of focus in our workforce plan going forward.

2.2.2 It is important to note from our demographic profile that the Council has a predominantly female workforce, with a large percentage of females being in the 40-50 and 50+ age ranges. This profile is consistent with that found in other Local Authorities and is largely driven by the high percentage of females within the occupations covered by our larger frontline services, namely Education & Families and Adult Health & Social Care.

2.2.3 Additionally, levels of occupational segregation remain high linked to the nature of our services, with some services such as Community Operations and Housing Property having a disproportionately higher male than female profile, and others including Adult Health & Social Care and Education and Families having the opposite profile. Housing Management is the most balanced of the larger frontline services with an almost 50:50 male to female split.

2.2.4 The data shows that our employees are loyal and long serving, with an average length of service of around 13 years for both males and females and relatively low rates of staff turnover overall. The average age across the Council is 46, and this has reduced over the last 5 years having previously sat around an average of age 50.

2.2.5 The majority of our staff also live and work within North Lanarkshire itself, with over 70% living within our boundaries and those who live out with mainly coming from our higher graded and professional staff groupings. This pattern is consistent with our wider labour market profile.

2.2.6 The Council also employs large numbers of part time staff, which account for just under 45% of our staffing group overall, with the majority of these being female and in frontline services roles. This impacts differentially on the average rate of pay for our female staff and our male staff and is the main contributing factor to our existing gender pay gap. It should be noted that these part time staff are on full employment contracts, but they work a variety of reduced hour shifts, which often suit their family circumstances or wider caring commitments. Additionally, a number of frontline staff already hold more than one contract with the Council.

2.3 **Local Government Skills Shortages**

2.3.1 Through work now underway at a national level and within the Glasgow City Region, it is becoming clear that a number of Local Government shortages are the result of deeper structural and funding issues within our wider skills and education system, with insufficient numbers of people being trained or progressing through the FE and HE sector in some of these key Local Government professions, alongside fierce market competition for the much-reduced pool of qualified and experienced candidates who are left. This concerning position was highlighted recently by Audit Scotland Planning for skills | Audit Scotland (audit-scotland.gov.uk) and identified in detail in the subsequently commissioned Withers report into our higher education system published by the Scottish Government in May 2023. Fit for the Future: developing a post-school learning system to fuel economic transformation - gov.scot (www.gov.scot) .

2.3.2 By way of illustrating the shortage problems that are now directly impacting on our workforce, a national workforce survey of all Local Authorities, completed in September of this year, has established that almost 90% of Local Authorities are already reporting severe difficulties in recruiting planners. Additionally, research undertaken in May 2022 by Heads of Planning Scotland (HOPS) and the Royal Town Planning Institute (RTPI), on behalf of the Scottish Government, estimated that in 2022, across Scotland there were an estimated 74 FTE vacancies in planning roles at a range of levels, and that over the next 10-15 years, 600 planners will be needed to meet replacement demand and an additional 130 planners will be needed to cover a projected 11% growth in the Scottish planning sector up to 2030.

2.3.3 Despite this clear articulation of current and future demand by relevant professional bodies, there remains only one undergraduate degree in planning in Scotland at Dundee University, and we understand that there are a limited number of places (less than 15) available to Scottish students annually, with a significantly larger number of places being offered to overseas students who predominantly return to their home country on completion of their degree. Until recently, Glasgow University were offering a 2-year postgraduate conversion degree in city planning, but this required a relevant prior qualification and was very costly (around £12K) for Local Authorities who have had to fund it in full. We have now been made aware that this course has also been withdrawn and this is only one example of the now apparent HE/FE supply gap which has contributed to some of the shortages we now face in Local Government.

2.3.4 Given the nature of these challenges the Council is seeking to lead the development of Local Government wide solutions to some of our known gaps, including work now underway within the Glasgow City Region (GCR) on a pathway and potential graduate apprenticeship for qualified Planners. This will be delivered by working with relevant Local Authorities in GCR and engaging directly with FE and HE partners within the region. The plan is to develop a blueprint approach for this skills shortage area which

can be applied to other areas of critical identified shortage, including Environmental Health Officers, Building Standards Officers, and Quantity Surveyors.

2.3.5   Other areas of more local work to address shortages will include the engagement of our Built Environment Sector Board, which is in the process of agreeing its strategic aims for this next phase. As part of early discussions, we have identified work required to create a local shared pathway, and potential shared apprenticeship opportunity for building a pool of qualified and experienced Clerk of Works, which is a priority workforce shortage for both the Council and wider partners within the Construction and Built Environment sector across North Lanarkshire.

2.3.6   Additionally, the Council is fully linked to other work underway through COSLA and other national bodies including OCSWA (Office of the Chief Social Work Adviser) to look at the development of pathways and a potential graduate apprenticeship in Social Work. When developed, this can be used by the Council and all other Local Authorities to significantly augment existing Social Worker trainee programmes, which are currently very limited due to challenges with available funding. It should be noted that we already have a waiting list of existing Health and Social care staff who would be willing to take on additional qualifications, to fill these roles but we are currently unable to fund additional training places.

2.4   **Our One Workforce Priorities**

Considering the known strategic workforce challenges we face over the next 5 years and linked to our ambition to transform our operating model, figure 1 below sets out the six One Workforce Priorities which will support the delivery of our programme of work to 2028. These encompass the work that will be required to deliver our ambition to build a strong and skilled workforce to support our future operating model, as well as work required to deal with the workforce challenges we face in the short to medium term. Our aims aligned to each of these priorities is detailed below, and a full rolling 18-month plan of work to support their delivery is set out in appendix 2.

Figure 1 – One Workforce Priorities

2.4.1 Priority 1 - Managing Workforce Transition

With continued work to shape our future leadership and operating model, and our hub building programme progressing well, there is now a requirement for us to ensure that we are planning for and implementing changes which will support the transition of our workforce in line with this future model. This includes work required to support the reshaping our services, define revised structures and roles; manage the impacts of savings decisions on our workforce; realign our pay and grading model and maintain a strong focus on workforce planning to address skills and labour supply gaps. Where required, we will also work to put in place revised or refreshed workplace arrangements, terms and conditions and policies which align to and support this workplace ambition.

Our strategic aims for this priority are:

- To deliver effective workforce change and transition to our future operating model, managing service realignments and re-structures, including the establishment of new structures and roles; the delivery of workforce changes arising from savings implementations; digital skills and new ways of working and any relevant local or national policy changes which will impact on our workforce model over the next 5 years.
- To undertake an ongoing mapping exercise to define how our services will evolve their workforce service delivery models over the next 5 years, agreeing a clear transition plan, and relevant supports and policies to achieve this through the One Service programme of work.
- To maintain a strong ongoing focus on effective workforce planning, and the delivery of ongoing actions to address gaps and risks, with fully refreshed bi-annual workforce plans and updates on risks and the progression of agreed actions.
- To complete a detailed review and full realignment of our pay and grading model to mitigate against pay compression, recruitment risks and to simplify grades and structures in line with our future operating model.
- To ensure that all relevant workforce policies, processes and terms and conditions are appropriately reviewed and re-aligned where required to support our future operating model and overall workforce ambition.

Highlighted work already underway

In line with work required to transition to our future operating model, all services have been asked to complete a consistent template to set out their service delivery models' including workforce profiles with a view to mapping how these will evolve over the next 5-years and as our hub offering and community based operational footprints continue to grow.

Analysis of initial proposals set out by services will be carried out during November and December 2023 to support joint planning with the hub strategy team linked to the Strategic Asset Review and Investment Strategy report in December. Additionally, through the One Service Board all Chief Officers with their nominated service lead will be asked to present their plans to progress their own workforce transition to our future operating model, enabling support and challenge on proposals set out and further opportunities to be discussed or proposed this will be a rolling programme in the coming 12 months.

Through this process all services are considering which of their functions could be operated in a more streamlined, integrated and placed based model and which should remain within a more corporate or North Lanarkshire wide service delivery footprint to maximise economies of scale and efficiency of service delivery. Further thought will also need to be given to the opportunity for shared services in line with ongoing financial challenges and planned public reform.

Aligned to all of this, our workforce plans will form a key pillar of this ongoing process of realignment and transition and as we define revised structures and new roles and structures to support our revised delivery model. This will be fundamental as we design the operating model for town and community hubs from the bottom up, with greater focus on the required workforce roles, skills and behaviours we will need to deliver prevention and early intervention within a more universal service delivery offering for our residents who need support at a community level.

2.4.2 Priority 2 - Pathways for Progression

With significant external pressures on pay, skills gaps and an ongoing tight labour market, it has never been more important that the Council seek to offer progression and opportunities for promotion to employees. This includes offering career progression to existing staff, and those who are unemployed and seeking employment, or a career change across North Lanarkshire though our wider employability programmes, linked to our Brighter Futures programme of work and our role as a significant employer within North Lanarkshire.

Our strategic aims for this priority are:

- To maintain a strong leadership, development and progression offer to staff, including, learning and development, supported qualifications, graduate apprenticeships and other supported development and skills pathways which enable onward progression and promotion.
- To continue to work with services, and nationally with key partners, to identify new opportunities for traineeships and other funded skills and qualification pathways including new graduate apprenticeships for key areas of skills shortage.
- To become an accredited inclusive recruiter, fully adopting the SCQF Qualification Framework to enable the Council to incorporate a formal "work towards" and qualifications equivalency approach into our grading and recruitment processes.

- To significantly improve the speed and effectiveness of our recruitment processes to ensure we are not disadvantaged in the labour market.
- To continue to work closely with our Employability service and Routes to Work ALEO, to offer and expand where possible our number of work placements and other entry level employment opportunities offered within the Council to local unemployed or underemployed residents and those furthest from the labour market.

Highlighted work already underway

Over the last few years, the Council's Building Standards team have continued to invest in a full pathway to build a future pipeline of building standards professionals in an ongoing hard to recruit area. This utilises existing qualifications in place, including a Graduate Apprenticeship in Construction & the Built Environment delivered by Napier University. Over 13 Graduate Apprentices have been taken on via this route and work is now underway to explore how the qualification can be linked to a recently launched modern apprenticeship in Building Standards which was launched in 2022 by UHI (University of Highlands and Islands) in Inverness to address the skills gap in this area. In recognition of the significant difficulties which have been experienced in recruiting to critical ICT disciplines, Business and Digital are continuing to make best use of the Council's apprenticeship levy funding, with graduate apprenticeship qualifications being progressed in MSc Cyber Security, BSc Hons in IT Software Development and MA Hons in Information Technology Management for Business. Business and Digital have also reconfigured several hard to recruit to roles to provide entry level internships and Graduate developer roles.

In advance of the development of a graduate apprenticeship in social work, the Council has recently used monies received from the UK Shared Prosperity Fund to augment its existing social worker scheme to offer additional places on our trainee programme for existing staff. This funding also allows us to fast-track students who are already part way through their qualification to achieve it in a shorter timescale.

A number of operational services have now developed career pathways with clear progression and qualification routes, many of which are supported directly by the Council. These include Facility Support Services, Built Environment, Cemeteries, Fleet, Housing, Protective Services, Street Scene and Waste Solutions.

Over the last 3 years the Council has built a much stronger relationship with our Employability team and Routes to Work ALEO, with direct engagement around known Council vacancies which are suitable for placing those on employability programmes, and a guaranteed interview scheme now in place for candidates progressing via this route. In the last 12 months, around 46 staff have been employed through this route in roles across the Council, with 4 of these linked to our commitments under the promise and some staff progressing onwards to promoted posts.

Priority 3 - Next Generation Council Workforce

As the Council continues to manage an aging workforce profile across many of its services, it is critical that we have plans in place to build our next generation workforce. This includes continuing to invest in our modern apprenticeship programme, extending our summer work placement programme for school leavers, and considering wider work placement opportunities for young people, including foundation apprenticeships. This work fully aligns to our wider ambitions under our Brighter Futures programme of work, with the intent for the Council, as one of the largest employers in North Lanarkshire to engage our young people in schools more directly to consider a career in Local Government and as a foundation for our future workforce.

Our strategic aims for this priority are:

- To continue to support a strong Modern Apprenticeship (MA) offering, particularly aligned to areas where we have known workforce gaps and an aging workforce profile.
- To scale up our summer placements programme across all services and building on the good work already underway.
- To investigate the use of foundation apprenticeships, student placements and a graduate scheme as a route to engaging talented young people in a career in Local Government.
- To build linked pathways directly from school into these programmes with onwards progression to more senior roles within the Council.

Highlighted work already underway

To significantly improve the engagement of our young people in a career in Social Work, in 2023 the Council undertook a 6-week summer placement scheme within our Health & Social Care service, and 23 opportunities were identified across the services including hard to fill areas in the joint equipment store and home support. These places were given to young people identified from across our schools and other programmes including our pathways programme. 53 applications were received from senior phase pupils, and 28 students were interviewed with 23 offered a 6-week contract and 6 of these young people coming from a BAME background. All students completed their 6-week contract and were fully engaged in the work; 19 have since been offered sessional contacts, with 1 student having secured an NLC7 role in Home Support and another now engaged in a modern apprenticeship in Health & Social Care.

We have continued to promote and develop the Council's modern apprenticeship scheme with a wide range of programmes in place across our services, and a full yearly winter and summer recruitment campaign. This covers both traditional areas with strong offerings including horticulture, greenspace, and housing as well as new areas with known gaps, including a recent service led initiative to develop a new 2-year Modern Apprenticeship programme in our Regulatory Services Team. Our summer programme for 2023 saw the recruitment of 55 MAs across a range of services with a further winter campaign planned for December 2023.

Aligned to this several services are looking to restructure unfilled vacancies to create new MA and trainee positions. For example, Financial Solutions are now re-introducing their Trainee Accountant programme, having struggled to fill Accountant vacancies over the last 12 months, with Business and Digital taking an increased number of MA trainees in areas such as digital applications support, digital technology software development and cyber security.

2.4.3 **Priority 4 - Vibrant & Flexible Workplace**

The Council's desired future workplace model, aligned to its longer-term operating model was agreed with Policy and Strategy Committee in December 2021, and this was focused on enabling staff to work within and closer to their communities. Included within this was acknowledgement of the shift we have seen our workplace dynamic linked to new expectations on flexibility and the predominance of hybrid working as a permanent feature of many workplaces. In this next phase of our workplace model, we are now seeking to incorporate a permanent hybrid working scheme, but within a much wider approach linked to building a vibrant, mixed use, office and community-based workplace environment which accommodate the needs of all staff. This includes work undertaken over the last 3 years to establish staff hubs in a range of accessible

community-based locations across North Lanarkshire with our most recent hub established at Broadwood in Cumbernauld.

Our strategic aims for this priority are:

- To establish and implement a final Hybrid Working Scheme for all staff currently in scope, within a wider framework linked to our operating model and focused on building a vibrant mixed use offering of office and community-based workplace environments across North Lanarkshire.
- To invest in, develop and promote our town and community hub and other flexible community-based workspaces for all staff, engaging with different employee groups to help shape and design how these will evolve as we transition to our future operating model and over the next 5 years.
- To build a digitally enabled, skilled and knowledgeable workforce, who can work efficiently and flexibly within our community-based locations, linked to our broader Digital North Lanarkshire, and Resilient People programmes of work including the roll out of our Trauma Informed Practice workforce culture.
- To maintain a strong offering of HR policies and other supports which continue to support staff to work flexibility, as an employer of choice and in line with the new Employment Relations (Flexible Working) Bill, and associated changes which will be introduced in 2024.

Highlighted work already underway

Following nearly two years of having interim arrangements in place for hybrid working, and with a much-reduced requirement to protect staff from Covid infection, the Council is now in a position where it wishes to progress with a more permanent Hybrid Working Scheme. The current scheme covers 1278 employees, and this number is being further reviewed in line with the future service workplace requirement mapping exercise which is underway to support hub planning.

In developing this scheme, the Council fully recognises that there has been a shift in employee expectations around hybrid working, and alongside this we have taken into consideration staff views around retaining flexibility, and other material factors, including our desire to maintain a vibrant workplace environment and culture. Accordingly, we are now proposing the development of a permanent Hybrid Working Scheme which will incorporate a balanced 50:50 approach to hybrid working. This scheme, when developed and approved, will represent a permanent contractual change to the terms and conditions for hybrid workers and will specifically include:

- An increase in the minimum number of days that hybrid staff are expected to be in the workplace in a 4-week period from 6 to 10 days.
- The introduction of a clear fixed 5 day rotational weekly working pattern for hybrid staff, which ensures that staff numbers in our office locations are spread evenly throughout the week.
- The longer-term encouragement of hybrid staff to use our increasing number of community-based workplace hubs as alternative work locations, as we roll these out in the coming years.
- The retention of permanent homeworking as an option through our Smarter Working Policy, and only as a reasonable adjustment for specific health or business reasons which may need to be in place for staff who need require this level of workplace support.

The development of the permanent scheme will also incorporate a review of other historical flexibilities offered to this staff grouping, including existing flexible working arrangements and our flexitime system, and this work will be undertaken between November 2023 and January 2024. It should be noted that a permanent revised contractual right for all hybrid staff to split their working time 50% in the office and 50% at home, represents a significant improvement to the contractual right to flexibility previously offered to this group of staff prior to the introduction of home working during the pandemic.

Our permanent Hybrid Working Scheme is now in development and following wider consultation with staff and discussion with Trade Unions regarding existing and future flexible working arrangements, the content of the permanent scheme will be presented to Finance and Resources Committee for final approval in cycle 1 of 2024, with contract variations issued prior to 1st April 2024.

2.4.4 Priority 5 - Employee Engagement & Wellbeing

The Council has a strong track record of engaging with and supporting the wellbeing of staff, and with continued high rates of mental health related absence across our workforce, and in wider society, this area will remain a core workforce priority in the years ahead. As we go forward, and with many changes planned within the Council, it will be increasingly important that we also have strong engagement with our employees at every level, particularly as we progress to implement our new Programme of Work and our ambition to transform our services in the future. This priority therefore reflects our desire to both support staff and to engage them in our journey and our ambition for the Council in the years ahead.

Our strategic aims for this priority are:

- To build on our previous IIP survey approach, by developing a broader staff survey and engagement plan, which fully engages our staff at all levels, aligned to our Programme of Work, our One Service programme and linked to our responsibilities as a fair work employer under the key pillar of effective voice.
- To continue to deliver the aims and objectives within both our Mental Health Strategy, and Managing Attendance Policy, including maintaining a strong health and wellbeing offering to all of our employees and through our service based mental health groups.
- To maintain a strong wider staff support and benefits offering under our Workwell NL banner, providing staff discounts and other health and wellbeing supports to help with cost-of-living challenges, including our salary sacrifice schemes.

Highlighted work already underway

As part of work being done to support the councils Mental Health & Wellbeing Strategy and to assist in improving attendance levels, several initiatives have recently been promoted directly within our frontline services. These include various mental health related sessions for managers and employees both council wide and also targeted sessions for Education & Families and Adult Health & Social Care. We have also recently promoted Health Kiosks in Waste & Fleet that have allowed employees to check key health indicators, including weight and blood pressure. These kiosks have been surprisingly well utilised with the data provided being useful to both staff individually, and to provide wider insight into the health & wellbeing of this group, which will allow targeted interventions to be put in place. Further Mental Health related

sessions are planned from now until March next year and the kiosks will be extended out to other areas of Enterprise & Communities and then other services.

Work is also underway with VITA (a new physio service) to develop an action plan for Adult Health & Social Care in regard to musculoskeletal issues amongst Home Support Workers, with a view to reducing absence levels and improving overall health & wellbeing in this area. It should be noted that Homecare currently has the highest levels of absence of any area within the Council.

With respect to employee engagement, historically, the Council's main employee survey has been through our IIP accreditation, and our last full assessment was undertaken in 2021. As is being experienced by a number of organisations, the IIP assessment process is now viewed as resource intensive, costly and often does not allow us to fully access the views of our frontline staff. To illustrate this, an interim assessment was undertaken over the summer period of 2023 with 9253 staff across all services surveyed via an online assessment (We Invest in People Survey) with some paper copies made available for employees who do not have on-line access. Although the outcomes are positive as highlighted below, a response of 1545 was received, this equates to a very low 17% return rate and would only marginally be viewed as statistically valid. In addition, the Council has developed significantly in terms of own capabilities with regards to its ability to survey its own staff directly, including our recent hybrid working and healthy working lives surveys which have received much better response rates (in excess of 60%) from staff.

Going forward, and in line with a full plan of staff engagement which is being put in place around the programme of work, scheduled for spring 2024, it is proposed that a revised staff engagement and survey approach will be developed and rolled out over the next 2 years. This will include an improved approach to fully engaging our frontline staff and will more clearly align with our commitments as a fair work employer, and better demonstrate how we are engaging our staff in the development of our future operating model and programme of work.

Key highlights from our interim IIP assessment include that:

- 87.3% of people feel that their role enables them to work well with others.
- 85.7% agree that their work is interesting.
- 84.9% of people look for improvement ideas from their colleagues.
- 83.2% agree that their behaviour reflects NLC's values
- 80.2% feel encouraged to use initiative in their role.

2.4.5 **Priority 6 - Equality & Inclusion**

As a Local Authority we are now making good progress on the delivery of our obligations under the Public Sector Equality Duty, and this includes a clear commitment to shift the diversity of our workforce profile, including signing up to the Race at Work Charter in 2021, and the appointment of our first Executive Sponsor for race within the Council. Other areas of work which are included is our ongoing commitments as a Disability Confident Leader and our Equally safe at work delivery plan. This work will continue to be a priority in the years ahead and it is integral to our intention to build a future workforce which better reflects the needs of our communities.

Our strategic aims for this priority are:

- To deliver on the actions set out in our newly integrated Equalities Delivery Plan, which includes all strands of our work and to measure

our progress through our corporate action plans and established Equality Outcomes Performance Framework.

- To refresh our Equality Strategy and Outcomes in 2024/25 to ensure that they continue to be aligned with our ambition in this area.
- To ensure going forward that all of our HR and workforce policies are inclusive and reflective of our equalities commitments.
- To continue to support and drive the work of the Equalities Board, and associated service Champions and their Service Equality Plans.
- To ensure clear oversight, governance and strong sponsorship of our Equalities & Inclusion agenda, through our Elected Member Equalities Champion, our Executive Sponsor for Race and regular reporting to the Wellbeing & Tackling Poverty Committee.

Highlighted work already underway

As part of our commitments under the race at work charter and given the disproportionately low numbers of Black, Asian and other Minority Ethnic employees in the Council workforce the Equalities Board Service Leads are taking a positive action approach to drive change within their services.

In Education and Families where schools are known to have high numbers of BAME pupils, the service is looking at how it can create specific posts for BAME teachers to ensure that the staff group is representative of the wider pupil base. Similarly, our Social Work service is currently developing actions in support of BAME recruitment and retention. Specifically, adapting the interview process to be more inclusive so as BAME Social Workers have a better chance of success and providing peer support to BAME Social Workers already working in the council to increase retention.

Work has also begun to engage with specific BAME community groups, including most recently our Congolese community group to explore their views about working with the Council and to engage them around future opportunities in areas where we have shortages.

Additionally, the Council has recently completed work on a number of inclusive policies, including our Sexual Harassment Policy, our Hormonal Change and Menopause Policy, both of which will be considered an approved by Committee in Cycle 4 of 2023, and our Disability policy which is currently in development and likely to be brought forward in early 2024.

Next Steps

2.5 Following approval by Policy and Strategy, our One Workforce Plan will be taken forward under the governance of the One Service Board, with progress reported via the One Service Programme and planned regular updates to Committee. This will include maintaining an updated rolling One Workforce plan of work to support the delivery of our priorities and strategic aims to 2028.

2.6 Services will continue to progress with their detailed Service Workforce Plans through 2024/25 with update reports presented to CMT twice yearly. A full refresh of Service Workforce Plans will be undertaken in 2025/26 in line with our agreed 2 year cycle.

3. Measures of success

3.1 Progress against priorities and actions identified within the One Workforce Plan and associated rolling 18 month delivery plan.

3.3 Continued strong workforce planning and associated delivery of actions to manage and mitigate ongoing risks and close identified gaps in our current workforce.

3.4 Positive ongoing survey feedback from staff regarding their engagement in the overall programme of work and as the council transitions its operating model in the coming years.

4. Supporting documentation

4.2 Appendix 1 – Updated Demographic Profile
4.3 Appendix 2 - One Workforce Plan

Fiona Whittaker
Chief Officer (People Resources)

5. Impacts (http://connect/report-template-guidance)

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?

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 been discussed and agreed with Finance?

Yes ☐   No ☐

If Yes, please provide a brief summary of the impact?

5.3 HR policy impact

Does the report contain any HR policy or procedure impacts?

Yes ☒   No ☐

If Yes, have all relevant HR impacts been discussed and agreed with People Resources?

Yes ☒   No ☐

If Yes, please provide a brief summary of the impact?

The development of the Council's permanent Hybrid Working Scheme will be taken forward through our normal consultation and approval procedures and as outlined in the report.

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 been discussed and agreed with Legal and Democratic?

Yes ☐   No ☐

If Yes, please provide a brief summary of the impact?

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?

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?

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?

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?

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?

Workforce risks have been fully captured in the Corporate HR risk and are also reflected in service risk registers.

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.

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).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes   ☐   No   ☐

Appendix 1 – Council Workforce Demographic Profile

Benj

Gender Profile

- Female 77%
- Male 23%

Age Profile

Age	%
60+	
50-60	
40-50	
30-40	
26-30	
18-25	
Under 18	
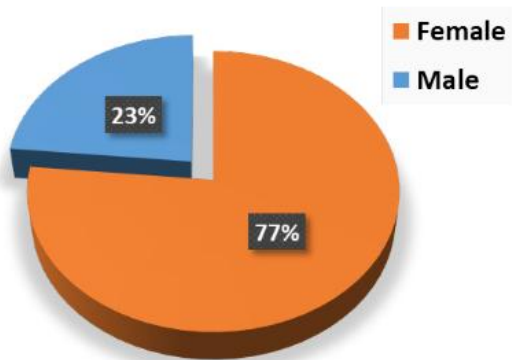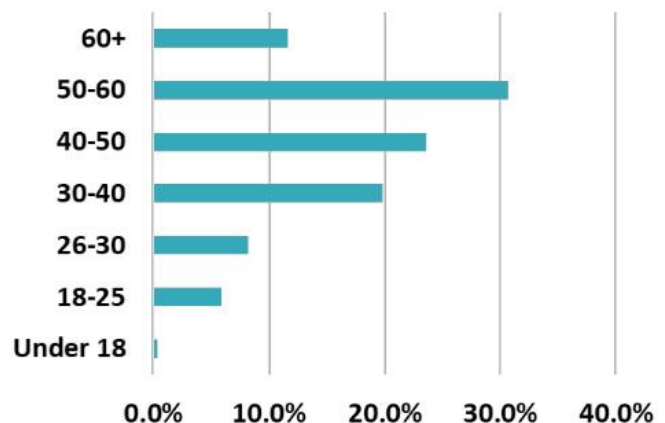
Average Salary, Age and Length of Service by Gender

	Headcount	FTE	Avg Sal	Avg Age	Avg LOS
	15455	13,040	28.0K	46	13
Female	11860	9,679	26.6K	46	13
Male	3595	3,360	33.0K	47	12

Lives in North Lanarkshire

4014 (26%)
11441 (74%)

- NLC
- Not NLC
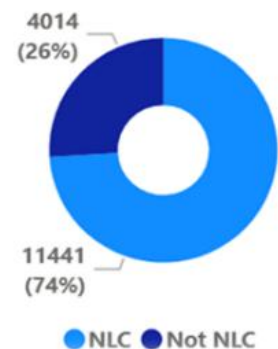
Managerial* Roles by Gender
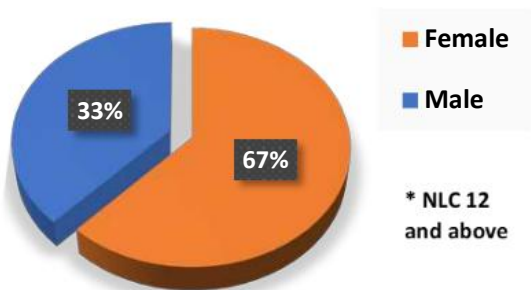
- Female 67%
- Male 33%

* NLC 12 and above

Managerial* Age Profile

Age
60+
50-60
40-50
30-40
26-30
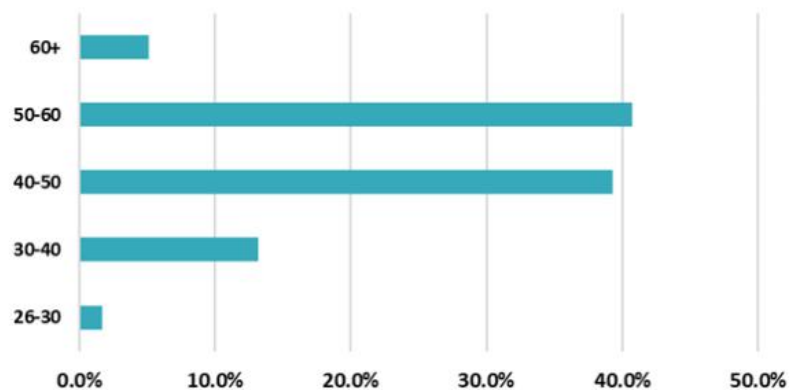
Appendix 1 – Council Workforce Demographic Profile

Service Demographic Breakdown

Service	%>50 years old	% Female	% Male	% BAME	Disability
Adult Health and Social Care	54%	89%	11%	0.92%	3.22%
Asset & Procurement	64%	83%	17%	1.07%	2.33%
Audit & Risk	73%	73%	27%	0%	0%
Business and Digital	52%	41%	59%	2.76%	3.23%
Community Operations	59%	13%	87%	0.92%	2.37%
Education & Families	32%	83%	17%	5%	2.57%
Financial Solutions	40%	76%	24%	1.05%	3.83%
Housing Management	52%	58%	42%	0.99%	4.23%
Housing Property	40%	35%	65%	0.46%	2.76%
Legal & Democratic	46%	86%	14%	5.04%	4.12%
People Resources	30%	84%	16%	1.49%	4.95%
Place	32%	40%	60%	1.99%	1.99%
Strategic Communication & Engagement	37%	69%	31%	3.7%	4.59%

Employee 12 Month Turnover
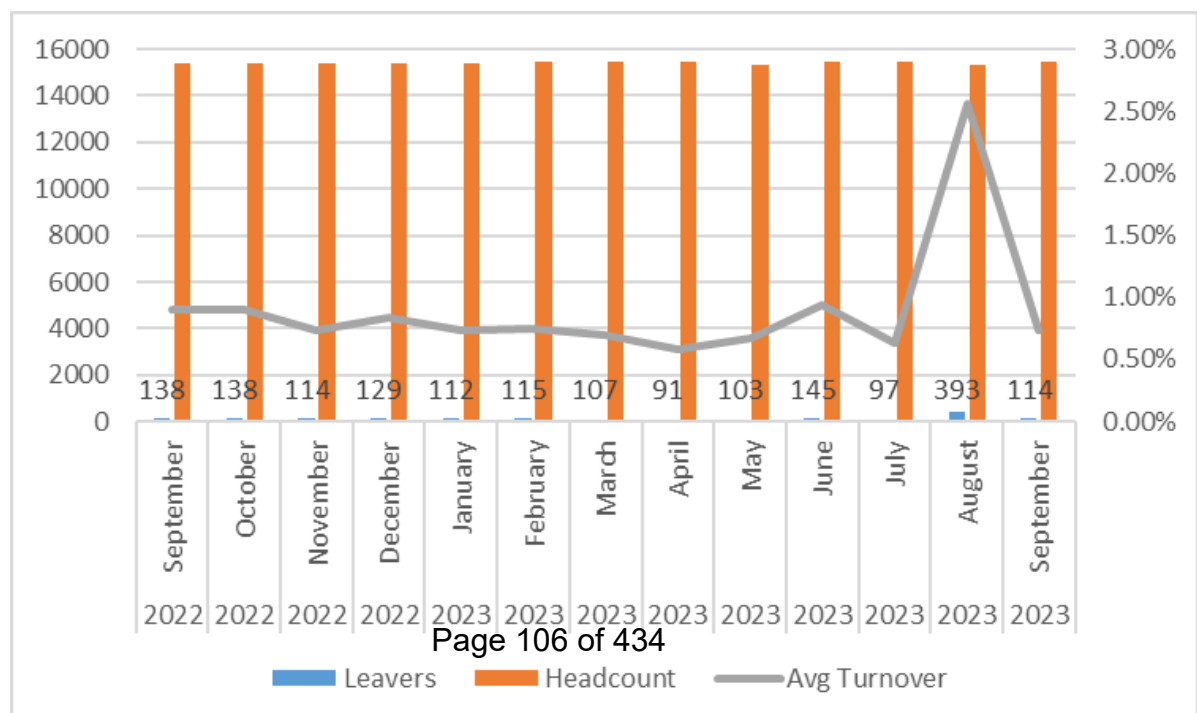
Appendix 1 – Council Workforce Demographic Profile

Working Pattern

(45%)

(55%)

● Full Time ● Part Time

Working Pattern by Gender

Full Time: 35.07% / 64.93%

Part Time: 8.60% / 91.40%
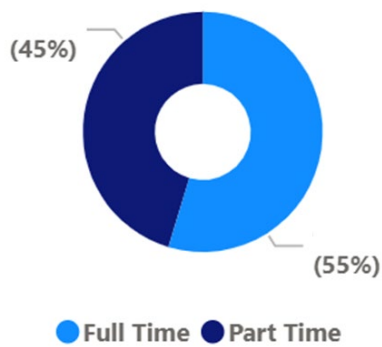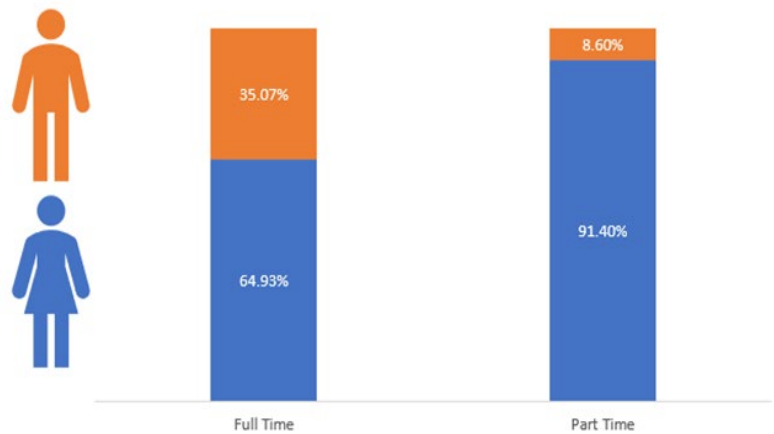
Working Pattern by Grade – Part Time

	NLC1-4	NLC5-7	NLC9-11	NLC12-14	NLC15-18
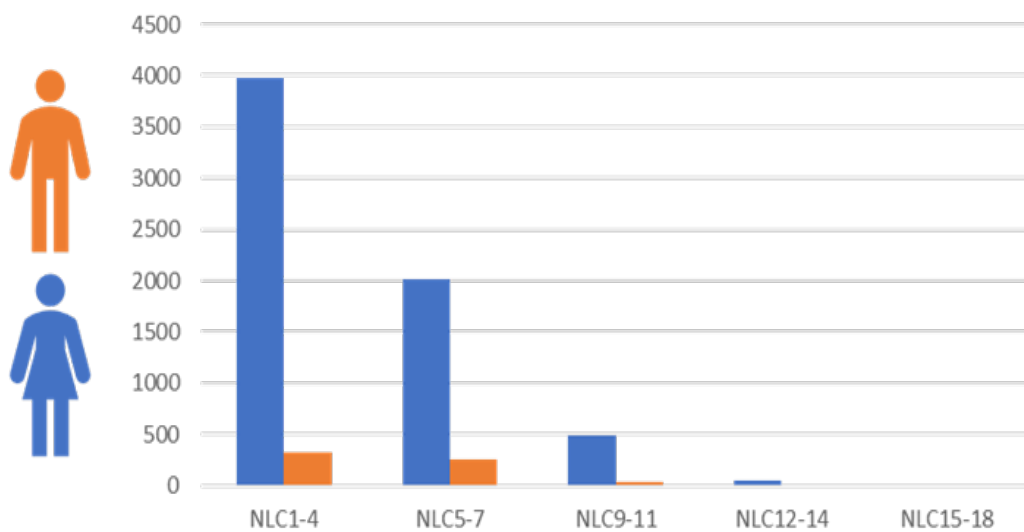
Working Pattern by Grade – Full Time

	NLC1-4	NLC5-7	NLC9-11	NLC12-14	NLC15-18
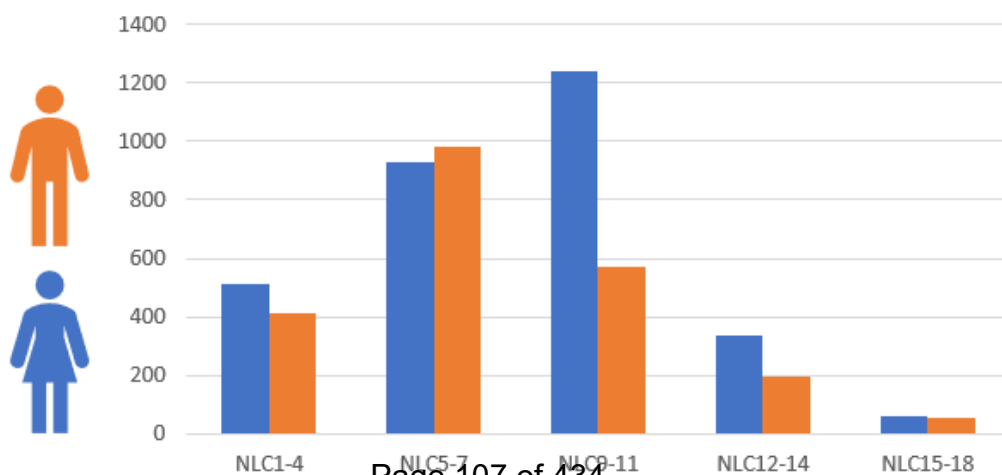
Rag Key:	🟦 Complete.	🟩 In progress, on track.	🟧 In progress, requires focused action.	🟥 Paused or not progressing.

1. Managing Workforce Transition					
Actions		**Description**	**Current position**	**RAG Status**	**Comment**
1.1	Support the delivery of all ongoing workforce and structure changes arising from agreed operating model revisions and savings exercises.	The people resources team will continue to lead on the delivery of workforce changes linked to agreed and future savings, along with ongoing service realignments linked to our future operating model and One Service programme of work. This will be undertaken in partnership with Services and Trade Union colleagues.	All current changes are progressing well and will be delivered in line with agreed timescales including savings to April 2026.	🟩	
1.2	Continue with organisation and workforce mapping process for identifying transition plans for future workforce models and structures as these proceed and evolve over the next 3-5 years.	The Council will be required to undertake an ongoing process of mapping and improving our workforce models and structures, including where and how staff currently work to deliver our services and to determine how this will change as we move to a hub-based community delivery model. This will be aligned within the One Service programme of work.	First phase mapping complete. Analysis will be undertaken during November and December 2023.

Next phase work will be scoped in Q1 of next year in line with wider hub delivery programme. | 🟩 | Work is progressing aligned to the leadership and operating model programme but is at an early stage in terms of future modelling. |
| 1.3 | Complete a full review of the Council's single status pay and grading model and implement approved changes. | Successive differentiated pay awards have resulted in significant compression of the Council's single status pay and grading model, which is now required to undergo a full review of all grades.   This work is complex with potential risks and costs which need to be managed. A full review of the model is expected to take a number of years to complete. | Professional desktop review of pay and grading model is now complete, and phase 1 options are in development. Full report to committee planned for Cycle 2 2024 and this will lay out the proposed work required for phase 1 following the application of the 23/24 SJC pay award. | 🟧 | Currently awaiting outcome of 23/24 pay award to fully progress. Current proposal likely to have a further impact on the bottom end of our pay scales. |

1.4	Progress actions from 23/24 Service Workforce Plans in 2024/25 with a full refresh of plans in 2025/26.	Given know workforce challenges and risks, a robust ongoing process for workforce planning requires to be in place across all services to manage known risks. Detailed action plans must be in place to support these plans with a focus on the progression of actions.	Actions from 2023/24 plans are currently being progressed and will be reported through CMT with an update to committee in Q3 2024.		
2. Pathways for Progression					
	Actions	**Description**	**Current position**	**RAG Status**	**Comment**
2.1	Maintain our leadership and learning and development offering for all staff within budget constraints.	The Council has limited funding to allocate to leader and staff development however we have maintained where possible our leadership and learning and development offering through Learn NL. Going forward we will look for additional work-based development opportunities to grow staff through rotational placements and other development opportunities including mentoring.	The Council maintains a full ongoing learning and development offering under Learn NL for all staff and has a bespoke leadership Offering for Education and Families and Social Work. We will continue to look for opportunities to grow this where funding is available.		
2.2	Maintain and extend our Graduate Apprenticeship Scheme.	The Council's graduate apprenticeship scheme has been running successfully since 2018 with 96 staff in progress or having completed their qualification. The operation of the scheme will be critical going forward to help address identified shortages in key professional and specialist areas.	2023 Cohort enrolled in August 2023 with 10 students starting in Aug/Sept 2023. 2024 process will begin in March 24 seeking nominations.		New graduate apprenticeship frameworks will be progressed in the first half of 2024 aligned to work underway within Glasgow City Region and our developing University Partnerships.

Appendix 2   One Workforce Strategic Delivery Plan for 2023/24 and 2024/25

NORTH
LANARKSHIRE
COUNCIL
COMHAIRLE
SIORRACHD LANNRAIG A TUATH

2.3 Complete a review of our higher duties policy arrangements	The Council's higher duties policy supports employees to take on new and promoted remits on a temporary basis. This now needs to be reviewed to support and align with our programme of work and to more easily enable staff to take on development opportunities and contribute to projects and programmes.	Review underway and expected to be completed by the end of Dec 23. The revised policy will be agreed by CMT thereafter and taken to committee for final approval in Q1 24.		
2.4 Incorporate the SCQF (Scottish Qualifications & Credit Framework) qualifications into our job grading and recruitment processes to become an inclusive recruiter.	Incorporation of the SCQF framework will allow the Council to become an inclusive recruiter, providing us with the ability to undertake qualifications equivalency and recognise relevant experience where people fail to meet the required qualification on the essential criteria. This will help to widen our potential pool of candidates for key supervisory and manager shortage areas such as in Waste and Fleet.	A paper will be brought forward in Q1 of 2024, with committee approval in Cycle 2 and implementation thereafter during 2024.		Initial discussions have been held with the Scottish Qualifications Authority who are positively supporting our move in this direction.
2.5 Improve the speed and effectiveness of our recruitment processes.	Work is required to improve the speed and effectiveness of our recruitment processes to ensure that we are not disadvantaged in the recruitment market.	An improvement plan has been developed and is being implemented over Nov, Dec and Jan with improvements expected to be in place during Q1 24/25.		Work to map our end-to-end recruitment process and timelines has been completed and a dashboard created to target areas where timelines could be shortened.
2.6 Extend our engagement with Employability and Routes to Work to fill vacant and hard to fill roles at entry level.	Over the last 2 years, the Council has worked successfully with Routes to Work to place unemployed residents into temporary entry level roles within the Council. In a number of	This work will be ongoing throughout 2023/24. Where suitable recruitment arises the people resources team are in direct contact with colleagues in Routes to Work.		

	areas this has resulted in permanent roles being offered with onward promotion prospects.		

3. Next Generation Council Workforce				
Actions	**Description**	**Current position**	**RAG Status**	**Comment**
3.1 Continue with our Modern Apprentice programme to support service workforce plans.	The Council has continued to extend and grow its modern apprenticeship programme particularly to support known and ongoing workforce gaps across our services.	We have recently completed a successful summer intake of MA's in a broad range of areas such as Health & Social Care, Housing, Digital, Early Learning & Childcare (ASN Schools), Parks and Gardens.	🟩	2023/24 winter recruitment campaign currently in the process of being launched.
3.2 Extend our annual work placements scheme for senior phase pupils and school leavers to align to workforce plans and gaps.	Our 2023 summer placement scheme has been very successful with around 30 senior phase and school leaver pupils taking up a six-week placement across a range of services.	Work will begin in early 2024 to scope out the next annual summer placement scheme, identifying key priority areas that are hard to fill and aligned with our workforce plans.	🟩	
3.3 Explore the use of Foundation Apprenticeships for key areas of the Council workforce where there are known shortages and to build pathways direct from school.	The Council does not currently offer Foundation Apprenticeships within our own services, and this is a priority area which has been identified for 2024. There are currently a range of Foundation Apprenticeship frameworks which are relevant to areas identified within our workforce plans.	Work will begin in 2024 to identify relevant FA framework, particularly those which can be linked in direct progression pathways to Graduate Apprenticeships.	🟧	Foundation Apprenticeships are at SCQF level 6, typically higher than Modern Apprenticeships which are mainly at levels 4 and 5.

4. Vibrant & Flexible Workplace

Actions	Description	Current position	RAG Status	Comment
4.1 Develop and implement the Council' final Hybrid Working Scheme.	Following a number of years of interim arrangements, the Council will now to move to the implementation of its final Hybrid Working Scheme which impacts around 1300 previously office-based staff.	The revised final scheme will be fully developed during November and December 2023 with a view to achieving full Committee approval for the new scheme in Q1 2024 and implementation thereafter.	🟩	
4.2 Develop our community-based workplace settings, promoting and tracking staff usage of our community hubs as these develop and expand.	We will continue to support the further development of our community-based workplace offering aligned to our leadership and operating model and under our One Service programme of work.	Work will be ongoing through 2023/24 and 2024/25 to continually survey the usage of our current facilities and encourage and promote staff, including those who are hybrid working, to increase the use of our community facilities.	🟩	

5. Employee Engagement & Wellbeing

Actions	Description	Current position	RAG Status	Comment
5.1 Build from our current IIP staff engagement approach by developing a broader staff survey strategy which supports our programme of work and engages staff at all levels.	The Council's need to establish a broader staff survey approach which allows us to engage staff at all levels in our programme of work and our future ambition and operating model. This will be taken forward under our One Service programme of work and aligned to the Councils wider commitments under fair work.	Work not yet started but will commence in early 2024/25 within the One Service Programme of work.	🟧	
5.2 Continue with our current programme of	Our levels of mental health related absence have materially reduced in recent years	Work will continue in 2023/24 and 2024/25 with our programme of work	🟩	

			RAG Status	
work designed to continue to provide staff support for mental health & wellbeing and reduce levels of mental health related absence.	through targeted action and support; however, this area remains our most significant reason for absence overall. Good progress has been made on the development and implementation of our wider mental health strategy with service-based groups now established across all services.	to reduce Mental Health related absence with targeted work planned for early 2024 to improve rates of absence in Teaching and Health & Social Care.		
5.3 Maintain and extend where appropriate our successful range of staff benefits and supports through our Workwell NL offerings.	We continue to get good engagement with our staff benefits under our Workwell NL platform which includes staff discounts and a range of salary sacrifice schemes.	Our offering will be extended in 2023/24 with the launch of our recently agreed Electric vehicle salary sacrifice scheme, and we will continue to monitor and review all of our schemes and their usage and benefits.		

6. Equality & Inclusion				
Actions	**Description**	**Current position**	**RAG Status**	**Comment**
6.1 To implement our integrated Equalities Delivery Plan which now includes all strands of our work under one plan.	Our Equalities Delivery Plan and associated framework of measures will ensure the progression of all of our Equalities programmes including our commitments under the Race at Work Charter, Equally Safe at Work and Disability Confident Leader.	Work is progressing well across all programmes, with a disabled employee event planned on 4 December 2023 to mark International Day of Persons with Disabilities.		
6.2 To continue to support the work of our Equalities Board.	Our Equalities Board was established in early 2023 and has representation from all services across the Council. The work of the Board involves oversight of the plan, and more importantly, establishing and driving service level equalities plans in each of our services and the sharing best practice.	Service level Equalities plans have now been established in each service and SMT's are endorsing and taking forward these plans during 23024 and 24/25. The Equalities Board will also be involved in refreshing our Equalities Strategy and Outcomes during 2024/25.		
6.3 To ensure going forward that our HR	Our HR policies are critical to supporting our equalities plan and desired outcomes and	New policies have been developed in the areas of Menopause and Hormonal		

policies and relevant and inclusive and that they support our equalities outcomes.	will be kept under review to ensure that they are aligned. Where required new policies will be developed to support our delivery plan.	Change and Sexual Harassment and these will be approved by Finance and Resources Committee in Cycle 4 of 2023/24. A disability policy is also in development and this will be brought forward for approval in Q2 of 2024/25.		

Item 7

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref RMcG

Date 07/12/23

Integration Scheme Review

From   Ross McGuffie, Chief Officer, Health and Social Care for North Lanarkshire

E-mail   ross.mcguffie@lanarkshire.scot.nhs.uk   **Telephone**   01698 858143

Executive Summary

The Integration Scheme is a legally binding document jointly developed by NHS Lanarkshire and North Lanarkshire Council. The Scheme sets out the local framework within which the integration of health and social care will be taken forward. The Integration Scheme was last approved by the Cabinet Secretary on 12th April 2019.

In line with the normal review timescales, further minor amendments have now been made to reflect updated processes and structures relating to risk, Support Care and Clinical Governance, Committees and complaints processes.

Recommendations

It is recommended that the Policy and Strategy committee:

(1) Approve the revised Integration Scheme;
(2) Note that the revised Integration Scheme will be subject to 4 weeks' public consultation and will then be presented back to the Policy and Strategy Committee and NHS Lanarkshire Board in final form before being submitted to the Cabinet Secretary for approval.

The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(24) Review and design services around people, communities, and shared resources
Programme of Work	Statutory / corporate / service requirement

1.   Background

1.1   The Integration Scheme is a legally binding document jointly developed by NHS Lanarkshire and North Lanarkshire Council. The Scheme sets out the local framework within which the integration of health and social care will be taken forward.

1.2   The Integration Scheme was last approved by the Cabinet Secretary on 12th April 2019.

2. Report

2.1 Section 44 of the Public Bodies (Joint Working) (Scotland) Act 2014, notes that "the local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable". The legislation clarifies the "relevant period" as "the period of five years beginning with the day on which the scheme was approved.

2.2 In September 2018 North Lanarkshire Council set out a new vision for the future direction of the council in 'We Aspire'. The document set out a plan to revise the Integration Scheme and transfer the discretionary delegated functions for children, families and justice social work services to the newly reshaped Education and Families service within the council.

2.3 Following the review of integration and approval by the respective bodies, the Integration Scheme was updated and submitted to the Scottish Government for approval. The Cabinet Secretary approved the integration scheme changes to remove children, families and justice social work on 12 April 2019.

2.4 In order to meet the 5-year review timeline, a review and update of the North Lanarkshire Integration Scheme for 2024 has taken place and an update of the document is attached for approval.

2.5 The draft includes minor amendments to reflect updated processes and structures relating to risk; Support Care and Clinical Governance; Committees; and complaints processes.

2.6 The draft Scheme was reviewed by IJB members at the meeting on 22nd November 2023 and will also be presented to the NHS Lanarkshire Board for approval.

2.7 Following Policy and Strategy Committee and NHS Board approval the revised Integration Scheme will be subject to a 4 period of public consultation. A final version of the document will be brought back to Policy and Strategy Committee and the NHS Lanarkshire Board for final approval before submission to the Cabinet Secretary.

2.8 Once formal approval is received from Scottish Government, the new Integration Scheme will be published on the North Lanarkshire IJB website.

3. Measures of success

3.1 Measures of success are already in place for Integration Authorities through the national health and wellbeing outcomes and outcome indicators.

4. Supporting documentation

4.1 Appendix 1 – Draft Integration Scheme

Ross McGuffie
Chief Officer – Health and Social Care for North Lanarkshire

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? 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 been discussed and agreed with Finance? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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? 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? Page 119 of 434 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?
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? A formal 4wk consultation is required before final agreement of the new Integration Scheme
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?
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.
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). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☐

Appendix 1

Health and Social Care Integration
North Lanarkshire Integration Scheme 2024

Version Control	
Version	Date
North Lanarkshire Integration Scheme 2014 V1	April 2014
North Lanarkshire Integration Scheme 2019 V2	April 2019
North Lanarkshire Integration Scheme 2024 V3	April 2024

Contents

1. Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 (thereafter known as the "Act") requires Health Boards and Local Authorities to integrate planning for, and delivery of certain adult health and social care services. This document sets out the agreement through which NHS Lanarkshire Health Board and North Lanarkshire Council do this.

The creation of an integrated partnership required North Lanarkshire Council and NHS Lanarkshire Health Board to undertake a significant change agenda with the aim of creating services and supports which build on a solid foundation of success to date.

The overall aim of the arrangement is the creation and continuation of a partnership which further improves outcomes for people who use health and social care services and their carers. Therefore, a primary focus of the partnership will be delivering on the nine National Health and Wellbeing Outcomes (hereinafter referred to as the "Outcomes"). of:

- People are able to look after and improve their own health and wellbeing and live in good health for longer
- People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
- People who use health and social care services have positive experiences of those services and have their dignity respected
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
- Health and social care services contribute to reducing health inequalities
- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing
- People who use health and social care services are safe from harm
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide
- Resources are used effectively and efficiently in the provision of health and social care services

From a North Lanarkshire perspective, our local vision reflects and underpins the higher level national outcomes. This is evidenced by the progress towards a personal outcomes approach which involves working with people to jointly agree how we support them to meet their aspirations and goals in life. Consequently, this drive towards supporting people to meet their outcomes has resulted in a shared partnership vision based upon:

"Working together to improve health and wellbeing in the community – with the community"

In pursuit of this vision, and central to our philosophy, will be the following commitments:

- We will focus on promoting health improvement and tackling the underlying causes of ill – health.

- We will continue to develop a health and social care system which is integrated around the needs of individuals, their carers and family members.

- We will be working with people, their carers and families who have a range of complex support needs to identify the outcomes they want to achieve in life. In doing so, our aim will be to provide care and support to help them realise these outcomes.
- We will put the leadership of clinicians and professionals at the heart of service delivery for people who require support and their carers.
- We will work with partners in the third and independent sectors to remove unhelpful boundaries and using combined resources to achieve maximum benefit for patients, service users, carers and families.
- We will work with a range of agencies and partners to address health and social inequalities and the subsequent impact of this experienced by people in their communities.

The following detail provides information relating to 'how' the partnership has been created to deliver against the national outcomes and intentions of the Act. This integration Scheme is the vehicle through which assurance is given to North Lanarkshire Council, NHS Lanarkshire Health Board and the Scottish Government that the intentions of the Act are being delivered by the Integration Joint Board.

This Integration Scheme forms the basis of a legal agreement with the Scottish Government and lasts for a maximum duration of five years, after which point it will be refreshed. However, in circumstances where there is agreement between the Parties, this Integration Scheme can be refreshed within an earlier timeframe.

This Integration Scheme first came into effect in April 2016, with a refresh of the North Lanarkshire Integration Scheme implemented in April 2019.

2. The Parties

North Lanarkshire Council, established under the Local Government etc. (Scotland) Act 1994 and having its principal offices at the Civic Centre, Windmillhill Street, Motherwell, North Lanarkshire

And

NHS Lanarkshire Health Board, established under section 2(1) of the National Health Service (Scotland) Act 1978 and having its principal offices at Kirklands Hospital, Fallside Road, Bothwell, Lanarkshire (together referred to as "the Parties")
In implementation of their obligations under the Act, the Parties hereby agree as follows:

Definitions and Interpretation

"The Act" means the Public Bodies (Joint Working) (Scotland) Act 2014.

"The Parties" means NHS Lanarkshire Board and North Lanarkshire Council.

"The Health Board" means NHS Lanarkshire Health Board.

"The Local Authority" means North Lanarkshire Council.

"The Scheme" means this Integration Scheme.

"Integration Joint Board" or **"IJB"** means the Integration Joint Board to be established by Order under section 9 of the Act.

"Members" means Members of the Integration Joint Board.

"Outcomes" means the Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act.

"The Integration Scheme Regulations" means the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014.

"Integration Board Order" means the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014.

"**Integration Joint Board, Performance, Finance and Audit Committee"** (IJB PFA) means the committee which the Integration Joint Board has delegated authority for business relating to performance, finance and audits reports/updates.

"Strategic Plan" means the plan which the Integration Joint Board is required to prepare and implement in relation to the delegated provision of health and social care services in accordance with section 29 of the Act.

3. Integration Model

In accordance with section 2(3) of the Act, the Parties have agreed that the integration model set out in sections 1(4)(a) of the Act will be put in place for North Lanarkshire, namely the

delegation of functions by the Parties to a body corporate that is to be established by Order under section 9 of the Act.

4. Local Governance Arrangements

a. The Integration Joint Board will be responsible for the strategic planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements set out within this integration scheme.

b. The regulation of the Integration Joint Board's procedures, business and meetings will follow the IJB's own standing orders which may include additional matters to those set out within the Integration Board Order.

c. The Integration Joint Board and the Parties will collaborate and interact in order to contribute to the outcomes however the Integration Joint Board, when established, will have distinct legal personality and the consequent autonomy to manage itself.

d. There will be eight voting members on the Integration Joint Board comprising four elected members from North Lanarkshire Council and 4 members from NHS Lanarkshire Health Board.

e. The non-voting membership prescribed in the Integration Board Order is as follows;

• The Chief Officer of the Integration Joint Board;

• The Chief Social Work Officer of the Council appointed by it in terms of Section 3 of the Social Work (Scotland) Act 1968;

• The proper officer of the Integration Joint Board appointed under section 95 of the Local Government (Scotland) Act 1973(a) i.e. the Chief Finance Officer;

• A registered Primary Care medical practitioner; whose name is included in the list of primary medical service performers prepared by the Health Board in accordance with the regulations made under section 17P of the National Health Service (Scotland) Act 1978.

• A registered Nurse who is employed by the Health Board or by a person or body with which the Health Board entered into a general medical services contract

- A registered medical practitioner employed by the Health Board who does not provide primary medical services.

f. Once the Integration Joint Board is established it must appoint, in addition, at least one member in respect of each of the following groups in terms of the Public Bodies (Joint Working) (Integration Joint Board) (Scotland) Order 2014:

- Staff engaged in the provision of services provided under integration functions;

- Third Sector bodies carrying out activities related to health or social care in North Lanarkshire;

- Service users residing in North Lanarkshire;

- Persons providing unpaid care in North Lanarkshire.

g. The Integration Joint Board may appoint such additional members as it sees fit.

h. The responsibility for appointing the Chair and Vice Chair will alternate between the Parties and the appointments will be made for a period of 3 years. Within this period, each Party may change its appointment as Chair or Vice Chair at any time and it is entirely at the discretion of the Party which is making the appointment to decide who it shall appoint.

i. The term of office of a member of the Integration Joint Board is a maximum of three years. The Integration Joint Board voting members appointed by the Parties will cease to be members of the Integration Joint Board in the event that they cease to be a Non-Executive or Executive member of NHS Lanarkshire or an elected member of North Lanarkshire Council. At the end of a term of office a member may be reappointed for a further term of office.

j. The Chief Social Work Officer, Chief Officer and Chief Finance Officer remain members of the Board for as long as they hold the office in respect of which they are appointed.

k. Whilst serving on the Integration Joint Board its members carry out their functions under the Act on behalf of the Integration Joint Board itself, and not as delegates of their respective Heath Board or Local Authority.

l. In accordance with good practice, it is expected that the Integration Joint Board will establish an audit committee to support the overall governance and scrutiny arrangements. The Parties recognise that the establishment of any committees by the IJB are a matter to be determined by the IJB. The North Lanarkshire Integrated Joint Board Performance, Finance and Audit committee has been established within North Lanarkshire to fulfil this purpose.

m. Detailed protocols and reporting arrangements will be established to ensure the Parties and the Integration Joint Board have free access to all relevant information for the purposes of planning and decision making.

5. Delegation of functions

The functions that are to be delegated by the Health Board to The Integration Joint Board are set out in Part 1 of Annex 1. These functions are delegated only to the extent that they relate to the

listed services. The services to which these functions relate, which are currently provided by the Health Board and which are to be integrated, are set out in Part 2 of Annex 1. Broadly these are as follows;

5.1 Hospital Services

The functions in relation to the hospital services noted below will be delegated in respect of adults and children.

5.1.1 Accident and emergency services provided in a hospital;

5.1.2 Inpatient hospital services relating to the following branches of medicine:

- General medicine;
- Geriatric medicine;
- Rehabilitation medicine;
- Respiratory medicine;
- Palliative care services provided in a hospital;

5.1.1 Paediatrics;

5.1.2 Psychiatry of learning disability;

5.1.3 Inpatient hospital services provided by general medical practitioners;

5.1.4 Services provided in a hospital in relation to an addiction or dependence on any substance;

5.1.5 Mental health services provided in a hospital except regionally or nationally organised forensic mental health services.

5.2 Community Services

The functions in relation to the community health services noted below will be delegated in respect of adults.

- District nursing services;
- Health Visiting;
- Allied health professionals in an outpatient department, clinic, or out with a hospital;
- Public dental services;
- Primary medical services
- General dental services
- Ophthalmic services;
- Pharmaceutical services;
- Primary care out-of-hours;
- Geriatric medicine;
- Palliative care;
- Community learning disability services;
- Kidney dialysis services;
- Mental health services
- Continence services
- Community paediatrics
- Community children's services
- School nursing services
- Services provided by health professionals that aim to promote public health;

5.2 .1 The functions delegated by the Council to the Integration Joint Board are set out in Part 1 of Annex 2. The services to which these functions relate are set out in Part 2 of Annex 2 and relate to adult services only.

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptions
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services
- Re-ablement services, equipment and telecare.

5.3 Annex 3 sets out arrangements for hosted services. This relates specifically to health services which span more than one Integration Joint Board and are subject to Integration Joint Board approval.

5.4 The Integration Joint Board is a Category 1 responder under the Civil Contingencies Act 2004, as per the amendment to the Act in 2021. This ensures that where there is a risk of an emergency which will impact functions delegated to the Integration Joint Board, there will be formal coordinated and appropriate arrangements in place for emergency planning; information sharing and cooperation with other responders; and joined up information sharing and advice for the public. The IJB is represented at the Local Resilience Partnership by the Chief Officer.

6. Local Operational Delivery Arrangements

6.1 The Integration Joint Board meets a minimum of four times per year in public and publishes all agendas, papers and minutes with responsibility for the delivery of integrated functions as set out in annexes 1,2 and 3 and provides operational oversight of integrated services delegated to them. It will do this directly for all services except for those noted in

6.2 The operational role of the Chief Officer is set out within section 8.

6.3 NHS Lanarkshire will retain direct operational oversight of the acute services as set out in annexes 1,2 and 3 and will provide information on a regular basis to the Integration Joint Board about the delivery of these services.

6.4 The Integration Joint Board is responsible for the development of a Strategic Commissioning Plan as per Section 29 of the Act. This plan sets out arrangements for carrying out the integration functions and how these contribute to achieving the Outcomes as outlined in Annex 4.

6.5 A locality model has been developed by the Integration Joint Board to underpin the development of the Strategic Commissioning Plan.

6.6 From an acute hospital service perspective, operational plans for integrated acute service delivery are subject to directions from the Integration Joint Board about the exercise of delegated functions in relation to these services. These will also be informed and directed by the Strategic Commissioning Plan.

6.7 The Chief officer is responsible for directly implementing the Integration Joint Board's directions to locality delivery on the ground.

6.8 From an operational and performance management perspective, the Integration Joint Board/ the Integrated Joint Board Performance, Finance and Audit Committee will receive regular reports from the chief officer and other responsible officers of the parties on the delivery of integrated services and will issue directions in response to those reports to ensure improved performance. This includes a range of thematic reports will include, but are not limited to, the following;

• Finance Reports
• Performance against the National Health and Wellbeing Outcomes;
• Regulation and scrutiny activity;
• Inspection Outcomes.
• Support, Care & Clinical Governance reports to be assured of the delivery of safe and effective services.
• Public Protection reports.
• Engagement and community co-production reports from each of the Locality Management teams.
• Annual staff governance and workforce planning report.
• Improvement plans and reports.
• Risk reports/management plan.

6.9 The Act requires the Integration Joint Board to publish an Annual Performance Report by July of each year.

7. Corporate Service Support

7.1 The Parties will support the work of the Integration Joint Board by supplying all relevant information, data and corporate support services such as financial, legal, human resources, IT, planning, risk management, audit, administrative etc. for the Integration Joint Board to carry out its functions. This will include information on cross boundary flow into and out with NHS Lanarkshire.

7.2 The current arrangements for providing corporate support services in respect of delegated functions and the associated service provision will be reviewed by the Chief Officer and the responsible officers of the Parties on an ongoing basis.

8. Supporting Strategic Planning

8.1 As outlined in Section 30(3) of the Act, the Integration Joint Board must have regard to the effect that their Strategic Commissioning Plan will have on facilities, services or resources which are used in relation to arrangements set out or being considered to be set out in a Strategic Plan prepared by another Integration Joint Board.

8.2 In assessing the health element of this, the NHS Board will provide the necessary activity and financial data for services, facilities and resources that relate to the planned use of services provided by other Health Boards by people who live within the area of the Integration Joint Board.

8.3 In circumstances where the NHS Board or the Council intend to change service provision of non-integrated services that will impact directly on the Strategic Commissioning Plan, they will advise the Integration Joint Board of this.

9. Performance Measurement

9.1 Through the development of the Strategic Commissioning Plan, the Outcomes are used to develop a performance reporting framework which underpins the Plan.

9.2 The Parties have established an integrated performance reporting framework which considers and develops a local suite of measures and targets that relate to the provision of integration functions. The measures and targets are aligned to the Outcomes and any subsequent guidance/core suit of indicators. The Parties develop the targets, measures and other arrangements that are devolved to the Integration Joint Board. In developing this, the Parties share with the Integration Joint Board other relevant NHS Board and Council targets and measures which the Integration Joint Board must take account of.

9.3 The Parties, in conjunction with the Integration Joint Board also consider and develop a list of targets, measures and arrangements that relate to the functions that are not delegated which the Integration Joint Board must take account of when it is preparing the strategic plan.

9.4 The work in respect of 9.2 and 9.3 takes into account:

9.4.1   The Outcomes.

9.4.2   Delegated performance targets related to the commissioning and delivery accountabilities of the NHS Board and the Council.

9.4.3   Delayed discharge.

9.4.4   Recovery activity.

9.4.5   Locally agreed outcomes and targets identified through Community Planning and from the Local Outcomes Improvement Plan and attributable to Health and Social Care Outcomes and targets, including Health Improvement, for each of the localities identified and agreed in line with local needs determined for each population.

9.4.6   The Nationally prescribed core suite of integration indicators.

9.5 The reporting of information against this suite of indicators is provided by the Parties to the Integration Joint Board as a means of measuring progress and impact.

9.6 Where responsibility for the target is shared, the Parties set out in a document the accountability and responsibility of each of them.

9.7 Where the responsibility for the targets span integrated and non-integrated services, the NHS Board, the Council and the Integration Joint Board will work together to produce and deliver the measures and targets which assess performance. This will be evidenced through a standing performance item on Integration Joint Board meetings and also picked up through the Integration Joint Board Annual Performance report.

9.8 The Integration Joint Board Performance, Finance and Audit Committee which is accountable to the Integration Joint Board has been established as a decision making body to provide further scrutiny on matters related to finance, risk, performance and audit matters.

10. Support, Care and Clinical Governance

10.1 The Parties and the Integration Joint Board are accountable for ensuring appropriate support, care and clinical governance arrangements are in place for their duties under the Act.

10.2 The Parties remain responsible for the support, care, clinical and professional accountability of the services which the Integration Joint Board has directed the Parties to deliver and for the services delivered in respect of functions that are not delegated to the Integration Joint Board.

10.3 The Parties remain individually responsible for the assurance of the quality and safety of services commissioned from the third and independent sectors in line with the requirements set out within the strategic plan and any directions issued by the Integration Joint Board that relate to or have an impact on, integrated and non-integrated service provision.

10.4 The Integration Joint Board will have regard to the support, care and clinical framework that is set out in Section 6.6 when developing and agreeing its strategic plan and corresponding directions to the Parties.

10.5 As set out in Section 9 the Integration Joint Board will receive regular reports from professional leadership members for medical; nursing, AHPs; and Social Work to assure itself that support, care and clinical governance requirements are being met through

these existing arrangements and that safe, effective person centred care is being consistently delivered.

11. Clinical and Professional Governance Framework

11.1 The Parties have in place support, care and clinical governance arrangements to provide assurance that the services that are delivered are safe, effective, person centred and focussed on personal outcomes.

11.2 The Parties recognise that the establishment and continuous review of the arrangements for support, care and clinical Governance and Professional Governance are essential in delivering their obligations and quality ambitions.

11.3 In the Health Board this is overseen by the Healthcare Quality Assurance and Improvement Committee, a committee of the Health Board which supports the Health Board in its responsibilities, with regards to issues of clinical risk, control and governance and associated assurance in the area of quality assurance and improvement through a process of constructive challenge.

11.4 The Healthcare Quality Assurance and Improvement Committee is responsible for the development of a strategic approach to quality assurance and improvement across the Health Board, ensuring that quality standards are being set, met and continuously improved for clinical activity. It ensures that effective arrangements for supporting, monitoring and reporting on quality assurance and improvement are in place and working, demonstrating compliance with statutory requirements in relation to clinical governance and authorising an accurate and honest annual clinical governance statement.

11.5 In North Lanarkshire Council the Chief Social Work Officer holds professional accountability for social work and social care services. The Chief Social Work Officer reports directly to the Chief Executive and elected members of North Lanarkshire Council in respect of professional social work matters. He/she is responsible for ensuring that social work and social care services are delivered in accordance with relevant legislation and that staff delivering such services do so in accordance with the requirements of the Scottish Social Services Council.

11.6 The Parties are committed to developing a shared support, care and clinical governance framework for integrated services. The professional leadership of the Parties will work together to develop and agree this support, care and clinical governance framework. In the first instance this will be based on a self-assessment exercise to help identify areas of common practice, provide opportunities to learn from one another and streamline processes.

11.7 The existing process, procedures and reporting structures for support, care and clinical governance of integrated services will be reviewed in light of the agreed support, care and clinical framework. The framework will encompass the following:

- Professional regulation, workload and workforce development;
- Information assurance;
- Service user experience and safety and quality of integrated service delivery and personal outcomes;

- Person Centred Care;
- Management of clinical risks; and
- Learning from adverse events.

11.8   Each of these domains will be underpinned by mechanisms to measure quality, clinical and service effectiveness and sustainability. They will be compliant with statutory, legal and policy obligations strongly underpinned by human rights values and social justice. Service delivery will be evidence- based, underpinned by robust mechanisms to integrate professional education, research and development.

11.9   The Parties and the Integration Joint Board will be asked to approve the framework and will then be responsible for ensuring that it is embedded within service planning, delivery and performance reporting mechanisms. The Integration Joint Board will be responsible for ensuring effective mechanisms for service user and carer feedback and for complaints handling.

11.10   The Area Clinical Forum, Managed Clinical Networks, GP Sub Committee, Area Medical Committee; Medical Staff Committee and any other appropriate professional groups, and the Adult Protection Committees will provide advice directly to the Integration Joint Board or through its professional members.

11.11   The Healthcare Quality Assurance and Improvement Committee and the Chief Social Work Officer (or his/her delegates) will provide advice, oversight and guidance to the North Lanarkshire Strategic Planning Group in respect of support, care, clinical and professional governance, for the delivery of health and social care services and to the localities identified in the strategic plan.

11.12   The Chief Officer will have access to professional advice from the Chief Social Work Officer of the local authority and the Medical Director and the Nursing Director of the Health Board in both their operational role as a senior officer of the parties and as the accountable officer to the Integration Joint Board.

11.13   Explicit lines of professional and operational accountability are essential to assure the Integration Joint Board and the Parties of the robustness of governance arrangements for their duties under the Act. They underpin delivery of safe, effective and person centred care in all care settings delivered by employees of NHS Lanarkshire and North Lanarkshire Council and of the third and independent sectors.

11.14   NHS Lanarkshire Board is accountable for Clinical Governance. Professional governance responsibilities are carried out by the professional leads through to the health professional regulatory bodies and Scottish Ministers.

11.15   The Chief Social Work Officer in North Lanarkshire holds professional accountability for social work and social care services. The Chief Social Work Officer reports directly to the Chief Executive and elected members of North Lanarkshire Council in respect of professional social work matters. He/she is responsible for ensuring that social work and social care services are delivered in accordance with relevant legislation and that staff delivering such services do so in accordance with the requirements of the Scottish Social Services Council.

11.16   The Medical Director and/or the Director of Nursing, Midwifery and Allied Health Professions, through delegated authority, hold professional accountability for the delivery of safe and effective clinical services within NHS Lanarkshire and report regularly on these matters to the Health Board.

11.17   The Integration Joint Board will have three health professional advisors. These members of the Integration Joint Board will be professionally accountable to the Medical Director and the Nurse Director as appropriate.

11.18   This arrangement does not limit the ability of the Medical Director and/or the Nurse Director to provide advice directly to the Integration Joint Board. Where this advice is offered, the Integration Joint Board must respond in writing and notify the Parties. The Chief Social Work Officer can provide advice directly through their membership of the Integration Joint Board.

11.19   The Chief Social Work Officer, through delegated authority holds professional accountability for the delivery of safe and effective social work and social care services within the Council. An annual report on these matters will continue to be provided to the relevant Council committee and will also be made available to the Integration Joint Board.

11.20   The Chief Social Work Officer will provide professional advice to the Integration Joint Board in respect of the delivery of social work and social care services by Council staff and commissioned care providers in North Lanarkshire.

12. Chief Officer

12.1 The Integration Joint Board will appoint a Chief Officer in accordance with section 10 of the Act.

12.2 The Chief Officer reports to the Council's Chief Executive and the NHS Board's Chief Executive. The Chief Officer's formal contract of employment is with one of the Parties and whichever holds the contract of employment, manages the Chief Officer on a day to day basis.

12.3 The Chief Officer will be operationally responsible with regards to the delivery of the delegated services (as set out in Annex 1 & 2) that do not relate to the acute medicine and Accident and Emergency services provided for within NHS Lanarkshire Hospitals. These services will continue to be operationally managed by NHS Lanarkshire, through the Director of Acute Services, in line with the Integration Joint Board's Strategic Plan to ensure coherence across integrated and non-integrated hospital service provision.

12.4 The Acute Director will be a single point of managerial responsibility for NHS Lanarkshire hospitals. The Acute Director will provide updates to the Chief Officer on the operational delivery of integrated functions delivered within the acute hospital and the set aside budget on a regular basis.

12.5 The Chief Officer may also have responsibility for managing services that are hosted by the Integration Joint Board across North and South Lanarkshire. These arrangements will be determined by the North Integration Joint Board and the South Lanarkshire Integration Joint Board through the strategic planning process.

12.6 The Chief Officer will be a member of the Corporate Management Teams of the Health Board and Local Authority.

12.7 The Chief Officer will establish a senior management team to oversee day to day operation of the integrated services.

12.8 The Chief Officer's objectives will be set annually. This will form the basis of the Chief

Officer's performance appraisal with the Council's Chief Executive and the Chief Executive of the Health Board.

12.9 The Heads of Service will deputise for the Chief Officer as and when required. At the request of the Integration Joint Board the Heads of Service will carry out the functions of the Chief Officer if/when the Chief Officer is absent or otherwise unable to carry out their functions.

12.10 The Chief Officer has established and maintains effective working relationships with a range of key stakeholders across the NHS Board, the Council, the third and independent sectors, services users and carers, the Scottish Government, trade unions and relevant professional organisations.

12.11 Current hosted services arrangements are set out in Annex 3. However, with regards to the future shaping of these services from a strategic planning perspective, the Integration Joint Board discusses with relevant neighbouring Integration Joint Boards how these are shaped now and in the future. The Chief Officer takes direction from the Integration Joint Board in respect of this.

13. Workforce

13.1 Human resource services and workforce planning information will continue to be provided by the appropriate corporate human resource functions within the Council and NHS Lanarkshire.

13.2 The Parties, with the involvement of the Chief Officer, will identify appropriate officers to develop a joint Workforce Development and Support Plan. In doing so the officers will be required to consider professional views and previous workforce modelling etc. however, there may be opportunities to adapt these plans when considering an integrated workforce. This will also have to build in consideration around Third Sector and Independent Sector capacity. The Workforce Development and Support plan will be regularly updated to ensure it remains contemporary.

13.3 An Organisational Development strategy ("OD Strategy") will be maintained in relation to teams who will deliver integrated services. Through an intense focus on locality modelling, locality based focus groups and action learning sets, we have identified significant potential for harnessing the positivity and enthusiasm of frontline staff to achieve better outcomes for the public, the organisation and the staff. We intend to continue this process combined with other aspects of our plan which focuses on;
- Integration Joint Board Development
- Key Leaders Development Programme
- Integrated Locality Team Development
- Wider Stakeholder Development

13.3.1 In all cases, we will endeavour where appropriate, to carry out development work which is inclusive of all partners. Considerable progress has been made to develop an OD strategy, but it will need to be reviewed and revised over time. The Integration Joint Board will be given the opportunity to provide comment on the draft strategy upon its establishment. The strategy will be updated over the period of the strategic planning process.

13.4 Joint HR/OD processes have been agreed by the Parties over a number of years and many

joint policies already exist which will assist in the process of integration. This integration scheme has no effect on these joint policies so, for example, any joint appointments will continue to report to one-line manager, except for the Chief Officer where different provision is made within this scheme.

14. Finance

14.1 Contributions from the Parties for delegated functions to the Integration Joint Board will be overseen by the Chief Officer and the Integration Joint Board Chief Financial Officer. They will develop a resource plan and budget based on available resources. The Integration Joint Board Chief Financial Officer will be responsible for the preparation of the annual financial statements as required by section 39 of the Act.

14.2 The Chief Officer and Chief Financial Officer will develop an integrated budget based on the Strategic Plan and present it to the parties for consideration as part of both of their annual budget setting processes. The Parties will evaluate the case for the Integrated Budget against their other priorities and will agree their respective contributions accordingly. The outcome of this work will be presented to the Integration Joint Board. Following on from the budget process, the Chief Officer and the Integration Joint Board Chief Financial Officer will prepare a financial plan supporting the Strategic Plan.

14.3 The budget will be evidenced based with transparency of assumptions including, but not limited to Pay Award, Contractual Uplift, Savings Requirements etc.

14.4 The method for determining the amount set aside for hospital services will follow guidance issued by the Integrated Resources Advisory Group and be based initially on the notional direct costs of the relevant populations use of in scope hospital services as provided by Information Services Division (ISD) Scotland. The NHS Director of Finance and Integration Joint Board Chief Financial Officer will keep under review developments in national data sets or local systems that might allow more timely or more locally responsive information, and if enhancements can be made, propose this to the Integration Joint Board. If the Strategic Plan sets out a change in hospital capacity, the resource consequences will be determined through a bottom up process based on:

• Planned changes in activity and case mix due to interventions in the Strategic Plan;
• Projected activity and case mix changes due to changes in population need;
• Analysis of the impact on the affected hospital budget, taking into account cost-behaviour i.e. fixed, semi fixed and variable costs and timing difference i.e. the lag between reduction in capacity and the release of resources.

14.5 Each partner will agree the formal budget setting timelines and reporting periods as defined in the Financial Regulations.

14.6 A schedule of notional payments will be provided by the Parties to the Integration Joint Board following the approval of the Strategic Plan and the Financial Plan.

14.7 It will remain the duty of the Local Authority Section 95 Officer and the NHS Board Accountable Officer to monitor and regulate the financial performance of their respective share of the resources available to the Integration Joint Board during each reporting period, throughout the financial year.

14.8 It will be the responsibility of the Local Authority Section 95 Officer and the NHS Board Accountable Officer to comply with the agreed reporting timetable and to make available

to the Integration Joint Board Chief Financial Officer the relevant financial information, including the sum set aside in line with 9.4.15, required for timely financial reporting to the Integration Joint Board. This will include such details as may be required to inform financial planning of revenue expenditure.

14.9 The frequency of reporting is set out in the Financial Regulations and will be at least on a quarterly basis. In advance of each financial year a timetable for financial reporting will be submitted to the Integration Joint Board for approval.

14.10 Regular management reports will be prepared in line with the financial regulations which will be agreed by the Integration Joint Board, and will include actual and projected outturns. The existing budgetary control frameworks adopted by each of the Parties will form the basis of generating the required information.

14.11 The Integration Joint Board Chief Financial Officer will manage the respective financial plan so as to deliver the agreed outcomes within the Strategic Plan viewed as a whole.

14.12 The Parties do not expect that there will be a schedule of cash payments, but rather annual accounting entries for the agreed budgets. There may be a requirement for an actual cash transfer to be made between the Parties to reflect the difference between the payment being made and the resources delegated to the party by the Integration Joint Board. Any cash transfer will take place at least annually. Any change to frequency will be jointly agreed by the Integration Joint Board and the Parties.

14.13 The process for managing any in-year financial variations will be detailed within the Financial Regulations and are summarised below:

14.13.1 If the Integration Joint Board's Chief Financial Officer is advised that a significant change is likely to the Integration Joint Board's overall financial position and the deviation involves a change of policy of the Integration Joint Board or results in revenue implications for future years, a report will be provided for the Integration Joint Board in good time detailing the financial consequences to enable appropriate action to be taken timeously.

14.13.2 If an overspend is forecast on either partner's in scope budget, the Chief Officer and the Integration Joint Board's Chief Financial Officer will aim to agree a recovery plan with the relevant partner to balance the overspending budget and determine the actions required to be taken to deliver the recovery plan. If the overspend arises from assumptions in the Integration Joint Board's strategic plan on the impact of service changes that are not realised as anticipated this should be subject to a report and corrective action. This corrective action may include a recovery plan which should consider revisions to the commissioning of services and / or financial plans to account for the changed circumstances, and the use of any available reserves.

14.13.3 If the recovery plan is unsuccessful then the parties have the option to:
• the relevant partner provides additional resources to the Integration Joint Board which is then recovered in future years from subsequent underspends in that partner's contribution, (subject to scrutiny of the reasons for the overspend and assurance that there is a plan in place to address this) or;
• the relevant partner makes additional one-off adjustment to the resources that it is making available to the Integration Joint Board.

14.13.4 Unplanned underspends that arise due to material differences between assumptions used in setting the budget and actual events effectively represent an overfunding by the Parties with respect to planned outcomes. The circumstances surrounding the action required to address unplanned underspends is set out in the Financial Regulations and Reserves Policy, which will be subject to agreement by the Parties and the Integration Joint Board. The options will include the underspend either being returned to the relevant party in year through an adjustment to their respective contributions, or maintained by the Integration Joint Board to be carried through the General Fund balance.

14.14   The Parties do not expect to reduce them in year payment to the Integration Joint Board without the consent of the Integration Joint Board and the other Party out with the following circumstances Unplanned underspends as defined above and the Financial Regulations and Reserves Policy.

14.15   Where the budget assumed a specific allocation from the Scottish Government which did not materialise in year to the extent anticipated. (The converse of this also applies in that should a specific allocation pertaining to a delegated function exceed the anticipated level, an additional payment to the Integration Joint Board may be agreed).

14.16   Monitoring arrangements will include the impact of activity on set aside budgets.

14.17   The Accounting Standards as adapted for the public sector will apply to the Integration Joint Board. The Code of Practice on Local Authority Accounting in the UK will be the applicable guidance for their interpretation.

14.18   The financial statements of the Integration Joint Board will be completed to meet the audit and publication timetable specified in regulations (Regulations under section 105 of the Local Government (Scotland) Act 1973).

14.19   Initially, recording of financial information in respect of the Integration Joint Board will be processed via the Local Authority ledger. The means for recording financial information will be reviewed by the Chief Financial Officer to ensure this method remains appropriate giving due regard to the needs of the Integration Joint Board. Should an amendment to this method be required the Chief Financial Officer will consult with both parties and present recommendations to the Integration Joint Board for approval.

14.20   The financial ledger transactions relating to the Integration Joint Board will be carried out prior to the end of the financial year with post year-end adjustments for material information only. Year-end balances and transactions will be agreed timeously in order to allow completion of the Accounts in line with required timescales. This date will be agreed annually by the Integration Joint Board and the Parties.

14.21   From an asset management and capital planning perspective, in the short term, the Integration Joint Board will not be empowered to own capital assets and the regimes of the Parties will apply to capital assets used to provide the delegated services. Ownership of assets and associated liabilities will remain with the Parties.

14.22   The Chief Officer will consider all of the resources which are required to deliver the integration outcomes including the relevant non-current assets owned by the Parties. The Chief Officer will consult with the Parties to make best use of existing resources.

14.23   Should the Integration Joint Board believe there is a requirement to develop assets in order to facilitate the delivery of the Strategic Plan's outcomes, then the Chief Officer must present a business case to the Parties for consideration. This should be submitted as part of the partner's capital planning process. Partnership discussion would be required at an early stage for jointly funded projects.

14.24   Detailed Financial Regulations governing the Integration Joint Board will be agreed between the Parties and approved by the Integration Joint Board before functions and resources are delegated.

15. Communication, Participation and Engagement

15.1 Communication, participation and engagement with all stakeholders is central to the development of the Integration Scheme and is stated requirements as outlined in Section 6 (2) of the Act. The stakeholders who have been directly engaged with to date include:

• Health & Social Care Professionals;
• Service Users & Carers;
• Non Commercial Providers of Health & Social Care;
• Non Commercial Providers of Housing;
• Independent Sector;
• Third Sector;
• Staff likely to be affected by the integration;
• Other Local Authorities operating within the area of the Health Board.

15.2   The Parties have well-established local arrangements for involving and engaging with service users, carers, patients and communities. These have become embedded within North Lanarkshire and include the Public Partnership Forum. North Lanarkshire Integration Joint Board collaborates with the nationally recognised Third Sector Interface, and as such provides a seat on the IJB in order to develop and coordinate activity with third sector partners.

15.3   This public engagement activity will adhere to national standards for community engagement and participation.

15.4   The Integration Joint Board has an existing participation and engagement plan, supported via access to the corporate/directorate communication teams of both parties and a dedicated communications officer and support from staff who work directly in the field of community engagement/public involvement.

15.5   In preparing its strategic plan, the Integration Joint Board has established mechanisms to seek the views of key stakeholders, including a strategic planning group in accordance with the requirements of the Act.

16. Information-Sharing and Data Handling

16.1 The Parties agree to continue to operate under the existing Lanarkshire Information Sharing Protocol and the agreed procedures for sharing information, which is governed by the Lanarkshire Data Sharing Partnership (LDSP), until such time as any necessary changes are made by the process outlined below. The Lanarkshire Data Sharing Partnership Board is the key multi-agency forum with current partnership arrangements and includes representation from North and South Lanarkshire Councils, the NHS Board, Police Scotland, Fire Service and Third Sector. All staff employed by the Parties will continue to comply with all current polices and protocols with regards to information sharing.

16.2 The protocol and procedures for sharing information will be regularly reviewed and updated to reflect the new governance arrangements that pertain to health and social

care by the Lanarkshire Data Sharing Partnership. The Chief Officer of the Integration Joint Board chairs the Local Data Sharing Partnership: and the revised protocol has been provided to the Parties and the Integration Joint Board.

16.3 The Lanarkshire Information Sharing Protocol is reviewed regularly by the LDSP. If the Parties or the Integration Joint Board have concerns about the Lanarkshire Information Sharing Protocol or agreement, or the processes for sharing information, they may request a review. Any such changes or amendments must be agreed by the Integration Joint Board and the Parties.

16.4 It is the intention to ensure that any resultant information sharing agreement will be established and maintained within legislative or regulatory requirements in place at that time, primarily with respect to confidentiality, data protection and privacy.

16.5 The Parties entered into an information sharing protocol (Scottish Accord on the Sharing of Personal Information – SASPI) in relation to health and social care integration, primarily to support strategic planning, commissioning and service design.

17. Complaints

17.1 The Parties agree the following arrangements in respect of complaints by service users and those complaining on behalf of service users:

17.2 The Parties agree that feedback, comments, concerns and complaints should be viewed with a positive attitude and valued as feedback on service performance leading to a culture of learning from complaints.

17.3 The Parties agree the principle of frontline resolution to complaints wherever possible and have existing mechanisms in place to achieve this.

17.4 The Parties agree that irrespective of the point of contact the Parties will show a willingness to appropriately direct complaints to ensure an appropriate response.

17.5 Due to different legislative requirements the Parties agree that complaints will continue to be dealt with according to the procedures and policies in place for the Local Authority and the Health Board.

17.6 Where complaints cross the boundaries of health and social care the Parties will work together to achieve, where possible, a joint response to a complaint.

17.7 The Parties agree that complaints by patients, service users or carers will be managed and responded to by the lead organisation responsible for the delivery of the service to which the complaint refers in accordance with the procedures and policies in place for that Party, completed within the timescales for the relevant procedure and monitored by the Chief Officer.

17.8 There are two established processes a complaint will follow depending on the lead organisation, these are the Statutory Social Work Complaints process; and NHS Lanarkshire's complaints process.

17.9 These processes, together with the timescales for acknowledgement and response, are widely publicised by the respective organisations. Complaints to North Lanarkshire Council can be made through their website[1] using the online form or by telephoning the Council.

The arrangements for making complaints to NHS Lanarkshire Health Board are set out on their website[2] or can be made by telephoning NHS Lanarkshire Health Board.

17.10   External service providers are required to have a complaints procedure in place. Where complaints are received that relate to a service provided by an external service provider the lead organisation will either arrange for investigation or refer the complainant to the external service provider for resolution of their complaint.

17.11   All complaints will be investigated and responded to according to the lead organisation's procedure, completed within the timescales for the relevant procedure and monitored by the Chief Officer.

17.12   The Chief Officer will have an overview of complaints related to integrated functions and will provide a commitment to joint working, wherever necessary, between the Parties when dealing with complaints about integrated services.

17.13   If a complaint remains unresolved through the defined complaints-handling procedure, complainants will be informed of their right to go either to the Scottish Public Services Ombudsman for services provided by the Health Board, or to the Social Work Complaints Review Committee following which, if their complaints remains unresolved, they have the right to go to the Scottish Public Services Ombudsman for services provided by the Local Authority.

17.14   This arrangement will respect the statutory complaints-handling processes currently in place for health and social care services. This arrangement will benefit service users and carers by making use of existing complaints procedures and will not create an additional complaint handling process.

17.15   Data sharing requirements relating to any complaint will follow the Information and Data sharing protocol set in the Information and Data Handling section of this Scheme.

17.16   Relevant performance information and lessons learned from complaints will be collected and reported in line with the Support, Care and Clinical Governance section of this Scheme.

17.17   A joint performance report will be produced annually for consideration by the Integration Joint Board.

18. Claims Handling, Liability and Indemnity

18.1 The Parties and the Integration Joint Board recognise that they could receive a claim arising from or which relates to the work undertaken on behalf of the Integration Joint Board.

18.2 The Parties agree to ensure that any such claims are progressed quickly and in a manner which is equitable between them.

18.3 So far as reasonably practicable the normal common law and statutory rules relating to liability will apply, however it is also noted that decisions relating to claims and liabilities will also be subject to any requirements, obligations or conditions of any relevant insurance policies held by the Parties.

18.4 In the event of any claim against the Integration Joint Board in respect of which it is not clear which Party should assume responsibility, the Chief Officer (or his/her

representatives) will liaise with the Chief Executives of the Parties (or their representatives) to determine which Party should assume responsibility for progressing the claim.

18.5 Where a claim has been settled by one of the Parties, and it thereafter transpires that liability (in whole or in part) should have rested with the other Party, then that Party shall indemnify the Party that settled the claim.

18.6 Claims regarding policy and/or strategic decisions made by the Integration Joint Board shall be the responsibility of the Integration Joint Board. For such claims, the Integration Joint Board will require to assess the need for, and if appropriate, obtain appropriate insurance cover. It may also require to engage independent legal advice.

18.7 If a claim has a "cross boundary" element whereby it relates to another Integration authority area, the Chief Officers of the Integration authorities concerned shall liaise with each other until an agreement is reached as to how the claim should be progressed and determined.

18.8 Each Party will ensure that appropriate risk financing arrangements are put in place and maintained, to meet the cost of claims and other associated costs.

18.9 Claims which pre-date the establishment of the Integration Joint Board will be dealt with by the Parties through the procedures that were in place prior to Integration.

19. Risk Management

19.1 The Parties and the Integration Joint Board have an agreed risk management strategy and methodology in relation to Health & Social Care Integration. The shared strategy and methodology ensures:

- Identification, assessment, prioritisation and pro-active management of risk related to the delivery of services, particularly those which are likely to affect the Integration Joint Board's delivery of the strategic plan;
- Identification and description of processes for mitigating these risks;
- Mechanisms in place for risk sharing between the organisations;
- Agreed reporting standards.

19.2 The risk management strategy and methodology sets out:

- Roles and Responsibilities for managing risk;
- How the Parties and the Integration Joint Board prepare risk registers, and arrangements to amend and update such registers;
- Risks that should be reported from the date of delegation of functions and Resources;
- An agreed risk monitoring framework;
- An agreed risk reporting framework to senior management and those charged with governance;
- An agreed process for sharing risks between partners;
- The process for agreeing changes with the Integration Joint Board;
- Protocols for communication and sharing risk information between the Parties.

19.3 The Parties and the Integration Joint Board will work collectively to support three risk registers:

- IJB strategic register.
- NHS Lanarkshire operational register for health services, as part of NHS Lanarkshire's corporate risk processes.

- NLC operational register for social work services, as part of North Lanarkshire Council's corporate risk processes.

19.4 The Integration Joint Board regularly reviews and updates its Risk Register, with more detailed analysis through the Performance, Finance and Audit Sub Committee.

19.5 In addition to the above, the NHS Board, the Council and Integration Joint Board will consider and agree which risks should be taken from their own risk registers and placed on the shared risk register. Where these risk change, the NHS Board, the Council and Integration Joint Board will notify each other of where they have changed. This will be done formally through the risk register reports to Integration Joint Board and its Finance, Performance and Audit Sub Committee.

19.6 A risk sharing form has been agreed with both partners so that joint risks can be identified and shared timeously.

20. Dispute Resolution Mechanism

20.1 In the event of a failure by the Parties to reach agreement between themselves in relation to any aspect of this Scheme or any of the duties or powers placed on them by the Act then they will follow the process laid out below:

20.2 Either Party can invoke this Dispute Resolution Mechanism by serving written notice of their intention to do so on the other Party. Such notice will be deemed to be received on the day following the issuing of the notice. The date following the issuing of the notice is herein referred to as "the relevant date".

20.3 The Chief Executives of the Health Board and the Local Authority will meet, within 7 days of the relevant date, to attempt to resolve the issue.

20.4 If unresolved, and within 21 days of the relevant date, the Parties will each prepare a written note of their position on the issue and exchange it with the each other.

20.5 In the event that the issue remains unresolved, representatives of the Parties will proceed to mediation with a view to resolving the issue.

20.6 Within 28 days of the relevant date, duly authorised representatives of the Parties will meet with a view to appointing a suitable independent person to act as a mediator. If agreement cannot be reached, then a referral will be made to the President of the Law Society of Scotland inviting the President to appoint a person to act as mediator. The mediation process shall be determined by the mediator appointed and shall take place within 28 days of the mediator accepting appointment.

20.7 Where the issue remains unresolved after following the processes outlined above, the Parties agree that they will notify Scottish Ministers that agreement cannot be reached.

20.8 The notification will explain the nature of the dispute and the actions taken to try to resolve the dispute including any written opinion or recommendations issued by the mediator.

20.9 The Parties agree to be bound by this determination of this dispute resolution mechanism.

Annex 1 – Delegated Functions

Part 1

Functions delegated by the Health Board to The Integration Joint Board

Set out below is the list of functions that will be delegated by NHS Lanarkshire to the Integration Joint Board as set out in the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014.

Functions prescribed for the purposes of section 1(8) of the Act

Column A *Enactment conferring function*	Column B *Limitation*
The National Health Service (Scotland) Act 1978	

All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978	Except functions conferred by or by virtue of—
	 section 2(7) (Health Boards);
	
	 section 2CB(of Health Boards (Functions outside Scotland);
	 section 9 (local consultative committees);
	 section 17A (NHS Contracts);
	
	 section 17C medical or dental (personal services);
	
	 section 17I (use of accommodation);
	
	 section 17J (Health Boards' power to enter into general medical services contracts);
	 section 28A (remuneration for Part II services);
	 section 38 (care of mother and young children);
	
	 section 38A (breastfeeding);
	
	 section 39 (medical and dental inspection, supervision and treatment of pupils and young persons);
	
	 section 48 (provision of residential and practice accommodation);
	
	 section 55 (hospital accommodation on part payment);
	
	 section 57 (accommodation and services for private patients);
	 section 64 (permission for use of facilities in private practice);
	 section 75A (remission and repayment of charges and payment of travelling expenses);

section 75B (reimbursement of the cost of services provided in another EEA state);

section 75BA (reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013);

section 79 (purchase of land and moveable property);

section 82 use and administration of certain endowments and other property held by Health Boards);

section 83 (power of Health Boards and local health councils to hold property on trust);

section 84A (power to raise money, etc., by appeals, collections etc.);

section 86 (accounts of Health Boards and the Agency);

section 88 (payment of allowances and remuneration to members of certain bodies connected with the health services);

section 98 (charges in respect of non- residents); and

paragraphs 4, 5, 11A and 13 of Schedule 1 to the Act (Health Boards);

and functions conferred by—

The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989
;

The Health Boards (Membership and Procedure) (Scotland) Regulations 2001/302;

The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000/54;

The National Health Services (Primary Medical Services Performers Lists) (Scotland) Regulations 2004/114;

The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2004;

The National Health Service (Discipline Committees) Regulations 2006/330;

The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006/135;

The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009/183;

The National Health Service (General Dental Services) (Scotland) Regulations 2010/205; and

The National Health Service (Free Prescription and Charges for Drugs and Appliances) (Scotland) Regulations 2011/55.

Disabled Persons (Services, Consultation and Representation) Act 1986

Section 7
(Persons discharged from hospital)

Community Care and Health (Scotland) Act 2002

All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.

Mental Health (Care and Treatment) (Scotland) Act 2003

All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.

Except functions conferred by—

section 22 (Approved medical practitioners);

section 34 (Inquiries under section 33: co-operation);

section 38 (Duties on hospital managers: examination notification etc.);

section 46 (Hospital managers' duties: notification);

section 124 (Transfer to other hospital);

section 228 (Request for assessment of needs: duty on local authorities and Health Boards);

section 230 (Appointment of a patient's responsible medical officer);

section 260 (Provision of information to patients);

section 264 (Detention in conditions of excessive security: state hospitals);

section 267 (Orders under sections 264 to 266: recall);

section 281 (Correspondence of certain persons detained in hospital);
and functions conferred by—

The Mental Health (Safety and Security) (Scotland) Regulations 2005;

The Mental Health (Cross Border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2005;

The Mental Health (Use of Telephones) (Scotland) Regulations 2005; and

The Mental Health (England and Wales Cross border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2008.

Education (Additional Support for Learning) (Scotland) Act 2004

Section 23
(other agencies etc. to help in exercise of functions under this Act**)**

Public Services Reform (Scotland) Act 2010

All functions of Health Boards conferred by, or by virtue of, the Public Services Reform (Scotland) Act 2010	Except functions conferred by— section 31(Public functions: duties to provide information on certain expenditure etc.); and section 32 (Public functions: duty to provide information on exercise of functions).

Patient Rights (Scotland) Act 2011

All functions of Health Boards conferred by, or by virtue of, the Patient Rights (Scotland) Act 2011	Except functions conferred by The Patient Rights (Complaints Procedure and Consequential Provisions) (Scotland) Regulations 2012/36.

Part 2- Integrated Services

Services currently provided by the Health Board which are to be integrated
The functions that are set out in Part 1 are delegated in relation to the services as set out below and relate to both adults and children.

<u>Interpretation</u>

1. In this part—

"Allied Health Professional" means a person registered as an allied health professional with the Health Professions Council;

"general medical practitioner" means a medical practitioner whose name is included in the General Practitioner Register kept by the General Medical Council;

"general medical services contract" means a contract under section 17J of the National Health Service (Scotland) Act 1978;

"hospital" has the meaning given by section 108(1) of the National Health Service (Scotland) Act 1978;

"inpatient hospital services" means any health care service provided to a patient who has been admitted to a hospital and is required to remain in that hospital overnight, but does not include any secure forensic mental health services;

"out of hours' period" has the same meaning as in regulation 2 of the National Health Service (General Medical Services Contracts) (Scotland) Regulations 2004; and

"the public dental service" means services provided by dentists and dental staff employed by a health board under the public dental service contract.

<u>Services</u>

2. Accident and Emergency services provided in a hospital.

3. Inpatient hospital services relating to the following branches of medicine—
   (a) general medicine;
   (b) geriatric medicine;
   (c) rehabilitation medicine;
   (d) respiratory medicine; and
   (e) psychiatry of learning disability.

4. Palliative care services provided in a hospital.

5. Inpatient hospital services provided by General Medical Practitioners.

6. Services provided in a hospital in relation to an addiction or dependence on any substance.

7. Mental health services provided in a hospital except regionally or nationally organised forensic mental health services

8. District nursing services.

9. Services provided out with a hospital in relation to an addiction or dependence on any substance Services provided by allied health professionals in an outpatient department, clinic, or out with a hospital.

10. The public dental service.

11. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C (2) of the National Health Service (Scotland) Act 1978.

12. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978.

13. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978.

14. Pharmaceutical services and additional pharmaceutical services provided under

arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978.

15.   Services providing primary medical services to patients during the out-of-hours period.

16.   Services provided out with a hospital in relation to geriatric medicine.

17.   Palliative care services provided out with a hospital.

18.   Community learning disability services.

19.   Mental health services provided out with a hospital.

20.   Continence services provided out with a hospital.

21.   Kidney dialysis services provided out with a hospital.

22.   Services provided by health professionals that aim to promote public health.

23.   Health visiting Services – denotes that this is in addition to the statutory list as outlined in points 8-23 above.

24.

Annex 2 - Part 1 - Functions delegated by the Local Authority to the Integration Joint Board

Set out below is the list of functions that will be delegated by North Lanarkshire Council to the Integration Joint Board.

Schedule Regulation 2
Part 1
Functions prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

Column A *Enactment conferring function*	Column B *Limitation*
National Assistance Act 1948 Section 48 (Duty of councils to provide temporary protection for property of persons admitted to hospitals etc.) Section 45 **(**Recovery in cases of misrepresentation or non-disclosure.).)	
The Disabled Persons (Employment) Act 1958 Section 3 (Provision of sheltered employment by local authorities)	
The Social Work (Scotland) Act 1968 Section 1 (Local authorities for the administration of the Act.)	So far as it is exercisable in relation to another integration function.
Section 4 (Provisions relating to performance of functions by local authorities.)	So far as it is exercisable in relation to another integration function.
Section 5 **(**Powers of Secretary of State.)	
Section 8 (Research.)	So far as it is exercisable in relation to another integration function.

Column A *Enactment conferring function*	Column B *Limitation*
Section 10 (Financial and other assistance to voluntary organisations etc. for social work.)	So far as it is exercisable in relation to another integration function.
Section 12 (General social welfare services of local authorities.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (Duty of local authorities to assess needs.)	So far as it is exercisable in relation to another integration function.
Section 12AZA (Assessments under section 12A - assistance)	So far as it is exercisable in relation to another integration function.
Section 12AA (Assessment of ability to provide care.)	
Section 12AB (Duty of local authority to provide information to carer.)	
Section 13 (Power of local authorities to assist persons in need in disposal of produce of their work.)	
Section 13ZA (Provision of services to incapable adults.)	So far as it is exercisable in relation to another integration function.
Section 13A (Residential accommodation with nursing.)	
Section 13B (Provision of care or aftercare.)	
Section 14 (Home help and laundry facilities.)	
Section 27 (Supervision and care of persons put on probation or released from prisons etc.)	
Section 27ZA (Advice, guidance and assistance to persons arrested or on whom sentence deferred.)	
Section 28 (Burial or cremation of the dead.)	So far as it is exercisable in relation to persons cared for or assisted under another integration function.

Column A *Enactment conferring function*	Column B *Limitation*
Section 29 (Power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.)	
Section 59 (Provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	So far as it is exercisable in relation to another integration function.
Section 78A (Recovery of contributions)	
Section 80 (Enforcement of duty to make contributions.)	
Section 81 (Provisions as to decrees for ailment.)	
Section 83 (Variation of trusts.)	
Section 86 (Adjustment between authority providing accommodation etc., and authority of area of residence.)	

The Local Government and Planning (Scotland) Act 1982
Section 24(1)
(The provision of gardening assistance
for the disabled and the elderly.)

Health and Social Services and Social Security Adjudications Act 1983

Section 21
(recovery of sums due to local authority where persons in residential accommodation have disposed of
assets.)

Section 22
(Arrears of contributions charged on interest in land in England and Wales)

Section 23
(Arrears of contributions secured over interest in land in Scotland)

Disabled Persons (Services, Consultation and Representation) Act 1986
Section 2
(Rights of   authorised
      representatives
      of disabled persons.)

Column A Enactment conferring function	Column B Limitation
Section 3 (Assessment by local authorities of needs of disabled persons.)	
Section 7 (Persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which have been delegated.
Section 8 (Duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of that Act) which are integration functions.

The Adults with Incapacity (Scotland) Act 2000

Section 10 (Functions of local authorities.)	
Section 12 (Investigations.)	
Section 37 (Residents whose affairs may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 39 (Matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 40 (Supervisory bodies.)	
Section 41 (Duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions
Section 43 (Statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions
Section 44 (Resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 45 (Appeal, revocation etc.)	Only in relation to residents of establishments which are managed under integration functions

Column A *Enactment conferring function*	Column B *Limitation*
The Housing (Scotland) Act 2001	
Section 92 (Assistance to a registered for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Community Care and Health (Scotland) Act 2002	
Section 4 The functions conferred by Regulation 2 of the Community Care (Additional Payments) (Scotland) Regulations 2002	
Section 5 (Local authority arrangements for of residential accommodation out with Scotland.)	
Section 6 Deferred payment of accommodation costs.)	
Section 14 (Payments by local authorities towards expenditure by NHS bodies on prescribed functions.)	
The Mental Health (Care and Treatment) (Scotland) Act 2003	
Section 17 (Duties of Scottish Ministers, local authorities and others as respects Commission.)	
Section 25 (Care and support services etc.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 26 (Services designed to promote well-being and social development.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 27 (Assistance with travel.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 33 (Duty to inquire.)	
Section 34 (Inquiries under section 33: Co-operation.)	
Section 228 (Request for assessment of needs: duty on local authorities and Health Boards.)	

Column A Enactment conferring function	Column B Limitation
Section 259 (Advocacy.)	

The Housing (Scotland) Act 2006

Section 71(1)(b) (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.

The Adult Support and Protection (Scotland) Act 2007

Section 4
(Council's duty to make inquiries.)
Section 5
(Co-operation.)

Section 6
(Duty to consider importance of providing advocacy and other.)

Section 7
(Visits)

Section 8
(Interviews)

Section 9
(Medical examinations)

Section 10
(Examination of records etc.)

Section 11
(Assessment Orders.)
Section 14
(Removal orders.)
Section 16
(Right to remove adult at risk)

Section 18
(Protection of moved persons property.)
Section 22
(Right to apply for a banning order.)

Section 40
(Urgent
cases.)
Section 42
(Adult Protection Committees.)

Column A *Enactment conferring function*	Column B *Limitation*
Section 43 (Membership.)	

Social Care (Self-directed Support) (Scotland) Act 2013

Section 3 (Support for adult carers.)	Only in relation to assessments carried out under integration functions.
Section 5 (Choice of options: adults.)	
Section 6 (Choice of options under section 5: assistances.)	
Section 7 (Choice of options: adult carers.)	
Section 9 (Provision of information about self-directed support.)	
Section 11 (Local authority functions.)	
Section 12 (Eligibility for direct payment: review.)	
Section 13 (Further choice of options on material change of circumstances.)	Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013.
Section 16 (Misuse of direct payment: recovery.)	
Section 19 (Promotion of options for self-directed support.)	

Carers (Scotland) Act 2016 (b)

Section 6
(Duty to provide Adult carer support plan)

Section 21
 (Duty to set local eligibility criteria)

Column A *Enactment conferring function*	Column B *Limitation*
Section 24 (duty to provide support)	
Section 25 (provision of support to carers: break from caring)	
Section 31 (duty to prepare local carer strategy)	
Section 34 (information and advice service for carers)	
Section 35 (short breaks services statements)	

Part 2 -Services currently provided by the Local Authority which are to be integrated

The services that pertain to the functions in Part 1 and will be delegated are set out below.

Social work services for adults and older people

The functions in relation to social work services for adults and older people noted below will be delegated.

a) Services and support for all adults with disabilities and long term conditions;
b) Mental health services;
c) Addiction services;
d) Adult protection;
e) Carers' services;
f) Community care assessment and planning services;
g) Support services provided by contracted services;
h) Care home services;
i) Intermediate Care Services;
j) Health and wellbeing improvement services;
k) Aspects of housing support, including provision of equipment and adaptations to people's homes;
l) Day opportunities and day services;
m) Homecare Services;
n) Supported Living Services;
o) Respite Support;

p) Occupational therapy services;
q) Re-ablement services;
r) Smart technology, equipment and telecare.

Annex 3 – Hosted Services Arrangements

Hosted Services Proposed Arrangements between North and South Lanarkshire Integration Joint Board.

Where a Health Board spans more than one Integration Joint Board, one of them might manage a service on behalf of the other(s). This Annex sets out those arrangements which the Parties wish to put in place. Such arrangements are subject to the approval of the Integration Joint Board but will not be subject to Ministerial approval.

Services to be hosted by the South Lanarkshire Integration Joint Board	Services to be hosted by the North Lanarkshire Integration Joint Board
Community Dental Services	Care Home Liaison
Diabetes	Community Children's Services
Health and Homelessness	Paediatrics
Palliative Care	Dietetics
Primary Care Out of Hours	Mental Health and Learning Disability
Traumatic Brian Injury	Psychology
Occupational Therapy	Continence Services
Physiotherapy	Podiatry
	Sexual Health
	Speech and Language
	Substance Misuse
	Prisoner Health Care

Annex 4 – Health and Wellbeing Outcomes

Outcome 1- People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2- People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3- People who use health and social care services have positive experiences of those services and have their dignity respected.

Outcome 4- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5- Health and social care services contribute to reducing health inequalities.

Outcome 6- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7 – People who use health and social care services are safe from harm.

Outcome 8- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9 – Resource are used effectively and efficiently in the provision of health and social care services.

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   LN/PH   **Date**   07/12/23

Glasgow City Region - Pan Lanarkshire Transport Corridor and Investment Zone Update

From	Pamela Humphries, Chief Officer (Place)		
E-mail	NobleLy@northlan.gov.uk	**Telephone**	Lyndsay Noble 07970016256

Executive Summary

The North Lanarkshire (NL) City Deal Programme is an ambitious and transformative programme of infrastructure projects. The Programme is funded by the Glasgow City Region's City Deal, a Partnership between the UK and Scottish Government and the eight member authorities across the Region. With a focus on infrastructure, the £1.13 billion fund was set up to support the delivery of improved transport and connectivity and key development and regeneration sites. Alongside the physical delivery of infrastructure, is a focus for tackling unemployment and inequality. The £1.13 billion Fund aims to deliver 21 projects across the Region to enhance transport, public transport and unlock development sites for business and industry, housing and retail uses.

The NL City Deal Programme comprises 3 headline projects namely, the A8/M8 Corridor Access Improvement, Glenboig Link Road and the Pan Lanarkshire Transport Corridor. Collectively, they work together to create a significantly enhanced local and regional transport network for private and commercial vehicles, public transport and active travel. The Projects are also targeted on providing critical infrastructure to enable regeneration and investment at locally and nationally important development sites. The Programme will facilitate sites that have had significant barriers to being regenerated and generate follow on investment and importantly, substantive job creation in accessible locations.

This report focuses on the Pan Lanarkshire Transport Corridor, a strategic north south link between the M74 and the M80 and beyond. A strategic Link that alongside the M8/A8 corridor connects North Lanarkshire's communities and businesses across the local authority area and to the Glasgow City Region and Central Scotland.

The need for and the value of the Pan Lanarkshire Corridor is significant and plays a major part in the Plan for North Lanarkshire and Transforming Places Programme of Work, supporting new housing supply, Hub programme, town centre visions/action plans and business development/inward investment.

Recognising wider objectives to accelerate development within the Ravenscraig site linked to proposals for a new community hub, there may be an opportunity to review the City Deal Programme and consider re-profiling the delivery timescales of the Ravenscraig Access Infrastructure phases. This will be explored during the development of a Capital Bid under the forthcoming Strategic Capital Investment Programme review (2024/25-2028/29) which will be reported to the Policy and Strategy Committee in cycle 2 2024.

This report also provides members with an update on work currently underway on the development of the Glasgow City Region Investment Zone, following the announcement in October 2022 by the UK Government that there would be two Investment Zones in Scotland, in Glasgow City Region and North East Scotland, each benefiting from £80m funding package over 5 years, focusing on priority sectors to help boost productivity and growth and help address economic inequalities. In November 2023 it was announced that the timescale for the Investment Zone status would be extended to 10 years with the investment package increased to £160m.

Recommendations

It is recommended that the Policy and Strategy Committee:

1) Acknowledge the importance of the Strategic Pan Lanarkshire Transport Corridor within the North Lanarkshire City Deal Programme and its contribution to the Plan for North Lanarkshire.
2) Recognise the progress being made on the 3 individual sub projects that make up the Pan Lanarkshire Corridor.
3) Endorse the consideration of opportunities to reprofile the programme to bring forward development and economic benefits earlier within Ravenscraig, to be considered as part of a capital bid for the 2024/25 – 2028/29 Strategic Capital Investment Programme.
4) Acknowledge the work underway on the development of the Glasgow City Region Investment Zone.

The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(5) Grow and improve the sustainability and diversity of North Lanarkshire's economy
Programme of Work	Transforming Places

1. Background

1.1 The Glasgow City Region (GCR) City Deal is primarily a £1.13bn Infrastructure Fund agreement between the UK and Scottish Governments and the eight GCR Local Authorities, with the sole focus of creating additional economic growth at both a regional and local level. The Infrastructure Fund was established to improve the regional and local transport network, enable the regeneration of sites for economic use, unlock potential of under used and vacant land, support and connect local communities to key destinations and improve public transport and active travel provision.

1.2 The City Deal programme for North Lanarkshire comprises the following projects:
- **A8/M8 Corridor Access Improvements**
  - Eurocentral Strategic Active Travel
  - Orchard Farm Roundabout
- **Glenboig Link Road (complete)**
- **Pan-Lanarkshire Orbital Transport Corridor**
  - East Airdrie Link Road
  - Ravenscraig Access Infrastructure
  - Motherwell Town Centre Transport Interchange (complete)

1.3 The 3 headline Projects were reprogrammed as above to respond to need, generate wider outcomes for North Lanarkshire and to allow for the inclusion of the Ravenscraig road infrastructure, enabling the delivery of the regeneration of Ravenscraig. This critical reprofiling and revision of the Programme has allowed the investment to be focused around creating and building corridors of both strategic and local importance, to maximise investment, develop stimulus for development and be of a scale that provides the infrastructure to connect people to places, to employment, to services, to education and driving long term change.

1.4 It is considered essential that the NL City Deal Programme and the profiling of the 3 headline Projects and their sub projects remain under continuous review to ensure the programme can be delivered and responds to current need and opportunities and that the funding is used to maximise outcomes for North Lanarkshire.

1.5 The NL City Deal Projects are an essential part of the Transforming Places Programme of Work, not only providing enabling infrastructure to physically and digitally connect people and places but vitally unlocks development potential across North Lanarkshire. The scale of the investment brings significant direct economic benefits and importantly lasting outcomes. Alongside the infrastructure itself, the scope and scale of the projects is and will continue to create confidence in North Lanarkshire, attracting private sector investment.

1.6 The delivery of the Glasgow City Region Infrastructure programme supports the delivery of the wider GCR Regional Economic Strategy which identified three grand challenges that face the City Region: creating an inclusive economy; enhancing productivity, and addressing the climate emergency. A range of actions have been identified as part of the RES to help the city region address these challenges. In June 2023 Glasgow City Region was announced as one of two new Investment Zones in Scotland following a joint selection process by the UK and Scottish Governments. Each Investment Zone will now benefit from an overall funding envelope of up to £160m in targeted investment, tax reliefs and other incentives over a ten year period. The Investment Zone will therefore support delivery of the RES by helping drive growth and employment opportunities in priority sectors and boosting the Region's competitiveness.

2. Report

Pan Lanarkshire Transport Corridor

2.1.1 The Pan Lanarkshire Orbital Transport Corridor is the north/south strategic route from the M74 to the M80 and beyond. Between the M8/A8 corridor and the Pan Lanarkshire Corridor, North Lanarkshire will be the most connected area in Scotland. This Strategic Corridor will deliver the transport infrastructure needed to improve connectivity between centres of population and employment sites in North Lanarkshire and will address the current challenge of limited north/south transport connectivity through North Lanarkshire, a lack of capacity on existing road corridors to accommodate future growth and barriers to the regeneration of key sites, notably Ravenscraig.

2.1.2 The lack of targeted infrastructure and limitations on the strategic road network present a constraint on economic growth across the Pan Lanarkshire Corridor and a barrier to the accessibility of employment, training and education opportunities in North Lanarkshire and across the wider City Region. The scope of the Pan Lanarkshire Corridor includes the new access infrastructure required to unlock the economic

development potential of Ravenscraig and other stalled sites. Combined, these projects represent an investment of £215,696,493 in North Lanarkshire's infrastructure.

2.1.3 The Pan Lan Corridor is the largest of North Lanarkshire's City Deal Infrastructure Investment projects. As well as the direct north/south connectivity and infrastructure benefits of the project, it will also connect with other planned City Deal programme investment along the A8/M8 Corridor to create better linkages between key east/west and north/south transport corridors. Active travel connectivity across a large area encompassing Ravenscraig; the A723 corridor between Carfin and Holytown; Motherwell; Bellshill; Whifflet Corridor in Coatbridge; Holytown to Eurocentral and Newhouse; and the connections between the areas, will in particular be transformed. Local road network connectivity from the M74 at Motherwell, to the A8/M8 Corridor and A73 south of Cumbernauld will also be transformed.

2.1.4 The City Deal Programme is ambitious and represents a rare opportunity for full scale change for transport and connectivity within North Lanarkshire.   The projects are large scale and complex and the development and delivery programmes require to be robust and accommodate statutory consent processes, partnership working, stakeholder and community engagement, land acquisition and construction challenges. The current timescales for the programme have been agreed and approved by the North Lanarkshire City Deal Board and the Glasgow City Region Cabinet.

2.1.5 There may be an opportunity for the Ravenscraig Access Infrastructure phases, in particular the upgrade to the A723, to be reprofiled and delivered later in the City Deal Programme. Subject to approvals by Committee and Glasgow City Region, this may allow City Deal Funding and the additional North Lanarkshire Council funding contributions to be used to facilitate enabling development within Ravenscraig and support acceleration of development within the Ravenscraig site. This would allow for the benefits of the City Deal Funding to be realised earlier and allow the council's contribution to be re-profiled over a longer period.   The Ravenscraig Access phases would remain in the programme but would be delivered later than currently planned. It is proposed that this is considered as part of the City Deal Capital bid for the 2024/25-2028/29 Strategic Capital Investment Programme.

Motherwell Town Centre Transport Interchange

2.2.1 The Motherwell Town Centre Transport Interchange Project is completed and now operational. This project has been progressed in partnership with ScotRail, SPT, Transport Scotland and Network Rail. It involved the significant redevelopment and modernisation of Motherwell Rail Station, (funded by ScotRail, Transport Scotland and SPT) with improved passenger and staff facilities; expanded concourse and passenger waiting spaces; expanded station forecourt and substantial external building improvements. It also involved £3.8M City Deal programme investment on Muir Street in Motherwell town centre, to create new station access, taxi rank and blue badge parking arrangements; expanded bus stop capacity and public realm improvements.

2.2.2 Together, the project elements and investment have resulted in transformational change at Motherwell Rail Station and in Motherwell town centre, creating a landmark facility and gateway to Lanarkshire. The Partners coordinated the projects to deliver a fully accessible and fit for purpose public transport hub, allowing local communities to have joined up journeys using sustainable modes of transport across Motherwell, North Lanarkshire and the wider City Region. This expands the opportunities for business and leisure travel, increasing accessibility and encouraging low carbon travel as well as reducing local congestion and improving air quality. This supports the council's

vision for regeneration of Motherwell town centre and importantly, improves connectivity to job opportunities in North Lanarkshire and central Scotland.

2.2.3 Following on from the City Deal and partner investment, opportunities have been identified to invest in active travel routes to link Motherwell Rail Station and town centre to Ravenscraig, new housing sites and key destinations such as Strathclyde Country Park. Creating the wider active travel network is fundamental to connecting communities, supporting the town and community hub programme, enabling sustainable travel and contributing to improving health. This work is being progressed in conjunction with funding partners and the council's Infrastructure and Transportation Service.

Ravenscraig Access Infrastructure

2.3.1 The Ravenscraig Access Infrastructure (RAI) project forms part of the Pan Lanarkshire transport corridor and comprises three projects:

- a new road connection between Motherwell and Ravenscraig from Airbles Road, passing under the West Coast Main Line railway, and on to the Regional Sports Facility
- completing the dualling of Airbles Road between Airbles Farm Road and Hamilton Road and improving facilities pedestrians and cyclists
- upgrading the A723 for three kilometres from the New Craig Road junction at Ravenscraig to the M8 at Holytown to create a dual carriageway and shared footway/cycleway

The delivery of the works under these projects and the current programme for completion are summarised in the milestone table below.

2.3.2 The provision of the strategic road infrastructure proposed by the Project will remove an identified constraint to the regeneration of Ravenscraig enabling the transformation of one of the largest vacant and derelict land sites in central Scotland. It is acknowledged at a local, regional and national level that the economic and environmental benefits that will be realised by bringing 200ha of brownfield land back into productive use makes this City Deal Investment a priority. The Project will deliver on the City Deal objectives of improving transport connectivity, supporting regeneration of key brownfield sites; leveraging in private sector investment and creating sustainable economic growth.

2.3.3 Following the success of the completion of the West Coast Main Line railway crossing earlier this year and the ongoing delivery of the Motherwell to Ravenscraig connection, the project team have reviewed the programme for overall delivery of the Ravenscraig Infrastructure, and the associated demand on council capital funding. This presents an opportunity to consider how the council might best support the development and regeneration of the former steelworks at Ravenscraig where there are still significant challenges associated with remediation and servicing of future development sites. The review of future investment priorities for Ravenscraig needs to consider how best to support delivery of the wider ambition for the Ravenscraig site including enabling further investment in new housing and businesses alongside education and community infrastructure to help attract people to live, work and invest in Ravenscraig, sustain new communities and develop a sense of Place.

2.3.4 There is a potential opportunity to re-profile the phasing of the infrastructure works which would help release council funding earlier in the programme to potentially support development within Ravenscraig itself. While this would result in overall

completion of the infrastructure works being later than currently projected, the programme would still meet the need for which it is designed and deliver commitments made as part of the City Deal business case approvals, linked to infrastructure requirements as part of the Ravenscraig masterplan consent.

2.3.5 Following the confirmation that the council was unsuccessful in its bid to the UK Government's Levelling Up Fund for enabling works to support delivery of a new Community Hub and new council housing within Ravenscraig, it is anticipated that a bid will be made as part of the forthcoming review of the Strategic Capital Investment Programme 2024/25 – 2028/29 to help progress this project and support wider development of the Ravenscraig site. The council will of course continue to identify and seek opportunities for external support including from the Scottish and UK Governments.

East Airdrie Link Road

2.4.1 The East Airdrie Link Road (EALR) will provide a new strategic link between the M8 and south Cumbernauld. The Link Road and the existing A73 should be considered as a parallel transport corridor with routes that support private vehicles, public transport and active travel. The new Link Road will create a direct link north and south, generating journey time savings and additional capacity into the road network. It will improve the road conditions on the A73, freeing up road space for public transport and reduce congestion at key points including in Chapelhall, subsequently improving air quality management area. As part of the EALR investment, there will be an emphasis on active travel, building on the approved Active Travel Strategy, connecting local communities, and linking with existing sites and planned investment for housing, education and employment.

2.4.2 The proposed link road will also provide access to the New Monklands Hospital at Wester Moffat, Airdrie. The preferred route was amended and realigned accordingly to accommodate the proposed Hospital site following the selection of the Wester Moffat site. The Scottish Government approved The Monklands Replacement Project (MRP) Outline Business Case in July 2023 and subsequently, NHS Lanarkshire (NHS L) submitted a planning application to North Lanarkshire Council in early August 2023. The EALR is the primary and sole access to the replacement Hospital. The Hospital is reliant on the whole of the EALR being constructed and operational for it to open and be commissioned. NHS L have appointed Laing O'Rourke as their preferred contractor who will work alongside their design team to progress the detailed design and project to Final Business Case.

2.4.3 The EALR project team liaise with NHS L through regular technical meetings and risk workshops. A Project Interface Board has been established to ensure coordination, manage risk, secure efficiencies, and maximise benefits. There are, however, significant risks for both the EALR and MRP projects around ground conditions, technical consents, ecological constraints and land ownership. There are also challenges for both projects, concerning management of programme, physical overlap of works and construction access.

2.4.4 To secure approval to move forward with the EALR project and to release the next tranche of City Deal Funding, it is intended that an Outline Business Case (OBC) is submitted to the GCR Cabinet for approval in May 2024 . The OBC is in development and requires to be submitted to the GCR Project Management Office for assessment in March 2024, following approval of the council's new 5 year capital programme. The OBC is based on the EALR being both critical to the Pan Lanarkshire Orbital Transport Corridor and the access to the Monklands Replacement Hospital.

Pan Lanarkshire Transport Corridor Key Milestones

2.5.1 A summary of the current key milestones for each of the phases of development of the East Airdrie Link Road and the Ravenscraig Access Infrastructure projects is given below. As highlighted above there is potential to review parts of the Ravenscraig infrastructure programme to enable release of funding to support enabling works and development of a Community hub and housing within the Ravenscraig site.

2.5.2 The dates represent a deliverable programme taking account of the complexities of the projects, the need for numerous statutory and technical consents, scale of land acquisition and interface with the Monklands Replacement Hospital.

East Airdrie Link Road	
Appointment of Consultant for DMRB Stage 3	January 2024
Outline Business Case approval	May 2024
Submission of planning application	December 2024
Detail Design, Land Assembly and Procurement of works	*January 24 to June 27*
Full Business Case Approval	June 2027
Further Detailed Design and consents	July 2027 – April 2028
Works commence	May 2028
Works complete	September 2030
Ravenscraig Access Infrastructure	
New connection between Motherwell and Ravenscraig	
Completion of West Coast Main Line railway crossing	Completed September 2023
Completion of land assembly	Completed October 2023
Completion of business relocation (car dealership)	End December 2023
Enabling works – utility diversions	Commence October 2023
Enabling works - site clearance and demolition	Commence March 2024
Enabling works – groundworks	Commence summer 2024
Main works commence	Early 2025
Phase complete	Summer 2026
Completing the dualling of Airbles Road	
Main works commence	Jan 25
Phase complete	March 26

Upgrading the A723 Ravenscraig to the M8	
Main works commence	Oct 24
Phase complete	Dec 26

Glasgow City Region Investment Zone (IZ)

2.6.1 It is intended that Investment Zones will support the expansion of key sectors and technologies to deliver significant growth and increase employment opportunities. The Government has identified the following five priority sectors to focus Investment Zones on:

- Digital and Tech
- Green Industries
- Life Sciences
- Advanced Manufacturing
- Creative Industries

The IZ must align with one of the priority sectors and proposals will need to evidence what strategies, funding, and infrastructure, is already in place and focus on how interventions will build on this to attract new investment and additional growth.

2.6.2 Within GCR work is underway to identify and evaluate potential opportunities for the proposed IZ. To assist with this process the following objectives for the GCR Investment Zone have been agreed by the GCR Cabinet:

  i. Build on strengths of the Region's current and emerging cluster specialisms.
  ii. Grow new and existing R&D focused firms which are geared to take advantage of local academic expertise.
  iii. Create a significant number of mid to high skilled 'good' jobs.
  iv. Generate short and longer-term private sector investment in the Region's cluster specialisms – both through existing firms and wider supply chain development.
  v. Align with existing investment within the Region e.g., City Deal, Innovation Districts / Innovation Accelerator, UK Shared Prosperity Fund
  vi. Maximise the impacts through enhancing connections to existing clusters.
  vii. Facilitate the development / regeneration of under-developed land within the Region.
  viii. Extends the benefit to the whole Region including developing options for a IZ skills programme for local residents and a regional investment fund.

2.6.3 Member authorities have been engaging with private sector and academic institutions to identify potential proposals for the GCR Investment Zone, including potential sites and potential priority sectors where there is potential to grow and expand, and which meet the agreed objectives identified in 2.6.2. These proposals are currently being assessed and a short list will be developed for approval by the GCR Chief Executive's Group on 6 December for submission to the UK and Scottish Governments for consideration on 20 December. Potential opportunities within North Lanarkshire around Life Sciences, Advanced Manufacturing and Creative industries sectors have been put forward for consideration but it is anticipated that regardless of physical location of the IZ tax site there will be benefits and opportunities for all member authorities arising from the IZ status.

2.6.4 Further updates regarding progress with the GCR IZ will be reported to future Enterprise and Growth Committees.

3. Measures of success

3.1 The Programme and its sub projects have been developed to ensure that at a North Lanarkshire level, North Lanarkshire's residents and businesses will directly benefit through:

- creation of 2,000 new workplace jobs, representing a 1.6% uplift in the future jobs growth forecast for North Lanarkshire;
- a significant share of some 15,000 temporary construction jobs anticipated to be generated by the development of the Infrastructure Investment Fund projects – construction being a predominant local employment sector;
- estimated 9.2% of North Lanarkshire working age residents having heightened access to employment opportunities within the wider GCR area;
- additional tender opportunities as a result of GCR City Deal investment for North Lanarkshire Business and SME's;
- community benefits derived from all GCR City Deal contracts awarded over £50,000; and
- a proportionate share of the £2.2bn per annum Gross Value Added (GVA) increase in the GCR area over the lifetime of City Deal, equivalent to 4% uplift in the region.

3.2 The GCR Investment Zone will bring potential employment and training opportunities for residents of North Lanarkshire, as well as potential investment in infrastructure and/or skills development.

4. Supporting documentation

4.1 No supporting document presented.

P. Humphries.

Pamela Humphries
Chief Officer (Place)

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? The City Deal Cabinet has agreed that Inclusive Growth is to be fully embedded within the GCR City Deal programme delivery and that it is also committed to supporting the delivery of the Fairer Scotland Action Plan. Future NLC subproject OBC/FBC development will be scrutinised to ensure it meets the duties of the Fairer Scotland Action Plan. 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 been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? North Lanarkshire Council's core City Deal programme comprises:- • A8/M8 Corridor Access Improvements £6.479m • Glenboig Link Road (complete) £6.223m • Pan-Lan Orbital Transport Corridor £215.696m
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? The City Deal Team work closely with Legal Services on all sub projects focusing on land acquisition and CPO, procurement and contract preparation and management, funding agreements and any other related matters.

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?
	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?
	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?
	All infrastructure projects developed by the council as part of the GCR City Deal will be subject to relevant environmental and sustainability appraisal and as part of the design process and subsequent planning application approvals and procurement.
	Furthermore, to adhere with HM Treasury Greenbook best practice, each iteration of project business case seeking GCR City Deal funding will include a review of the sustainability considerations, this will include carbon management, involving categorisation, assessment and mitigation.
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?
	The City Deal programme and the delivery of the projects will continue to be promoted through Corporate Communications and the Glasgow City Region's Communications team.
	Specific to Muir Street Improvements, a joint communications group with Scotrail, Transport Scotland and North Lanarkshire Council has been set up to coordinate communication and promote the Motherwell Station redevelopment and the City Deal Muir Street improvements.
	In terms of East Airdrie Link Road, a joint communication plan will be developed with NHS Lanarkshire and North Lanarkshire Council to coordinate communication, stakeholder engagement and promote the projects as they develop.

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? A key risk for the City Deal Programme is the current global economic climate and its short and long term impacts on the delivery of the city deal projects. This risk is becoming a live issue for the Programme and will be assessed and recorded within the City Deal Issues Register. This is not unique to City Deal and the approach to this risk and issue management will be carried out in conjunction with Finance and the Glasgow City Region Project Management Office. Risk management of North Lanarkshire's City Deal activity is incorporated within the council's City Deal programme risk register which is reviewed by the City Deal Manager and reported to the council's City Deal Board. The City Deal risks are also integrated in the Planning and Regeneration Service Risk Register. Each City Deal sub project has a detail risk register and is managed by the Project Manager.
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.
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). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☐

North Lanarkshire Council
Report

Policy & Strategy Committee

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

Ref   JMcK/LS   **Date**   07/12/23

Sustainable Futures Programme of Work - Local Heat and Energy Efficiency: Strategy and Delivery Plan

From	James McKinstry, Chief Officer (Assets & Procurement) Stephen Llewellyn, Chief Officer (Housing Management)

E-mail	McKinstryJ@northlan.gov.uk LlewellynS@northlan.gov.uk	**Telephone**	07939 281102 07939 280680

Executive Summary

The Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan adopts an area-based approach to the decarbonisation and improved energy efficiency of North Lanarkshire properties. Key considerations such as eradicating fuel poverty informed both the analysis and the arising actions contained within the Delivery Plan. Whilst designation of heat network zones is not within the scope of the LHEES, the strategy does provide the foundation for this work to be taken forward.

A combination of heat networks and heat pumps will be the basis for progress towards the decarbonisation of heat and net-zero greenhouse gas emissions. This will need to be supported by fabric improvements to buildings to improve thermal efficiency.

Further intelligence gathering is required to inform future updates of the Strategy and Delivery Plan.

Recommendations

It is recommended that Policy & Strategy Committee:

(1) Accepts the analysis undertaken on behalf of the council and approves the LHEES and Delivery Plan.
(2) Acknowledge the council has met its duty to publish its first LHEES and Delivery Plan on or before 31 December 2023 however will need to continue deliver the actions contained therein.
(3) Support the continued intelligence gathering and be aware that future updates may be brought before Committee.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Sustainable Futures

1. Background

1.1 The national Heat in Buildings Strategy commits us to tackling climate change and fuel poverty by improving energy efficiency and using zero emission heating in all our buildings. This captures both domestic and non-domestic buildings in the public and private sector. The Strategy recognises that locally led heat planning is a way to facilitate this ambition. The New Build Heat Standard is a mechanism to progress heat decarbonisation by requiring all newly warranted buildings to have zero direct emissions heating (at point of use) or a low carbon heat source from 2024 onwards. Heat networks are a vehicle to deliver this.

1.2 A heat network is a central system that distributes heat or hot water to multiple properties. (Figure 1 provides a definition of a Heat Network.) Its supply can cover the size of a city or be local focussed covering a single building containing multiple properties.

Figure 1 Definitions Applicable to Heat Networks
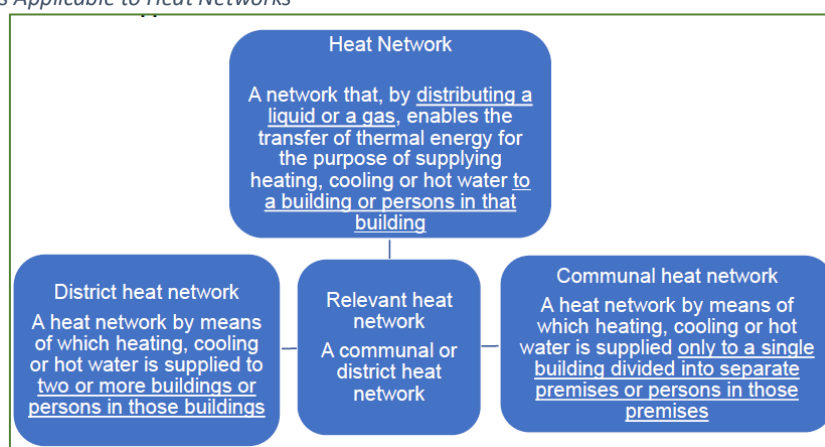
Source Heat networks regulation – consumer protection, pp 21

1.3 For a heat network to facilitate decarbonisation, it should use a low carbon source. Potential heat sources are:

- Energy from waste
- Geothermal
- Nuclear
- Heat pumps (air, ground, water)
- Heat from waste (sewage)
- Solar (Thermal, Photo Voltaic)

1.4 The *Local Heat and Energy Efficiency Strategies (Scotland) Order 2022* (SSI 171) placed a duty on local authorities to produce a LHEES and a supporting 5-year cycle Delivery Plan by 31 December 2023. The national targets driving LHEES are:

- 2045 Net-zero target and interim targets (75% by 2030)
- As far as reasonably possible, no household is in fuel poverty by 2040.

1.5 The purpose of LHEES is to provide 'a framework for taking an area-based approach to heat and energy efficiency planning and delivery' i.e. does not include wider energy planning, and aims to:

- set out how each segment of the building stock needs to change to meet national objectives, including achieving zero greenhouse gas emissions in the building sector, and the removal of poor energy efficiency as a driver of fuel poverty;
- identification of areas where there is potential for heat networks, and setting out the primary measures for reducing emissions; and
- prioritise areas for delivery, against national and local priorities.

1.6   It is not within the scope of the LHEES to determine how heat networks will be delivered in specific locations, nor confirm the source of heat. The analysis will inform the identification of actions to be considered and taken forward. These will be included in the Delivery Plan.

1.7   The LHEES is to be structured around the following LHEES considerations:

- Off-gas grid buildings – transitioning from heating oil and liquified petroleum gas (LPG) in off-gas grid areas;
- On-gas grid buildings – on-gas grid heat decarbonisation;
- Heat networks – decarbonisation with heat networks;
- Poor building energy efficiency;
- Poor building energy efficiency as a driver of fuel poverty; and
- Mixed-tenure, mixed-use buildings, listed building, and buildings in conservation areas.

1.8   The Draft LHEES and Delivery Plan have been informed by stakeholder engagement of which a summary is appended to the final documents.

2.   Report

2.1   This report provides an overview of the LHEES and Delivery Plan for North Lanarkshire which was developed and produced employing the Scottish Government Guidance and Methodology. (Figure 2)

Figure 2 LHEES Approach and Stages
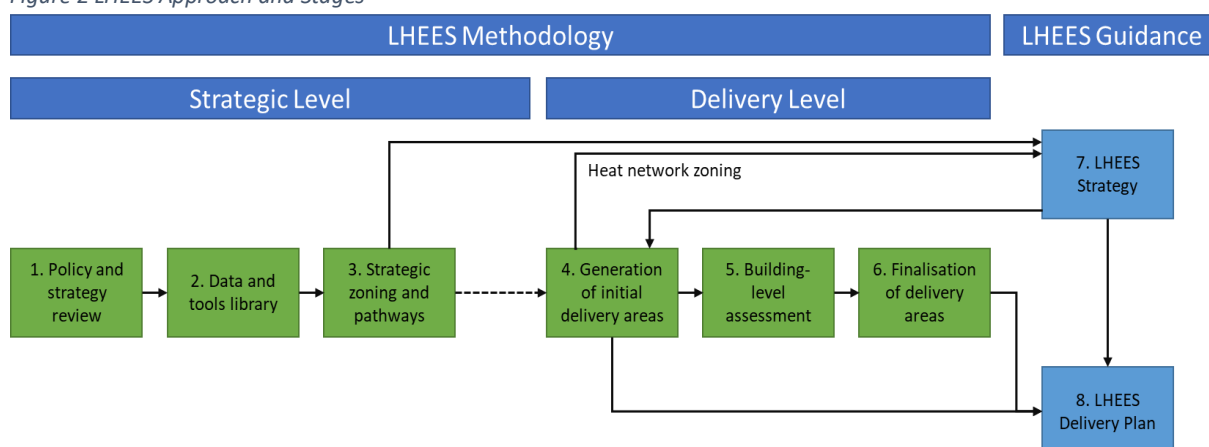
Source Local Heat and Energy Efficiency Strategy: North Lanarkshire Council, pp14

Baselining and Context

2.2.   The development of the North Lanarkshire LHEES has been informed by UK and Scottish legislation and policy. Local plans, policies and activities have also been

considered to ensure that there is strategic alignment with the LHEES and other key aims of the council.

Table 1 Summary of Strategic Context

UK-Wide
The Climate Change Act 2008 (2050 Target Amendment) Order 2019
National – General
Heat in Buildings Strategy (2021)
The Heat Networks (Scotland) Act 2021
The Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019
Climate Change (Scotland) Act 2009
Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
Update to the Climate Change Plan (2018-2032)
Scottish Government Climate Change Plan Update – Securing a Green Recovery on a Path to Net Zero (2020)
Scottish Government Hydrogen Action Plan (2022)
Climate Emergency Skills Action Plan (Skills Development Scotland / Scottish Government) (2020)
Scotland's fourth National Planning Framework (NPF4)
Draft Energy Strategy and Just Transition Plan (2023)
National – Public Sector Specific
The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020
Scottish Government and Scottish Green Party: draft shared policy programme (2021)
Public Sector Leadership on the Global Climate Emergency (2021)
Local Strategies, Policies and Plans
Plan for North Lanarkshire
Local Housing Strategy
Local Development Plan
Climate Plan Act 2030

Source 1 Local Heat and Energy Efficiency Strategy: North Lanarkshire Council, pp 18

2.2.1 The publication of the LHEES and its Delivery Plan is a key action of the Sustainable Futures Programme of Work. The analysis contained within the Strategy will be central to informing the Council's future decision making, particularly determining solutions for

timely decarbonisation of its buildings so that it meets the 2038 zero emission heating requirements target.

2.3   Figure 3 shows the breakdown of tenure of the domestic stock in North Lanarkshire.

Figure 3 Tenure Profile of Total Stock in North Lanarkshire

- NLC
- Registered Social Landlords
- Private Sector Landlords
- Owner Occupiers
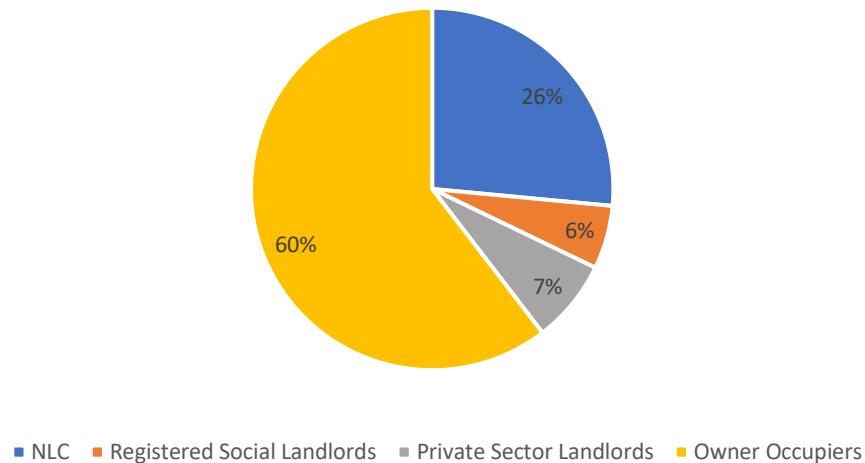
2.3.1 The age profile of the domestic stock ranges from pre-1919 to post-2002 however within each tenure the greatest proportion dates from 1950 to 1983. This is important due to the differing types of construction types, methods and materials used during this period indicating that energy efficiency and decarbonisation solutions will need to be dynamic. Over 90% of the total domestic stock is on the gas grid, with the remaining properties using coal, oil or electric as their heating source. The social sector has a better performance in terms of EPC ratings. This is to be expected due to the sector's compliance with the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing. Figure 4 shows the amount of energy required to heat properties to a comfortable level. It clearly shows that the owner-occupied sector requires more energy to heat their homes per square metre, indicating they are generally less efficient at retaining heat.

Figure 4 Heating Energy Demand (Kwh/m2/y) by Housing Tenure

- Owner Occupiers
- Private Sector Landlords
- Registered Social Landlords
- NLC
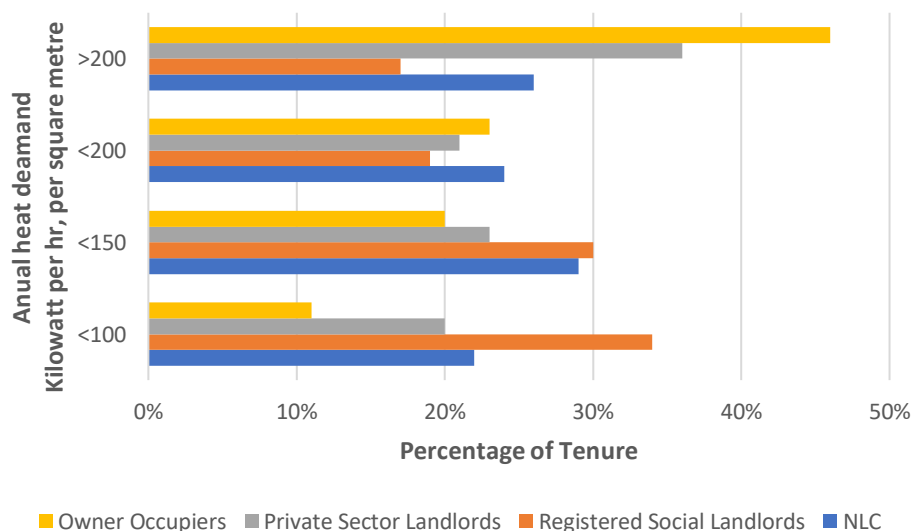
2.3.2 There are approximately 7,500 non-domestic properties in North Lanarkshire, and these include public sector buildings as well as offices, factories, warehouses etc. The total heat demand for this sector is 396,280 Megawatts per year. Figure 5 illustrates the heat demand for the non-domestic sector and shows that Residential Institutions such as hospitals, prisons, nursing homes etc as well as Hotels have the highest heating demand. As these tend to be larger buildings that operate 24-7 and require to meet the thermal comfort of those occupying, the analysis is unsurprising.

Figure 5 Heating Energy Demand (Kwh/y) by Non-domestic Sector
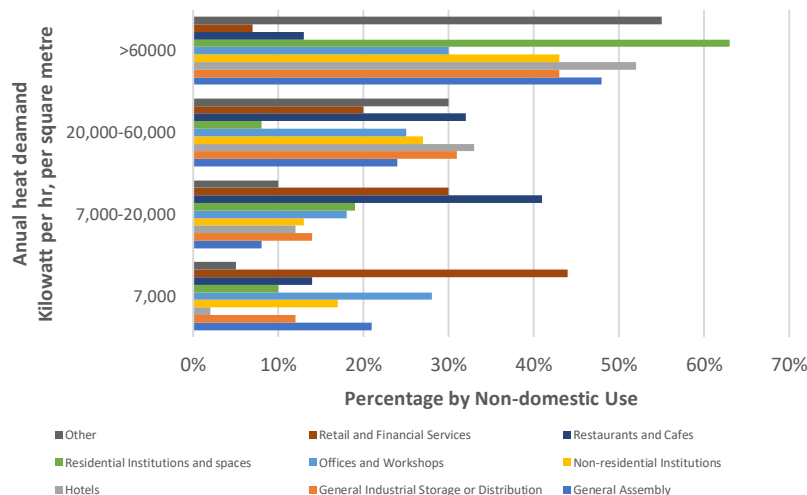
2.3.3 Over a third (35%) of the non-domestic sector properties are rated at the lowest EPC rating of G indicating they have poor energy efficiency. 82% of the sector are rated D or below indicating that significant investment is required to facilitate decarbonisation.

2.3.4 Heat demand can be reduced by improved thermal efficiency measures such as insulation. This will be key to the affordability aspect of decarbonised heat within the domestic sector. The profile of heat demand within the non-domestic sector illustrates from the lesser to the significant, with the latter becoming primary connections (anchor loads) on future heat networks.

Generation of Strategic Zones and Pathways, Including Potential Heat Network Zones

Figure 6 North Lanarkshire's Strategic Zones
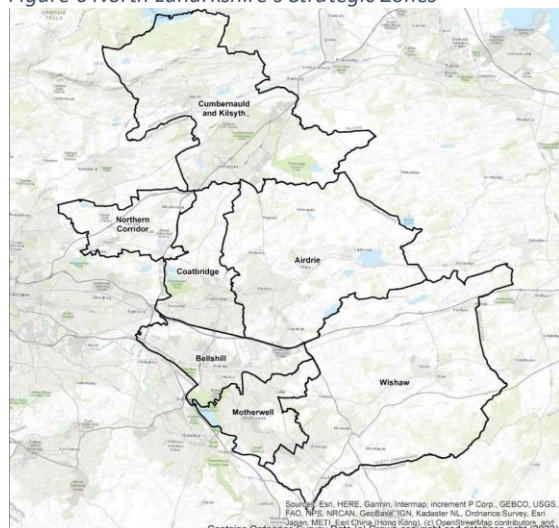
2.4 The area boundaries contained with North Lanarkshire Local Development Plan have been used as the Strategic Zones (Figure 6) to ensure policy alignment and enable the assessment of potential solutions within geographies.

2.4.1 Analysis of the data has shown that heat networks is not a decarbonisation solution for everywhere in North Lanarkshire and the main contributory factor is at present there is not a sufficient heat demand in these towns and settlements.

2.4.2 The following have been identified as potential zones for heat networks with some towns containing more than one zone:

- Motherwell
- Coatbridge
- Cumbernauld
- Bellshill
- Airdrie

2.4.3 For properties where it is unlikely a heat network would be viable, low carbon heating technologies were considered such as individual or communal heat pumps. The improvement of the thermal efficiency of domestic and non-domestic properties via the installation of insulation measures is required to promote decarbonisation. The listed status of a property or being within a Conservation Area can be a barrier to decarbonisation however it should also be noted that not all properties are suitable for heat pumps. The development of the LHEES has shown that these issues require further investigation with a view to identifying potential solutions.

Delivery Areas

2.5 Using the key considerations as referred to in paragraph 1.7 of this report, a spatial approach was employed to identify potential actions and priority areas. An alternative technology approach, grouped by tenure, was employed as this provides a means for property owners to understand the necessary works they may be required to undertake to decarbonise.

Decarbonisation Pathway

2.6 Via the extensive analysis undertaken in the development of the Strategy, there are conclusions to be drawn i.e. individual heat pumps are a viable alternative to heat networks and these should be paired with improvements to the thermal efficiency of buildings so that they retain heat better.

2.6.1 As buildings improve their insulation and change their heat source to heat pumps, district heating or some other low carbon alternative, the amount of energy required to meet heat demand will reduce. Whilst decarbonising properties, the owners must be mindful of the impact their proposed solution has on the cost of energy to the occupant i.e. it should not elevate or cause fuel poverty.

2.6.2 The Heat Networks (Scotland) Act 2021 introduced a requirement for building owners to undertake Building Assessment Reports. These reports will assist the assessment of suitability of a connection to a heat network. As BARs are implemented, this will inform the detail in the future editions of the LHEES and Delivery Plan.

Conclusions

2.7 Using existing technologies such as heat pumps and improving energy efficiency, buildings have the potential to decarbonise now i.e. low carbon heat and reduce their heat demand. The same measures would contribute to the reduction of fuel poverty. Funding avenues will be key to the delivery of decarbonisation with social landlords such as the Council prioritising fuel poverty. It is evident that heat pumps figure prominently as a solution as they are viewed as both a viable technology and a low carbon heat source.

2.8 Key actions for the Council to deliver are shown below.

Table 2 NLC Key LHEES Actions

Action	Responsibility for taking forward
Insulation of its buildings	Housing & Corporate Property
Support the development of district heating networks	Planning
Encourage the use of heat pumps	Housing & Corporate Property
Support businesses to decarbonise	Economic Development
Support economic development and inward investment (via the identification of potential heat opportunities.	Economic Development

Delivery Plan

2.9 The Local Heat and Energy Efficiency Delivery Plan is appended to this report (Appendix B). The list of actions ranges from communication and engagement, continuing to develop internal intelligence to inform the strategy and potential actions through feasibility work, developing the future workforce through to undertaking improvements to buildings to improve thermal efficiency as well as decarbonisation of their heat sources.

2.10 The LHEEDP actions will be monitored to enable its 5-year review. The governance of this will require to be established.

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3.   Measures of success

3.1 Decarbonisation of council non-domestic buildings by 2038

3.2 The council's housing stock meets EESSH2

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4.   Supporting documentation

Appendix 1   Local Heat and Energy Efficiency Strategy
Appendix 2   Local Heat and Energy Efficiency Delivery Plan

James McKinstry
Chief Officer (Assets & Procurement)

Stephen Llewellyn
Chief Officer (Housing Management)

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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? The LHEES will potentially have an impact on all households over time, as households take steps to decarbonise heating systems and install energy efficiency measures. However, it will have the greatest potential impact on older people, disabled people, family households, single person households, ethnic minority households and those on low incomes. These households groups have an increased likelihood of low income and/or potential fuel poverty, with the impact of fuel poverty intensified for some groups. Some groups are also over-represented in particular tenures and whilst the LHEES covers all tenures, some actions pertain to particular tenures which will have a greater impact on some household groups. 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 been discussed and agreed with Finance? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? The LHEES sets out actions which will present future resource implications in the journey towards decarbonisation of building stock. The financial impacts affect businesses, public sector organisations, landlords, tenants and owner occupiers. Further engagement with the Scottish Government is required to explore what further support is required for different stakeholders as implementation of the LHEES progresses.
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?

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?
	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?
	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?
	The LHEES provides the strategic framework and action focussed delivery plan to decarbonise all building stock in North Lanarkshire. It will therefore have a positive impact on reducing carbon emissions and will contribute to achieving our net zero target. A carbon impact assessment has been completed.
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?
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?
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.

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).

One of the key considerations of the LHEES is to address poor building energy efficiency as a driver of fuel poverty. The LHEES sets out several actions which seek to improve energy efficiency which will have a positive impact on children, through improving the quality of homes and reducing household fuel bills. This will improve health and wellbeing as well as potential wider areas, such as educational attainment.

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☒ No ☐
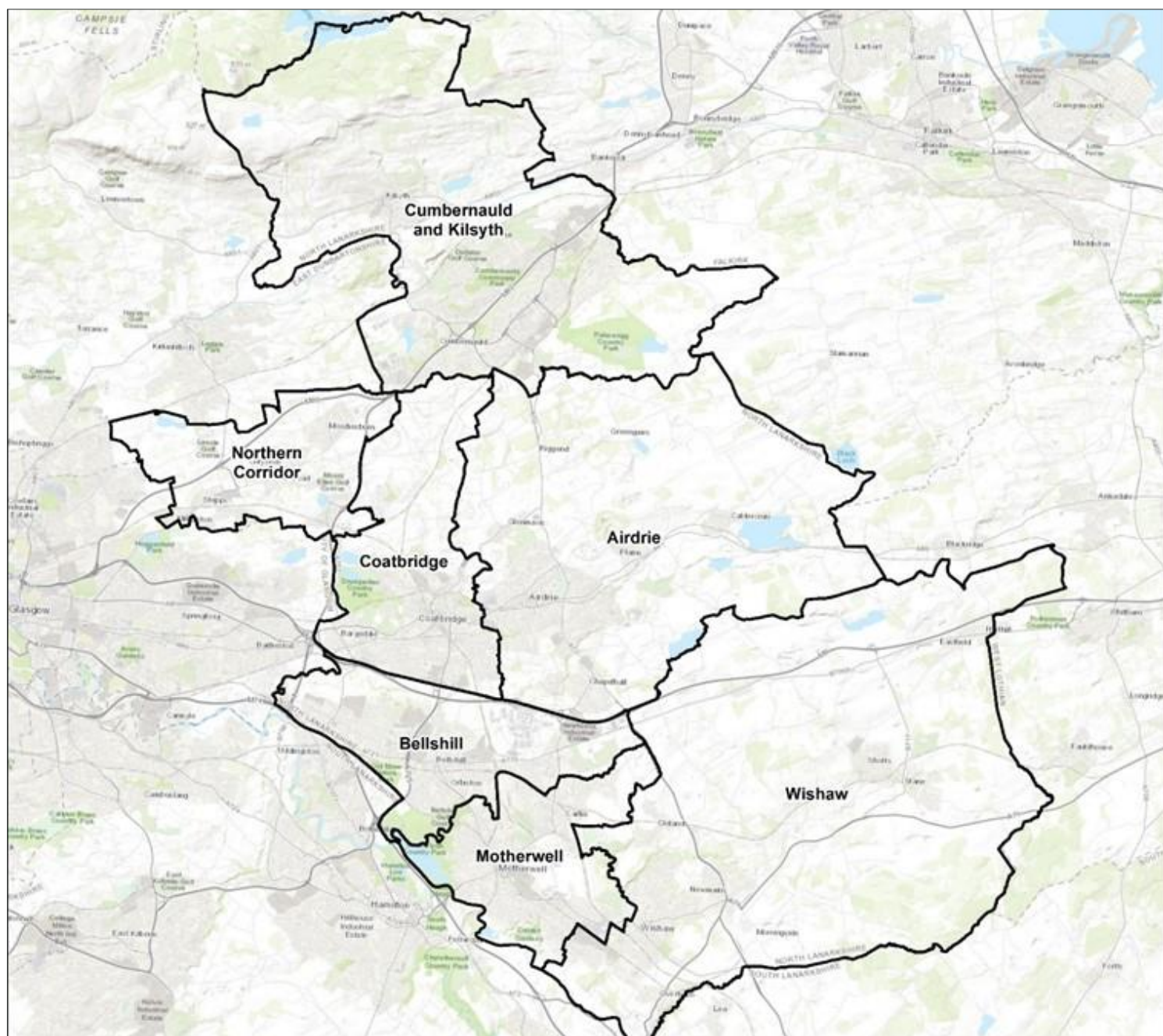
Local Heat and Energy Efficiency Strategy

North Lanarkshire Council   December 2023

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1.   Executive Summary

The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022[1] places a duty on Local Authorities (LAs) to prepare and update a Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan.

This Strategy is primarily driven by Scotland's statutory targets[2]:

- Net zero emissions by 2045 with 75% reduction by 2030; and
- By 2040, as far as reasonably possible, no household in Scotland is in fuel poverty.

Where are we now?

The majority of the domestic building stock in North Lanarkshire was constructed after 1950 (Figure 6) but 75% of NLC's stock was built before 1983. The housing association stock is newer than other tenures which is reflected in the greater proportion of housing association properties reaching an EPC grade of C or better. Within NLC's stock, 41% of properties require an intervention of some sort to bring their EPCs up to C or better.

However, NLC's own housing stock data reveals a potential challenge. Virtually all NLC homes have double- or triple-glazed windows (with most installed since 2008) and less than 15% lack wall insulation, therefore it is going to be more challenging and expensive to install building fabric upgrades which further reduce the heat demand of homes, improve their energy efficiency or EPC rating.

The private sector has an even greater challenge to improve EPCs both proportionally and in absolute numbers of properties.

A similar picture emerges between tenures when isolating the total heat demand and heat demand per square meter of each property. This is demonstrated by Figure 1 below, which shows that housing association and local authority properties have fewer properties with high heat demand per square metre of property.

Figure 1: Domestic Heat Demand Baseline

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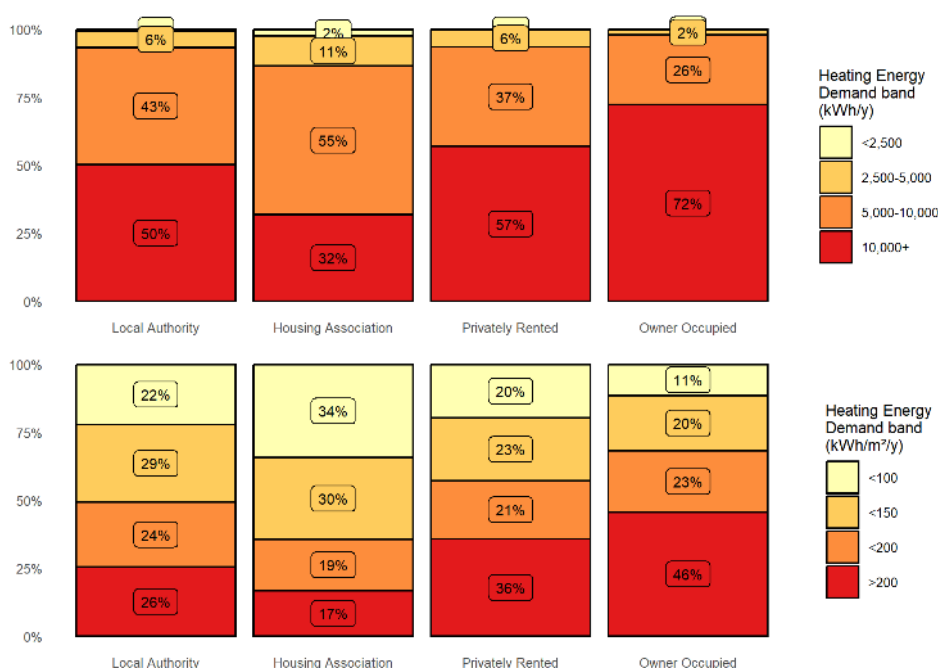
[1] The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022 (legislation.gov.uk)
[2] Local heat and energy efficiency strategies and delivery plans: guidance - gov.scot (www.gov.scot)

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Non-domestic buildings

It is not possible to be confident of the definite number of non-domestic buildings which use heat, their energy consumption or fuel used due to data quality issues. It is apparent however that most heating is provided from gas, but electricity has the largest share of small heat loads.

Strategic zoning and pathways

The LHEES Guidance requires the Council to set out Strategic Zones and develop a pathway for each. Locality boundaries were decided upon as the most suitable strategic zoning for North Lanarkshire to allow alignment with other areas of policy.

Energy efficiency

The Home Analytics tool was used to calculate a weighted score for each Locality based on the frequency of low loft insulation thickness, a lack of wall insulation and a lack of double or triple-glazing. A high score equates to poor energy efficiency.

Table 1: Energy Efficiency Measures by Locality

Strategic Zone	Loft Insulation	Glazing Upgrade	Wall Insulation	All	Loft Insulation (%)	Glazing Upgrade (%)	Wall Insulation (%).	All (%)	Total Weighted Score
Airdrie	1,920	460	9,740	12,120	8%	2%	38%	48%	16%
Bellshill	1,870	1,500	6,640	10,010	9%	7%	33%	50%	16%
Coatbridge	1,850	520	8,120	10,490	8%	2%	34%	44%	15%
Cumbernauld and Kilsyth	1,820	740	11,400	13,960	6%	2%	38%	46%	15%
Motherwell	1,780	1,530	7,460	10,770	7%	6%	29%	42%	14%
Northern Corridor	1,060	510	2,760	4,330	10%	5%	27%	42%	14%
Wishaw	2,410	1,370	8,070	11,850	10%	5%	32%	47%	16%
Total	12,710	6,630	54,190	73,530					

Cost effectiveness of energy efficiency measures

Comparing the average cost and potential cost savings from installing different energy efficiency measures, loft insulation upgrades are by far the most cost-effective. Installing external wall insulation on buildings with cavity or internal wall insulation is least cost-effective. However, there may be other reasons for doing less cost-effective measures, such as to reduce the risk of fuel poverty.

Table 2: Cost effectiveness and impact of energy efficiency measures

Measure	Heat Demand Reduction (kWh/y)	Ratio of Fuel Cost Savings per Investment Cost (£/£)
All loft insulation measures	194,000	0.396
All cylinder insulation measures	45,300	0.180
All Single to Double Glazing upgrade	8,700	0.043
All wall insulation measures	375,800	0.032
All Combined Measures	807,400	0.049

Fuel poverty

The Weighted Scores were calculated for each Locality to compare the potential to reduce fuel poverty by improving energy measures. This combines the energy efficiency score with the risk that each household is in fuel poverty, taken from Home Analytics.

Strategic Zone	Households with energy bills > 10% of income after housing costs	Total Weighted Score
Airdrie	19%	18%
Bellshill	20%	18%
Coatbridge	21%	18%
Cumbernauld and Kilsyth	20%	17%
Motherwell	20%	17%
Northern Corridor	17%	16%
Wishaw	21%	19%

Heat networks

An analysis of the potential for heat network zones identified areas which could be considered for heat network zones. There are different levels of potential viability.

The zones include 6% of the domestic and 11% of the non-domestic properties in North Lanarkshire. The areas in Motherwell, Coatbridge and Cumbernauld offer the best combination of initial viability, potential future expansion and diversity of heat loads. The Drumgray Energy Recovery Centre, under construction, could be connected to potential heat network zones in Cumbernauld, Airdrie and Coatbridge. Options for the Motherwell network include heat pumps sourcing heat from the River Clyde, mine water or air.

Heat pump suitability

Of the total domestic properties in North Lanarkshire, 43.5% could be already suitable for new heat pumps with this increasing to 61.7% if reasonable energy efficiency measures are undertaken and 72.7% if more costly measures are installed. The remaining properties (27.3%) are less likely to be suitable for heat pumps.

Figure 2: Energy consumption of properties with heat pumps compared to electric heating.
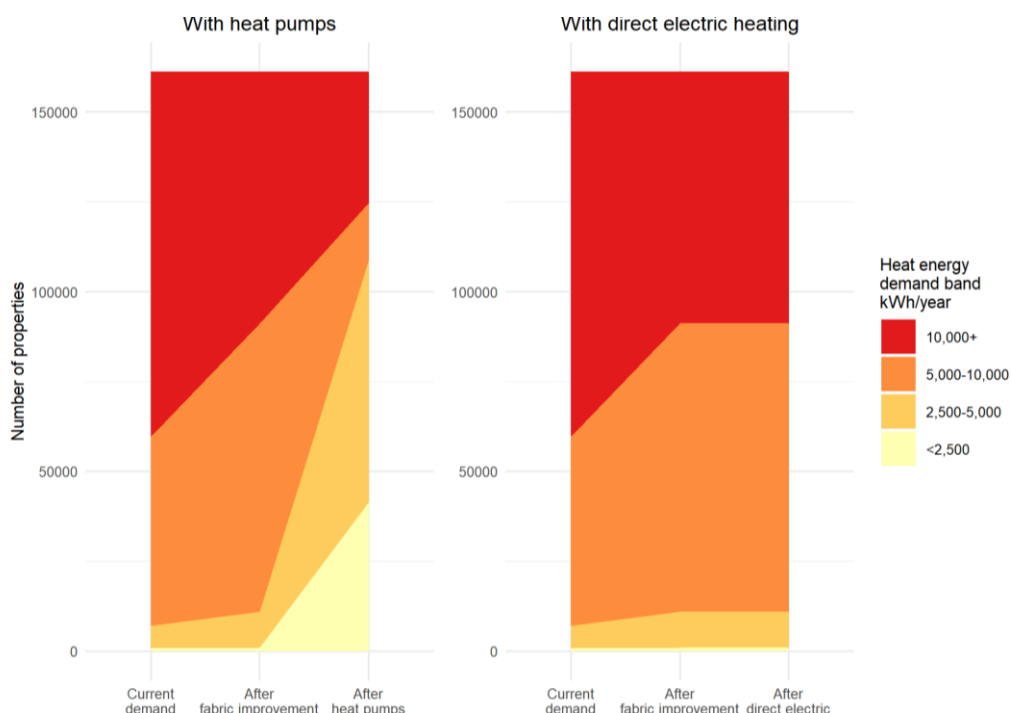
Heat pumps can contribute to reduction in fuel poverty compared to electric heating by reducing the electricity consumption of a property, reducing the risk of fuel poverty. Figure 2: Energy consumption of properties with heat pumps compared to electric shows how many properties have a range of different electricity demand for heat with energy efficiency measures and either electric heating or heat pumps. Compared to direct electric heating, Heat pumps offer lower energy consumption and therefore can lower costs and risks of fuel poverty.

Individual or communal heat pumps

For properties where heat pumps are identified as the most favourable technology, the strategy considers communal heat pump systems, both where a single heat pump heats a whole building or where a network of heat pumps shares a single heat source, sometimes referred to as a 5th generation heat network, as having similar energy efficiency requirements as individual heat pump systems. Therefore, they are considered as a single grouping for the purposes of this Strategy.

Delivery zones

Two approaches to identifying actions are set out in this Strategy – a spatial approach to identifying delivery zones to make use of area-based funding and align with local priorities as well as grouping properties and interventions based on them having similar attributes regardless of location. These findings will be taken into account when the Council considers capital investment planning to ensure LHEES priorities are reflected.

Pathways for North Lanarkshire

By combining the actions which could be taken by each property, the reasonable energy efficiency measures which could be installed and then consider that the building owner decides to install the most suitable low carbon heating system, then we can get an impression of the potential pathway for North Lanarkshire overall, based on today's technologies. Figure 3: Decarbonisation and Energy Efficiency Pathway shows the individual journey that each property would take and the cumulative result.

Figure 3: Decarbonisation and Energy Efficiency Pathway
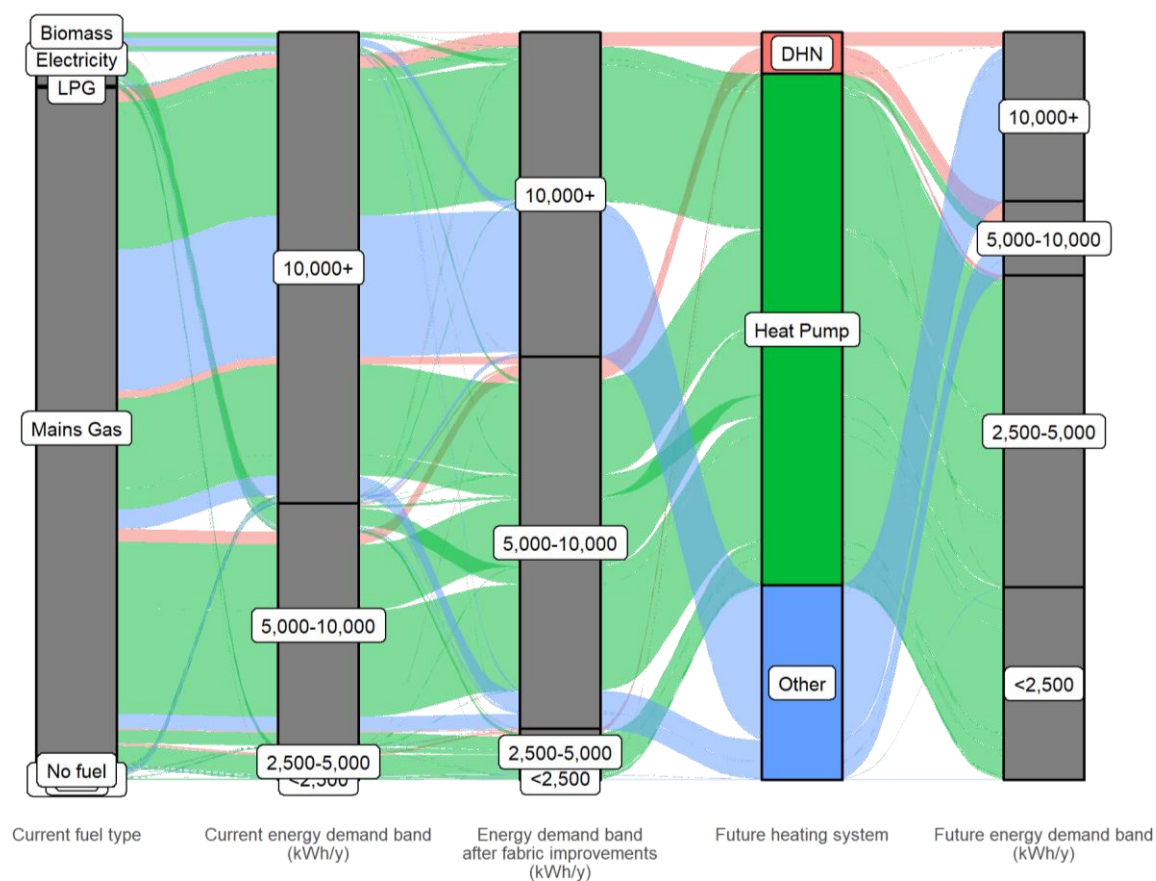
The first column shows how many properties start off with each fuel source. The second groups the properties by their total heat demand, in kWh. The third column assumes reasonable energy efficiency measures have been applied and groups the properties by revised heat demand. The suitability of each property for each of the low carbon heat measures is then shown. This assumes all areas set out in this report are developed but doesn't consider further expansion. It can be clearly seen the high proportion of properties for which heat pumps are the most suitable technology.

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Focus on decarbonisation

Installing cost effective energy efficiency measures is always preferable. However, purchasing decisions for heating systems can be made in isolation, such as when a heating system breaks. By isolating the move to low carbon heating from existing properties without energy efficiency improvements we can see that there is significant potential to start decarbonising heat and for that to reduce the in-energy consumption of properties. However, in many cases it may be essential to install energy efficiency measures if operating costs are to be the same or lower as the technology being replaced.

Figure 4: Decarbonisation of heat without further energy efficiency
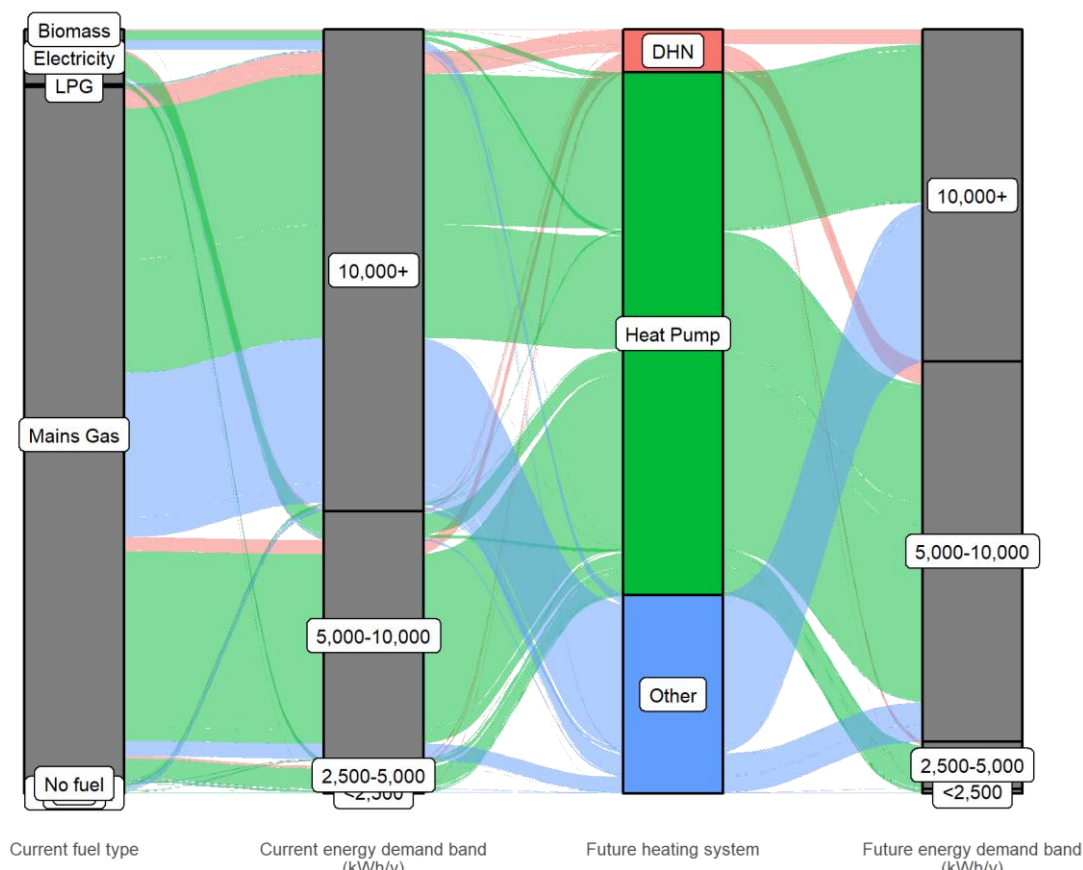
Stakeholder consultation

Engagement with stakeholders was undertaken, both within the Council and external stakeholder representatives. The findings of these sessions were considered and informed the development of the pathways and analysis.

Conclusions

It is clear that energy efficiency measures and heat pumps have the potential to significantly reduce energy demand, contribute to lower risk of fuel poverty and decarbonise heat. There are areas with potential for district heating networks which can serve a range of domestic and non-domestic heat users. The capacity of the electricity network to support electrification of heat will vary over time and between areas. Continued discussions with the DNO will be essential to understand where constraints arise and when they are likely to be alleviated.

The prioritisation of technologies set out in this report will inform future decisions on the allocation of capital to ensure that the reduction of fuel poverty and decarbonisation of heat are considered.

The LHEES officer and working group will bring together actions from across the Council which are within the scope of LHEES to identify opportunities for shared working, meeting the LHEES objectives and community wealth building.

2. Abbreviations

Table 4: Abbreviations

Acronym	Description
BAR	Building Assessment Report
COP	Coefficient of Performance
EES	Energy Efficient Scotland
EESSH	Energy Efficiency Standard for Social Housing
EPC	Energy Performance Certificate
ESCCS	Environmental Sustainability & Climate Change Strategy
EST	Energy Saving Trust
GHG	Greenhouse gas
GIS	Geographic Information System
EES: ABS	Energy Efficiency Scotland: Area Base Schemes
HIBS	Heat in Buildings Strategy
IZ	Intermediate Zone
LA	Local Authority
LHEES	Local Heat and Energy Efficiency Strategy
LPG	Liquefied Petroleum Gas
MXD	Map Exchange Document
NLC	North Lanarkshire Council
PEAT	Portfolio Energy Analysis Tool
SAP	Standard Assessment Procedure
UPRN	Unique Property Reference Number
Wrt.	With respect to

3. Introduction

3.1 Overview of LHEES

The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022[3] places a duty on local authorities (LAs) to prepare and update a Local Heat and Energy Efficiency Strategy (LHEES) and Delivery Plan. This document has been prepared by North Lanarkshire Council (NLC) to fulfil its duty under that Order.

This Strategy sets out the Council's long-term plan for decarbonising heat and improving the energy efficiency of buildings in North Lanarkshire.

LHEESs are primarily driven by Scotland's statutory targets for greenhouse gas (GHG) emissions reduction and fuel poverty[4]:

- Reaching net zero emissions by 2045 with 75% reduction by 2030; and
- By 2040, as far as reasonably possible, no household in Scotland is in fuel poverty.

The Strategy:

- Sets out how each segment of the building stock needs to change to meet national and local objectives, including achieving zero GHG emissions from buildings, and the removal of poor energy efficiency as a driver of fuel poverty;
- Identifies strategic heat decarbonisation zones, and set out the principal measures for reducing buildings emissions within each zone; and
- Prioritises areas for the delivery of measures to meet national and local priorities.

A Delivery Plan accompanies the Strategy and has been developed in partnership with key stakeholders, to provide a strong basis for action for local communities, government, investors, developers and wider stakeholders, pinpointing areas for targeted intervention and early, low-regrets measures. The Strategy and Delivery Plan will be reviewed and updated on an annual basis.

3.2 Strategy Scope and Limitations

The scope of the Strategy is focused on heat decarbonisation, energy efficiency and fuel poverty and does not include wider energy system planning directly, but the LHEES can be used as a building block for this.

While there are some limitations with the domestic building dataset, which is primarily based on Home Analytics, it is of sufficient quality to allow detailed analysis and conclusions. However, the non-domestic data, which is primarily based on Non-Domestic Analytics, is less reliable overall due to the dataset having significantly more gaps in it and a much wider set of uses for heat. For this reason, the analysis of non-domestic buildings has less depth than that of domestic properties.

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[3] The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022 (legislation.gov.uk)
[4] Local heat and energy efficiency strategies and delivery plans: guidance - gov.scot (www.gov.scot)

4. Background Information

4.1 LHEES Structure, Function and Scope

4.1.1 LHEES Structure

As established in the Local Heat and Energy Efficiency Strategies (Scotland) Order 2022, LHEES should have a two-part structure. This document sets out the long-term strategy and the accompanying Delivery Plan sets out actions to support implementation of this Strategy.

4.1.2 LHEES Considerations

The LHEES guidance sets out the key considerations for this Strategy, shown in Table 5. These help to categorise building stock into groups that require similar interventions.

Table 5: LHEES Considerations

	No.	LHEES Considerations	Description
Heat decarbonisation	1	Off-gas grid buildings	Transitioning from heating oil and LPG in off-gas areas
	2	On-gas grid buildings	On-gas grid heat decarbonisation
	3	Heat networks	Decarbonisation with heat networks
Energy efficiency and other outcomes	4	Poor building energy efficiency	Identify where energy demand of buildings can be reduced by installing fabric improvements
	5	Poor building energy efficiency as a driver for fuel poverty	Identify where energy efficiency improvements can contribute to reducing fuel poverty
	6	Mixed-tenure, mixed-use and historic buildings	Identify buildings with factors which may complicate deployment of energy efficiency measures or low carbon heat sources, such as: properties of varying tenures or uses; listed buildings; and conservation areas

NLC policies do not differentiate by connection to the gas grid or if buildings are mixed-tenure, mixed-use and historic buildings. Instead, the policies apply to the full array of building stock.

4.1.3 LHEES Approach

A suggested LHEES methodology is supplied by the Scottish Government as shown in Figure 5. Although North Lanarkshire Council's approach has been based on the proposed methodology shown, the details have been adjusted to suit the specific context of North Lanarkshire. The methodology is broken down into eight stages that align with the work set out in the LHEES Guidance.

The completion of these stages provides NLC with the data analysis and evidence base to enable development of this Strategy and the accompanying Delivery Plan. The completion of work carried out in stages 1-4 fed into the Strategy plan, and the completion of stages 4-6 alongside the Strategy fed into the Delivery Plan.

Figure 5: Summary of LHEES Approach and Stages
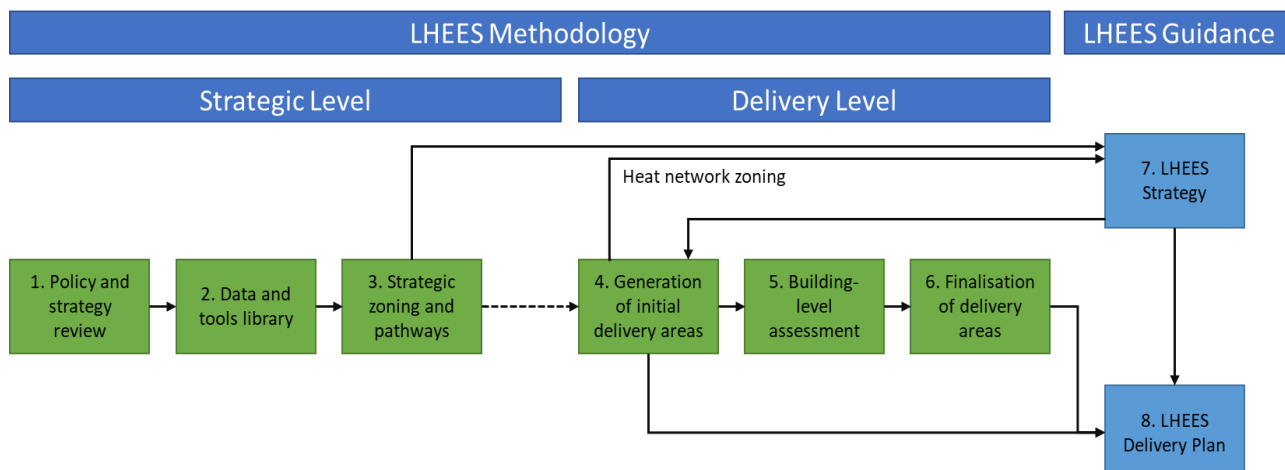
4.2 Heat Decarbonisation Interventions

There are a range of potential low carbon heat sources which are likely to play a role in the LHEES. A technology agnostic approach was taken to consider the full range of technologies without bias, weighing up the advantages and disadvantages of each measure on fuel poverty and decarbonisation – Table 6 summarises these technologies. In assessing the impact of interventions, this Strategy considers the heating energy consumption of properties (in kWh) and the specific heating energy demand (kWh/m^2). The resulting improvements in Energy Performance Certificate (EPC) rating or SAP score are not considered. This is because the associated rating improvement would change with future methodological adjustments. Some adjustments are already planned, and these methodologies may continue to be adjusted a number of times. This focus on the heat demand of these buildings in isolation provides clarity on the real-world impact, particularly around fuel poverty.

There may be differences in prioritisation for specific projects based on the methodology for assessing energy efficiency applicable at that time.

The Heat in Buildings Strategy[5] (HIBS) states that for the period to 2030, focus must be placed on accelerating the deployment of tried and tested measures where they are known to be no or low regrets. These have been identified to be:

- Energy efficiency measures for both existing and new buildings;
- Individual heat pumps in buildings off the gas network which currently use high carbon heating fuels;
- Heat pumps for on-gas buildings where initial assessments suggest heat pumps are likely to be cost effective and are less likely to receive a main hydrogen gas supply in the future; and
- Low and zero emission heat networks in areas deemed suitable.

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[5] Heat in Buildings Strategy - achieving net zero emissions in Scotland's buildings - gov.scot (www.gov.scot)

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Table 6: Heat decarbonisation interventions

Intervention	Heat decarbonisation	Effect on fuel poverty	Suitability
Energy efficiency	Measures such as double glazing, draught proofing and insulation reduce energy demand which in turn increases the viability for switching to low carbon heat sources	Improved energy efficiency leads to reduced energy costs, which reduces fuel poverty. Grants and loans are available for lower income households.	Where feasible and cost-effective, HIBS aims for all homes to have the at least the equivalent of EPC band C by 2033
Heat pumps	Heat pumps use electricity to extract heat from the air, ground or water. Grid electricity is continuing a trend of decarbonisation through renewable energy.	Appropriately designed and well-running heat pumps can reduce costs, particularly compared to electric heating. Savings are dependent upon the relative price of electricity compared to the fuel displaced as well as the coefficient of performance (COP) of the installation. Replacing electric heating with a heat pump can reduce energy consumption and reduce fuel poverty. Installing energy efficiency measures in conjunction with heat pumps can further reduce fuel poverty.	Heat pumps are commonly used in cold climate, such as Scandinavia and research has found that all UK house types are suitable for heat pumps[6]. Where necessary, upgrades to heat emitters or hot water storage can present practical challenges in some properties. The electricity network will need to accommodate increase in electricity demand from heat pumps, direct electrical heating, and other energy sources such as Electric Vehicles. Hot water production is usually provided through a hot water cylinder, which requires space in a property.
Heat networks	Heat networks, which use waste heat, heat pumps or bioenergy as their energy source	The Competition and Markets Authority found that up to 90% of heat network customers enjoy similar, or lower, bills than those with standard gas boilers and heat networks can cut both emissions and bills.	Heat networks are suitable for all building types but only in areas with a sufficient density of heat demand
Electric heating	Electricity to extract heat from the air or ground. Grid electricity is continuing a trend of decarbonisation through renewable energy	While direct electric heating is more efficient than combustion boilers, including gas, the high cost of electricity must be considered for households at risk of entering fuel poverty. Storage heaters can be used to harness cheaper electricity at night but can emit and waste heat when not required	Electric heating is suitable for all properties with a suitable electricity connection. Hot water production is usually provided through a hot water cylinder, which requires space in a property.

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[6] An Energy System Catapult electrification of heat project in the UK found all housing types are suitable for heat pumps.

Intervention	Heat decarbonisation	Effect on fuel poverty	Suitability
Bioenergy	Sustainably sourced, bioenergy (i.e., solid biomass, biogas or biomethane) is regarded as carbon neutral	There is uncertainty surrounding the future supply of bioenergy and biomass boilers tend to have more maintenance requirements than gas boilers	HIBS indicates that bioenergy is likely to have a limited role in the decarbonisation of the building stock. There may be some buildings for which bioenergy can play a role, for example in hard to treat off-gas properties where heat pumps are unsuitable. However, the UK's Green Gas Support Scheme aims to increase the proportion of biomethane in the gas grid. A bioenergy Action Plan is due to be published in late 2023. Air quality concerns need to be considered in urban settings
Hydrogen	Green hydrogen is produced by splitting water using renewable electricity while blue hydrogen is produced from fossil fuels plus carbon capture. Therefore, both production routes are deemed as low carbon in UK and Scottish legislation. Increased availability of hydrogen for heat will have positive implications for the suitability of hybrid heat pump systems, which may be cost-effective solutions	Currently hydrogen is an underdeveloped fuel and is associated with high costs. The future of hydrogen prices is uncertain but may become competitive with other energy sources in the coming decades. However, without Government incentives prices for green hydrogen are unlikely to be lower cost than using direct electrical heating or heat pumps as hydrogen system efficiency is lower than using electrified heating.	Hydrogen may be appropriate in certain areas where there is local supply or where industrial demand creates economies of scale. The UK Government is establishing large-scale trials of hydrogen for heating and assessing the potential to blend hydrogen into the gas grid, with a final policy decision to be taken in 2026. Decarbonising the gas network is unlikely to deliver substantial emissions savings before the late 2020s.

5. Policy and Strategy Context

5.1 LHEES Policy Context

The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022 stipulates that each local authority area must prepare and publish (a) a Local Heat and Energy Efficiency Strategy, and (b) a local heat and energy efficiency Delivery Plan by the end of 2023. These will be the principal mechanism for locally-led heat planning. Both must be kept under review and updated at five yearly intervals.

The six LHEES Considerations, as outlined in Section 4.1.2, are in two categories, namely "heat decarbonisation" and "energy efficiency and other outcomes".

On a UK level, there exists legally-binding legislation to reach net zero emissions by 2050. The Net Zero Strategy: Build Back Greener[7] report denotes than one third of emissions are a result of heating for homes and workplaces. The UK Government is responsible for regulation of the electricity and gas networks and markets. Other targets are set, such as reaching 600,000 heat pump installations nationwide by 2028[8].

The Scottish Government has more ambitious targets than the UK, with net zero by 2045 and interim targets of 75% by 2030 and 90% by 2040. There are certain powers which are devolved to the Scottish Government such as promoting renewable energy and energy efficiency, while many aspects of energy policy are reserved by the UK Government.

Chapter 10 of the Heat in Buildings Strategy[9] (HIBS) discusses the need for the UK and Scottish Government to work alongside each other to facilitate the decarbonisation of heat.

5.2 Heat Decarbonisation – Scottish Government Policy

The Scottish Government's Climate Change Plan update was published in December 2020[10]. The next full plan is due to be completed by early 2025. To achieve net zero by 2045, Scotland has committed to reducing emissions by 75% (compared to 1990) by 2030. As part of this, around 50% of homes and non-domestic buildings will need to convert to a low or zero carbon heating system by 2030. An investment of £1.6 billion has been earmarked for heat and energy efficiency over the next Parliament.[11]

HIBS sets out a pathway to zero building emissions by 2045 and describes 111 actions and proposals that the government will take to work towards these targets. A new provisional Renewable Heat Target is presented whereby at least 22% of non-electrical heat in buildings is to be supplied by renewable sources by 2030, up from today's estimated 4% level.

These policies feed into the LHEES Considerations of:

1) Off-gas grid buildings;
2) On-gas grid buildings;
3) Heat networks; and
4) Poor building energy efficiency as a driver for fuel poverty.

5.3 Energy Efficiency – Scottish Government Legislation

The Tackling Fuel Poverty in Scotland: A Strategic Approach[12] sets the target to maximise the number of fuel poor households attaining EPC B by 2040. At the time of writing, the Scottish Government are consulting on an EPC reform, which likely will have an impact on the grading of the building stock and the effect of measures[13]. The Fuel Poverty Act sets an overarching target that in the year 2040, as far as reasonably practicable, no household in Scotland is in fuel poverty and, in any event, no more than 5% of households are

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[7] Net Zero Strategy: Build Back Greener - GOV.UK (www.gov.uk)
[8] Heat Pump Investment Roadmap (publishing.service.gov.uk)
[9] Heat in Buildings Strategy - achieving net zero emissions in Scotland's buildings - gov.scot (www.gov.scot)
[10] Securing a green recovery on a path to net zero: climate change plan 2018–2032 - update - gov.scot (www.gov.scot)
[11] Increased funding to tackle fuel poverty and climate change - gov.scot (www.gov.scot)
[12] Tackling fuel poverty in Scotland: a strategic approach - gov.scot (www.gov.scot)
[13] Energy Performance Certificates - Energy efficiency - gov.scot (www.gov.scot)

fuel poor, no more than 1% are in extreme fuel poverty and the fuel poverty gap is no more than £250 (in 2015 prices).

The Scottish Government will require that all residential properties in Scotland achieve EPC C by 2033, where technically and legally feasible and cost-effective. For the social rented sector, no housing should be let after 2025 if the EPC rating is lower than EPC D. For the owner occupier sector, new energy efficiency regulations will be introduced between 2023 to 2025.

These policies feed into the LHEES Considerations of:

4) Poor building energy efficiency;

5) Poor building energy efficiency as a driver of fuel poverty; and

6) Mixed-tenure, mixed-use and historic buildings.

5.4 Summary of Policy and Legislation

Table 7: Summary of policy and legislation

UK-Wide
The Climate Change Act 2008 (2050 Target Amendment) Order 2019: Net Zero GHG Emissions by 2050
National – General
Heat in Buildings Strategy (2021) Sets out a pathway to zero emissions buildings by 2045 and includes the New Renewable Heat Target for 2030
The Heat Networks (Scotland) Act 2021, which was followed by the Heat Network Delivery Plan, has targeted for 2.6 Terra Watts (TWh) to be supplied by heat networked by 2027 and 6 TWh by 2030. By October 2023, Scottish Ministers are required to set a target for 2035. The Act places a duty on local authorities to conduct a review of areas likely to be particularly suitable for heat networks within its area.
The Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019 which both defines fuel poverty and sets targets for fuel poverty eradication by 2040 with interim targets for 2030 and 2035. Following this, the Tackling Fuel Poverty in Scotland: A Strategic Approach was published in late 2021, which contains a strong focus on energy efficiency as a driver for fuel poverty.
Climate Change (Scotland) Act 2009: Public bodies have a duty to contribute to Scotland's national emission reduction target
Climate Change (Emissions Reduction Targets) (Scotland) Act 2019: 75% emissions reduction by 2030, 90% emission reduction by 2040, and net zero GHG emissions by 2045
Update to the Climate Change Plan (2018-2032) • By 2030 at least 50% Scotland's building stock heated using zero emission systems; • Retrofit buildings and achieve ultra-high levels of fabric efficiency in new builds; and • Reduce car kilometres by 20% by 2030.
Scottish Government Climate Change Plan Update – Securing a Green Recovery on a Path to Net Zero (2020): Focus on green recovery to deliver net zero ambitions following the Covid-19 pandemic. Emphasis on green jobs, adaptation, and tackling fuel poverty. • "By 2040, no more than 5% of households in fuel poverty, and no more than 1% in extreme fuel poverty"
Scottish Government Hydrogen Action Plan (2022): Ambition of 5GW of hydrogen production capacity by 2030 and 25GW by 2045.
Climate Emergency Skills Action Plan (Skills Development Scotland / Scottish Government) (2020): Local authorities are lead partners on Priority Area 1: Supporting a green labour market recovery from Covid-19, and Priority Area 5: Ensuring fairness and inclusion in the skills system as part of a just transition to net zero.
Scotland's fourth National Planning Framework (NPF4) • Encourage the reuse of brownfield, vacant and derelict land for new developments.
Draft Energy Strategy and Just Transition Plan (2023): "More than 20GW of additional renewable electricity on-and offshore by 2030"

National – Public Sector Specific
The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020: Public bodies must report in their Public Bodies Climate Change Duties (PBCCD) Annual Reports: • where applicable, "targets for reducing indirect emissions of greenhouse gases" Indirect emissions include supply chain emissions, and • how they align their spending plans and use of resources to contribute to reducing emissions and delivering emissions reduction targets and report on this from March 2022.
Scottish Government and Scottish Green Party: draft shared policy programme (2021): • "All publicly owned buildings to meet zero emission heating requirements, with a backstop of 2038." This implies that most buildings would be decarbonised well before that. The programme commits to "a series of phased targets" for decarbonisation of public sector buildings starting in 2024. This will be driven through building standards/Heat in Buildings Regulations. • "All new buildings where a building warrant is applied for from 2024 must use zero emissions heating as the primary heating source and meet significantly higher energy efficiency standards".
Public Sector Leadership on the Global Climate Emergency (2021): • "Decarbonise estate by 2038 at the latest, with zero carbon direct emissions from all buildings". • "Any fugitive emissions that can be reduced to absolute zero must be, however some areas of fugitive emissions may not be able to be reduced to absolute zero by 2045". • Public sector bodies must set emissions reduction targets for indirect emissions (such as business travel).

5.5 Local Policy and Strategy, and Linkages

5.5.1 Local Strategies, Policies and Plans

Relating to the LHEES Considerations, the Council's strategies, policies and plans have been reviewed with specific areas of local analysis highlighted for relevance.

Table 8: Local Strategies

Strategy, Policy, Plan	Description	Linkages
Local Housing Strategy	The LHS helps set out the authority's approach to tackling fuel poverty, acceleration of energy efficiency improvements and uptake of low/carbon heat.	All considerations but primary link to LHEES consideration 5 – poor energy efficiency as a driver for fuel poverty
Local Development Plan	The LDP is a 5-10 year land use planning strategy with the aim to increase sustainable growth and regeneration.	Links to LHEES Consideration 3 – heat networks. The LDP identifies potential energy sources for heat networks via the National Heat Map
Climate Plan Act 2030	A plan to underpin the Council's commitment to net-zero by 2030 within North Lanarkshire. This is significantly more ambitious than Scotland's 2045 target	LHEES Consideration 4 and 5
Plan for North Lanarkshire	The Council's overall ambition for North Lanarkshire	Sustainable Futures

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5.6   Indicators

The LHEES methodology sets out a core set of default indicators and analysis weightings which have been used in this report. For each of the six given considerations defined in Table 5 the purpose of an indicator is:

1) To act as a key information field to help characterise the local authority using the Baseline Tool as part of LHEES stage 3 (authority-wide and at a strategic level).

2) To act as a key information field to support strategic zoning and generation of initial delivery areas (as part of LHEES stages 3 and 4).

3) If suitable, to act as a key information field to measure progress against targets over the duration of the LHEES – set out in LHEES stage 8, LHEES Delivery Plan. For some considerations, one target and indicator may be sufficient, but for others a range of indicators may be appropriate to contextualise and characterise performance against a Target and/or progress towards a consideration.

There is flexibility to update and augment these indicators to support local needs or for more focused analysis linked to specific actions and project identification within the future Delivery Plan. In reviewing the policies identified, there was no reason found to amend the indicators used in the National Assessment and as such, this study uses these default indicators and weighting values.

6. Baselining

6.1 Baseline Summary Across North Lanarkshire

6.1.1 Domestic Building Stock

The Home Analytics dataset records just over 161,000 domestic properties in North Lanarkshire, with 26% being in the ownership of NLC and a further 6% owned by housing associations. This group of key stakeholders is responsible for almost one third of the domestic properties covered by this strategy. Private landlords hold 7% of properties, with the remainder (61%) being owner-occupied. There are conservation areas in North Lanarkshire and 2% of domestic properties are situated in those. Listed buildings make up just 0.2% of the domestic building stock, with NLC owning just 12. The data in home analytics differs slightly from Council data[14].

The majority of domestic properties in North Lanarkshire were constructed after 1950 (Figure 6) but 77% of NLC's stock was built between 1950 and 1983, meaning that it is not very new. By contrast, the housing association stock has a larger proportion of newer stock, and this may be reflected in the greater proportion of housing association properties reaching an EPC grade of C or better. Within NLC's stock, 41% of properties require an intervention of some sort to bring their EPCs up to C or better. However, NLC's own housing stock data reveals a potential challenge. Virtually all NLC stock have double- or triple-glazed windows (with most installed since 2008) and less than 15% lack wall insulation. Loft insulation data is patchier, but it is assumed that that low-hanging fruit have been picked already and hence more effort will be required to improve efficiency ahead of changing heat supplies.

The private sector has an even greater challenge to improve EPCs both proportionally and in absolute numbers of properties. According to EPC records across Scotland, around 50% of properties have an EPC rating of C or better. In North Lanarkshire there is a higher percentage of Council-owned properties which achieve this grade (59%) but a lower percentage of private homes (47%).

Around 19% of Scottish homes were constructed before 1919. The percentage of properties in North Lanarkshire build before 1919 is therefore lower than (Figure 6). This may indicate that there is a smaller proportion of properties in North Lanarkshire are hard to treat.

Around one fifth of domestic properties are located in small towns and rural areas where future heat networks are unlikely to supply and so other routes to heat decarbonisation will be required.

Aside from the noted discrepancy over property numbers, other aspects of the data could not be verified independently from other sources. Home Analytics dataset is prepared by Energy Savings Trust. The release notes state that Home Analytics*:*

"is a combination of two types of data: actual values and modelled values. Actual values are obtained from a variety of sources, such as EPC records, HEED and HEEPS: ABS installation records, HEC records, SGN gas meter data, OS AddressBase and OS MasterMap Topography layer, and the Scottish Census."

There remains a risk that the data is incorrect in ways which cannot be foreseen at this stage.

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[14] [14] Note that these figures differ from the Council tax data held by NLC (159,857 total dwellings) and from the housing data provided by NLC (36,531 owned by NLC)

Figure 6: Domestic buildings – Distributions of age, EPC rating and gas grid connectivity by tenure type
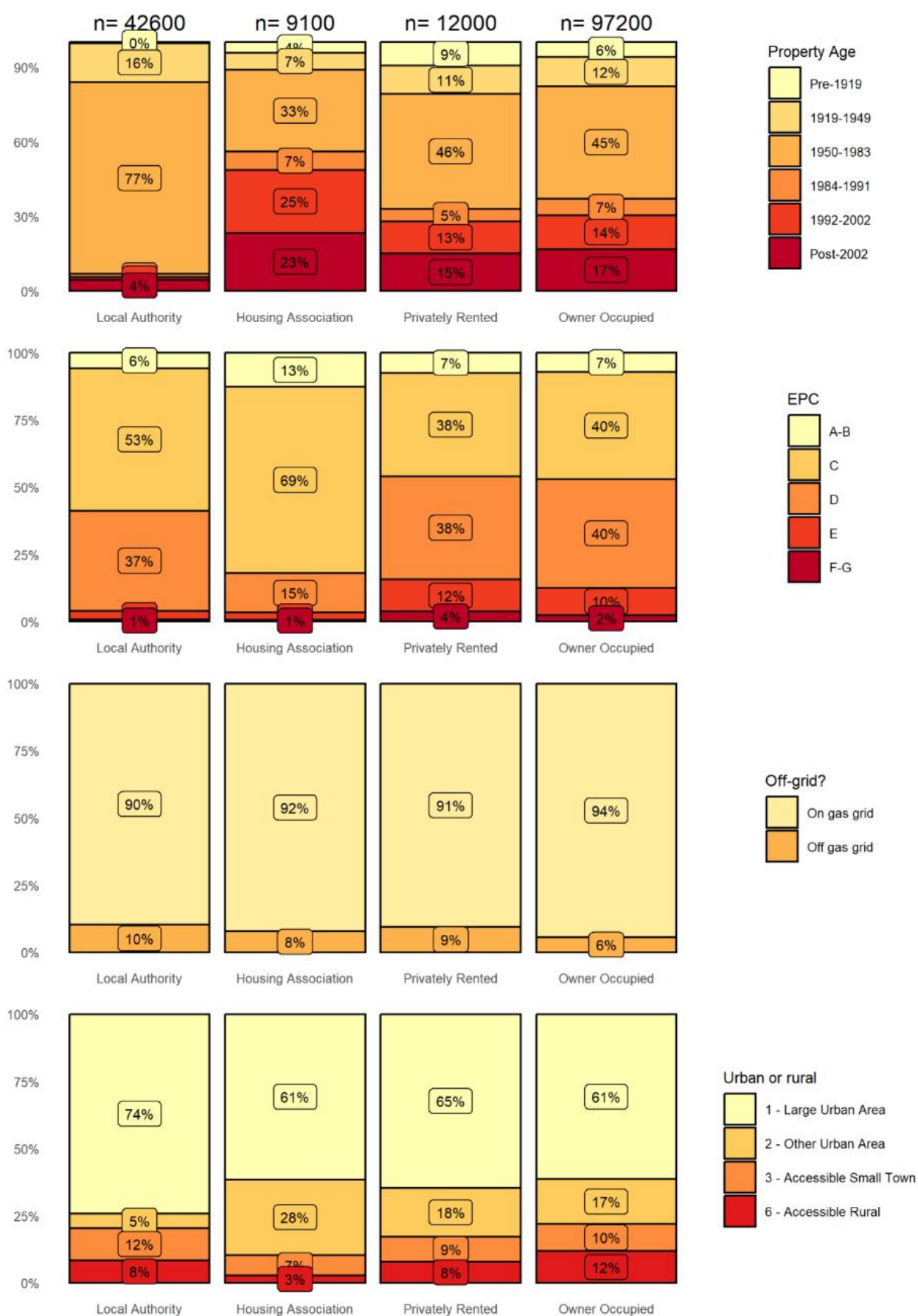
EPC ratings include a number of other factors in addition to a property's demand for heat. Isolating the heating demand of properties allows an understanding of the existing heat demand and to isolate the benefit to households of energy efficiency measures from other factors which affect EPC rating. The properties have been split into bands by firstly their total requirement for heat and the heat required per m2, based on what is recorded in the Home Analytics dataset, shown in Figure 7. As with EPCs, the worst performing homes are in owner occupied properties. For fuel poverty to be reduced the number of units of heat would need to be reduced (kWh/year) and heating energy demand per square metre (kWh/m^2/year).

Figure 7: Domestic heating energy demand
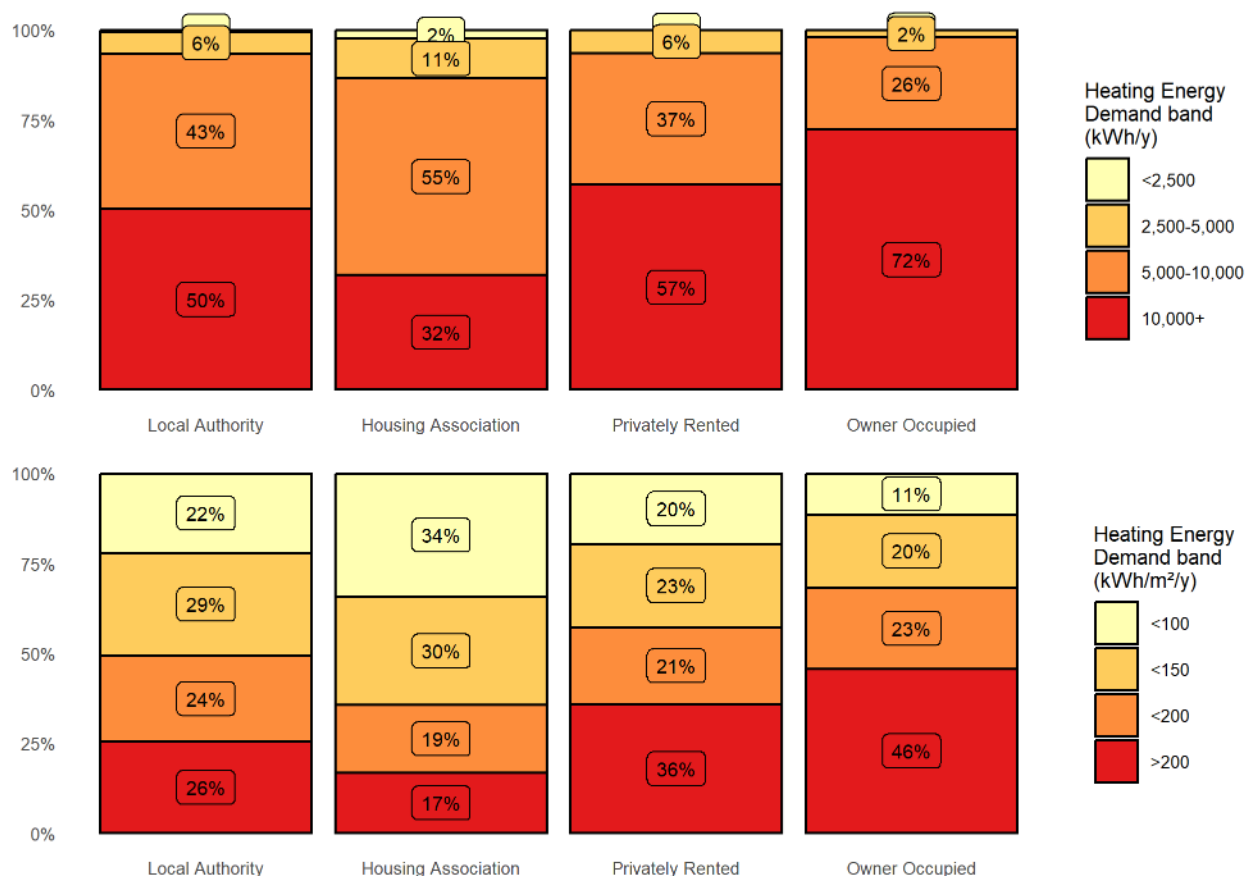
6.1.2 Non-domestic Building Stock

The Non-Domestic Baseline Tool utilises data derived from Non-Domestic Analytics, which is not based entirely on concrete data collected from building owners but is, in large part, imputed from a few measured parameters. For example, the floor area of a building may be estimated from its footprint on a map and an estimated number of levels based on its height. The energy consumption may then be estimated by multiplying the estimated floor area by a benchmark figure for the building type. This can lead to inaccuracies, of course, and so analytical results should be read with caution. To gauge the relevant degree of caution, the top ten gas-consuming sites in NLC's portfolio were compared with the corresponding entries in the dataset. It was found that only three of the entries correctly identified gas as the main fuel and only one entry was close to the actual annual heat demand. This tells us that the data may not be strong in identifying the correct energy source and energy demand.

Nevertheless, the data has been used for the baselining step of the LHEES process to get a flavour of the building stock. The Non-Domestic Baseline Tool records 7,509 non-domestic buildings in North Lanarkshire. Together, these have an estimated total heat demand of 396,280 MWh/y.

Figure 8 shows the aggregated heat demand for different energy sources. Gas is the biggest source of heat, but electricity and oil have the largest share of small heat loads. Smaller buildings account for half of the total heat demand (Figure 9) and targeting those small oil systems, which would not individually be expensive, for

heat pump or heat network connection could be a priority. It is likely that the small properties using electricity are already using heat pumps for heating and cooling.

The pattern of building age (Figure 10) shows a large proportion of pre-1919 buildings with a high heat demand and this group of properties may be a target for energy efficiency measures. The data lists 46% of these pre-1919 buildings as being retail or financial, so presumably these are typical high street properties. Properties post 1983 show as having the highest total heat demand.

Figure 11 highlights the predominance of "General Industrial, Storage and Distribution", "Workshops and Offices" and "Retail and Finance", although the heat loads in the dataset for the former group do appear to be inflated, this could contribute to heat demands overall being inflated and particularly post 1983 properties.

Figure 8: Non-domestic heat demand by energy source and demand category
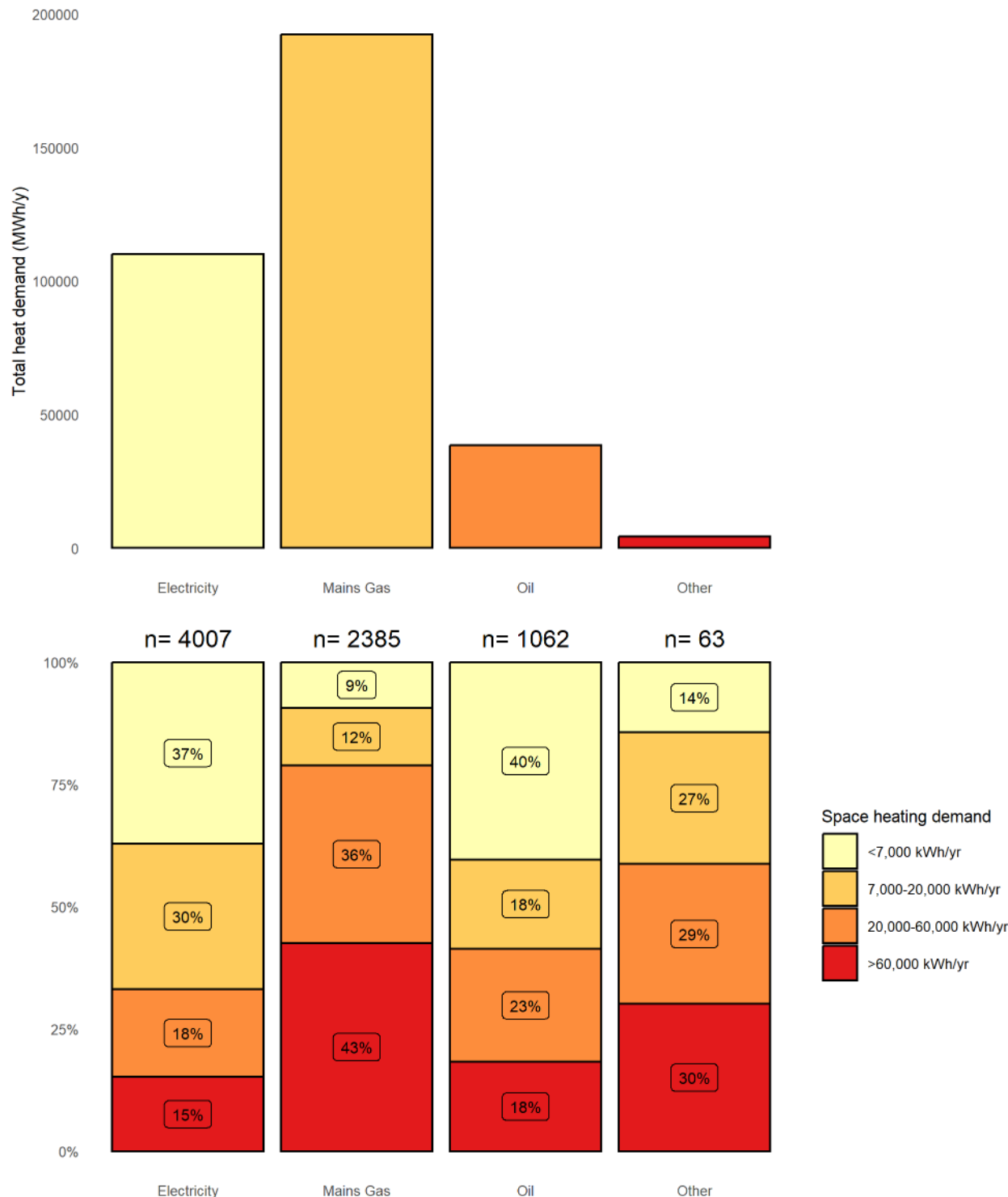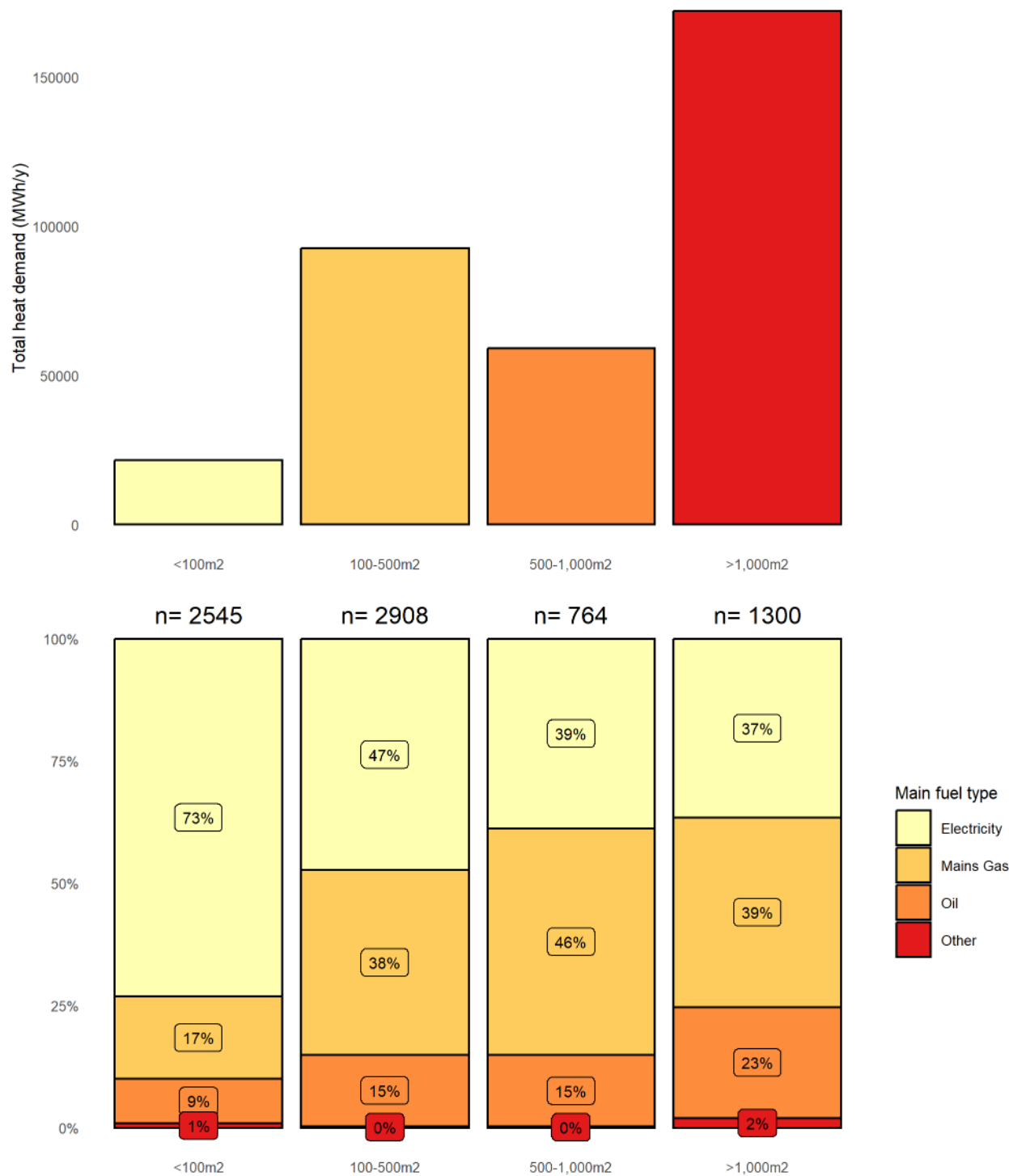
Figure 10: Non-domestic heat demand by energy source and building age category
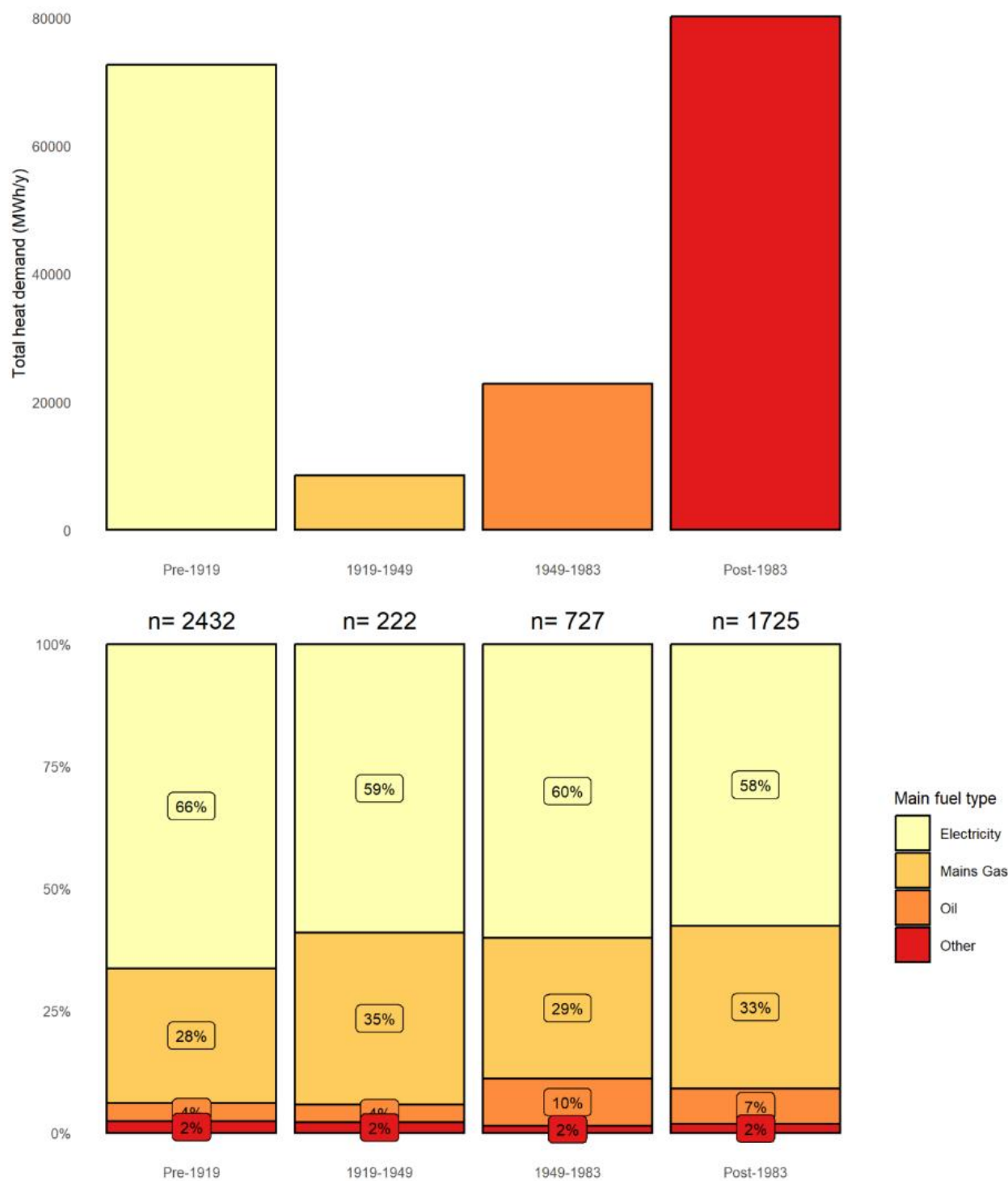
Figure 11: Non-domestic properties by type and energy demand
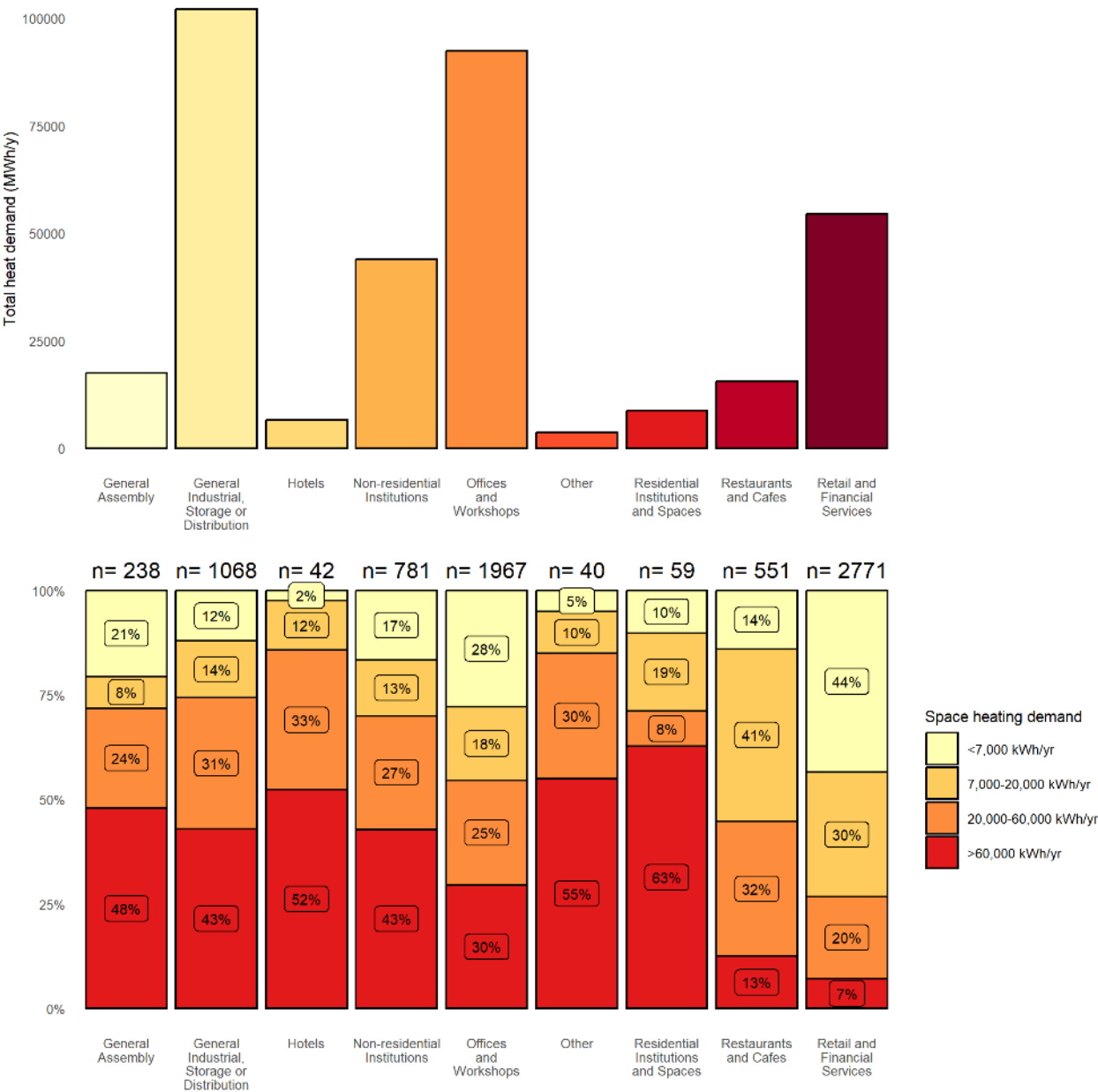
6.1.3   Non-domestic Buildings Energy Efficiency

Using the publicly available EPC records, around 2,000 EPCs are lodged for North Lanarkshire. By far the largest proportion of these have a rating of G (Table 9). This must be viewed as a target to improve energy efficiency overall in North Lanarkshire.

Table 9: Non-domestic EPCs in North Lanarkshire

EPC Rating	Count	Percentage
Carbon Neutral	3	>1%
A	24	1%
B	87	4%
C	233	12%
D	315	16%
E	354	18%
F	255	13%
G	693	35%

7. Generation of Strategic Zones and Pathways, Including Potential Zones for Heat Networks

7.1 Purpose

The LHEES Guidance requires the Council to set out Strategic Zones and develop a pathway for each. In this section the approach to selecting Strategic Zones is described, as well as the attributes for each which affect the strategic options.

7.2 Strategic Zones

The LHEES methodology was applied to the standard Intermediate Zone boundaries to assess the impacts of proposed interventions with respect to the LHEES consideration (see Appendix A). However, after engaging with internal Council stakeholders on how policies and actions would be taken forward to delivery, the area boundaries from the North Lanarkshire Local Development Plan (2022) were chosen as the most suitable Strategic Zones. This is because these boundaries capture some fundamental geographical differences and by using existing policy boundaries it allows an alignment with other NLC services and areas of policy. The areas are set out in Figure 12.

Figure 12: North Lanarkshire's Strategic Zones

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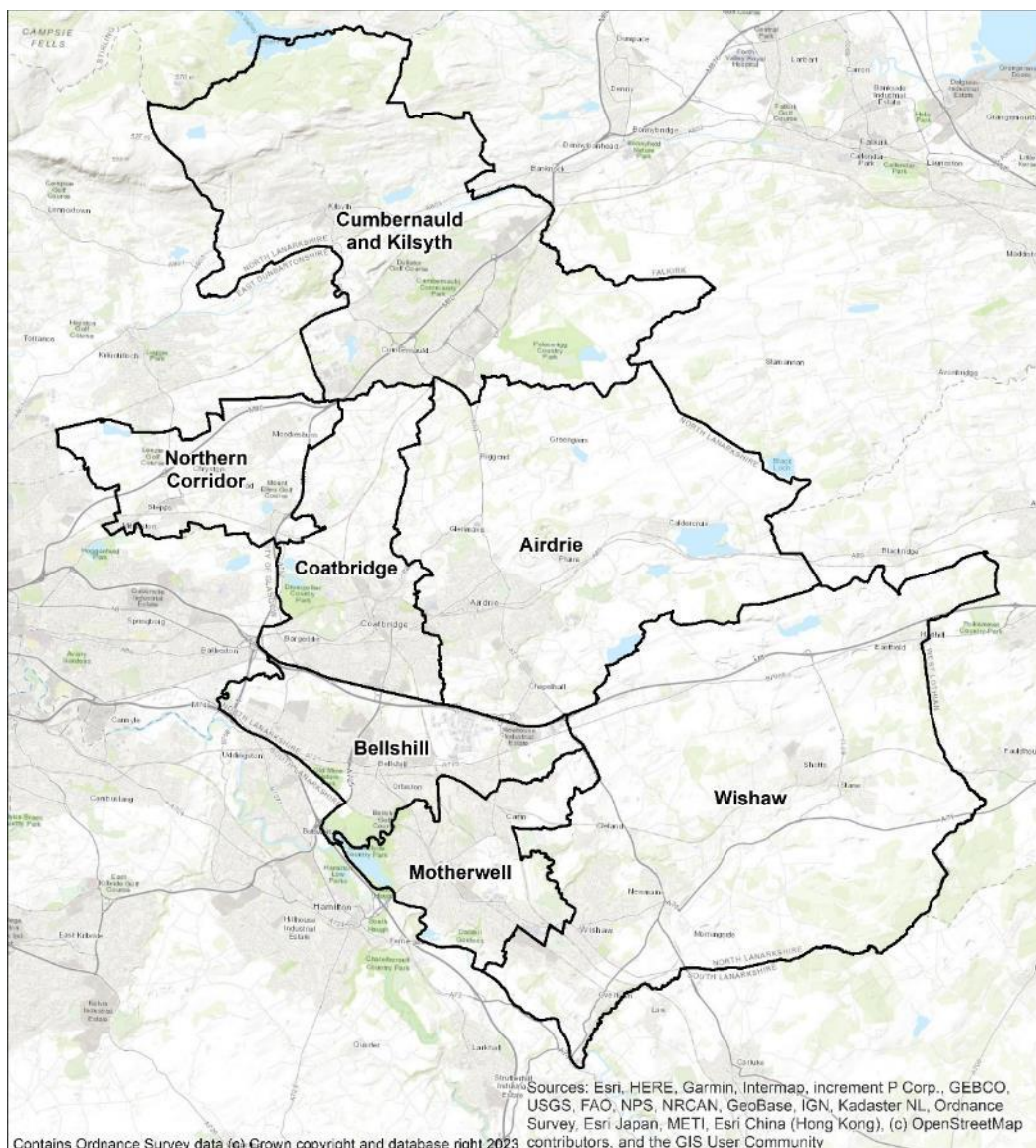
7.3 Domestic Properties and Tenure

The numbers of domestic properties, broken down by Zone and tenure are given in Table 10.

Table 10: Domestic properties in the Strategic Zones

Zone	Total domestic properties	Tenure				Mixed-tenure in parent building
		NLC	Housing Association	Private Rental	Owner Occupied	
Airdrie	25,413	6,917	1,094	2,006	15,396	3,810
Bellshill	20,187	6,070	937	1,344	11,836	2,182
Coatbridge	23,886	7,545	1,050	1,822	13,469	3,970
Cumbernauld and Kilsyth	30,158	4,050	2,770	2,712	20,626	5,214
Motherwell	25,610	8,412	1,653	1,900	13,645	3,811
Northern Corridor	10,275	1,702	209	600	7,764	1,003
Wishaw	25,221	7,936	1,397	1,565	14,323	2,564

A baseline assessment of these properties by area is shown in Figure 13.

This shows that while the building stock ranges from pre-1919 to the present, however the majority of the building stock was built between 1950 and 1983. The energy efficiency ratings show that in all areas, over 70% of buildings has ratings of C or D with a much smaller percentage having higher or lower ratings.

The in all strategic zones there is only a minority of properties which are accessible rural and no properties either remote rural or very remote rural areas.

Figure 13: Baselining of domestic properties in the Strategic Zones
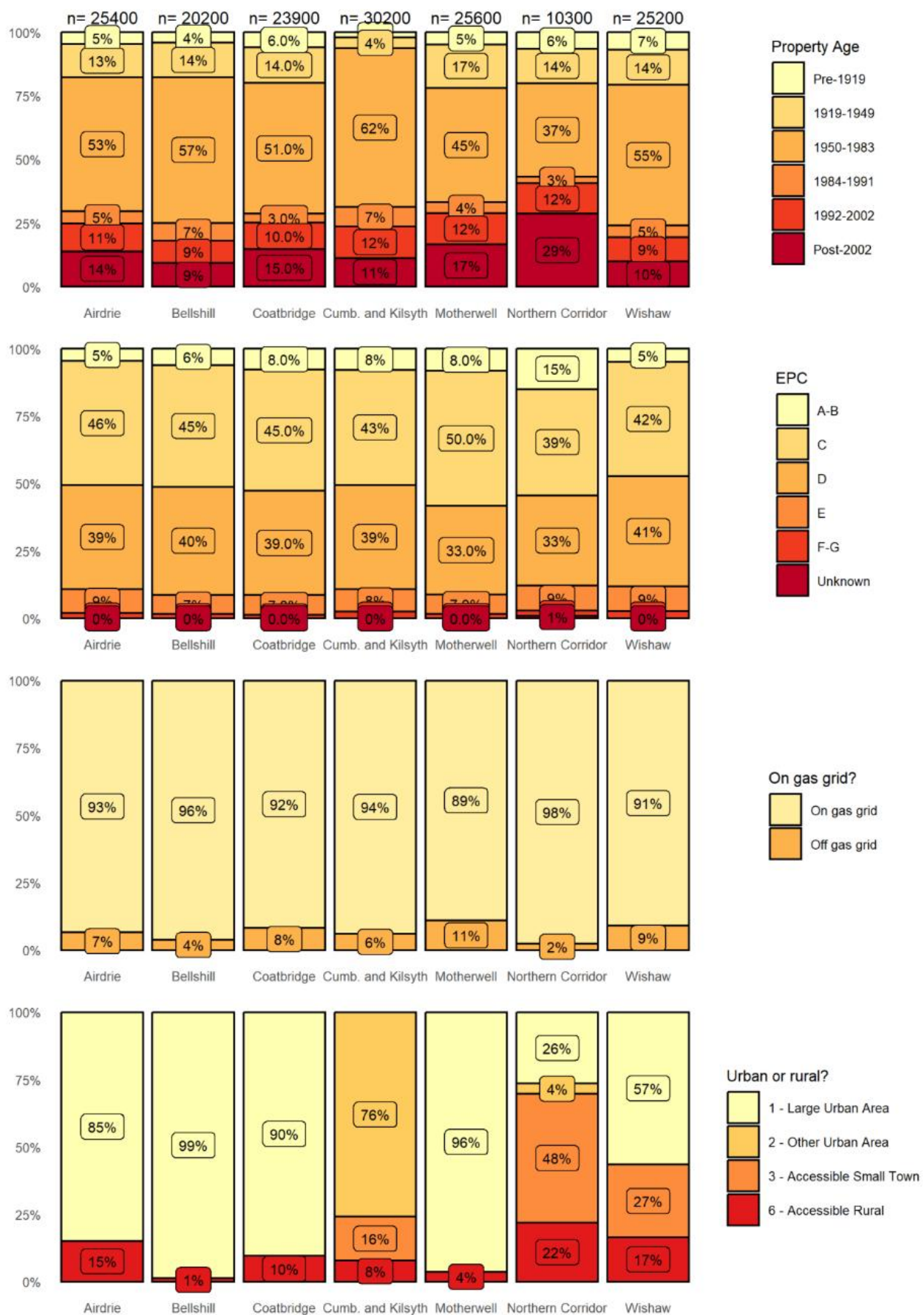
7.4 Domestic Energy Efficiency

The energy demand bands (Figure 7) are replotted for the strategic zones – see Figure 14.

Figure 14: Domestic heating energy demand by strategic zone
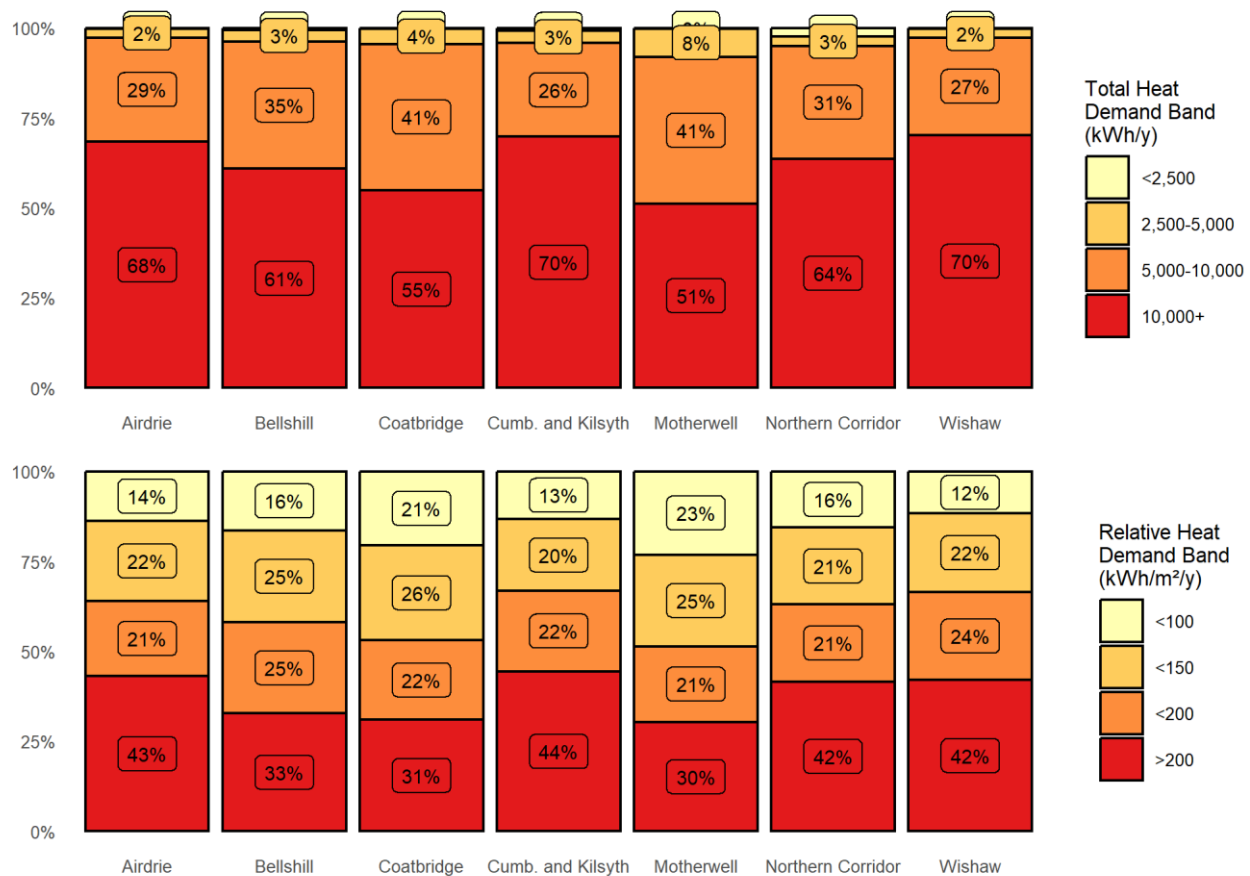
The Weighted Scores for energy efficiency (Table 11) for the strategic zones, using the default weightings as discussed in Appendix G, have been calculated. The scores are in the range of 0 to 100 and, as expected, none of the strategic zones stand out with respect to the weighted scores. However, the data suggests that Wishaw may be a target area for loft insulation, Bellshill for glazing upgrades (from single to double or triple) and Cumbernauld and Kilsyth for wall insulation and these are examined further.

Table 11: Domestic energy efficiency weighted scores by strategic zone

Strategic Zone	Number of interventions required				Percentage of housing stock				Total Weighted Score
	Loft Ins.	Glazing Upgrade	Wall Ins.	All	Loft Ins.	Glazing Upgrade	Wall Ins.	All	
Airdrie	1,920	460	9,740	12,120	8%	2%	38%	48%	16
Bellshill	1,870	1,500	6,640	10,010	9%	7%	33%	50%	16
Coatbridge	1,850	520	8,120	10,490	8%	2%	34%	44%	15
Cumbernauld and Kilsyth	1,820	740	11,400	13,960	6%	2%	38%	46%	15
Motherwell	1,780	1,530	7,460	10,770	7%	6%	29%	42%	14
Northern Corridor	1,060	510	2,760	4,330	10%	5%	27%	42%	14
Wishaw	2,410	1,370	8,070	11,850	10%	5%	32%	47%	16
Total	**12,710**	**6,630**	**54,190**	**73,530**					

The three suggested interventions broken down by strategic zone and tenure are shown in Figure 15. Much of the Home Analytics data is implied from other observations (e.g., wall construction type) where there is no

direct observation of a feature (e.g., wall insulation) and this may mislead. Immediately, one can see that the Home Analytics data records over 2,000 NLC properties as having single glazing, where NLC's own data records only a handful.

A target for the LHEES strategy must be to improve the quality of the data used for decision-making and this may be done in tandem with the Scottish Government to improve the Home Analytics dataset.

Notwithstanding the concern over data confidence, it appears that, as noted in 6.1.1, the private sector is the key sector for targeting support for improvements.

Figure 15: Domestic properties requiring upgrades to glazing, loft and wall insulation

33
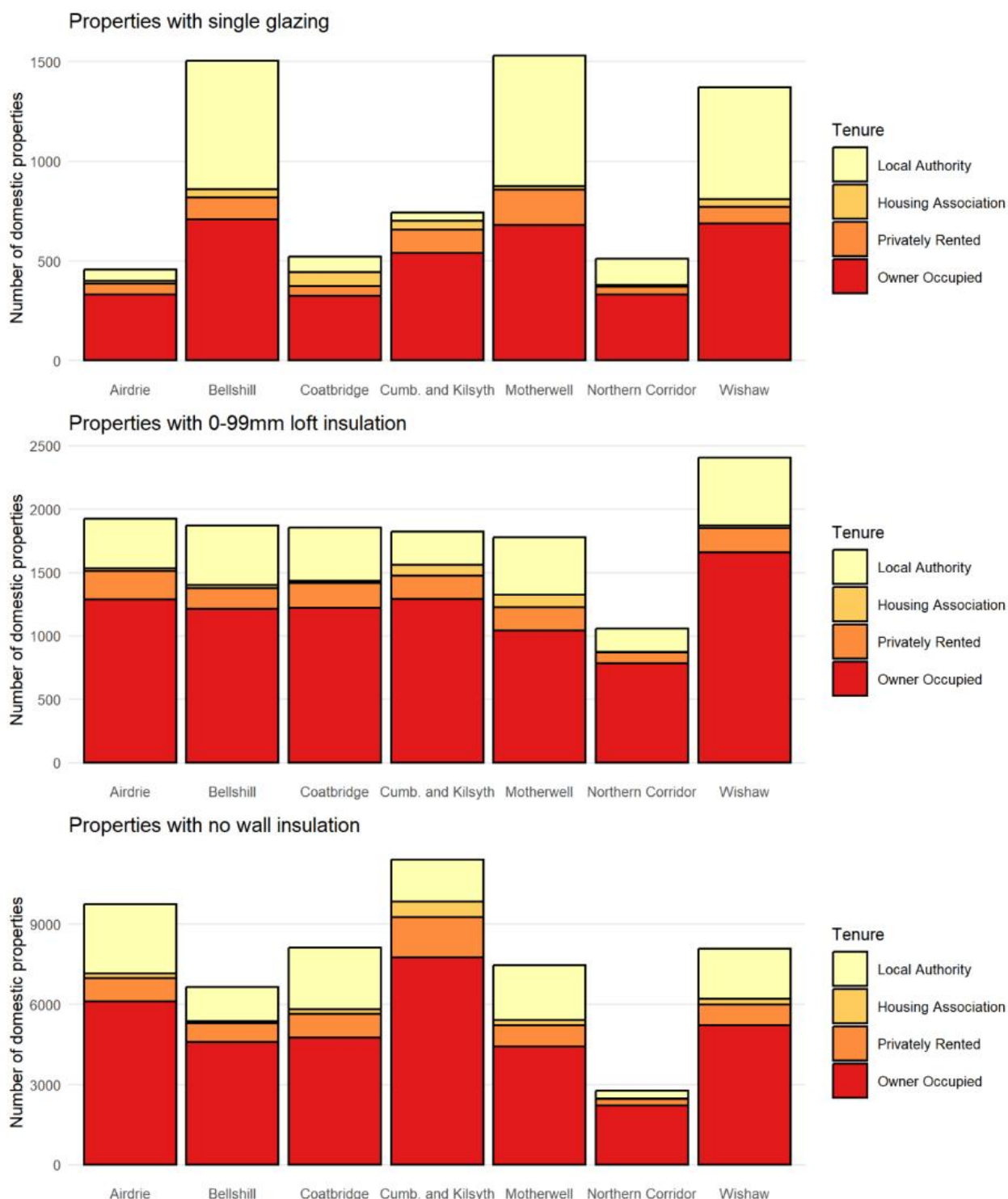
The biggest burden of potential interventions, according to Table 11, is wall insulation. Figure 16 shows that, in owner occupied and privately rented homes, while there is a small proportion of homes with solid walls which are hard to insulate, the largest group in every strategic zone is cavity walls which should not hinder improved insulation.

Only 224 owner-occupied or privately rented homes with single glazing are either listed or sit in conservation areas. Consequently, the principal barrier to upgrading glazing in private sector properties is likely to be only financial.

There should be limited barriers to installing loft insulation to owner occupied and privately rented homes, since it is both cheap and usually easy to install.

Figure 16: Wall construction in privately rented and owner-occupied houses
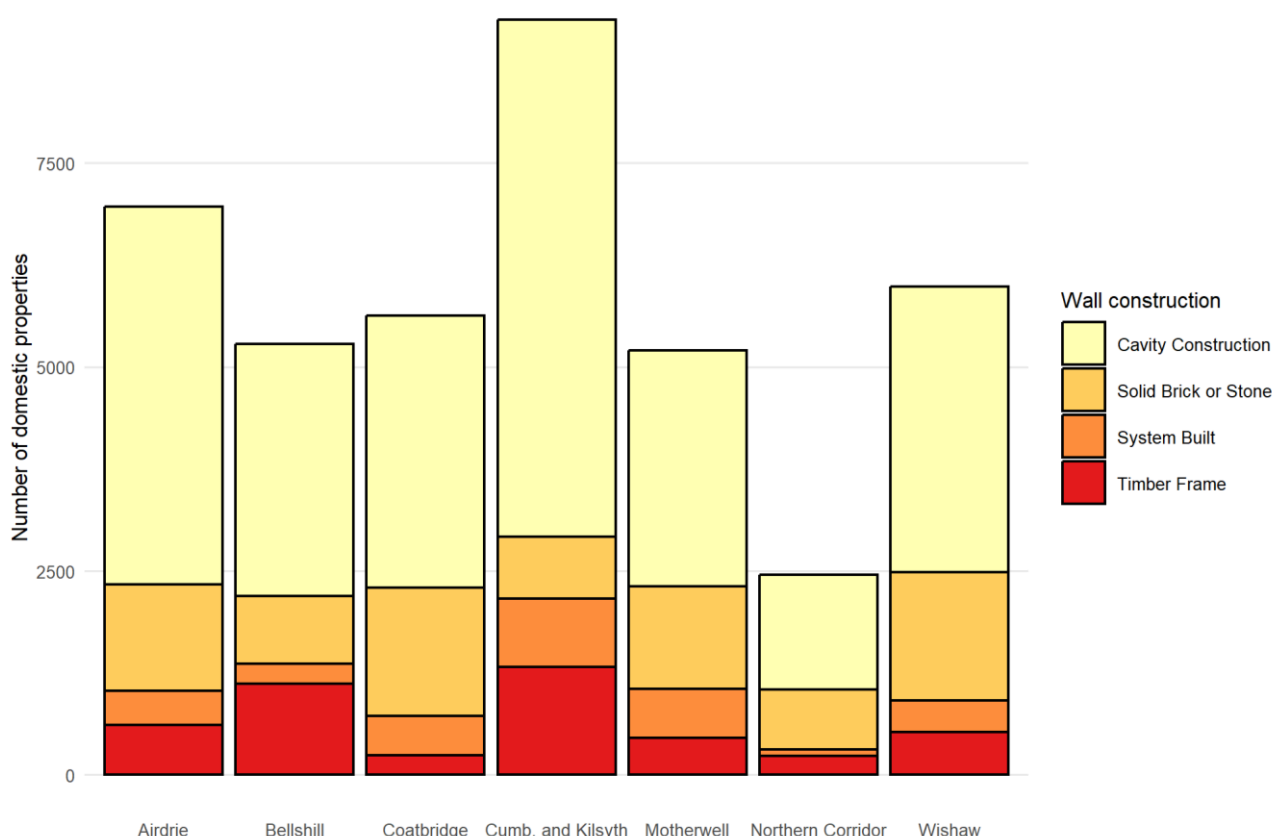
Table 12 shows the breakdown of the effect the energy efficiency interventions have on reducing energy demand across North Lanarkshire. For reference, the baseline heat demand for the domestic buildings in the North Lanarkshire is 1,957,000 MWh/year. This data helps to identify which measures are the most effective way to reduce heating demand, helping both fuel poverty and heat decarbonisation. Loft insulation upgrades are by far the lowest cost method to reduce heating demands. On the other hand, installing external wall insulation on the outside of buildings that already have cavity or internal wall insulation is deemed as the least cost-effective way to reduce heat demand. However, there may be other reasons for doing less cost-effective measures, such as funding streams being allocated only to specific measures or improving the aesthetics of the building with external wall insulation or window upgrades.

Table 12: Summary of energy efficiency interventions across all buildings in North Lanarkshire

Measure	Heat Demand Reduction (MWh/y)	Annual fuel Savings per Investment Cost (£/£)
Cavity Wall Insulation (CWI)	120,400	0.243
Internal Wall Insulation (IWI)	20,600	0.143
External Wall Insulation (only wall measure)	26,800	0.068
External Wall Insulation (alongside CWI or IWI)	208,000	0.019
All wall insulation measures	**375,800**	**0.032**
Loft insulation upgrade from <100mm	44,700	0.944
Loft insulation upgrade from 100-250mm	93,000	0.507
Loft insulation upgrade from 250-300mm	57,200	0.215
All loft insulation measures	**194,000**	**0.396**
All Single to Double Glazing upgrade	**8,700**	**0.043**
Cylinder insulation upgrade from <50mm	39,100	0.204
Cylinder insulation upgrade from 50-80mm	6,200	0.103
All cylinder insulation measures	**45,300**	**0.180**
All Combined Measures	**624,700**	**0.049**

7.5 Domestic Energy Efficiency and Fuel Poverty

The Weighted Scores for fuel poverty as a result of poor energy efficiency for the strategic zones, using the default weightings, have been calculated for the Strategic Zones (Table 13).

No zones stand out above the others and the interventions discussed in 7.4 will reduce the scores.

Table 13: Domestic fuel poverty scores by strategic zone

Strategic Zone	Households with energy bills > 10% of income after housing costs	Households with energy bills > 20% of income after housing costs	Total Weighted Score
Airdrie	19%	2%	18%
Bellshill	20%	2%	18%
Coatbridge	21%	3%	18%
Cumbernauld and Kilsyth	20%	4%	17%
Motherwell	20%	4%	17%
Northern Corridor	17%	2%	16%
Wishaw	21%	5%	19%

7.6 Heat Network Zoning

7.6.1 Approach

The principal determining factors for the feasibility of heat networks are the heat density in an area and the presence of one or more "anchor loads" – loads which are large, stable and likely to connect.

To assess these factors, the Scottish Heat Map data was supplemented the Council estate's fuel consumption data. A data validation exercise was carried out to remove any duplicate points, heat demands which were uncertain (calculation code 1 in Scottish heat map data), dubious heat loads (e.g., too large for the building size or type) and buildings in sectors less likely to enter into commercial agreements. The purpose of this was to ensure that areas identified have as high a chance of being developed as possible.

The maps presented illustrate the heat demand density of buildings and highlight the possible anchor loads with the addition of other data including local authority-owned properties, potential sources of heat and areas of future development.

Where areas were shown to be viable, additional checks were carried out on the anchor heat loads and any loads considered erroneous were removed from the analysis. This included a number of industrial buildings where the heat required for space heating had been estimated to be very high and a number of instances of heat demands being double counted.

The purpose of this data cleaning is to maximise the likelihood that areas identified in this analysis would make viable heat networks.

Further validation of both the actual heat demands of the buildings and their suitability for connection to heat networks would be important before deciding on future heat network areas.

The linear heat density method was used – this involves drawing a circle around each building the diameter of which is proportional to the heat load of the property. Two measures of heat network viability were used:

- A baseline scenario (purple shades throughout this analysis) using 4,000 kWh/m where the circle around each property (in kWh) is divided by 4,000 to give a radius in metres around the property; and
- A stringent scenario (green shades throughout this analysis) using 8,000 kWh/m where the radius of the circle is the heat load in kWh divided by 8,000.

The 4,000 kWh/m measure highlights more areas as being potentially suitable and the 8,000kWh/m shows fewer areas, but those areas have a higher chance of forming a successful heat network.

Measures of more than 8,000 kWh/m were not considered due to a lack of areas with suitable heat density – this is consistent with North Lanarkshire not having any very urban areas. There were no areas identified using 16,000 kWh/m or higher.

Finally, the areas were filtered based on whether a continuous area could be formed where the circles around each heat load formed, which enclosed heat loads totalling 15,000 MWh or more.

This heat load represents a 3 MW heat source operating for 5,000 full load equivalent hours. The purpose is to identify those areas where it is likely that there is sufficient heat load to warrant a new energy centre being constructed. This is intended only as a guide and the exact cost of each energy centre and network would need to be calculated at feasibility stage.

7.6.2 High rise flats

High rise flats were excluded from this analysis for the purposes of identifying zones. The future plans for these buildings are not in the scope of the report and if a decision is made for them to remain for the long-term then they would be considered anchor loads.

7.6.3 North Lanarkshire Overview

An analysis of the potential for heat network zones indicates several areas where heat networks may be a viable method of delivering low carbon, low-cost heat to homes and businesses – see Figure 17 and Figure 18. Detailed maps of the of the indicated zones are given in Appendix D.

The zones capture 6% of the domestic and 11% of the non-domestic Properties in North Lanarkshire. These low percentages highlight that heat networks are not the primary route to low carbon, affordable heat for everyone in North Lanarkshire. Future new-build developments may lend themselves better to heat networks

as the installation cost and disruption of heat networks is lower if completed at the time of building construction. When considering approaches to housing development, such as in master-planning, it is worth considering that higher density developments, such as flats or mixed-use developments, are more likely to be viable for heat networks than low-density developments.

Future iterations of Local Planning Guidance or Local Development Plans could consider whether to allocate some areas for higher density developments to improve the viability of heat networks.

Figure 17: North Lanarkshire potential heat network zones – Baseline
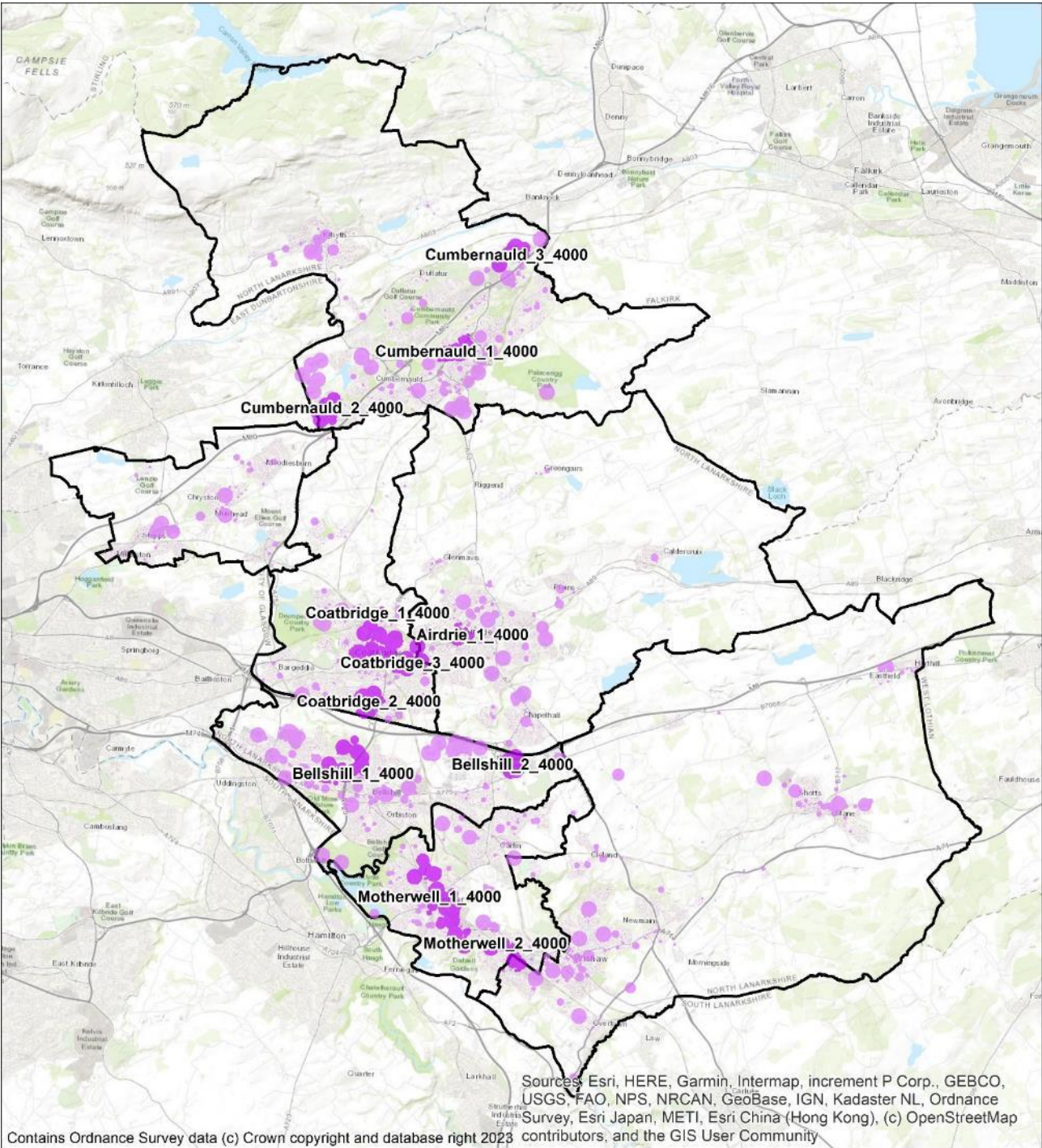
Heat Demand (MWh)

- <15,000
- >15,000

Purple shades represent a baseline assessment (4000 kWh/y/m). Pale shade represents an area within which the total demand of all buildings is <15,000 MWh/y. Dark shade represents an area within which the total demand of all buildings is >15,000 MWh/y. Highlighted and numbered areas are those with the largest total demands in North Lanarkshire.

Figure 18: North Lanarkshire potential heat network zones – Stringent
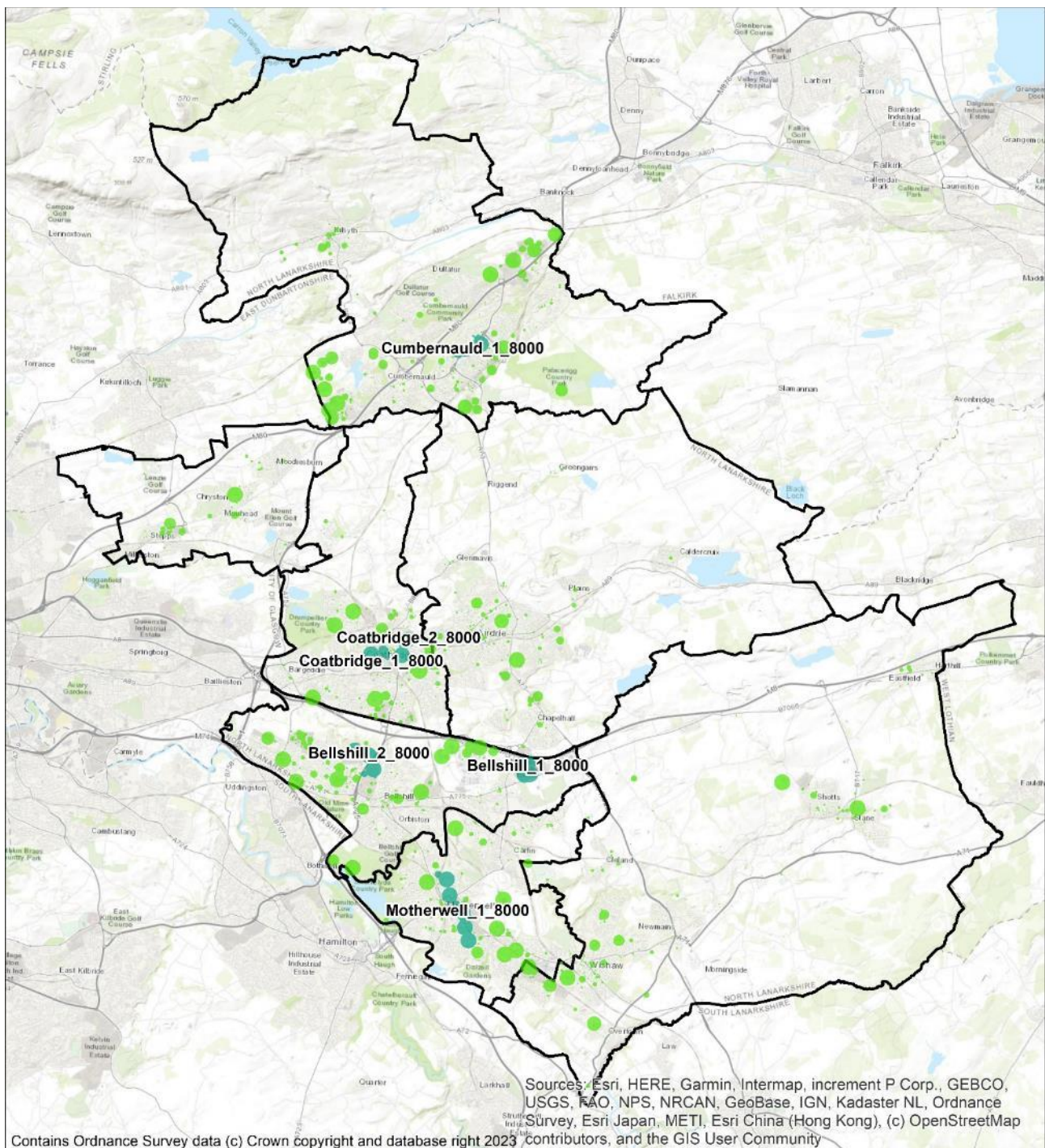
Stringent Heat Demand (MWh)

- <15,000
- >15,000

Green shades represent a stringent assessment (8000 kWh/y/m). Pale shade represents an area within which the total demand of all properties is <15,000 MWh/y. Dark shade represents an area within which the total demand of all properties is >15,000 MWh/y. Highlighted and numbered areas are those with the largest total demands in North Lanarkshire.

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7.6.4 Motherwell

In the centre of Motherwell there is a potential zone for heat networks. When considering the 4,000kWh/m linear heat density scenario the resulting zone a large number of non-domestic buildings with 10 showing as having a heat load over 1,000MWh in the Scottish Heat Map and 90 as having heat loads over 78MWh, the threshold used for anchor loads in the National Assessment for heat networks.

Under the more stringent 8,000kWh/m scenario there, there continue to be 7 buildings with heat loads over 1,000MWH and 50 loads over 78MWh. As such, it appears that the centre of Motherwell has the potential for a heat network and is worthy of more detailed feasibility analysis.

In identifying a potential heat network zone for compliance with the Heat Networks Act, or for feasibility study consideration will be given to the exact zone boundary and local factors, such as whether to include areas of hard-to-treat housing in close proximity to the zone.

The heat network zone borders the Clyde Mission area[15]. Opportunities for funding or collaboration will be explored further as the LHEES is implemented.

The area also sits close to a number of development zones set out in the Local Development Plan. There is potential for developments in these sites to be connected to any future heat network and therefore they are potential areas of expansion of any network.

As stated in 7.6.2 the high flats have been excluded from this analysis. However, the tower blocks in the Muirhouse area to the Southeast of Motherwell would be anchor loads if they were included and would connect Motherwell_1_4000 zone with Motherwell_2_4000 to form a larger zone.

[15]

Heat Demand (MWh)   Council Property Gas Use (MWh)

	Heat Demand (MWh)		Council Property Gas Use (MWh)
	<15,000		<1,000
	>15,000		1,000 - 4,999
			>5,000

Housing Development Site
Business Site
Regeneration Site
Mixed Use Centres
500m from River Clyde

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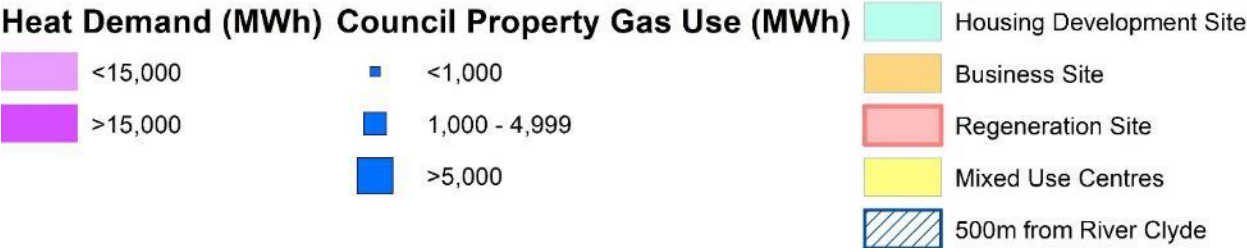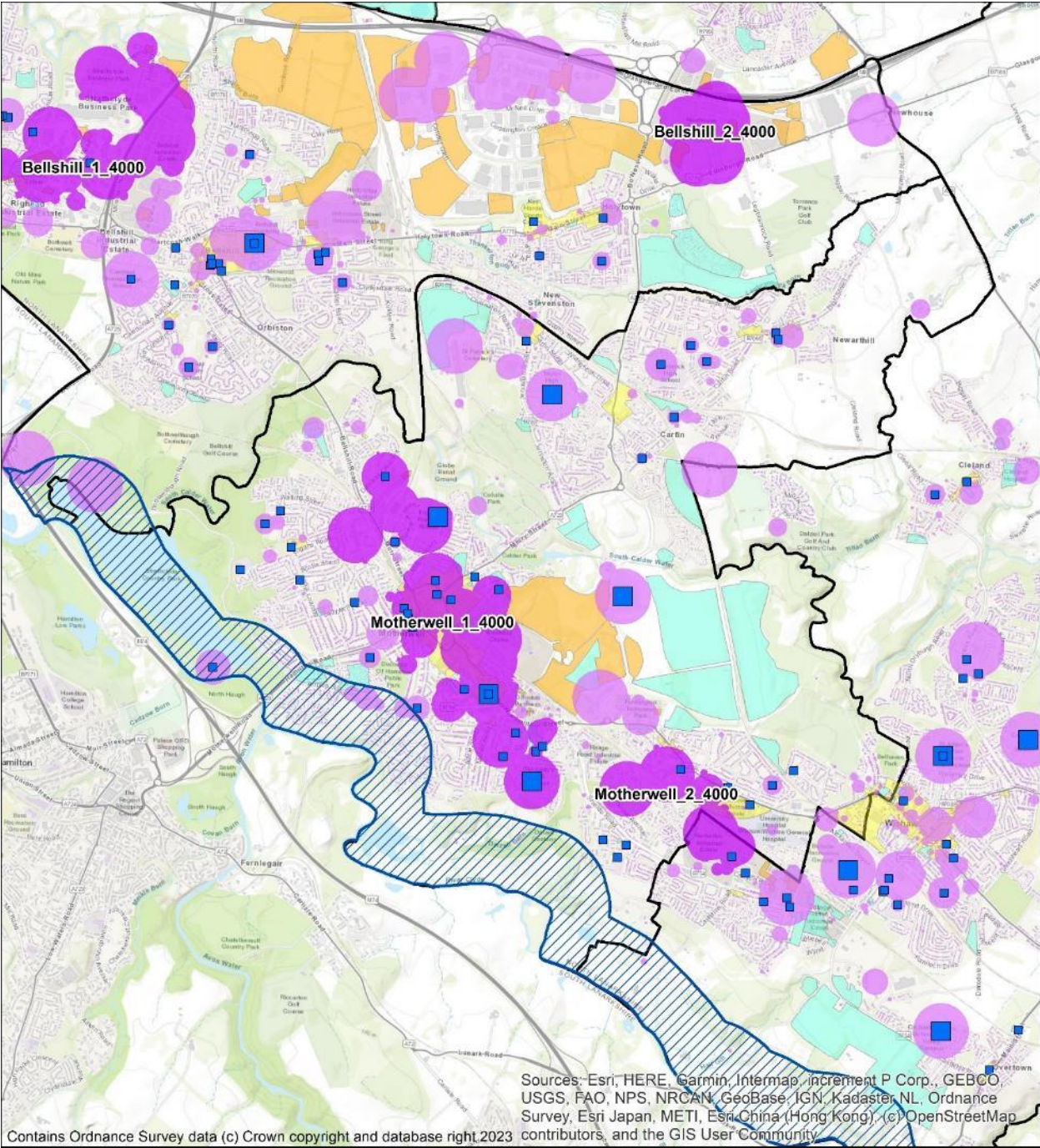
Figure 20: Motherwell heat network zone – 8,000kWh/m

Heat Demand (MWh)

(light green)	<15,000
(dark green)	>15,000

Council Property Gas Use (MWh)

(small blue square)	<1,000
(medium blue square)	1,000 - 4,999
(large blue square)	>5,000

(cyan)	Housing Development Site
(orange)	Business Site
(pink)	Regeneration Site
(yellow)	Mixed Use Centres
(hatched)	500m from River Clyde

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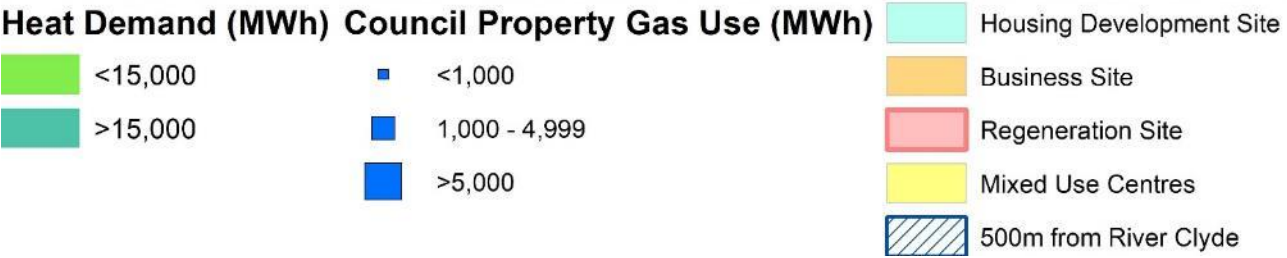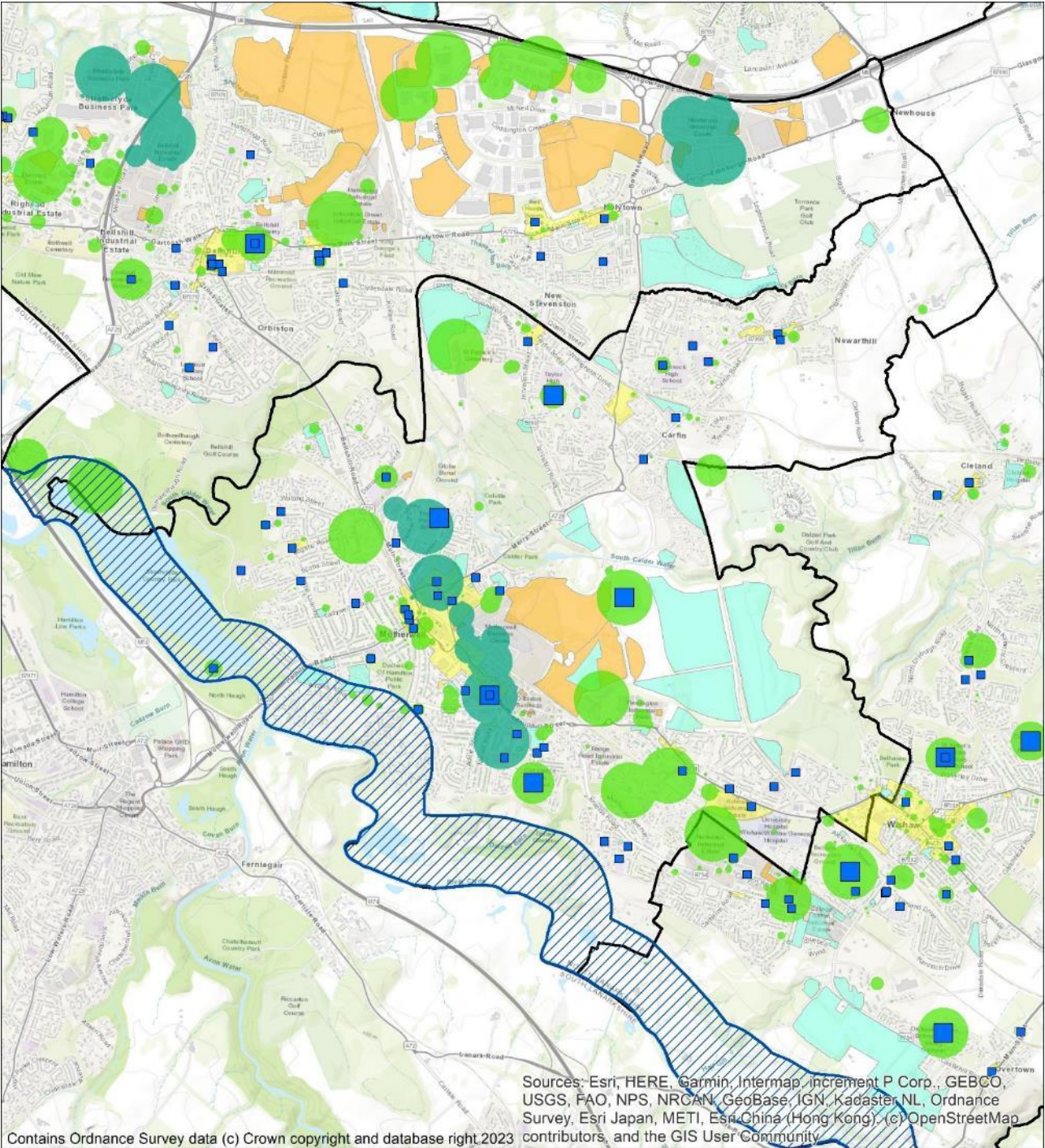
7.6.5   Coatbridge

Coatbridge_1_4000 zone contains 11 buildings with estimated heat loads over 1,000kWh and 66 buildings over 78kWh. There are a number of Council owned buildings within this area with significant heat loads, including the Time Capsule leisure centre.

Coatbridge_2_4000 contains a further 3 buildings over 1000kWh and 26 over 78kWh. This area, if considered in isolation would be more sensitive to the connection of a small number of larger heat loads than the Coatbrige_1_4000 zone.

The largest 3 heat demands in Coatbridge_3_4000 are all relatively low confidence buildings and within the 23 loads over 78MWh demand per year, there are few large public buildings.

Overall, therefore, the main heat zone in Coatbridge has itself higher confidence and the further two areas could be considered as areas of potential expansion as well as the adjoining sites allocated for development.

Checking the 8,000kWh/m/year (stringent) linear heat density measure, the larger heat network zone is still present, but in two areas. This increases the confidence that a heat network could be developed within Coatbridge.

Figure 21: Coatbridge heat network areas – 4,000kWh/m

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Figure 22: Coatbridge heat network areas 8,000kWh/m

Heat Demand (MWh)

🟩	<15,000
🟦	>15,000

Council Property Gas Use (MWh)

▪	<1,000
◼	1,000 - 4,999
⬛	>5,000

🟦	Housing Development Site
🟧	Business Site
🟥	Regeneration Site
🟨	Mixed Use Centres
▨	500m from River Clyde

7.6.6   Cumbernauld

There are three heat network areas around Cumbernauld, the three areas are not close to each other and therefore appear to be separate opportunities. However, there are a number of industrial sites on the outskirts

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which have been excluded from the analysis due to low confidence in their heat load. If more detailed heat load data becomes available for these buildings, then re-analysis would be warranted.

The Cumbernauld_1_4000 zone has 9 loads over 1,000MWh/year and 50 over 78MWh/year. There are a number of Council owned buildings both within this area and in close proximity to it. The area includes the proposed Cumbernauld Town Centre regeneration. The mixture of heat loads, number of potential anchor loads and presence of the substantial regeneration project mean this area has reasonable potential for heat networking.

The Cumbernauld_2_4000 and Cumbernauld_3_4000 are areas to the South West and North East of Cumbernauld respectively. Both areas are which are almost entirely non-domestic commercial and industrial buildings. They are therefore much less likely to be viable than other areas identified in North Lanarkshire given the absence of public sector buildings, including Council owned buildings and there being no domestic buildings. The areas would be reliant on both the buildings being technically suitable, which is uncertain, and the possibility of arriving at commercial agreements with each.

Figure 23: Cumbernauld heat network 4,000kWh/m
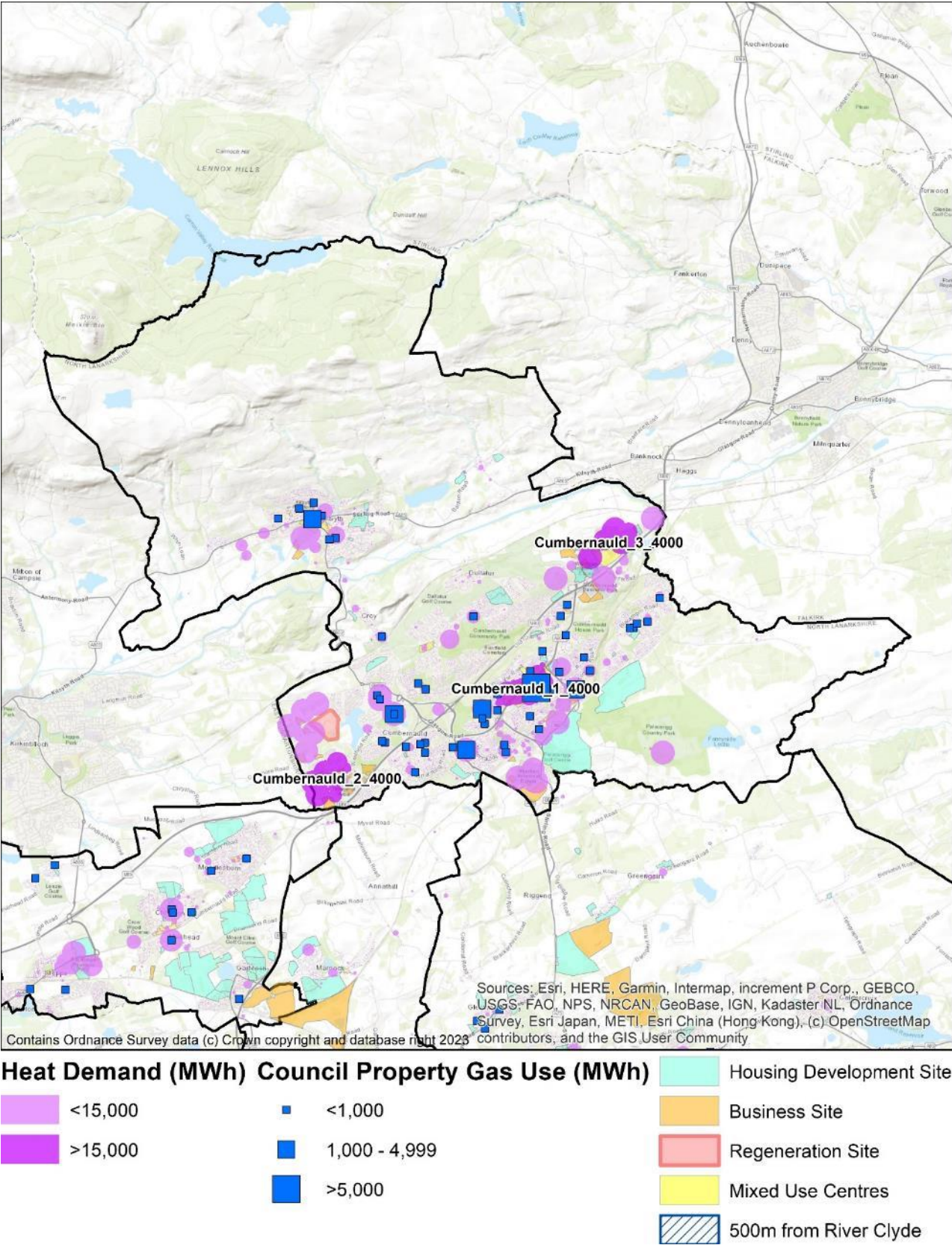
Figure 24: Cumbernauld heat network areas 8,000kWh/m

Heat Demand (MWh)
- <15,000
- >15,000

Council Property Gas Use (MWh)
- <1,000
- 1,000 - 4,999
- >5,000

- Housing Development Site
- Business Site
- Regeneration Site
- Mixed Use Centres
- 500m from River Clyde
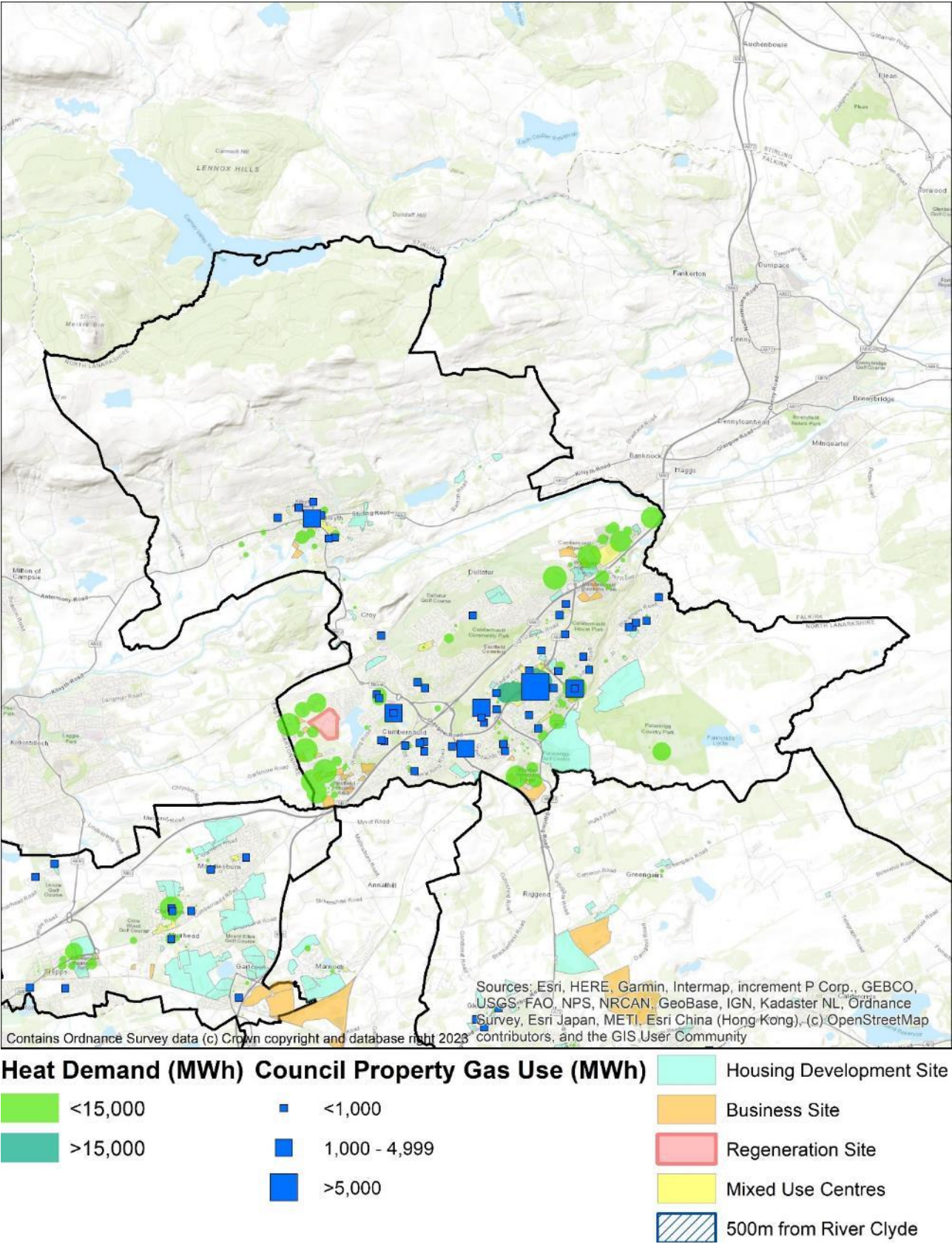
7.6.7   Bellshill

Two heat network areas have been identified close to the M8 corridor with Bellshill_1_4000 and to the North West and Bellshill_2_4000 to the East of Bellshill.

The area to the West of Bellshill contains a number of large buildings but fewer large Council owned heat loads than Motherwell and Cumbernauld.

Using the more stringent analysis for comparison, there is a much smaller heat network area without any Council owned buildings and almost entirely large industrial buildings with low confidence associated with the heat load data.

As such, Bellshill_1_4000 does not appear to have as a robust opportunity for heat networks., based on the available data.

The area to the East of Bellshill, near to Eurocentral similarly has a small number of large heat loads with low confidence.

Overall, therefore there is significantly lower confidence that a heat network could be realised in these areas than Motherwell, Coatbridge and Cumbernauld. The property types in these areas are also less likely to use heating systems which are suitable for connection to heat networks. However, opportunities to improve the Council's understanding of the energy use of the businesses in these areas, will be considered as part of any future engagement.

Figure 25: Bellshill heat network opportunities 4,000kWh/m – Baseline

Heat Demand (MWh)
- <15,000
- >15,000

Council Property Gas Use (MWh)
- <1,000
- 1,000 - 4,999
- >5,000

- Housing Development Site
- Business Site
- Regeneration Site
- Mixed Use Centres
- 500m from River Clyde
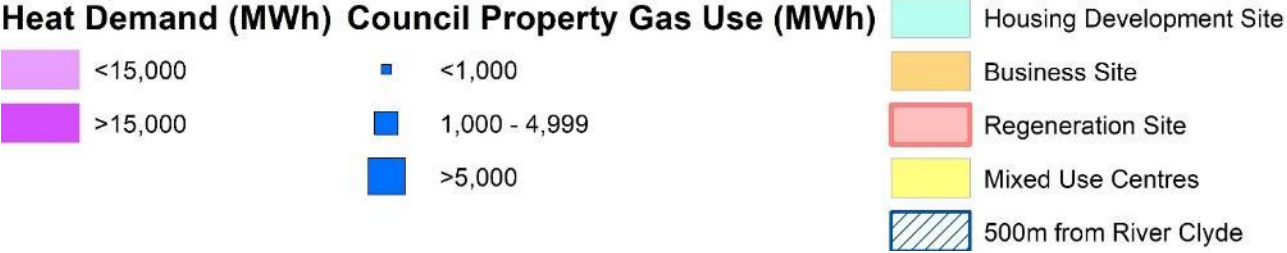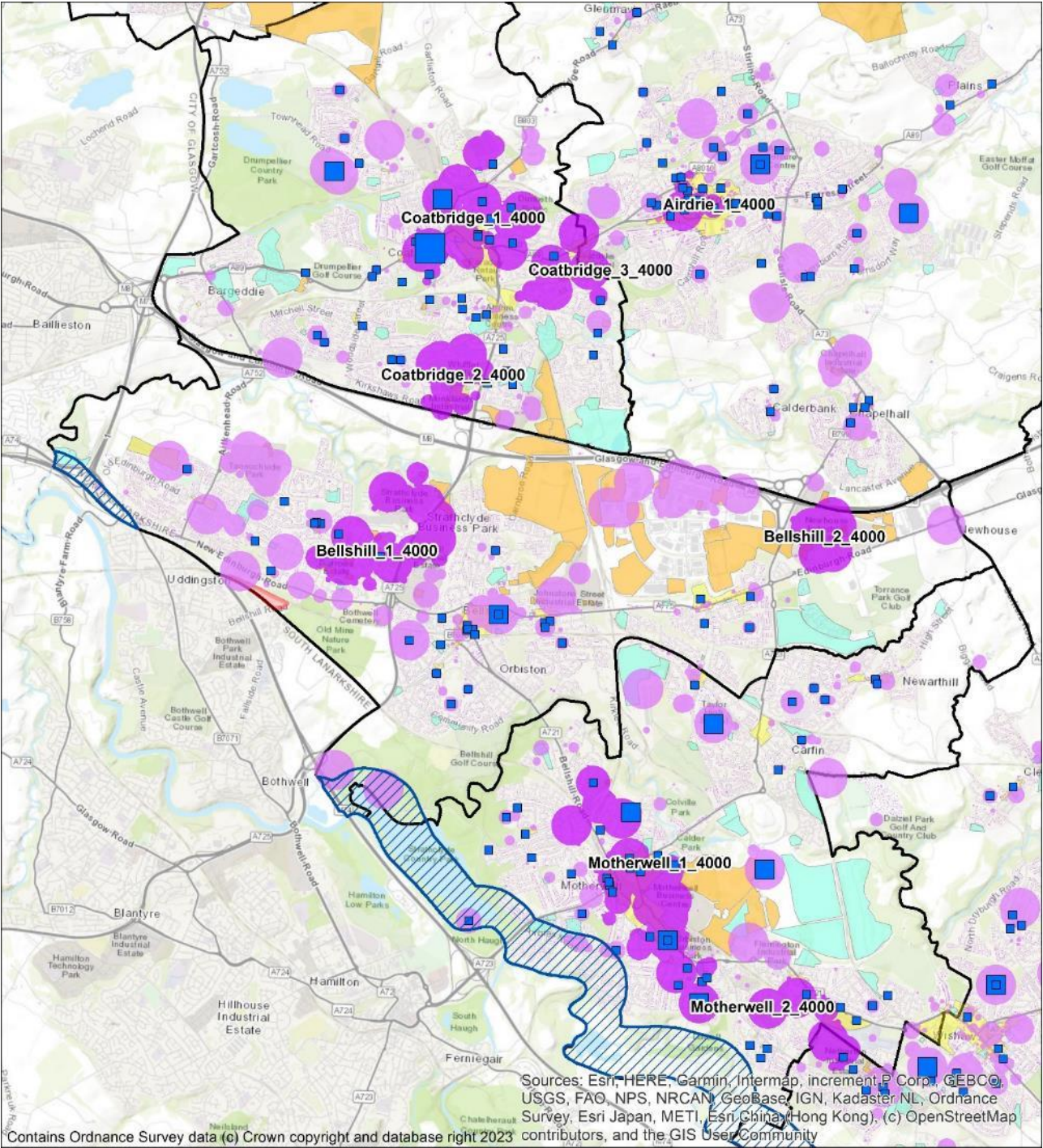
Figure 26: Bellshill heat network opportunities 8,000kWh/m – Stringent

Heat Demand (MWh)

- <15,000 (light green)
- >15,000 (teal)

Council Property Gas Use (MWh)

- <1,000 (small square)
- 1,000 - 4,999 (medium square)
- >5,000 (large square)

- Housing Development Site
- Business Site
- Regeneration Site
- Mixed Use Centres
- 500m from River Clyde

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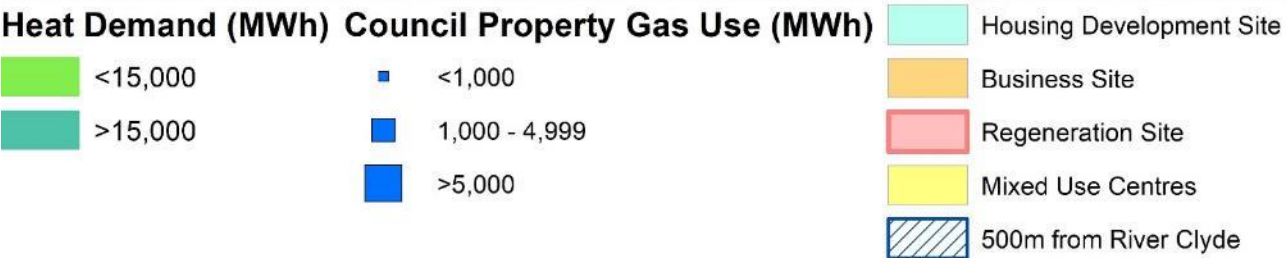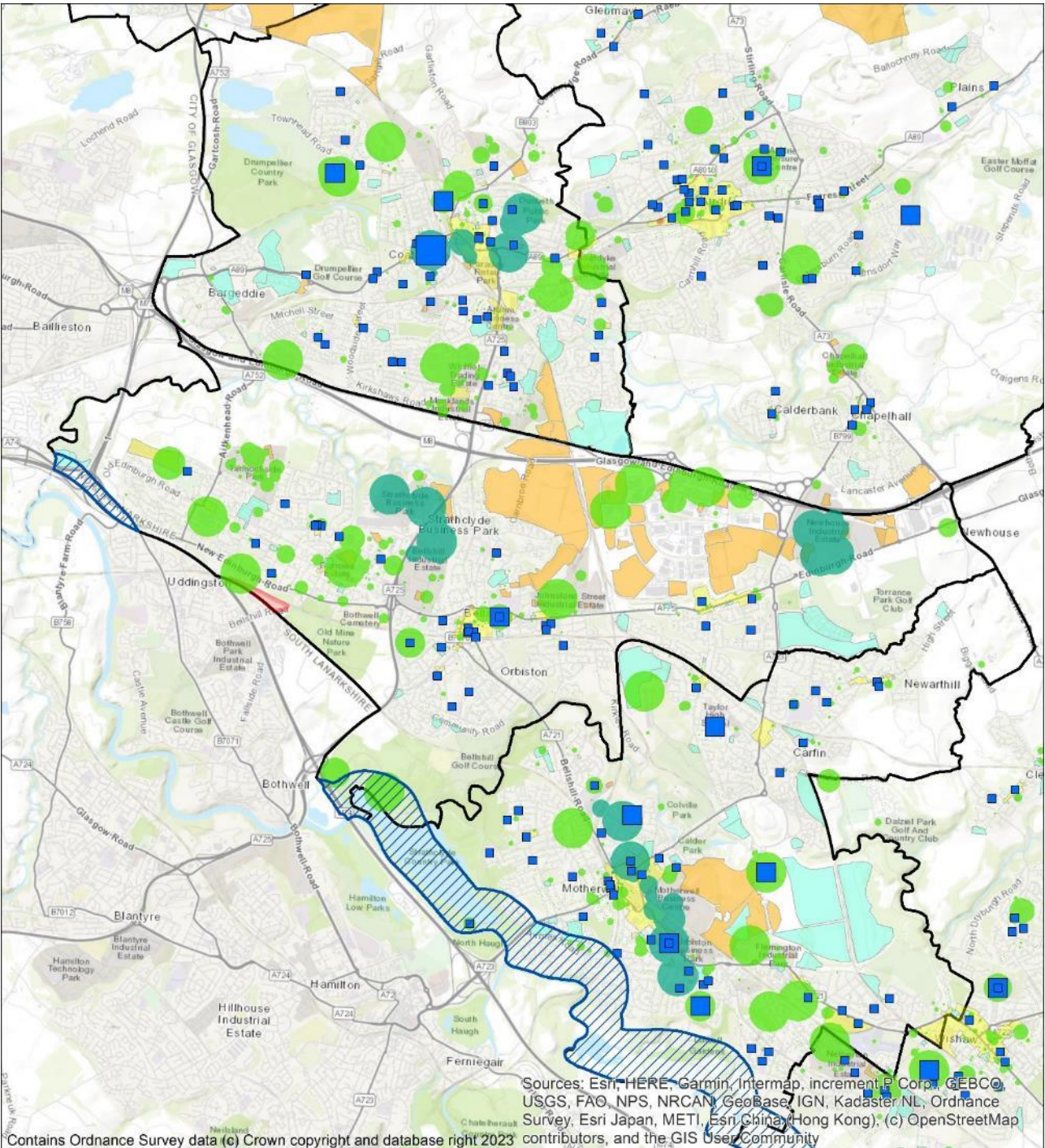
7.6.8   Airdrie

A potential heat network area was identified in Airdrie, Airdrie_1_4000. However, sensitivity analysis showed that the area is reliant on a small number of high heat consumption buildings and therefore the likelihood of long-term viability is low, based solely on the existing buildings. However, regeneration projects are planned

in the area and heat networking opportunities could be reconsidered as part of those developments where the proposed additional buildings in the town centre would increase the heat load.

Figure 27: Airdrie heat network opportunity 4,000kWh/m/year

Heat Demand (MWh)

	<15,000
	>15,000

Council Property Gas Use (MWh)

▪	<1,000
◼	1,000 - 4,999
◼	>5,000

	Housing Development Site
	Business Site
	Regeneration Site
	Mixed Use Centres
	500m from River Clyde
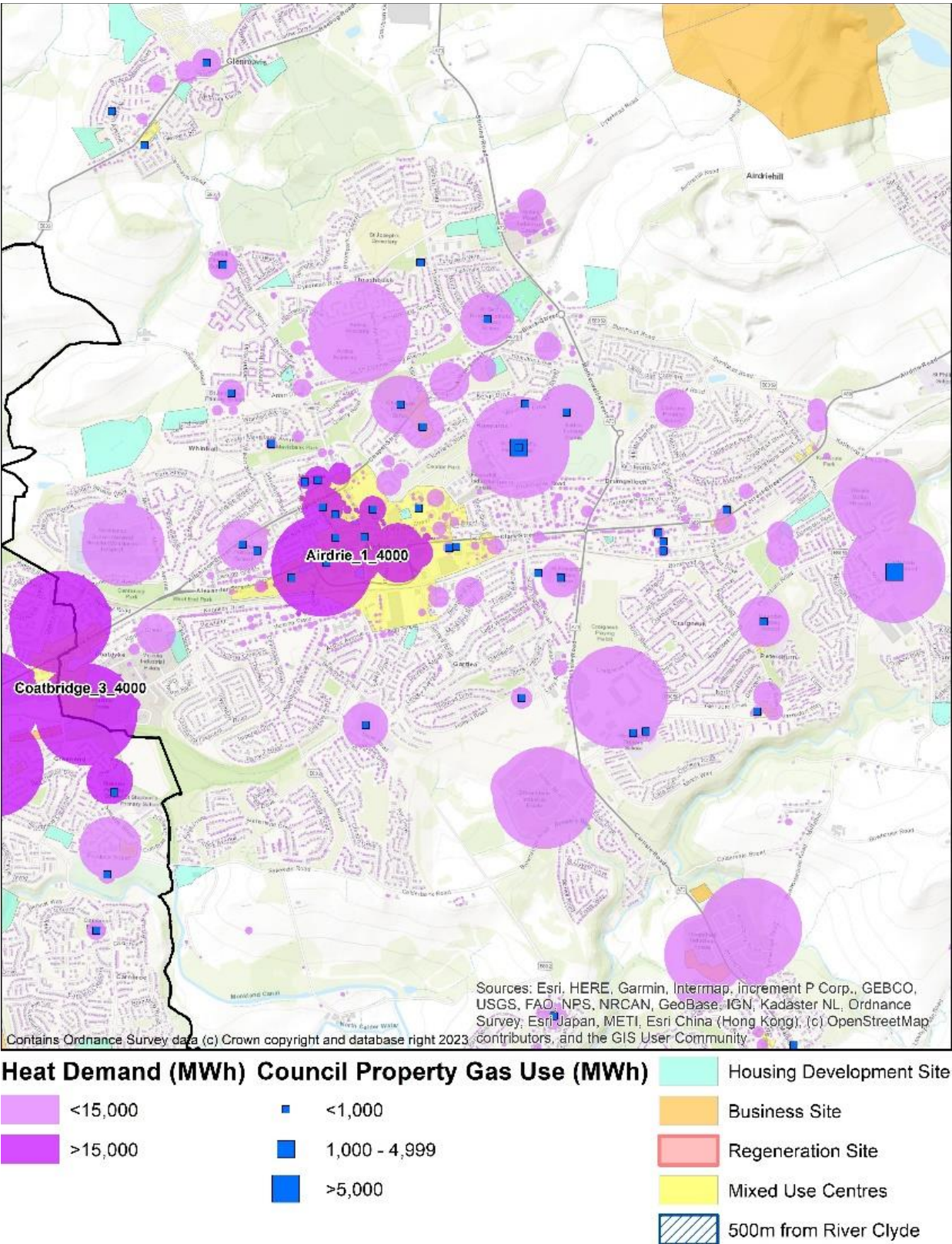
7.6.9   Sources of heat

Sources identified

A review was carried out of potential heat sources within North Lanarkshire including Scottish Heat Map data and data from other sources, such as the Renewable Energy Planning database and the Embedded Capacity Register.

One data centre was identified, which is close to a potential heat network zone. The technical and commercial feasibility of this opportunity is uncertain at this stage.

Energy from waste

One energy from waste site is consented, the Drum Gray Energy Recovery Centre, Greengairs, approximately 5km South of the centre of Cumbernauld, 4.5km from the centre of Airdrie and around 6km from the centre of Coatbridge.

As this site is at construction phase and is of scale, it has the potential to supply significant heat for long periods and is therefore of strategic importance. There are broadly two potential options for connecting this source to areas of potential heat network development:

1) A route to Cumbernauld_1_4000 potential zone
2) A route to Airdrie and Coatbridge_1_4000

Examples of potential routes for these two options are shown in Figure 29: Energy from waste heat network options.

These two options can be considered seperately, however a heat pipe to Airdrie and Coatbridge could allow heat loads along the pipe route to be served which would not in themselves warrant a heat network. This is particularly the case in the centre of Airdrie where there is a cluster of listed builings which will be challenging to decarbonise.

Figure 28 Listed buildings and conservation areas in Airdrie and Coatbridge
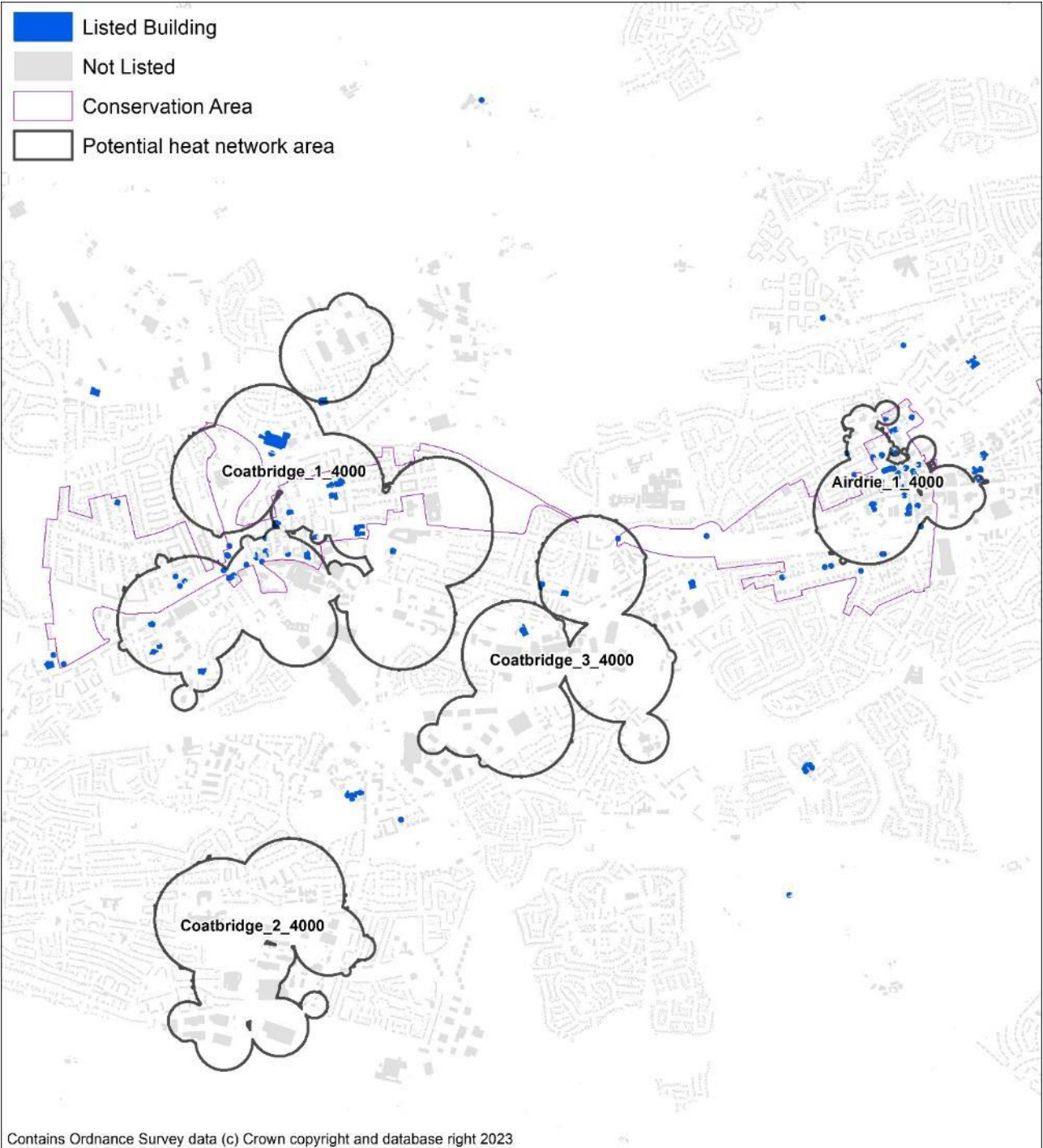
Figure 29: Energy from waste heat network options

Baseline Heat Demand (MWh)

- <15,000
- >15,000
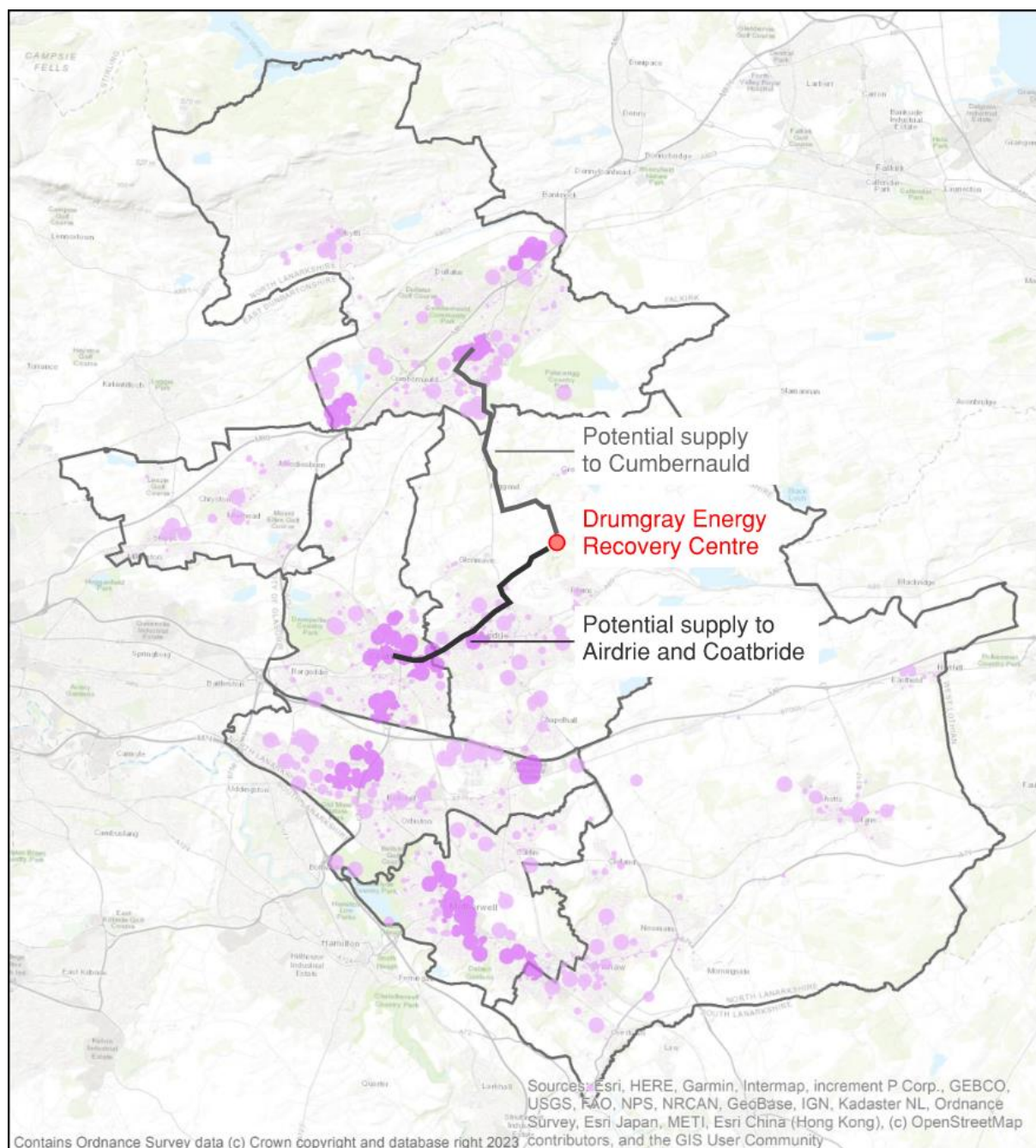
Other sources

The council will coordinate through the LHEES forum to identify if any service areas have projects which could affect the viability of the heat network option or their project. For example

- Active travel routes being developed
- New developments through which the pipework could be routed
- Regeneration projects including Town Centre redevelopments
- Any Glasgow City Region projects
- Housing projects or changes to the council's estate

Other heat sources

North Lanarkshire has multiple potential sources for large scale heat pump systems which could be considered as part of detailed feasibility studies.

1) Mine water geothermal – many parts or North Lanarkshire have mine workings at a range of depths and there is potential for heat to be extracted from mine-water. See Figure 30.

2) Surface water – the River Clyde is close to the Motherwell heat network opportunity area Motherwell_1_4000. There are a number of other surface water bodies which could be considered however for heat networks of substantial scale it is likely to be necessary to have a significant flow of water to avoid cooling the water source in winter.

3) Air

Figure 30: Mine water geothermal potential in heat network areas
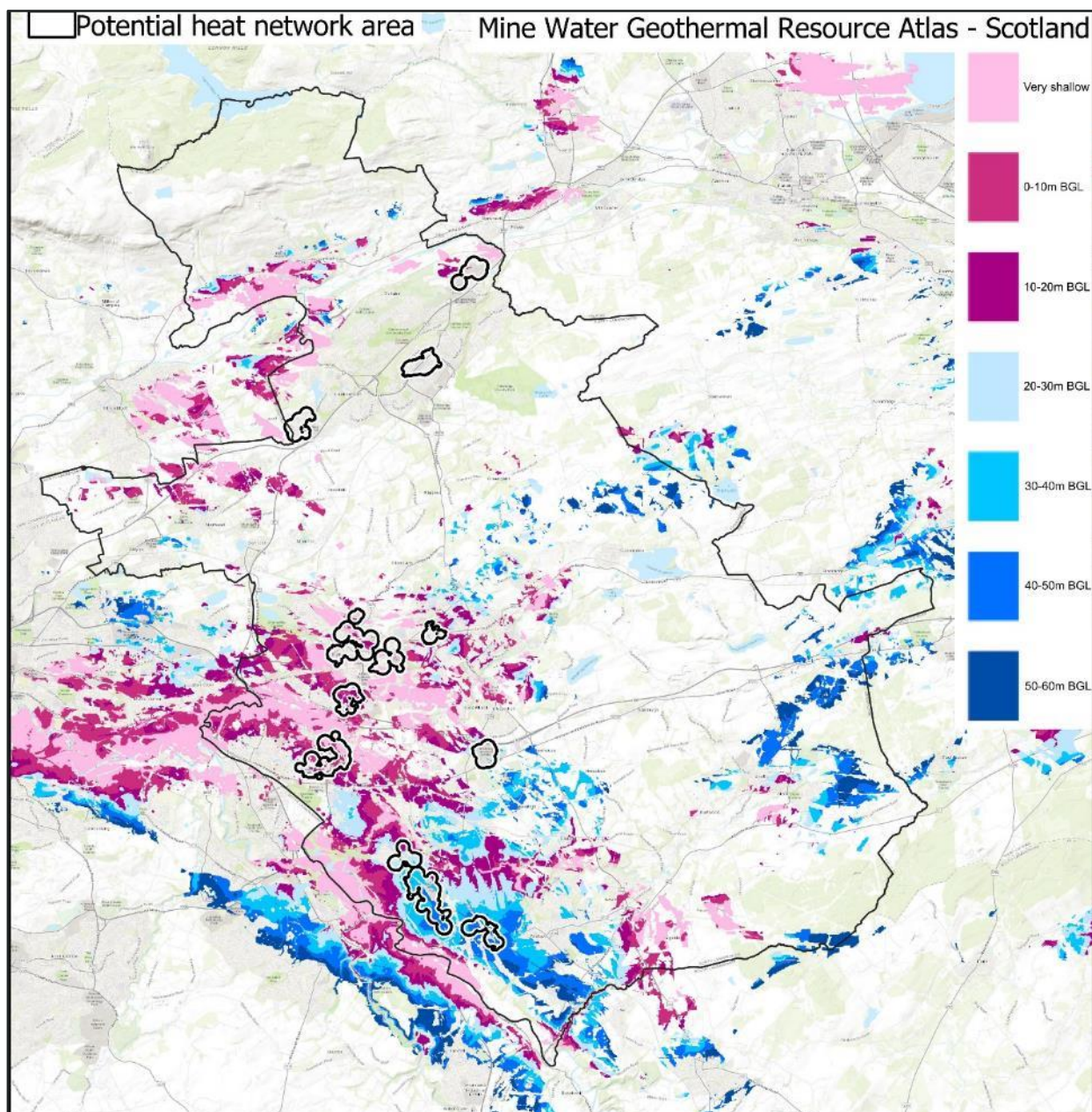
Options for sourcing renewable electricity from either existing installations, particularly wind farms, or installation of new wind and solar installations, will be considered as part of heat network feasibility. This can reduce the cost of electricity and contribute to the viability of heat network opportunities.

7.7 Low Carbon Heat – Other Than District Heating

For 94% of domestic properties and 89% of non-domestic properties in North Lanarkshire it is likely that a local solution will provide a more economic solution than district heating. There may be other factors which mean district heating become the most viable solution for more properties, for example locations where grid constraints inhibit the development of local solutions and in these circumstances District Heating be the most viable solution in a larger percentage share. These local solutions will be either a communal heat network or an individual heating system. There are a range of other low carbon heating technologies which may be more suitable and are discussed below.

7.7.1 Low Carbon Heating Technologies

A list of technologies is outlined in section 4.2

Each property owner will make decisions on the technology which is suitable for their property. This analysis seeks to predict what will be found to be the most suitable technology and for which property. While heat pumps are likely to be the most suitable heating system (7.7.3), technologies such as electric heating and biomass will be appropriate to some specific properties and other technologies such as hydrogen should not be ruled out entirely at this stage, as they may have a role to play in future LHEES iterations.

7.7.2 Individual or Communal Heat Pump Systems

It is possible for a single dwelling to have its own heating system, for a whole building to have a single heat pump system or for many buildings to be connected into district heating schemes.

This Strategy considers communal heat pump systems – both where a single heat pump heats a whole building or where a network of heat pumps shares a single heat source, sometimes referred to as a 5th generation heat network, as having similar energy efficiency requirements as individual heat pump systems. Therefore, they are considered as a single grouping for the purposes of this Strategy.

In practice, whether it is practical to install an air source or ground source heat pump in a flat depends upon several site-specific factors including available space, noise, visual impact and other planning restrictions. Conversely for a communal system to be installed, the agreement of multiple property owners may be required which is complex.

Similarly, each property owner can decide to make their own compromises between installation cost, disruption and operating cost. It is usually possible to achieve lower operating costs by using larger radiators. For the purpose of this Strategy, a property has been deemed suitable for an individual or communal heat pump system if it is likely to achieve a good operating efficiency[16].

Higher temperature heat pumps can be used which remove some practical limitations such as using a shared heating/hot water system to avoid each property needing a hot water cylinder. However, there is a trade-off as they have lower efficiencies (lower COP) and therefore are considered as one of several alternative solutions which have been grouped together as "other".

Heat pumps extract heat from the air, water or ground using electricity. The main source of heat, therefore, is naturally occurring and the input of electricity is considered low carbon, since its associated emissions are reducing alongside the decarbonisation of the electricity grid, which is aiming to be carbon neutral by 2035. The efficiency of heat pumps is variable and is highest in thermally efficient buildings with larger radiators. At worst case, heat pumps should operate 2.8 times more efficiently than direct electrical heating and 3.3 times more efficient than gas boilers.

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[16] The energy used by a heat pump depends upon the coefficient of performance which is related to the water temperature in the heating system at design conditions. Designing heating systems at lower water temperatures allows higher COP when providing space heating but requires larger radiators. The criteria chosen is intended to be such that a heat pump could be installed and be expected to achieve a COP of 3, however confirming this for an individual property would require a detailed calculation at design stage.

For any heat source which uses electricity, including heat pumps, electricity tariffs can have a significant effect on the cost of operating them. Some tariffs with specific lower cost periods can be used but can require more intervention from the household to change settings compared to tariffs with the same price at all times. It is important that householders have access to good advice on selecting the appropriate tariffs for their needs and the needs of any members of their households.

7.7.3   Assessing Suitability for Heat Pumps

This section estimates how many properties in North Lanarkshire would be suitable for heat pumps based on the Home Analytics dataset. Every property would have to have more detailed assessment to confirm its suitability. A study from the UK Government showed that most property types were indeed suitable for heat pumps[17].

There is not an agreed benchmark for assessing the suitability of each property for heat pumps in domestic properties. In practice, the limiting factor as to whether a low temperature heat pump could be used for space heating is a sufficiency of space to have radiators which are big enough to heat each room at the low radiator temperatures desired for efficient heat pump operation. The DESNZ Electrification of Heat Demonstration project[18] report, conducted by Energy Systems Catapult, concluded:

> *"The project has not identified any particular type or age of property that cannot have a successful heat pump installation. The suggestion that there are particular home archetypes in Britain that are "unsuitable" for heat pumps is not supported by project experience and data."[19]*

However, in practice properties with high heat demand per square meter (low energy efficiency) are more likely to be challenging to install a low temperature heat pump and achieve adequate operating costs. High temperature heat pumps can be used but have higher running costs than low temperature heat pumps.

For the purposes of this Strategy, therefore criterion for the suitability of individual heat pumps is that the property must have a predicted heat demand per square metre of property of less than 160 kWh/m^2/year which equates to approximately 3 W/m^{2}K and 2,200 heating degree days or approximately 75 W/m^2 of peak heat demand. In reality, each property is different.

Table 14 shows that out of the 161,150 domestic properties in North Lanarkshire, 70,172 could be already suitable for new heat pumps installations without additional fabric measures. This is not to say that fabric measures are not useful in these properties (they would have the effect of reducing the heat pump system cost and improve its running efficiency), just that waiting for fabric measures should not be a reason to delay heat pump roll-out to those properties.

After completing the most cost-effective energy efficiency measures, the number of heat pump suitable properties increases to the majority across North Lanarkshire, and going a step further, completing even those energy efficiency measures which are not as cost-effective, further increases the number of suitable properties.

Another criterion considered is to allow for standard domestic heat pumps operating on a single-phase power supply. Single-phase heat pumps are typically limited to 15 kW thermal power, which will equate to approximately 35,000 kWh/y of heat demand. Virtually all properties meet this criterion (Table 14).

Using these criteria can then help to identify and target the specific properties that are most in need of additional energy efficiency upgrades, including those which are not as cost-effective.

The maps in Appendix E illustrate the distribution of those properties which are ready for heat pumps, those which require cost-effective fabric intervention and those which need deeper intervention or alternative solutions. The measures considered cost-effective in this scenario are:

- Loft insulation;
- Wall insulation, except external insulation where it supplements another type of wall insulation; and
- Double glazing only where it is replacing single glazing.

A further scenario was considered with the addition of external wall insulation to properties which already have another type of wall insulation (internal/cavity). See 8.1.8 for further discussion.

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[17] An Energy System Catapult electrification of heat project in the UK finds all housing types are suitable for heat pumps.

[18] Electrification of Heat Demonstration Project: winning bids, case studies and project data - GOV.UK (www.gov.uk)

[19] All housing types are suitable for heat pumps, finds Electrification of Heat project - Energy Systems Catapult

There are other challenges with locating heat pumps – such as finding a suitable location on the outside of flats or installing hot water cylinders in properties without cylinders.

While the majority of installations are currently air-to-water heat pumps, other types of heat pumps could be chosen and this Strategy does not determine which type of heat pump is most viable for individual buildings. Shared-loop and larger communal heat pump systems can be more suitable for flats, where locating a heat pump and hot water cylinder in or on each property is challenging.

Table 14: Heat pump suitability

Heat Pump Suitability	Properties currently suitable	Suitable after cost-effective energy efficiency measures < 160kWh/m²/y	Suitable with further efficiency measures <160kWh/m²/y
No. of Properties < 160kWh/m²/y	70,174	99,435	117,094
No. of Properties < 35,000kWh/y	160,317	160,886	160,939
< 160kWh/m²/y and < 35,000kWh/y	70,172	99,435	117,094

Comparing the total number of properties with the number suitable after fabric insulation measures have been installed, including external wall insulation on properties with cavity wall insulation already leaves around 44,056 properties which are apparently less likely to be suitable for heat pumps. A building-by-building assessment may find otherwise or identify other improvements which could increase the feasibility of heat pumps, such as other energy efficiency measures beyond the standard windows, walls and loft upgrades in this analysis. For the remainder, other low carbon options will need to be applied depending on demand and location, these options might be electric heating or biomass and, in some cases, hybrid biomass/ heat pump or 3-phase heat pumps.

7.8   Mixed-Tenure, Mixed-Use and Historic

Listed buildings can be challenging with respect to energy efficiency improvements, the siting of, for example, air source heat pumps external to the building and the connection to new district heating pipework.

There are around 300 listed domestic properties (data for non-domestic is not available). Only 32% have EPCs rated C or better, with 8% being F or G. This is less favourable than typical domestic property but not extreme. There are a small number of listed buildings and they are clustering in the centre of Airdrie and in Pather in Wishaw so they should be considered with respect to heat zoning in those two strategic zones.

Like listed buildings, conservation areas represent a particular challenge regarding the introduction of energy efficiency measures and low carbon heat measures. For example, conservation areas are excluded from certain permitted development rights. This can result in properties requiring permission for works that may not have required planning permission if located in a different area. Conservation areas are also more likely to include traditional building types. Energy efficiency measures and low carbon heat sources tend to be more time consuming, challenging or costly to install, if they are possible at all.

The energy efficiency intervention data in Figure 15 has been revisited with a focus on properties in conservation areas – see Figure 31. There are a little over 3,000 domestic properties in conservation areas (around 2% of the homes in North Lanarkshire) with the vast majority being owner occupied. The conservation areas only appear in four of the strategic zones but are likely only to be of significant interest in Airdrie and Coatbridge. The same focus on loft insulation as in other domestic properties is valid.

Conservation area properties with single glazing

Conservation area properties with 0-99mm loft insulation

Conservation area properties with no wall insulation
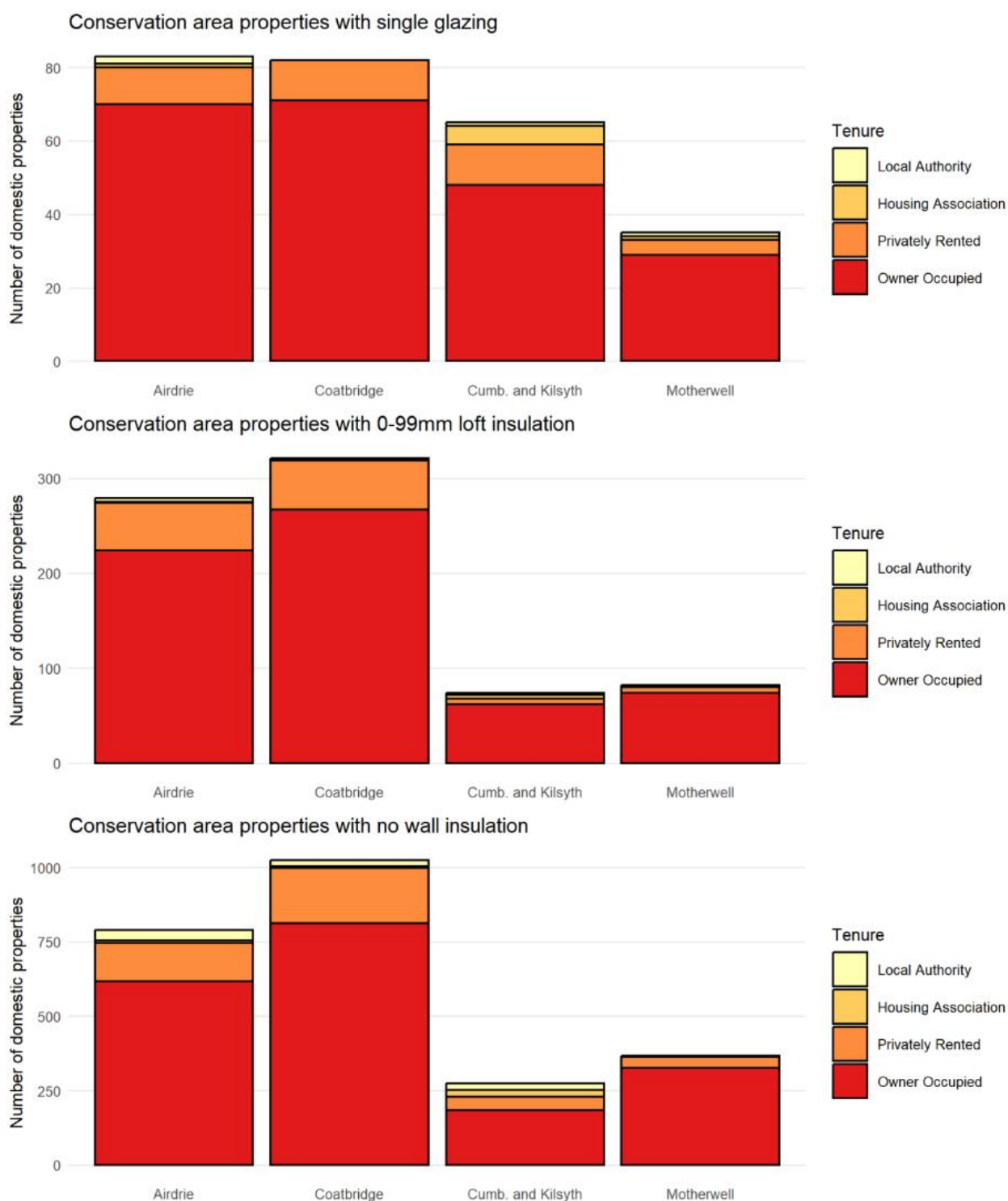
Around 1,700 domestic properties (1% of total) are recorded as flats in mixed-use buildings. The potential energy efficiency interventions for these properties are laid out in Figure 32. Almost all these properties are owner occupied or privately rented. As with the general stock, wall insulation appears to be key for this typology. However of the approximately 1,100 flats predicted to have uninsulated walls, 858 have solid stone walls (presumably tenement flats above shops) so this is not an easy route to improved energy efficiency.

Flats in mixed use buildings with single glazing

Flats in mixed use buildings with 0-99mm loft insulation

Flats in mixed use buildings with no wall insulation
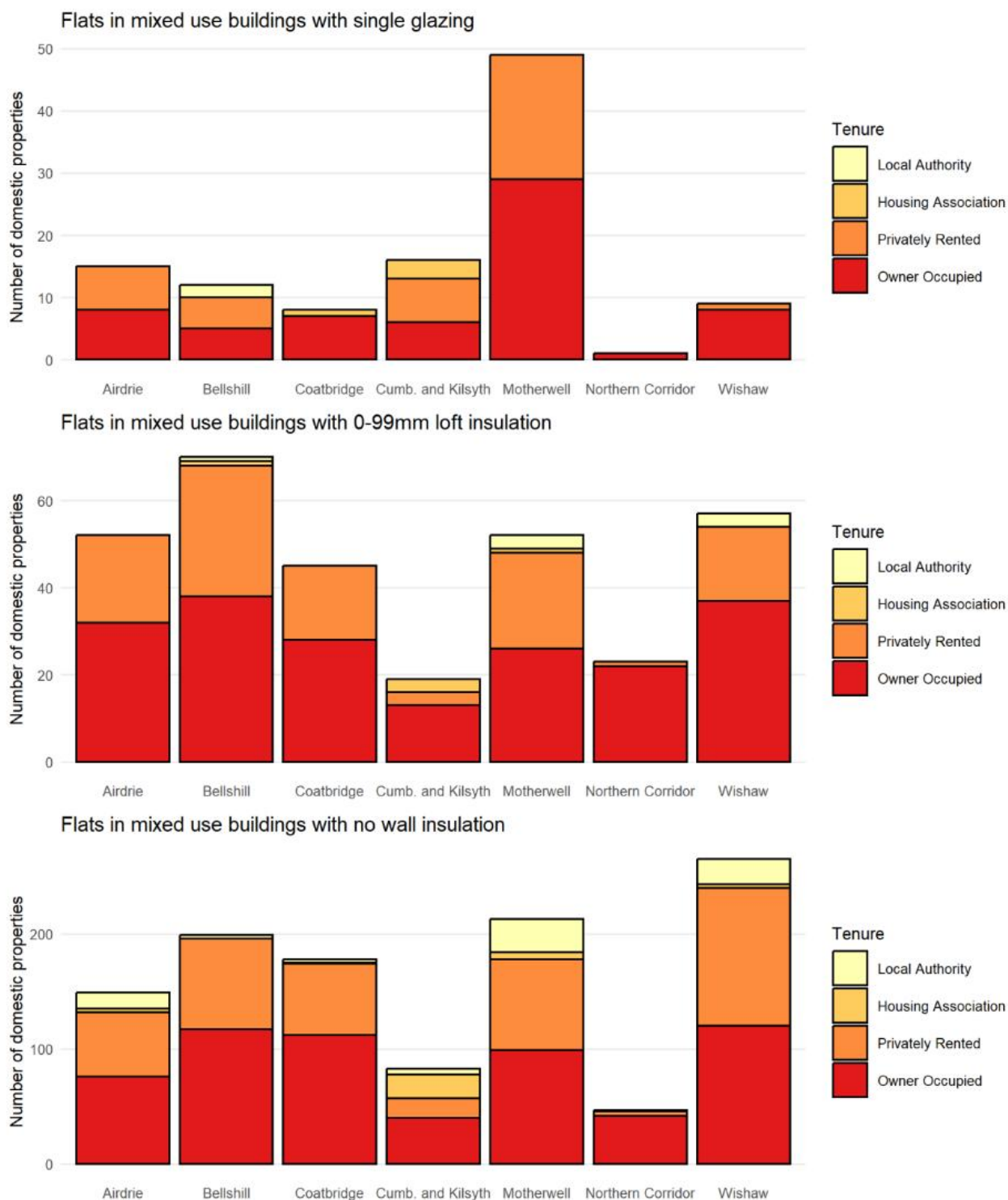
7.9   Building-Level Heat Decarbonisation

In terms of decarbonisation and reducing fuel poverty across the region, Table 15 shows how each key measure can contribute to each locality.

The potential for heat networks in North Lanarkshire is around 6% of domestic properties, which are mostly in Coatbridge and Motherwell.

Most buildings are suitable for heat pumps after insulation measures have been considered. Many properties in a potential heat network zones may also be suitable for heat pumps.

Combining the suitability of these two measures leaves the remaining buildings which would require further investigation on the best steps forward to decarbonise them, as discussed in Section 7.6.9.

Table 15: Impact of measures on domestic buildings by Strategic Zone

Strategic Zone	Number of Properties	Current Heat Demand (MWh/y)	Potential Heat Network Properties	Suitable for a Heat Pump	Not Suitable for a Heat Network or Heat Pump and Not Using Biomass	Not Suitable for Heat Network or Heat Pump (%)
All North Lanarkshire	161,150	1,957,100	9,099	117,094	41,904	26%
Airdrie	25,439	323,800	636	17,318	7,944	31%
Bellshill	20,218	233,700	244	16,083	4,083	20%
Coatbridge	23,902	268,600	4,153	18,337	4,677	20%
Cumbernauld and Kilsyth	30,173	384,900	897	20,706	9,165	30%
Motherwell	25,641	284,900	3,168	19,898	5,011	20%
Northern Corridor	10,381	131,318	-	7,078	3,303	32%
Wishaw	25,243	328,223	-	17,534	3,303	13%

8. Delivery Areas

8.1 Spatial Approach

8.1.1 Purpose

This section sets out how interventions could be prioritised and to identify specific areas for possible action. It considers the characteristics of the North Lanarkshire buildings using a spatial approach and shows differences between areas of North Lanarkshire with respect to the LHEES considerations. This approach identifies areas where delivery actions can be targeted.

Specifically, this is to allow locations to be identified for any future area-based funding mechanism. By setting out a range of metrics this allows the specific objectives of Council policy or funding scheme rules to be used to identify areas most suitable for that action.

The analysis set out in this report is conducted at a higher spatial granularity than in the Strategy to allow targeting of delivery actions.

8.1.2 Domestic Energy Efficiency

The attributes of each home were taken from the Home Analytics data; this contains information on the construction of each building and the suitability for a range of energy efficiency measures. In order to identify areas where insulation measures have the potential to reduce heat demands and improve energy efficiency, the weightings were used as set out in Appendix F. The score for each data zone was calculated using a version of the LHEES Baseline Tool, adapted to provide outputs at Delivery Area resolution.

The Weighted Scores are distributed unevenly across North Lanarkshire with higher scores indicating poorer energy efficiency and a greater potential for demand reduction (Figure 33, Figure 34 and details in Table 23 in Appendix B). There are a small number of zones with significantly worse scores, suggesting that there is value in addressing energy efficiency measures in specific geographical areas.

Those with the highest scores are a priority but they cannot necessarily be treated similarly since, for example, Sunnyside and Cliftonville-04 is exclusively in the private sector while Forgewood-03 has a significant number of properties in the ownership of housing associations. This points to a need to address the problems both by this spatial zoning and by targeting properties by tenure and technical intervention; for example, a possible lack of wall insulation is the biggest contributing factor to the Weighted Score in each top Delivery Area.
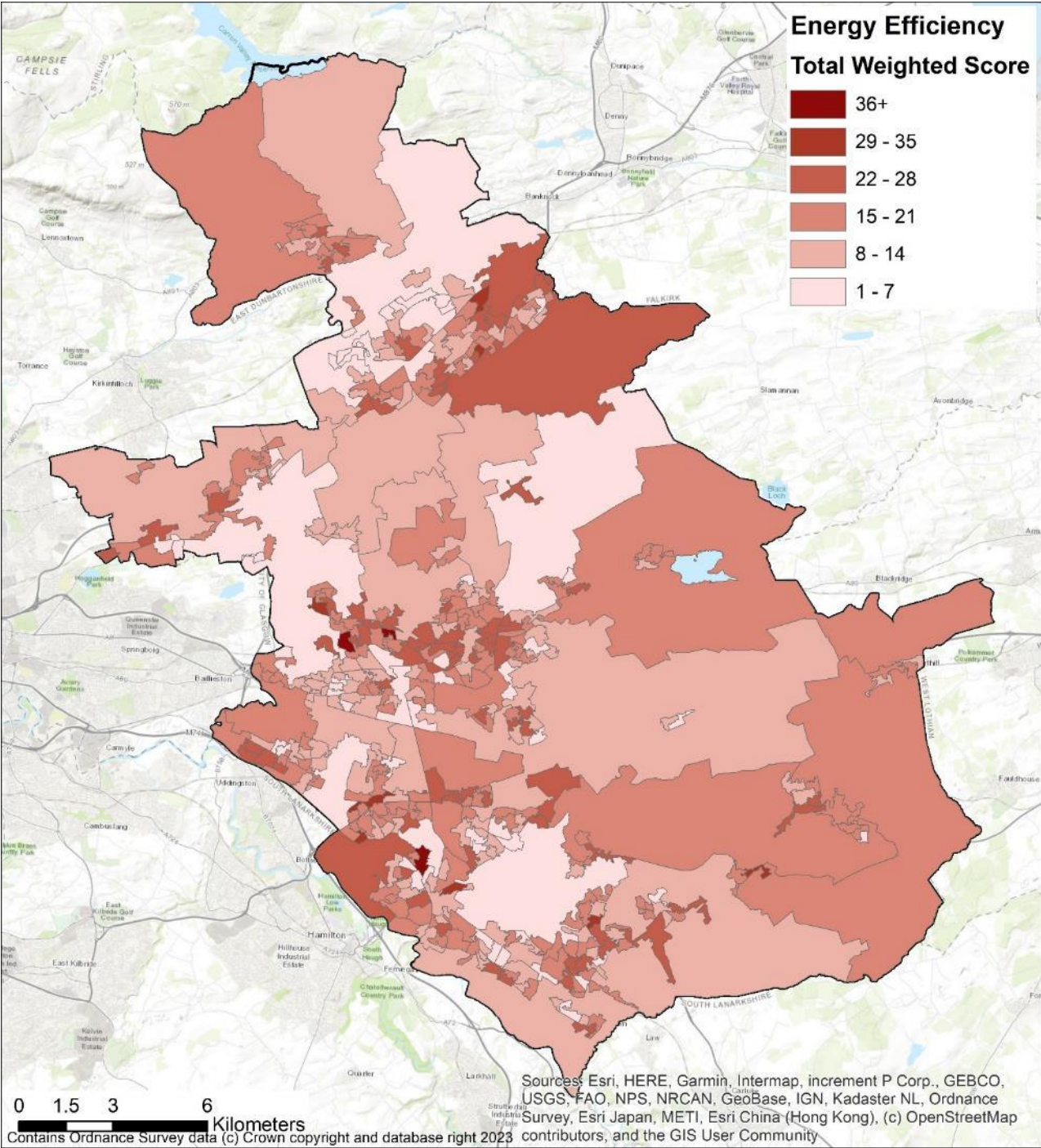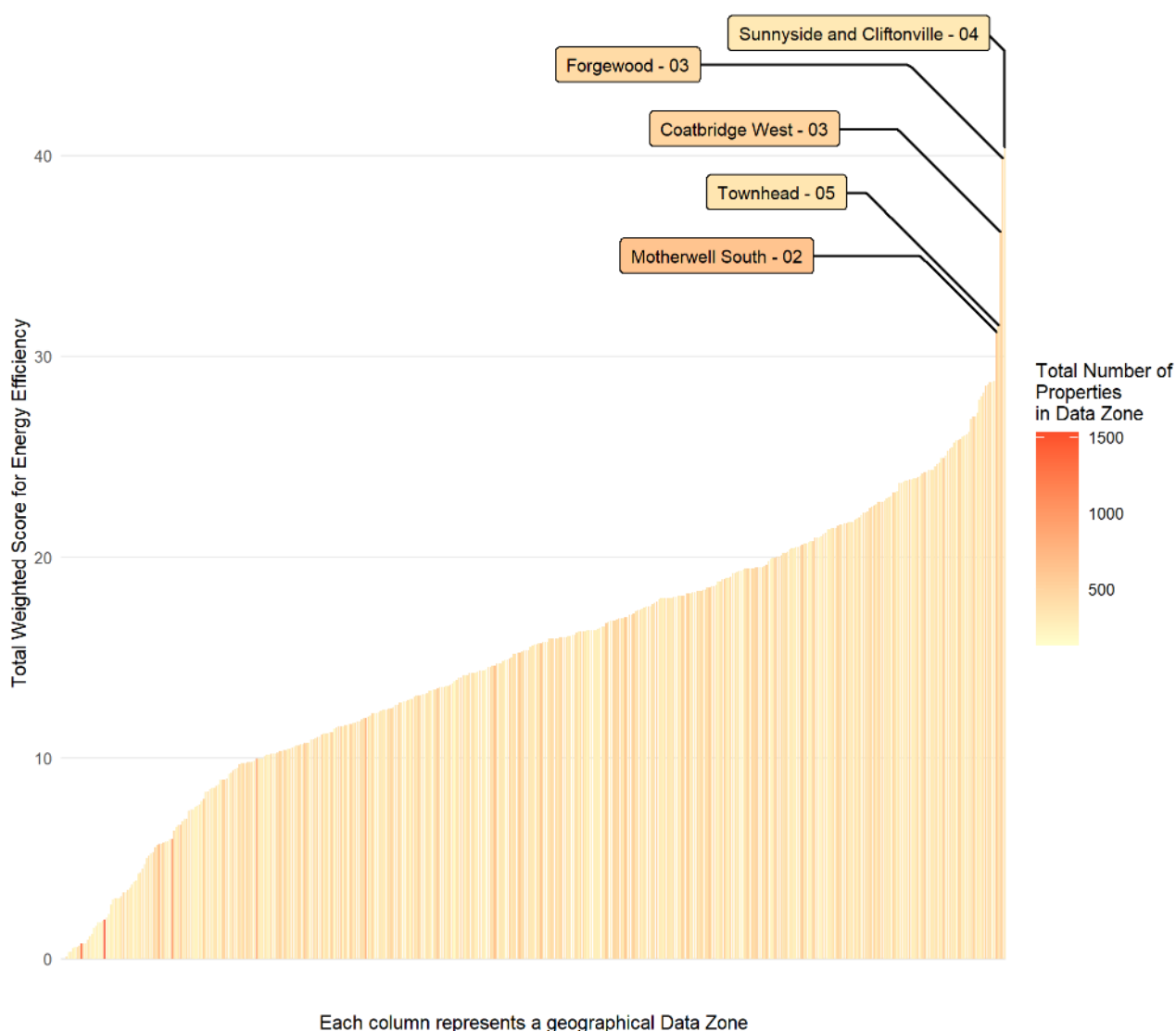
8.1.3 Energy Efficiency as a Driver for Fuel Poverty

This section considers where energy efficiency measures have the potential to reduce fuel poverty. The analysis uses a weighted score as set out in Appendix B

At Intermediate Zone level (Figure 64Appendix A) the highest weighted score was 23 for Motherwell South. At Data Zone level, the highest score is 32.3 for Forgewood-03 and it is clear that a handful of Zones stand out as being particularly in fuel poverty, which indicates a need to prioritise them but there is less of a difference between the other zones suggests that geography may not be the sole mode of prioritisation (Figure 35Table 24Appendix B).

It is evident from Table 24 that uninsulated walls are common in these areas but there is significant variation amongst the other indicators. Notably, the areas with highest fuel poverty levels do not necessarily receive the highest weighted score. This is because the highest ranked zones are those with the greatest potential for energy efficiency improvements to reduce fuel poverty.

Figure 35: Map of Energy Efficiency as a Driver of Fuel Poverty – Data Zone Level

Each column represents a geographical Data Zone
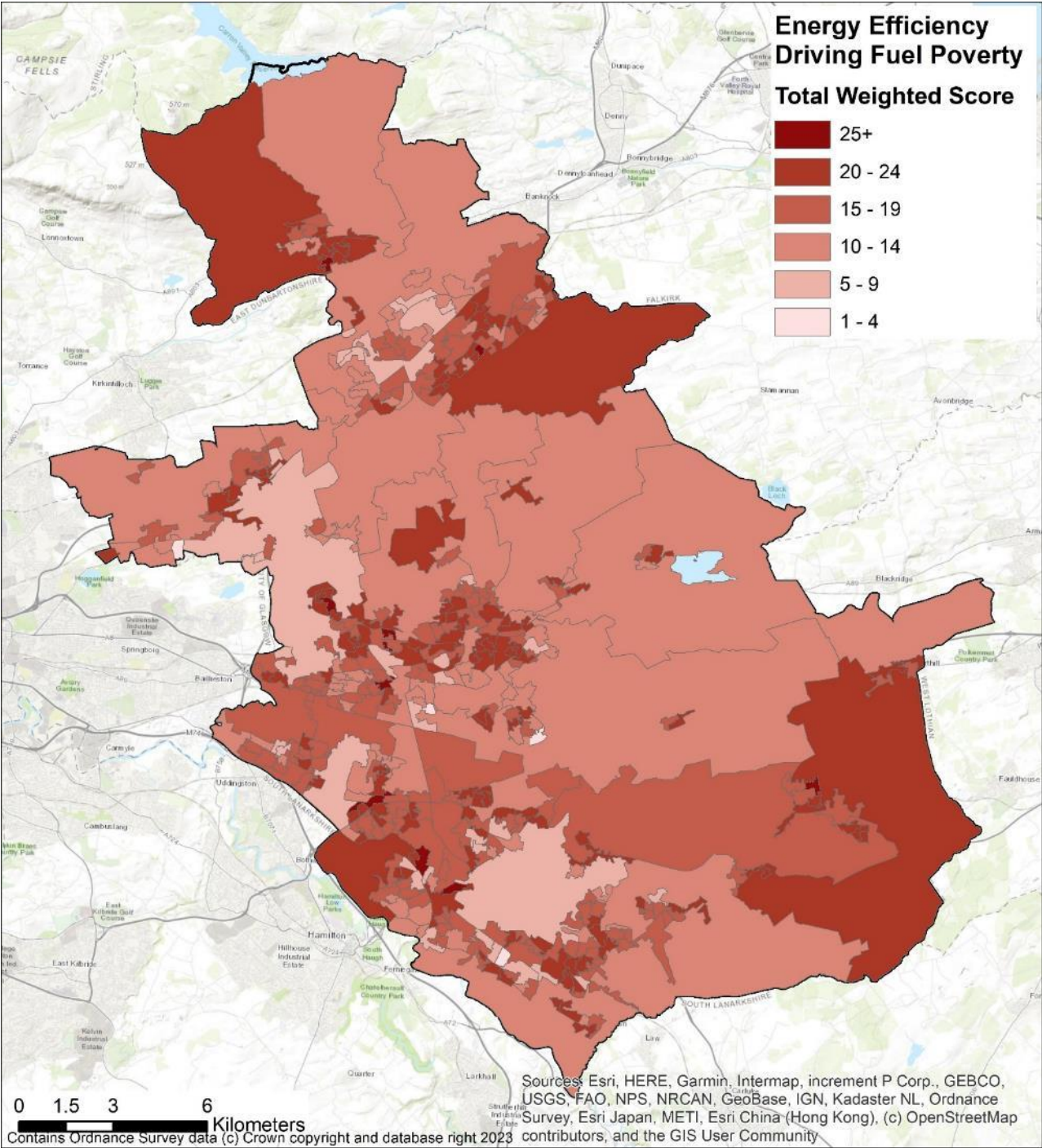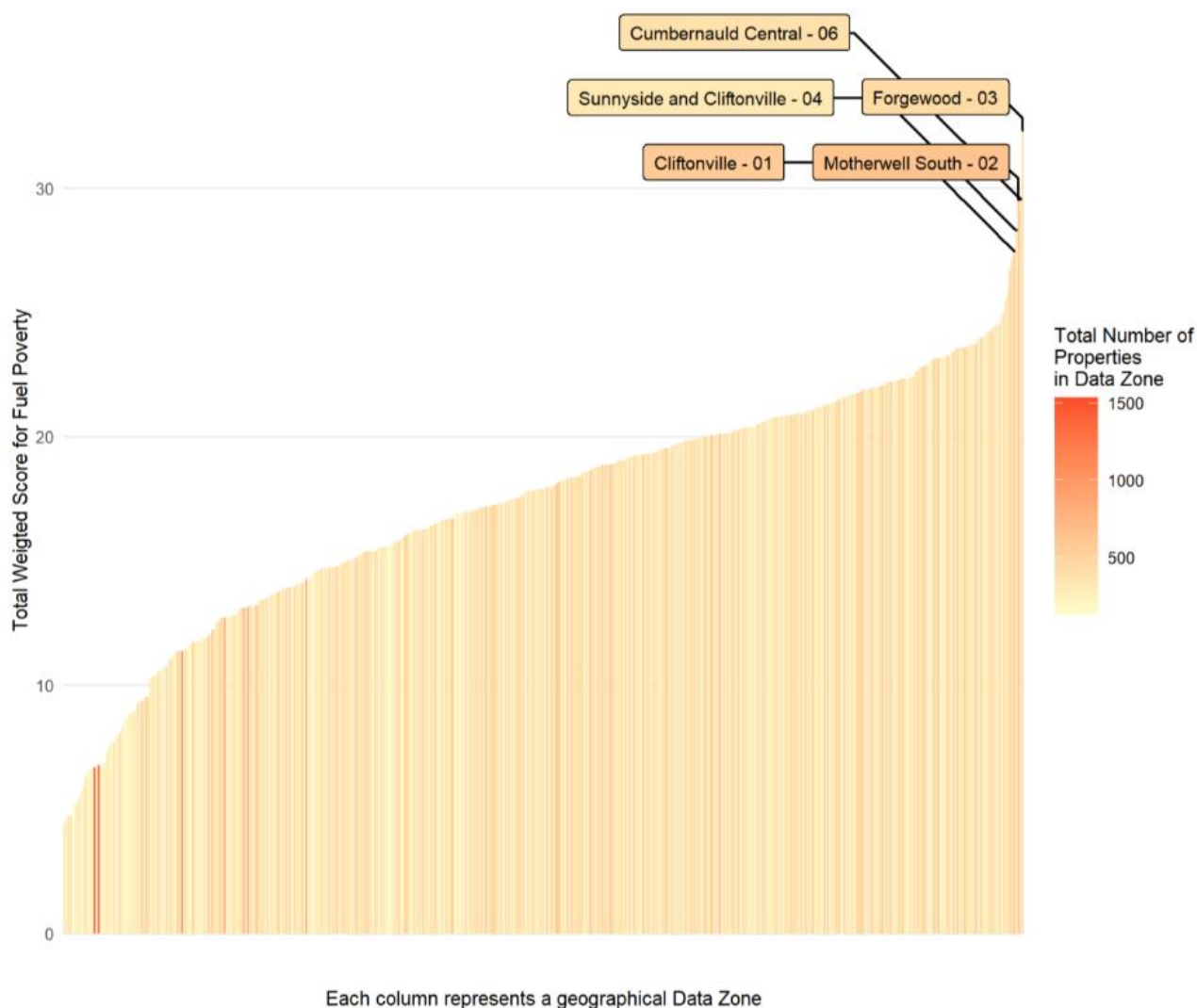
8.1.4 Mixed-Tenure, Mixed-Use and Historical

Mixed-tenure and mixed-use properties have unique challenges for the implementation of interventions as they have multiple stakeholders to engage with that may have conflicting interests. Mixed-tenure buildings are those which have multiple properties of the same use, whereas mixed-use buildings will have multiple properties in the same buildings that have different use profiles and are not all residential, such as a shop with a flat above it.

8.1.4.1 Mixed-Tenure

It is apparent that there is a wide variation in the number of mixed-tenure buildings between data zones (Figure 37 and Figure 38). This ownership type will require specialised engagement, funding and delivery strategies in order to implement the necessary energy efficiency measures. The technical solutions themselves will also potentially differ, since this group includes the range from high flats to sandstone tenements. A dedicated working group to resolve the unique challenges of mixed-tenure buildings may be the best course of action to make progress on the properties that may have multiple stakeholders and heating profiles. The prioritisation of zones will be dependent on the prioritisation identified for energy efficiency measures as much as on the order presented here.

Figure 37: Map of Mixed-Tenure Properties – Data Zone Level

8.1.4.2 Conservation Areas and Listed Buildings

Relatively few Data Zones have homes within conservation areas (Figure 39). The top two zones (Figure 40) also appear amongst the worst performing Zones according to Energy Efficiency Score and so it is clear that properties in at least some conservation areas will be priorities and that appropriate solutions will need to be rolled out in the first LHEES delivery period.
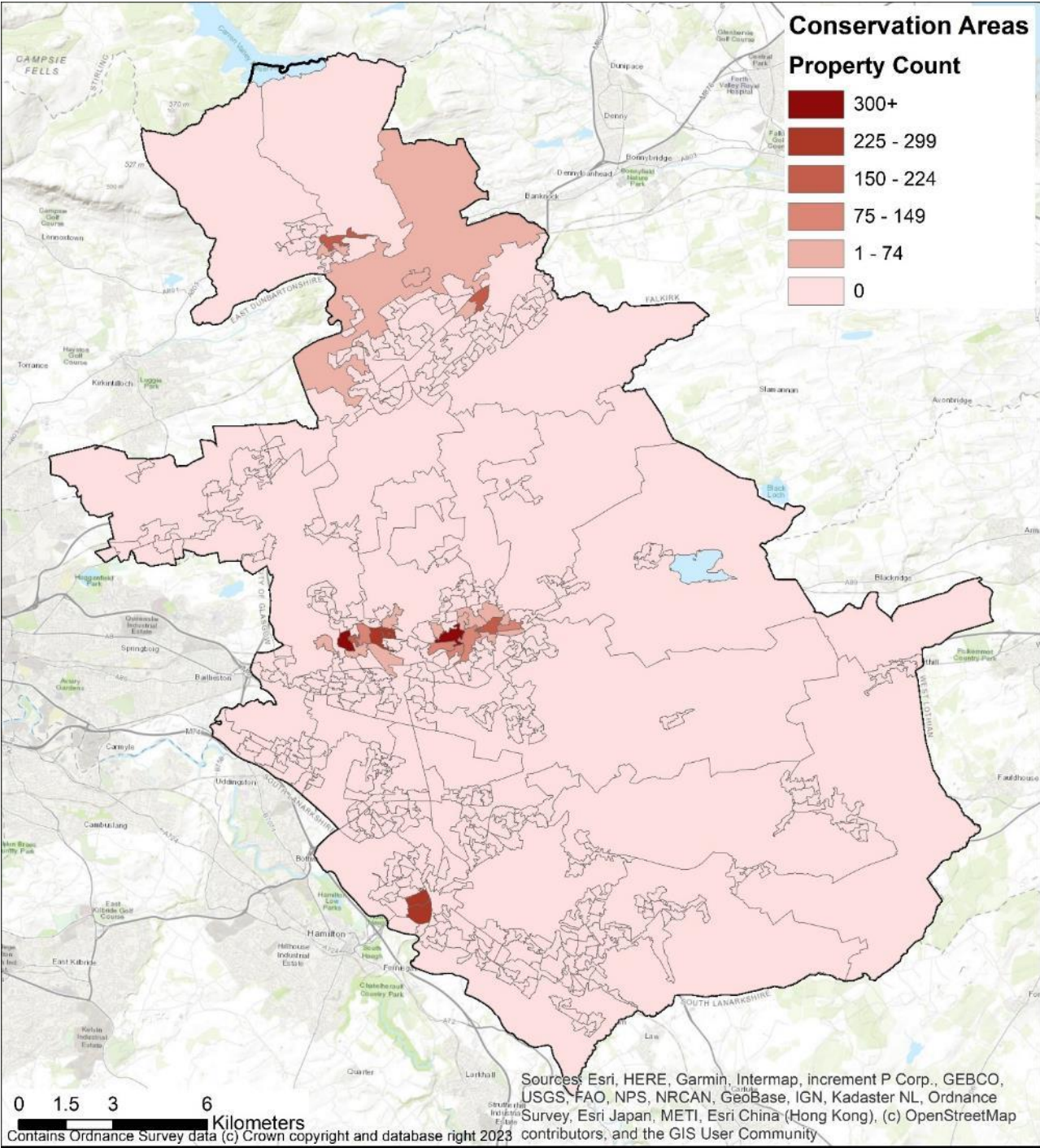
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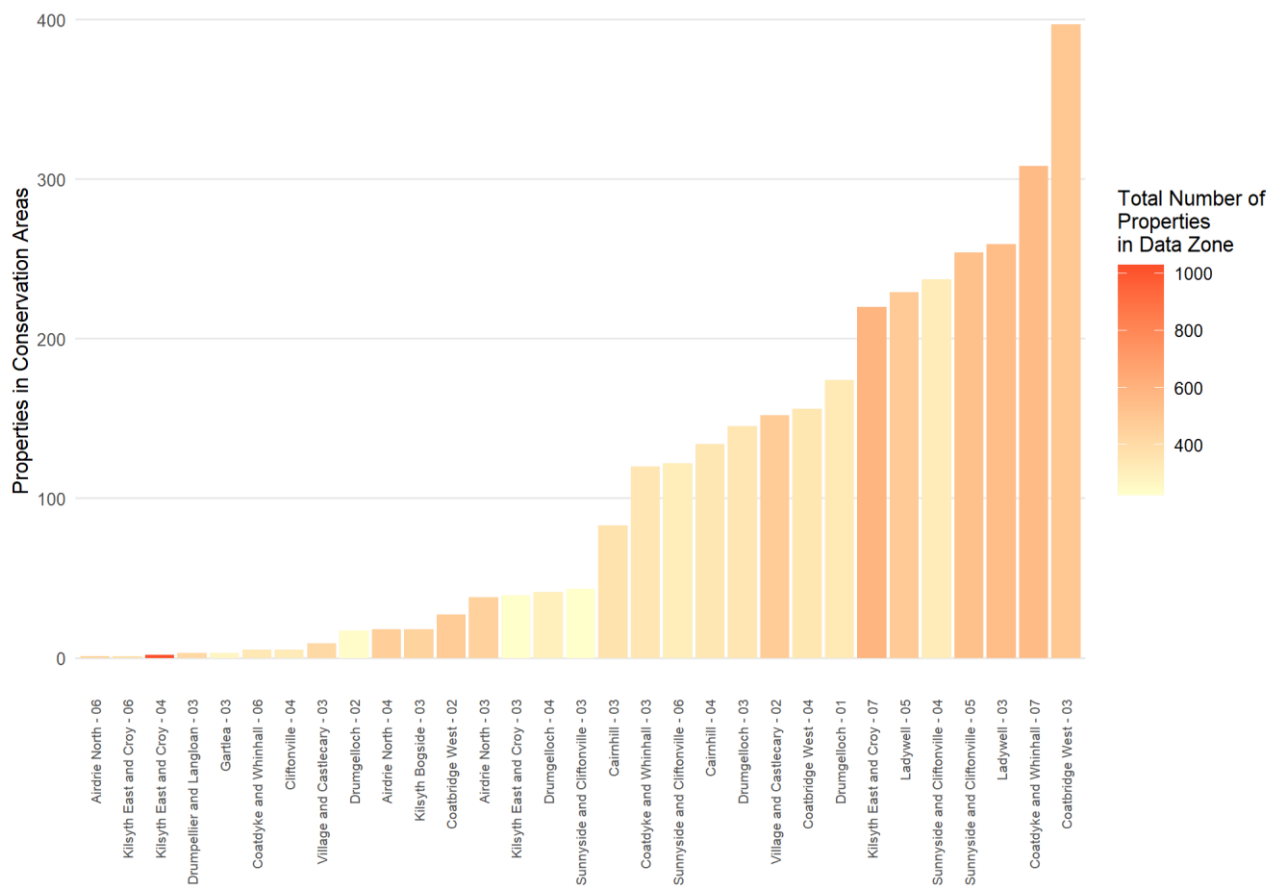
Again, there are very few listed domestic properties (Figure 41 and Figure 42). While the top Data Zone will not be prioritised based on energy efficiency, the second, Village and Castlecary-02 is one of the top energy efficiency priority zones. Consequently, as in the conservation areas, the special strategies for this building type will have to be delivered during the first LHEES delivery phase.

Figure 41: Mapped Listed Domestic Properties by Data Zone
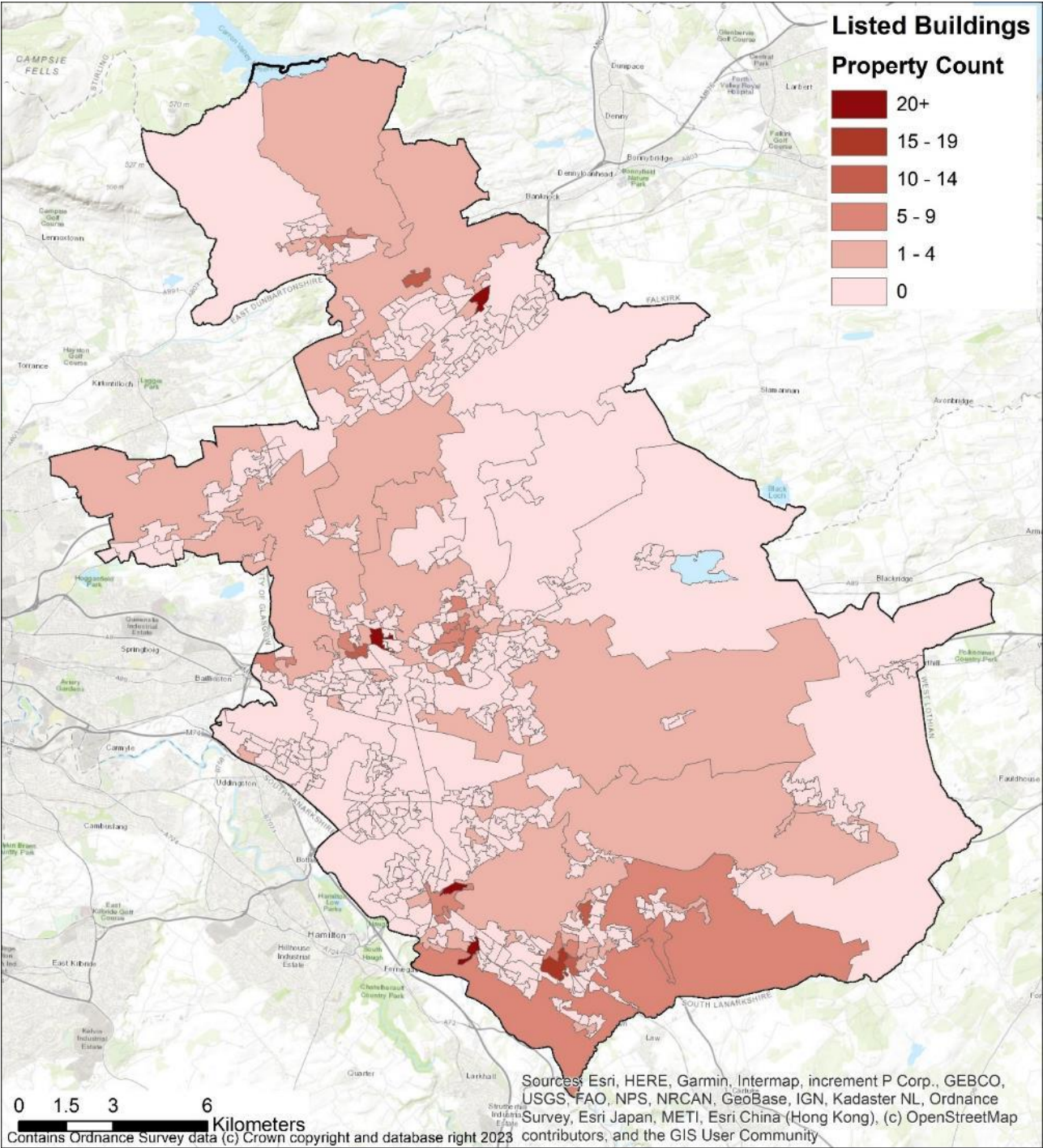
Figure 42: Listed Domestic Properties by Data Zone Histogram
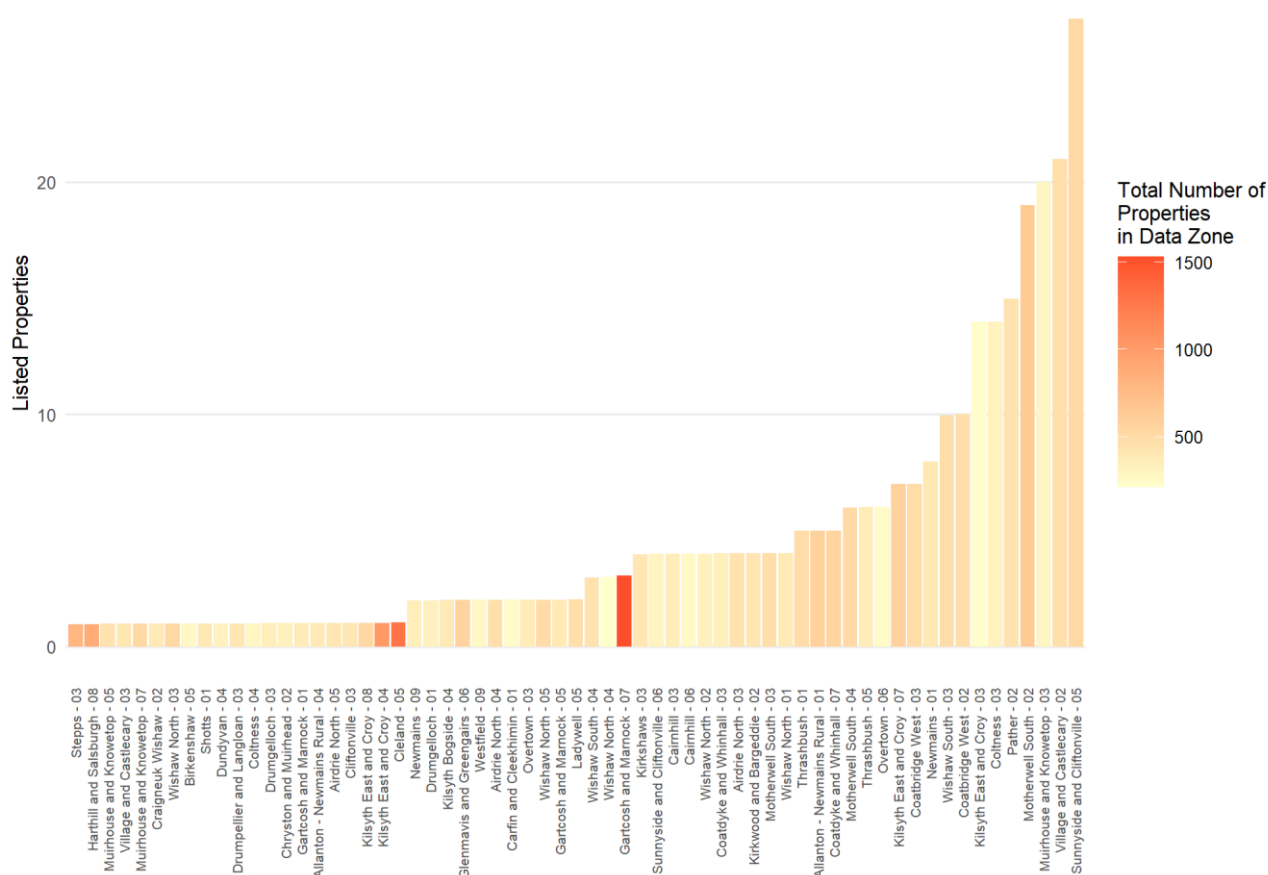
8.1.5 Fuel Poverty – Absolute

The fuel poverty indicator analysis used in the baseline tool was supplemented with additional analysis based on the heat demands and fuel type presented in the Home Analytics dataset and the subsequent cost to the heat each property based on the utility prices given in Table 16. This building-level analysis was aggregated to intermediate zone and is intended to provide an indication of how affordable it is to heat houses in each area and is not a detailed prediction.

Table 16: Fuel prices used in fuel poverty analysis

Fuel	Autumn 2023 Price Cap
Electricity Rate	£0.270
Mains Gas	£0.070
Oil	£0.116
LPG	£0.119
Biomass/Solid	£0.068
Standing Charges	
Mains Gas	£0.45
Electricity	£0.27

The number of homes in each income decile are given in Table 17. 71% of homes are in decile Five or lower. The 10 least affordable Intermediate Geography Zones, those with the fewest percentage of homes which could be affordably heated by households in income decile Five or lower, are listed in in Table 18.

Table 17: Number of homes by SIMD income decile

Income Decile	Number of homes	Percentage of homes by income decile
One	22,127	13.7%
Two	32,910	20.4%
Three	23,890	14.8%
Four	20,839	12.9%
Five	14,239	8.8%
Six	7,308	4.5%
Seven	15,114	9.4%
Eight	10,037	6.2%
Nine	13,349	8.3%
Ten	1,337	0.8%

Table 18: Percentage of homes which could be affordably heated by households in income decile five or lower

Intermediate Geography Zone	Percentage of homes which could be affordably heated by households in income decile five or lower
Greenfaulds	56%
Motherwell South	57%
Ladywell	62%
Glenmavis and Greengairs	64%
Cliftonville	65%
Stepps	65%
Allanton – Newmains Rural	66%
Carrickstone	68%
Harthill and Salsburgh	68%
Kildrum	69%

8.1.6   Social Impact of Multiple Deprivation

The Local Heat and Energy Efficiency Strategy and Delivery Plan considers fuel poverty where it can be reduced through energy efficiency measures. Understanding which locations have higher rates of overall deprivation as well as specifically income deprivation, can inform decisions on areas of focus.

Figure 43: Map of overall SIMD deciles
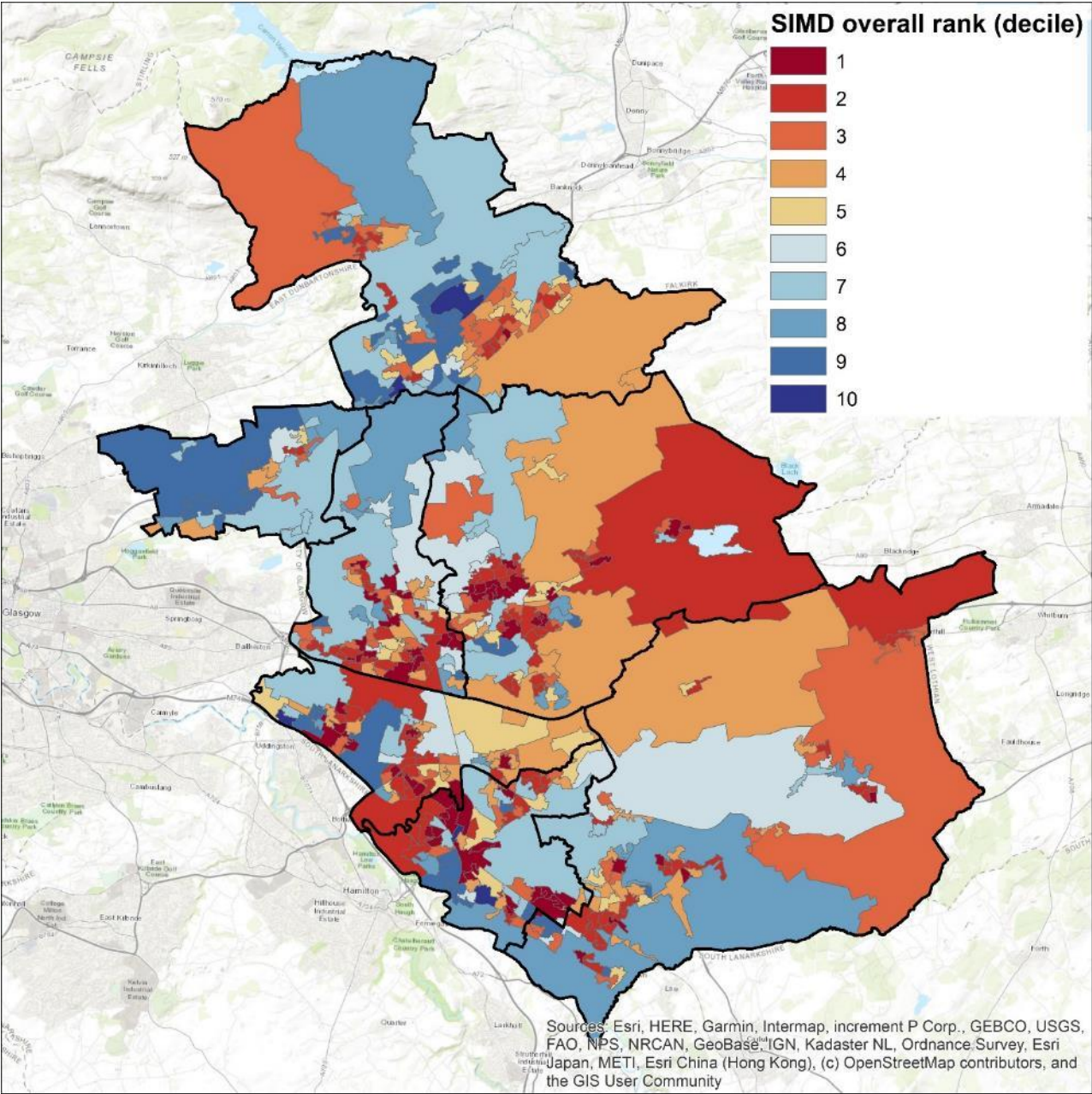
Contains Ordnance Survey Data (c) Crown copyright and database right (2023)
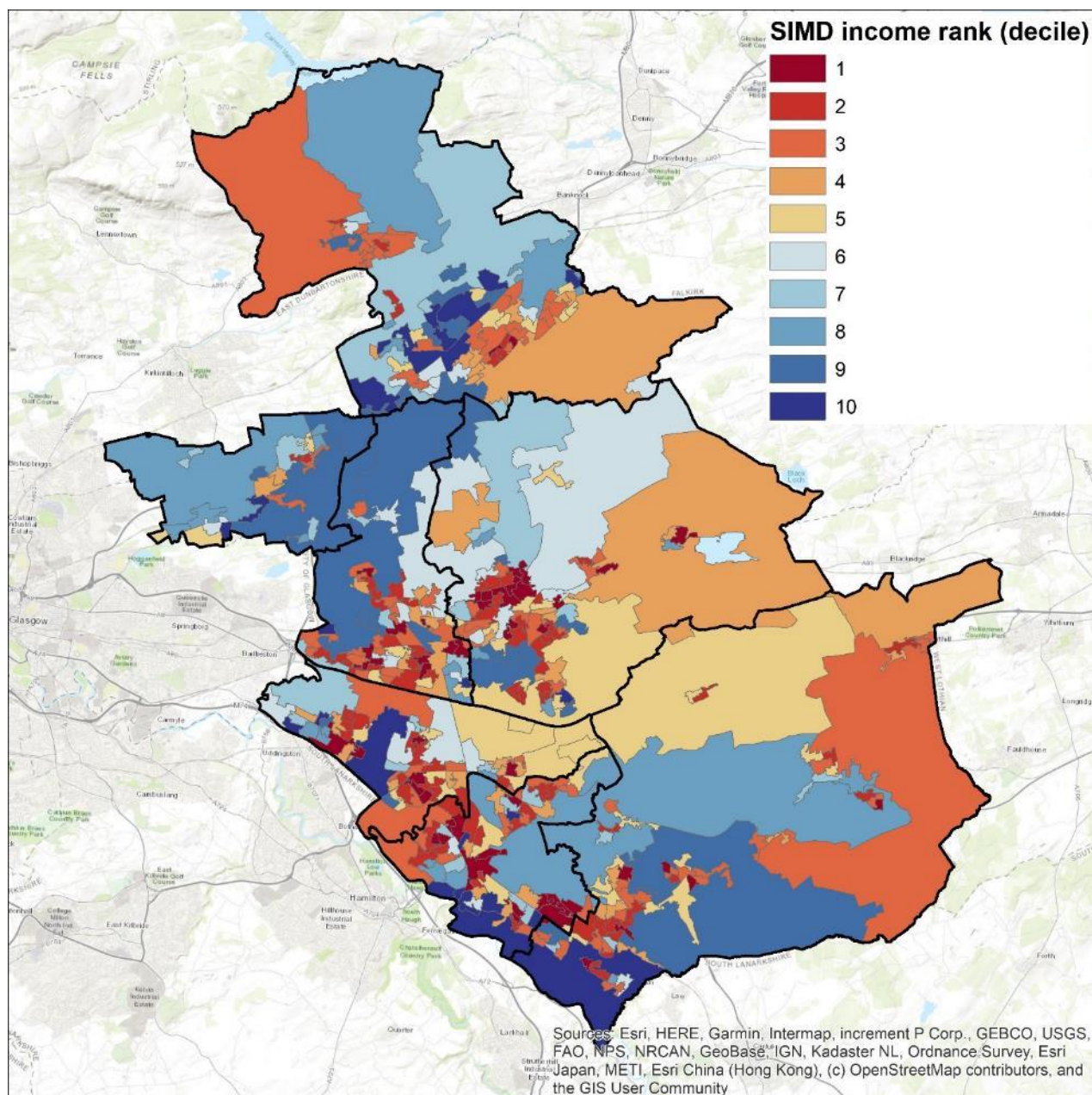
Contains Ordnance Survey Data (c) Crown copyright and database right (2023)

8.1.7 Overlaying Multiple Considerations

The analysis has generated various rankings for the purpose of determining where to start with interventions. The Weighted Energy Efficiency Score and Fuel Poverty rankings are, thanks to the latter being based on the former, very highly correlated (correlation = 0.75) and could be used interchangeably with similar outcomes. However, SIMD and income ranks are not correlated at all with the Weighted Energy Efficiency Score (correlation = 0.12). Figure 45 highlights that the data zone with the worst energy performance is one which is relatively affluent, so addressing funding towards fuel consumption reductions would not universally address the issue of real-world fuel poverty.

These observations suggest that prioritisation approaches need to take account of multiple factors, addressed in 8.2.3.

Each column represents a geographical Data Zone
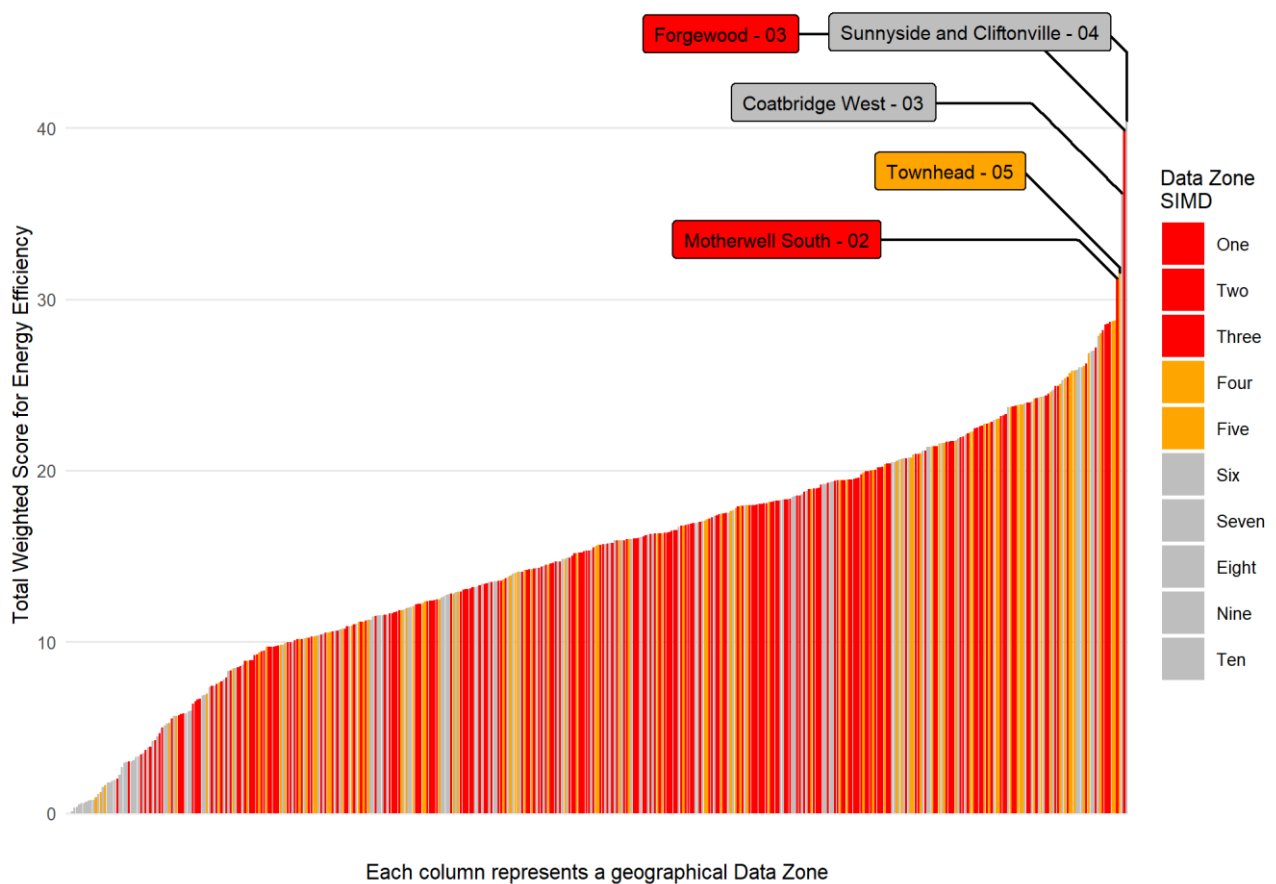
8.1.8   Heat Pump Suitability

Heat pumps are suitable for the majority of homes in North Lanarkshire. Figure 46 shows where homes can be retrofitted with heat pumps but without additional energy efficiency measures, where additional measures would be required and where heat pumps are unlikely to be a simple solution.

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Contains Ordnance Survey Data (c) Crown copyright and database right (2023)
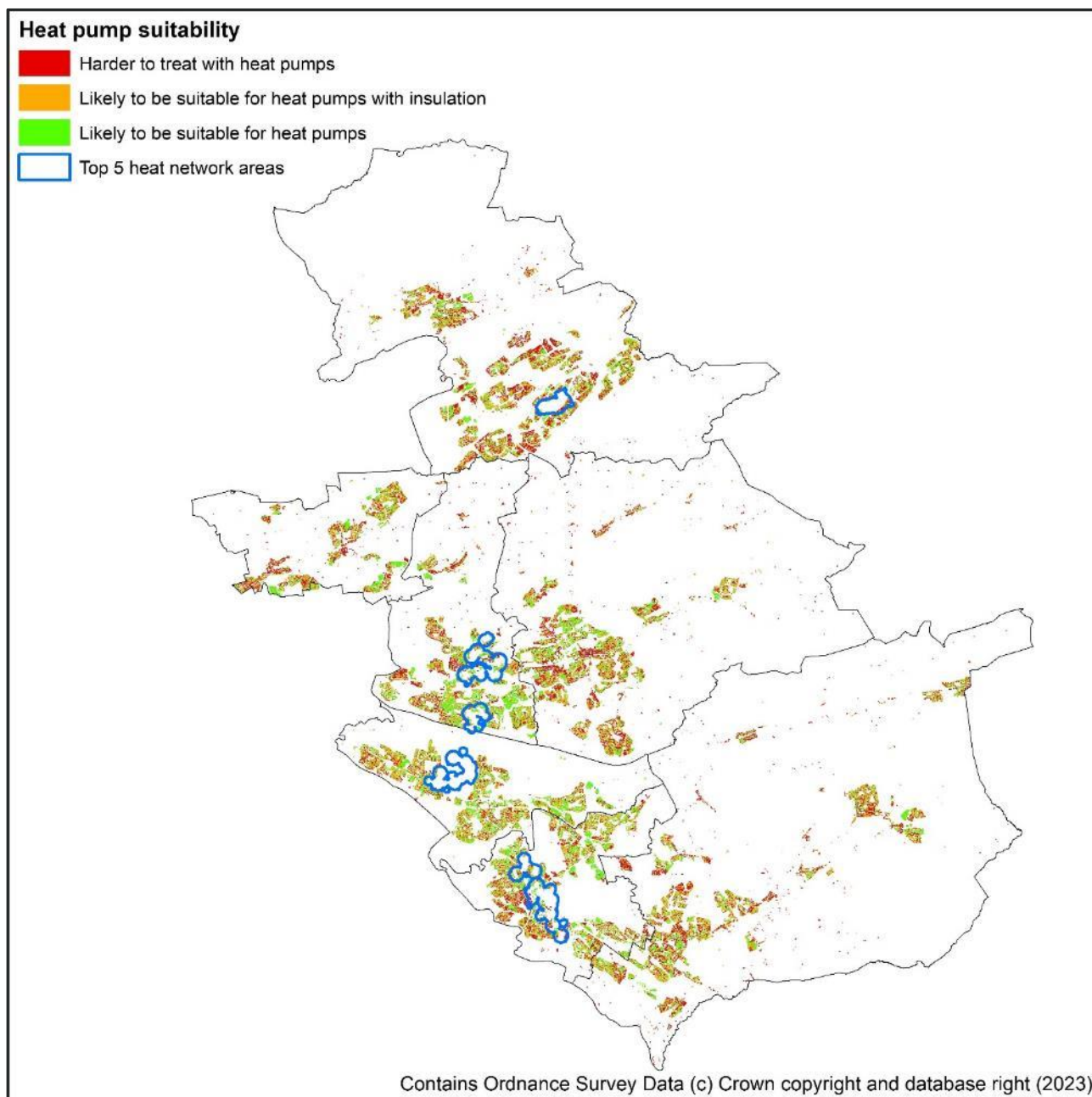
(More detailed maps are provided in Appendix E.)

Low temperature solutions may be possible by solving challenges for a specific building type. Other technologies such as air-to-air heat pumps may have specific applications such as small flats with few rooms.

There are a range of possible solutions depending upon the building type, however when combining the heat network analysis with the potential for heat pumps this shows where there are clusters of properties which are likely to be hard to treat.

Further analysis of these clusters could be considered to identify which solution is most appropriate for that specific area. It may be that none of the possible solutions are ideal. In this case, engaging with stakeholders and understanding the specific needs of building owners and households is going to be particularly important.

8.2   Technology-Led Approach

8.2.1   Purpose

As an alternative to the spatial approach, the interventions in this section are grouped by tenure, who owns the property, as well as other factors which would affect the viability and benefit of specific technologies. This would allow alternative means of targeting properties for interventions, either by the Council in its own properties or to assist other stakeholders in identifying changes they can make to their properties.

8.2.2   Logic for Technology Grouping

In addition to considering the data on each building's construction, type and insulation levels by data zone, analysis was carried out based on the other attributes which are important to how measures could be implemented and who would make those decisions. In this section, therefore, the interventions are grouped by tenure and the fuel being displaced to aggregate the interventions in an alternative way. This allows comparison of costs and benefits of installing different measures to be considered for a specific tenure.

The Council can play a different role in encouraging the installation of energy efficiency and low carbon heat sources in different tenures, meaning this analysis is intended to inform decisions throughout the next 5 years.

Energy efficiency measures are considered key interventions to help both reduction of fuel poverty and decarbonisation by reducing heat demands leading to lower carbon emissions. In addition, the implementation of energy efficiency measures improves the operational effectiveness and the sizing requirement of heat pumps.

There are two heating technologies which have the most potential to contribute to decarbonisation and could reduce fuel poverty. District heat networks are a key technology in areas with higher heat density makes them viable and in some new build estates. The second option, which is the main route forward for buildings across North Lanarkshire, is installation of heat pumps either for a specific dwelling or a communal system serving a number of dwellings, such as a block of flats.

There are a range of technologies which could be considered for properties less suitable to heat networks or conventional air-to-water heat pump technologies. These include biomass, direct electric heating, air-to-air heat pumps, and high-temperature or 3-phase air-to-water heat pumps.

8.2.3   Intervention Categories

The data on each individual property has been assessed and the measures that each property is suitable for has been estimated. They are grouped according to LHEES consideration and tenure.

The potential interventions are grouped by the factors which would affect their implementation. As such, Table 19 forms a list from which actions can be selected rather than a list being committed to at this stage.

An individual property may appear multiple times in Table 19 if it requires multiple interventions. It is possible that, due to programming, the multiple interventions would take place at the same time but that is not an imperative i.e., all the windows in a data zone could be upgraded at a separate time to loft insulation. Details of each of these possible interventions are set out in Appendix H.

Table 19: Intervention summary table

Intervention Reference	LHEES Consideration	Tenure	Energy Efficiency Measure	Displaced Fuel	NLC Action	Number of Properties	Notes
1	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Loft insulation	n/a	3.1 Upgrade all insulation to 300 mm mineral wool (or equivalent)	<34,951	There should be an economy of scale
2	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Wall insulation	n/a	4.1 Assess priority 4.2 Assess feasibility 4.3 Install cavity or cladding insulation	2	Low volume = Low impact
3	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Glazing upgrade	n/a	3.1 Assess priority 3.2 Install double-glazing	26	Low volume = low impact
4	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Heat pump installation	Electricity	4.1 Survey properties for wet heating system installation requirements. 4.2 Install ASHP	4,605	Cost for retrofitting will be variable. There should be an economy of scale.
5	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Heat pump installation	Oil/ LPG	5.1 Install ASHP	44	
6	1) On gas grid 4) Poor building energy efficiency 5) Fuel Poverty Resulting from poor building energy efficiency	Local Authority	Heat pump installation	Gas	6.1 install ASHP	37,837	May only improve fuel poverty if the gas meter and standing charge removed.
7	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Heat pump installation	Solid	7.1 Survey for requirement for wet heating system 7.2 Install ASHP	67	
8	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Local Authority	Heat pump installation	Biomass	8.1 Survey for requirement for wet heating system 8.2 Install ASHP	2	Low priority with wrt. Carbon, poverty and volume
9	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Loft insulation	n/a		<2,370	

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Intervention Reference	LHEES Consideration	Tenure	Energy Efficiency Measure	Displaced Fuel	NLC Action	Number of Properties	Notes
10	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Wall insulation	n/a		1,464	
11	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Glazing upgrade	n/a		235	
12	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Heat pump	Electricity		868	
13	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Heat pump	Oil/LPG		14	
14	2) On-gas grid buildings 4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Heat pump	Gas		8,182	May only improve fuel poverty if the gas meter and standing charge removed.
15	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Housing Association	Heat pump	Solid		2	Low volume = Low impact
16	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Loft insulation	n/a		<41,159	
17	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Wall insulation	n/a		34,992	
18	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Glazing upgrade	n/a		3,601	
19	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Heat pump	Electricity		4,616	

Intervention Reference	LHEES Consideration	Tenure	Energy Efficiency Measure	Displaced Fuel	NLC Action	Number of Properties	Notes
20	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Heat pump	Oil/LPG		1,662	
21	2) On-gas grid buildings 4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Heat pump	Gas		90,271	May only improve fuel poverty if the gas meter and standing charge removed.
22	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Heat pump	Solid		187	
23	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Owner occupied	Heat pump	Biomass		44	Low priority wrt. carbon
24	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Loft insulation	n/a		5,329	
25	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Wall insulation	n/a		5,770	
26	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Glazing upgrade	n/a		625	
27	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Heat pump	Electricity		1,472	
28	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Heat pump	Oil/LPG		190	
29	2) On-gas grid buildings 4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Heat pump	Gas		10,209	May only improve fuel poverty if the gas meter and standing charge removed.

Intervention Reference	LHEES Consideration	Tenure	Energy Efficiency Measure	Displaced Fuel	NLC Action	Number of Properties	Notes
30	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Heat pump	Solid		12	
31	4) Poor building energy efficiency 5) Poor building energy efficiency as a driver for fuel poverty	Privately rented	Heat pump	Biomass		2	
32	6) Mixed-tenure, mixed-use and historic buildings	Mixed	All	-	32.1 Map which of the above interventions apply to mixed-tenure		
33	6) Mixed-tenure, mixed-use and historic buildings	Historic	All	-	33.1 Map which of the above interventions apply to mixed-tenure		

9. Decarbonisation Pathways for North Lanarkshire

The analysis shows that for North Lanarkshire to meet the two main objectives – decarbonising heat and reducing fuel poverty caused by poor energy efficiency – a combination of measures is required and possible.

9.1 Decarbonisation of Heat Pathway

The journey to the decarbonisation of each domestic property in North Lanarkshire is shown in Figure 47. The first column shows the proportions of properties which begin with each fuel source. The second groups the properties by their total heat demand, in kWh/year. The third column assumes reasonable energy efficiency measures have been applied and groups the properties by their improved heat demand. The suitability of each property for each of the low carbon heat measures is then shown. This assumes all 5 heat network zones listed are developed but doesn't consider further expansion. It can be clearly seen the high proportion of properties for which heat pumps are the most suitable technology. Finally, the column on the right shows the energy imported to the property to meet heat demand. For heat networks, this is simply heat purchased. For electric heating and heat pumps it is units of electricity. This strategy does not determine what will incentivise this transition.

Figure 47: Decarbonisation and energy efficiency pathway
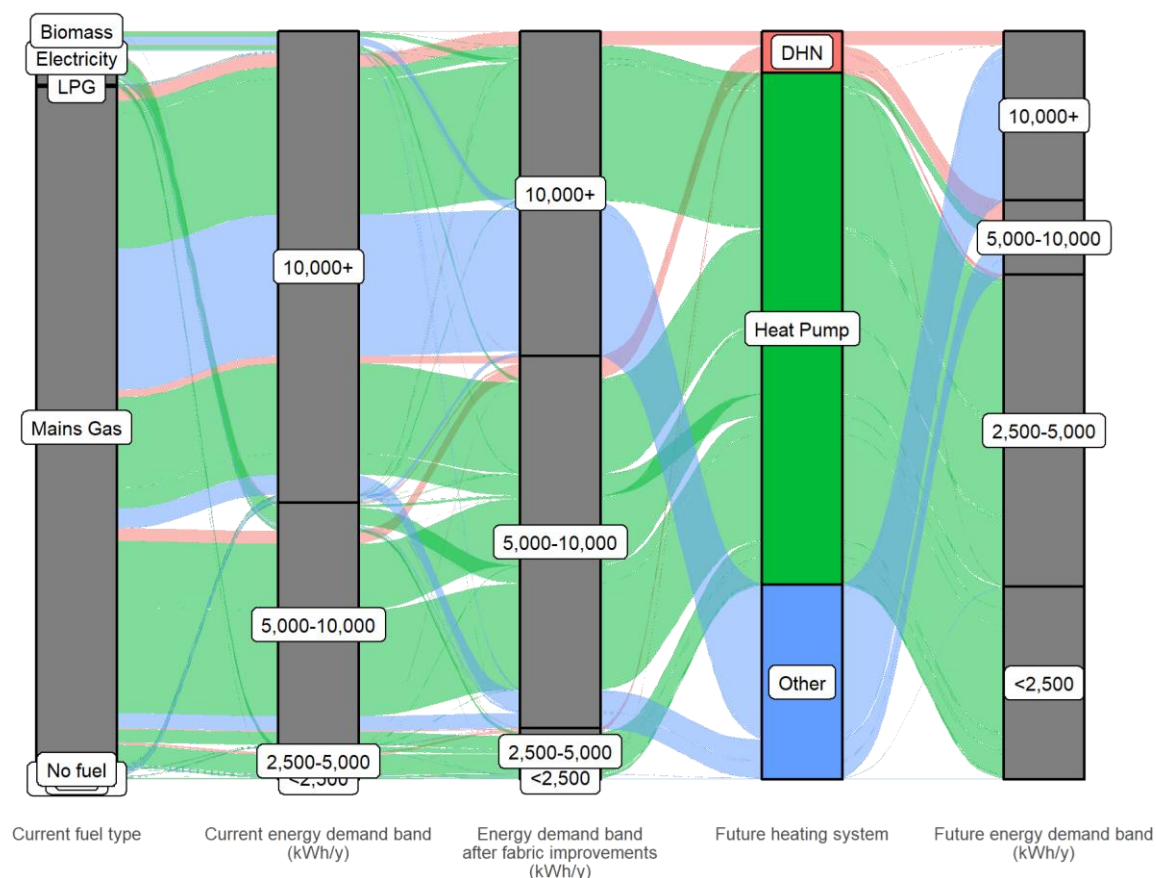
The shifting of individual properties down from one energy demand band to the next in Figure 47 is visualised in Figure 48 where the comparison of heat pumps to direct electric heating shows how effective heat pumps will be in reducing the risk of fuel poverty.

At a local authority level, Figure 49 shows how interventions in and shifting demand of individual properties could reduce the total heat energy consumption in North Lanarkshire. It is also evident in Figure 48 and Figure 49 that heat pumps on their own make a bigger difference to energy demand than fabric improvements but fabric improvements have a role in both demand reduction and in making homes suitable for heat pumps (8.1.8).

Figure 48: Shifting energy demand by fabric improvement and heat pump installation
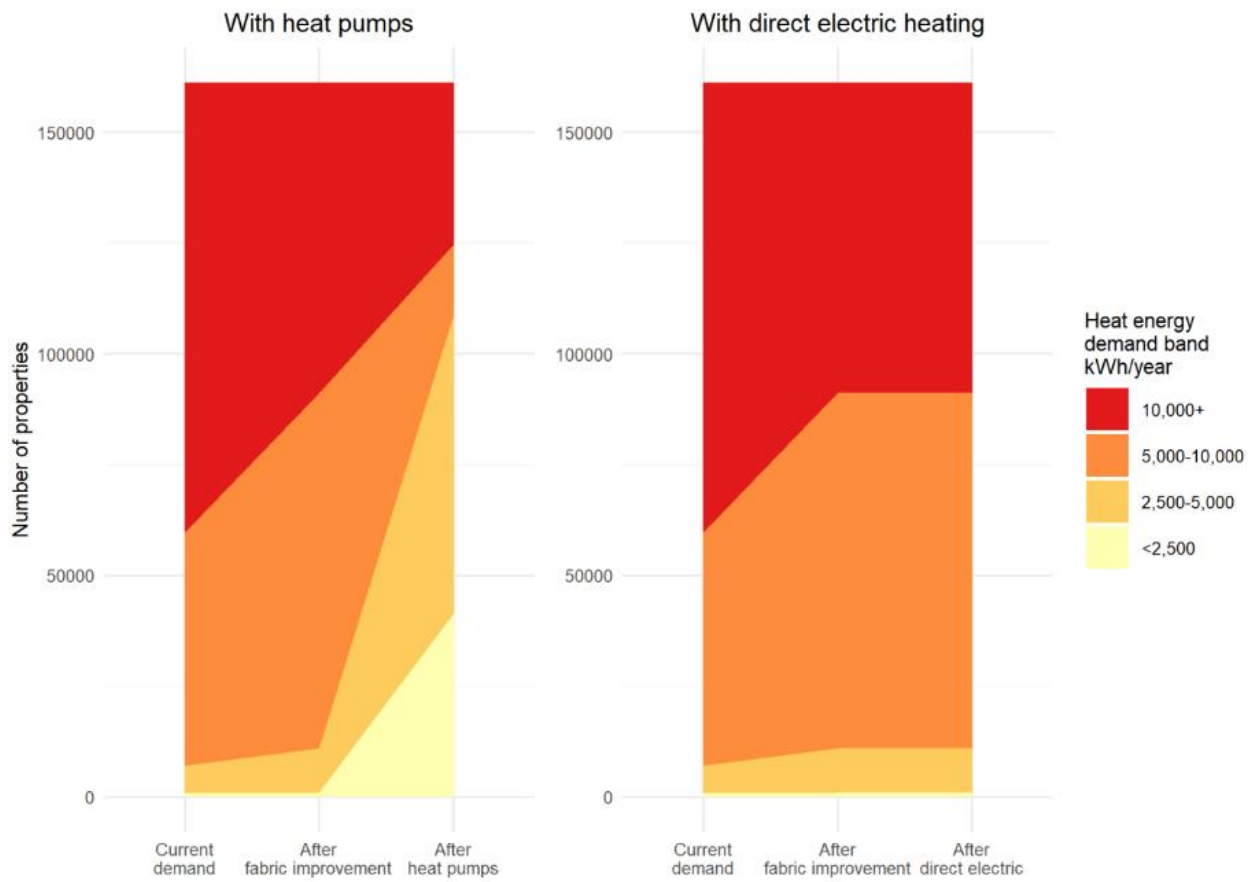
Figure 49: Total electricity demand reduction by measure

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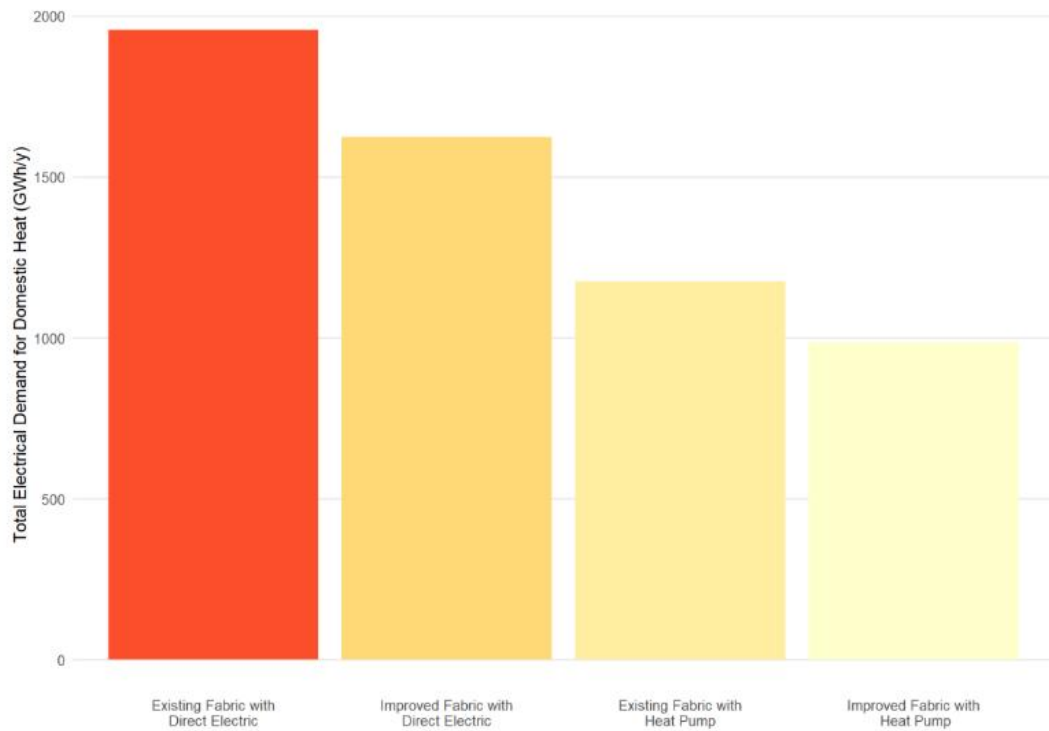
9.2   Fuel Poverty

Reducing the heat demand of the buildings through installing energy efficiency measures is clearly important as it can both reduce the demand for heat, and therefore the remaining heat to be decarbonised, as well as reducing the cost for those at risk of fuel poverty. This section examines the properties in the areas with lowest SIMD to illustrate the combined effect of energy efficiency and low carbon heating on the amount of energy that the household would have to pay for, to fully heat their home. The cost of that energy would then affect their bills and contribute to whether they were in fuel poverty.

Figure 50: Effect of actions in all properties in SIMD 1 areas – energy efficiency and heat pumps
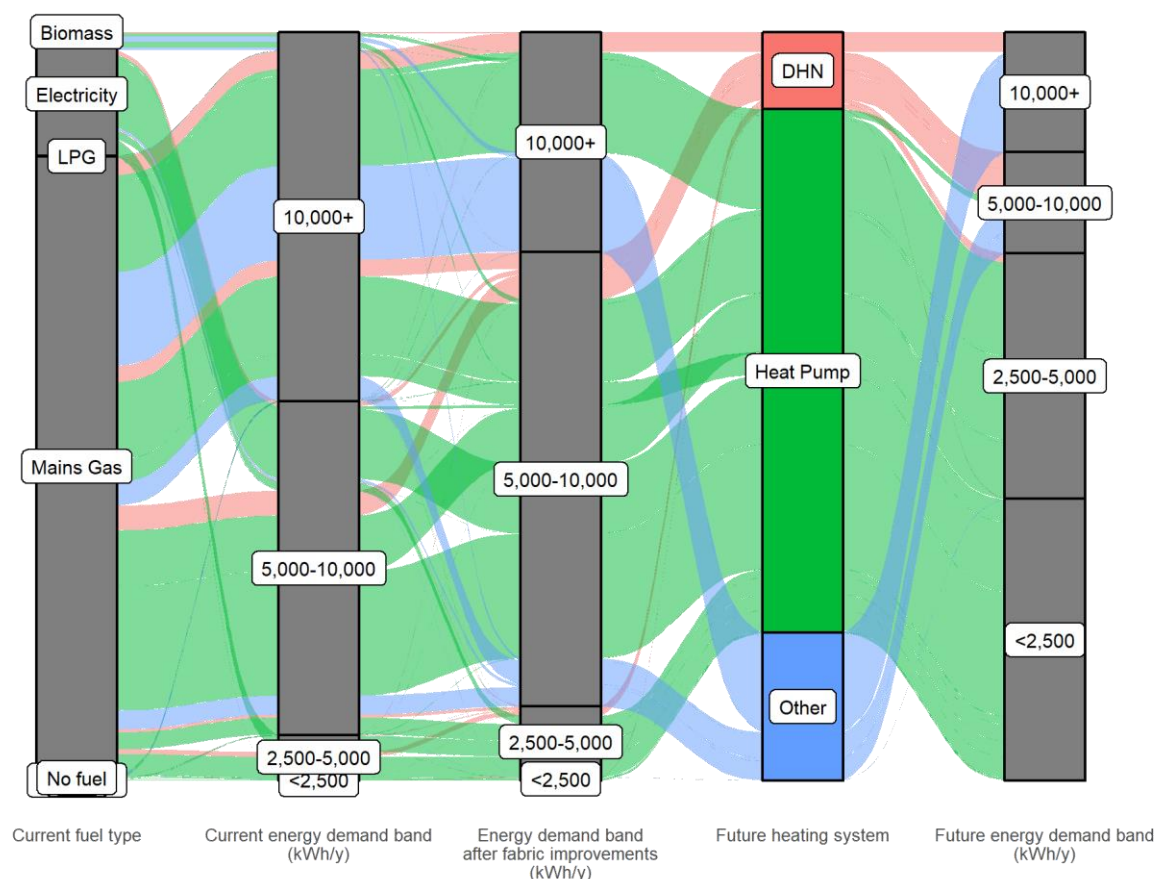
Figure 50 shows the decarbonisation journeys for all properties in areas which have a SIMD score of 1, the most deprived areas. This shows the main heating fuel they use at present, the number of the properties in each energy demand band (kWh/year) and then the numbers in each band after energy efficiency measures are installed.

Installing energy efficiency measures significantly reduces the number of properties with heat demand of over 10,000 kWh/year. Most properties would end up with heating demands between 5,000 and 10,000 kWh/year.

The properties are then allocated the most cost-effective low carbon heat source and the resulting energy consumption is shown on the right.

Current fuel type | Current energy demand band (kWh/y) | Energy demand band after fabric improvements (kWh/y) | Future heating system | Future energy demand band (kWh/y)

By comparison, if direct electric heating is preferred instead of heat pumps in these properties, there are significantly more properties which would need to use 10,000 kWh/year of electricity or more than if heat pumps were installed, more properties in the 5,000 to 10,000 kWh/year category and significantly fewer in the lower two categories – this is due to the effective efficiencies of the systems.

There may be differences in the electricity tariffs between these scenarios which would need to be considered in any direct comparison of options for a specific intervention. However, for the purposes of this Strategy, heat pumps are considered the preferred solution to minimise fuel poverty, in properties where district heating is not an option.

Other factors

There are several factors which affect fuel poverty and outlining the effect of energy efficiency measures in improving fuel poverty is complex. Household income after housing costs has a significant effect but is out of scope of this Strategy.

Unheated homes

The Scottish Housing Condition Survey 2019[20] states:

23% of fuel poor and 28% of extreme fuel poor say that their heating keeps them warm enough in winter "only sometimes" or "never",

For these households, reducing the heat demand through insulation both reduces how much it would cost them to heat their home, should they be able to do so, and limits the temperature to which the property will fall in any periods when they do not or are unable to heat it. For those at highest risk of not heating their homes the decision as to whether to focus capital spend on additional insulation measures or lower cost heating systems is therefore complex.

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[20] 5 Energy Perceptions - Scottish house condition survey 2019 Key findings - gov.scot (www.gov.scot)

With insulation measures, there are a range of measures which have different costs and energy reductions and there is no single approach suitable for all buildings or situations. The Delivery Plan outlines the various considerations to support insulating properties.

9.3   Heat Networks

Heat networks have a role to play in the future of heat in North Lanarkshire. Heat networks can be either district heating schemes which are strategic scale developments where multiple buildings are connected, smaller heat networks, within a single campus or communal heating systems in a specific building. Within this Strategy, the phrase "heat networks" refers to district heating schemes where multiple buildings are connected by underground pipework.

The maps in Appendix D highlight several areas which may prove suitable and where there are the conditions to warrant further investigation such as the centres of Motherwell, Coatbridge and Cumbernauld.

The suitability of the buildings for connection to heat networks is not known. Further work such as Building Assessment Reports (BARs)[21] and engagement with stakeholders is important to inform future decisions on these sites.

Even in the zones where heat networks are an option, there are differences between the domestic properties which are most likely to be suitable, such as blocks of flats, and properties which are less likely to be suitable, such as detached houses[22].

Therefore, due to both the limited proportion of properties in areas where heat networks are likely to be viable and there being properties unlikely to be suitable for connection, it is essential that the Strategy considers other low carbon heat sources in parallel.

This does not preclude heat networks being developed to their full potential and it may be that a phased approach to heat networks and district heating could see smaller networks initially focus on the most viable properties with further expansion later.

9.4   Individual and Communal Heat Pumps

Of the technologies currently available to supply low carbon heat, heat pumps have been assessed to be currently suitable for most buildings. Heat pump deployment, and the role they play in decarbonising buildings, must lead to a cost of heat that is comparable to natural gas boilers and user experience of operating the systems has to be positive. There are examples of people having bad experiences living with heat pumps and while there are equally many good experiences, it is essential to understand what is required for heat pumps to meet the needs of residents. To ensure that the heat pump systems installed are of good quality and perform as expected, the sharing of good practice and case studies is emphasised.

NLC will work with internal stakeholders to consider the most appropriate low carbon heating system for properties that it owns as well as working closely with social landlords to share the latest information on issues such as: good practice; communication with tenants prior to installation; sharing information with tenants on how to operate systems which have been installed; peer to peer support within the community; the role of the advice services in supporting tenants.

It is essential that there is a supply chain and workforce which can install the technologies set out above. NLC will consider what actions it could take to encourage a local supply chain of low carbon heating installers.

While it is for each property owner to make their own decision on the heating system they prefer, there is a role for NLC in ensuring that accurate and up-to date information is available to households, tenants, landlords and owner occupiers to support decision making. This is likely to including signposting to national advice schemes operated by Scottish Government or UK Government.

Finally, for any new technology ensuring quality of installation is important to ensure that it meets the needs of households, tenants and property owners. The Council will work with stakeholders to identify any role that NLC

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[21] Heat networks: Building Assessment Report (BAR) guidance - gov.scot (www.gov.scot)
[22] Detached houses may be considered to be less suitable to connect due to the individual sections of pipework that are required to connect the buildings to the network, on a linear heat density approach, the longer the connecting pipework, the "harder" the pipework has to work to satisfy loads.

can play in ensuring the quality of installations as well as referring to national schemes such as the Microgeneration Certification Scheme.

10. Strategic Zones and Pathways

10.1 Strategic Zones

Figure 52: Strategic zones
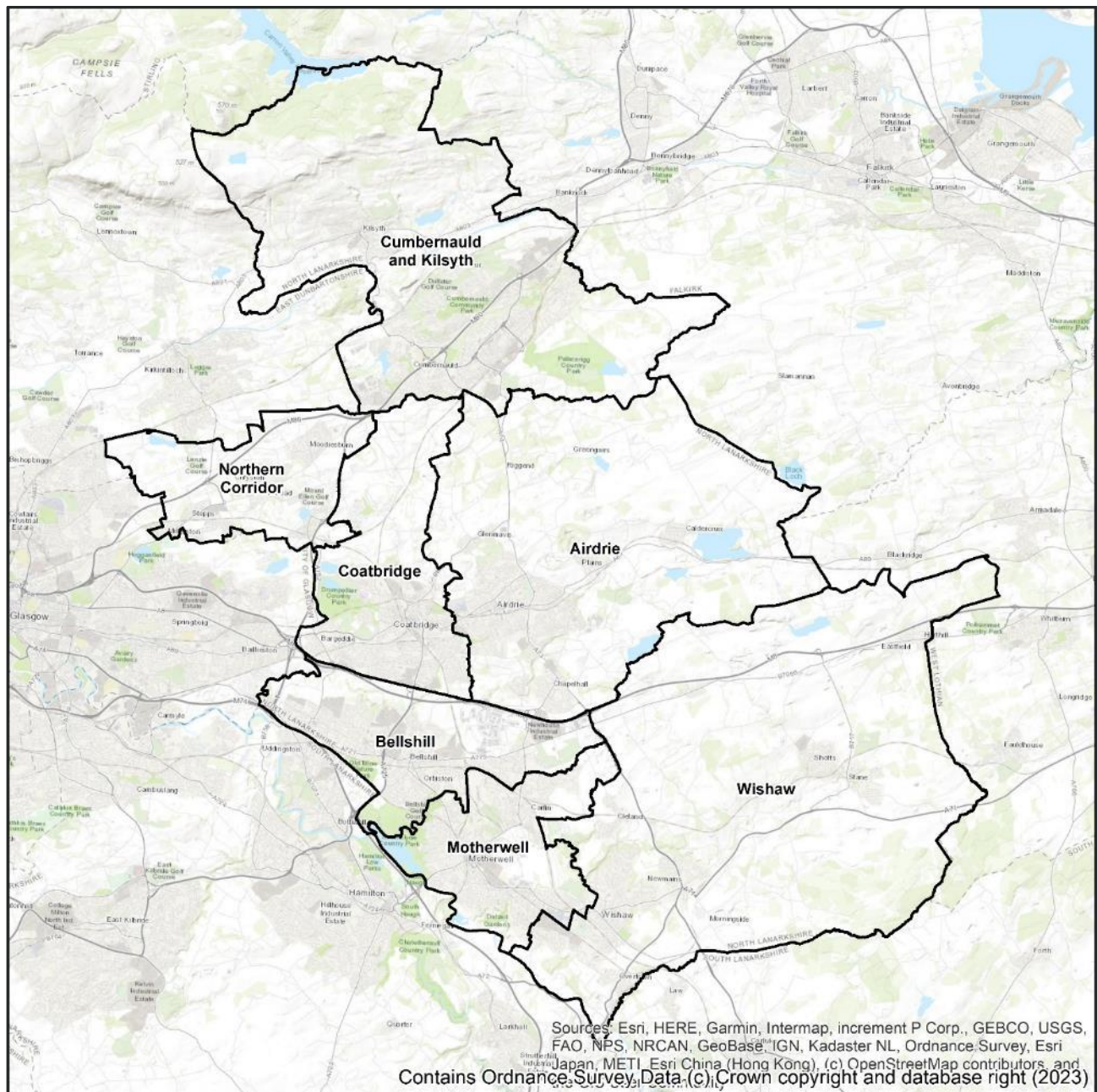
10.2 Airdrie

Figure 53 shows all domestic properties within Airdrie and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

The majority of properties in the Airdrie area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

The pathway shows the proportion of domestic properties which are within the potential heat network area. While no final decision has been made on heat network zones, the area in Airdrie appears less viable than others and more sensitive to changes in a small number of buildings. Its inclusion here shows that even if heat networks were to be developed, it would re~~Page 277 of 434~~small proportion of existing buildings. If the

regeneration of the town centre were to include connection of new domestic buildings to a future heat network, then this area could be more viable.

Figure 53: Decarbonisation pathway for domestic properties in Airdrie
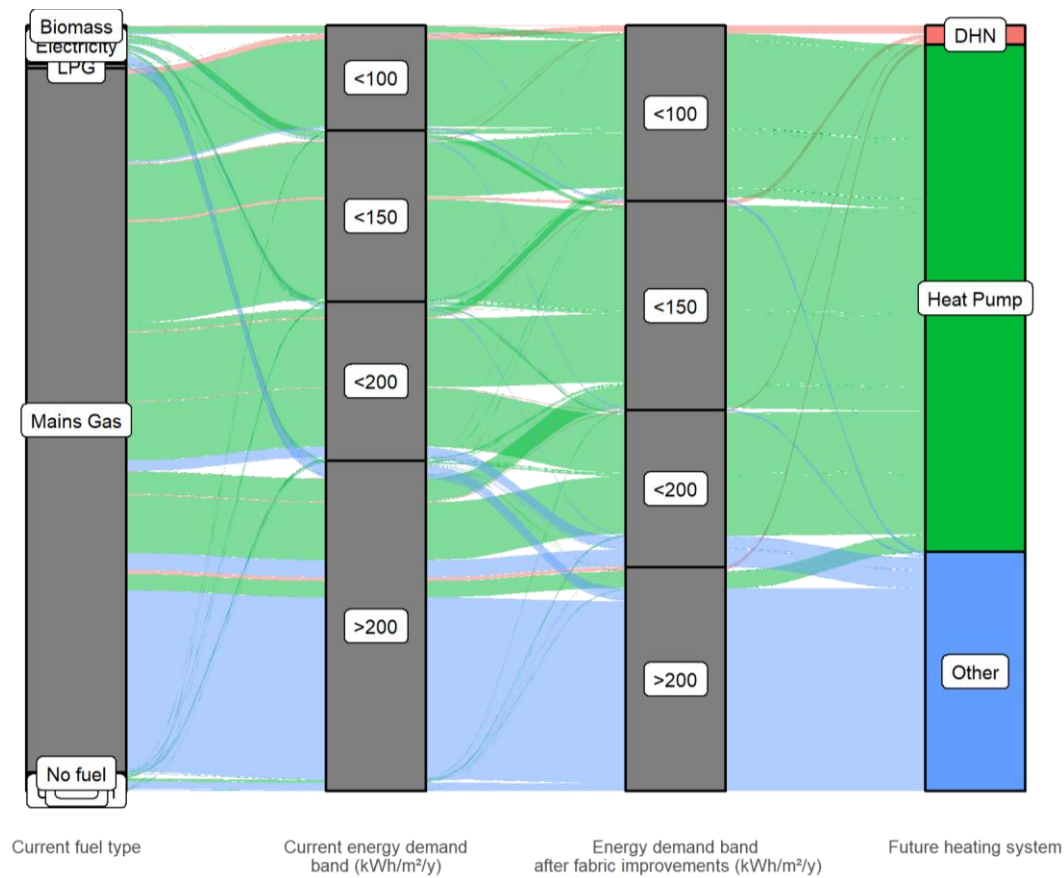
10.3 Bellshill

Figure 54 shows all domestic properties within Bellshill and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

Most properties in the Bellshill area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

This diagram includes domestic properties which are within the heat network zones discussed in 7.6.7 above. However, as discussed in that section there is lower confidence that a heat network is viable in this area than in Bellshill Coatbridge and Cumbernauld.

Figure 54: Decarbonisation pathway for domestic properties in the Bellshill
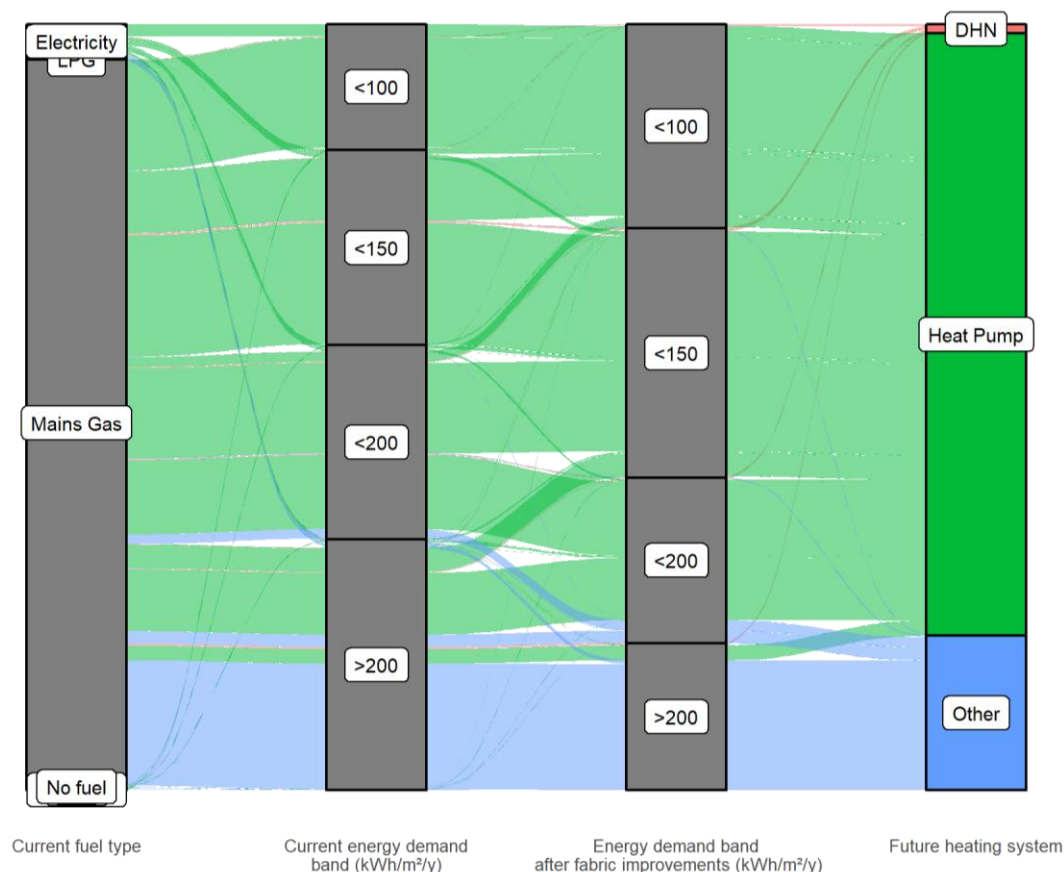
10.4 Coatbridge

Figure 55 shows all domestic properties within Coatbridge and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

The majority of properties in the Coatbridge area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

The heat network area in Coatbridge includes a higher proportion of domestic properties than other Strategic zones. This pathway assumes that all the properties in the area connect, in reality there may be some for which more detailed investigation shows that individual low carbon heat sources are more viable. The purpose of its inclusion in this pathway is to illustrate the potential importance of heat networks to decarbonising heat in Coatbridge.

Figure 55: Decarbonisation pathway for domestic properties in Coatbridge
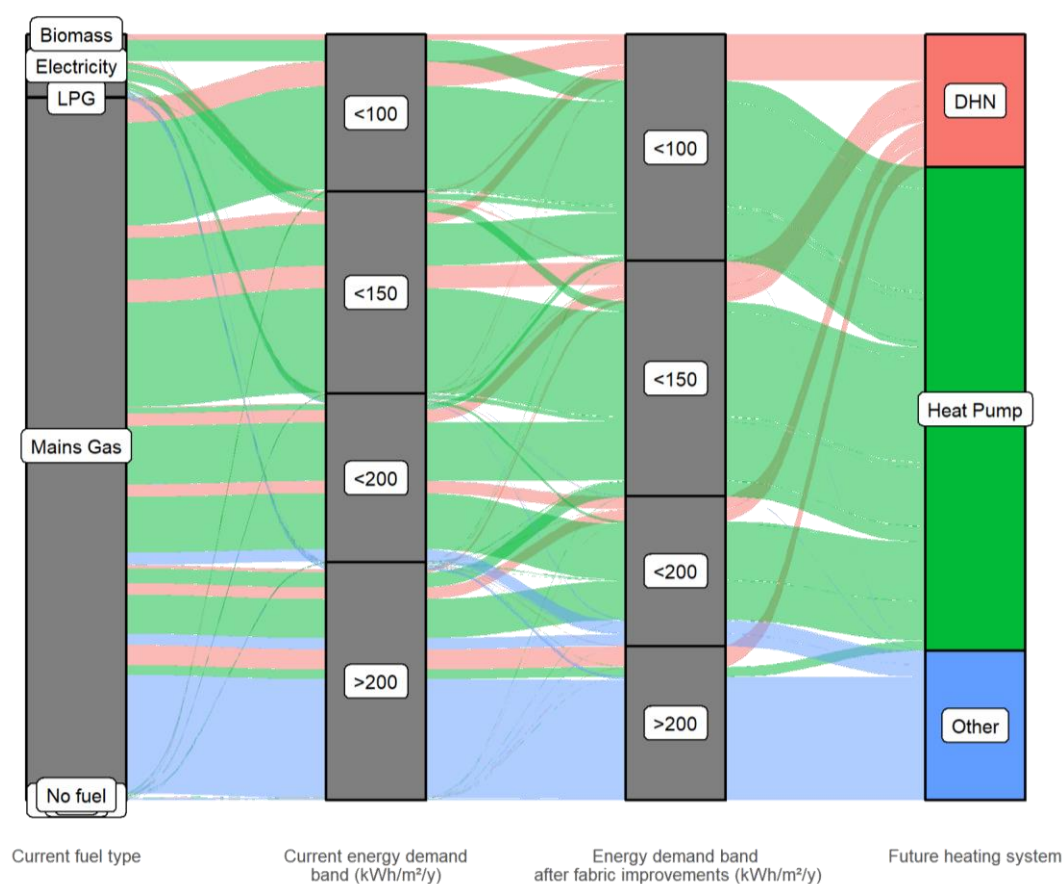
10.5 Cumbernauld and Kilsyth

Figure 56 shows all domestic properties within Cumbernauld and Kilsyth and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

Most properties in the Cumbernauld and Kilsyth area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

A Heat network area in Cumbernauld was identified and while there are fewer domestic properties than in Coatbridge, the redevelopment of the area may allow more of the new properties to be connected in the town centre regeneration area which are not included in this analysis.

Figure 56: Decarbonisation pathway for domestic properties in Cumbernauld and Kilsyth

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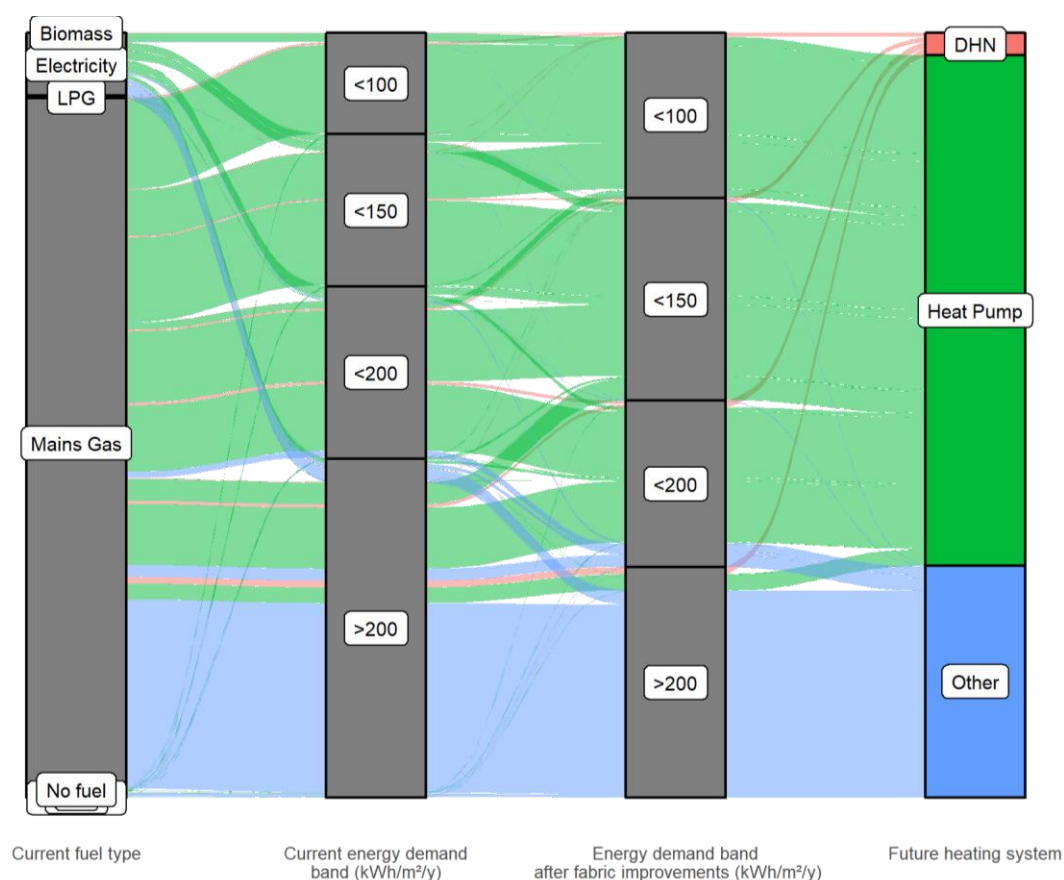
10.6   Motherwell

Figure 57 shows all domestic properties within Motherwell and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

The majority of properties in the Motherwell area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

The heat network opportunity area in Motherwell covers a significant area, however there is a smaller proportion of domestic properties within Motherwell than in Coatbridge. This is due to the distance between the buildings which form anchor loads, such as schools or other public buildings, and the surrounding houses. A combination of new developments within and adjacent to the heat network area as well as the connection of either the high flats or any future housing developed on these sites would significantly increase the number of domestic properties supplied. Once developed, a heat network could also be expanded to supply low carbon heat to the hard-to-treat properties around the centre of Motherwell.

Figure 57: Decarbonisation pathway for domestic properties in Motherwell

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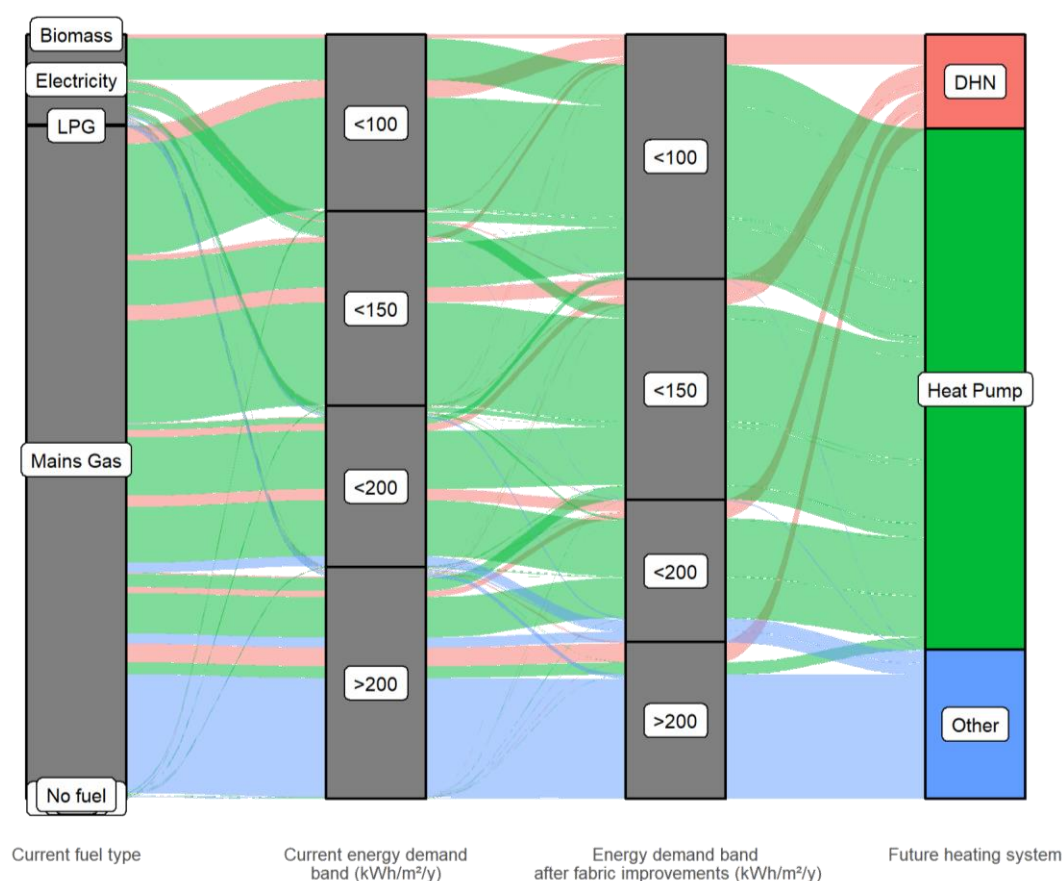
10.7 Northern Corridor

Figure 58 shows all domestic properties within Northern Corridor and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

The majority of properties in the Northern Corridor area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

Figure 58: Decarbonisation pathway for domestic properties in the Northern Corridor
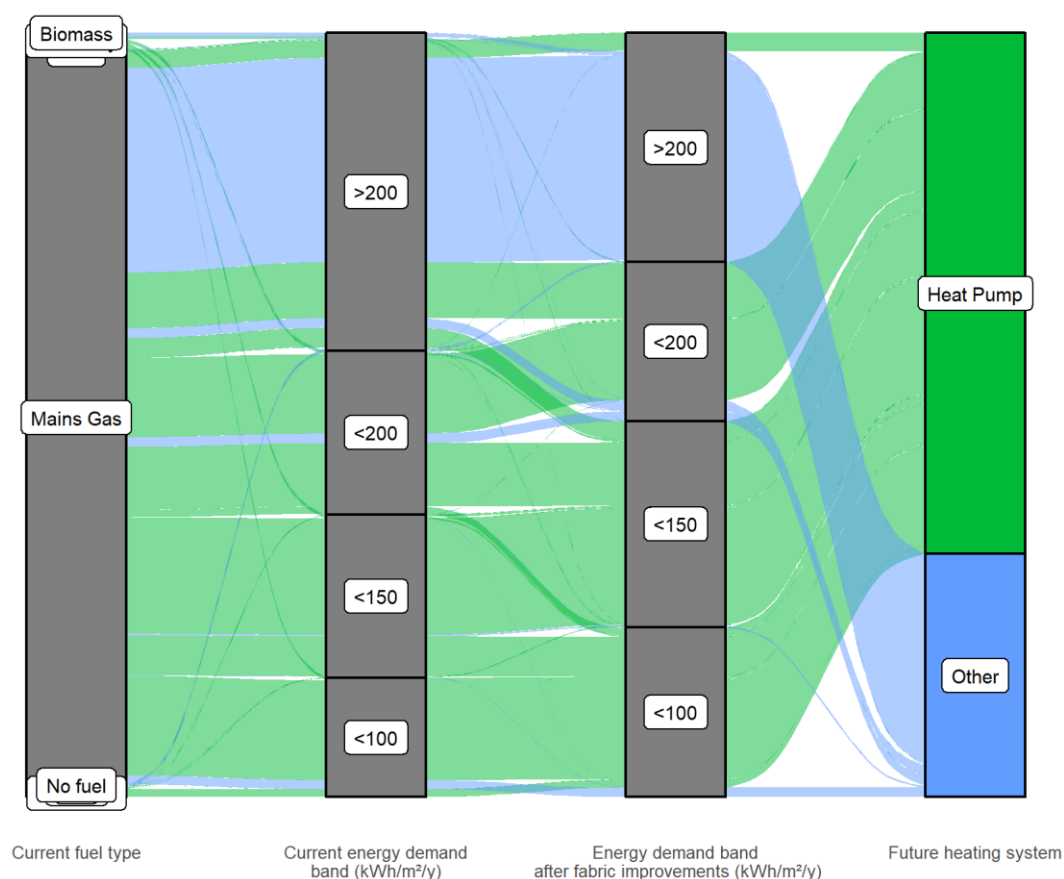
10.8 Wishaw

Figure 59 shows all domestic properties within Wishaw and, from the left, the heating fuel each uses today, the energy demand of the property per unit of floor area, the energy demand after the application of reasonable energy efficiency measures and finally the most suitable heating technology for each property at present.

The majority of properties in the Wishaw area are suitable for heat pumps but the impact of energy efficiency measures is modest, reflecting the EPC rating spread (Figure 13).

Figure 59: Decarbonisation pathway for domestic properties in Wishaw

| Current fuel type | Current energy demand band (kWh/m²/y) | Energy demand band after fabric improvements (kWh/m²/y) | Future heating system |
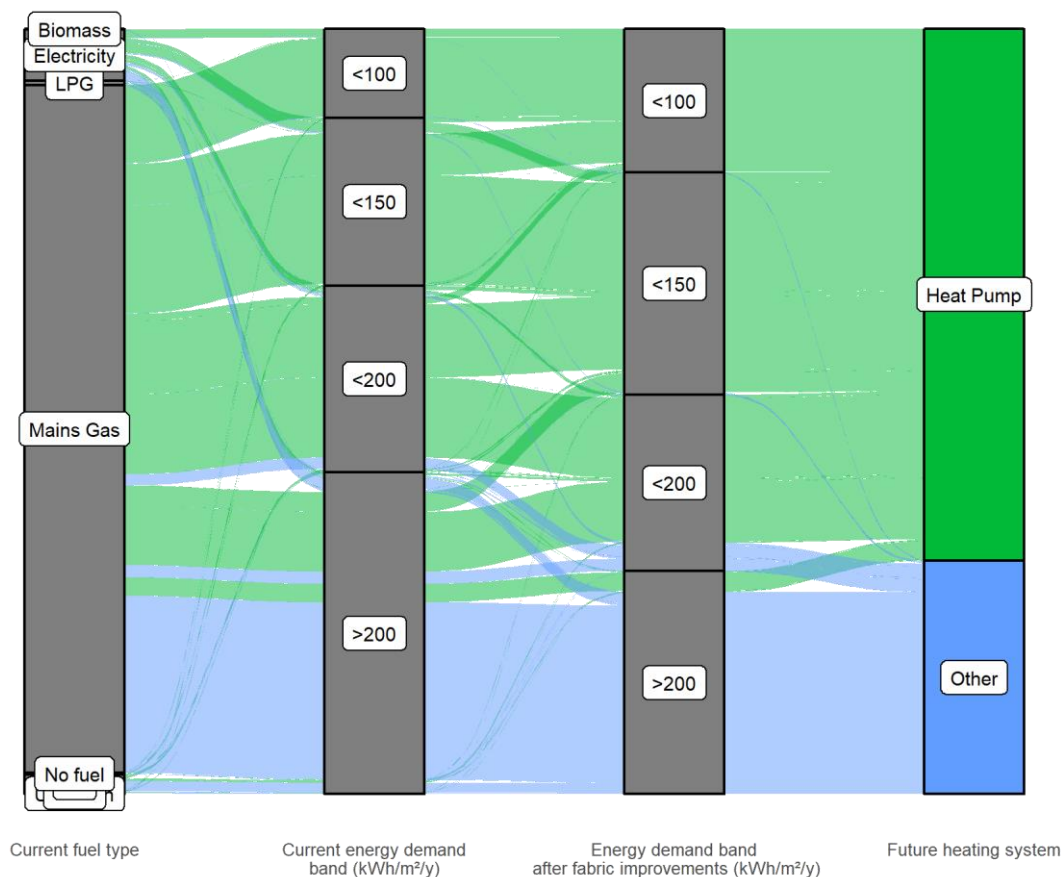
10.9 Non-domestic Properties

The non-domestic stock was characterised in 6.1.2 and the following conclusions could be drawn:

- The majority of properties are heated by either electricity or gas (Figure 8) – and electricity will eventually decarbonise itself;
- The majority of the smallest properties are heated electrically (Figure 9) – and the remainder will likely suit small air-to-air-heat pump systems; and
- The majority of properties are either in the oldest or youngest age categories (Figure 10).

Strategically, then, the focus is on gas-heated properties greater than 100m^2. Common building types in this category include Retail and Finance, Restaurants and Cafes, Offices and Workshops, and Non-residential Institutions (Figure 60). By estimated heat demand, over two thirds of demand is attributed to General Industrial, Storage or Distribution, and Offices and Workshops (Figure 61) so these should be the target of decarbonisation efforts.

These buildings tend to be urban and may find themselves in or adjacent to areas identified as potential heat network zone (Figure 62).

The conclusions are caveated by the known discrepancies in the base data's estimate of heat demand.

Figure 60: Larger, gas-heated non-domestic properties by use type
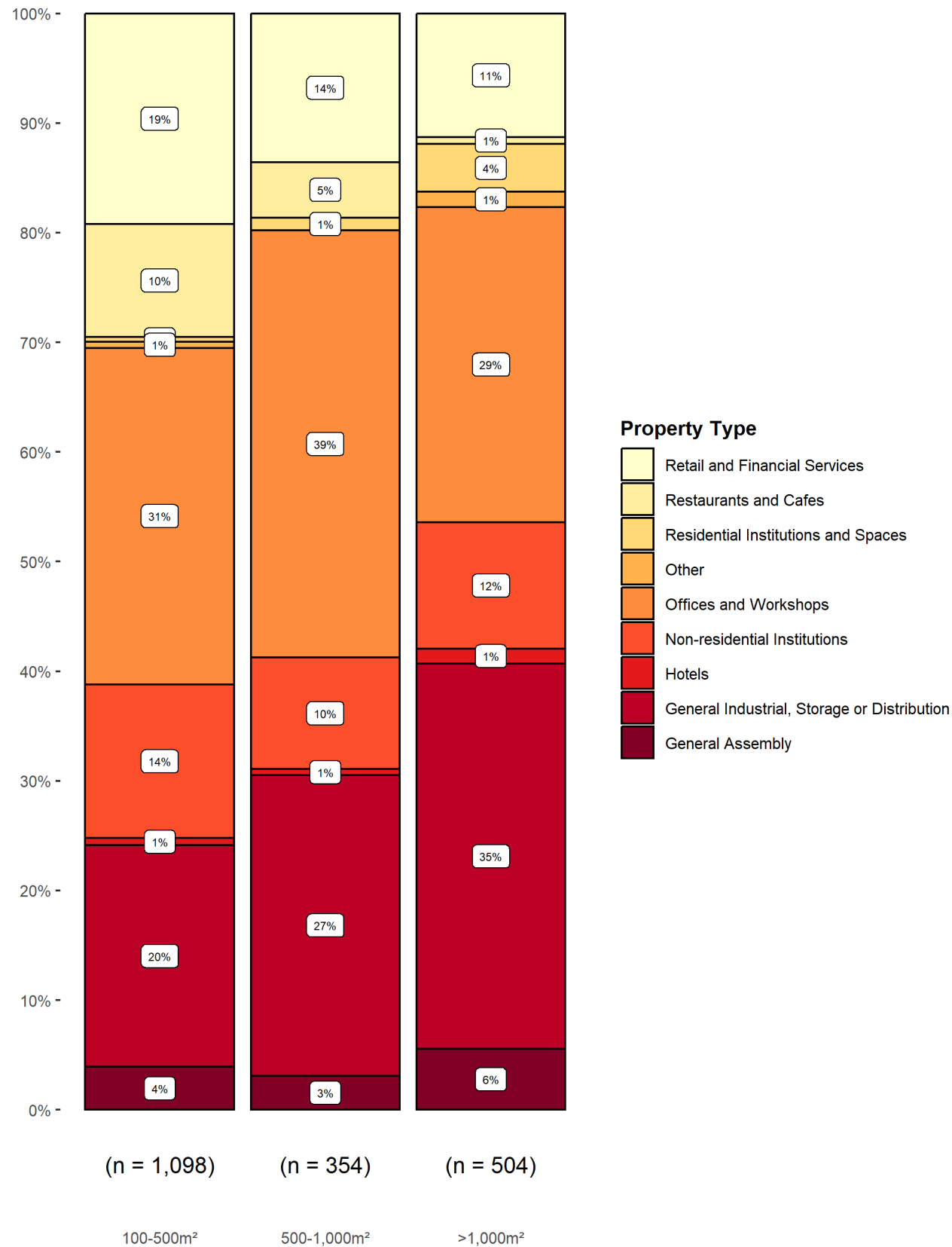
Figure 61: Space heating demand in larger, non-domestic, gas-heated buildings by type
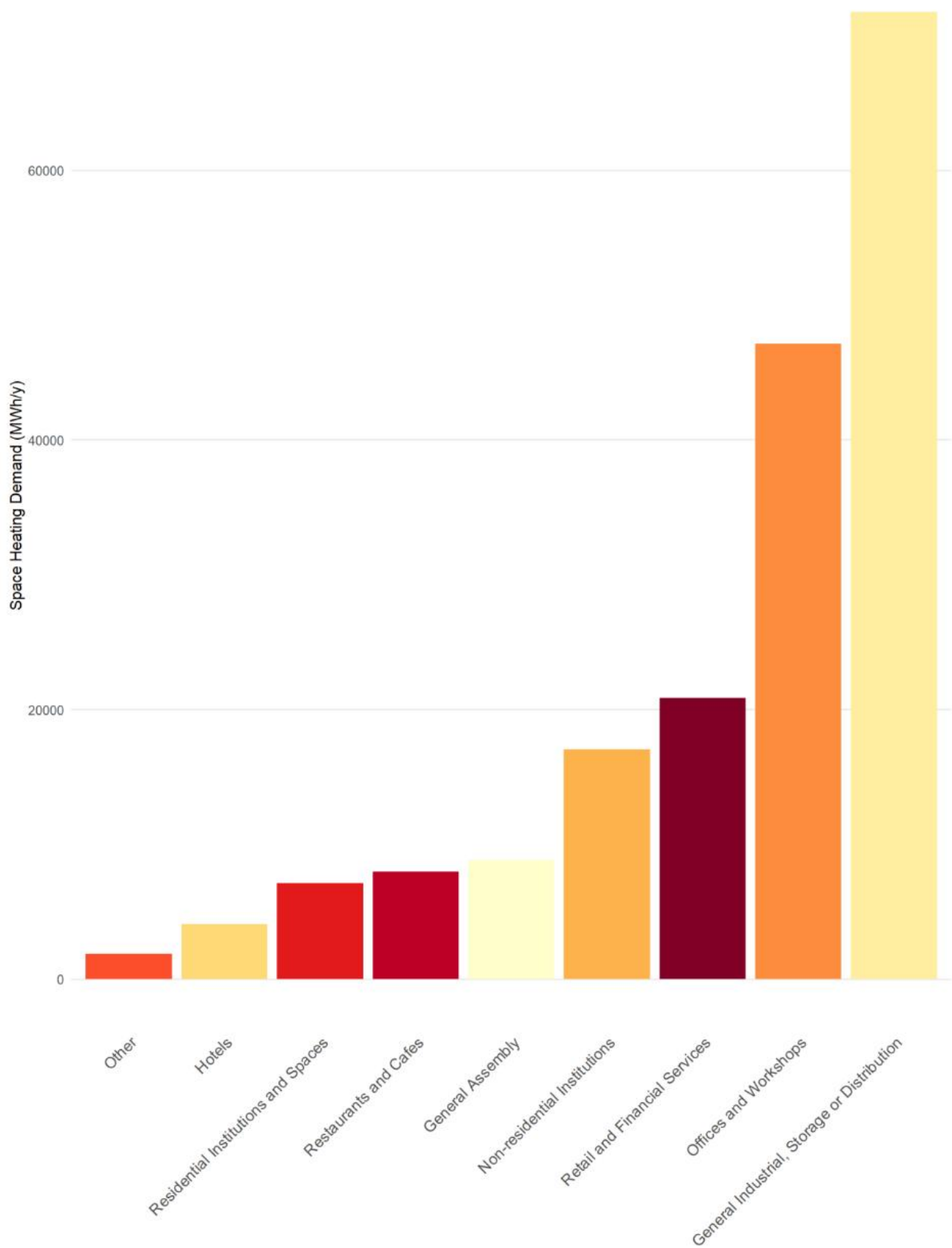
Figure 62: Map with top non-domestic, gas-heated energy consuming types
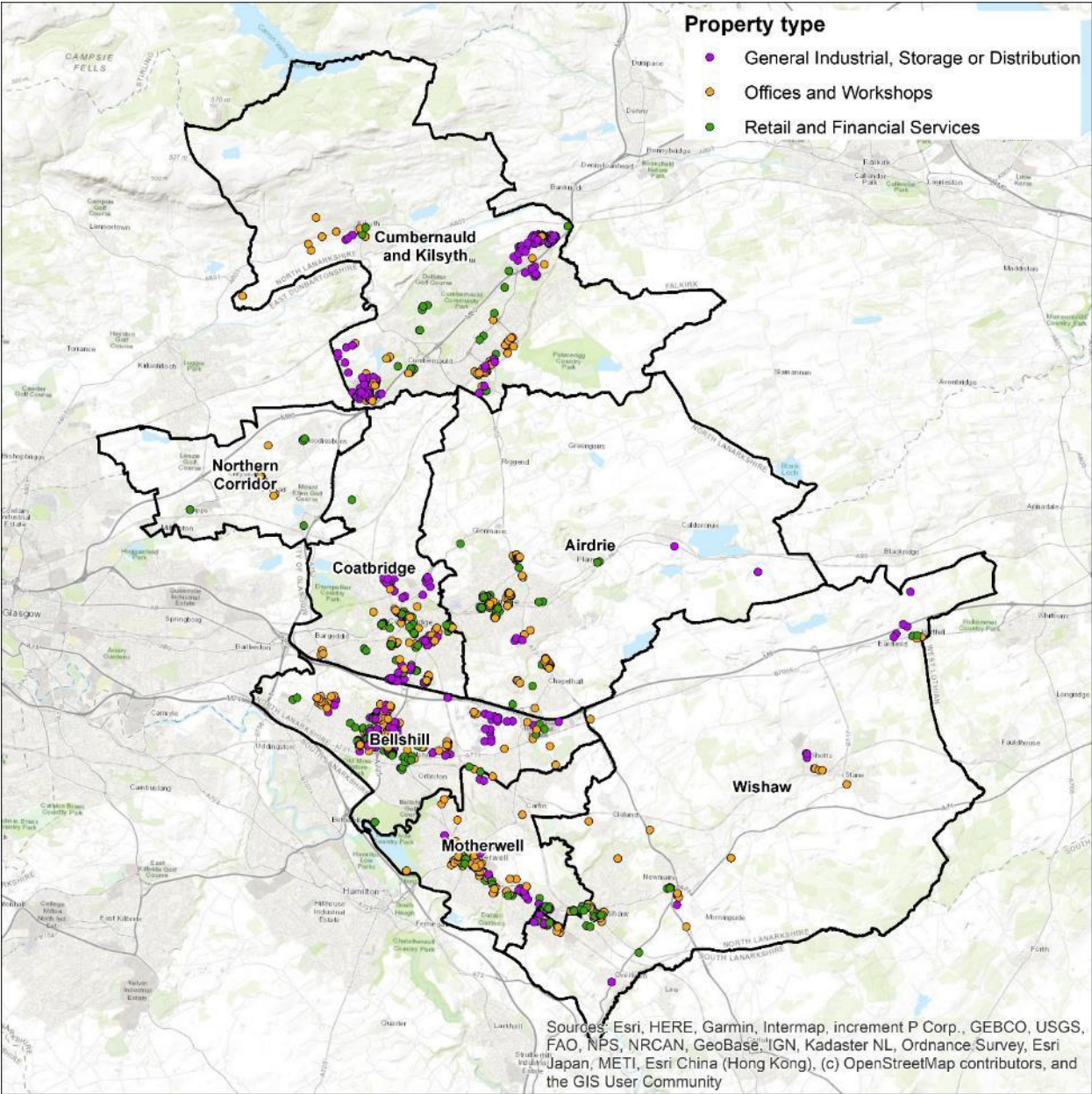
Contains Ordnance Survey Data (c) Crown copyright and database right (2023)

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11. Conclusions

The strategy finds that there are technologies available now which would enable most of our buildings to be low carbon and use less heat. Those technologies can contribute to a reduction in fuel poverty, which can sit alongside the other actions that North Lanarkshire are taking to reduce the rate and impact of poverty overall.

However, we are in a period of financial challenges and the transition cannot be fully funded by the Council. The funds that the Council has available will be prioritised to maximise the reduction of fuel poverty, using the information set out in this Strategy.

It will be for individual homeowners, businesses, and landlords to decide what is best for them and their buildings. This strategy seeks to understand which options are likely to be available for most buildings and which buildings are going to be harder to treat. This allows the Council to track progress, advocate for funding, identify stakeholders and consult with them to find out how these barriers can be overcome.

The targets the Council has been set of decarbonising heat and reducing fuel poverty are very challenging. While significant unanswered questions remain, this strategy shows North Lanarkshire Council's knowledge and ability to act in collaboration with the UK Government, Scottish Government and the people of North Lanarkshire to solve these challenges and to continue making progress.

North Lanarkshire Council will coordinate, though the LHEES Working Group, where investments are being considered by the Council which could align with LHEES priorities or consider the findings of this strategy.

North Lanarkshire Council will take the following strategic approach to fulfilling the obligations of the LHEES:

1) Insulate buildings where practical.
2) Support development of district heating networks where they can provide reliable low carbon heat at a reasonable cost.
3) Encourage deployment of individual or communal heat pump systems which deliver reliable heat at a reasonable cost.
4) Decarbonise the Council's non-domestic buildings:
    a. In areas where district heating may be an option – consider being a customer or a supplier of heat.
    b. In areas where district heating unlikely – identify alternative decarbonisation pathways.
5) Work with businesses to develop their decarbonisation plans.
6) Support economic development and inward investment through identification of heat opportunity areas.

The measures included in this scenario are outlined in more detail in the Delivery Plan. It shows that while applying these energy efficiency measures significantly reduces heat demand, in this case shown as bands of total heat demand (kWh/year), there are properties which continue to have moderate heat demands. These properties could either be treated with energy efficiency measures which cost more to install or a number of other interventions, but more detailed investigation is required to understand these specific homes and their needs.

The limiting factor on whether a heat network is a suitable heating technology is a geospatial one (i.e., the buildings need to be within the heat network boundaries identified). There may be some properties where there are physical restrictions preventing district heating and similarly more detailed feasibility could envelop additional properties within the heat network boundaries. Many of these properties would be suitable for other low carbon heating if district heating proves not to be viable or if heating systems need replaced prior to a district heating scheme being developed.

As set out in Section 7.7.3, heat pumps are considered the most favourable low carbon heating technology for buildings which are not in district heating areas (i.e., most buildings within the NLC area). The criterion on which a property is considered suitable is also set out in that section.

Even with energy efficiency measures, approximately 9% of properties are not likely to be suitable for either district heating or heat pumps. While there may be specific solutions for these properties, the data available does not allow detailed identification within the scope of this report and factors such as tenure, property heat demand and location will affect the optimal solution for each household and property owner.

Options could include:

- Higher temperature heat pump systems (systems supplying at > c. 60 °C – typically suited to larger demands, but still operating at COPs above 2.5);
- Low temperature heat pump systems with active radiators (low temperature fan coil units – these are higher cost units);
- Direct electric heating;
- Biomass, in specific circumstances; and
- Communal heating systems – using one of the technologies above.

The heat network analysis is focused on large centralised systems, but smaller heat networks of a cluster of buildings or communal systems could still be considered for campus sites or where a single organisation owns multiple buildings.

Appendices

Appendix A   Analysis of Core Indicators by Intermediate Zone

In this section, data is broken down by Intermediate Zone and analysed, which allows targets to be more easily identified within the constraints of data accuracy discussed earlier.

Domestic Energy Efficiency

The Home Analytics tool calculates a weighted energy efficiency score, which takes the frequency of 3 metrics, (low loft insulation thickness, a lack of wall insulation and a lack of double- / triple-glazing) across the building stock in a zone and weights them (by default, each is equally weighted) and then sums the 3 values to get a total energy efficiency score. A high score equates to poor energy efficiency in aggregate across the zone.

Table 20 ranks the top 12 intermediate zones on overall weighted score for energy efficiency. The maximum possible score (i.e., if every home in the zone had no loft or wall insulation and single glazing) is 100 so these scores are not high. It is also notable that the spread across the zones is not wide (Figure 63) suggesting that there are no grounds to prioritise interventions in one geographic area over another.

Wall insulation appears to be the most obvious target for improvement with the number of houses requiring an intervention ranging from 36% to 61% in these 12 zones (contrast with 4% to 14% for loft insulation). This would appear to be more of an issue in the private housing stock since most of NLC's stock have wall insulation (6.1.1).

Table 20: Domestic energy efficiency – ranking by highest weighted score

	Zones with highest total weighted score	Total weighted score	Number of potential interventions identified	Number of properties in zone
1	Sunnyside and Cliftonville	24	1,534	2,087
2	Greenfaulds	22	1,163	1,729
3	Gartlea	22	905	1,337
4	Coatbridge West	22	1,306	2,009
5	Townhead	21	1,337	2,078
6	Holytown	21	1,591	2,504
7	Chryston and Muirhead	20	1,137	1,870
8	Coatdyke and Whinhall	19	1,572	2,689
9	Ladywell	19	1,249	2,167
10	Newarthill	19	832	1,447
11	Motherwell South	19	1,451	2.520
12	Kildrum	19	1,264	2,203

There are a total of 79 zones. A further 5 zones have a score of 19.

Figure 63: Weighted Energy Efficiency Scores

Domestic Fuel Poverty

The Home Analytics tool calculates a weighted energy efficiency score, which takes the frequency of 5 metrics, (low loft insulation thickness, a lack of wall insulation, a lack of double- / triple-glazing, number of households in fuel poverty and the number of households in extreme poverty) across the building stock in a zone and weights them (by default, the construction parameters are weighted 16.7%, with fuel poverty at 50% and extreme poverty removed by a weighting of zero) and then sums the 5 values to get a total fuel poverty score. A high score equates to extensive fuel poverty as a result of poor energy efficiency across the zone.

This measure is intended to highlight homes where a lack of energy efficiency is a driver of fuel poverty and is not an outright measure of fuel poverty.

The ranking of the top 12 zones where energy efficiency is a driver for fuel poverty is shown in Table 21. The default weightings are used and, if specific interventions to tackle fuel poverty are to be prioritised during later stages of LHEES, then it may be appropriate to re-calculate these weighted scores based on the type of intervention planned. As expected, given the energy efficiency metrics used, there is, like the energy efficiency data, a narrow spread of scores across all the zones (Figure 64).

Table 21: Domestic fuel poverty resulting from poor energy efficiency – highest ranked zones (default weightings)

	Zones with highest total weighted score	Total weighted score	Number of properties in zone
1	Motherwell South	23	2,520
2	Cumbernauld Central	22	2,313
3	Townhead	22	2,078
4	Gartlea	22	1,377

	Zones with highest total weighted score	Total weighted score	Number of properties in zone
5	Sunnyside and Cliftonville	21	2,087
6	Greenfaulds	21	1,729
7	Bellshill South	21	2,414
8	Coatbridge West	21	2,009
9	Kilsyth Bogside	21	1,563
10	Shotts	21	2,061
11	Balmalloch	20	1,754
12	Kildrum	20	2,203

There are a total of 79 zones. A further 10 zones have a score of 20.

Figure 64: Weighted scores for fuel poverty resulting from poor energy efficiency
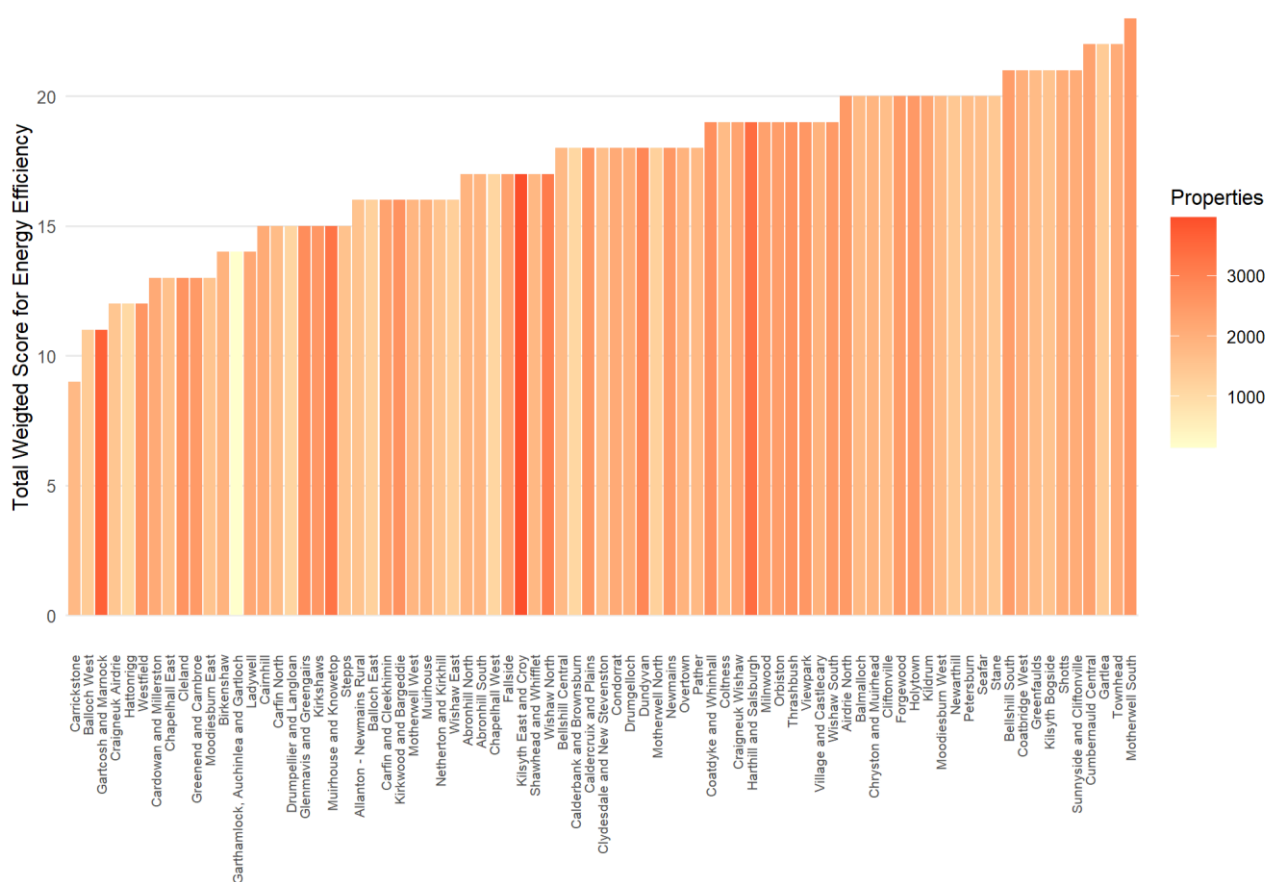
Domestic Buildings and the Gas Grid

Being on or off the existing gas grid are considerations within the LHEES process because this influences the likely future supply and decarbonisation of heat. On-grid buildings are likely to be currently using a fuel which is not getting less carbon intensive but are likely to have wet heating systems, suitable for heat network connections or heat pumps. Off-grid buildings are likely to be using a fuel which is getting closer to carbon neutral but not likely to have a wet system suitable for an electricity-saving upgrade to heat pumps. Of the off-grid properties, more use direct electrical heating than boilers. While these properties do not have water-based heating systems, they are more likely to both reduce their energy consumption and running cost by switching to a heat pump than properties using lower cost energy sources. As such heat pumps in these properties could contribute to fuel poverty reduction but not necessarily towards net zero targets.

Table 22 details the heating systems associated with domestic properties on and off the gas grid. Almost all the on-grid homes have boilers and, physical situation aside, are likely to be able to be connected to heat networks or heat pumps. However, given the energy efficiency status of the housing stock (Figure 6 and Table 20) and the age (Figure 6) it is likely that interventions to reduce heat losses and adjust heating systems to operate at lower temperatures will be required to allow heat pump installations in places where there are unlikely to be heat networks.

The highest density of off-grid homes is in the centre of Motherwell, this could be explained by the tower blocks in this area. More detailed examination is appropriate to confirm if this is the case, since a town centre may be attractive as a heat-network zone, these properties may not currently be ready for a heat connection.

Table 22: Domestic heating systems on and off the gas grid

Heating System	On grid		Off grid	
	Count	Percentage	Count	Percentage
Communal	558	>1%	99	1%
Heat pump	513	>1%	621	5%
Boiler	144,569	97%	3,280	28%
Room heater	1,193	>1%	2,300	20%
Storage heater	1,661	1.1%	4,884	42%
Other or none	792	>1%	391	3%

Communal heating systems refer to a heating system which provides heat to multiple properties within the same building.

Appendix B Analysis of Core Indicators by Data Zone

Energy Efficiency

Table 23: Energy Efficiency Weighted Scores and Interventions by Data Zones

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Sunnyside and Cliftonville - 04	25%	12%	85%	40.4
Forgewood - 03	11%	41%	68%	39.9
Coatbridge West - 03	26%	5%	78%	36.2
Townhead - 05	17%	10%	67%	31.6
Motherwell South - 02	9%	41%	44%	31.2
Orbiston - 04	9%	5%	72%	28.8
Allanton - Newmains Rural - 03	16%	5%	65%	28.7
Bellshill South - 05	25%	15%	46%	28.7
Coltness - 01	16%	18%	52%	28.6
Village and Castlecary - 02	18%	6%	62%	28.5
Cumbernauld Central - 06	1%	11%	73%	28.2
Wishaw North - 06	17%	14%	54%	28.0
Fallside - 05	18%	4%	62%	27.9
Townhead - 04	4%	20%	59%	27.2
Abronhill North - 06	6%	5%	71%	27.0
Ladywell - 05	18%	4%	60%	27.0
Greenfaulds - 03	5%	1%	75%	26.9
Gartlea - 02	12%	2%	66%	26.2
Coatdyke and Whinhall - 03	15%	5%	59%	26.1
Shotts - 05	11%	5%	63%	26.0
Fallside - 07	19%	2%	57%	26.0
Condorrat - 03	7%	2%	69%	25.9
Chryston and Muirhead - 03	18%	9%	50%	25.8
Sunnyside and Cliftonville - 03	16%	1%	61%	25.8
Drumgelloch - 03	17%	1%	59%	25.7
Kilsyth Bogside - 02	6%	2%	69%	25.4
Kildrum - 04	11%	5%	60%	25.4
Birkenshaw - 04	26%	1%	50%	25.3
Greenfaulds - 04	2%	2%	72%	25.0
Coatdyke and Whinhall - 07	12%	5%	58%	24.9
Caldercruix and Plains - 04	11%	0%	64%	24.9
Coatdyke and Whinhall - 05	9%	2%	64%	24.7
Cardowan and Millerston - 05	15%	12%	47%	24.6
Pather - 03	11%	8%	55%	24.5
Calderbank and Brownsburn - 03	9%	4%	60%	24.4
Holytown - 01	11%	3%	60%	24.3
Seafar - 04	25%	2%	46%	24.3
Wishaw East - 04	15%	2%	56%	24.2

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Forgewood - 01	5%	7%	61%	24.2
Holytown - 03	10%	6%	56%	24.2
Westfield - 02	6%	2%	65%	24.0
Dundyvan - 03	9%	2%	61%	24.0
Coatbridge West - 04	16%	1%	55%	23.9
Balloch East - 01	2%	1%	70%	23.9
Cairnhill - 05	12%	2%	58%	23.9
Coatdyke and Whinhall - 04	10%	2%	60%	23.8
Cleland - 02	14%	2%	55%	23.8
Petersburn - 01	16%	0%	55%	23.8
Thrashbush - 04	12%	0%	59%	23.8
Sunnyside and Cliftonville - 06	10%	8%	53%	23.7
Cairnhill - 04	12%	8%	51%	23.7
Gartlea - 05	7%	5%	58%	23.3
Sunnyside and Cliftonville - 01	3%	2%	65%	23.2
Wishaw South - 03	10%	6%	54%	23.2
Milnwood - 05	9%	11%	50%	23.0
Newarthill - 02	12%	5%	53%	23.0
Drumgelloch - 01	17%	5%	47%	22.9
Motherwell North - 03	30%	4%	34%	22.8
Kildrum - 03	21%	4%	44%	22.8
Muirhouse - 02	3%	5%	61%	22.7
Newarthill - 01	10%	8%	51%	22.7
Chapelhall West - 02	11%	4%	54%	22.6
Carfin and Cleekhimin - 07	14%	7%	46%	22.6
Overtown - 03	12%	3%	53%	22.5
Wishaw South - 04	14%	3%	50%	22.5
Muirhouse and Knowetop - 08	10%	7%	50%	22.3
Newmains - 01	12%	5%	50%	22.2
Cliftonville - 03	10%	3%	54%	22.2
Village and Castlecary - 01	4%	5%	58%	22.1
Netherton and Kirkhill - 05	5%	19%	43%	22.0
Drumgelloch - 02	7%	1%	58%	21.9
Drumpellier and Langloan - 03	10%	5%	51%	21.9
Holytown - 06	12%	7%	47%	21.8
Chapelhall East - 04	8%	4%	54%	21.7
Gartlea - 03	8%	3%	55%	21.7
Wishaw North - 05	11%	5%	49%	21.7
Cumbernauld Central - 05	2%	5%	59%	21.7
Balmalloch - 01	10%	2%	54%	21.6
Stepps - 01	19%	1%	44%	21.6
Greenfaulds - 05	4%	4%	58%	21.6
Abronhill North - 03	4%	5%	56%	21.4

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Kilsyth East and Croy - 06	14%	2%	49%	21.4
Chapelhall East - 02	6%	2%	57%	21.4
Birkenshaw - 05	16%	4%	44%	21.4
Holytown - 02	17%	3%	45%	21.4
Newmains - 09	17%	9%	38%	21.2
Shotts - 01	13%	2%	49%	21.2
Glenmavis and Greengairs - 02	8%	1%	54%	21.0
Calderbank and Brownsburn - 04	8%	1%	54%	21.0
Petersburn - 04	5%	1%	57%	21.0
Milnwood - 04	9%	14%	40%	20.9
Chryston and Muirhead - 05	12%	12%	38%	20.8
Balloch East - 02	1%	5%	57%	20.8
Craigneuk Airdrie - 05	8%	0%	54%	20.7
Muirhouse and Knowetop - 06	11%	3%	48%	20.7
Muirhouse and Knowetop - 09	16%	6%	41%	20.7
Clydesdale and New Stevenston - 04	6%	3%	54%	20.6
Wishaw South - 01	11%	9%	42%	20.6
Glenmavis and Greengairs - 04	9%	2%	51%	20.5
Birkenshaw - 07	21%	2%	38%	20.5
Balmalloch - 04	14%	3%	44%	20.4
Bellshill South - 02	13%	29%	20%	20.4
Milnwood - 03	9%	8%	45%	20.4
Petersburn - 03	9%	1%	52%	20.2
Cumbernauld Central - 04	0%	11%	50%	20.2
Holytown - 05	6%	11%	44%	20.2
Pather - 02	11%	5%	44%	20.0
Condorrat - 01	7%	2%	52%	20.0
Shawhead and Whifflet - 02	7%	1%	53%	20.0
Abronhill South - 02	8%	1%	51%	20.0
Holytown - 07	6%	12%	42%	20.0
Holytown - 04	5%	12%	44%	19.9
Moodiesburn West - 04	9%	7%	43%	19.8
Sunnyside and Cliftonville - 05	11%	3%	45%	19.6
Viewpark - 01	13%	8%	38%	19.5
Airdrie North - 03	11%	5%	43%	19.5
Townhead - 03	8%	2%	49%	19.5
Orbiston - 01	3%	0%	55%	19.5
Motherwell South - 01	10%	4%	45%	19.5
Kirkwood and Bargeddie - 02	11%	0%	47%	19.5
Abronhill South - 01	3%	1%	54%	19.5
Coltness - 04	13%	14%	32%	19.5
Bellshill South - 03	11%	6%	42%	19.4
Thrashbush - 05	15%	3%	40%	19.4

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Cairnhill - 01	1%	4%	55%	19.4
Balmalloch - 03	8%	1%	49%	19.3
Viewpark - 05	21%	19%	17%	19.3
Greenfaulds - 02	2%	1%	55%	19.2
Stepps - 02	11%	6%	41%	19.2
Balmalloch - 06	13%	3%	42%	19.2
Kilsyth East and Croy - 02	4%	1%	52%	19.0
Petersburn - 02	9%	1%	47%	19.0
Gartlea - 01	3%	1%	52%	18.9
Kilsyth East and Croy - 05	5%	1%	52%	18.9
Wishaw South - 05	6%	6%	46%	18.9
Greenfaulds - 01	6%	3%	47%	18.8
Cumbernauld Central - 03	1%	9%	47%	18.8
Ladywell - 02	8%	1%	47%	18.6
Craigneuk Wishaw - 04	5%	14%	37%	18.6
Bellshill South - 01	24%	18%	14%	18.5
Ladywell - 03	11%	5%	40%	18.5
Thrashbush - 06	6%	2%	48%	18.5
Motherwell South - 05	8%	5%	42%	18.4
Chryston and Muirhead - 02	11%	9%	35%	18.3
Airdrie North - 06	4%	1%	50%	18.3
Coltness - 05	21%	2%	32%	18.3
Muirhouse and Knowetop - 05	8%	4%	43%	18.3
Thrashbush - 02	5%	3%	47%	18.3
Townhead - 01	11%	2%	42%	18.3
Forgewood - 02	6%	8%	41%	18.2
Kildrum - 02	19%	1%	34%	18.2
Moodiesburn West - 05	12%	3%	40%	18.2
Airdrie North - 05	10%	1%	43%	18.1
Coatbridge West - 02	4%	3%	47%	18.1
Gartlea - 04	4%	7%	43%	18.1
Clydesdale and New Stevenston - 02	9%	19%	26%	18.0
Kirkwood and Bargeddie - 04	6%	4%	44%	18.0
Kildrum - 01	10%	4%	41%	18.0
Townhead - 06	3%	7%	45%	18.0
Coltness - 03	9%	14%	31%	18.0
Seafar - 05	4%	2%	48%	18.0
Gartcosh and Marnock - 05	16%	3%	35%	18.0
Motherwell North - 01	15%	5%	34%	18.0
Abronhill North - 02	19%	1%	34%	17.9
Drumgelloch - 05	9%	1%	44%	17.9
Wishaw North - 08	16%	9%	29%	17.8
Carfin North - 02	10%	9%	34%	17.7

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Cliftonville - 02	4%	6%	43%	17.7
Chryston and Muirhead - 01	8%	4%	41%	17.5
Caldercruix and Plains - 06	3%	0%	49%	17.5
Netherton and Kirkhill - 04	11%	6%	36%	17.5
Sunnyside and Cliftonville - 02	5%	2%	46%	17.5
Caldercruix and Plains - 08	13%	5%	34%	17.4
Village and Castlecary - 03	6%	1%	45%	17.4
Allanton - Newmains Rural - 04	20%	2%	30%	17.3
Dundyvan - 02	4%	4%	44%	17.3
Bellshill Central - 01	8%	10%	33%	17.2
Wishaw East - 03	9%	3%	40%	17.1
Holytown - 08	14%	6%	32%	17.1
Condorrat - 06	5%	1%	45%	17.0
Kilsyth East and Croy - 07	6%	6%	39%	17.0
Moodiesburn East - 04	8%	1%	42%	17.0
Bellshill South - 06	2%	2%	47%	16.9
Bellshill Central - 03	10%	13%	28%	16.9
Chapelhall West - 01	11%	0%	39%	16.9
Airdrie North - 04	10%	2%	39%	16.8
Craigneuk Wishaw - 02	2%	1%	48%	16.8
Muirhouse and Knowetop - 03	7%	11%	34%	16.8
Newarthill - 03	11%	10%	30%	16.8
Cardowan and Millerston - 04	17%	1%	32%	16.7
Bellshill Central - 02	7%	22%	20%	16.5
Caldercruix and Plains - 02	11%	1%	37%	16.5
Townhead - 07	8%	1%	40%	16.5
Kirkwood and Bargeddie - 03	6%	1%	42%	16.4
Pather - 04	12%	11%	26%	16.4
Newmains - 04	9%	14%	26%	16.4
Drumgelloch - 04	12%	1%	36%	16.3
Pather - 05	6%	7%	36%	16.3
Newmains - 08	11%	13%	26%	16.3
Thrashbush - 03	5%	2%	43%	16.3
Stane - 01	13%	1%	35%	16.3
Kilsyth Bogside - 03	9%	1%	39%	16.3
Fallside - 06	3%	2%	45%	16.3
Stane - 02	7%	8%	34%	16.2
Motherwell West - 04	11%	7%	31%	16.1
Motherwell West - 03	5%	0%	43%	16.1
Stane - 03	13%	2%	34%	16.1
Cleland - 03	10%	3%	35%	16.0
Seafar - 02	8%	4%	36%	16.0
Orbiston - 05	4%	3%	42%	16.0

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Wishaw North - 03	7%	7%	35%	16.0
Kilsyth Bogside - 01	6%	1%	41%	16.0
Fallside - 02	9%	2%	37%	15.9
Moodiesburn West - 01	9%	11%	28%	15.9
Overtown - 01	6%	1%	42%	15.9
Netherton and Kirkhill - 01	14%	4%	30%	15.9
Balmalloch - 02	9%	2%	37%	15.9
Townhead - 02	8%	5%	35%	15.8
Balloch West - 04	1%	1%	47%	15.8
Carfin North - 01	5%	7%	35%	15.7
Ladywell - 04	13%	2%	32%	15.7
Condorrat - 02	5%	5%	38%	15.7
Caldercruix and Plains - 01	10%	3%	34%	15.7
Milnwood - 02	5%	7%	35%	15.6
Wishaw North - 02	10%	2%	35%	15.6
Allanton - Newmains Rural - 02	6%	5%	35%	15.5
Calderbank and Brownsburn - 01	2%	1%	44%	15.4
Milnwood - 01	5%	3%	38%	15.3
Greenend and Carnbroe - 05	3%	1%	43%	15.3
Glenmavis and Greengairs - 05	8%	1%	38%	15.3
Cliftonville - 01	1%	3%	42%	15.2
Harthill and Salsburgh - 04	11%	5%	30%	15.2
Wishaw North - 01	7%	5%	34%	15.2
Shotts - 04	8%	9%	29%	15.2
Orbiston - 07	12%	6%	27%	15.0
Fallside - 04	4%	2%	39%	14.9
Greenend and Carnbroe - 02	2%	0%	43%	14.9
Orbiston - 06	10%	8%	26%	14.9
Chryston and Muirhead - 04	11%	3%	31%	14.8
Coatbridge West - 05	13%	0%	31%	14.7
Cairnhill - 06	8%	0%	35%	14.7
Milnwood - 06	11%	7%	25%	14.7
Harthill and Salsburgh - 01	20%	2%	22%	14.6
Cleland - 01	14%	8%	21%	14.6
Dundyvan - 01	11%	0%	32%	14.5
Caldercruix and Plains - 07	5%	2%	36%	14.5
Abronhill North - 05	9%	0%	35%	14.4
Newmains - 02	5%	5%	33%	14.4
Newmains - 03	7%	12%	25%	14.3
Greenend and Carnbroe - 06	14%	1%	28%	14.3
Coatdyke and Whinhall - 02	2%	0%	41%	14.3
Birkenshaw - 06	9%	7%	26%	14.2
Westfield - 04	10%	2%	31%	14.2

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Harthill and Salsburgh - 03	7%	1%	35%	14.2
Shawhead and Whifflet - 04	13%	1%	29%	14.2
Balmalloch - 05	8%	2%	32%	14.1
Wishaw East - 01	3%	4%	35%	14.1
Cardowan and Millerston - 03	12%	7%	23%	14.1
Village and Castlecary - 05	8%	0%	34%	14.0
Condorrat - 05	3%	1%	38%	14.0
Cairnhill - 02	6%	1%	35%	13.9
Garthamlock, Auchinlea and Gartloch - 05	0%	0%	42%	13.8
Moodiesburn East - 02	9%	10%	22%	13.7
Clydesdale and New Stevenston - 03	5%	5%	32%	13.6
Coatdyke and Whinhall - 06	7%	1%	33%	13.6
Carfin and Cleekhimin - 02	9%	6%	25%	13.6
Kilsyth Bogside - 04	5%	1%	35%	13.5
Balloch West - 03	3%	4%	34%	13.5
Orbiston - 03	12%	12%	17%	13.5
Kilsyth East and Croy - 08	7%	2%	31%	13.5
Kirkshaws - 05	5%	1%	35%	13.4
Harthill and Salsburgh - 02	5%	2%	33%	13.4
Balloch West - 05	0%	3%	37%	13.4
Dundyvan - 04	4%	1%	35%	13.3
Moodiesburn East - 05	27%	2%	10%	13.2
Ladywell - 01	5%	6%	29%	13.2
Moodiesburn West - 03	7%	12%	21%	13.2
Balloch East - 03	3%	4%	33%	13.1
Motherwell South - 03	7%	3%	29%	13.1
Newarthill - 04	11%	3%	26%	13.1
Viewpark - 04	12%	10%	17%	13.0
Cumbernauld Central - 02	14%	2%	23%	12.9
Calderbank and Brownsburn - 02	6%	2%	32%	12.9
Carrickstone - 02	1%	1%	38%	12.9
Harthill and Salsburgh - 07	9%	1%	29%	12.8
Moodiesburn West - 02	11%	12%	15%	12.8
Craigneuk Airdrie - 02	4%	0%	35%	12.8
Glenmavis and Greengairs - 03	19%	0%	18%	12.7
Gartcosh and Marnock - 02	5%	2%	31%	12.7
Cairnhill - 03	9%	2%	27%	12.6
Abronhill North - 04	4%	2%	32%	12.5
Motherwell West - 02	7%	8%	23%	12.5
Airdrie North - 02	9%	2%	26%	12.4
Fallside - 03	3%	2%	32%	12.4
Clydesdale and New Stevenston - 01	4%	23%	11%	12.4
Harthill and Salsburgh - 05	7%	2%	28%	12.4

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Village and Castlecary - 04	15%	3%	19%	12.4
Kirkshaws - 07	15%	1%	21%	12.3
Kirkwood and Bargeddie - 07	14%	1%	22%	12.2
Newmains - 07	9%	2%	26%	12.2
Craigneuk Wishaw - 01	4%	3%	30%	12.2
Abronhill South - 04	2%	1%	33%	12.1
Greenend and Carnbroe - 03	4%	3%	30%	12.0
Stepps - 03	8%	2%	26%	12.0
Wishaw East - 02	11%	7%	17%	12.0
Carfin and Cleekhimin - 03	6%	8%	22%	11.9
Balloch East - 04	3%	2%	31%	11.8
Motherwell West - 05	12%	5%	19%	11.8
Craigneuk Wishaw - 06	3%	6%	27%	11.8
Viewpark - 06	9%	12%	14%	11.7
Shotts - 02	4%	4%	27%	11.7
Seafar - 01	5%	3%	27%	11.7
Hattonrigg - 03	11%	2%	22%	11.6
Muirhouse - 05	3%	5%	28%	11.6
Kilsyth East and Croy - 03	6%	9%	20%	11.6
Allanton - Newmains Rural - 01	8%	2%	25%	11.5
Chapelhall West - 03	5%	2%	28%	11.5
Motherwell North - 02	12%	6%	16%	11.5
Overtown - 02	4%	1%	30%	11.5
Muirhouse and Knowetop - 07	2%	5%	28%	11.3
Wishaw North - 07	5%	18%	11%	11.3
Shawhead and Whifflet - 03	5%	0%	29%	11.2
Birkenshaw - 03	7%	10%	17%	11.2
Newmains - 06	11%	3%	20%	11.2
Drumgelloch - 06	5%	0%	28%	11.2
Westfield - 01	1%	2%	31%	11.1
Viewpark - 03	7%	13%	13%	11.0
Westfield - 03	5%	3%	25%	10.9
Bellshill Central - 04	4%	2%	28%	10.9
Seafar - 03	0%	2%	31%	10.9
Milnwood - 07	5%	4%	24%	10.8
Kirkshaws - 03	10%	0%	22%	10.8
Glenmavis and Greengairs - 06	5%	2%	25%	10.7
Kirkwood and Bargeddie - 09	9%	1%	21%	10.7
Condorrat - 04	2%	3%	27%	10.6
Cumbernauld Central - 01	6%	2%	24%	10.6
Viewpark - 07	8%	10%	13%	10.6
Chapelhall East - 05	6%	0%	26%	10.5
Dundyvan - 08	5%	1%	26%	10.5

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Gartcosh and Marnock - 01	10%	0%	22%	10.4
Kirkwood and Bargeddie - 06	9%	1%	21%	10.4
Craigneuk Airdrie - 04	7%	0%	24%	10.4
Viewpark - 02	6%	6%	19%	10.4
Coatbridge West - 01	5%	0%	26%	10.3
Thrashbush - 01	4%	1%	26%	10.3
Kirkshaws - 06	8%	1%	22%	10.2
Abronhill South - 05	9%	1%	21%	10.2
Chapelhall East - 03	2%	1%	28%	10.2
Bellshill South - 04	4%	2%	25%	10.2
Wishaw North - 04	8%	7%	15%	10.2
Thrashbush - 07	4%	2%	24%	10.1
Carfin and Cleekhimin - 06	8%	1%	21%	10.1
Netherton and Kirkhill - 02	1%	1%	29%	10.0
Petersburn - 05	3%	0%	27%	10.0
Orbiston - 02	8%	8%	15%	10.0
Harthill and Salsburgh - 08	18%	0%	12%	9.9
Carrickstone - 01	1%	3%	26%	9.8
Kildrum - 05	3%	1%	26%	9.8
Forgewood - 06	10%	5%	15%	9.8
Gartcosh and Marnock - 04	7%	0%	22%	9.8
Muirhouse and Knowetop - 01	6%	3%	21%	9.7
Motherwell South - 04	3%	5%	22%	9.7
Airdrie North - 01	14%	1%	15%	9.7
Westfield - 05	2%	2%	24%	9.7
Kirkwood and Bargeddie - 05	8%	1%	19%	9.5
Abronhill South - 03	7%	2%	20%	9.4
Dundyvan - 05	2%	1%	25%	9.4
Wishaw South - 06	5%	6%	18%	9.2
Craigneuk Airdrie - 01	2%	0%	26%	9.2
Coltness - 02	5%	6%	16%	8.9
Greenend and Carnbroe - 04	2%	1%	24%	8.9
Shotts - 03	4%	4%	19%	8.9
Craigneuk Wishaw - 05	6%	2%	19%	8.9
Overtown - 06	5%	1%	19%	8.7
Drumpellier and Langloan - 02	4%	2%	21%	8.6
Kirkwood and Bargeddie - 08	9%	1%	16%	8.5
Caldercruix and Plains - 05	8%	2%	16%	8.5
Forgewood - 05	3%	3%	19%	8.5
Drumpellier and Langloan - 01	1%	1%	23%	8.3
Gartcosh and Marnock - 03	6%	0%	19%	8.3
Muirhouse - 04	1%	7%	16%	7.9
Netherton and Kirkhill - 03	6%	2%	15%	7.8

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Muirhouse and Knowetop - 04	0%	2%	21%	7.7
Carfin and Cleekhimin - 04	3%	6%	14%	7.6
Dundyvan - 07	6%	0%	17%	7.6
Cleland - 04	6%	1%	16%	7.4
Overtown - 05	3%	17%	2%	7.4
Hattonrigg - 01	4%	0%	18%	7.4
Hattonrigg - 02	7%	3%	11%	7.0
Dundyvan - 06	5%	0%	15%	6.9
Cairnhill - 07	3%	2%	16%	6.9
Shawhead and Whifflet - 01	5%	0%	15%	6.7
Harthill and Salsburgh - 06	5%	0%	15%	6.7
Wishaw South - 07	4%	8%	7%	6.5
Abronhill North - 01	6%	2%	11%	6.4
Kilsyth East and Croy - 04	3%	1%	14%	6.0
Wishaw South - 02	1%	1%	16%	5.9
Muirhouse - 03	5%	2%	11%	5.8
Stane - 04	6%	1%	11%	5.8
Carfin North - 04	8%	0%	9%	5.8
Kirkshaws - 04	2%	2%	13%	5.7
Glenmavis and Greengairs - 01	1%	0%	15%	5.7
Cardowan and Millerston - 02	2%	3%	12%	5.7
Carfin North - 03	2%	2%	13%	5.5
Coatdyke and Whinhall - 01	2%	2%	12%	5.3
Fallside - 01	4%	1%	11%	5.2
Motherwell West - 01	1%	4%	10%	5.1
Caldercruix and Plains - 03	4%	0%	11%	5.0
Forgewood - 07	1%	0%	13%	4.7
Moodiesburn East - 03	3%	3%	8%	4.5
Craigneuk Wishaw - 03	4%	3%	6%	4.3
Thrashbush - 08	0%	1%	11%	4.2
Petersburn - 06	1%	3%	7%	3.9
Birkenshaw - 02	2%	1%	9%	3.8
Kirkshaws - 02	1%	1%	9%	3.7
Balloch West - 01	0%	0%	10%	3.5
Overtown - 04	6%	0%	4%	3.4
Westfield - 09	1%	0%	9%	3.3
Pather - 01	3%	1%	6%	3.3
Greenend and Carnbroe - 01	0%	1%	8%	3.1
Carrickstone - 05	2%	0%	7%	3.0
Carfin and Cleekhimin - 01	1%	5%	3%	3.0
Cliftonville - 04	2%	2%	5%	3.0
Gartcosh and Marnock - 06	1%	1%	7%	3.0
Muirhouse and Knowetop - 02	3%	0%	5%	2.7

Data zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Total Weighted Score for Energy Efficiency
Moodiesburn East - 01	3%	1%	4%	2.2
Kirkshaws - 01	0%	1%	5%	2.0
Gartcosh and Marnock - 07	3%	0%	3%	1.9
Birkenshaw - 01	2%	0%	4%	1.9
Westfield - 07	0%	1%	5%	1.8
Westfield - 08	1%	0%	4%	1.8
Westfield - 06	1%	1%	3%	1.6
Carrickstone - 03	1%	1%	4%	1.5
Newmains - 05	3%	0%	1%	1.2
Balloch West - 02	0%	0%	3%	1.1
Carrickstone - 04	0%	0%	3%	0.9
Craigneuk Airdrie - 03	1%	0%	2%	0.8
Carfin and Cleekhimin - 05	1%	0%	1%	0.8
Cleland - 05	1%	0%	1%	0.7
Carrickstone - 06	1%	1%	0%	0.6
Chapelhall East - 01	1%	0%	1%	0.6
Forgewood - 04	0%	0%	2%	0.6
Motherwell North - 04	1%	0%	1%	0.5
Kirkwood and Bargeddie - 01	0%	0%	0%	0.4
Greenend and Carnbroe - 07	0%	1%	0%	0.3
Cardowan and Millerston - 01	0%	0%	0%	0.1
Kilsyth East and Croy - 01	0%	0%	0%	0.0
Muirhouse - 01	0%	0%	0%	0.0

Fuel Poverty

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Forgewood - 03	11%	41%	68%	25%	8%	32.3
Cumbernauld Central - 06	1%	11%	73%	32%	24%	29.6
Motherwell South - 02	9%	41%	44%	28%	24%	29.5
Sunnyside and Cliftonville - 04	25%	12%	85%	17%	0%	28.3
Cliftonville - 01	1%	3%	42%	40%	49%	27.5
Bellshill South - 05	25%	15%	46%	26%	10%	27.2
Dundyvan - 03	9%	2%	61%	30%	20%	26.7
Kilsyth Bogside - 02	6%	2%	69%	27%	8%	25.8
Townhead - 04	4%	20%	59%	24%	6%	25.5
Shotts - 04	8%	9%	29%	35%	25%	25.0
Greenfaulds - 03	5%	1%	75%	23%	7%	24.8
Coltness - 01	16%	18%	52%	21%	0%	24.5
Shotts - 05	11%	5%	63%	24%	7%	24.5
Cumbernauld Central - 05	2%	5%	59%	28%	15%	24.5
Motherwell South - 05	8%	5%	42%	31%	31%	24.4
Townhead - 05	17%	10%	67%	17%	0%	24.2
Seafar - 04	25%	2%	46%	25%	6%	24.2
Balmalloch - 04	14%	3%	44%	28%	14%	24.1
Caldercruix and Plains - 04	11%	0%	64%	24%	0%	24.0
Orbiston - 01	3%	0%	55%	29%	11%	24.0
Motherwell North - 03	30%	4%	34%	25%	7%	24.0
Viewpark - 05	21%	19%	17%	29%	16%	23.9
Kildrum - 02	19%	1%	34%	30%	17%	23.7
Gartlea - 02	12%	2%	66%	22%	0%	23.7
Petersburn - 04	5%	1%	57%	27%	7%	23.7
Thrashbush - 02	5%	3%	47%	30%	21%	23.7
Pather - 03	11%	8%	55%	23%	1%	23.6
Coatdyke and Whinhall - 07	12%	5%	58%	23%	2%	23.6
Greenfaulds - 04	2%	2%	72%	23%	5%	23.6
Bellshill South - 02	13%	29%	20%	27%	5%	23.6
Coatbridge West - 03	26%	5%	78%	12%	0%	23.6
Stane - 02	7%	8%	34%	31%	19%	23.5
Coatbridge West - 02	4%	3%	47%	29%	19%	23.4
Orbiston - 04	9%	5%	72%	19%	0%	23.4
Holytown - 05	6%	11%	44%	27%	6%	23.3
Kilsyth Bogside - 03	9%	1%	39%	31%	16%	23.3

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Motherwell North - 01	15%	5%	34%	29%	13%	23.2
Petersburn - 02	9%	1%	47%	28%	2%	23.2
Allanton - Newmains Rural - 03	16%	5%	65%	18%	0%	23.2
Greenfaulds - 05	4%	4%	58%	25%	12%	23.2
Caldercruix and Plains - 06	3%	0%	49%	29%	19%	23.2
Village and Castlecary - 02	18%	6%	62%	18%	0%	23.2
Muirhouse - 05	3%	5%	28%	35%	36%	23.0
Sunnyside and Cliftonville - 03	16%	1%	61%	21%	0%	23.0
Balmalloch - 01	10%	2%	54%	25%	7%	22.9
Overtown - 03	12%	3%	53%	24%	4%	22.9
Wishaw South - 03	10%	6%	54%	23%	2%	22.8
Stane - 03	13%	2%	34%	30%	18%	22.8
Thrashbush - 04	12%	0%	59%	22%	0%	22.8
Airdrie North - 06	4%	1%	50%	27%	12%	22.6
Sunnyside and Cliftonville - 01	3%	2%	65%	23%	0%	22.6
Kilsyth East and Croy - 06	14%	2%	49%	24%	4%	22.5
Petersburn - 03	9%	1%	52%	25%	1%	22.4
Newmains - 04	9%	14%	26%	29%	12%	22.4
Moodiesburn West - 02	11%	12%	15%	32%	17%	22.3
Moodiesburn West - 04	9%	7%	43%	25%	8%	22.3
Shawhead and Whifflet - 02	7%	1%	53%	25%	3%	22.3
Moodiesburn West - 03	7%	12%	21%	32%	21%	22.3
Craigneuk Wishaw - 04	5%	14%	37%	26%	4%	22.3
Calderbank and Brownsburn - 03	9%	4%	60%	21%	1%	22.2
Drumgelloch - 02	7%	1%	58%	23%	1%	22.2
Bellshill South - 03	11%	6%	42%	25%	10%	22.2
Cumbernauld Central - 04	0%	11%	50%	25%	6%	22.2
Cleland - 02	14%	2%	55%	21%	1%	22.2
Dundyvan - 08	5%	1%	26%	34%	24%	22.1
Kilsyth East and Croy - 02	4%	1%	52%	26%	9%	22.1
Airdrie North - 03	11%	5%	43%	25%	7%	22.0
Chryston and Muirhead - 02	11%	9%	35%	26%	8%	22.0
Petersburn - 01	16%	0%	55%	21%	0%	22.0
Forgewood - 02	6%	8%	41%	26%	8%	22.0
Forgewood - 01	5%	7%	61%	20%	1%	21.9
Overtown - 05	3%	17%	2%	36%	22%	21.9

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Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Clydesdale and New Stevenston - 02	9%	19%	26%	26%	7%	21.9
Gartlea - 05	7%	5%	58%	21%	0%	21.9
Cliftonville - 03	10%	3%	54%	22%	4%	21.9
Chryston and Muirhead - 03	18%	9%	50%	18%	0%	21.9
Pather - 02	11%	5%	44%	24%	4%	21.8
Chryston and Muirhead - 05	12%	12%	38%	23%	5%	21.8
Coatdyke and Whinhall - 03	15%	5%	59%	18%	0%	21.7
Balmalloch - 06	13%	3%	42%	25%	10%	21.7
Bellshill South - 01	24%	18%	14%	25%	10%	21.7
Coatbridge West - 04	16%	1%	55%	20%	0%	21.7
Townhead - 07	8%	1%	40%	27%	15%	21.6
Kildrum - 03	21%	4%	44%	21%	2%	21.6
Calderbank and Brownsburn - 04	8%	1%	54%	23%	0%	21.5
Newmains - 09	17%	9%	38%	22%	0%	21.5
Condorrat - 03	7%	2%	69%	18%	0%	21.5
Craigneuk Wishaw - 02	2%	1%	48%	26%	1%	21.4
Chapelhall West - 02	11%	4%	54%	21%	0%	21.4
Wishaw North - 06	17%	14%	54%	15%	0%	21.3
Townhead - 03	8%	2%	49%	24%	1%	21.3
Motherwell South - 03	7%	3%	29%	30%	21%	21.3
Carfin and Cleekhimin - 07	14%	7%	46%	20%	1%	21.3
Gartlea - 01	3%	1%	52%	24%	2%	21.3
Cumbernauld Central - 03	1%	9%	47%	24%	7%	21.2
Drumgelloch - 03	17%	1%	59%	17%	0%	21.1
Glenmavis and Greengairs - 02	8%	1%	54%	22%	11%	21.1
Cleland - 03	10%	3%	35%	27%	8%	21.1
Kilsyth East and Croy - 05	5%	1%	52%	24%	6%	21.0
Thrashbush - 03	5%	2%	43%	26%	4%	21.0
Newarthill - 02	12%	5%	53%	20%	0%	21.0
Wishaw North - 05	11%	5%	49%	21%	0%	21.0
Bellshill Central - 02	7%	22%	20%	25%	2%	20.9
Village and Castlecary - 03	6%	1%	45%	25%	6%	20.9
Viewpark - 01	13%	8%	38%	23%	1%	20.9
Overtown - 04	6%	0%	4%	38%	31%	20.9
Carfin North - 02	10%	9%	34%	24%	1%	20.9
Holytown - 03	10%	6%	56%	18%	0%	20.9
Kilsyth Bogside - 01	6%	1%	41%	26%	10%	20.9

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Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Harthill and Salsburgh - 06	5%	0%	15%	35%	32%	20.9
Kildrum - 04	11%	5%	60%	17%	0%	20.8
Milnwood - 03	9%	8%	45%	22%	1%	20.8
Cardowan and Millerston - 05	15%	12%	47%	17%	0%	20.8
Holytown - 06	12%	7%	47%	20%	1%	20.8
Caldercruix and Plains - 02	11%	1%	37%	25%	3%	20.8
Cleland - 01	14%	8%	21%	27%	16%	20.8
Harthill and Salsburgh - 03	7%	1%	35%	28%	10%	20.8
Kirkwood and Bargeddie - 03	6%	1%	42%	25%	7%	20.7
Moodiesburn East - 02	9%	10%	22%	28%	14%	20.7
Kirkwood and Bargeddie - 04	6%	4%	44%	24%	4%	20.6
Seafar - 02	8%	4%	36%	26%	9%	20.6
Muirhouse - 02	3%	5%	61%	19%	5%	20.6
Sunnyside and Cliftonville - 06	10%	8%	53%	18%	0%	20.5
Netherton and Kirkhill - 05	5%	19%	43%	19%	1%	20.5
Pather - 05	6%	7%	36%	25%	1%	20.5
Cairnhill - 05	12%	2%	58%	18%	0%	20.4
Milnwood - 05	9%	11%	50%	18%	0%	20.4
Gartlea - 04	4%	7%	43%	23%	1%	20.4
Carfin and Cleekhimin - 02	9%	6%	25%	27%	10%	20.4
Glenmavis and Greengairs - 05	8%	1%	38%	26%	11%	20.4
Abronhill South - 02	8%	1%	51%	21%	3%	20.4
Gartlea - 03	8%	3%	55%	20%	0%	20.3
Thrashbush - 05	15%	3%	40%	22%	1%	20.3
Bellshill Central - 03	10%	13%	28%	24%	3%	20.3
Townhead - 06	3%	7%	45%	23%	1%	20.2
Wishaw South - 04	14%	3%	50%	18%	2%	20.2
Fallside - 02	9%	2%	37%	25%	2%	20.1
Holytown - 07	6%	12%	42%	21%	1%	20.1
Abronhill North - 06	6%	5%	71%	14%	0%	20.1
Shotts - 01	13%	2%	49%	20%	1%	20.1
Stane - 04	6%	1%	11%	35%	25%	20.1
Kilsyth East and Croy - 07	6%	6%	39%	24%	5%	20.1
Coatdyke and Whinhall - 04	10%	2%	60%	17%	0%	20.1
Newarthill - 03	11%	10%	30%	24%	1%	20.1
Chapelhall East - 04	8%	4%	54%	19%	0%	20.1
Harthill and Salsburgh - 01	20%	2%	22%	26%	8%	20.0
Harthill and Salsburgh - 05	7%	2%	28%	28%	14%	20.0

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Drumgelloch - 05	9%	1%	44%	23%	0%	20.0
Airdrie North - 04	10%	2%	39%	24%	3%	20.0
Motherwell West - 04	11%	7%	31%	24%	2%	20.0
Coltness - 04	13%	14%	32%	21%	0%	20.0
Kildrum - 01	10%	4%	41%	22%	4%	19.9
Abronhill North - 03	4%	5%	56%	19%	0%	19.9
Milnwood - 04	9%	14%	40%	19%	1%	19.9
Greenend and Carnbroe - 05	3%	1%	43%	25%	4%	19.9
Wishaw South - 01	11%	9%	42%	19%	0%	19.9
Craigneuk Airdrie - 05	8%	0%	54%	20%	0%	19.8
Newmains - 01	12%	5%	50%	18%	1%	19.8
Condorrat - 02	5%	5%	38%	24%	4%	19.8
Allanton - Newmains Rural - 02	6%	5%	35%	24%	6%	19.8
Caldercruix and Plains - 07	5%	2%	36%	25%	10%	19.7
Stepps - 02	11%	6%	41%	21%	1%	19.7
Fallside - 05	18%	4%	62%	12%	0%	19.6
Newarthill - 01	10%	8%	51%	17%	0%	19.6
Harthill and Salsburgh - 04	11%	5%	30%	24%	6%	19.6
Townhead - 02	8%	5%	35%	24%	1%	19.5
Bellshill Central - 01	8%	10%	33%	22%	1%	19.5
Wishaw South - 05	6%	6%	46%	21%	0%	19.5
Orbiston - 03	12%	12%	17%	26%	5%	19.5
Pather - 04	12%	11%	26%	23%	1%	19.5
Coatdyke and Whinhall - 05	9%	2%	64%	15%	0%	19.4
Condorrat - 01	7%	2%	52%	19%	1%	19.3
Chapelhall West - 01	11%	0%	39%	22%	0%	19.3
Harthill and Salsburgh - 07	9%	1%	29%	26%	15%	19.3
Carfin North - 01	5%	7%	35%	23%	2%	19.3
Seafar - 05	4%	2%	48%	21%	3%	19.3
Newmains - 02	5%	5%	33%	25%	4%	19.3
Abronhill South - 01	3%	1%	54%	20%	3%	19.3
Holytown - 04	5%	12%	44%	19%	0%	19.3
Orbiston - 07	12%	6%	27%	24%	4%	19.3
Chapelhall East - 02	6%	2%	57%	18%	0%	19.2
Viewpark - 03	7%	13%	13%	27%	9%	19.2
Balmalloch - 03	8%	1%	49%	20%	0%	19.2
Kirkwood and Bargeddie - 02	11%	0%	47%	19%	0%	19.2
Coltness - 03	9%	14%	31%	21%	1%	19.2

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Muirhouse and Knowetop - 08	10%	7%	50%	16%	1%	19.1
Harthill and Salsburgh - 02	5%	2%	33%	25%	6%	19.1
Airdrie North - 05	10%	1%	43%	20%	1%	19.1
Viewpark - 06	9%	12%	14%	26%	9%	19.0
Townhead - 01	11%	2%	42%	20%	1%	19.0
Birkenshaw - 04	26%	1%	50%	13%	0%	18.9
Cumbernauld Central - 02	14%	2%	23%	25%	6%	18.9
Sunnyside and Cliftonville - 05	11%	3%	45%	19%	0%	18.9
Milnwood - 06	11%	7%	25%	23%	1%	18.9
Motherwell South - 01	10%	4%	45%	19%	2%	18.9
Cairnhill - 04	12%	8%	51%	14%	0%	18.9
Ladywell - 05	18%	4%	60%	11%	0%	18.9
Abronhill North - 02	19%	1%	34%	20%	1%	18.8
Muirhouse - 04	1%	7%	16%	30%	22%	18.8
Muirhouse and Knowetop - 03	7%	11%	34%	21%	7%	18.7
Milnwood - 01	5%	3%	38%	22%	2%	18.7
Shotts - 02	4%	4%	27%	26%	7%	18.7
Cumbernauld Central - 01	6%	2%	24%	27%	7%	18.6
Muirhouse and Knowetop - 09	16%	6%	41%	17%	0%	18.6
Fallside - 07	19%	2%	57%	12%	0%	18.6
Balmalloch - 05	8%	2%	32%	23%	4%	18.6
Cliftonville - 02	4%	6%	43%	20%	0%	18.4
Craigneuk Wishaw - 06	3%	6%	27%	25%	3%	18.4
Motherwell West - 05	12%	5%	19%	25%	2%	18.4
Holytown - 01	11%	3%	60%	13%	0%	18.4
Thrashbush - 01	4%	1%	26%	27%	9%	18.4
Dundyvan - 02	4%	4%	44%	20%	0%	18.3
Village and Castlecary - 05	8%	0%	34%	23%	2%	18.3
Seafar - 03	0%	2%	31%	26%	9%	18.3
Drumgelloch - 01	17%	5%	47%	14%	0%	18.3
Newmains - 07	9%	2%	26%	24%	0%	18.2
Moodiesburn West - 01	9%	11%	28%	21%	1%	18.2
Fallside - 04	4%	2%	39%	22%	0%	18.1
Motherwell South - 04	3%	5%	22%	27%	19%	18.0
Newarthill - 04	11%	3%	26%	23%	1%	18.0
Motherwell North - 02	12%	6%	16%	25%	4%	18.0
Kirkwood and Bargeddie - 07	14%	1%	22%	24%	5%	18.0

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Greenend and Carnbroe - 04	2%	1%	24%	27%	3%	18.0
Netherton and Kirkhill - 04	11%	6%	36%	19%	0%	17.9
Caldercruix and Plains - 01	10%	3%	34%	20%	0%	17.9
Gartcosh and Marnock - 05	16%	3%	35%	18%	2%	17.9
Newmains - 03	7%	12%	25%	22%	2%	17.9
Newmains - 08	11%	13%	26%	19%	0%	17.8
Viewpark - 04	12%	10%	17%	23%	0%	17.8
Greenfaulds - 01	6%	3%	47%	17%	1%	17.8
Clydesdale and New Stevenston - 01	4%	23%	11%	23%	2%	17.8
Kirkshaws - 05	5%	1%	35%	23%	0%	17.8
Drumgelloch - 04	12%	1%	36%	20%	1%	17.8
Balmalloch - 02	9%	2%	37%	20%	0%	17.6
Airdrie North - 02	9%	2%	26%	23%	1%	17.6
Moodiesburn West - 05	12%	3%	40%	17%	0%	17.5
Netherton and Kirkhill - 01	14%	4%	30%	19%	1%	17.5
Westfield - 02	6%	2%	65%	12%	0%	17.5
Balloch East - 03	3%	4%	33%	22%	3%	17.5
Craigneuk Wishaw - 03	4%	3%	6%	31%	15%	17.4
Condorrat - 06	5%	1%	45%	18%	0%	17.4
Orbiston - 02	8%	8%	15%	25%	0%	17.4
Orbiston - 06	10%	8%	26%	20%	1%	17.3
Overtown - 01	6%	1%	42%	19%	1%	17.3
Dundyvan - 04	4%	1%	35%	22%	1%	17.3
Muirhouse and Knowetop - 01	6%	3%	21%	25%	2%	17.3
Stepps - 01	19%	1%	44%	13%	0%	17.3
Shotts - 03	4%	4%	19%	26%	9%	17.2
Holytown - 08	14%	6%	32%	18%	0%	17.2
Milnwood - 07	5%	4%	24%	24%	1%	17.2
Wishaw North - 08	16%	9%	29%	17%	0%	17.2
Dundyvan - 01	11%	0%	32%	20%	1%	17.2
Shawhead and Whifflet - 04	13%	1%	29%	20%	1%	17.1
Allanton - Newmains Rural - 04	20%	2%	30%	17%	0%	17.1
Carfin and Cleekhimin - 03	6%	8%	22%	22%	0%	17.1
Coltness - 02	5%	6%	16%	25%	4%	17.0
Coatbridge West - 05	13%	0%	31%	20%	0%	17.0
Coatdyke and Whinhall - 06	7%	1%	33%	21%	0%	17.0
Wishaw South - 06	5%	6%	18%	25%	2%	17.0

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Airdrie North - 01	14%	1%	15%	24%	2%	17.0
Thrashbush - 06	6%	2%	48%	16%	0%	17.0
Coatdyke and Whinhall - 02	2%	0%	41%	20%	0%	16.9
Village and Castlecary - 01	4%	5%	58%	12%	0%	16.9
Craigneuk Wishaw - 05	6%	2%	19%	25%	1%	16.9
Kirkwood and Bargeddie - 06	9%	1%	21%	24%	2%	16.9
Wishaw East - 04	15%	2%	56%	10%	0%	16.9
Clydesdale and New Stevenston - 04	6%	3%	54%	13%	0%	16.7
Shawhead and Whifflet - 03	5%	0%	29%	22%	1%	16.7
Balloch East - 01	2%	1%	70%	10%	0%	16.7
Craigneuk Wishaw - 01	4%	3%	30%	21%	3%	16.7
Birkenshaw - 07	21%	2%	38%	13%	0%	16.6
Glenmavis and Greengairs - 04	9%	2%	51%	13%	0%	16.6
Holytown - 02	17%	3%	45%	12%	0%	16.5
Carfin and Cleekhimin - 06	8%	1%	21%	23%	0%	16.5
Gartcosh and Marnock - 04	7%	0%	22%	23%	2%	16.5
Forgewood - 07	1%	0%	13%	28%	6%	16.5
Drumpellier and Langloan - 03	10%	5%	51%	11%	0%	16.4
Balloch East - 02	1%	5%	57%	12%	0%	16.3
Forgewood - 06	10%	5%	15%	23%	0%	16.3
Wishaw East - 02	11%	7%	17%	21%	0%	16.3
Wishaw East - 03	9%	3%	40%	16%	1%	16.3
Sunnyside and Cliftonville - 02	5%	2%	46%	15%	0%	16.2
Muirhouse and Knowetop - 06	11%	3%	48%	12%	0%	16.2
Kirkwood and Bargeddie - 09	9%	1%	21%	22%	1%	16.2
Wishaw North - 01	7%	5%	34%	18%	0%	16.2
Craigneuk Airdrie - 01	2%	0%	26%	23%	7%	16.1
Milnwood - 02	5%	7%	35%	17%	0%	16.1
Bellshill South - 04	4%	2%	25%	22%	1%	16.1
Kirkshaws - 06	8%	1%	22%	22%	3%	16.0
Thrashbush - 07	4%	2%	24%	22%	4%	16.0
Wishaw North - 04	8%	7%	15%	22%	3%	15.8
Motherwell West - 02	7%	8%	23%	19%	1%	15.8
Abronhill South - 03	7%	2%	20%	22%	3%	15.8
Fallside - 03	3%	2%	32%	19%	0%	15.7
Newmains - 06	11%	3%	20%	20%	0%	15.7

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Abronhill North - 05	9%	0%	35%	17%	0%	15.6
Calderbank and Brownsburn - 02	6%	2%	32%	19%	0%	15.6
Wishaw South - 07	4%	8%	7%	25%	4%	15.6
Wishaw North - 02	10%	2%	35%	16%	0%	15.6
Drumpellier and Langloan - 02	4%	2%	21%	23%	1%	15.5
Petersburn - 05	3%	0%	27%	21%	0%	15.5
Chryston and Muirhead - 01	8%	4%	41%	14%	0%	15.5
Kirkshaws - 03	10%	0%	22%	20%	2%	15.4
Greenfaulds - 02	2%	1%	55%	12%	0%	15.4
Kirkwood and Bargeddie - 05	8%	1%	19%	21%	0%	15.4
Viewpark - 02	6%	6%	19%	21%	0%	15.4
Clydesdale and New Stevenston - 03	5%	5%	32%	17%	1%	15.4
Stane - 01	13%	1%	35%	15%	0%	15.3
Moodiesburn East - 04	8%	1%	42%	14%	0%	15.3
Balloch East - 04	3%	2%	31%	19%	0%	15.3
Coatbridge West - 01	5%	0%	26%	20%	1%	15.2
Wishaw North - 03	7%	7%	35%	15%	0%	15.1
Birkenshaw - 05	16%	4%	44%	9%	0%	15.1
Viewpark - 07	8%	10%	13%	20%	0%	15.1
Kirkwood and Bargeddie - 08	9%	1%	16%	22%	0%	15.0
Cairnhill - 02	6%	1%	35%	16%	0%	15.0
Muirhouse and Knowetop - 04	0%	2%	21%	22%	0%	14.9
Westfield - 04	10%	2%	31%	16%	0%	14.9
Kirkshaws - 01	0%	1%	5%	28%	6%	14.8
Chryston and Muirhead - 04	11%	3%	31%	15%	0%	14.8
Kilsyth East and Croy - 08	7%	2%	31%	16%	0%	14.8
Wishaw North - 07	5%	18%	11%	18%	0%	14.7
Abronhill North - 04	4%	2%	32%	17%	0%	14.7
Gartcosh and Marnock - 02	5%	2%	31%	17%	0%	14.7
Birkenshaw - 03	7%	10%	17%	18%	0%	14.7
Kirkshaws - 02	1%	1%	9%	26%	5%	14.7
Caldercruix and Plains - 08	13%	5%	34%	12%	0%	14.7
Bellshill South - 06	2%	2%	47%	13%	0%	14.7
Greenend and Carnbroe - 02	2%	0%	43%	15%	0%	14.6
Westfield - 03	5%	3%	25%	18%	0%	14.6
Kirkshaws - 07	15%	1%	21%	17%	0%	14.5

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Garthamlock, Auchinlea and Gartloch - 05	0%	0%	42%	16%	0%	14.5
Seafar - 01	5%	3%	27%	17%	0%	14.3
Motherwell West - 03	5%	0%	43%	13%	0%	14.3
Harthill and Salsburgh - 08	18%	0%	12%	19%	3%	14.3
Abronhill South - 04	2%	1%	33%	17%	1%	14.2
Dundyvan - 05	2%	1%	25%	19%	0%	14.1
Fallside - 06	3%	2%	45%	12%	0%	14.0
Coltness - 05	21%	2%	32%	10%	0%	14.0
Orbiston - 05	4%	3%	42%	12%	0%	14.0
Kirkshaws - 04	2%	2%	13%	22%	2%	14.0
Dundyvan - 07	6%	0%	17%	21%	1%	14.0
Cardowan and Millerston - 03	12%	7%	23%	14%	1%	13.9
Kildrum - 05	3%	1%	26%	18%	1%	13.9
Muirhouse and Knowetop - 05	8%	4%	43%	10%	0%	13.9
Cairnhill - 03	9%	2%	27%	15%	0%	13.9
Cairnhill - 01	1%	4%	55%	9%	0%	13.8
Ladywell - 03	11%	5%	40%	9%	0%	13.8
Abronhill South - 05	9%	1%	21%	17%	1%	13.7
Birkenshaw - 06	9%	7%	26%	13%	0%	13.7
Ladywell - 02	8%	1%	47%	9%	0%	13.7
Petersburn - 06	1%	3%	7%	23%	0%	13.6
Condorrat - 04	2%	3%	27%	17%	0%	13.5
Village and Castlecary - 04	15%	3%	19%	15%	0%	13.5
Glenmavis and Greengairs - 03	19%	0%	18%	14%	0%	13.4
Forgewood - 05	3%	3%	19%	19%	0%	13.4
Balloch West - 04	1%	1%	47%	11%	0%	13.4
Cardowan and Millerston - 04	17%	1%	32%	10%	0%	13.2
Abronhill North - 01	6%	2%	11%	20%	1%	13.2
Netherton and Kirkhill - 02	1%	1%	29%	17%	0%	13.2
Kilsyth Bogside - 04	5%	1%	35%	13%	0%	13.2
Glenmavis and Greengairs - 01	1%	0%	15%	21%	7%	13.2
Greenend and Carnbroe - 06	14%	1%	28%	12%	0%	13.1
Shawhead and Whifflet - 01	5%	0%	15%	20%	0%	13.1
Glenmavis and Greengairs - 06	5%	2%	25%	16%	0%	13.1
Moodiesburn East - 05	27%	2%	10%	13%	0%	13.1
Carfin and Cleekhimin - 04	3%	6%	14%	18%	0%	13.0

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Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Hattonrigg - 03	11%	2%	22%	14%	0%	12.8
Drumpellier and Langloan - 01	1%	1%	23%	17%	0%	12.8
Condorrat - 05	3%	1%	38%	12%	0%	12.7
Wishaw East - 01	3%	4%	35%	12%	0%	12.7
Dundyvan - 06	5%	0%	15%	19%	0%	12.7
Stepps - 03	8%	2%	26%	14%	0%	12.7
Hattonrigg - 02	7%	3%	11%	19%	0%	12.7
Drumgelloch - 06	5%	0%	28%	14%	0%	12.7
Calderbank and Brownsburn - 01	2%	1%	44%	10%	0%	12.5
Chapelhall East - 05	6%	0%	26%	15%	0%	12.5
Balloch West - 03	3%	4%	34%	11%	0%	12.2
Ladywell - 04	13%	2%	32%	9%	0%	12.2
Westfield - 05	2%	2%	24%	15%	0%	12.0
Bellshill Central - 04	4%	2%	28%	13%	0%	12.0
Cleland - 04	6%	1%	16%	17%	0%	11.9
Hattonrigg - 01	4%	0%	18%	17%	0%	11.9
Kilsyth East and Croy - 03	6%	9%	20%	12%	0%	11.9
Cairnhill - 06	8%	0%	35%	9%	0%	11.8
Craigneuk Airdrie - 02	4%	0%	35%	11%	0%	11.8
Caldercruix and Plains - 05	8%	2%	16%	15%	0%	11.7
Carfin North - 04	8%	0%	9%	18%	0%	11.7
Ladywell - 01	5%	6%	29%	10%	0%	11.6
Balloch West - 05	0%	3%	37%	10%	0%	11.6
Chapelhall West - 03	5%	2%	28%	12%	0%	11.4
Greenend and Carnbroe - 03	4%	3%	30%	11%	0%	11.4
Kilsyth East and Croy - 04	3%	1%	14%	17%	2%	11.4
Carrickstone - 02	1%	1%	38%	10%	0%	11.4
Allanton - Newmains Rural - 01	8%	2%	25%	11%	0%	11.3
Overtown - 02	4%	1%	30%	11%	0%	11.3
Westfield - 01	1%	2%	31%	12%	0%	11.2
Caldercruix and Plains - 03	4%	0%	11%	17%	0%	11.1
Gartcosh and Marnock - 01	10%	0%	22%	12%	0%	11.0
Craigneuk Airdrie - 04	7%	0%	24%	11%	0%	10.8
Chapelhall East - 03	2%	1%	28%	11%	0%	10.7
Carrickstone - 01	1%	3%	26%	12%	0%	10.7
Gartcosh and Marnock - 03	6%	0%	19%	13%	0%	10.6
Cardowan and Millerston - 02	2%	3%	12%	16%	0%	10.6

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Balloch West - 02	0%	0%	3%	20%	7%	10.4
Carrickstone - 04	0%	0%	3%	20%	3%	10.4
Overtown - 06	5%	1%	19%	12%	0%	10.4
Westfield - 06	1%	1%	3%	19%	1%	10.2
Motherwell West - 01	1%	4%	10%	14%	0%	9.5
Muirhouse and Knowetop - 07	2%	5%	28%	8%	0%	9.5
Coatdyke and Whinhall - 01	2%	2%	12%	14%	0%	9.4
Carfin North - 03	2%	2%	13%	13%	0%	9.3
Muirhouse - 03	5%	2%	11%	13%	0%	9.3
Moodiesburn East - 03	3%	3%	8%	14%	0%	9.3
Cairnhill - 07	3%	2%	16%	11%	0%	9.0
Carfin and Cleekhimin - 01	1%	5%	3%	15%	0%	8.9
Motherwell North - 04	1%	0%	1%	17%	2%	8.9
Netherton and Kirkhill - 03	6%	2%	15%	10%	0%	8.8
Wishaw South - 02	1%	1%	16%	12%	0%	8.6
Gartcosh and Marnock - 06	1%	1%	7%	14%	0%	8.6
Muirhouse and Knowetop - 02	3%	0%	5%	14%	0%	8.3
Pather - 01	3%	1%	6%	13%	0%	8.1
Fallside - 01	4%	1%	11%	11%	0%	7.9
Balloch West - 01	0%	0%	10%	12%	0%	7.9
Greenend and Carnbroe - 01	0%	1%	8%	12%	0%	7.7
Moodiesburn East - 01	3%	1%	4%	13%	0%	7.6
Thrashbush - 08	0%	1%	11%	11%	0%	7.5
Cliftonville - 04	2%	2%	5%	12%	0%	7.3
Birkenshaw - 02	2%	1%	9%	10%	0%	6.9
Westfield - 09	1%	0%	9%	10%	0%	6.8
Westfield - 07	0%	1%	5%	12%	0%	6.8
Cleland - 05	1%	0%	1%	13%	0%	6.8
Newmains - 05	3%	0%	1%	12%	0%	6.7
Gartcosh and Marnock - 07	3%	0%	3%	11%	0%	6.7
Carrickstone - 05	2%	0%	7%	10%	0%	6.7
Westfield - 08	1%	0%	4%	11%	0%	6.5
Carrickstone - 03	1%	1%	4%	12%	0%	6.5
Carfin and Cleekhimin - 05	1%	0%	1%	12%	0%	6.3
Kirkwood and Bargeddie - 01	0%	0%	0%	11%	0%	5.9
Forgewood - 04	0%	0%	2%	11%	0%	5.7
Carrickstone - 06	1%	1%	0%	10%	0%	5.4
Birkenshaw - 01	2%	0%	4%	9%	0%	5.2

Data Zone	Percentage of lofts with less than 99mm insulation	Percentage of windows which are single glazed	Percentage of walls which are uninsulated	Households in fuel poverty (fuel bill >10% of income after housing)	Households in extreme fuel poverty (fuel bill >20% of income after housing)	Total Weighted Score
Craigneuk Airdrie - 03	1%	0%	2%	10%	0%	5.2
Kilsyth East and Croy - 01	0%	0%	0%	10%	0%	5.1
Cardowan and Millerston - 01	0%	0%	0%	9%	0%	4.7
Chapelhall East - 01	1%	0%	1%	9%	0%	4.7
Greenend and Carnbroe - 07	0%	1%	0%	9%	0%	4.5
Muirhouse - 01	0%	0%	0%	9%	0%	4.5

Appendix C   Off-gas grid and On-gas grid

The domestic baseline tool outlines a method of categorising properties based on their suitability for heat pumps. While this report uses an alternative methodology as set out in section 7.7.3, this appendix sets out the findings of the methodology set out in the baseline tool.

Off-gas grid

The Domestic Baseline Tool categorises individual properties according to how difficult it will be to transition each property to a low carbon heat source. This is based on several factors including, for example, the existing heating system, listed status and the existing fabric. Category 0 properties are already low carbon, Category 1 properties make use of a heat pump with minimal changes to the existing building and Category 2 properties could transition with modest changes. Category 3 properties may require such substantial changes that other electrical or biomass heat sources may be more suitable.

Figure 65 shows that most off-grid properties sit in Category 2, meaning that there is a potential challenge to convert these to efficient heat-pump systems.

Figure 65: Heat transition categories for off-gas grid domestic properties
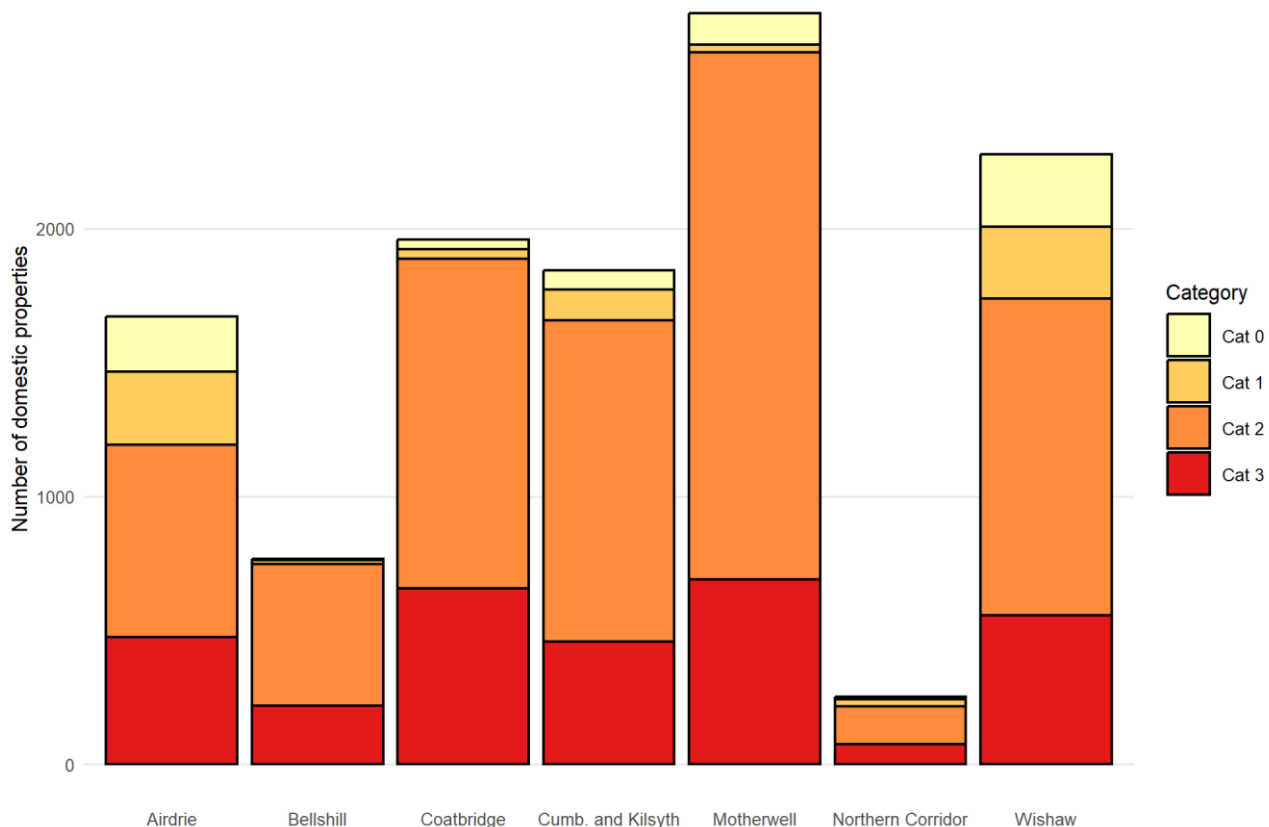
On-gas grid

On-gas grid buildings are similarly categorised by the Domestic Baseline Tool although it might be expected that more on-grid properties will find themselves in areas with heat networks and a connection to these rather than heat pumps might be likely. Most properties are in Categories 1 and 2 and so lend themselves to transition (Figure 66).

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Figure 66: Heat transition categories for on-gas grid domestic properties
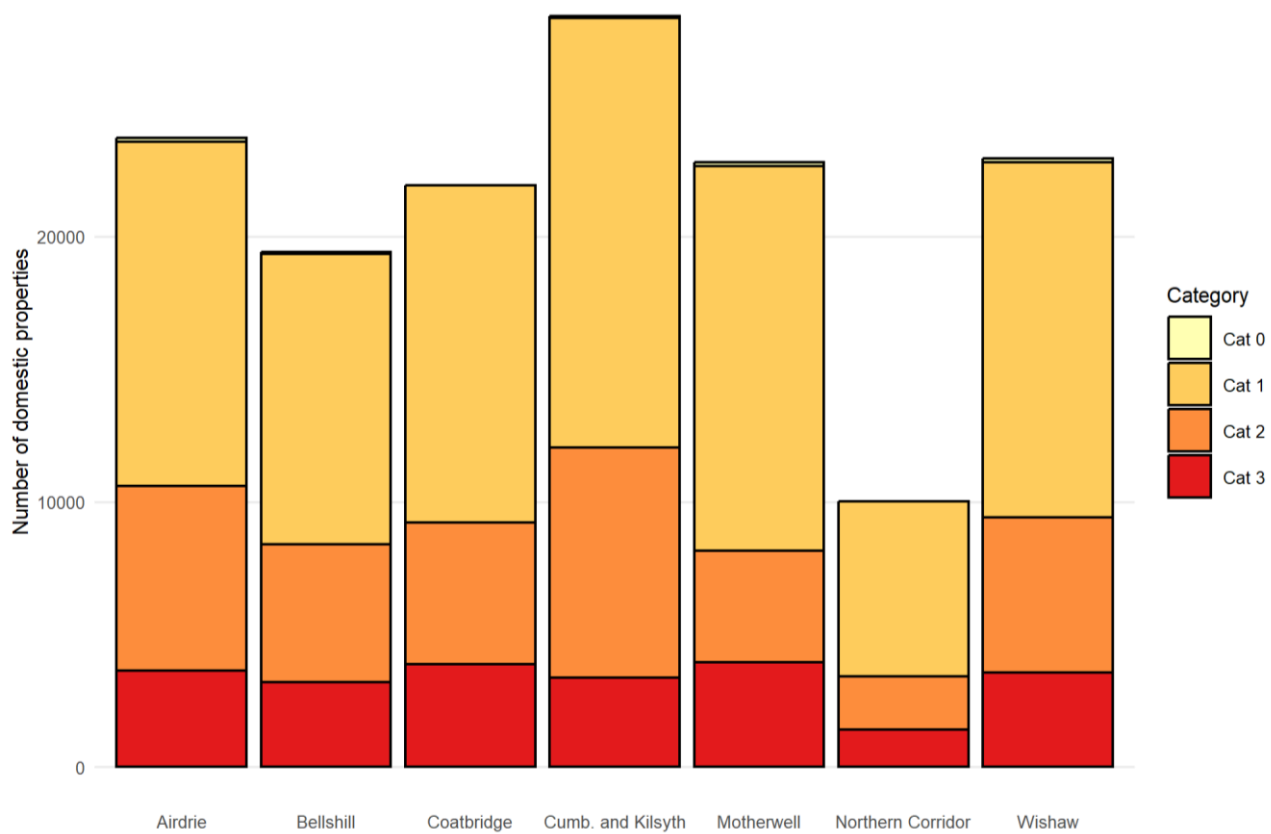
Appendix D   Heat Network Zone Maps

The areas which were found to be viable are shown in the following maps:

Figure 67: North Lanarkshire Potential Heat Network Zone – Baseline

Baseline Heat Demand (MWh)

- <15,000
- >15,000
- Top 5 potential network zones

Stringent Heat Demand (MWh)

🟩	<15,000
🟩	>15,000
⬜	Top 5 potential network zones

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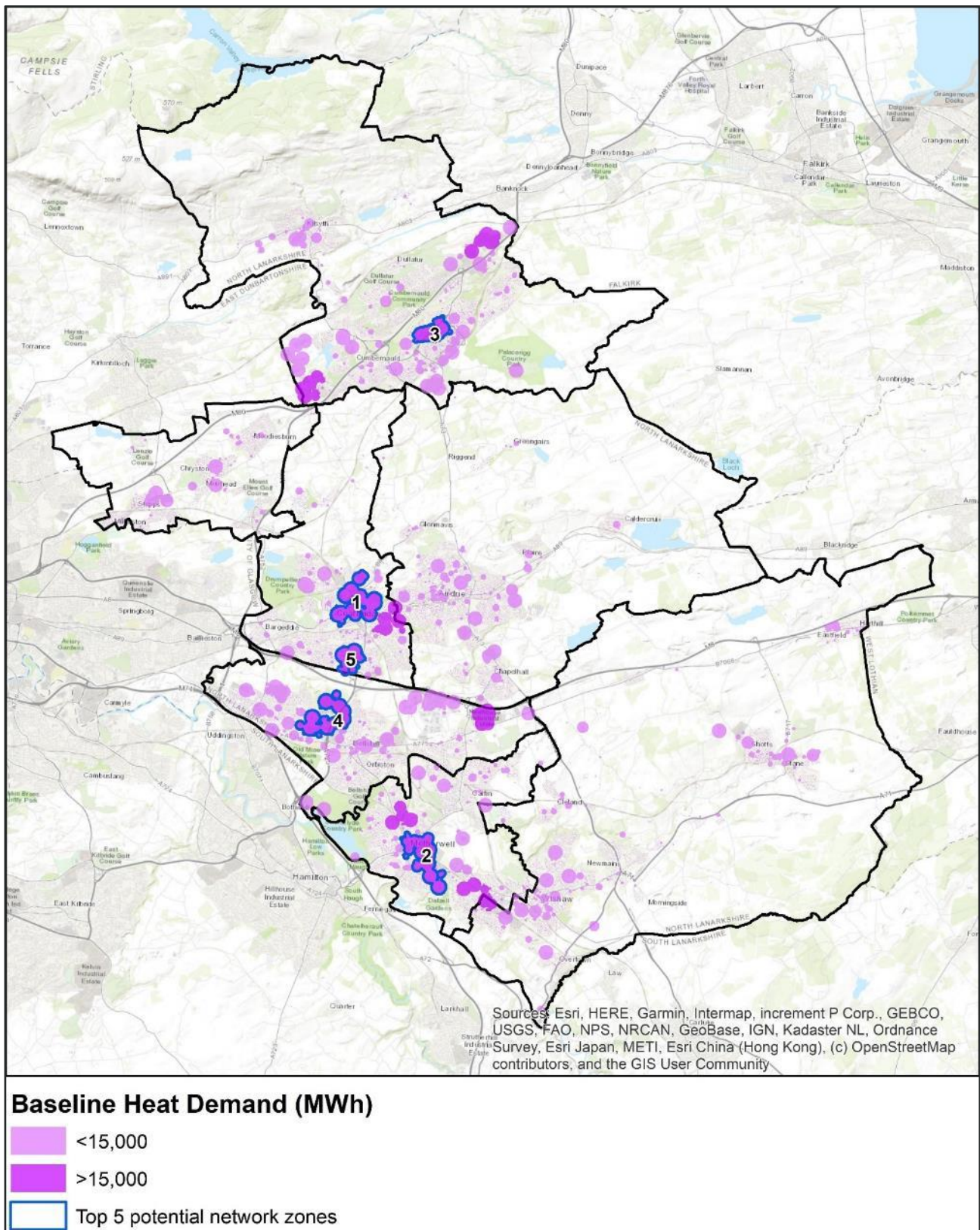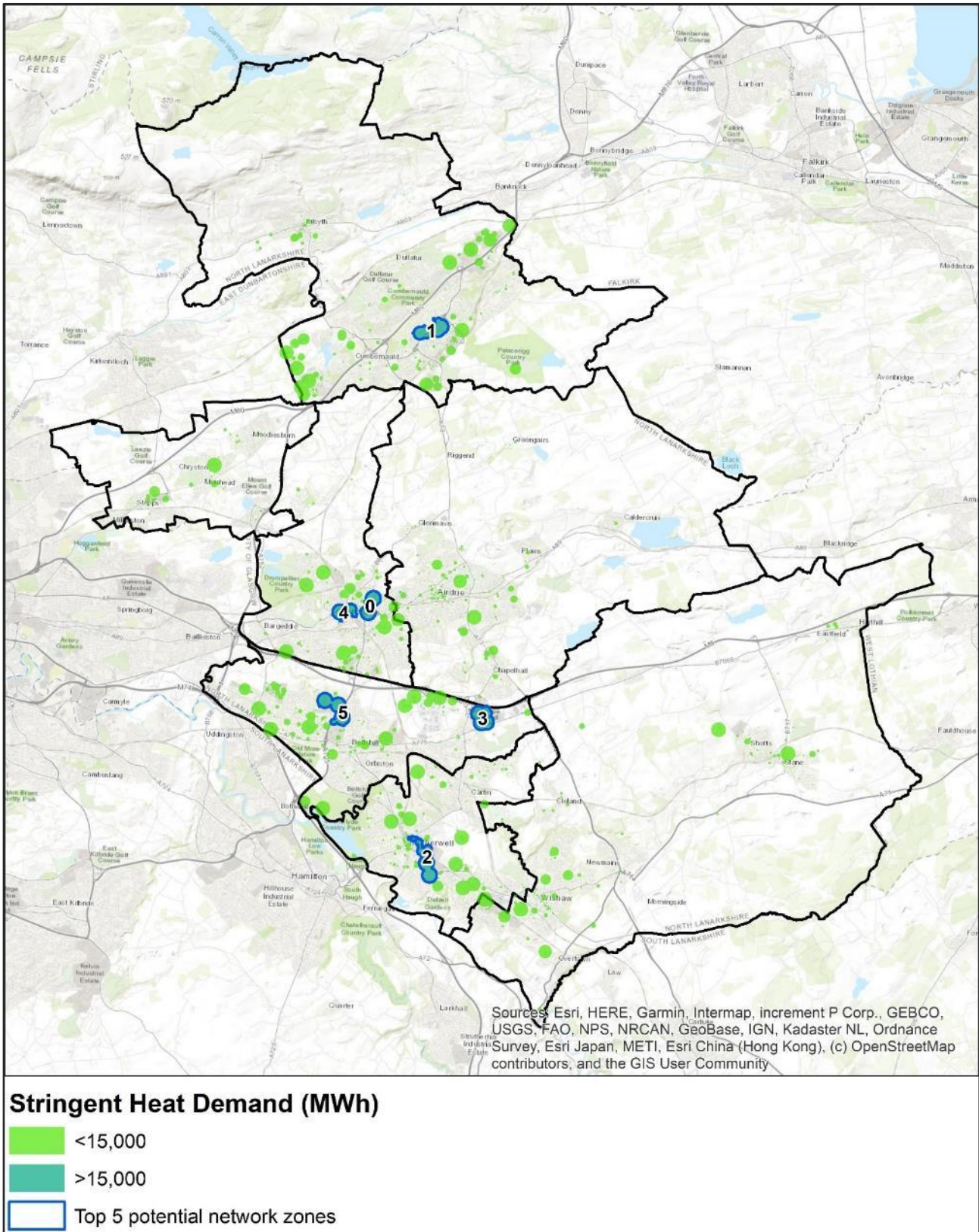
Figure 69: Heat network zone opportunity – Cumbernauld North area – Baseline

Heat Demand (MWh)	Council Property Gas Use (MWh)		
<15,000	<1,000		Housing Development Site
>15,000	1,000 - 4,999		Existing Business Site
	>5,000		Proposed Business Site
			Regeneration Site
			Mixed Use Centres
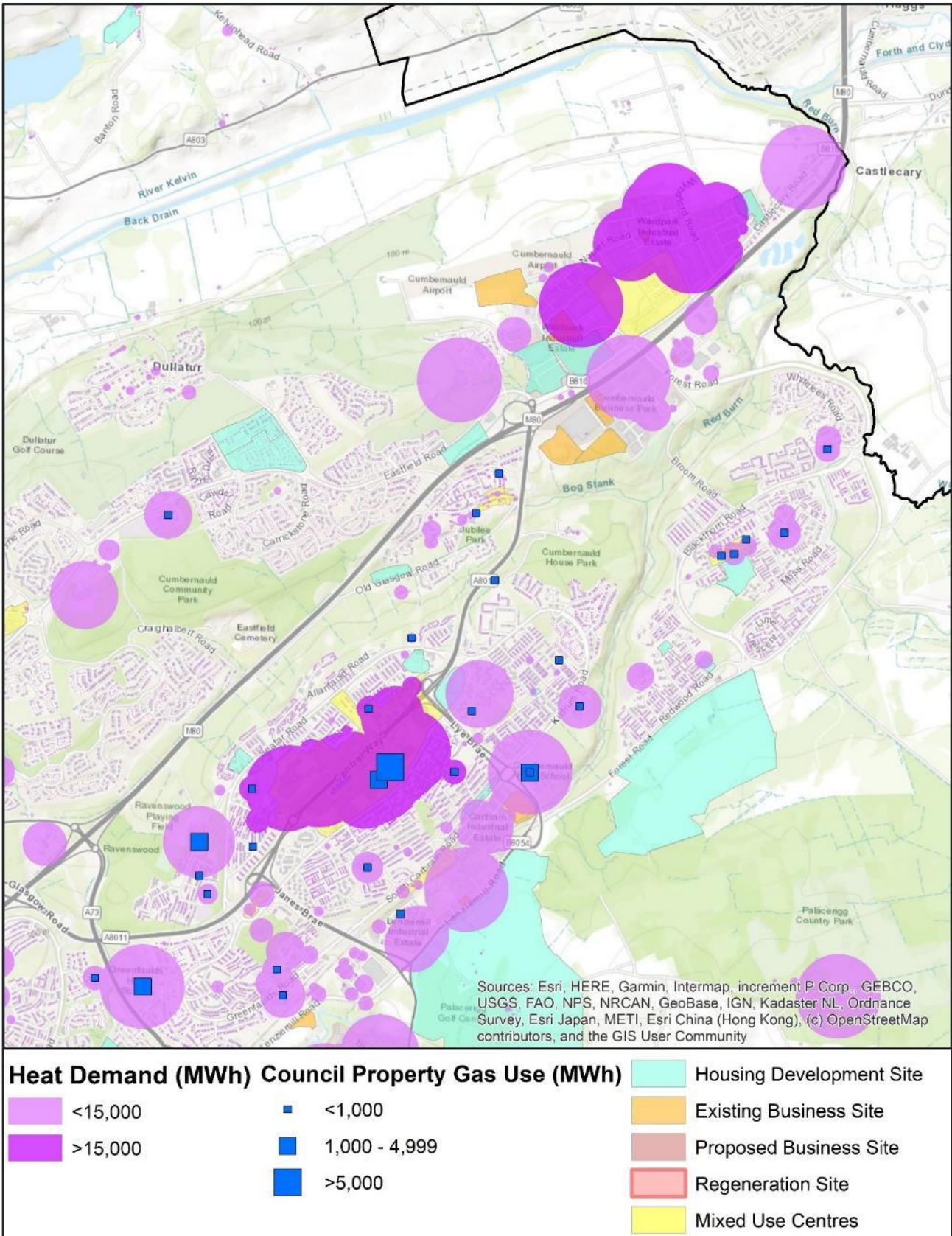
Figure 70: Heat network zone opportunity – Cumbernauld North area – Stringent
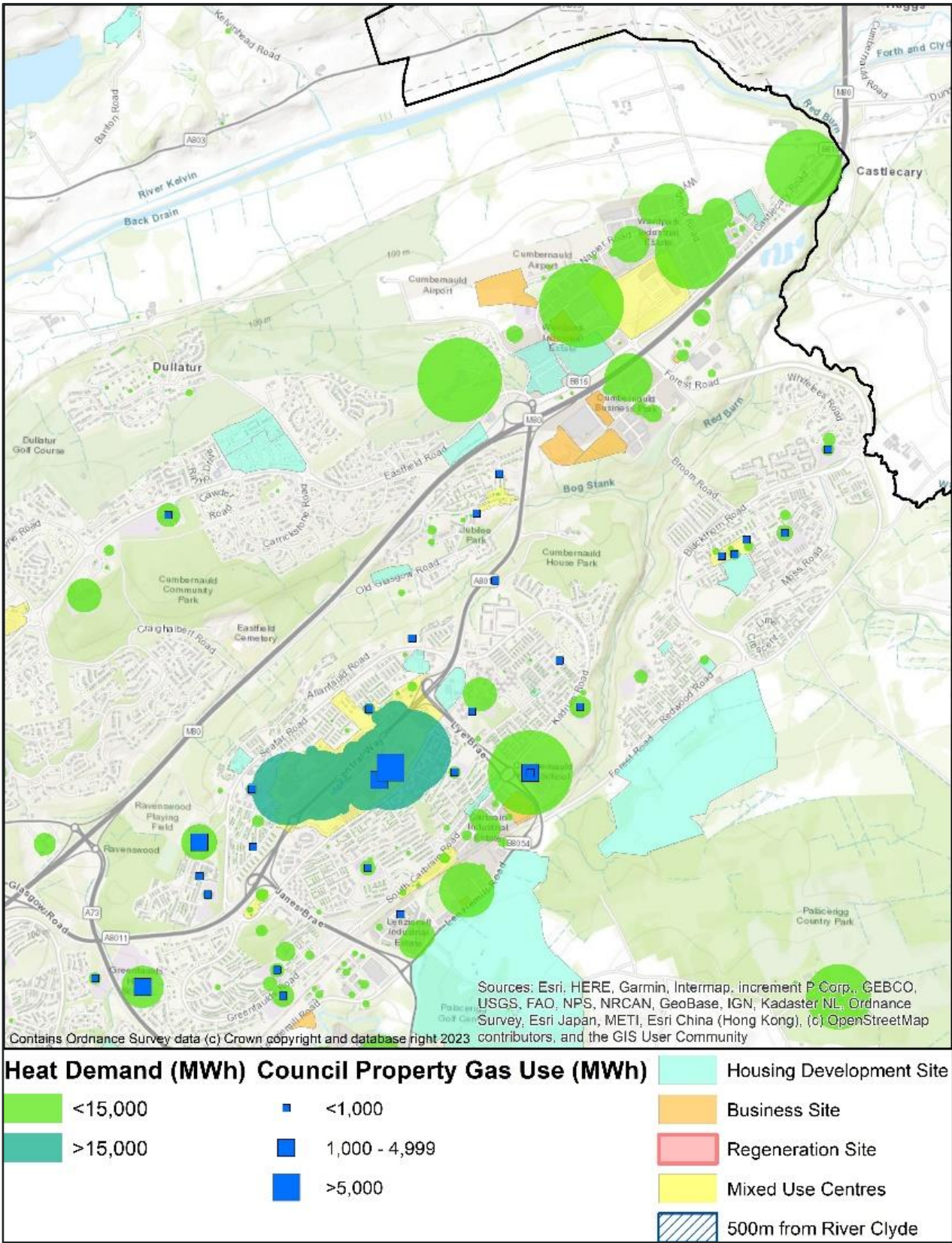
Figure 71: Heat network zone opportunity – Cumbernauld South area - baseline
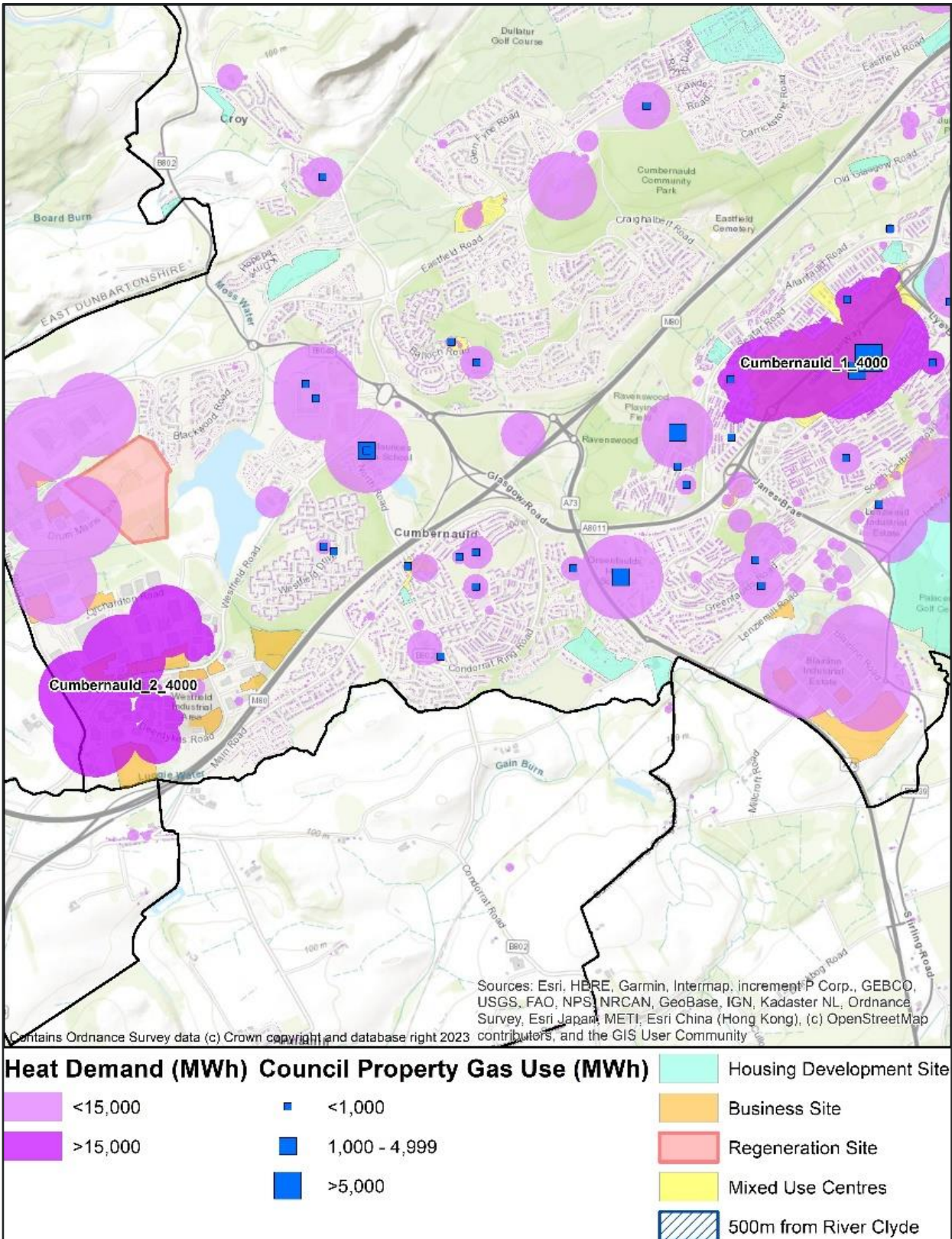
Figure 72: Heat network zone opportunity - Cumbernauld South Area - Stringent
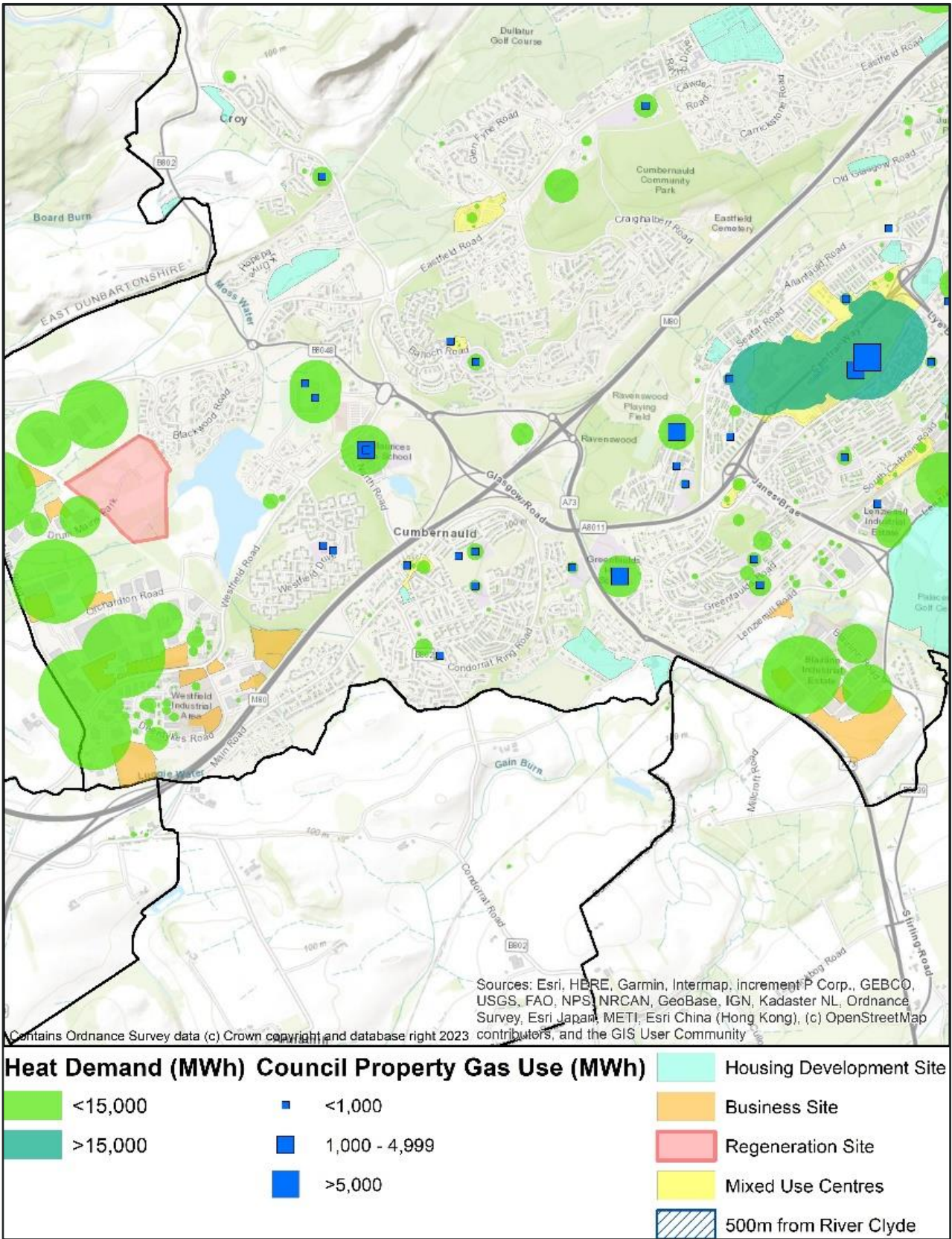
Figure 73: Heat network zone opportunity – Coatbridge, Airdrie and Bellshill – Baseline

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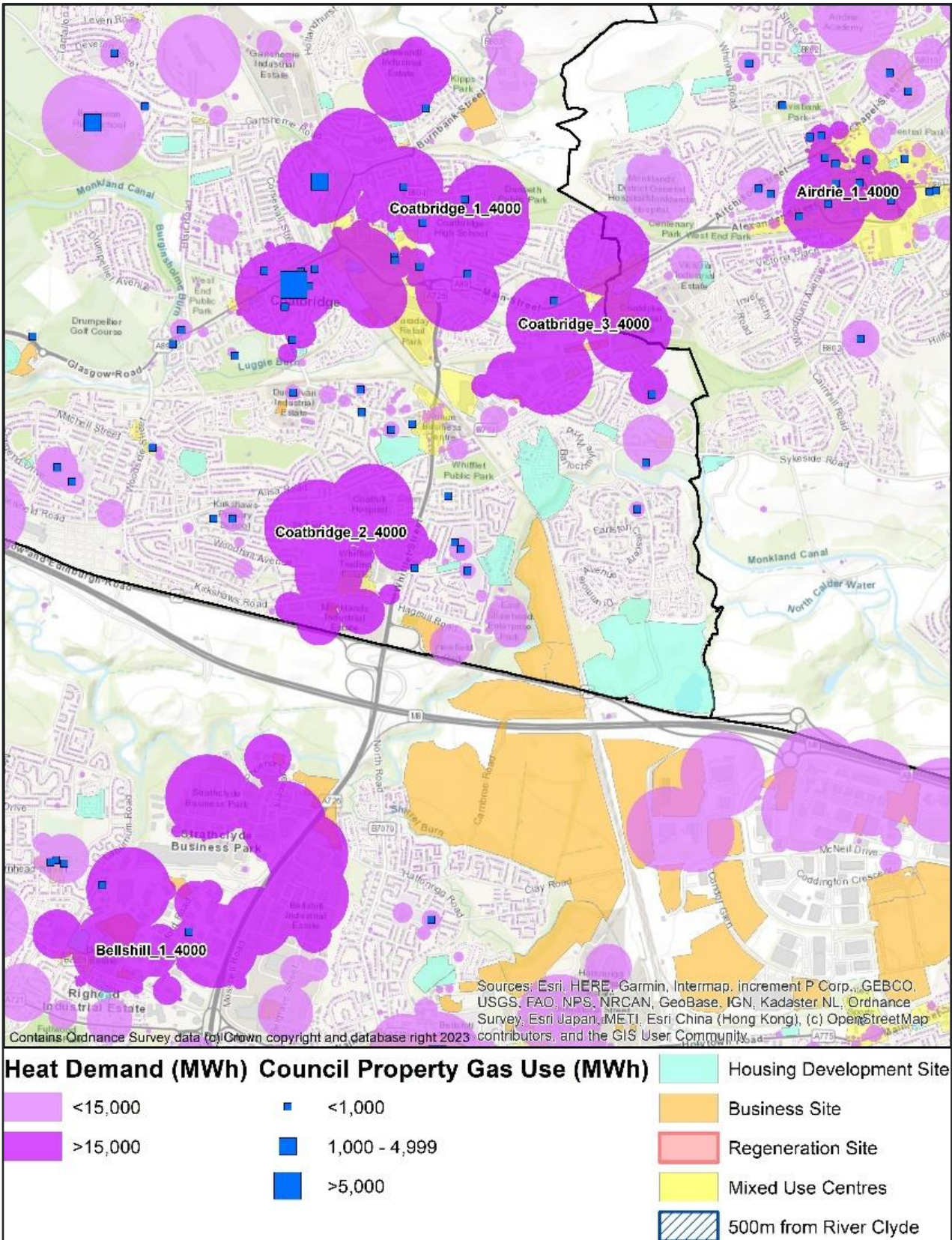
Figure 74: Heat network zone opportunity – Coatbridge, Airdrie and Bellshill – Stringent

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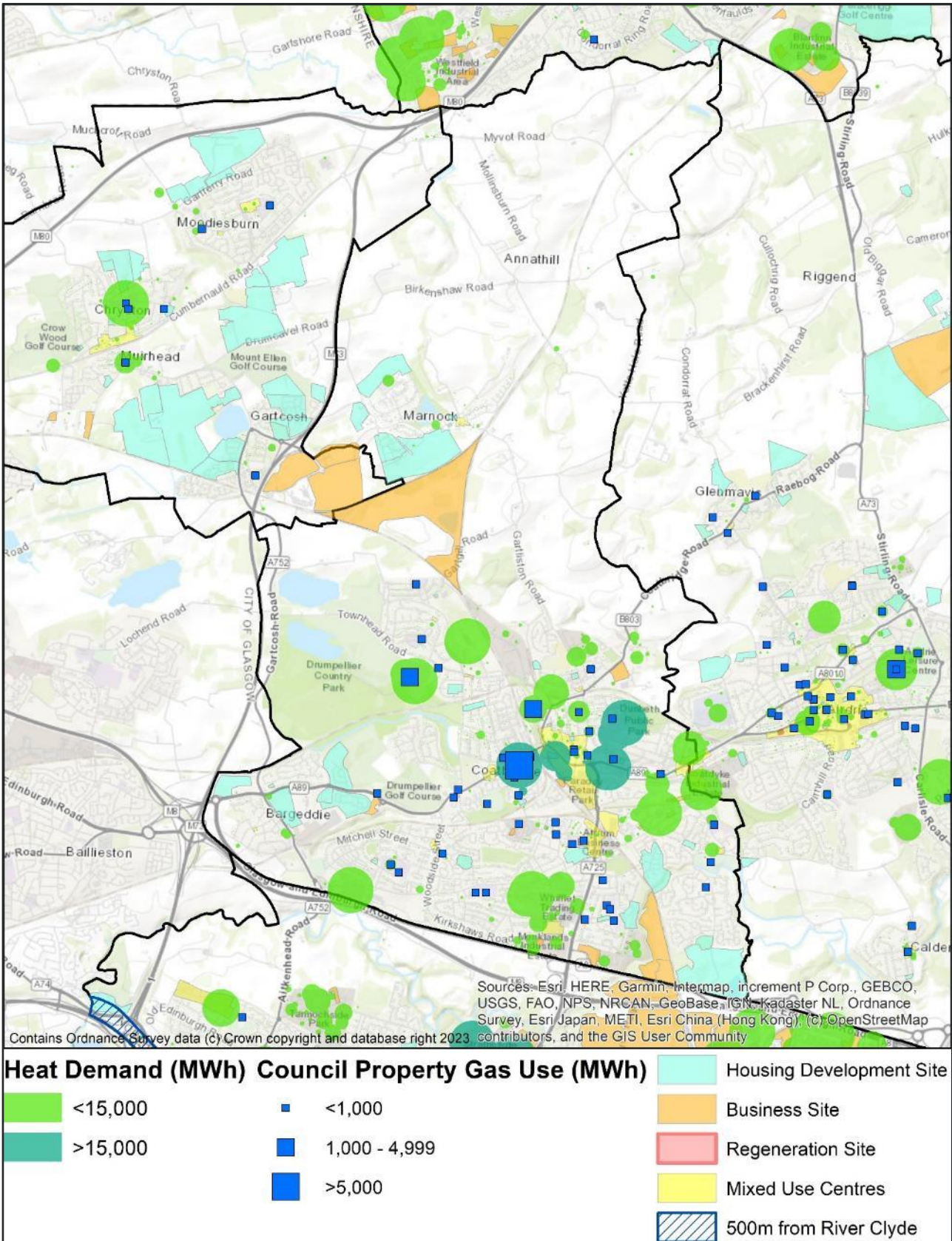
Figure 75: Heat network zone opportunity – Motherwell – Baseline
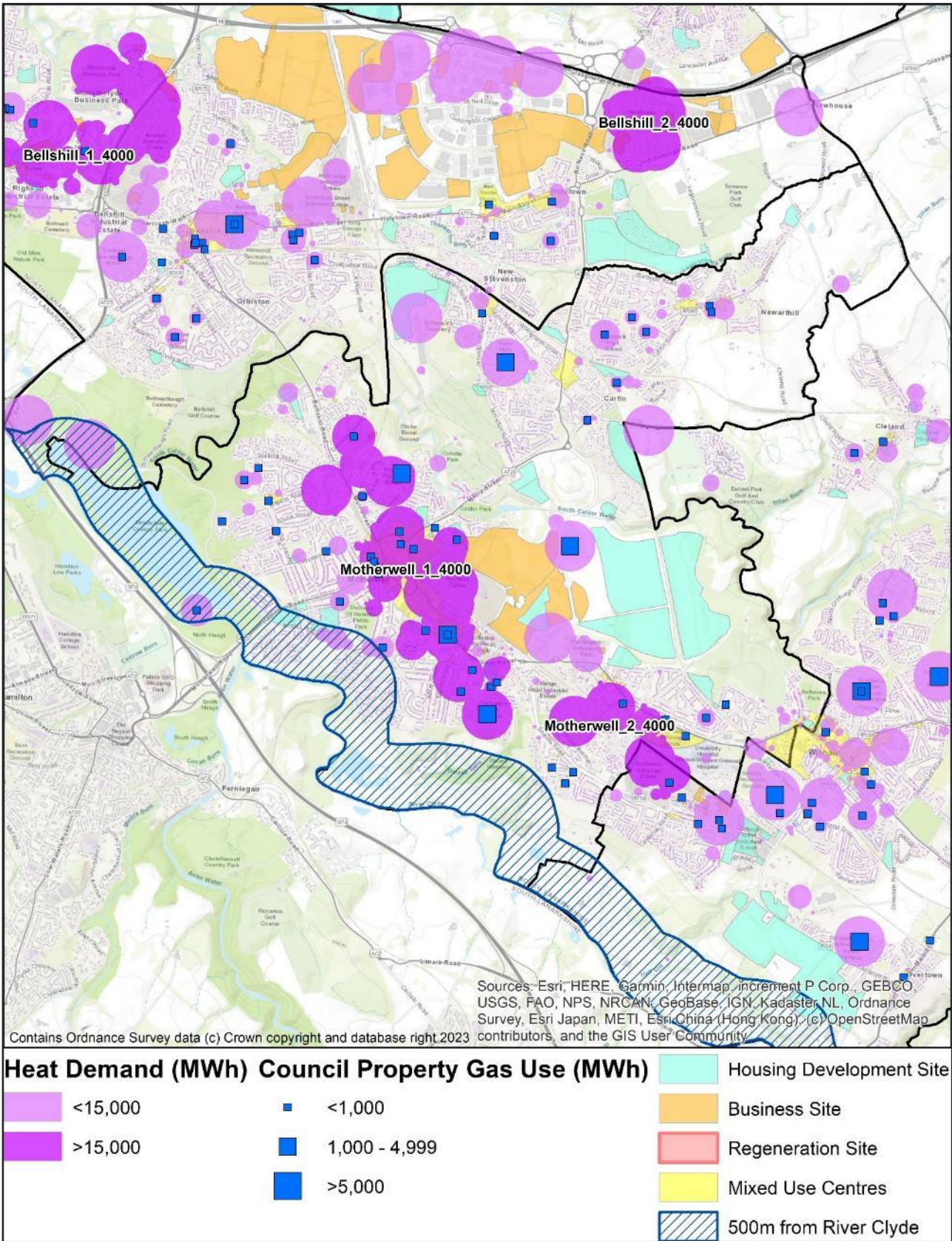
Figure 76: Heat network zone opportunity – Motherwell – Stringent

Heat Demand (MWh)
- <15,000
- >15,000

Council Property Gas Use (MWh)
- <1,000
- 1,000 - 4,999
- >5,000

- Housing Development Site
- Business Site
- Regeneration Site
- Mixed Use Centres
- 500m from River Clyde

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Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community

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Figure 77: Heat network zone opportunity – Newhouse – Baseline

Heat Demand (MWh)

- <15,000
- >15,000

Council Property Gas Use (MWh)

- <1,000
- 1,000 - 4,999
- >5,000

- Housing Development Site
- Business Site
- Regeneration Site
- Mixed Use Centres
- 500m from River Clyde

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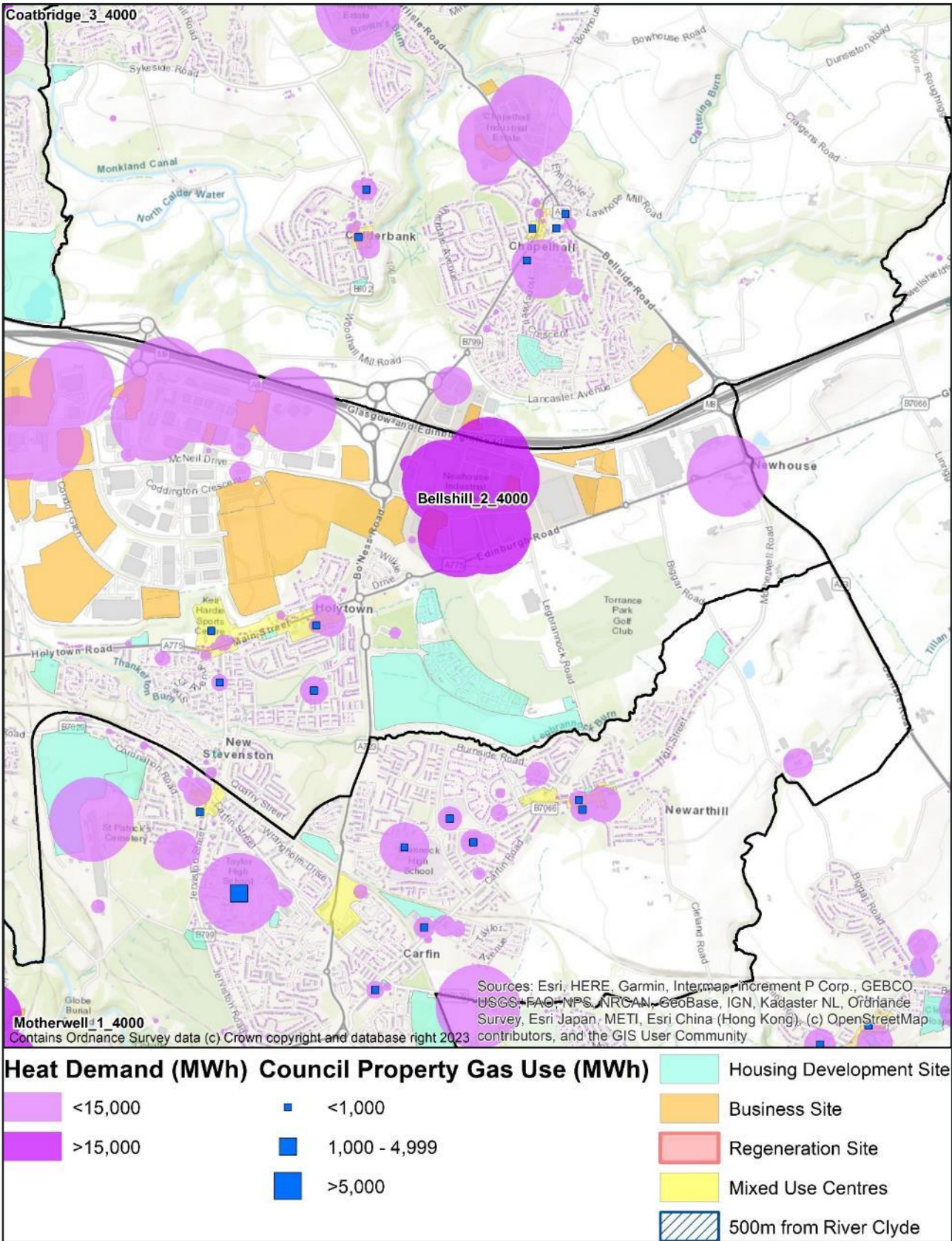
Figure 78: heat network zone opportunity - Newhouse - Stringent
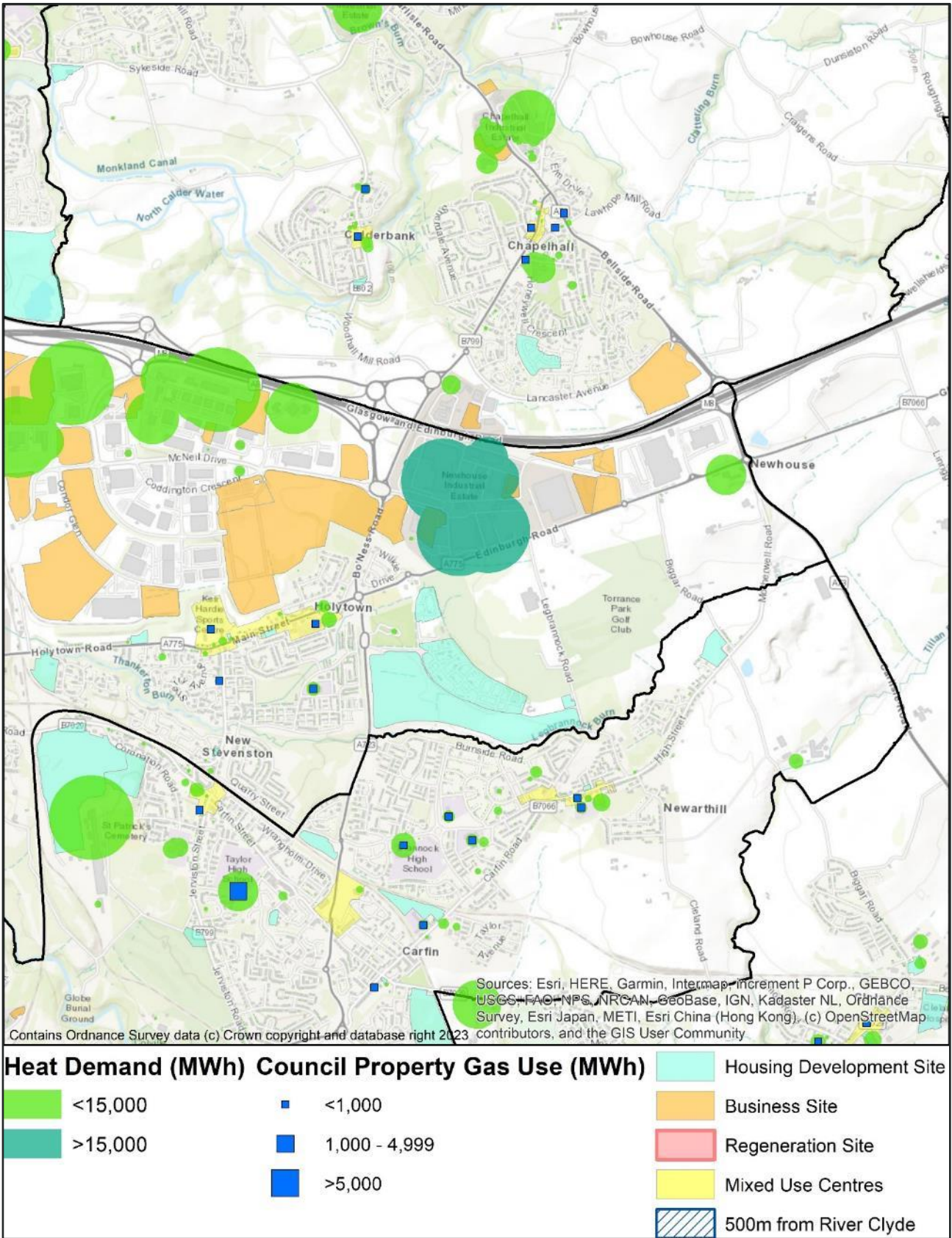
Appendix E   Heat Pump Suitability Maps

Figure 79: Domestic property heat pump suitability – North Lanarkshire

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Heat pump suitability

- Harder to treat with heat pumps
- Likely to be suitable for heat pumps with insulation
- Likely to be suitable for heat pumps
- Top 5 heat network areas

High Banton

Banton

KILSYTH

Queenzieburn

Castlecary

Dullatur

Cumbernauld Village

Croy

Abronhill

Blackwood

Balloch

CUMBERNAULD

Condorrat

Luggiebank

Mollinsburn

Moodiesburn

Greengairs

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Heat pump suitability

- Harder to treat with heat pumps
- Likely to be suitable for heat pumps with insulation
- Likely to be suitable for heat pumps
- Top 5 heat network areas

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Heat pump suitability

- Harder to treat with heat pumps
- Likely to be suitable for heat pumps with insulation
- Likely to be suitable for heat pumps
- Top 5 heat network areas

Blackwood

Mollinsburn

Moodiesburn

Auchinloch

Chryston

Garnkirk   Muirhead

Gartcosh   Marnock   Glenboig

Stepps

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Appendix F   Engagement and Consultation

To be provided.

Appendix G   Default Indicators

Theme	Indicator	Criteria	Weighting	Description	Data source. if known
Building energy efficiency	Loft insulation	<100mm (prediction) (Yes)	33.33%	Binary identifier. Used to identify properties with a low energy efficiency, properties with no or minimal loft insulation.	Home Analytics
	Single glazed windows	Binary (Yes)	33.33%	Binary identifier. Used to identify properties with a low energy efficiency, properties with single glazed windows.	Home Analytics
	Wall insulation prediction (all construction types)	Binary (Uninsulated)	33.33%	Binary identifier. Used to identify properties with a low energy efficiency, properties with uninsulated walls.	Home Analytics
Additional example Indicators that could be used to support Delivery Level Area identification as part of LHEES Stage 4 and Delivery Plan	Tenure type	User defined		Four types; housing association, owner/ occupier, private rented, local authority. User can filter by interest.	Home Analytics
	Building age	User defined		Defined in six age brackets. User can filter by interest.	Home Analytics
	Non-traditional build design type	Solid wall (binary)		User can filter by interest.	Home Analytics
	EPC Rating	E, F or G		User can filter by interest.	Home Analytics
Indicators of fuel poverty	Probability of fuel poverty	% likelihood	50.00%	50% is default but set to 0% if extreme fuel poverty is to be analysed.	Home Analytics
	Probability of extreme fuel poverty	% likelihood	0.00%	0% is a default Weighting applied. User can adjust balance by selecting 0% or 50% to switch analysis focus between fuel poverty or extreme fuel poverty.	Home Analytics
Building energy efficiency	Loft insulation	<100mm (prediction) (Yes)	16.67%	Poor energy efficiency Indicators sum to 50% of overall Weighting, each have an equal Weighting.	Home Analytics
	Single glazed windows	Binary (Yes)	16.67%		Home Analytics

Theme	Indicator	Criteria	Weighting	Description	Data source. if known
	Wall insulation prediction (all construction types)	Binary (Uninsulated)	16.67%		Home Analytics
Additional example Indicators that could be used to support Delivery Level Area identification as part of LHEES Stage 4 and Delivery Plan	Tenure type	User defined		Four types; housing association, owner/ occupier, private rented, local authority. User can filter by interest.	Home Analytics
	Building age	User defined		Defined in six age brackets. User can filter by interest.	Home Analytics
	Non-traditional build design type	Solid wall (binary)		User can filter by interest.	Home Analytics
	EPC Rating	E, F or G		User can filter by interest.	Home Analytics

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Appendix H   Intervention Details

This appendix includes forms to be used to develop potential areas of intervention. They contain the information that is known at this stage and fields are blank for completion at a later stage, for those interventions which are taken forward.

On- and Off-gas Grid

Intervention	1
Action Summary	1.1 Survey properties with missing data. 1.2 Install low carbon heating in off-gas grid buildings.
LHEES Considerations	1 Off- gas grid
Background	
Action Champion	
Internal stakeholders	
External stakeholders	
Property numbers	11,575
Technical considerations	
Skills Considerations	
Economic considerations	
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	
Monitoring and evaluation	

Intervention	2
Action Summary	2.1 Survey properties with missing data. 2.2 Install low carbon heating in off-gas grid buildings.
LHEES Considerations	2 On- gas grid
Background	
Action Champion	
Internal stakeholders	
External stakeholders	
Property numbers	149,286
Technical considerations	
Skills Considerations	
Economic considerations	
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	
Monitoring and evaluation	

Local Authority Interventions

Intervention Reference	3
Action Summary	3.1 Survey properties with missing data. 3.2 Upgrade all insulation to 300 mm mineral wool (or equivalent)
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Loft insulation is important in reducing heat loss and hence heat demand and bills. NLC's building stock data details the depth of insulation in the lofts of most properties. In many properties, this is less than 300mm, which is considered economically reasonable and technically effective. There is an opportunity to reduce heat demand by retrofitting all properties to take the insulation up to 250mm mineral wool (or equivalent).
Action Champion	
Internal stakeholders	
External stakeholders	Tenants Suppliers/ installers
Property numbers	Airdrie- 4,388, Bellshill- 3,619, Coatbridge- 5,156, Cumbernauld and Kilsyth- 2,755, Motherwell- 6,088, Northern Corridor- 1,033, Wishaw- 4,470.
Technical considerations	This is an established technology with several vendors and no supply bottlenecks.
Skills Considerations	This is an established practice with no specific skills requirement
Economic considerations	This is a low-cost investment with a lifespan exceeding that of the building.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	Works should be inspected on completion. The action champion shall maintain the property database and ensure that the "loft insulation thickness" is updated after each batch of inspections. The action champion shall report back to the LHEES team with lessons learned for other actions.

Intervention Reference	4
Action Summary	4.1 Assess priority 4.2 Assess feasibility 4.3 Install cavity or cladding insulation
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Wall insulation is important in reducing heat loss and hence heat demand and bills. NLC's building stock data suggests that only 2 properties lack either external insulated cladding or cavity wall insulation. However, some installations are quite old and details of material or thickness are not included. Assessing the effectiveness and need for increased insulation, perhaps by thermal imaging survey, would be useful.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers
Property numbers	
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	Works should be inspected on completion. The action champion shall maintain the property database and ensure that the "wall insulation" is updated after each batch of inspections.

The action champion shall report back to the LHEES team with lessons learned for other actions.

Intervention Reference	5
Action Summary	3.1 Assess priority 3.2 Assess feasibility 2.3 Install double glazing
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Double glazing is important in reducing heat loss and hence heat demand and bills. NLC's building stock data suggests few properties lack double glazing but a review of the age of existing installations would be wise since new glazing may still be able to halve the heat loss compared to older double glazing.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers
Property numbers	26
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	Works should be inspected on completion. The action champion shall maintain the property database and ensure that the "glazing type" is updated after each batch of inspections. The action champion shall report back to the LHEES team with lessons learned for other actions.

Intervention Reference	6
Action Summary	6.1 Survey properties for wet heating installation requirements 6.2 Install ASHP
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing electric heating systems with ASHPs can reduce heating electricity consumption by 2 to 3-fold but requires a wet heating system to be installed.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers DNO
Property numbers	Airdrie- 392, Bellshill- 121, Coatbridge- 1245, Cumbernauld and Kilsyth- 211, Motherwell- 2086, Northern Corridor- 13, Wishaw- 537.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	Works should be inspected on completion. Performance across the year in the first completed projects should be closely monitored to ensure that the ASHPs work as they ought to, or require adjustments to settings, and to ensure that the users are comfortable interacting with the controls.

Intervention Reference	7
Action Summary	7.1 Install ASHP
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing oil or LPG boilers with ASHPs will significantly reduce carbon emissions and cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers DNO
Property numbers	Airdrie- 8, Bellshill- 2, Coatbridge- 10, Cumbernauld and Kilsyth- 2, Motherwell- 3, Northern Corridor- 1, Wishaw- 18.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	Works should be inspected on completion. Performance across the year in the first completed projects should be closely monitored to ensure that the ASHPs work as they ought to, or require adjustments to settings, and to ensure that the users are comfortable interacting with the controls.

Intervention Reference	8
Action Summary	8.1 Install ASHP 8.2 Install electric cooker 8.3 Disconnect from gas network
LHEES Considerations	1 On gas grid 4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing gas boilers with ASHPs will reduce carbon emissions and switching to electric cooking to disconnect from the gas grid and avoid gas standing charges would reduce energy costs.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers DNO
Property numbers	Airdrie- 6,493, Bellshill- 5,933, Coatbridge- 6,246, Cumbernauld and Kilsyth- 3,826, Motherwell- 6,301, Northern Corridor- 1,681, Wishaw- 7,357.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	Works should be inspected on completion. Performance across the year in the first completed projects should be closely monitored to ensure that the ASHPs work as they ought to, or require adjustments to settings, and to ensure that the users are comfortable interacting with the controls.

Intervention Reference	9
Action Summary	9.1 Survey properties for wet heating installation requirements 9.2 Install ASHP
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing solid fuel (coal) heating systems with ASHPs can reduce carbon footprint and heat costs.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers DNO
Property numbers	Airdrie- 16, Bellshill- 12, Coatbridge- 6, Cumbernauld and Kilsyth- 5, Motherwell- 3, Northern Corridor- 7, Wishaw- 18.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	Works should be inspected on completion. Performance across the year in the first completed projects should be closely monitored to ensure that the ASHPs work as they ought to, or require adjustments to settings, and to ensure that the users are comfortable interacting with the controls.

Intervention Reference	10
Action Summary	10.1 Survey properties for wet heating installation requirements 10.2 Install ASHP
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing biomass heating systems with ASHPs will eventually reduce carbon footprint and may reduce the cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	NLAN's tenants Suppliers/ installers DNO
Property numbers	Cumbernauld and Kilsyth- 1, Wishaw- 1.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	The first priority will be vacant properties during transition between tenants. Next, the properties will be prioritised by data zone SIMD to cover multiple properties in the same locale in order to maximise installation time efficiency.
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	Works should be inspected on completion. Performance across the year in the first completed projects should be closely monitored to ensure that the ASHPs work as they ought to, or require adjustments to settings, and to ensure that the users are comfortable interacting with the controls.

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Housing Association Interventions

Intervention Reference	11
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Loft insulation is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers
Property numbers	Airdrie- 278, Bellshill- 279, Coatbridge- 188, Cumbernauld and Kilsyth- 633, Motherwell- 547, Northern Corridor- 49, Wishaw- 396.
Technical considerations	This is an established technology with several vendors and no supply bottlenecks.
Skills Considerations	This is an established practice with no specific skills requirement
Economic considerations	This is a low-cost investment with a lifespan exceeding that of the building.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	12
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Wall insulation is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers
Property numbers	Airdrie- 181, Bellshill- 87, Coatbridge- 179, Cumbernauld and Kilsyth- 582, Motherwell- 193, Northern Corridor- 20, Wishaw- 222.
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	13
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Double glazing is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers
Property numbers	Airdrie- 13, Bellshill- 43, Coatbridge- 70, Cumbernauld and Kilsyth- 43, Motherwell- 18, Northern Corridor- 8, Wishaw- 40.
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

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Intervention Reference	14
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing electric heating systems with ASHPs can reduce heating electricity consumption by 2 to 3-fold but requires a wet heating system to be installed.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers DNO
Property numbers	Airdrie- 39, Bellshill- 73, Coatbridge- 29, Cumbernauld and Kilsyth- 335, Motherwell- 170, Northern Corridor- 1, Wishaw- 221.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	15
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing oil or LPG boilers with ASHPs will significantly reduce carbon emissions and cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers DNO
Property numbers	Airdrie- 1, Bellshill- 1, Coatbridge- 2, Cumbernauld and Kilsyth- 2, Motherwell- 2, Northern Corridor- 3, Wishaw- 3.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

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Intervention Reference	16
Action Summary	
LHEES Considerations	1 On gas grid 4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing gas boilers with ASHPs will reduce carbon emissions and switching to electric cooking to disconnect from the gas grid and avoid gas standing charges would reduce energy costs.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers DNO
Property numbers	Airdrie- 1,051, Bellshill- 859, Coatbridge- 1,020, Cumbernauld and Kilsyth- 2,429, Motherwell- 1,452, Northern Corridor- 208, Wishaw- 1,173.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	17
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing solid fuel (coal) heating systems with ASHPs can reduce carbon footprint and heat costs.
Action Champion	
Internal stakeholders	
External stakeholders	HAs HA tenants Suppliers/ installers DNO
Property numbers	Bellshill- 1, Cumbernauld and Kilsyth- 1
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Owner Occupied Interventions

Intervention Reference	18
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Loft insulation is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers
Property numbers	Airdrie- 6,876, Bellshill- 5,336, Coatbridge- 5,540, Cumbernauld and Kilsyth- 8,592, Motherwell- 5,366, Northern Corridor- 3,294, Wishaw- 6,155.
Technical considerations	This is an established technology with several vendors and no supply bottlenecks.
Skills Considerations	This is an established practice with no specific skills requirement
Economic considerations	This is a low-cost investment with a lifespan exceeding that of the building.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	19
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Wall insulation is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers
Property numbers	Airdrie- 6,100, Bellshill- 4,580, Coatbridge- 4,734, Cumbernauld and Kilsyth- 7,738, Motherwell- 4,416, Northern Corridor- 2,208, Wishaw- 5,216.
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	20
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Double glazing is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers
Property numbers	Airdrie- 332, Bellshill- 707, Coatbridge- 324, Cumbernauld and Kilsyth- 540, Motherwell- 679, Northern Corridor- 331, Wishaw- 688.
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	21
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing electric heating systems with ASHPs can reduce heating electricity consumption by 2 to 3-fold but requires a wet heating system to be installed.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers DNO
Property numbers	Airdrie- 656, Bellshill- 555, Coatbridge- 493, Cumbernauld and Kilsyth- 1398, Motherwell- 575, Northern Corridor- 172, Wishaw- 767.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	22
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing oil or LPG boilers with ASHPs will significantly reduce carbon emissions and cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	Owner Suppliers/ installers DNO
Property numbers	Airdrie- 554, Bellshill- 36, Coatbridge- 83, Cumbernauld and Kilsyth- 261, Motherwell- 80, Northern Corridor- 44, Wishaw- 604.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	23
Action Summary	
LHEES Considerations	1 On gas grid 4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing gas boilers with ASHPs will reduce carbon emissions and switching to electric cooking to disconnect from the gas grid and avoid gas standing charges would reduce energy costs.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers DNO
Property numbers	Airdrie- 14,088, Bellshill- 11,201, Coatbridge- 12,822, Cumbernauld and Kilsyth- 18,860, Motherwell- 12,939, Northern Corridor- 7,520, Wishaw- 12,841.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	24
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing solid fuel (coal) heating systems with ASHPs can reduce carbon footprint and heat costs.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers DNO
Property numbers	Airdrie- 36, Bellshill- 14, Coatbridge- 16, Cumbernauld and Kilsyth- 33, Motherwell- 14, Northern Corridor- 12, Wishaw- 60.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	25
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing biomass heating systems with ASHPs will eventually reduce carbon footprint and may reduce the cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Suppliers/ installers DNO
Property numbers	Airdrie- 15, Coatbridge- 5, Cumbernauld and Kilsyth- 1, Motherwell- 1, Northern Corridor- 3, Wishaw- 16.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Privately Rented Interventions

Intervention Reference	26
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Loft insulation is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers
Property numbers	Airdrie- 1,029, Bellshill- 642, Coatbridge- 819, Cumbernauld and Kilsyth- 1,034, Motherwell- 737, Northern Corridor- 287, Wishaw- 781.
Technical considerations	This is an established technology with several vendors and no supply bottlenecks.
Skills Considerations	This is an established practice with no specific skills requirement
Economic considerations	This is a low-cost investment with a lifespan exceeding that of the building.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	27
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Wall insulation is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers
Property numbers	Airdrie- 867, Bellshill- 698, Coatbridge- 893, Cumbernauld and Kilsyth- 1,516, Motherwell- 786, Northern Corridor- 243, Wishaw- 767.
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	28
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Double glazing is important in reducing heat loss and hence heat demand and bills.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers
Property numbers	Airdrie- 53, Bellshill- 109, Coatbridge- 48, Cumbernauld and Kilsyth- 117, Motherwell- 178, Northern Corridor- 38, Wishaw- 82.
Technical considerations	There are several established technologies with several vendors and no supply bottlenecks.
Skills Considerations	These are established practices with no specific skills requirement
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2
Monitoring and evaluation	

Intervention Reference	29
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing electric heating systems with ASHPs can reduce heating electricity consumption by 2 to 3-fold but requires a wet heating system to be installed.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers DNO
Property numbers	Airdrie- 1, Bellshill- 1, Coatbridge- 2, Cumbernauld and Kilsyth- 2, Motherwell- 2, Northern Corridor- 3, Wishaw- 3.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	30
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing oil or LPG boilers with ASHPs will significantly reduce carbon emissions and cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	Owner Tenants Suppliers/ installers DNO
Property numbers	Airdrie- 65, Bellshill- 6, Coatbridge- 19, Cumbernauld and Kilsyth- 40, Motherwell- 3, Northern Corridor- 6, Wishaw- 51.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	31
Action Summary	
LHEES Considerations	1 On gas grid 4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing gas boilers with ASHPs will reduce carbon emissions and switching to electric cooking to disconnect from the gas grid and avoid gas standing charges would reduce energy costs.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers DNO
Property numbers	Airdrie- 1,752, Bellshill- 1,161, Coatbridge- 1,616, Cumbernauld and Kilsyth- 2,116, Motherwell- 1,682, Northern Corridor- 563, Wishaw- 1,319.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

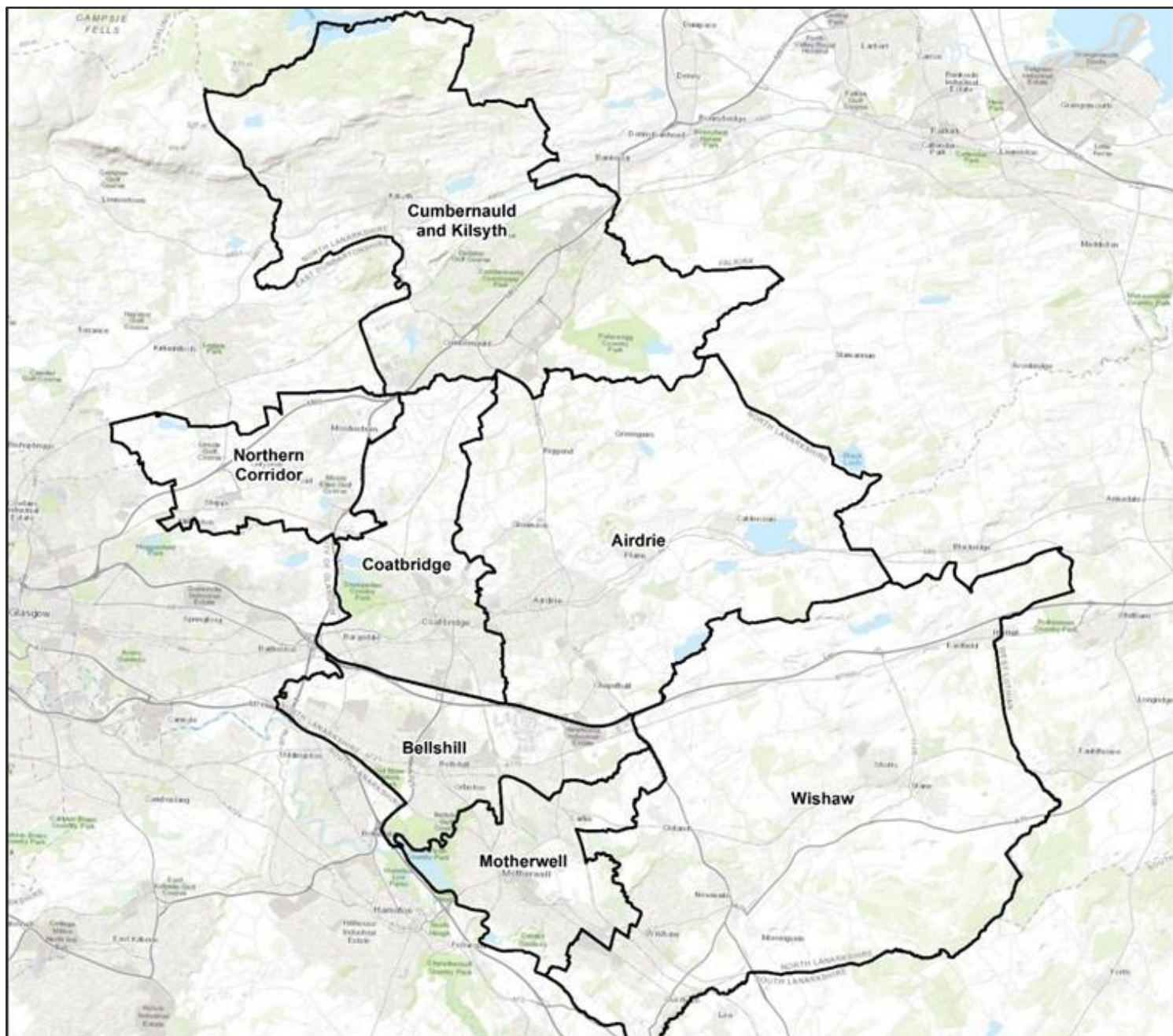|	
Intervention Reference	32
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing solid fuel (coal) heating systems with ASHPs can reduce carbon footprint and heat costs.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers DNO
Property numbers	Airdrie- 3, Coatbridge- 1, Cumbernauld and Kilsyth- 1.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Intervention Reference	33
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency
Background	Replacing biomass heating systems with ASHPs will eventually reduce carbon footprint and may reduce the cost of heat.
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers DNO
Property numbers	Motherwell- 2.
Technical considerations	This is an established technology with several vendors. Each house (or house type) will require a unique design for the installation and various small building works and associated disruption.
Skills Considerations	The ASHP installation requires an installer, certified by the supplier.
Economic considerations	The level of investment, if required, could vary significantly between buildings.
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and Appendix E
Monitoring and evaluation	

Mixed-Tenure Interventions

Intervention Reference	34
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency 6 Mixed-tenure, mixed-use and historic buildings
Background	
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers DNO
Property numbers	
Technical considerations	
Skills Considerations	
Economic considerations	
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and 8.1.4
Monitoring and evaluation	

Interventions in historic buildings

Intervention Reference	35
Action Summary	
LHEES Considerations	4 Poor building energy efficiency 5 Fuel poverty resulting from poor building energy efficiency 6 Mixed-tenure, mixed-use and historic buildings
Background	
Action Champion	
Internal stakeholders	
External stakeholders	Owners Tenants Suppliers/ installers DNO
Property numbers	
Technical considerations	
Skills Considerations	
Economic considerations	
Prioritisation	
External Funding Opportunities	
Internal Funding Allocation	
Links to existing projects	
Time	
Action Plan	
Geospatial	Refer to 8.1.2 and 8.1.4
Monitoring and evaluation	

Local Heat and Energy Efficiency Delivery plan

North Lanarkshire Council

Dec 2023

Contents

TABLE OF TABLES

Abbreviations

Table 1 Abbreviations

Acronym	Description
COP	Coefficient of Performance
CWI	Cavity Wall Insulation
DESNZ	Department for Energy Security and Net Zero
DZ	Data Zone
EES	Energy Efficient Scotland
EESSH	Energy Efficiency Standard for Social Housing
EPC	Energy Performance Certificate
EST	Energy Saving Trust
EWI	External Wall Insulation
GIS	Geographic Information System
EES: ABS	Home Energy Efficiency Programmes for Scotland: Area Base Schemes
IZ	Intermediate Zone
IWI	Internal Wall Insulation
LA	Local Authority
LHEES	Local Heat and Energy Efficiency Strategy
LPG	Liquefied Petroleum Gas
Mxd	Map Exchange Document
NLC	North Lanarkshire Council
PEAT	Portfolio Energy Analysis Tool
SAP	Standard Assessment Procedure
sCOP	Seasonal Coefficient of Performance
UPRN	Unique Property Reference Number

1. Introduction

1.1 Purpose

This Local Heat and Energy Efficiency Strategy (LHEES) Delivery Plan follows on from and should be considered in conjunction with North Lanarkshire Council's (NLC) LHEES Strategy.

LHEES are primarily driven by Scotland's statutory targets for greenhouse gas emissions reduction and fuel poverty:

- Net zero emissions by 2045 and 75% reduction by 2030; and
- In 2040, as far as reasonably possible, no household in Scotland is in fuel poverty

2. Summary of Actions

2.1 Prioritising

Following the thorough analysis on the buildings across NL and looking at the LHEES considerations from spatial, technology and tenure aspects, a short list of actions has been created to target initial interventions by:

1. District Heat Networks – Progress with stakeholder engagement, detailed modelling and evaluation with the areas identified as potential heat networks.

2. Top third by Fuel Poverty - Focusing on the top third of data zones when grouped by energy efficiency as a driver for fuel poverty, interventions here will have the highest impact at reducing fuel poverty.

3. Tenancy – Focusing on authority-owned homes in the top third data zones. This is the area NLC has the most influence over, has the highest impact at reducing fuel poverty and starts to build up the local skills, networks while facilitating shared knowledge for other residents in NLC.

4. Energy efficiency – completing the following interventions, for the authority-owned homes in the top third of data zones, as prioritised here by cost-effectiveness in reducing heat demand:
   a. All loft insulation upgrades to at least 300mm.
   b. Installation of cavity wall insulation.
   c. Upgrade of all hot water cylinder insulation to 80mm.
   d. Internal or external wall insulation on buildings that don't have cavity wall insulation.

5. Installation of heat pumps to homes that are suitable, prioritised in the authority-owned properties in the top third of dwellings by fuel poverty. The remaining life of the current heating system will also need to be taken into consideration.
   a. LPG/Oil/Solid – These properties likely have wet systems but higher fuel costs and emissions than buildings with gas boilers and, therefore, should be considered as the priority for heat pump installations.
   b. Direct electrified heating systems – In heat pump suitable properties. Improved efficiency of heat pumps reduces fuel poverty and electricity network congestion. Building by building heat pump suitability needs to be checked.

6. Identify what support is required for owner occupiers, private landlords and others to decide to install heat pump systems and energy efficiency measures, signpost to available services, share examples of good practice and, where possible, learn from examples of less positive experiences to avoid them being repeated by others.

The actions listed above are in priority order by area, ownership and then by intervention, however, when many of the LA owned properties receive an update, it is often in the changeover between tenancies. It may therefore be more practical and less intrusive to complete as many of the measures as applicable/possible at this same time. The approach needs to remain pragmatic.

Once all these actions are complete, further investigations will need to be undertaken to see what the next target interventions should be. For example, by basing them on the same interventions in the middle third of data zones by fuel poverty, or to see if gas vs electricity prices at that time more significantly favour replacement of gas boilers by heat pumps in the top third of data zones to allow further reduction of fuel poverty, alongside the existing significant benefit of decarbonisation.

2.2 Action Plan

Table 2 provides an action plan for the various interventions identified in this report. The responsibility for delivering these actions does not solely lie with the Council. Building owners in reviewing their assets should consider the analysis provided within the LHEES to enable them to improve the energy efficiency of their properties and decarbonise the heat of the same.

Table 2: NLC LHEES Action Plan

Action No.	Action	Timescale
1	Ensure sufficient dissemination of NLC LHEES delivery plan to all key internal and external stakeholders.	2024
2	Set up the working groups highlighted in this LHEES delivery plan.	2024
3	Engage with other LA's, Universities, NHS trusts and other large public sector organisations to learn from their experience of decarbonisation and LHEES considerations on large estates.	2026
4	Engage with the public using educational material on technologies, funding opportunities, methods to reduce heating bills, and suitable tariffs to encourage early adopters of heat pumps.	2026
5	Create a shared forum for lessons learnt from early adopters on heat pump operational best practices.	2026
6	Create ongoing case studies of NLC decarbonisation and fuel poverty reduction implementations, and learn from other case studies, to create a live up to date lessons learnt document. Including contacting MCS/Ofgem/Scottish Government/UK Government about current heat pump performance and how to make sure high COP and a good experience is achieved.	2025
7	Set up a working group with SPEN and SSEN to monitor network constraints to coordinate transition work.	2026
8	Plan apprenticeships in collaboration with local colleges to develop local installer skills.	2028
9	Work with NLC finance department to identify long term investment required for the interventions.	2024
10	Engage with supply chains to allow the visibility of secure pipeline of work for several years to come, to encourage growth of local skills and reduce the risk of local skill shortage.	2028
11	Complete feasibility studies on proposed heat network zones.	2028
12	Annual monitoring/report of gas prices compared to typical cost of heat from heat networks to ensure potential heat networks do not worsen fuel poverty.	2024
13	Commence development of business cases in all heat networks deemed feasible.	2028
14	Initiate loft insulation upgrades in the top third of data zones for NLC owned dwellings, record ongoing progress.	2028

Action No.	Action	Timescale
15	Initiate all cavity wall insulations interventions in the top third of data zones for NLC owned dwellings, record ongoing progress.	2028
16	Initiate all hot water cylinder insulation upgrades in the top third of data zones for NLC owned dwellings, record ongoing progress.	2028
17	Initiate all internal or external wall insulation upgrades in the top third of data zones for NLC owned dwellings, record ongoing progress.	2028
18	Annual monitoring/report of gas vs electricity prices and heat pump case studies to ensure heat pumps can still reduce fuel poverty in properties with gas boilers.	2024
19	Setup pilot studies / demonstration projects / field trials on heat pump deployment and operational best practises.	2028
20	Install heat pumps in properties that are currently using LPG/Oil/Solid fuels. Focus on the top third of data zones that are NLC owned, record ongoing progress.	2028
21	Install heat pumps in properties that are currently using direct electric heating. Focus on the top third of data zones that are NLC owned, where they can be made suitable for heat pumps, record ongoing progress.	2028
22	Coordinate with Scottish Government and collect improved datasets for 5 yearly LHEES update.	2028
23	5 yearly update of LHEES.	2028

3. Monitoring and Evaluation

3.1 Aims for monitoring and evaluation

One of the main reasons that an LHEES is split into a Strategy and Delivery Plan is to enable successful monitoring against actions that have been developed through the process. Neither document is stand-alone, but the Delivery Plan can be used to evaluate NAC's progress through the 5-year LHEES cycle. The Delivery Plan is intended to be a live document that may lead to shifting priorities on actions. There are also a wide range of actions that may not be achievable collectively and so prioritisation of actions will be needed – an auditable and structured resource to achieve this is needed.

3.2 Proposed methodology and template

It is envisioned that the Action Plan, Table 2, can be used to monitor and track the measures identified. A more detailed version of this Action Plan has been provided with this Delivery Plan that adds extra fields/columns to ensure accurate progress tracking can be achieved. Some of the proposed additional data entry points are/could be:

- NLC Departmental Oversight
- Action Champion
- Progress
- Timescale
- Update to original action

Having a resource that is updated during future LHEES working group/meetings allows continual updating, tracking and evaluation of actions through the 5-year LHEES process as well as informing the next iteration of the Strategy.

An example of this is shown below:

Action No.	Action	NAC Departmental Oversight	Action Champion	Progress	Timescale	Update to original action
1	Example	Example	Example	Example	Example	Example

It is envisioned that the Action Plan spreadsheet could be used to track any/all energy or decarbonisation of heat projects that occur in NLC – both those lead by NLC and others that are implemented by other organisations (be that public or private sector organisations) – i.e., it does not need to be limited to the list of actions that appear in Table 2.

Item 10

North Lanarkshire Council
Report

Policy and Strategy

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

Ref AM   **Date** 07/12/23

Policy on Fairgrounds and Circuses

From   Andrew McPherson, Depute Chief Executive

E-mail   mcphersona@northlan.gov.uk **Telephone** 07939 280467

Executive Summary

Following a motion agreed by full Council on 22 June 2023, a review of the Council's policy relevant to fairgrounds was instructed along with a request to discuss potential changes with representatives of the Showmen's Guild. In response to this, a short life working group of key services was established, and the report provides recommendations which seek to address the concerns which resulted in the previous restrictions being introduced but at the same time provide greater access to sites across the Council area for the Showmen's Guild.

Recommendations

It is recommended that Committee:

1) Agree that the sites listed at paragraph 2.2 be made available for the operation of circuses or fairgrounds.
2) Agree that a bond of £10,000 is aligned to the licence of any circus/ fairground operation to cover the costs of any damage to any council land through the operation of that activity.
3) Agree that historic one-off events such as community events and gala days etc are outwith the scope of this policy.
4) Agree that the conditions listed at paragraph 2.9 are applied to any licence for the operation of a circus or fairground.

The Plan for North Lanarkshire

Priority	Improve North Lanarkshire's resource base
Ambition statement	(4) Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit
Programme of Work	Invest in North Lanarkshire

1.   Background

1.1   In response to concerns expressed by local members, community groups and other council services, in particular relating to anti-social behaviour and the damage to council property, a decision was taken at the Policy and Resources (Regeneration and

Infrastructure) Sub-Committee on 8 November 2013 to limit the use of council land for circus and fairground purposes.

1.2 The decision by the Sub-Committee was to prohibit the use of any grass or soft landscaped areas and only permit circus or fairground activity within the following locations:

- Katherine Park, Airdrie
- Broadwood Stadium, Cumbernauld
- Gartferry Road, Moodiesburn
- Brandy Park, Shotts
- Wishaw Sports Centre, Wishaw

1.3 As this decision was taken over 10 years ago, some of the locations listed above are no longer available and indeed some fairground activity has been permitted at other locations over this time period.

1.4 Due to the very limited availability of sites, representations have been received from elected officials and the Scottish Showmen's Guild to ask if there could be a review of the current policy as it currently stands.

1.5 The outcome from this was a motion passed at full Council on 22 June:

"Whilst Council policy is fully recognised and respected, given that there is both a positive contribution and meaningful impact of family events, this Council agrees to review its policy in relation to lets for Mobile Fairground operators. Council further agrees for officers to meet with representatives of the Showmen's Guild to inform this policy review and consider all aspects relating to Funfairs and activities involving inflatable structures and assault courses.

The Chief Officer (Community Operations) be given delegated authority to grant permission to activities at this time and will exercise that delegation reasonably having been satisfied of all relevant considerations, including health and safety, risk assessments and public safety."

2. Report

2.1 Following approval of the motion, a short life working group involving key service areas of the council was established to take forward a review of the policy.

2.2 The first action undertaken was a review of potential sites that could be utilised taking into account the previous concerns expressed on the use of grassed or soft landscaped areas. The outcome from this was that the following sites could be utilised to host circus or fairground activity:

- Ravenscraig Sports Centre Car Park Facility, Motherwell
- Broadwood Stadium Car Park, Cumbernauld
- Time Capsule Car Park, Coatbridge
- Brandy Park, Shotts
- Katherine Park, Airdrie
- Beltane Park, Wishaw

2.3 It is acknowledged that those sites listed for Shotts and Wishaw are currently grass parks, however, there is no actual formal sports related activity on these areas and there has recently been fairgrounds permitted within Beltane Park with no significant

damage reported. That said, to address the concerns that were expressed previously which prevented the use of any grassed areas, it would also be the proposal that a bond of £10,000 is provided to cover any damage to any surface used by the circus/ fairground operator or indeed to cover any costs incurred by the Council following the event. The value of this bond would also be reviewed at a regular period.

2.4   The provision of the above sites and associated bond should therefore address the previous concerns expressed in 2013 relating to the damage to council land.

2.5   In line with the previous policy provision and in addition to the above proposal, where historic one-off events such as community events and gala days etc are concerned, then these should be allowed to continue and governed through the usual licensing procedure.

2.6   The other key concern previously raised by elected members related to the anti-social behaviour that accompanied the activities, in particular at fairgrounds. As detailed within the motion, a meeting has since been held with Alex James Colquhoun, Chairman of the Scottish Showmen's Guild, and this particular point was discussed in some detail.

2.7   The Showmen's Guild is accepted at both national and local levels as the negotiating and representative body for Showpeople. They operate as a regulated Trade Association and not only for members, but also for local authorities to resolve issues and complaints. The rules for membership of the Guild, which are enforced by the Guild's own disciplinary tribunals, cover the orderly running of fun fairs and the conduct of members both on and off fairgrounds. These are agreed to as a non-negotiable condition of Guild membership. Non-compliance can mean that members risk fines of up to £10,000 per complaint. Members who organise fairs, must run all fairs in accordance with these rules. Individual members that attend are also covered by these rules and organisers must do everything in their power to ensure that the fair runs smoothly and without issue or complaints.

2.8   Unruly conduct from the public on fairgrounds does unfortunately occur from time to time and fairground operators have access to registered security companies to ensure the safe, lawful, and compliant operation of fairgrounds and mitigate against the risk of any such behaviour. It is common practice that these security contractors remain on site until after the fairground closes to ensure neighbouring properties, businesses and the public remain without issue relating to the fairground operation.

2.9   In light of the information provided by the Showmen's Guild and to prevent the risk of anti-social behaviour, it would be recommended that the following conditions are placed on any operator of any circus/ fairground:

• All operators must be members of the Showmen's Guild.
• That the time of operation of any circus/ fairground is limited to a maximum operation time of between 12pm and 9.30pm.
• That the operator must provide sufficient security presence and that any security is registered through the Security Industry Authority.

2.10   It should be noted that the above recommendations are only limited to how the Council addresses the concerns relevant to damage to council land and anti-social behaviour. All and any licensable activity will still be subject to the usual Council processes including the formal licensing process and engagement with the Council's Safety Advisory Group.

3. **Measures of success**

3.1 The delivery of circuses and fairgrounds within the North Lanarkshire area in a way that prevents any negative impact to the Council, businesses or residents.

4. **Supporting documentation**

4.1 No supporting document presented.

Andrew McPherson
(Depute 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?
	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 been discussed and agreed with Finance?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact**
	Does the report contain any HR policy or procedure impacts?
	Yes ☐ No ☒
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	Representatives from Legal Services have been part of the short life working group.
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?
	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?

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?	
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?	
	If the revised policy is approved it will be appropriately publicised.	
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?	
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.	
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).	
	If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?	
	Yes ☐ No ☐	

Item 11

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref E&F/GMcL **Date** 07/12/23

Home to School Transport - Update

From Gerard McLaughlin, Chief Officer (Education – North)

E-mail Mclaughling@northlan.gov.uk **Telephone** 01236 812269

Executive Summary

On 21 December 2022, following a review of home to school transport by Education and Families, Council endorsed a series of recommendations designed to mitigate significant known risks. These risks included substantially increased costs, ongoing volatility within the transport market and insufficient contractual safeguards leading to unacceptable levels of disruption.

The recommendations aimed to provide a more sustainable, robust and efficient operating model that would maximise available resources, strengthen contingency and increase opportunities to further promote the benefits of active travel within communities.

The recommendations included consideration of potential cost reductions via an increase in free school transport qualifying distance bringing the Council's position closer to the statutory minimum and in line with most other local authorities.

This report provides an update on progress against each recommendation.

Recommendations

It is recommended that Policy and Strategy Committee:

1) Acknowledge the progress made within home to school transport.

The Plan for North Lanarkshire

Priority	Improve the health and wellbeing of our communities
Ambition statement	(10) Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential
Programme of Work	Statutory / corporate / service requirement

1. Background

1.1 On 16 August 2022, Strathclyde Partnership for Transport (SPT) contacted North Lanarkshire Council to advise that they had failed in their obligation to arrange transport for over 1600 children and young people due to attend our schools the next day.

1.2 The impact of this failure was far-reaching and led to substantial disruption to learning and other service delivery, significant reputational damage, national media coverage and considerable additional costs to secure internal contingency mitigations via emergency planning procedures.

1.3 On 29 September 2022, Policy and Strategy Committee endorsed proposals for a review of the incident and the wider arrangements around the provision of home to school transport within North Lanarkshire.

1.4 The outcome of the review was presented to Council on 21 December 2022 with a series of recommendations for improvement. These included options to address financial risk by increasing the minimum qualifying distance for free home to school mainstream transport.

1.5 On 23 February 2023, as part of the budget setting process, Council agreed a £3.6 million saving in home to school transport to be facilitated by a statutory consultation on changes to the existing qualifying mileage limits.

1.6 A statutory consultation ran from 27 February 2023 to 01 May 2023 with outcomes presented to Policy and Strategy Committee on 08 June 2023. Education and Families recommended that changes to qualifying mileage limits should be implemented in secondary schools from August 2024 and in primary schools from August 2025. The service has continued to work with others to plan for implementation on this timeframe. This work includes detailed analysis of acceptable walking routes, distance measurement and contractual review.

1.7 In August 2023, following the successful provision of all mainstream transport contracts for session 2023/24, the work of the Education and Families Emergency Transport Group was concluded. A School Travel Redesign Board was formed with an agreed remit to create new and updated policy and practice in relation to school travel within North Lanarkshire. The board will work to deliver agreed changes to eligibility for free home to school transport within the mainstream sector and in doing so accelerate a transition from traditional bus transport to more active and sustainable forms of travel.

1.8 The Board will continue to progress other agreed recommendations. The report below provides an update on each.

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2. Report

2.1 *Consider cost reduction options via a decrease in free school transport qualifying distance; and/or increase in existing budget provision via budget setting process to take account of current external transport market conditions and pressures.*

2.1.1 A wide-reaching statutory consultation was carried out and made open to all stakeholders. Feedback was analysed in detail, reported to Policy and Strategy Committee, and used to inform implementation plans.

2.1.2   A programme of acceptable walking route assessments began in June 2023 and will run until February 2024.   These involve detailed on-site analysis of road and footpath conditions, traffic volume and any previous accident data. These are being mapped against GIS data through specialist software to provide a detailed map for each potential walking route.

2.1.3   Further ongoing analysis of this data against the revised mileage limits will provide an accurate determination of the number of pupils who will no longer be eligible for free home to school transport. This is turn will inform procurement arrangements for revised contracts by Strathclyde Partnership for Transport (SPT).

2.1.4   It is expected that the number of pupils entitled to free home to school transport will fall by around one third. This equates to approximately 2500 secondary pupils from August 2024 and would reflect anticipated cost savings. A further 800 – 1000 primary pupils are expected to be affected from August 2025. It should be noted however that achievable cost savings may be affected by the number of walking route assessments deemed to be unacceptable. The Council is committed to providing transport where acceptable walking routes are not available. Achievable costs savings may also be affected by ongoing volatility in the transport market. The impact of that volatility will only be known once the market has been tested under new mileage criteria.

2.1.5   Walking route assessments will also identify areas for possible upgrade through capital investment.

2.1.6   Work will continue to refine data around acceptable walking routes and the likely impacts on future contract requirements. Parents will be advised at that point whether they remain eligible for free home to school transport. Those who do not will be provided with information on the acceptable walking routes within their area and guidance on other supports available.

2.2   *Ensure that all eligible pupils are aware of, and have access to, the Scottish Government Young Persons' (Under 22) Free Bus Travel Scheme*

2.2.1   Children, young people and their families have been made aware of the Under 22 free bus pass scheme via several direct messaging campaigns, promotion in schools and through the Parent's Portal application process.

2.2.2   Uptake of the bus pass continues to rise in North Lanarkshire and currently stands at 57% of all primary pupils and 76% of all secondary pupils.

2.2.3   Promotion will continue and uptake will be tracked. Liaison on this issue with SPT will also continue to help ensure, wherever possible, that local provision is able to meet local demand.

2.3   *Optimise current in-house transport provision to further enhance future resilience and contingency response.*

2.3.1   The number of in-house vehicles and drivers has been increased as a key mitigation against future contract failure via the private market. This additional provision has been required to date on two occasions where contracts have failed. The use of the vehicles has been further optimised by demonstrating a competitively priced alternative to schools for routine trips and excursions.

2.4   *Develop a clear and comprehensive revised school transport policy*

2.4.1   A draft outline for a home to school travel policy has been developed and is shown at Appendix 1. This work is ongoing and subject to input from services and external agencies.

2.5   *Other areas*

2.5.1   The service has worked to identify a specialist software solution to assist with distance measurement, walking route assessment, ASN contract management, route optimisation and to improve overall governance, data handling and financial control. This is expected to be operational at the start of 2024.

2.5.2   Work on assessing the environmental impacts of our travel provision is underway. This will take account of our programme of work activity in this area and provide a means of tracking and monitoring.

2.5.3   In line with our proposed School Travel Policy, work is underway to ensure that parents are aware of the option of using their own vehicle for ASN transport rather than a private or council provision. This can offer parents a degree of flexibility and remains within HMRC regulation on travel expenses.

2.5.4   The Agency Agreement between North Lanarkshire Council and SPT has been reviewed in detail and revised to improve accountability and manage more fully the risks the council faces in this aspect of service provision.
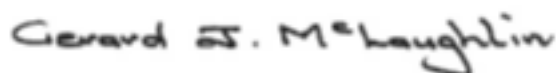
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3.   **Measures of success**

3.1   Successful implementation of changes to eligibility criteria for mainstream home to school transport

3.2   Improvements in the efficiency and effectiveness of home to school travel in North Lanarkshire

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4.   **Supporting documentation**

Appendix 1 – Home to School Travel Policy – Draft Outline

Gerard S. McLaughlin

Gerard McLaughlin
Chief Officer (Education – North)

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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? 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 been discussed and agreed with Finance? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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 been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
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? 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? Introduction of specialist software solution for home to school transport

	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?
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? Communication with stakeholders on impacts of changes to school transport.
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? There are significant financial and reputational risks associated with this area of service provision and with future changes. These are recorded within the corporate and project risk registers and managed via the service Risk Management Working Group.
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.
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). The report refers to changes to school transport agreed and assessed in previous reports. If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☒

Home to School Travel Policy Draft Outline

Rationale

- North Lanarkshire Council is committed to helping parents and carers ensure that their children get to and from school safely and on time.
- Most parents and carers in North Lanarkshire choose their own way to travel to and from school. We want to help all our families make the best choice for them, for others and for our environment.
- We want the choices available to be as active as possible.
- We want the choices available to be as environmentally responsible as possible.

How can we help?

Option 1   Walking or wheeling to and from school

This is our preferred option.

How can we help?

- We will provide information on safe walking routes including for wheelchair users i.e. routes that have been risk assessed.
- We will keep routes under review and provide opportunity for parents to raise concerns or issues.
- We will work with schools and parent councils on developing local active travel plans.
- We will identify opportunities for investment in infrastructure.

Option 2   Cycling

How can we help?

- We will work with Bikeability and other partners to promote safer and wider bike use
- We will help remove barriers to bike ownership e.g. work with recycledbikesscotland

Option 3   Using public transport

How can we help?

- We will support the application process for free Under 22 travel
- We will work with transport providers to ensure information is available on local bus routes
- We will work with local operators to promote adequate coverage

Option 4   Private car

Whilst bringing additional traffic and increased carbon emissions around our schools, we recognise that some families who have access to a vehicle may wish to use this either occasionally or as a longer term option.

How can we help?

- We will support schools in developing local traffic management plans.
- We will provide parents with advice on considerate and safe parking
- We will consider the potential benefits of exclusion zones around schools at key times
- We will offer travel expenses to those who qualify for ASN transport but prefer to use their own vehicle

Other options

Shared school transport and taxis

In certain instances, the options outlined above will not be suitable for some families e.g. distance may be too far, available routes are not safe or learners may have impaired mobility. In these circumstances we may be able to help.

In line with current national legislation, North Lanarkshire Council will:

- Review and monitor the travel needs of our children, young people and their families
- Offer free shared transport to younger learners who live more than two miles from their catchment school
- Offer free shared transport to older learners who live more than three miles for their catchment school
- Offer free shared transport, taxi or travel expenses to children with additional support needs who are mobility impaired or attending specialist provision.

These are expensive options and can be affected by volatility within the transport market. These options are also subject to meeting certain criteria. These will outlined in our application process.

Appendices

- Rules / Code of conduct for assisted transport
- Notification of change of circumstances
- Criteria to be applied for privilege places
- How are walking routes measured and assessed

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref AA/SL   **Date**   07/12/23

Self-Evaluation of the Audit and Scrutiny Panel - outcome report and improvement plan

From   Archie Aitken, Chief Officer (Legal and Democratic)

E-mail   AitkenA@northlan.gov.uk   **E-mail**   07939 280102

Executive Summary

As Elected Members are aware, the Audit and Scrutiny Panel is accountable to the Policy and Strategy Committee as the parent committee. To support these arrangements, copies of the minutes of Audit and Scrutiny Panel meetings are remitted to the Committee each cycle. In addition, in line with the Scheme of Administration, the Audit and Scrutiny Panel is required to:

· Report to the Policy and Strategy Committee on the Panel's findings, conclusions, and recommendations concerning:
  - The adequacy and effectiveness of the council's governance, risk management, and internal control frameworks.
  - Financial reporting arrangements.
  - Internal and external audit arrangements.
  - The performance of the council in delivering upon its priorities.
  - The adequacy and effectiveness of the council's performance and improvement arrangements.
· Report to the Policy and Strategy Committee on a regular basis on the Panel's performance in relation to its Terms of Reference and the effectiveness of the Panel in meeting its purpose.

One of the Audit and Scrutiny Panel's key roles relates to the council's governance arrangements which are subject to ongoing review through the Internal Audit programme of audit work. The external auditors also review the council's governance arrangements which support development of the Annual Governance Statement. An Internal Audit review in 2021 considered there was a risk that *"the council may not be able to adequately demonstrate that it has effective audit committee arrangements and/or arrangements to ensure Elected Members have the skills, knowledge and, where appropriate or required, access to relevant training and resources to effectively undertake their role"*. To this end, Internal Audit recommended that the Audit and Scrutiny Panel should, in line with good practice, periodically undertake a self-evaluation of how effectively it is discharging its role.

A self-evaluation exercise was subsequently carried out in September 2023 and, following its conclusion, a detailed outcome report and improvement plan was approved by the Audit and Scrutiny Panel at its meeting on 20th November 2023. Subsequently, in line with the accountability arrangements set out in the Scheme of Administration and the Internal Audit recommendations, the outcome of this self-evaluation is provided to the Policy and Strategy Committee in this high-level summary report.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1) Are aware of the outcome following the self-evaluation of the Audit and Scrutiny Panel which demonstrates the extent to which the Panel is effective in discharging its Audit, Scrutiny, and Corporate Governance roles and, as such, fulfils the Internal Audit recommendations, and

(2) Agree that the Audit and Scrutiny Panel provide the Policy and Strategy Committee with an annual update advising on the implementation of the actions in the Improvement Plan, and

(3) Remit to the next Council meeting in December 2023 for approval the removal of substitute attendance at the Audit and Scrutiny Panel (as per improvement action 2.4 in Appendix 2).

The Plan for North Lanarkshire

Priority   All priorities

Ambition statement   All ambition statements

Programme of Work   Statutory / corporate / service requirement

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1.   Background

1.1   As the parent committee to the Audit and Scrutiny Panel, Policy and Strategy Committee are aware of the important role that the Panel plays in relation to the council's governance framework - through the discrete functions of both audit and scrutiny - by providing an independent and high-level resource to support good governance and strong public financial management. The Panel's role and responsibilities in respect of the audit function reflect the standards set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Position Statement: Audit Committees in Local Authorities (2018). This role, and the wider Terms of Reference for the Panel which includes the scrutiny function, is set out in the Scheme of Administration (approved at the Council meeting in October 2022).

1.2   The council's governance arrangements are reviewed on an annual basis through the Strategic Governance Framework which is a key item of evidence that informs the development of the Annual Governance Statement. This also forms part of the external auditor's annual work programme, and throughout the year various aspects of corporate governance are also subject to review through the Internal Audit programme of audit work. These processes support the council in demonstrating compliance with, and a commitment to, the good governance principles as set out in the national Delivering Good Governance in Local Government: Framework (2016).

1.3   A review of Principles E, F, and G from the Delivering Good Governance in Local Government: Framework (2016) was undertaken by Internal Audit in 2021. This focused on the aspect of corporate governance that relates to the following:

- Principle E - Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- Principle F - Managing risks and performance through robust internal control and strong public financial management.
- Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

1.4   In relation to the effectiveness of the Audit and Scrutiny Panel, the Internal Audit report (submitted to the Panel in March 2021) considered there was a risk that *"the council may not be able to adequately demonstrate that it has effective audit committee arrangements and/or arrangements to ensure Elected Members have the skills, knowledge and, where appropriate or required, access to relevant training and resources to effectively undertake their role".* In this respect, Internal Audit recommended that the Audit and Scrutiny Panel should, in line with good practice, periodically undertake a self-evaluation of how effectively it is discharging its role by introducing:

a)   *"A formal process whereby the Audit and Scrutiny Panel periodically undertakes a self-assessment of their performance and activities against CIPFAs Audit Committees: Practical Guidance for Local Authorities (2018), with a report outlining the results of this review including any improvement actions being presented to the Panel and reported to the Policy and Strategy Committee."*

b)   *"A formal process whereby the Audit and Scrutiny Panel periodically undertakes a separate self-assessment of the effectiveness of the performance and activities of the Panel in discharging the Scrutiny aspect of its role."*

1.5   To implement the Internal Audit recommendations, a self-evaluation exercise was incorporated into the review programme for the council's Strategic Self-Evaluation Framework. The evaluation framework, process, and timetable for the self-evaluation of the Audit and Scrutiny Panel were subsequently developed in line with the Strategic Self-Evaluation Framework and customised in order to best meet the needs, operating environment, and desired outcomes of the function being evaluated. As part of this process, the Chief Officer (Legal and Democratic) was assigned the role of independent Champion for the exercise.

1.6   While there are two specific Internal Audit recommendations noted in paragraph 1.4 above, the self-evaluation exercise was combined into one to avoid duplicating the use of both Elected Members' time and officer resources, and to enable the Audit and Scrutiny Panel to be considered as a single entity. This thereby ensures that any improvement actions identified complement the effective operation of both the Audit and Scrutiny aspects of the Panel and not just one at the expense of the other.

1.7   An overview of the evaluation framework, process, and timetable for the self-evaluation was provided to the Panel in September 2023 and Members endorsed the approach set out. Given the membership of the Audit and Scrutiny Panel had changed following the Local Government elections in May 2022, implementation of the Internal Audit recommendations had been rescheduled to allow time for the new arrangements to become more fully embedded. Considering this, and the more recent changes which had been made to the Panel's membership, it was subsequently agreed at the meeting in September 2023 that both current and former members of the Panel (since May 2022) would take part in the self-evaluation.

1.8   The self-evaluation comprised an online survey (open from 5th to 19th September 2023, with 1:1 support available if requested) and the ensuing outcome report and improvement plan was thereafter approved by the Audit and Scrutiny Panel at its meeting on 20th November 2023.

1.9   To conclude the self-evaluation exercise and fulfil the Internal Audit recommendations, this report herewith provides the Policy and Strategy Committee (as the parent committee to the Audit and Scrutiny Panel) with an overview of the outcome as well as the improvement plan. This report is from the Chief Officer (Legal and Democratic) in

his role as Champion for the self-evaluation.

2. Self-Evaluation

2.1 Undertaken in line with the corporate approach set out in the Strategic Self-Evaluation Framework, the self-evaluation of the Audit and Scrutiny Panel aimed to answer three simple questions - *How well are we doing? How do we know?* (i.e. What evidence is there to support the view of how well we are doing?), and *How can we do better?* (i.e. What are we going to do now?).

2.2 To answer these questions, the approach to the self-evaluation exercise comprised the following:

- An assessment framework - which for the Audit function was based on the key principles set out in CIPFAs Position Statement: Audit Committees in Local Authorities (2018) and the supporting Audit Committees Practical Guidance for Local Authorities (2018) document. For the Scrutiny function relevant assessment statements were incorporated into the evaluation framework from the Best Value Statutory Guidance (2020).
- An assessment process and timescales - which involved an initial desktop exercise to identify existing evidence against the respective CIPFA and Best Value guidance (referred to above), an online survey process, and development of the outcome report and improvement plan.
- An evidence source - which was the respondents to an online survey which comprised the 11 Elected Members who currently sit on the Audit and Scrutiny Panel, plus 8 who had formerly been members of the Panel (since May 2022).
- 25 good practice questions - for which respondents were asked to provide constructive feedback in line with their experience of being a member of the Audit and Scrutiny Panel by answering *Yes*, *No*, *Partially*, or *Don't Know* to each of the questions. A *No* or *Partially* response in some questions prompted a further question that asked for more details to help understand any further improvements required in this respect. The 25 good practice questions are listed in Appendix 1 for information.
- An opportunity for respondents to highlight where they considered that the Panel works well, or to identify anything that they considered could be improved in relation to the Audit and Scrutiny Panel (in line with the Panel's approved terms of reference).

How well are we doing?

2.3 A RAG status was applied to each of the 25 good practice questions based on how respondents answered each question, this is set out in *Table 1* below.

Description	RAG status applied
Respondents replied with a *Yes* to the question in the online survey = this is an area of good practice.	Green
Respondents replied with a *Partially* to the question in the online survey = this is an area that requires further investigation.	Amber
Respondents replied with a *No* to the question in the online survey = this is an area that requires further investigation.	Red
Respondents replied with a *Don't Know* to the question in the online survey = this is an area that requires further investigation.	Grey

Table 1: Description of survey responses and RAG status applied

2.4   The online survey received a 58% response rate, with 11 out of 19 participants answering the 25 good practice questions. The aggregated RAG status for the 25 good practice questions combined is set out in Figure 1 below. A high level summary of the results shows that:

- Notwithstanding the response rate, the results still show a relatively positive response across all 25 questions, with **53%** of responses having a *Yes* response.
- There is a much smaller proportion of negative responses in terms of *Partially* (**12%**) and *No* (**11%**).
- Of particular note, however, is the proportion of *Don't Knows* (**24%**) which exceed the responses for *Partially* and *No* combined. It is however recognised that the proportion of *Don't Knows* will have been influenced by the length of time respondents have been a member of the Audit and Scrutiny Panel.

Figure 1: % of responses aggregated for all 25 good practice questions
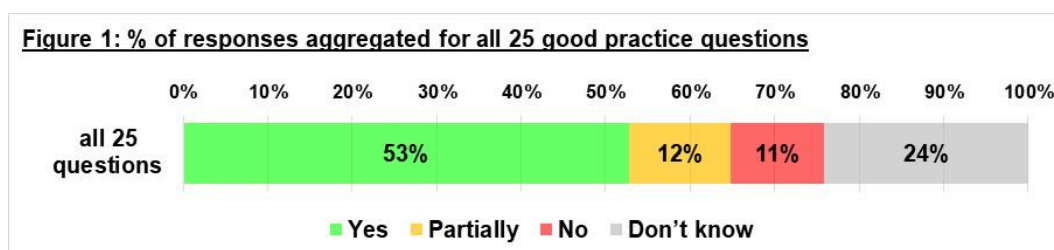
2.5   The detailed results to the online survey, which show the % of types of responses to each of the 25 good practice questions, is reflected in Figure 2 in Appendix 1. Where the results of the self-evaluation show a high degree of performance against the good practice questions, CIPFA consider this to be an indicator that the Audit and Scrutiny Panel is soundly based and has in place a knowledgeable membership. As well as informing an improvement plan for the Panel, the self-evaluation exercise is also considered an important improvement tool in terms of supporting future planning for the Panel's work programme, training plan, and annual report.

2.6   As can be seen from Figure 2 in Appendix 1, the good practice questions where it was considered that the Panel worked well (i.e. which received the highest *Yes* responses) are listed in Table 2 below. These results were substantiated by feedback from respondents in terms of where they considered the Panel works well.

Theme	Good practice question	% responses = Yes
Membership and Support	Q15. Does the Panel have good working relations with key people and organisations, including external audit, internal audit, and the chief financial officer?	100%
Membership and Support	Q16. Is the secretariat and administrative support provided to the Panel adequate?	91%
Functions of the Panel	Q5. Has the Panel maintained its remit as set out in the Terms of Reference in the approved Scheme of Administration?	73%
Effectiveness of the Panel	Q19. Does the Panel engage with a wide range of leaders and managers, including discussion of audit findings, risks, and action plans with the responsible officers?	73%
Functions of the Panel	Q4. Are Members of the Panel committed to training and personal development to update and enhance their knowledge, skills, capacity, and capabilities (where appropriate or required) to deliver Best Value and perform their role on the Panel?	70%

How can we do better?

2.7   Conversely the good practice questions which were considered to require further investigation, and which received the highest combined responses for *Partially*, *No*, and *Don't Know*, are listed in Table 3 below.

Theme	Good practice question
Q22.	82% of respondents considered that the Panel had either *Partially* or had *Not* evaluated whether and how it is adding value to the organisation, or they *Didn't Know* if this was the case.
Q12.	73% of respondents considered that members of the Panel either *Partially* or did *Not* have appropriate knowledge and skills, or they *Didn't Know* if this was the case.
Q8.	73% of respondents considered that the Audit and Scrutiny Panel had *Not* considered the wider areas identified in CIPFAs Position Statement: Audit Committees in Local Authorities (2018) and whether it would be appropriate for the Panel to undertake them, or they *Didn't Know* if this was the case.
Q14.	73% of respondents considered that either *Partially* there were (or there were *Not*) arrangements in place to support the Panel with briefings and training, or they *Didn't Know* if this was the case.
Q21.	73% of respondents considered that the Panel had either *Partially* or had *Not* obtained feedback on its performance from those interacting with the Panel or relying on its work, or they *Didn't Know* if this was the case.
Q1.	54% of respondents considered that the role and purpose of the Audit and Scrutiny Panel was either *Partially* or *Not* understood and accepted across the council.
Q3.	54% of respondents considered that *Partially* there were arrangements in place to hold the Panel to account for its performance operating satisfactorily, or they *Didn't Know* if this was the case.

Table 3: Areas requiring further investigation
(i.e. *Partially*, *No*, and *Don't Know* responses combined)

2.8   As noted in paragraph 2.4, overall there are a higher proportion of *Don't Know* responses (24%) than *Partially* (12%) and *No* (11%) combined. While it is recognised that the proportion of *Don't Knows* will have been influenced by the length of time respondents have been a member of the Audit and Scrutiny Panel, this further supported the areas requiring further investigation. The good practice questions which received the highest *Don't Know* responses are listed in Table 4 below.

* Note, for some questions the responses have been aggregated to clearly differentiate between (a) areas of good practice (i.e. *Yes* responses) and (b) areas requiring further investigation (i.e. *Partially*, *No*, and *Don't Know* responses combined). This has been applied in questions where the responses showed a significant differentiation one way or the other in order to further support a clear identification of areas for improvement.

Theme	Good practice question	% responses = *Don't Know*
Functions of the Panel	Q8. Has the Audit and Scrutiny Panel considered the wider areas identified in CIPFAs Position Statement: Audit Committees in Local Authorities (2018) and whether it would	64%

	be appropriate for the Panel to undertake them? * (a) 27% compared to (b) 73%	
Functions of the Panel	Q6. Is an evaluation undertaken to assess whether the Panel is fulfilling its terms of reference and that adequate consideration has been given to all core areas in the terms of reference?	46%
Functions of the Panel	Q7. Where coverage of core areas in the terms of reference has been found to be limited, are plans in place to address this?	46%
Membership and Support	Q14. Are arrangements in place to support the Panel with briefings and training? * (a) 27% compared to (b) 73%	36%
Effectiveness of the Panel	Q21. Has the Panel obtained feedback on its performance from those interacting with the Panel or relying on its work? * (a) 27% compared to (b) 73%	46%
Effectiveness of the Panel	Q22. Has the Panel evaluated whether and how it is adding value to the organisation? * (a) 18% compared to (b) 82%	46%
Effectiveness of the Panel	Q23 Does the Panel have an action plan to improve any areas of weakness.	46%
Effectiveness of the Panel	Q24. Does the Panel publish an annual report to account for its performance and explain its work?	46%

Table 4: Areas requiring further investigation (i.e. *Don't Know* responses)

Improvement plan

2.9   The areas requiring investigation shown in Tables 3 and 4 above were further substantiated by the qualitative feedback provided in terms of where respondents considered that things could be improved (in line with the Panel's approved terms of reference). When the detailed results from the online survey were analysed alongside the qualitative feedback a number of common areas requiring improvement were consistent in coming to the fore. The specific detail accompanying this analysis was set out in a synopsis that was incorporated into the report which was approved by the Audit and Scrutiny Panel in November 2023.

2.10   The analysis presented clear areas for improvement for which improvement actions were subsequently identified and developed into an Improvement Plan which is attached at Appendix 2 for the accountability purposes of the Policy and Strategy Committee.

Next steps

2.11   The improvement actions will be implemented by the respective Chief Officer in line with the timescales set out in the Improvement Plan in Appendix 2. An annual update to the Policy and Strategy Committee will report on the progress made in this respect.
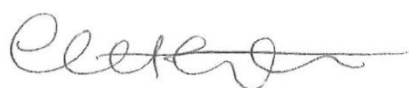
3.   Measures of success

3.1   Measures of success will be identified in the form of evidence which demonstrates that the council has effective Audit and Scrutiny Panel arrangements. Specifically, that the:

- Panel effectively discharges its duty in line with the council's Scheme of Administration.
- Performance and activities of the Panel are effective in discharging the Audit aspect of its role in line with CIPFAs Audit Committees Practical Guidance for Local Authorities (2018).
- Performance and activities of the Panel are effective in discharging the Scrutiny aspect of its role in line with ensuring the council can demonstrate Best Value through the existence of robust arrangements for performance reporting and scrutiny.

3.2 Further measures of success will reflect the skills and knowledge of the Elected Members on the Audit and Scrutiny Panel, and their commitment to ensuring they have (where appropriate or required) access to relevant training and resources to enhance their knowledge, skills, capacity, and capabilities in order to effectively undertake their role on the Panel.

4.   Supporting documentation

4.1   Appendix 1: 25 good practice questions.
Appendix 2: Improvement Plan.

Archie Aitken
Chief Officer (Legal and Democratic)

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?
	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 been discussed and agreed with Finance?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact**
	Does the report contain any HR policy or procedure impacts?
	Yes ☐ No ☒
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?

	Yes ☐ No ☐	
	If Yes, please provide a brief summary of the impact?	
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 been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?	
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? 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? 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?	
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?	
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? Implementation of a self-evaluation of the Audit and Scrutiny Panel contributes to the mitigation of the risk on the Corporate Risk Register for *governance,*	

	leadership, and decision making.
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.
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). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☐

Results of online survey showing % of types of responses to each of the 25 good practice questions

<u>**Figure 2: % of types of responses**</u>

Theme	Question	Yes	Partially	No	Don't know
Panel Purpose and Governance	Q1.	46%	27%	27%	
	Q2.	64%	18%	9%	9%
	Q3.	46%	27%	27%	
	Q4.	70%	10%	20%	
Functions of the Panel	Q5.	73%			27%
	Q6.	36%	9%	9%	46%
	Q7.	46%	9%		46%
	Q8.	27%	9%		64%
	Q9.	60%		20%	20%
	Q10.	55%	18%	18%	9%
Membership and Support	Q11.	64%	9%	9%	18%
	Q12.	27%	27%	18%	27%
	Q13.	55%	27%	9%	9%
	Q14.	27%	27%	9%	36%
	Q15.	100%			
	Q16.	91%			9%
	Q17.	55%	18%	18%	9%
Effectiveness of the Panel	Q18.	55%	18%	18%	9%
	Q19.	73%	9%		18%
	Q20.	64%	27%		9%
	Q21.	27%	9%	18%	46%
	Q22.	18%	9%	27%	46%
	Q23.	36%	9%	9%	46%
	Q24.	46%	9%		46%
	Q25.	64%		9%	27%

Legend: ■ Yes ■ Partially ■ No ■ Don't know

Theme	Question	
Panel Purpose and Governance	Q1.	Is the role and purpose of the Audit and Scrutiny Panel understood and accepted across the council?
	Q2.	Does the Panel provide support to the council in meeting the requirements of good governance?

Theme	Question	
	Q3.	Are the arrangements to hold the Panel to account for its performance operating satisfactorily?
	Q4.	Are Members of the Panel committed to training and personal development to update and enhance their knowledge, skills, capacity, and capabilities (where appropriate or required) to deliver Best Value and perform their role on the Panel?
Functions of the Panel	Q5.	Has the Panel maintained its remit as set out in the Terms of Reference in the approved Scheme of Administration?
	Q6.	Is an evaluation undertaken to assess whether the Panel is fulfilling its terms of reference and that adequate consideration has been given to all core areas in the terms of reference?
	Q7.	Where coverage of core areas in the terms of reference has been found to be limited, are plans in place to address this?
	Q8.	Has the Audit and Scrutiny Panel considered the wider areas identified in CIPFAs Position Statement: Audit Committees in Local Authorities (2018) and whether it would be appropriate for the Panel to undertake them?
	Q9.	Is the Panel's role clear in relation to ensuring the council can demonstrate Best Value through the existence of robust arrangements for performance reporting and scrutiny?
	Q10.	Do the scrutiny structures in the council support Members in reviewing and challenging performance?
Membership and Support	Q11.	Does the Convener of the Panel have appropriate knowledge and skills?
	Q12.	Do Members of the Panel have appropriate knowledge and skills?
	Q13.	Do Members of the Panel receive sufficient support to perform their role on the Panel?
	Q14.	Are arrangements in place to support the Panel with briefings and training?
	Q15.	Does the Panel have good working relations with key people and organisations, including external audit, internal audit, and the chief financial officer?
	Q16.	Is the secretariat and administrative support provided to the Panel adequate?
	Q17.	Does the Panel have access to clear, timely, and sufficiently detailed information that allows them to carry out their governance and scrutiny role?
Effectiveness of the Panel	Q18.	Are meetings effective with a good level of discussion and engagement from all Panel members?
	Q19.	Does the Panel engage with a wide range of leaders and managers, including discussion of audit findings, risks, and action plans with the responsible officers?
	Q20.	Does the Panel make recommendations for the improvement of governance, risk, control, and performance and are these acted on?
	Q21.	Has the Panel obtained feedback on its performance from those interacting with the Panel or relying on its work?
	Q22.	Has the Panel evaluated whether and how it is adding value to the organisation?
	Q23.	Does the Panel have an action plan to improve any areas of weakness?
	Q24.	Does the Panel publish an annual report to account for its performance and explain its work?
	Q25.	Is the Panel assured that its scrutiny of council performance adds value to the scrutiny activity which already takes place at Service Committee level and does not duplicate efforts?

Self-evaluation of the Audit and Scrutiny Panel: Improvement Plan.

Improvement actions	Lead	Target date	Measures of success	Outcomes
(1) Formally establish a regular face to face learning and development programme for the Audit and Scrutiny Panel to ensure members of the Panel have the appropriate skills and knowledge and (where required) access to relevant training and resources to effectively undertake their role.				
1.1 Develop and deliver a training programme that includes all relevant aspects of Audit and Risk, and covers the role of Audit in line with the key principles set out in CIPFAs Position Statement: Audit Committees in Local Authorities (2018) and the supporting Audit Committees Practical Guidance for Local Authorities (2018) document.	Chief Officer (Audit and Risk)	By the end of 2023/24.	All members of the Audit and Scrutiny Panel attend the annual session.	Members of the Audit and Scrutiny Panel are informed and able to fulfil their roles and responsibilities in line with the terms of reference as set out in the Scheme of Administration.

The purpose of the Audit and Scrutiny Panel is clear as well as the role of members and the expectations of them. |
| **1.2** Develop and deliver a training programme that includes all relevant aspects of Scrutiny and covers (a) the role of Scrutiny in terms of ensuring the council can demonstrate Best Value through the existence of robust arrangements for performance reporting and scrutiny, and (b) the approach to scrutiny led by members of the Panel and the supporting assessment and prioritisation process. | Chief Officer (Business and Digital) | By the end of 2023/24. | All members of the Audit and Scrutiny Panel attend the annual session. | All members of the Audit and Scrutiny Panel have a good and consistent level of awareness and understanding of the purpose of the Audit and Scrutiny Panel, its role in relation to the council's governance arrangements - including the approach and assessment and prioritisation process for scrutiny led by Panel members - and there is an appreciation of the role they have to play in scrutinising all information presented to the Panel.

Areas for improvement arising from the self-evaluation exercise will be addressed, in particular the following: |
| **1.3** As part of the programme for the sessions at 1.1 and 1.2 above, further discussions to be held with members of the Audit and Scrutiny Panel to identify potential areas for briefings and further training requirements. | Chief Officer (Audit and Risk) / Chief Officer (Business and Digital) | By the end of 2023/24. | All members of the Audit and Scrutiny Panel attend the annual sessions for (i) Audit and Risk and (ii) Scrutiny to participate in the discussions. | Q12. 73% of respondents considered that members of the Panel either *Partially* or did *Not* have appropriate knowledge and skills, or they *Didn't Know* if this was the case.
Q8. 73% of respondents considered that the Audit and Scrutiny Panel had *Not* considered the wider areas identified in CIPFAs Position Statement: Audit Committees in Local Authorities (2018) and whether it would be appropriate for the Panel to undertake them, or they *Didn't Know* if this was the case. |
| **1.4** Develop an online e-learning module for LearnNL to provide a means to raise awareness of the work of the Audit and Scrutiny Panel for new members prior to undergoing the face-to-face training on an annual basis. This would also serve as a refresher and information resource | Chief Officer (Audit and Risk) / Chief Officer (Business and Digital) / Leader and Talent Development Manager | Module developed by the end of 2023/24.

Completed annually thereafter from 2024/25 onwards. | All members of the Audit and Scrutiny Panel complete the e-learning module on LearnNL on an annual basis. | Q14. 73% of respondents considered that either *Partially* there were (or there were *Not*) arrangements in place to support the Panel with briefings and training, or they *Didn't Know* if this was the case. |

Improvement actions	Lead	Target date	Measures of success	Outcomes
which members of the Panel would be able to dip in and out of as required.				
(2) **Ensure the Audit and Scrutiny Panel continues to effectively discharge its duties and can demonstrate that it adds value to the organisation.**				
2.1 Produce an annual report that summarises all Audit and Risk elements considered by the Audit and Scrutiny Panel during the year and highlights the impact of the work of the Panel.	Chief Officer (Audit and Risk)	Annual report for 2023/24 to be submitted in cycle 4 of 2024.	Annual report to committee.	Annual reports will raise awareness of the work of Audit and Scrutiny Panel across the organisation. Areas for improvement arising from the self-evaluation exercise will be addressed, in particular the following: Q22. 82% of respondents considered that the Panel had either *Partially* or had *Not* evaluated whether and how it is adding value to the organisation, or they *Didn't Kno*w if this was the case.
2.2 Produce an annual report that summarises all Scrutiny elements considered by the Audit and Scrutiny Panel during the year and highlights the impact of the work of the Panel.	Chief Officer (Business and Digital)	Annual report for 2023/24 to be submitted in cycle 2 of 2024.	Annual report to committee.	Q21. 73% of respondents considered that the Panel had either *Partially* or had *Not* obtained feedback on its performance from those interacting with the Panel or relying on its work, or they *Didn't Kno*w if this was the case. Q1. 54% of respondents considered that the role and purpose of the Audit and Scrutiny Panel was either *Partially* or *Not* understood and accepted across the council.
2.3 Continue to evaluate the effectiveness of the Panel in discharging its duties - initially through an annual check in and self-evaluation in line with the principles set out in CIPFAs Position Statement: Audit Committees in Local Authorities (2018), the supporting Audit Committees Practical Guidance for Local Authorities (2018) document, and the Best Value Guidance (2020). The frequency of follow up self-evaluations will be determined by the extent of improvements required following the 2024 self-evaluation exercise.	Chief Officer (Legal and Democratic)	September 2024.	All members of the Audit and Scrutiny Panel engage in the evaluation process. Outcome report and improvement plan from self-evaluation concluded and submitted to the Panel for approval and implementation.	An ongoing evaluation will ensure the Audit and Scrutiny Panel remains effective in providing *"independent assurance to the council and those charged with governance on the adequacy of the council's risk management framework and internal control environment"*. Areas for improvement arising from the self-evaluation exercise will be addressed, in particular the following: Q3. 54% of respondents considered that *Partially* there were arrangements in place to hold the Panel to account for its performance operating satisfactorily, or they *Didn't Kno*w if this was the case.
2.4 Continue to seek to improve the effectiveness of the Panel by asking Council to amend current governance	Chief Officer (Audit and Risk) / Chief	By the end of 2023/24.	Members attending Panel meetings have appropriate training,	

Improvement actions	Lead	Target date	Measures of success	Outcomes
arrangements and remove the scope for substitute members to attend Audit and Scrutiny Panel meetings given the importance of Panel members having appropriate training, knowledge, and understanding and recognising the role that consistency in involvement has in terms of ensuring ongoing Panel effectiveness.	Officer (Legal and Democratic)		knowledge, and understanding of the work of the Panel and this is enhanced over time through ongoing and consistent involvement in the Panel's business.	

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   JMcK/GP   **Date**   07/12/23

The Enterprise Strategic Vehicle – Update and future development

From   James McKinstry Chief Officer (Assets and Procurement)

E-mail   mckinstryj@northlan.gov.uk   **Telephone**   07939 281102

Executive Summary

The Policy & Strategy Committee has previously received a number of reports updating on the progress of the Enterprise Project and more recently a report was provided to a special meeting of the Council on 17th August 2023.

This report provides a further update on the Enterprise Project highlighting both progress to date and planned future development.

In 2019, North Lanarkshire Council (the 'council') outlined a shared vision for long-term growth and prosperity for the area's communities focused on inclusivity - plan for North Lanarkshire (the 'Plan').

The Enterprise Project is a key element of the council's work programme to fulfil the Plan. It aims to establish an integrated approach for the future delivery of repairs, maintenance and investment in the council's housing, corporate and roads and infrastructure asset portfolio.

Phase one of the Enterprise Project focuses on three substantial public procurements to support the agreed delivery model and to secure continuity of essential service provision;

1. Housing and Corporate maintenance and improvement services (the 'Housing and Corporate Contract');
2. Roads and infrastructure maintenance and improvement services (the 'Roads Contract'); and
3. Place shaping advice and services (the 'Place Shaping Contract').

Its ambition is to create strategic relationships with a small number of best-in-class private sector service providers while cultivating an integrated internal 'intelligent client' function and bolstering internal commercial capacity and expertise.

The proposed contracts will deliver a range of service improvements, increase efficiency and importantly create significant social value for the local area at a scale not achievable from current practice.

<u>The Housing and Corporate Contract</u>

Committee will recall that the procurement for the Housing & Corporate Contract is progressing with a single Bidder, the negotiation stage of the procurement is complete and an invitation to submit a Final Tender was issued to the Bidder on the 30 October 2023.

The procurement remains on track, and subject to the Bidder satisfying the council's requirements in full, the Council will be asked to approve the award of the proposed contract, this expected to be mid Feb 2024 with the services targeted to commence on 1 April 2024.

The short-term extensions to the current contracts with MEARS and Saltire approved at the meeting of the Council on 17 August 2023 have been actioned.

<u>The Roads Contract</u>

The procurement for the Roads Contract is progressing with the three Bidders shortlisted from the selection stage of the procurement procedure. Assessment of the Bidders initial tender submissions and the negotiation stage of the procurement is complete and an invitation to submit a Final Tender was issued to all three Bidders on the 6 November 2023.

To allow time for the procurement to conclude, secure internal approvals and thereafter to mobilise the new contract, the current contract with Amey Public Services LLP which expires in June 2024 will need to be extended for a short period of between 3 and 6 months. This extension is unavoidable in order to maintain continuous provision of service, some of which is legislative in nature.

It is targeted that a contract award recommendation will now be provided to the scheduled meeting of the Council on 28 March 2024 and not mid-February as previously indicated to the Council meeting on 17 August 2023. This will allow the procurement to conclude, the new contract to be mobilised with the services now targeted to commence on 5 August 2024.

<u>Positive progress</u>

The anticipated positive outcomes from the negotiation stage of both procurements provide assurance and increased confidence that the procurements will be progressed to a successful conclusion.

<u>The Place Shaping Contract</u>

Through necessity, the immediate priority and the focus of project resource is ensuring that the successor arrangements for the Housing and Corporate Contract and the Roads Contract are in place for the expiry of the current contracts.

The longer-term solution for the provision of Place Shaping Advice and Services will be developed as soon as project resource capacity allows, with work now expected to commence in Autumn 2024.

<u>Project Governance</u>

The Project Board meets regularly to oversee all aspects of the Enterprise Project, in addition periodic reports are provided to the corporate management team and Committee.

Internal Audit has reported previously on this project on three occasions, with the reports providing generally positive assessments of the project governance arrangements. Currently Internal Audit is undertaking further work in relation to aspects of the Enterprise Project, as part of their 2023-24 Internal Audit Plan.

The results will be reported to the Audit and Scrutiny Panel when complete, in line with Internal Audit Charter and associated reporting protocol. Key findings from the audit process will also be included in future reports to the Policy and Strategy Committee/Council to inform and assist members' decision-making.

Recommendations

It is recommended that the Policy and Strategy Committee;

   1) in relation to the Housing & Corporate Contract acknowledge;

   a) the positive progress with the procurement and timeline to completion, set out at para 2.5 of this report; and

   b) that internal audit is undertaking further work as part of their 2023-24 Internal Audit Plan, the scope of the audit and reporting arrangements set out at section 2.8 of this report;

   2) in relation to the Roads Contract;

   a) acknowledge the positive progress with the procurement and timeline to completion, set out at para 2.6 of this report;

   b) agree, that in order to allow sufficient time for the procurement to conclude, and the new contract to be mobilised, the current contract with Amey will need to be extended for a short period of time (between 3 and 6 months) beyond its June 2024 expiry date; and

   3) in relation to the Place Shaping Contract acknowledge;

   a) the status of the procurement and planned future development, set out at para 2.7 of this report.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(24) Review and design services around people, communities, and shared resources
Programme of Work	Statutory / corporate / service requirement

1. Background

1.1 The Enterprise Project aims to develop an innovative new approach to delivery for a full range of interconnected property, community asset and infrastructure investments to ensure the Council delivers on its shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire.

1.2 By way of reminder, the Enterprise Project delivery model;

- was required, as despite positive pre-procurement market engagement, the previously advertised contract opportunity failed to attract sufficient market interest to allow the Enterprise Strategic Commercial Partnership Project as envisaged to proceed;
- was informed by extensive market engagement;
- adopts a hybrid approach which will consist of a blend of in-house delivery, supplemented as required by external expertise and capacity, while continuing to deliver services through a significantly reduced range of third-party contracts;
- will create focused strategic relationships with a small number of 'best in class' service providers from the private sector along with the development of a more integrated internal 'intelligent client' function, building internal commercial capacity and capability;
- promotes a phased and prioritised approach to implementation. This will deliver improved efficiency, incremental improvement, and greater socio-economic impact in the short to medium term while allowing the council sufficient time to further develop its in-house commercial capacity and capability and to benefit from any improvement in market conditions in the medium to long term; and
- requires, three major public procurements to be completed;

    1. the Housing and Corporate Contract;
    2. the Roads Contract; and
    3. the Place Shaping Contract.

1.3 The Policy & Strategy Committee has previously received a number of reports updating on the progress of the Enterprise Project.

- 19 March 2020;
- 2 December 2021; and
- 1 December 2022.

More recently a report was provided to a special meeting of the Council on the 17th August 2023.

The Housing and Corporate Contract

1.4.1 The Committee previously approved the commencement of a public procurement exercise and subject to future Council approval, to enter a new contract now targeted to commence on 1 April 2024. Many of the services within scope of the new contract, are essential and legislative in nature, and it is essential that appropriate contractual arrangements are in place to ensure continuity of service provision.

1.4.2 Under the agreed procurement strategy, it is proposed to procure a contract with a single provider for a minimum period of eight years, with contract extensions available, subject to performance, to a maximum contract length of twelve years. The estimated upper limit of the contract including contingency, and VAT is £1.8 billion.

1.4.3 The Contract Notice and supporting documentation for the Housing and Corporate Contract opportunity was published on the UK Find a Tender Portal and the Public Contracts Scotland Portal on 21 June 2022, this formally launched the procurement.

1.4.4 To augment the services provided under the current Housing and Corporate maintenance contract and the Gas Servicing contract there are an additional 42 individual contracts in place.

1.4.5 The proposed contract will incorporate all of these, including Gas Servicing under a single overarching agreement. The proposed contract will allow the council to access a range of maintenance, repair and essential compliance services. These include:

- planned maintenance on tenanted, corporate and empty properties;
- responsive repairs;
- essential compliance services (including; fire safety, gas safety, electrical testing and asbestos management);
- some related call handling services;
- investment projects/programmes; and
- ad-hoc minor works.

1.4.6 Not all of the services to be provided under the proposed contract will be delivered directly be employees of the service provider, a significant proportion (27% by value) of the services will be delivered through a supply chain, that will be established and managed by the service provider. This ensures that the proposed contract provides subcontract opportunities for local and regional organisations.

1.4.7 The short-term extensions to the current contracts with MEARS and Saltire approved at the meeting of the Council on 17 August 2023 have been actioned and in accordance with General Contract Standing Orders a report providing further details in relation to these extensions was provided to the Housing Committee on 27 November 2023.

The Roads Contract

1.5.1 The Finance and Resources Committee previously approved the commencement of a public procurement exercise, and subject to future Council approval, enter a new contract now targeted to commence on 5 August 2024. Similar to the Housing and Corporate Contract, many of the services within scope of the proposed contract, are essential and legislative in nature, and it is essential that appropriate contractual arrangements are in place to ensure continuity of service provision.

1.5.2 Under the agreed procurement strategy, it is proposed to procure a contract with a single provider for a minimum period of eight years, with contract extensions available subject to performance, to a maximum contract length of twelve years. The estimated upper limit of the contract including contingency, and VAT is £450 million.

1.5.3 In accordance with applicable procurement legislation, the Contract Notice and supporting documentation was published on the UK Find a Tender Portal and the Public Contracts Scotland Portal on 1 November 2022. This formally launched the procurement.

1.5.4 To augment the services provided under the current Roads maintenance contract there are an additional 12 individual contracts in place. The proposed contract will incorporate all of these under a single overarching agreement.

1.5.5   The proposed contract will deliver a range of services including reactive maintenance, incident response services, routine maintenance, winter maintenance planning / delivery, network inspections, investment / improvement projects and programmes and other related work to the council's existing roads assets at scale.

1.5.6   Not all the services to be provided under the proposed contract will be delivered directly by employees of the service provider, a significant proportion (of between 25% and 54% by value) of the services will be delivered through a supply chain, that will be established and managed by the service provider. This ensures that the proposed contract provides subcontract opportunities for local and regional organisations. The actual proportion of the services that will be delivered through a supply chain will be confirmed at the point that the procurement concludes, and the identity of the Bidder recommended for contract award is known.

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2.   Report

2.1   Both the proposed Housing & Corporate Contract and the Roads Contract are being procured using the Competitive Procedure with Negotiation, which involves two post-selection stages of tendering (Initial Tenders and Final Tenders) with an intervening period of negotiation – focused on ensuring that the council's requirements are met. This approach will help to closely align the Bidders Final Tender submissions with the council's objectives and achieve best-fit contracting arrangements.

2.2   The negotiation stage of both procurements is complete. Negotiation sessions were held with all Bidders on 1:1 basis, with all but one of the sessions held in person. All Bidders were provided with the same number of sessions, equal allocation of time and consistent access to council officers and advisors.

2.3   The negotiations focused on key technical, operational and commercial issues aimed at Bidders improving on their Initial Tender submissions. The negotiation process was also used to point out to Bidders any elements of their Initial Tender submission which fell short of the council's requirements, with Bidders encouraged to improve their proposals appropriately in their Final Tender submission.

2.4   The project plan made provision for three rounds of negotiation with each of the Bidders, however given the complexity, the range and importance of the discussions, an additional two rounds of negotiations were required. As a consequence, the project plan had to be extended by three weeks to allow the process to complete.

The Housing and Corporate Contract - Progressing the procurement

2.5.1   The procurement continues to be progressed with the single Bidder – Mears Ltd. The negotiation stage of the procurement, as set out at paras 2.2-2.4 of this report comprised 5 rounds of negotiation with the Bidder and is now complete.

2.5.2   The Bidder engaged positively during the negotiation stage and as a result the council can reasonably expect that the Bidder will improve aspects of their technical, operational and commercial proposals, with these improvements anticipated to be confirmed in the Bidders Final Tender submission.

2.5.3   An invitation to submit a Final Tender was issued to the Bidder on the 30 October 2023. The deadline for receipt of the Bidders Final Tender submission was 20 November 2023, with the council's evaluation of the submission scheduled to complete by 15 December 2023.

2.5.4   The anticipated positive outcomes from the negotiation stage provide assurance and increased confidence that the procurement will be successful and subject to the Bidder meeting the council's requirements in full, that the proposed contract as envisaged can be awarded.

2.5.5   The current status and timeline for completion of the procurement and mobilisation of services thereafter is summarised in Figure 1, with further detail provided at Appendix 2.

<u>Figure 1</u>
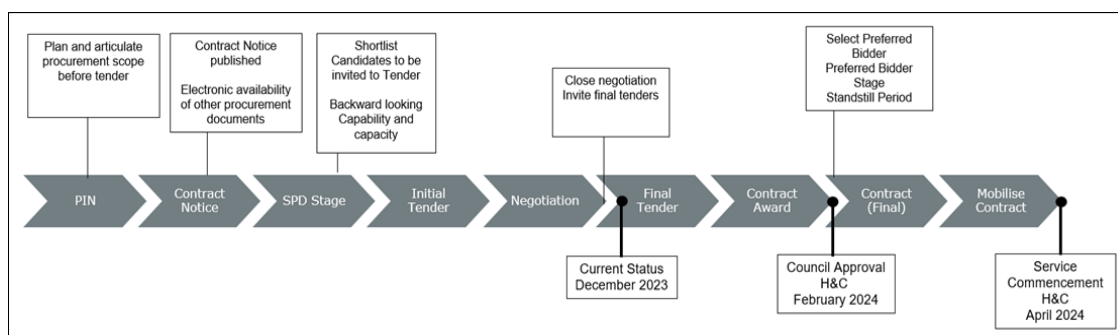
The Roads Contract – Progressing the procurement

2.6.1   The procurement continues to be progressed with the three Bidders who were successful at the selection stage of the procurement;

1. Amey OW Ltd;
2. Hochtief PPP Solutions GmbH; and
3. Kier Highways Ltd.

2.6.2   The three Bidders were issued with Invitation to Negotiate documentation on 3 April 2023 and invited to provide an Initial Tender submission to the council.

2.6.3   All three Bidders submitted an Initial Tender submission by the response deadline. The Bidder's Initial Tender submissions were assessed for affordability and, at that stage of the procurement, the extent to which the Initial Tender submission otherwise met the council's requirements.

2.6.4   The summary assessment of the financial elements of the Bidder's Initial Tender submissions indicates that the cost of providing the services under the proposed contract will be broadly comparable with current costs. The costs associated with the proposed contract are assessed as generally representing fair market rates and falling within acceptable parameters.

2.6.5   The outcome of the assessment of the Bidder's Initial Tender submissions against the council's qualitative criteria indicated that only one Bidder satisfied all 27 of the criteria. The other two Bidders, at this stage in the procurement, assessed as yet not meeting 1 and 7 of the 27 criteria. The details are provided in Appendix 1.

2.6.6   This was not of significant concern at that time, as the next steps in the procurement process were designed to facilitate improvement in both the financial and qualitative aspects of a Bidders' Initial Tender submission. A positive contract award decision will be contingent on the Bidder who is recommended for contract award meeting the council's requirements in full.

2.6.7 The negotiation stage of the procurement, as set out at paras 2.2-2.4 of this report comprised 5 rounds of negotiation with the Bidders and is now complete.

2.6.8 The Bidders all engaged positively during the negotiation stage and as a result the council can reasonably expect that the Bidders will improve aspects of their technical, operational and commercial proposals, these improvements anticipated to be confirmed in the Bidders Final Tender submissions.

2.6.9 An invitation to submit a Final Tender was issued to the Bidders on the 6 November 2023. The deadline for receipt of the Bidders Final Tender submissions is 8 December 2023, with the council's evaluation of the submissions scheduled to complete by 26 January 2024.

2.6.10 The outcome of the assessment of the Bidders' Initial Tender submission and the anticipated positive outcomes from the negotiation stage provide assurance and increased confidence that the procurement will be successful and subject to the Bidder meeting the council's requirements in full, that the proposed contract as envisaged can be awarded.

2.6.11 The additional time required to undertake the additional rounds of negotiation set out at para 2.4 has exhausted all the remaining contingency in the project plan. To allow time for the procurement to conclude, secure internal approvals and thereafter to mobilise the new contract, the current contract with Amey which expires in June 2024 will need to be extended for a short period of between 3 and 6 months. This extension is unavoidable in order to maintain continuous provision of service, some of which is legislative in nature.

2.6.12 Legal advice indicates that in the circumstances, to extend this contract beyond its expiry dates on substantially the same contractual basis and for a short period of time, would present a low risk to the council.

2.6.13 It is now anticipated that the procurement will conclude in time to provide a contract award recommendation to the scheduled meeting of the Council on 28 March 2024, thereafter the contract will be mobilised with the services targeted to commence on 5 August 2024. While a commencement date of 5 August 2024 is targeted, to provide some contingency in the project timeline, it would be prudent to consider having the ability to extend the current contract for a short period beyond this date.

2.6.14 The current status and timeline for completion of the procurement and mobilisation of services thereafter is provided in Figure 2.

Figure 2
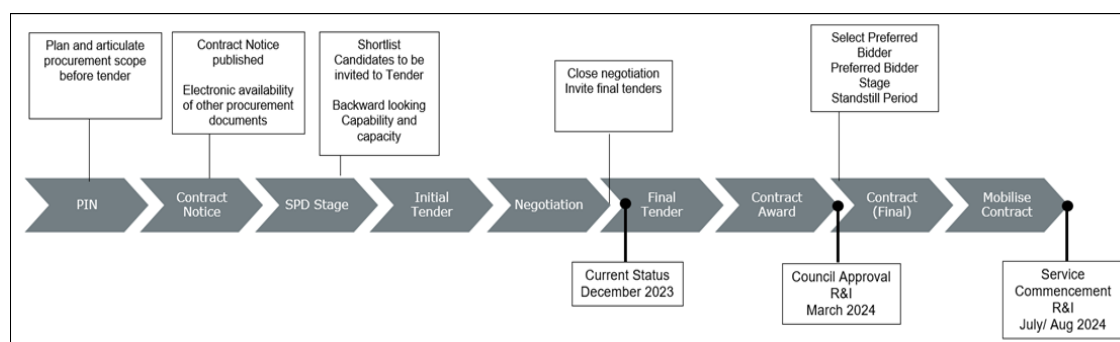
The Place Shaping Contract – update

2.7.1 Adopting a strategic management approach to place shaping through innovative and sustainable initiatives will help maximise community assets and public spaces. Effective place shaping will help make the connection between communities and North Lanarkshire 'the place'', helping with COVID and climate recovery and stimulating local economic growth.

2.7.2 Through necessity, the immediate priority and the focus of project resource is ensuring that the successor arrangements for the Housing and Corporate Contract and the Roads Contract are in place for the expiry of the current contracts.

2.7.3 However, a number of third-party frameworks have been identified and assessed as continuing to be suitable for the council's requirements in the short term. These frameworks will allow the council to access a range of expert external services, as and when required, to supplement in-house capacity and capability.

2.7.4 The longer-term solution for the provision of Place Shaping Advice and Services will be developed as soon as project resource capacity allows. It is anticipated that this work will now commence Autumn 2024.

Project governance

2.8.1 The Project Board meets regularly to oversee all aspects of the Enterprise Project, in addition periodic reports are provided to the corporate management team and Committee.

2.8.2 Internal Audit has reported previously on this project on three occasions, with the reports providing generally positive assessments of the project governance arrangements.

2.8.3 Currently Internal Audit is undertaking work, as part of their 2023-24 Internal Audit Plan, designed to provide assurance on two key aspects in relation to the Enterprise Project:

1. whether or not the project has continued to be managed in line with corporate expectations and in a manner consistent with good practice; and
2. whether or not, reasonable steps have been taken by management to successfully address and mitigate risks associated with the single bidder scenario, including the need to assess whether any proposed contract outcome can be demonstrated to deliver best value to the Council.

2.8.4 The Chief Officer (Audit and Risk) has advised that the assessment of this latter objective (how management have sought to secure and be able to demonstrate best value) will, in particular, consider the adequacy and effectiveness of how the Project Board/Team have sought to mitigate risks associated with the single bidder scenario and that this will include a detailed assessment of work undertaken by management in areas such as the use of benchmarking, the use and extent of transparent pricing and the development of costing models against which the bidder's costs/prices can be assessed.

2.8.5 Internal Audit work is currently ongoing and the results will be reported to the Audit and Scrutiny Panel when complete, in line with Internal Audit Charter and associated reporting protocols. Key findings from the audit process will also be included in future

reports to the Policy and Strategy Committee/Council to inform and assist members' decision-making.

3. Measures of success

3.1 The measures of success remain as previously reported to the Committee on 19 March 2020, the Enterprise Project will help the council to:

- shape North Lanarkshire;
- enhance our economy;
- regenerate our communities;
- provide cohesive maintenance and repairs;
- focus on whole-life investment;
- achieve more efficient and effective delivery;
- move towards more sustainable and carbon neutral communities; and
- provide access to additional resources.

3.2 The delivery model will continue to support twenty of the twenty five ambition statements, being a key driver for nine of these ambition statements (2, 3, 5, 6, 17, 21, 22, 24, 25) and contributing to eleven other ambition statements (1, 4, 10, 11, 12, 14, 15, 16, 18, 19, 23) and will be a catalyst for the successful delivery of the Plan for North Lanarkshire and its key priorities.

4. Supporting documentation

Appendix 1 - R&I Initial Tender assessment outcome
Appendix 2 – Procurement timetable – key dates

James McKinstry
Chief Officer (Assets and Procurement)

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? The Enterprise Project aims to create, through the council's strategic contractual relationships with service providers, social value at scale for local communities. This will help the council to meet the requirements of the Fairer Scotland Duty to reduce socio disadvantage. Socio economic impact is at the heart of the Enterprise Project and related contracts. The Enterprise Project will deliver a range of socio-economic benefits for the local community at a scale that cannot be achieved from current procurement and contract management practices. Targeted social value benefits will include; • Employment Education & Skills - generate employment and training opportunities for school leavers, apprentices and unemployed people; • Supply Chain Development & Opportunities - use small and medium sized enterprises (preferably local). Social enterprise or a supported business in supply chain; • Community Engagement & Capacity Building – to benefit local communities; • Environment - implement cardon reduction and sustainability initiatives; and • Innovation - introduce innovation in delivery of services (e.g., digital tools, automation, working practices). A single co-ordinated framework for delivering, measuring, and reporting socio economic impact across all Enterprise Project related contracts will be developed and implemented, this framework will be scalable for use across the wider organisation. The council incorporates the statutory guidance on addressing 'Fair Work Practices' including payment of the Living Wage in all significant procurements 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 been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? The provisional financial implications of the Housing Corporate Contract were reported to Council on 17 August 2023. The provisional financial implications of the Roads and Infrastructure Contract are provided in para 2.6.4 of this report.

The final financial implications for both contracts will not be known until the procurements are complete and will be included in the future contract award recommendation reports to Council.

5.3	**HR policy impact**	
	Does the report contain any HR policy or procedure impacts?	
	Yes ☒ No ☐	
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?	
	Yes ☐ No ☐	
	If Yes, please provide a brief summary of the impact?	
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 been discussed and agreed with Legal and Democratic?	
	Yes ☒ No ☐	
	If Yes, please provide a brief summary of the impact?	
	Legal advice has been and will continue to be sought to ensure compliance with applicable legislation, including but not limited to; procurement and contractual matters, company structures, and employment law considerations.	
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?	
	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?	
	The project includes securing efficiencies through further digitising aspects of information exchange and ways of working.	
	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? The Enterprise Project aims to develop an innovative new approach to delivery for a full range of interconnected property, community asset and infrastructure investments. As such, will help the council to create more attractive town centres, address areas of poor quality in the built environment, and encourage town centre living through greening and improved community assets. Added to this, the reshaping of North Lanarkshire's town centres will aim to incorporate more energy efficient housing and infrastructure and promote active travel and the use of public transport via the development of transport hubs / interchanges, to support future council targets for net zero emissions.
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? Regular updates relating to the Enterprise Project have been provided in line with the agreed project communication plan this will continue as the project progresses.
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? Associated risks for the Enterprise Project are identified and managed in accordance with the agreed corporate project risk management methodology and monitored and reported via the Project Team and/or Project Board with risk escalation as required.
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. The Bidders have made a commitment to diversifying its workforce through initiatives such as "Tradeswomen into Maintenance", and the "Armed Forces Covenant";

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).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☒

Appendix 1 – Roads and Infrastructure Maintenance and Improvement Services - Outcome of the assessment of ITN submissions

Reference	Question	Bidder 123	Bidder xyz	Bidder 9a7
Question 1.1a	Governance and Contract Management Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.1b	Depot Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2a	Service Delivery Plan for Core Services Reactive Maintenance, Statutory Compliance / Servicing, Project/Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2b	Severe Weather Service Delivery Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2c	Service Delivery Plan for Street Lighting for Reactive Maintenance, Statutory Compliance/Servicing, Core Projects/Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2d	Traffic Management Systems Service Delivery Plan for Reactive Maintenance, Statutory Compliance/ Servicing, Core Projects/ Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 1.2e	Services Delivery Plan for Specialist Services (excluding Roads Incident Response).	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2f	Service Delivery Plan for Roads Incident Response	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2g	Services Delivery Plan for Professional Services for Reactive Maintenance, Statutory Compliance/Servicing, Core Projects/Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 1.3	Resources Plan	Meets the minimum requirement	Does not yet meet the minimum requirement	Does not yet meet the minimum requirement
Question 1.4	Fair Work Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.5	Supply Chain Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement

Question 1.6a	Mobilisation Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.6b	Service Exit Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.7	Technology Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 1.8a	Health and Safety Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.8b	Quality Management Systems Plan.	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.8c	Environmental Management System Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.8d	Service Continuity Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.1	Social Value Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.2	Local Supply Chain Development Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.3	Local Community Engagement and Capacity Building Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.4	Environmental Impact Reduction Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 2.5	Innovation and Improvement Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 3.1	Commercial Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 3.2	Pensions Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 4.1	Legal	Evaluated Offline	Evaluated Offline	Evaluated Offline

Appendix 2 - Procurement timetable – key dates

Programme Task	Housing & Corporate	Roads & Infrastructure
Initial Tender Launch*	~~13 March 2023~~	~~3 April 2023~~
Initial Tender Period*	~~13 March – 5 May 2023~~	~~3 April – 30 June 2023~~
Tender Review*	~~8 May – 9 June 2023~~	~~30 June – 9 August 2023~~
Price Clarification*	~~16 June – 17 July~~	~~N/A~~
Negotiation*	~~11 September – 24 October 2023~~	~~11 September – 19 October 2023~~
Prepare Final Tender*	~~3 October – 30 October 2023~~	~~18 September – 6 November 2023~~
Final Tender Period*	~~30 October – 20 November 2023~~	6 November– 8 December 2023
Tender Evaluation and Moderation	20 November– 15 December 2023	8 December 2023 – 26 January 2024
Contract award – Council decision	Mid- February 2024	28 March 2024
Standstill Period	N/A	29 March – 15 April 2024
Finalise Legal Documents	5 January – 15 February 2024	March - April 2024
Mobilisation	Feb 2024 - post contract commencement	May – August 2024
Contract Commencement	1 April 2024	5 August 2024

Tasks complete as of 7 December 2023*