

North Lanarkshire Council Report

Policy and Strategy Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref SP/ST

Date

05/12/24

Leadership & Operating Model – phase 2 progress update

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Executive Summary

As outlined in the leadership and operating model report presented to committee on 6th June 2024, the delivery plan within the approved One Service programme of work aims to facilitate the Council's transition over three phases within the next 10-15 years towards a fully integrated town and community hub operating model.

This progress report sets out a range of developments and future plans. It summarises the strategic journey to date, progress made since the last report to committee and the proposed plans for 2025 geared towards the new build community hubs and seeks approval for the forward plan and direction set out.

Recommendations

It is recommended that Committee:

1. Acknowledge the progress made since the last update to Committee on 6th June 2024
2. Approve the direction set out in the report that is also linked to the recent approval of the SARIS report approved by committee on 26th September 2024 to take forward tests of change through targeted investment should smaller sums of additional funding become available to facilitate more hubs through the existing estate
3. Promote the Community Hub and associated plans for 2025 and beyond to help build presence and understanding of the hubs and their benefit to the local community and inspire greater involvement from local people and community organisations in line with local outcome improvement priorities (LOIPs)
4. Recognise that a further report on progress will be presented to Committee in June 2025.

The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

Programme of Work One Service

1. Background

- 1.1 This report is an update on the Leadership and Operating Model delivery plan discussed at Policy and Strategy Committee on 6th June 2024.
- 1.2 Our transition towards a new operating model for town and community hubs aims to facilitate a more community led approach and, where local expertise is available, reduce dependency on council services and help people to help themselves. Providing early advice, guidance and support to address problems quickly and avoid the need for escalation to more costly, intensive or crisis interventions is a key focus of the operating model and approach to community hubs. This has also been reinforced by insights gained from community co-design work on getting it right for everyone (GIRFE) over the last 12 months, carried out in partnership with Adult Social Work and presented to the HSCP Integrated Joint Board on 23rd October 2024. The co-design work highlighted the issues some people have in accessing advice and support, navigating the system, having to explain their circumstances repeatedly and recognised a need for improved ways of working and sharing information across Council services, partners and agencies to provide a more integrated approach.
- 1.3 Consequently, new and more integrated place based service delivery models means that we need our assets to work differently across a community, particularly with a declining school age population and rising elderly adult population, whilst meeting the needs of a more distributed workforce working across communities and within people's homes. This means providing the ability for identified teams, supports and services to be consolidated into or delivered from hubs and other assets to have a greater impact on improving equity and health outcomes across North Lanarkshire. Community hubs, in line with the council's approved strategy, should act as a gateway for support and services and for early intervention, preventative support and targeted activities based on local needs (this includes community and council-run activity). This was further reinforced within the strategic asset review and investment strategy (SARIS) report approved at Committee on 26th September 2024.
- 1.4 Members will recall from the June meeting what phase 2 of the approved three phased Leadership and Operating Model programme sets out to achieve (see Appendix 1). Within this phase and to support the One Workforce approach, all council services are in the process of completing service reviews and redesigning their delivery models taking cognisance, through a data led approach, of how our face to face customer service offer is changing in line with demand, in response to national policies and reform and as we push more services online digitally through the approved Digital NL programme of work.
- 1.5 Underpinning the Council service reviews and redesign remains the ability to connect with and respond to needs locally to support people's most important issues whether that be in the community, in people's homes or via the community hubs. As such, the community hubs aim to assist individuals to resolve their query at an initial point of contact or provide a pathway to more specialist advice if this is required – providing us with an opportunity to deploy resources and offer contact time for individuals and families relative to core areas of support (as shown in Appendix 2) which fit with and have the potential to be embedded within the hub model of delivery and as the hub model scales.
- 1.6 The hub provision and modern well equipped spaces offered for community use should also support delivery of the local outcome improvement priorities (LOIP's) that are facilitated through the community board structure, locality partnership teams and locality planning groups. The introduction of three community hub co-ordinators to pilot

a new approach over the next 2-years is a fundamental step forward in our transition, enabling more detailed research as to how the hubs are helping and benefiting people across three geographic areas, each incorporating the community board structure.

2. Report

2.1 This report provides an update on the elements of the operating model accelerated following Committee on 6th June 2024.

2.2 The report focuses on three main areas:

- A reminder of the journey to date including previously approved direction on linked activity from Committee
- The progress made since June to accelerate phase 2
- Forward plan of next steps for this phase, also tied to the strategic asset review and investment strategy recommendations approved at Committee on 26th September 2024

Journey to date and approved direction

2.3 The Council's target operating model vision and detailed design approach sets out an investment programme for the digital transformation needed for the Council to make significant and meaningful change to the way it delivers services, connects communities and enables businesses. The foundations have been set that underpin the vision for the front office of the Council's operating model (see Appendix 3) with the introduction of the customer services hub, new council website, self-service portal and current project to implement a new Council wide corporate booking system.

2.4 Policy and Strategy Committee approved the hub strategy, guiding principles and prioritisation matrix (see Appendix 4) linked to the Town and Community Hub programme at the meeting held on 19th March 2020. The principles and prioritisation matrix continue to guide our approach and forward plans as we transition to the future operating model. The strategic asset review and investment strategy (SARIS) presented to Policy and Strategy Committee on 19th September 2024 outlined the hub programme and how it seeks to support the operating model through greater integration of Council assets within local areas, providing opportunities for communities to access earlier and more inclusive support and services.

2.5 The Leadership and Operating model phased approach (Appendix 1) was approved at Policy and Strategy Committee in December 2021, with progress and planned direction approved at the meeting on 16th March 2023 and again on 6th June 2024. Phase 1, which included the introduction of integrated hubs across the existing estate and the introduction of the council's hybrid workforce policy was completed, and the programme is now in phase 2. The revised hybrid working arrangements were approved at Finance and Resources Committee on 28th February 2024 with plans to accommodate the revised model across our asset portfolio being implemented.

2.6 A fundamental part of the work of the delivery team in the last 12 months has been working to strengthen connections and linkages between the operating model, one workforce plan, the wider council programme of work and hub design and delivery. Our place-based approach is critical as we transition the operating model through phases, as services redesign and adopt new delivery models responding to the challenges presented by the financial landscape and public sector reform implications. Service plans were presented to the One Service board between April and November setting out their planned transition. The priorities, progress and forward plan for the Operating

Model work is illustrated in Appendix 5, with additional context in sections 2.6.1 to 2.6.4 below.

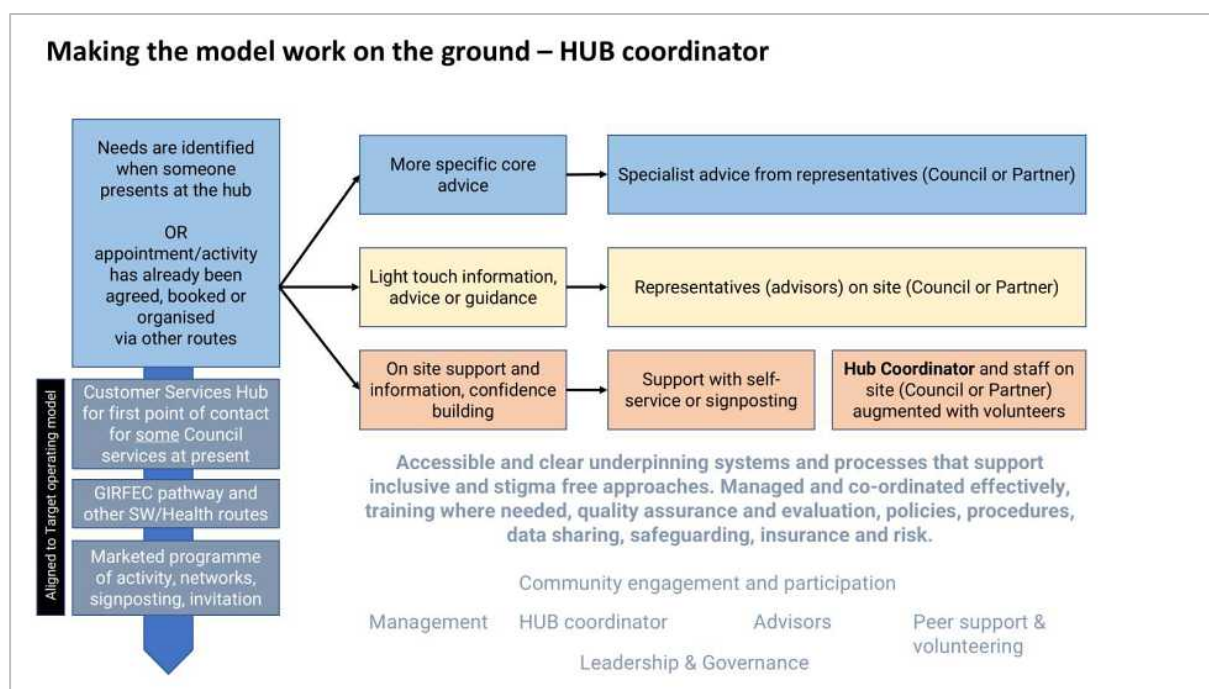
- 2.6.1 The ambition for our community hubs is to enable the delivery of more integrated services to communities which need them most, bringing organisations together to work in different ways and connect with the community. Consequently, we must make sure that any provision in and around our community hubs is in line with community needs through a co-design process, that we continue to review and understand how people are accessing supports and services using what data and intelligence we have and that we deploy the resources we do have effectively and efficiently as service reviews are carried out and services redesign. Including acknowledging the landscape faced by the community and voluntary sector and the public sector reform that lies ahead.
- 2.6.2 There is significant work underway across multi disciplined teams to align the work around 'early and inclusive family support' approved by the Education & Families Committee and the work approved at Adult Social Work and Care Committee on 19th September 2024 including the redesign of home support, implementation of self-directed support and national development of home first to help people maintain their independence. These developments provide a specific focus on improving equity and health outcomes, enabling people to live well within their community and are facilitating a more formal identification of how the community hubs can enable the delivery of place-based supports and services in line with community needs and demand.
- 2.6.3 From the work set out above we have identified through community co-design work that communities need and want to live well in their community, be active, healthy and socially included with access to local community place making or regeneration activity. They also wish to have easy and early access to health, financial, employment and housing advice, with a willingness to access this online provided it was easy or that they were supported to get online. Being able to connect with each other, form new relationships and share knowledge, as well as access new learning opportunities/activities was an area that came through strongly. The provision of youth activities was also a key theme due a perceived gap felt through antisocial behaviour and for parents with young people attending schools within hubs at weekends and summer holidays. The perception of community hubs as schools was an area suggested that needs to be overcome through more independent coordination and leadership of the hubs and their activity, either through non-education staff or community, voluntary sector involvement or leadership. In addition to this, with Business Gateway enterprise services moving into the council, there is an opportunity to use hubs to meet clients and provide community and start-up workshops.
- 2.6.4 These developments have formed the basis for an accelerated phase 2, integrating teams and functions in a way which provides access to a range of services and provides direct delivery of supports and interventions. It will support staff to work in agile ways within communities and enhance their ability to deliver services in people's homes. The operational aspects of the hub being managed by a dedicated Coordinator will further strengthen our approach and enable a focused understanding of who accesses them, how they are used, and in what ways community and voluntary sector organisations can contribute and benefit to support delivery of the plan for NL and local outcome improvement priorities.

Progress within phase 2 since June 2024

The introduction of Community Hub Coordinator role

- 2.7 The Hub Coordinator role is a key step forward for phase 2 now that three new development community hubs are established and operational across North, Central and South areas. The role, whilst being responsible for ensuring smooth day-to-day operations of the hub, will work across council services and partners delivering a range of 'needs based' support, information and advice services and activities in the hub, in the community or in people's homes. The remit includes being the main point of contact in the hub for individuals, preparing the hub activity programme and communication plan, coordinating monitoring and evaluation processes and linking with community connectors and volunteers. All of this will ensure that the right services are provided within the right location using all the information and intelligence available.
- 2.8 The recruitment process for the Hub Coordinator roles is underway. While the coordinators will initially be based in a hub site, they will provide flexibility to take on more locations as more hubs are established and services review and redesign their own delivery models. An illustration of the support pathway is set out below. based on existing processes and depending on intensity, to engage and connect individuals is set out below.

Introduction of the Hub Coordinator and how it will work in a hub



Formal identification of council and partner services providing a core offer that will be piloted through three community hubs in 2025

- 2.9 Building on the work detailed in sections 2.7 the formal identification of Council and partner services that will operate via the community hubs is set out below. As recognised by Audit Scotland in their Best Value thematic audit on workforce innovation: "The council's workforce planning approach is integrated with The Plan for

North Lanarkshire... the development of hubs will present further opportunities for collaborative working.”

- 2.10 Subject to the approval of the core offer set out below and the introduction of the Hub Coordinators a more formal timetable of contact time and activity for each hub will be worked up for 2025 in partnership with services and the communications team. An illustrative weekly calendar is shown in Appendix 6.

Tackling poverty team

- 2.11 The team have increased their presence in the hubs during 2024 and in line with the new hybrid model have staff located out of the hubs some of the week where they carry out their day-to-day business. The intention for 2025 is to:
- Continue operating from hubs to be based within the community
 - Provide a face-to-face service through interviews relative to income maximisation, money advice, and form filling/assisted self-service
 - Establish a diarised appointment service for mandatory reconsiderations and appeals
 - Deliver financial education sessions
 - Enable greater collaborative working with other Council Services and Partners
 - Work locally with new voluntary and third sector groups in the community that haven't been engaged previously

Education & Families early and inclusive family support at universal level

- 2.12 The universal service ‘Families Here and Now’ was launched in April 2024 from the Newmains and St Brigid’s community hub to align with developments to integrate services around the new operating model. They have provided direct 1:1 support, practical help, group support, drop in at the hub, family days out and activities during school holidays. The Neurodevelopmental Family Support team, within the community & voluntary sector, are also co-located across hubs some of the week to build presence, relationships and support early prevention as part of the approach.
- 2.13 The Families Here and Now service worked with 24 families between April and July, whilst concurrently building their resource capacity to scale the service across North Lanarkshire. During this time nine families were successfully diverted from social work intervention. Two themes have emerged in this first phase i.e. 12 of the families’ faced issues with school attendance and school relationships, and the impact of poverty is prevalent. The service being able to co-locate in the hub provides closer relationships with the school-based staff and community family support engagement workers to resolve issues and get the right help to families swiftly. The capacity for Barnardo’s to make direct payments to families as part of the cash first approach within the tackling poverty strand of the Resilient People Programme of Work is also being progressed. Appendix 7 provides practical examples of how families have experienced support and who otherwise would have struggled on until their problems became unavoidable.

Housing support

- 2.14 The Housing service have embraced a new and more integrated approach towards service delivery that optimises the use of new digital technologies in support of the target operating model detailed in section 2.3. Actions to support this include:

- Anti-social online service allows tenants to report any incidents online, as well as download advice and guidance on the process.
 - Rents online service - council tenants can now make rent payments online, view a rent balance, set up a Direct Debit and download a rent statement.
 - Service restructure operational since 19th August which is delivering a housing service more suited to accommodate the HUB/One Service Operating Model principle.
- 2.15 In addition to this and to work towards the planned transition to fulfil the ambition of the Community Hubs, Wishaw/Shotts locality team are using the Newmains and St Brigid's Hub to facilitate weekly void meetings. To date this has worked well for all parties involved (Housing Services, Property Services and Mears). A solution is being considered to overcome issues connecting to the Housing Services Management Services system (HSMS).
- 2.16 Given the advantages of using the Newmains and St Brigid's Hub for team business, the intention is for the Wishaw/Shotts locality team to deliver more housing related functions from the Hub including:
- Homes First client reviews
 - Chairperson's quarterly meetings
 - Housing surgeries, both locality management and central rents teams
 - Financial assessment & income maximisation
- 2.17 These functions have been identified based on knowledge of demand and they set out to deliver support to our highest priority communities whilst addressing the challenges presented by the current financial landscape. This will also help move away from the perception that the function of our community hubs is school based only.
- 2.18 It is hoped that these functions will be rolled out to the Chryston and Riverbank Hubs dependent on the feedback and evaluation from the Newmains/St Brigid's site. The appointment of the Hub Coordinator working in partnership with council services will ensure resources are used effectively and efficiently and allow for shared knowledge across teams, particularly with the plans for the introduction of the integrated digital zones.

Employability support

- 2.19 All of our hubs and their spaces have been designed to provide partnership opportunities and routes into further and higher education as well as employment. Routes to Work plan to have a more consistent presence in the community hubs following work to increase outreach resource capacity. This would be to run information sessions at set times for residents, in partnership with Council services, and to book residents in for support appointments attended at the hub. This supports the local employability partnership model, and the aim is to have a key focus on target groups that are economically inactive such as:
- 50+
 - Lone Parents
 - Carers
 - Long term health conditions
 - 16-18 not in receipt of benefits

For the greatest impact on employability outcomes i.e. to increase employment and reduce unemployment/economic inactivity, this increased integration and alignment with council teams within the operating model will support the engagement of residents from these target groups. This approach will be developed in the coming months as part of the 2025 plans.

Health and wellbeing in partnership with health and social care and health improvement

- 2.20 The HSCP continues to promote the council's target operating model. This has been evidenced in how the partnership has radically changed the way assets are used and the progression of digital healthcare solutions and the assistive technology strategy across communities. This has included the deployment of health and social work employees to new facilities and using much of the existing assets to develop shared space with a range of Council services including Housing and Civic functions in Bron Way, Cumbernauld, Buchanan Centre in Coatbridge and Dalziel Building in Motherwell. The use of hubs is also being promoted by Home Support Teams with work underway to secure parking facilities and welfare access for teams and provide enhanced accommodation at priority locations as the service redesigns. This includes access in the evening and at weekends and working with the operating model team and Facilities Support to scope options for remote access, which if successful will be rolled out more widely across hubs.
- 2.21 Plans for 2025 include supporting the 'Enabling Approach' to the delivery of community-based Health and Social Work services in more responsive and creative ways. As such a scoping session took place early December with the operating model team, Healthy Communities Manager and NHS Health Improvement colleagues as to how the community hubs can better provide a platform to target the four major health screening areas including increasing screening information, provision of clinics, weight management classes and community events in conjunction with VANL, Community Boards and the well-established locality planning groups to make a greater contribution towards health indicators and improve locality health profiles.

Business support

- 2.22 Business Gateway plan to use our Community Hubs to meet clients and provide community and start up workshops during 2025.

Community Learning and Development

- 2.23 Community Learning & Development (CLD) deliver services to young people, adults and families across North Lanarkshire, with a specific focus on those with greatest needs. Provision is targeted at individuals, groups and communities with the most barriers, including identified geographic communities (via intelligence such as SIMD data) or communities of interest (where there are similar shared needs). Geographically, CLD services are provided across all nine Community Board areas to ensure that provision is fully community-based, and that local needs, assets, opportunities and partnerships are considered throughout the process of planning and delivering programmes.
- 2.24 As CLD provision is fully community-based, it requires suitable delivery spaces for learners and participants in addition to staff workspaces, storage areas, facilities, etc. that allow collaboration with other local staff / partners and are ideally located as close

as possible to public delivery venues. Both the delivery of frontline services and the provision of staff facilities can be, and currently are, delivered through shared space or hub arrangements.

- 2.25 CLD staff can operate within multi-disciplinary hub spaces for much of their working week, coupled with a requirement for part of their time (majority) to be spent in publicly accessible hub delivery spaces and part of their time (minority) to be spent in shared staff work hubs. In some cases, protected private spaces are required by staff to have sensitive personal discussions with members of the public, volunteers or staff. When delivering support and learning in public spaces, consideration is required with regards to partnership working and the ability to build community capacity within new and existing community groups. Where delivery spaces are to be used in a hub environment, in most cases, they require to be bookable by the public and partner organisations (third sector and private sector) to ensure that local provision can grow and develop. Current provision within community facilities is an example of this equal approach to the booking of space and the ability to dovetail CLD provision with community-led provision. It is critical therefore, to ensure that front-facing delivery spaces or rooms are designed to facilitate the growth of partnerships.

Forward plan

- 2.26 The learnings from operationalising the three new hubs at Newmains & St Brigid's, Riverbank and Chryston will carry forward into the plans for 2025, and along with the work detailed in this report will apply to new hubs in design and construction, where possible and within available budget. These learnings were outlined in the report presented to Policy and Strategy Committee on 6th June 2024.
- 2.27 The three new Hub coordinators will be introduced at our new build Community Hubs supported by a robust induction and training plan. It is expected the posts will start by the end of the year in readiness for taking forward 2025 plans.
- 2.28 A data analysis exercise will be carried out both in terms of customer demand on council services and community use/letting of spaces across assets. This analysis will enable an up-to-date understanding around main areas of enquiry and demand as well as who is using our assets, for what and when to aid future planning.
- 2.29 Ongoing implementation of the single telephony solution, which is critical to the front end of the operating model in terms of both improving the customer experience and providing intelligence on what and who is accessing support and services and building our internal capacity to work in new and more efficient digital ways to respond to customer demand. The telephony solution is equally important to get it right for people who may present at the hub for a gateway to other supports and services.
- 2.30 Following approval of the Strategic Asset Review and Investment Plan at Policy and Strategy Committee in September 2024 work will continue with the hub strategy team to progress options identified for tests of change at Airdrie, Bellshill and Kilsyth should funding become available. While hubs are not simply schools, the cost of building is no different to that of a school; the construction of hubs fulfils the policy commitment to replacing or refurbishing every school built prior to 1996.
- 2.31 Ongoing delivery of the corporate asset management plan and approved rationalisation responding to the implications of RAAC, ensuring that we deliver creative asset solutions across the portfolio to enable supports and services to be delivered in new ways with prioritised investment through the Strategy Capital Delivery plan.

- 2.32 An implementation group will be established to take forward the new Community Asset Management and Ownership policy. There is opportunity for the Hub Coordinators to work to support implementation of the policy and through the Resilient People POW will continue to link work of the operating model with the Community Wealth Building plan.
- 2.33 The remaining service workforce plans will be presented through the One Service board with areas for further consideration or review discussed and approved through the board e.g. review of initial customer contact roles linked to the evolution of the Customer Services hub and vision for council target operating model, as well as consideration to back-office roles. Workforce modelling will also be completed based on information provided by services as to how they intend to distribute their workforce across hubs as the model develops and linked to the data analysis outlined in 2.28 above.
- 2.34 Continue with the phased approach to implementing integrated digital technologies in our hubs in support of digital inclusion priorities through the introduction of the Council wide corporate booking system and two new inclusive digital zones as we continue to push more services online and provide blended support to people in our communities.
- 2.35 Continue to strengthen linkages with the Transforming Places POW, the Open Space Strategy and the Local Development Plan 2 (NLLDP2) preparation including bringing together consultative and participatory feedback across communities, introduction of trauma design guidance linked to place standards and joint work on asset mapping to set out our investment programme and more closely connect the work of the operating model transition as we shape places to improve health equity and outcomes.

3. Measures of success

- 3.1 Several measures are outlined in the project brief against the three phases of delivery to show how we are delivering for communities through improved outcomes and support the management of risk/mitigate impacts of adverse events. Each Hub Coordinator will work with services and partners to develop an impact framework given the local context.

Examples are:

- Hub usage data and user feedback
- Level of integrated working/partnerships evidenced in hub delivery plan
- Access and engagement by target groups
- No. of contacts/people supported relative to general advice, financial inclusion/debt money advice, literacy/language skills/qualifications, employability, digital inclusion etc.
- Social media reach/user feedback
- Occupancy and usage of hub spaces
- Reduction in demand for additional/intensive statutory services
- Number of organisations applying for/receiving grant funding contributing to delivery
- Number of people accessing assisted self-service in the hubs
- Number of volunteering or placement opportunities available in hubs
- Number of hub volunteers who achieve accreditations/qualifications/employment
- Comparison of usage across buildings within NLC (will feed into development of new builds and potential future use)

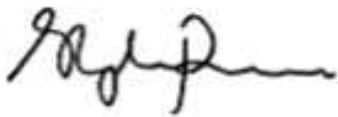
- Progress of LOIP's and outcomes agreed as part of future hub delivery plans that contribute to the outcomes set in the plan for North Lanarkshire

The programme overall:

- Provides an operational focus point for other projects and programmes to realise their financial and non-financial benefits e.g., shared asset rationalisation, service reconfiguration, service re-design proposals for integrated provision. Progress against delivery will be reported by the One Service board to the Policy and Strategy Committee.

4. Supporting documentation

- Appendix 1 - Leadership & Operating Model, three approved phases of the delivery plan
- Appendix 2 - Operating model for Newmains & St Brigid's Community Hub incl. core areas of support
- Appendix 3 - Target operating model 2019 – annotated as at today
- Appendix 4 - Hub guiding principles and prioritisation matrix
- Appendix 5 – Progress and forward direction of the Leadership and Operating Model under One Service
- Appendix 6 – Illustrative weekly calendar to show what supports and services are currently running from hubs and what is planned for 2025
- Appendix 7 – Case studies based on the Families Here and Now service and Neurodevelopmental support team operating from the hubs



Stephen Penman
Chief Officer (Strategic Communication and Engagement)

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 implementation of town and community hubs and ambitions to reduce the inequalities caused by socio economic disadvantage align with the requirements of the Fairer Scotland Duty.

The EQIA for phase 2 has been completed and EQIA's are completed for required projects and in partnership with services.

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 strategic capital investment programme allocation is a key factor, investment in town and community hub programme and towards delivery of approved asset rationalisation is critical to ensure hubs are designed or reconfigured as the vehicle for delivery of community services.

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 impact of any workforce changes emerging during phases of the programme will be dealt with in line with the council's Managing Workforce Change - Framework Guidance.

We must ensure that any changes to approaches as our future workplace model matures are reviewed and supported by policies and guidance. Full engagement with Trade Unions will be taken forward as required.

Safety and wellbeing implications around access, safety and security and also safeguarding. Safety and security guidance is continually updated and made available on the future workplace section of myNL. The safety and wellbeing team will continue to work with local teams to advise appropriate measures are in place at a local level around safety, security, fire safety and first aid. Communications and engagement with management teams of key workforce groups will also take place as appropriate, and toolbox talks encouraged with staff as necessary. Furthermore,

the approach taken is intended to have a positive impact on mental health and wellbeing and TU's will be engaged as appropriate through existing channels. The safety and wellbeing team are engaged on the POW steering group and continue to advise and guide through phases.

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?

Extending our use of hub spaces to public sector partners in phase 2 required a Memorandum of Understanding to be in place to support objectives of this agreement and to ensure consideration towards insurance liabilities and statutory requirements around safeguarding. This was supported by legal colleagues who will continue to be engaged through delivery phases – particularly relative to the impacts of public sector reform

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?

There is a specific set of digital requirements if the operating model is to achieve its ambitions. A number of these are already in place and need to be maintained or are in development. There is currently work to pull together emerging requirements and detailed work with the business and digital team on this additional capability and digital infrastructure will be required in support of the model – plans for this are underway and the appropriate governance structures will be applied.

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?

Enabling staff to work locally has a positive impact on the environment and an individual's carbon footprint around commuting, as well as potential positive health impacts by enabling greater choice and flexibility to how people work. The shift side to that is the utility use/office energy consumption through a work local approach (although within the wider context of shared assets, asset rationalisation and investment in more energy efficient buildings and hubs positive benefits should be realised over time)

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?

There is significant impact around communication and engagement with communities and with staff – the programme continually has a requirement to align with the emerging direction of our approaches. Communication and engagement plans are developed throughout each stage of the POW and colleagues from Strategic Communications and Community partnership team continue to be involved throughout phases of delivery

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?

The project risks are captured in the project risk register and managed through the programme and projects, as well as linked POW's own risk registers and actions. The main risks at present are around:

- Finance – capital review and ability to deliver against ambitions, risk to savings not being realised through service redesign for a new model
- Digital – ability to meet the infrastructure and technical support needs either through lack of resources, lack of funds, or alignment of pace
- Political unknowns – implications of savings decisions and public sector reform
- People – challenge of culture change to underpin the success of the model
- Communities – ensuring full involvement of communities and realising the ambition of the Community Boards.

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 residents in the provision of public services.

- Our approach to participation planning to ensure that all residents with lived experience are included in co-design/co-creation of services, and we engage with relevant organisations
- Completion of the EQIA

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).

Approach to early help and inclusive support outlined in the report.

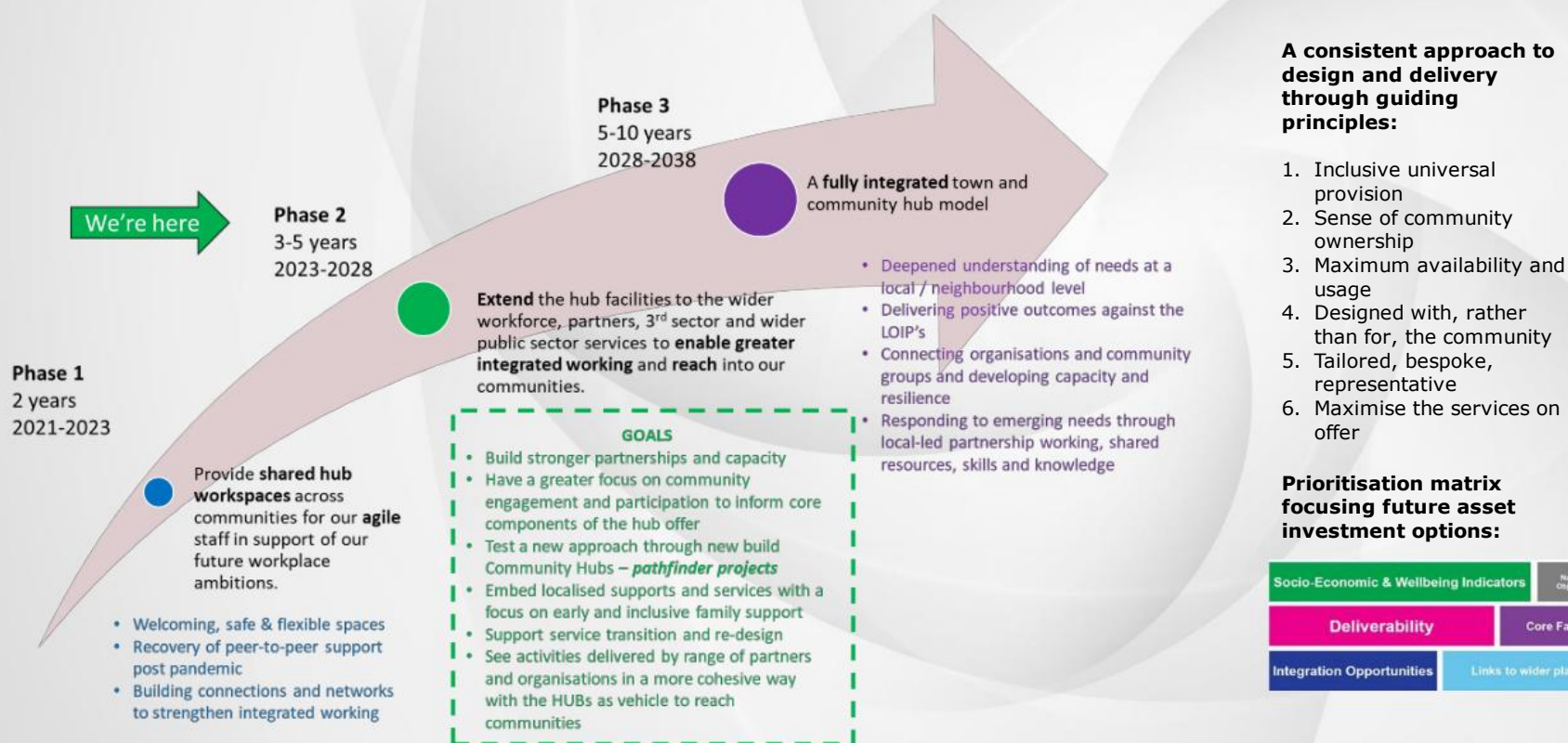
An overarching CRWIA has been completed as part of the preparation for the new Children's Services Plan 23-26. The Children's Services Plan 23-26 includes priorities and actions on how the Children's Services Partnership will further children's rights and UNCRC in NL.

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

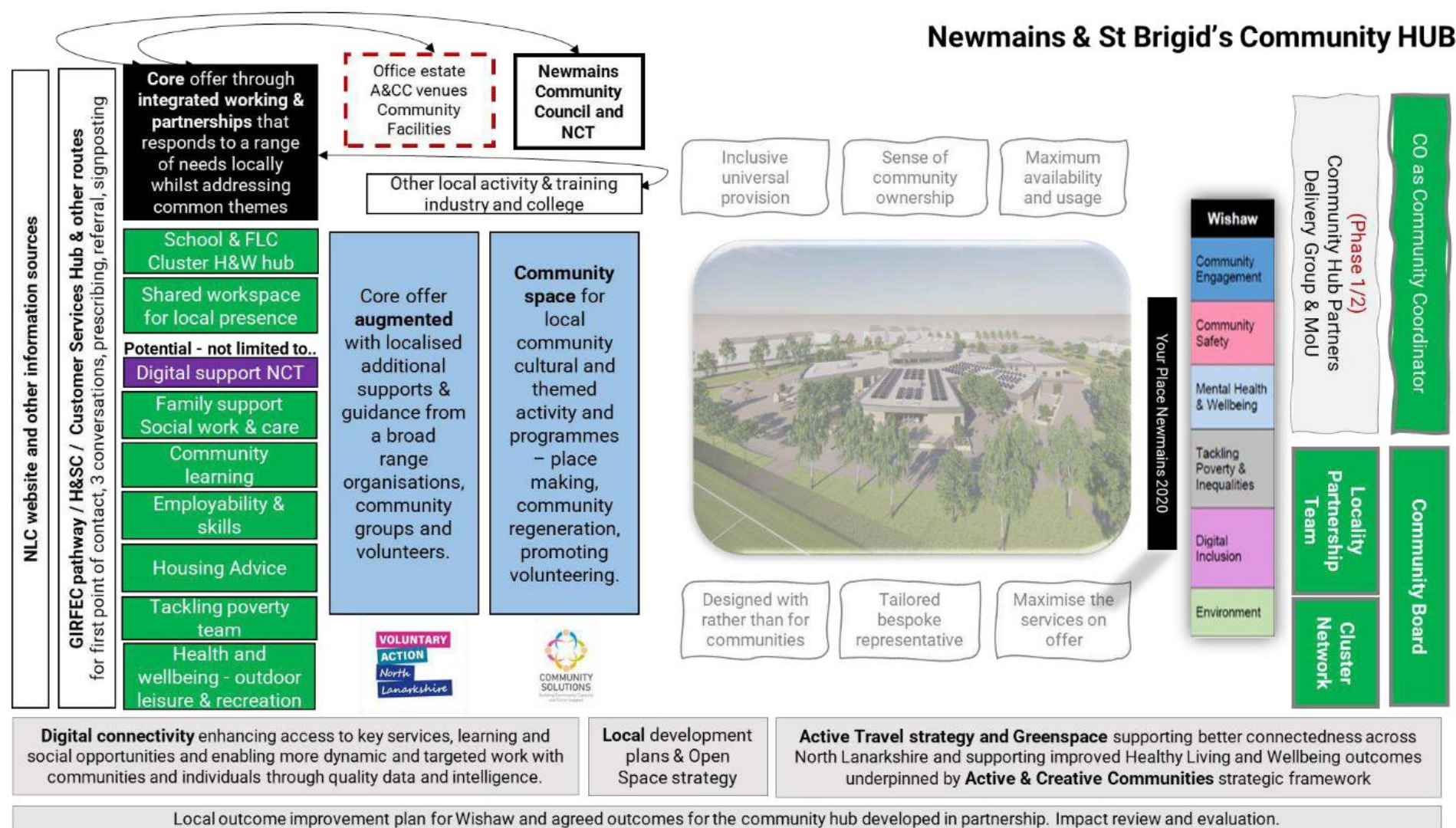
Yes ☒ No ☐

Appendix 1 - Leadership & Operating Model, three approved phases of the delivery plan

Operating Model Delivery Team – phased programme



Appendix 2 - Operating model for Newmains & St Brigid's Community Hub incl. core areas of support



Reminder of the original TOM vision : front office

What is the Vision?	Outcomes	What will this look like?
1 There is a fully functioning and successful pre-front door	There is a central and secure platform to create groups and forums to share ideas e.g. with community hubs	Communities work together to solve common and important problems. This will reduce demand on council services.
2 Intelligent Information and an improved website for customers	There are live and targeted comms to residents. The NLC website is updated with information and is user friendly.	There is reduced avoidable demand as customers don't need to keep chasing the council and information is easy to find.
3 There are no physical centres for initial customer contact and phone channels are reduced	Physical drop-in centres are removed for initial contact. When customers do call, there is an efficient IVR system.	All customers access the Council through a central portal. North Lanarkshire has a full view of service demand.
4 Initial customer contact layer is highly skilled with expertise from all services	There is a central team made up of different service members and are fully trained in the CRM system and service knowledge.	All requests and enquiries are handled in a timely and efficient manner with high quality outputs.
5 Customers receive a higher quality service and feel empowered to be digital	Digital channels are improved, e.g web forms. There is community support for those who are not digitally confident.	Digital is the primary choice for the majority of residents. Staff spend less time on double keying and administrative duties.

This was 5 years ago before hubs were operational

We still need physical places to provide gateway and to help people get online

Since then:

Seeing increase in demand for support: advice services, health, COL etc.

But a reduction in people presenting in person & new Council telephony solution being implemented

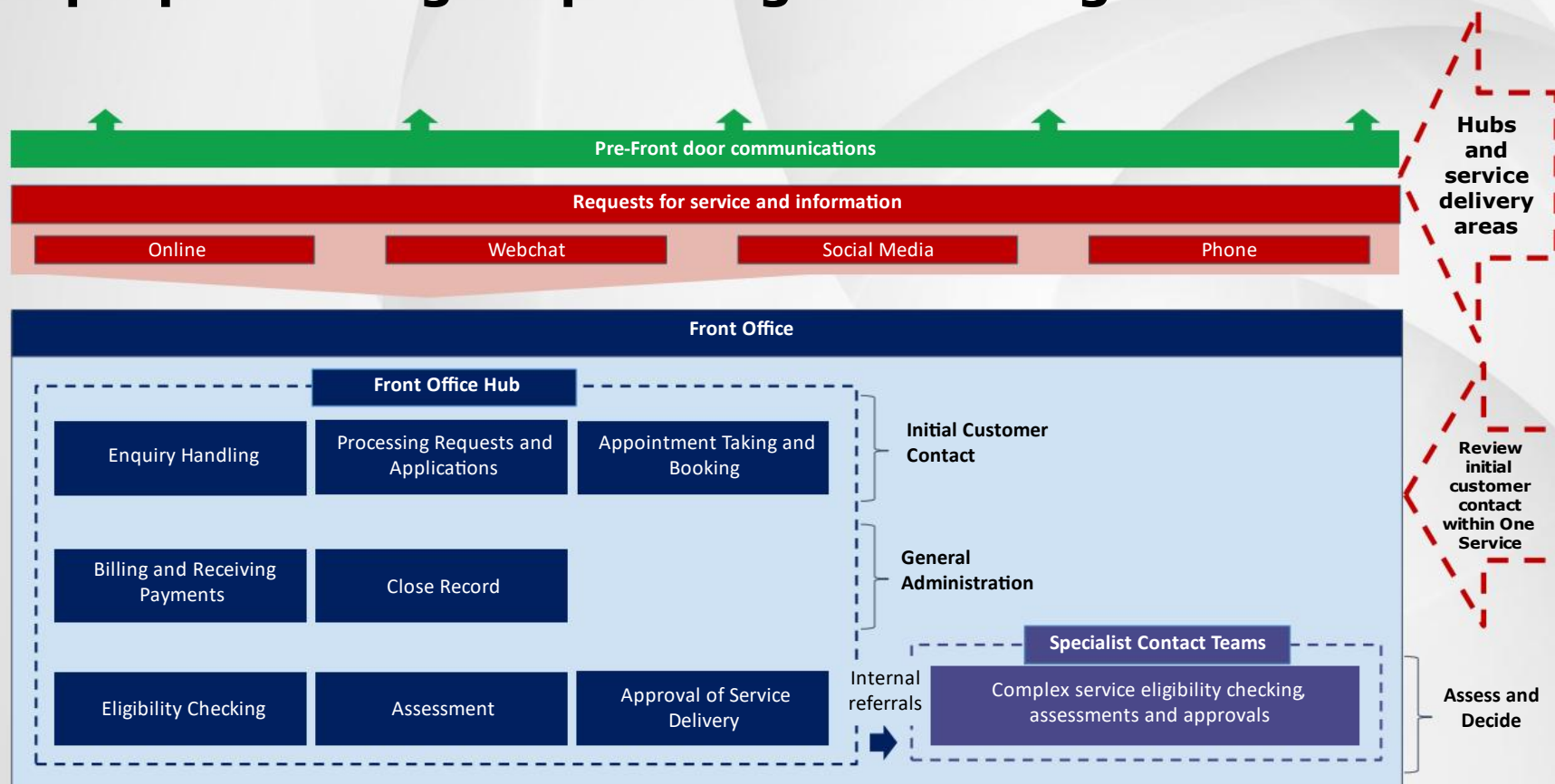
Do need to provide gateway to supports & services and help people get online & enhance internal capacity to do this

Service redesign is enabling more creative asset solutions that support workforce to operate in community & people's homes

We need assets to provide spaces for early intervention & for communities to run activities & bring people together

Use our community board structures to realise community led approach. Community wealth building/social value.

The proposed target operating model: Digital NL



Appendix 4 – Hub guiding principles and prioritisation matrix



Appendix 5 – Progress and forward direction of the Leadership and Operating Model under One Service

7-key priorities: progress and look forward

Hubs accessed by public sector partners	Hub strategy and development – enhancing practice in design and planning	Design and delivery of creative asset solutions – more integrated delivery of community support	Operationalising new hubs	Council service transition - One Workforce	Ensure enabling systems and processes are in place	Align with delivering for communities' structure
<ul style="list-style-type: none"> • Memorandum of understanding approved through NLP SLB • Seeing greater partner presence in HUBs for meetings or team sessions • NHS neurodevelopmental team co-located part of the week • Presence of new partners through Resilient People POW priorities i.e. Hope for Autism, Phoenix Futures, Barnardo's • Working with H&SCP on GIRFE, B2B, enabling approach SCP POW 	<ul style="list-style-type: none"> • 3 new build HUBs in operation • Lessons identified and carried forward • Active travel survey released to staff and ££ secured to install infrastructure • Trauma design guidance in development aligned to place standards with c.20 discovery meetings across teams to shape it • Sites identified for future investment to expand HUBs tied to SARIS • Stronger links being made with Planning team regards consultation practice and processes tied to LDPs and Shaping Places work 	<ul style="list-style-type: none"> • Kildonan Street vacated in 10 weeks to enable redevelopment • Fleming House vacated in 12 weeks to enable demolition • Approval for c.£700k investment in Buchanan Centre as town HUB, Nov 24 • Hybrid model implementation approved CMT and in progress • Approval to redesign Bron Way as key front facing service delivery HUB • Proposals submitted for investment in Dalziel Building redesign • Proposals for Bellshill Transport HUB • Options for further investment and rationalisation • Asset map next phase within Transforming Places 	<ul style="list-style-type: none"> • Testing service delivery through HUBs with services now ! • HUBs acting as a vehicle for delivery of early and inclusive family support – pathfinder through Resilient People POW • Approval for recruitment of 3 x temporary HUB coordinator roles • Operational Group to develop plan for 2025 embedding the role of identified services into the HUBs • Building presence through communication channels, website, social media, more cohesive comms • Need to focus on engendering greater interest from communities in HUBs and what they can offer 	<ul style="list-style-type: none"> • All services will have presented their transition plans through One Service Board by November • One Service One Workforce plans – extract opportunities identified for efficiency e.g. initial customer contact, PMO, Enforcement • Trusted relations with CO's and their teams to both support and challenge direction and plans • Maintaining links and opportunities across the plan for NL POW • Service leads on Operations Group to drive forward plan for 2025 • Support to strategic asset team as services redesign and transition to ensure our assets meet needs • Programme and project management to maintain focus on deliverables with teams 	<ul style="list-style-type: none"> • Development of digital framework ✓ Public Wifi ✓ Approval for 2 integrated digital zones ❖ Shared use of MFD's ❖ Corporate booking PoC for HUB ✓ Space management and planning • Progress model for CS HUB within phase 2 to support operating model for HUBs: ✓ Single number ❖ Front office initial contact and referral pathway(s) & back office ❖ CRM/Case Management ❖ Performance data to measure efficiency and effectiveness • Potential for AI to be explored further ! 	<ul style="list-style-type: none"> • Core member of GIRFE facilitation group - over 500 people engaged and ongoing to inform need • Targeted engagement to reach more people with support from Equalities Manager • EQIA's for projects • Input from Disability Access panel • Direct support from CPT Managers • NLP SLB key priority and approval of MoU • Implementation of trauma design guidance ensuring lived experience input • HUBs as a vehicle for C&VS organisations to deliver support • HUB offer aligned to plan for NL health check indicators and LOIP outcomes • Community ownership and management of assets policy • HUB Coordinator work with 2 new resources supporting policy

Appendix 6 – Illustrative weeks calendar setting out support & services currently being/to be delivered from Hubs*

Hub	Day of week	Monday	Tuesday	Weds	Thurs	Friday
Chryston		<p>Families Here & Now- connecting with services</p> <p>Housing support**</p> <p>Routes to work employability information session & booked appts**</p> <p>Neurodevelopmental Family Support Workers</p>	<p>Tackling Poverty Team – weekly base & booked appointments</p> <p>Housing support**</p> <p>Neurodevelopmental Family Support Workers</p> <p>Teen talk counselling & support</p> <p>Dance Academy</p>	<p>Families Here & Now – drop in / tea & coffee</p> <p>Tackling Poverty team – 2 in 4 base & booked appointments</p> <p>Business Gateway - monthly workshop**</p> <p>NHS physio leads meeting</p>	<p>Families Here & Now – drop in / tea & coffee</p> <p>Tackling Poverty team – 2 in 4 base & booked appointments</p>	
Newmains & St Brigids		<p>Families Here & Now- connecting with services</p> <p>Art Attack Family CLD</p> <p>Neurodevelopmental Family Support Workers</p> <p>Phoenix Futures addictions support peer group</p>	<p>Tackling Poverty Team – weekly base & booked appointments</p> <p>Housing support**</p> <p>LAMH</p>	<p>Tackling Poverty team – weekly base & booked appointments</p> <p>Housing support**</p> <p>Business Gateway - monthly workshop**</p> <p>Active NL Zumba</p> <p>Dinwoodie AA group meeting</p>	<p>Active NL Yoga</p> <p>Multi agency review meeting SW</p>	<p>Families Here & Now – drop in / tea & coffee</p> <p>Routes to Work employability information session & booked appts**</p> <p>LAMH</p> <p>Neurodevelopmental Family Support Workers</p>
Riverbank		<p>Families Here & Now- connecting with services</p> <p>Tackling Poverty team - 1 in 2 base & booked appointments</p> <p>Housing support**</p> <p>Bushido Karate</p>	<p>Tappy Toes Lanarkshire</p> <p>Enable Scotland</p> <p>Families Here & Now – tasters & group activities</p> <p>Tackling Poverty team – 1 in 4 base & booked appointments</p> <p>Routes to Work employability information session & booked appts**</p> <p>CLD Parents Group</p> <p>Drama Tuition</p>	<p>Business Gateway - monthly workshop**</p> <p>Neurodevelopmental Family Support Workers</p> <p>Sense of Wonder group sensory play</p> <p>Voluntary Action NL</p> <p>Practice for Yoga</p>	<p>Tackling Poverty Team – 3 in 4 base & booked appointments</p> <p>Housing support**</p> <p>Neurodevelopmental Family Support Workers</p>	<p>Families Here & Now – tasters & group activities</p> <p>Tackling Poverty team – 2 in 4 base & booked appointments</p> <p>AC School of dance</p> <p>Local band</p>
Coatbridge CC @ St Andrews HS		<p>Family Contact</p> <p>Angel of Love and Light</p> <p>Bipolar Scotland</p>	<p>Tackling Poverty Team – 2 in 4 & booked appointments</p> <p>AA group meeting</p> <p>Asia Women Social Group</p> <p>Woman & Mens Group</p> <p>Mens Space older men's group</p>	<p>Tackling Poverty Team – weekly base & booked appointments</p> <p>Creche</p> <p>Enable Youth Group</p> <p>Our Zone play group</p> <p>Catching Confidence Group</p>	<p>Tackling Poverty Team – weekly base & booked appointments</p> <p>Police Scotland Community</p> <p>Our Zone play group</p> <p>Art Group</p>	<p>Tackling Poverty Team – 2 in 4 base & booked appointments</p> <p>AA group meeting</p> <p>Scouts Group</p>

Small integrated hubs within existing facilities

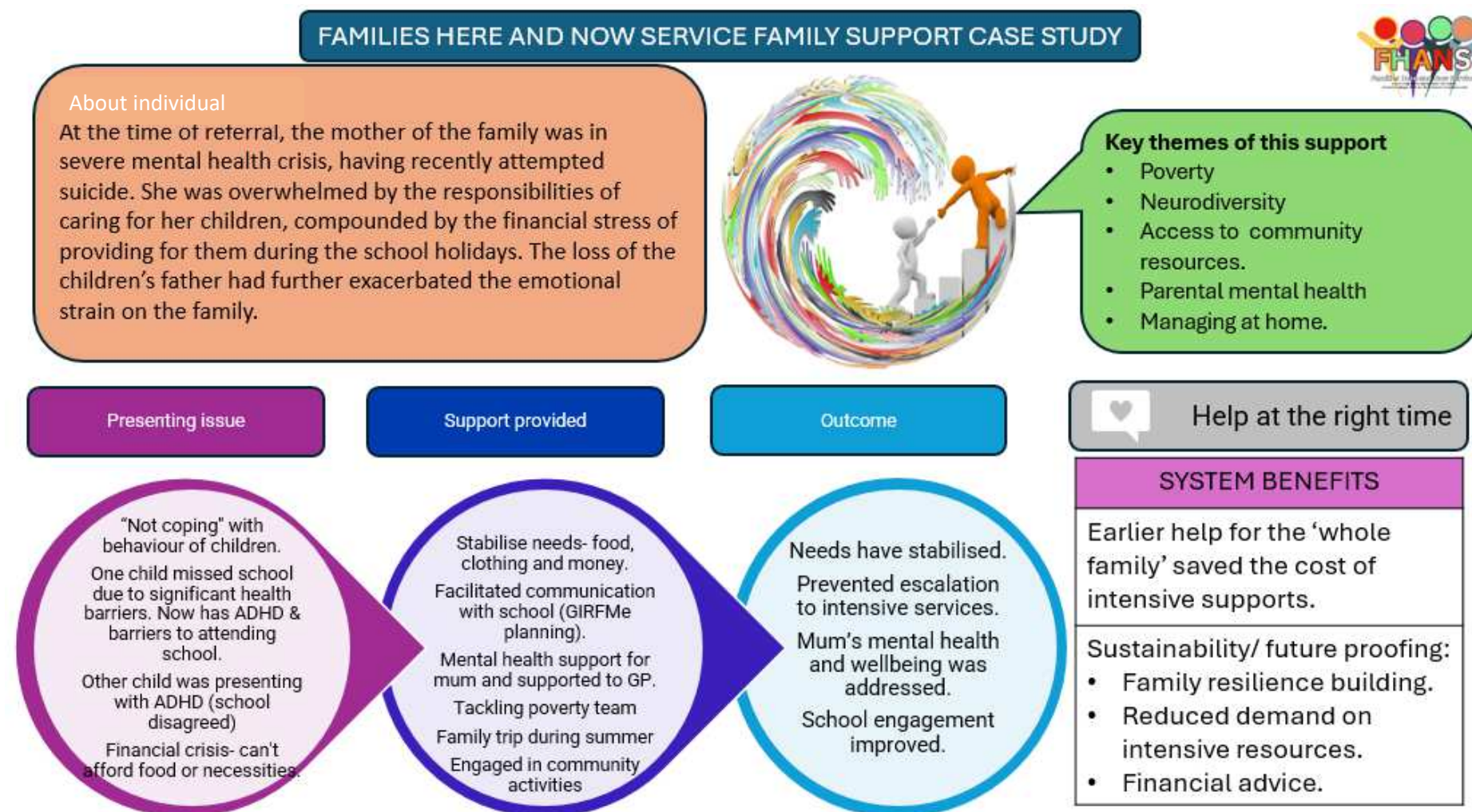
Calderhead, Shotts	Families Here & Now- connecting with services Tackling Poverty team - 1 in 2 base & booked appointments		Tackling Poverty Team – weekly base	Families Here & Now – drop in / tea & coffee Tackling Poverty team – 1 in 2 staff base	Tackling Poverty team – 1 in 4 staff base
Broadwood integrated hub***	Tackling Poverty team - 1 in 4 base & booked appointments	Tackling Poverty Team – weekly base & booked appointments	Tackling Poverty Team – weekly base & booked appointments		Tackling Poverty Team – 1 in 4 base & booked appointments

**Over and above what's set out here CLD have a presence across Hubs (excl. Broadwood) most of the week either using the staff areas or delivering business as usual scheduled activities. Social work and other agencies are present through existing work with children, young people & families this is at additional or intensive level as required and through the Cluster arrangements. This calendar does not show nursery/school specific activity. It does show C&VS organisations booking regular community lets and running evening activities (not Sat/Sun). A holistic activity calendar for each Hub will be brought together when capacity increases in the team and the Hub Coordinators are hired. Finally, note that wider Council teams use the hubs within their agile or hybrid roles e.g. roads, corporate services, community operations, social work.*

***Proposed, still to be finalised with the team(s) and based on resource capacity and access to space in the hub under review*

****Broadwood will offer more capacity when phase 2 works are completed to add meeting room(s)*

Appendix 7 – Case study based on Families Here and Now service providing support from hub setting



Appendix 7 – Case study based on neurodevelopmental support from hub setting

