North Lanarkshire Council
Report

Policy and Strategy Committee

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

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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 5th June 2025, the Council continues to advance its transition over three phases within the next 10-15 years towards a fully integrated town and community hub operating model.

This report builds on the previous positive update, against the acceleration of phase 2. It sets out further progress made to strengthen the delivery of more integrated support and services from the community hubs, and how Council services continue to redesign their service delivery models. The report also provides data in the supporting appendices to illustrate development against several of the short-medium term measures of success.

The report further describes investment made within the existing estate in support of a One Service approach as part of our transition. This includes creating more vibrant, modern and well-equipped workplaces for staff responding to service redesign needs. The report illustrates dependencies across The Plan for North Lanarkshire programme of work in support of the transition, such as hub strategy and development, corporate asset management and approved rationalisation, digital transformation and strategic workforce planning by Council services.

The report seeks approval on plans and direction set out.

Recommendations

It is recommended that Policy and Strategy Committee:

(1) Acknowledge progress made since the last update to Committee on 5th June 2025 recognising the role of the approved Community Hub Coordinator roles in advancing plans at pace.
(2) Promote the community hubs and their offering with local communities recognising the impact against The Plan for North Lanarkshire and in support of the local outcome improvement plans (LOIPs).
(3) Acknowledge the investment being made in the existing estate to embed a One Service delivery approach as part of the operating model transition.
(4) Approve the direction set out with a further report to be presented to Committee in June 2026.

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 and asset rationalisation delivery plan discussed at Policy and Strategy Committee on 5th June 2025.

1.2 Members will recall from the June meeting the positive progress made to accelerate phase 2 of the Leadership and Operating Model programme **(Appendix 1)** supported by introducing the role of the approved Community Hub Coordinators.

1.3 Phase 2 continues to focus on forming a more integrated place-based service delivery model. This is underpinned by ongoing service redesign (as described in the One Workforce report also presented to Committee today) with the community hubs acting as a gateway for support and services, as well as a place for community-based staff to work from locally. There continues to be a focus on early intervention, preventative support and targeted activities being delivered based on local needs. The hub offerings and modern well-equipped spaces available for community use also support delivery of the local outcome improvement plans (LOIPs) as well as improved outcomes in line with The Plan for North Lanarkshire.

1.4 As approved by Committee on the 5th of June 2025 meeting, the direction in this phase continues to advance the transition with further evidence of progress and impact outlined in the report below and the supporting appendices.

2. Report

2.1 This report provides an update on the priorities within the leadership and operating model delivery plan approved at Committee on 5th June 2025. It aims to clearly outline the breadth of transition activity underway, with supporting appendices.

2.2 The report focuses on two main areas:

2.2.1 Progress within phase 2 since June 2025 including:

- Establishing the hub coordinator role and enhancing a data-led approach
- Council and strategic partner organisations operating from hubs
- Community-led approaches and third sector presence
- Developing an impact framework and supporting case studies that will mature as the Council's work on social value progresses
- Investing in existing assets to support the One Service approach

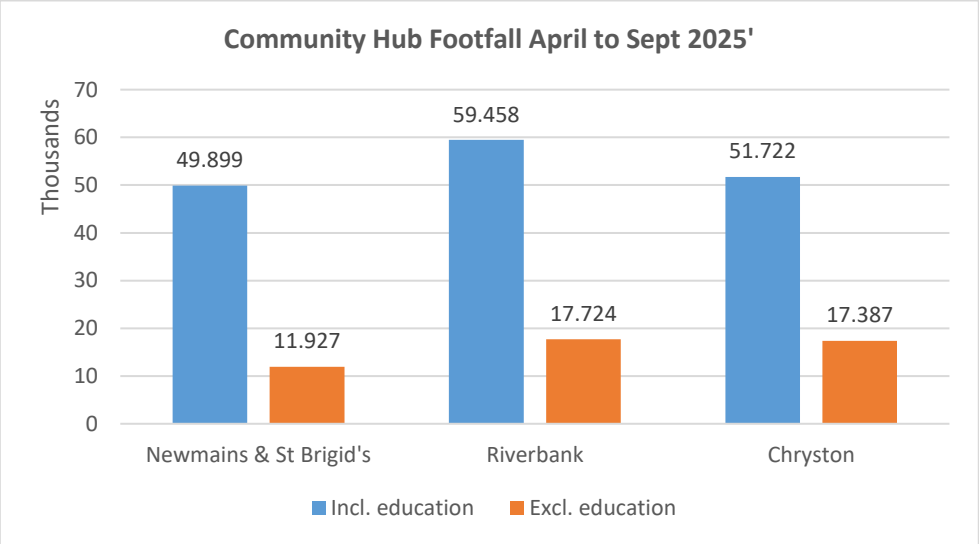
2.2.2 Forward plan of next steps and the risks and mitigating action for this phase

Progress within phase 2 since June 2025

Establishing the hub coordinator role and enhancing a data led approach

2.3 Members will recall from the last report the work being undertaken by the Community Hub coordinators to implement new systems and processes to better understand hub footfall, user profile and range of activity, booking frequency and space utilisation. Footfall at each hub has been captured between April and September 2025 and is shown in **table 1.0** below. The data for Chryston community hub includes total attendance figures recorded at outpatient clinics and the treatment room. Across the three hubs there are between 16-25 services and organisations accessing space and working together on plans. These include statutory services, commissioned partners, third sector organisations, community groups and clubs.

Table 1.0 Community Hub footfall April to September 2025



2.4 A detailed analysis relative to community hub activity themes, numbers of bookings made, and space utilisation is provided in **Appendix 2.** Overall, the analysis recognises an increase in the range of community support being delivered, the growing partnership approach to delivery, and an increasing demand for use of hub spaces. It is evident from the analysis that we have prioritised attention in this phase to:

- enabling our approach to whole family support which includes a focus on prevention and early intervention
- increasing Council service delivery and co-location with public sector partners and the third sector
- developing an offer of health prevention and self-management programmes to help people live as independently as possible and improve their overall health and wellbeing
- providing targeted programmes with local community organisations in support of LOIPs and community action plans

2.5 Furthermore, this analysis provides a measure against the strategic hub objectives and the approved hub guiding principles (illustrated previously in the June 2025 report) as we work towards realising our investment for the longer term.

2.6 Hub delivery boards have now been fully established with a developed plan for 2025/26 and Q2/3 activity illustrated throughout this report. Stakeholder maps have been developed to help tailor the approach, build support and align effort and expectations

for improved outcomes. Attention continues to be given to building the presence of the hubs through various mechanisms and hub newsletters are issued monthly, see **Appendix 3.** Newsletter analytics are measured monthly to measure the impact of the newsletter as a communication method. **Table 2.0** below highlights the Chryston newsletter analytics with positive trends towards % completion and number of views and reads.

Table 2.0 Chryston Community Hub newsletter analytics May to September 2025

Month	Views	Average minutes spent reading	Average completion %	Number glanced	Number read quickly	Number read in-depth
May	293	<1min	45%	150	40	102
June	292	<1min	45%	153	43	107
July	203	2 mins	45%	110	29	64
Aug	781	1min	47%	373	196	217
Sept	1016	1min	53%	423	229	364

Council and strategic partner organisations providing a core offer

2.7 The hub delivery boards are driving greater understanding of the hubs, strengthening partnership working and amplifying the opportunity that community hubs provide to increase reach and offer support in the heart of communities. An update on Council and wider current and planned delivery from hubs is set out from section 2.8 through 2.30 below and illustrated in the timetable presented in **Appendix 4.**

Whole Family Support

2.8 Further to the report presented on 5th June to this committee, the commissioned early help family support service 'Families Here and Now' (FHANS) continues to be a driver for integrated place-based family support at the earliest point of intervention. FHANS delivery can be observed in every community hub, with a different offer depending on individual community need. Additionally in line with the operating model transition plan, as new hubs are in design and development, FHANS have extended reach across North Lanarkshire by leveraging use of other assets such as Motherwell library or the Isa Money Centre.

2.9 The service is consistently well used across North Lanarkshire, with 133 whole family referrals received in the last quarter, and 40 individual meetings taking place across community hubs. Integral in the GIRFEC staged intervention pathway, with the highest number of referrals received from Education, followed by social work and then health. The impact of this can be seen in case studies, and the report that was presented to Education and Families Committee in October 2025.

2.10 With the community hubs providing a vehicle for FHANS to engage with local people in places they often go, central to the areas in which they live – the service continues to use learning to inform delivery and refine the operating model. They continue to hold regular drop-in sessions which are intentionally set on a Friday afternoon with whole family activity sessions. Based on learning, the Art Wise project has moved from solely

large group-based support to a combination of individual, whole family group dynamic work and wider group sessions in line with demand and need.

2.11 After a full year of operation, demand continues to align with the themes identified in the early consultation with families. This being emotional support, school attendance and practical support. This reinforces the need to prioritise a flexible, early, responsive, whole family support service within phase 2 as we transition to a new operating model. A volunteer coordinator has been recruited and will further develop the relationship with Routes to Work and the Council's tackling poverty team, pursuing opportunities for co-location.

Community Learning and Development

2.12 In addition to what was outlined in the 5th of June report to Committee, CLD has regular weekly bookings across the hubs for the delivery of Youth Work activity and Family Learning interventions. During September and October family learning groups launched at Newmains & St Brigid's and Riverbank, and a new Therapeutic Thursday weekly session commenced at Newmains & St Brigid's Community Hub focused on building practical life skills for young women.

2.13 CLD activity at Orbiston hub is in planning for implementation in January, with core activity having moved over from the Joe McKay centre at the end of November. A timetable to maximise usage and occupancy of dedicated space is being prepared currently by the Community Hub Coordinator.

Housing support

2.14 Housing locality team from Wishaw/Shotts continue to use the Newmains and St Brigid's Hub to facilitate weekly void meetings between Housing Services, Property Services and Mears. Following the approval at Committee on 13th March 2025 to introduce the new locality housing model, Chryston Community Hub is being used bi-weekly for pre-arranged appointments as well as other facilities including libraries. Early feedback from tenant's is that the hub offers a stigma free and inclusive environment where they can attend for support when needed.

2.15 The tenant participation team continue to use the hub shared workspaces when working in the local community and the Annual Tenant's conference for 2025 was held at Chryston community hub in November, having been the third community hub to host the conference.

Tackling Poverty

2.16 The Tackling Poverty Team is using the hubs with pre-arranged appointments on Monday (Newmains), Wednesday (Riverbank) and Chryston (Friday). Since 29th April there has been 70 appointments attended which have been a combination of benefit checks, help in relation to the migration of legacy benefits to Universal Credit, Council tax reduction and applying for various disability benefits. A range of service users with diverse needs have been supported who have found a face-to-face visit beneficial and the wait time for an appointment is less than a week at present.

2.17 The team continue to work with partners and other Council services in the community hubs providing access for people to a range of holistic services such as the Families Here and Now Service, Routes to Work and Sum it Up Project (Multiply Project).

2.18 Riverbank has been the busiest hub to date with 34 appointments carried out, Newmains 20 and Chryston 16. The team are currently planning operate from Orbiston community hub.

University Health & Social Care partnership (UH&SCP) / Adult Social Work

2.19 There is a continued focus on increasing health promotion and early intervention support from the community hubs. This is reflected in the community hub timetable presented in **Appendix 4** and the case studies in the impact frameworks in **Appendix 5**. Members will note that the developing offering supports several of the main screening areas set out in the most recent public health report as well as targeted activity in support of the local outcome improvement priorities around mental health and wellbeing and the tackling poverty action plan such as smoking cessation. Partnership working continues to strengthen at Chryston community hub with greater connections with GP practice link workers, connected data gathering underway, and enhanced information sharing to signpost and improve pathways to support.

2.20 The NL Disability Forum commissioned by the UH&SCP and fundamental to our community planning provide support to promote good mental, physical and emotional wellbeing. Along with the Community Connectors they have a weekly presence in each hub.

2.21 The Making Life Easier (MLE) and disability information teams have recently increased their resource capacity and are now planning to trial the delivery of blue badge assessments and MLE clinics promoting the online support available and offering assisted self-service support in the local community.

2.22 Chryston community hub hosted a breast screening bus from September through to November for people aged 50 to 70 years. During the first three weeks, 509 screening appointments were conducted. Extending the screening to other hubs is being considered presently.

2.23 The Human Learning Systems (HLS) approach is progressing within the operating model transition. It ensures that our focus for community hubs is one that's adaptive, with a person-centred approach – as opposed to being a rigid and target driven one. Combined with our commitment to being a trauma informed organisation HLS will enhance our public service delivery model across North Lanarkshire.

2.24 Our HLS in community hubs framework has 4-key pillars of community hubs, humanity, learning and systems thinking. Designed to improve our approach and responsiveness, integrating HLS within the operating model delivery plan fosters empowerment, collaboration, and aims to deliver sustainable outcomes against the plan for NL and LOIP's to deliver for communities.

Active and Creative Communities

2.25 ActiveNL now has an established provision of physical activity classes at Newmains and St Brigid's and Riverbank community hubs of yoga, Zumba and body attack. Opportunity to respond to the waiting list at Ian Nicholson centre, as well as demand from parents and families from the school, is being explored at Chryston community hub subject to instructor availability.

2.26 The corporate booking system approved at Communities Committee on 4th February 2024 has been implemented within the leisure estate as phase 1. We are now in phase

2 delivery which extends the functionality of the system (Gladstone MRM Plus2) across community facilities and the corporate office estate. The project team has built and is trialling the booking system as part of a proof of concept within the Coatbridge area.

2.27 Subsequently a review will be completed to determine suitability to scale across all hubs and other community operations and corporate bookable assets during 2026. The introduction of a common system will improve the customer experience and enhance analytics, business intelligence, and reporting to make better decisions through phase 2 and into phase 3 of the operating model transition.

Employability support

2.28 Council funded employability services are now embedded and represented in all community hubs through the ALEO Routes to Work Ltd, offering employability information sessions and booked appointments to residents. These complement the existing network of sessions run by the organisation in community facilities across North Lanarkshire. The sessions continue to offer support to the target groups for employability that are economically inactive, unemployed, or underemployed with a particular focus on low-income parents.

2.29 Integration and alignment with other services present in the hubs such as family support, tackling poverty and CLD have been reinforced and supported by the presence of these services with employability. A sustained presence in community hubs and integration with other services continues to be the aim for the next 12 months.

Community led approaches and increasing third sector presence

2.30 The approved community-led approach within phase 2 is key to foster community engagement, create more collaborative relationships and strengthen local connections with the hubs – further reinforced by the approved hub guiding principles. The community hub coordinators play a key role in building and establishing relationships across communities supported by the community partnership team and tenant participation team. Sections 2.31 to 2.50 below highlight work in this area.

Intergenerational project between Newmains Family Learning Centre, Neighbourhood Networks, and Getting Better Together

2.31 The Newmains & St Brigid's community hub continues to evolve as a vibrant space for community-led initiatives, with a growing presence of third sector partners driving inclusive and place-based approaches to wellbeing. A standout example is the intergenerational programme delivered throughout July by Getting Better Together, in collaboration with Newmains Family Learning Centre and Neighbourhood Networks. This initiative brought together young children and adults with additional needs through shared activities such as African drumming, mindful crafts, and sensory food experiences. By fostering connection across generations and social groups, the programme has strengthened community ties and showcased the hub's role as a catalyst for meaningful collaboration and local impact.

2.32 *Testimonial - "The hub space was perfect for our intergenerational sessions. There was plenty of space and plenty of tables and seats. The space was great for the variety of activities we had planned as some weeks we done a lot of moving around as part of the activities. Other weeks we done some cooking which there was a kitchen prep area right there where we needed it." – Aleks, project lead from Getting Better Together*

Summer Walking Football Festival

2.33 Newmains & St Brigid's community hub hosted a summer walking football tournament led by six local teams, raising £610 for Chest Heart & Stroke Scotland (CHSS). The event brought together Motherwell FC Community Trust, Stenhousemuir, North Lanarkshire Council, Shotts BA, and WEBATA, who emerged as tournament champions. CHSS staff were on site offering free health checks and advice, reinforcing the hub's role in promoting active lifestyles and health awareness through community sport.

2.34 *Testimonial - "It was a fantastic night of football and fundraising... I had about seven good chats with players around heart health, diabetes, atrial fibrillation, diet, and sticking with prescribed meds... Around 30 health guides were picked up, and I handed out three Adviceline cards for free nurse support." – Kevin, CHSS*

Maximising use of the community hub drama space

2.35 On Sunday 12th October, the Newmains & St Brigid's community hub hosted two packed performances of Artie's Singing Kettle Halloween Special, coordinated by community theatre group Spotlight Shotts. With 147 attendees across both showings, the event demonstrated the impact of locally driven arts initiatives. By bringing live theatre directly to Newmains, the project aimed to reduce transport barriers for local families and supported local outcome improvement priorities (LOIP) around accessibility. **See image 1.0 below**.

Image 1.0 Artie's Singing Kettle performance at Newmains & St Brigid's hub

2.36 The hub's inclusive facilities—including wheelchair access via lift and a Changing Places toilet—enabled families with additional needs to attend comfortably, with one family attending both performances. The event fostered joy, connection, and positive mental wellbeing, and highlighted the hub's potential as a vibrant venue for arts, theatre, and cinema. Feedback was overwhelmingly positive, reinforcing the value of place-based creative engagement and a demand for more local opportunities in the arts.

Strengthening partnership with Newmains Community Trust

2.37 Looking ahead, the Newmains & St Brigid's community hub continues to support and grow community-led initiatives in partnership with Newmains Community Trust. Planning is underway for a community bike loan scheme, designed to integrate with the local active travel infrastructure and path network—placing sustainable transport options at the heart of Newmains. Collaborative efforts are also progressing to link

education with community groups through projects such as gardening and food growing, fostering intergenerational learning and environmental awareness. These developments remain a work in progress, guided by the hub delivery board, which plays a vital role in enabling grassroots ideas to flourish. One such idea currently being explored is a community Christmas movie night, bringing together key services to deliver a festive, inclusive event for local families.

ASNding Stars North Lanarkshire

2.38 ASNding Stars North Lanarkshire is a sensory-aware class designed especially for neurodivergent children and those with additional support needs. Classes are inspired by football but they're not traditional football classes. Instead, children engage in movement, play and social interaction in a safe, pressure-free environment that's built around their pace and preferences.

2.39 Sessions currently take place on Saturday mornings in the Gym Hall at Riverbank Community Hub; there are three sessions, targeting children between the ages of 2-12 years old, each week. c.80 families have been welcomed since starting in April 2025 with 28 families consistently signed up since the summer.

2.40 *Testimonial – "Riverbank Community Hub, for us, has been fantastic as the space allows us to have our equipment spaced out to ensure it is not overwhelming for the families and children that come to our classes. The main aspects for us are about safety, especially for children with additional needs who might have the urge to elope if they find an exit. To know our families are in a safe environment and a very accessible space for changing, lift access etc is beneficial. Our families find it accessible and have commented on how great a space it is, some didn't realise the hub existed for classes etc".*

2.41 "*One of our families that has been with us from the launch in April had been finding it difficult to find classes that were suitable for their son and came along to see what our classes were about. When we mentioned it is mostly free play and child led with no pressure for their son to take part in any of the structured activities, they were happy in the fact that they had found a class that would be a right fit. It has taken their son a few months to become accustomed to the equipment, taking it at his own pace and it is a real joy to see him becoming increasingly comfortable in himself but also with others in the class. His father has noticed a big change in how he approaches the classes from staying close to the door at the beginning to now getting involved in activities such as the parachute games".*

Riverbank Community Hub showcase and networking event

2.42 On Friday 26th September, Riverbank Community Hub opened its doors to the local community to promote the support services available from the hub on a weekly and bi-weekly basis as well as programmes and projects that can be accessed at the hub. In total there were 27 representatives from 17 services providing information and activity for residents to come along and access. There was information on Carer Support, Health & Wellbeing, Financial Support, Whole Family Support, Employability & Training, Arts & Crafts, Youth Work activities, as well as ActiveNL taster sessions for Zumba, Yoga and Pickleball – **see image 2.0 below**.

Image 2.0 Service information stall and pickleball taster


2.43 *Testimonial – Ruth Matthews, Team Leader at the North Lanarkshire Disability Forum, said, "I enjoyed talking to the other attendees and made links with some other services that had not heard of us, so it was worth it. The members of the public that came in were keen to hear more as well so I am sure the word will spread about what you are offering."*

2.44 *Testimonial - Gosia Lipaj of Get Walking Lanarkshire added; "Thank you for organising and finding a last-minute space for me. It was a great event for networking; I'm looking forward to any future events you may host."*

Child Bereavement UK

2.45 Child Bereavement UK embarked on an outreach programme in response to feedback from the Scottish Bereavement Network's findings that there were less bereavement services in Lanarkshire and other areas. Whilst there is a family service based in Glasgow accessible online or by telephone, people were asking for a face-to-face outreach service more locally. With a clear demand in North Lanarkshire, a bereavement practitioner started working from Riverbank Community Hub in August 2025.

2.46 The practitioner runs sessions that help young people understand and normalise grief and look at strategies for helping cope with emotional regulation. They also help young people to build continuing bonds with the important person that has died and support them through whatever the grief is bringing up for them. These sessions with children and young people tend to consist of reading books, watching relevant videos and creative age-appropriate activities. All support is child or person centred, and the service is also now promoting support for adults who have lost a child of any age. Since August the service are now promoting their base in Coatbridge as seen in **image 3.0** below.

Image 3.0 Child Bereavement UK promotional leaflet

Project 42 enhancing community wellbeing through accessible creative workshops.

2.47 Project 42 (P42), funded through NL Carers Together carer breather programme, have been delivering at Chryston Community Hub since July 2025. The two-hour sessions are free although a donation can be given. Open to everyone they offer music tuition, art therapy, and creative learning opportunities. The community hub enables a welcoming and inclusive environment where participants can engage, express themselves and connect with others. The aim is to promote confidence, social inclusion, and improved mental wellbeing by removing barriers to participation. Volunteering opportunities are also promoted helping individuals build confidence, develop group facilitation skills, and enhance their employability through training and mentorship.

2.48 Since July there has been an average of 12 participants per workshop, with peak attendance reaching 33 individuals. The sessions continue to be promoted as can be seen in **image 4.0** below.

2.49 Testimonial from P42 staff – “Chryston Community Hub has proven to be an excellent venue for our workshops. The staff and management have been consistently welcoming, accommodating, and responsive to our needs. Families have found the layout within the social space particularly beneficial, as it allows for smooth transitions between activities, even when different members of a group choose to engage in separate sessions. The booth seating has been highlighted as a favourite feature, offering a comfortable and semi-private space for creative engagement”.

2.50 Testimonial from a father where both parents and two preschool children attend - "This is brilliant—we can all do our own thing and still spend time together. I can see what the wee ones are up to and step in if needed and still have time to actually learn my guitar that I bought ten years ago and never could find the time to practice."

Image 4.0 Project 42 promotional leaflet

Developing an impact framework and supporting case studies that will mature as the Council's work on social value progresses

2.51 Early work is underway to establish a process for social return on investment analysis so that we can fully understand, measure and report on the value being created through the operating model and delivery of supports from community hubs. This also forms part of our Human Learning Systems approach outlined in section 2.23 and 2.24 above against the learning and systems thinking pillars – bringing together formal and informal evaluation methods.

2.52 Furthermore, members will recall that a memorandum of understanding (MOU) is in place to enable public sector partners, community and voluntary sector organisations and community organisations and groups directly contributing to the local outcome improvement priorities to access hub spaces at no cost in support of capacity building to deliver improved outcomes for communities. This also connects with the review of the Grant Funding programme, providing an additional mechanism for local organisations to build capacity. Establishing a mechanism where we can work with partners to demonstrate impact underpins the ethos of the MOU.

2.53 With all of this in mind **Appendix 5** sets out a first phase impact framework for each hub, phase 2 will develop the framework further to align with the Council' approach to Social Value as it progresses. Members are encouraged to note the early impacts demonstrated in the range of case studies presented, and to consider that these are just a few of the available examples and that we have selected those closely aligned to key plan for NL health check indicators, particularly relevant to work being undertaken around the economically inactive population.

Investing in existing assets in support of the One Service approach to integrated service delivery

2.54 Following investment to relocate services from Kildonan Street to the Buchanan Centre, the town hub is now operational with housing, social work, library and health services located together – augmented with the new accessible digital zone. The

investment made took a creative approach to adapting space through trauma informed design to bring services together, improve public-facing service delivery spaces and remove stigma by introducing a shared reception area for services, including Business Gateway, to manage their diary-based appointments and individuals who present seeking support. North Lanarkshire Disability Forum are currently planning to operate at Buchanan Centre for outreach work and given the proximity of services already in operation there.

2.55 To enable the demolition of Fleming House in Cumbernauld, housing operation services were relocated to Bron Way. Further adaptations are planned for 2026 to adapt and enhance space in Bron Way in support of public-facing service delivery and as part of the Cumbernauld transition plan. This includes enhancing main reception, meeting rooms and creating a family room on the ground floor with trauma design being firmly embedded in the approach.

2.56 Bellshill Transport Hub was established to bring together staff from Community Operations. The hub facilities are spread over two floors, and the first-floor space will be adapted to accommodate staff from the Bellshill Home Support locality. Providing improved, modern and well-equipped space for work, meeting, supervision, training, rest and welfare. As a statutory service, providing greatly needed community support within Bellshill, this relocation also responds to inspection improvement action. The hub enables out of hours access with appropriate safety, security and car parking for staff.

2.57 Following the discovery of RAAC at Scott House, social work teams were swiftly relocated to the Dalziel Building. Additionally following the First Stop Shop review and implementation of the housing operating model, as well a new delivery model for Registration and Licensing services, and the introduction of Business Gateway service to the Council, the opportunity to future proof Dalziel Building front facing delivery space was identified and progressed during 2025. Phase 1 is complete with phase 2 planned for 2026 as part of the asset rationalisation delivery programme and aligned to the corporate asset management plan.

2.58 Finally, as part of the future capital delivery programme a plan to reconfigure the Houldsworth Centre in Wishaw will align the operation of the building to the new operating model and One Service approach. And the integrated Hub at Calderhead High School in Shotts will be relocated during 2026 to support phase 2 plans by providing more flexible spaces and enable safe and secure access out with normal working hours.

Forward plan of next steps and the risks and mitigating action for this phase

2.59 Next steps

2.59.1 Establishing the operating model at Orbiston Hub within the next six months and preparing for four further new hubs going operational by the end of 2026.

2.59.2 Scenario planning to inform future hub strategy as the second stage of each Council service submitting their One Workforce plan and an assessment of future direction.

2.59.3 As part of the scenario planning there will be a further and wider data analysis exercise on customer demand on Council services and community use/letting of spaces across assets as we seek to promote an asset-based community development approach. 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.

2.59.4 Ongoing engagement with community planning partners, local community organisations, community councils and wider stakeholders in partnership with the community partnership team in line with the working with communities framework.

2.59.5 Supporting the implementation of the community wealth building approach in plans.

2.59.6 Partnership working with the Planning team in the Place service to share intelligence relative to future design, planning and development of hubs linking to the results of the Your Place Survey and joint work on asset mapping within Transforming Places POW.

2.59.7 Following the launch of the 'Trauma Design in the built environment toolkit' in Q1 2025, continue to ensure that trauma design is applied to all future hubs. Annual trauma walk throughs implemented.

2.59.8 Input to future hub design in partnership with the hub development and strategy team and appointed architectural design teams, as well as presence at the Town and Community Hub steering group. With formal lessons learned being shared with the hub design and strategy teams.

2.59.9 Ongoing linked 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.

2.59.10 Participation in the Digital NL POW 'Improving the Customer Experience' group to link dependencies and particularly in the areas of digital inclusion, front end customer experience and trauma informed organisation.

2.59.11 Ongoing planning through the hub delivery boards with continued development of the impact framework aligned to the Council's approach to social value

Risks and mitigating actions

2.58 Risk and mitigating actions table

Risk	BRAG	Mitigating action
Ensuring that the implementation of the approved Corporate Booking System enhances the customer experience i.e. both front-end experience for users (tied to work to enhance the Council website content/pages in the One Service POW) and the back-end reporting		• Project officer secured until December • Approved as a shared deliverable in The Plan for NL POW between Community Operations and Strategy and Engagement functions with the PoC dependent upon community facilities adopting the new system successfully for both front end and back-end functionality • Resource allocated from community facilities and operating model team to prioritise attention to implementation

functionality to improve business intelligence.		• Initial user testing completed with internal and external customers to support build • Staff involvement in development and design through user personas to develop shared understanding and support training and awareness. • EQIA live document in progress
Reliability of public Wi-Fi connectivity and implementation of printing facilities for external partners		• Wider digital requirements have been identified for hubs with delivery by digital first operations subgroup. • Issues are raised quickly through tickets by the hub coordinators and being pursued or escalated with colleagues to find solutions • Investigation with provider over performance quality and solutions being trialled across sites
Promoting community hubs and ensuring a consistent online presence, with multi-channel communications available		• MyTown channels used to promote activity • Plan to develop website underway • Digital screen installation at hubs to enhance customer experience and signposting • Digital newsletters issued and performance analysed • Physical materials also available including leaflets and timetables of what's on
Ability to be demand responsive to community needs whilst maintaining required governance requirements		• Operating model delivery manager working effectively across plan for NL POW boards and with officers • Employment of hub coordinators and success of partnership relationships developed evidenced through their hub delivery and in partnership with other Council officers across POW deliverables • Hub delivery groups as a vehicle for participants to strengthen networks • Hub coordinators knowledge of local area and network, leveraging community resources where possible incl. grant funded organisations and leveraging available funding through the boards • Working with the community partnership team through the working with communities' approaches.
Ensuring lessons learned are carried forward into future hub projects and action is not limited by financial constraints.		• Hub steering group as a vehicle to share learnings and build learnings requirements into tender process and budget allowances • Ongoing liaison with hub strategy and development team, as well as corporate repairs and maintenance, property teams
Hub maintenance, hub handover processes to be improved to ensure consistent clarity around some of the operational maintenance aspects.		• Steps have been taken to provide a maintenance schedule for hubs to ensure shared responsibility in line with facilities RACI matrix. The OMDT will ensure processes are in place as necessary which has so far included, changing places maintenance and outdoor spaces out-with school and facility remit. • Hub Coordinators to be part of future handover and decant meetings. • Lessons learned completed for each hub and communicated with Hub Development and Hub Strategy Teams.

Hub maintenance relative to the areas within the schools that offer space for an increased provision at seasonal times and holidays tend to be closed for maintenance work.		• Hub coordinator is aware of planned works schedules with corporate repairs and facilities teams to look at alternative provision of spaces where needed. • May need to consider work out of hours based on demand.
Resource capacity to enable future planning including analyst support for scenario planning for future hubs		• Leverage analytical skills within the wider hub development and strategy team.
One service approach – All council services, commissioned partners and community groups effectively using the space alongside education. Council service redesign ongoing as part of One Workforce plan and service workforce plans		• Progress has been made with key Council services and partners to leverage the hubs for service delivery. This is supported by the plan for NL POW governance structure. • Ensuring the integration of partners within the hubs is working effectively alongside education service delivery. Engagement with education staff, HTs, EFMs and COs ongoing. • There is a timetable of services, partners and third sector organisations using the hubs regularly with an increase in community activity and partnership projects alongside education as alternative curriculum choices.
Potential tension with community councils and organisations who operate in the local area from other assets and perceived threat of hubs to their delivery model.		• Hub Coordinator continued presence at community boards and building relationships with organisations in their areas. • Community organisations visiting the Hubs and meeting the coordinators exploring opportunities to work together given we serve the same people across our communities and aspire to leverage all resources available through collaboration.

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.

3.2 Each hub is in the process of developing a social return on investment framework (**Appendix 5**) through the hub delivery board given the local context and blend of integrated service provision, wider governance considerations.

What		How	S/M/L term
1	Maximise occupancy and usage of hub spaces	• Activity Analysis reporting • Quantifiable income generation from Community Facilities and ACC services	Short term
2	Hub spaces are used to support strategic needs and priorities,	• Activity analysis of spaces • Qualitative feedback from people received through	Short term

	and user feedback is positive	statutory and non-statutory service providers, case studies and testimonials. • Customer experience survey	
3	Evidence of integrated working/partnerships in hub delivery plan	• No. of organisations using hub spaces • Evidence of joined work on support activities and programmes • Range of services co-located and working together in hub timetable	Short to medium term
4	Social media reach/user feedback	• Social media data from comms team once channels are leveraged and web pages completed/increased use of MyTown pages. • Case studies, testimonials and direct feedback from statutory and non-statutory services, organisations using hubs. • Customer experience survey	Short to medium term
5	Supports and services are accessible with good engagement by target groups	• Uptake of support, activities or services. Council functions and other organisations collect and report their own data to be fed into hub impact framework (in development). • Qualitative feedback from testimonials and case studies	Medium term

What		**How**	**S/M/L term**
6	No. of contacts/people supported relative to general advice, financial inclusion/debt money advice, literacy/language skills/qualifications, employability, digital inclusion etc.	• Uptake of support, activities or services. Council functions and other organisations collect and report their own data to be fed into hub impact framework (in development). • Qualitative feedback from testimonials and case studies	Medium term
7	Reduction in demand for additional/intensive statutory services	• Uptake of support, activities or services. Council functions and other organisations collect and report their own data to be fed into hub impact framework (in development). • Reduction in referrals to additional/intensive services	Medium term

		• Qualitative feedback from testimonials and case studies (in development with early positive visibility of reduction in escalation to SW)	
8	Number of people accessing assisted self-service in the hubs	• Visitor management and onsite informal tracking of signposting by hub coordinators.	Medium term
9	Comparison of usage across assets within NLC	• Activity analysis of use of spaces • Visitor management system • Information gathered by services/organisations as to how and what people are accessing and where.	Medium term
10	Progress of LOIPs and outcomes agreed as part of future hub delivery plans that contribute to the outcomes set in the plan for North Lanarkshire	• Alignment with developing hub offer and LOIP priorities and connections to plan for NL health check indicators • Connections to community council/local orgs action plans	Medium to long term
11	Number of organisations applying for/receiving grant funding contributing to delivery	• Stakeholder map of local organisations • Hub coordinators mapping with community partnership team which are contributing	Medium to longer term

What		**How**	**S/M/L term**
12	Number of volunteering or placement opportunities available in hubs	• Volunteering embedded within family support or other services	Medium to longer term

3.3 The programme overall:

- Provide 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

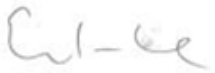
4. Supporting documentation

4.1 Appendix 1- Three approved phases of the operating model transition plan
4.2 Appendix 2 -HUB activity analysis for each community hub
4.3 Appendix 3- October newsletter for Newmains & St Brigid's Community Hub
October newsletter for Riverbank Community Hub

October newsletter for Chryston Community Hub

4.4 Appendix 4-Collective weekly community hub timetable (individual ‘what’s on’ can be found in each newsletter above in Appendix 3)

4.5 Appendix 5- Impact frameworks (phase 1) for Newmains & St Brigid’s, Riverbank and Chryston hubs



Carolynne Coole
Interim Chief Officer, (Strategy 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 in the development of an operating model for the effective delivery of services within the heart of communities. As members will be aware both SARIS and the delivery of new town and community hubs both have the capacity to support these objectives. While the development of new hubs may increase development costs marginally there are significant benefits to be delivered in the associated rationalisation of the Council's estate and proven operational advantages associated with the implementation of the revised operating model of service delivery.

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.

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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. Work with finance and technology team will be ongoing in support of the model –and the appropriate governance structures will be applied. The implementation of the corporate booking system whilst will have no adverse impact on roles will have some impact on operational practices as the self-service functionality is introduced. This is seen as a benefit and shift from cumbersome manual processes, enabling real time live information sharing, booking and monitoring.

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 and the 'Working with Communities framework'. Communication and engagement plans are developed throughout each stage of the POW and colleagues from Strategy and Engagement and the 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. The main risks and mitigating actions are described in section 2.57 with a broad summary for the longer-term programme below:

- Finance – delivery of strategic capital investment programme and ongoing review of priorities, risk to savings not being realised through service redesign to transition towards a new operating model. Further opportunity in this phase for financial modelling as hubs work to realise the investment of £111m and forward investment.
- 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 relative to co-location and integrated working to underpin the success of the model

- Communities – ensuring full participation from communities, sharing of insights and intelligence in support of the model and realising the ambition of the Community Boards and working with communities framework.

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).

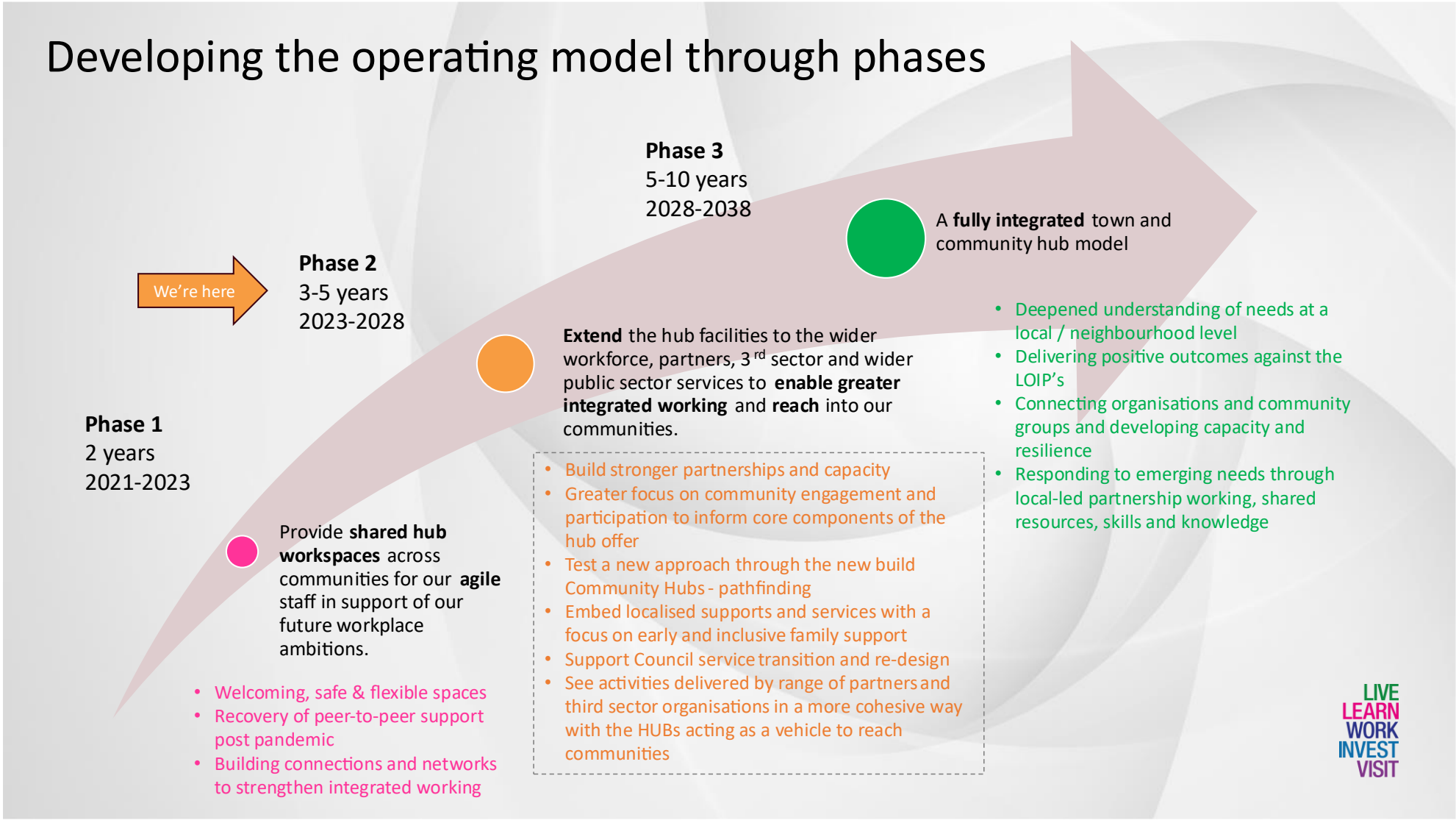
Approach to whole family support outlined in the report.

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?

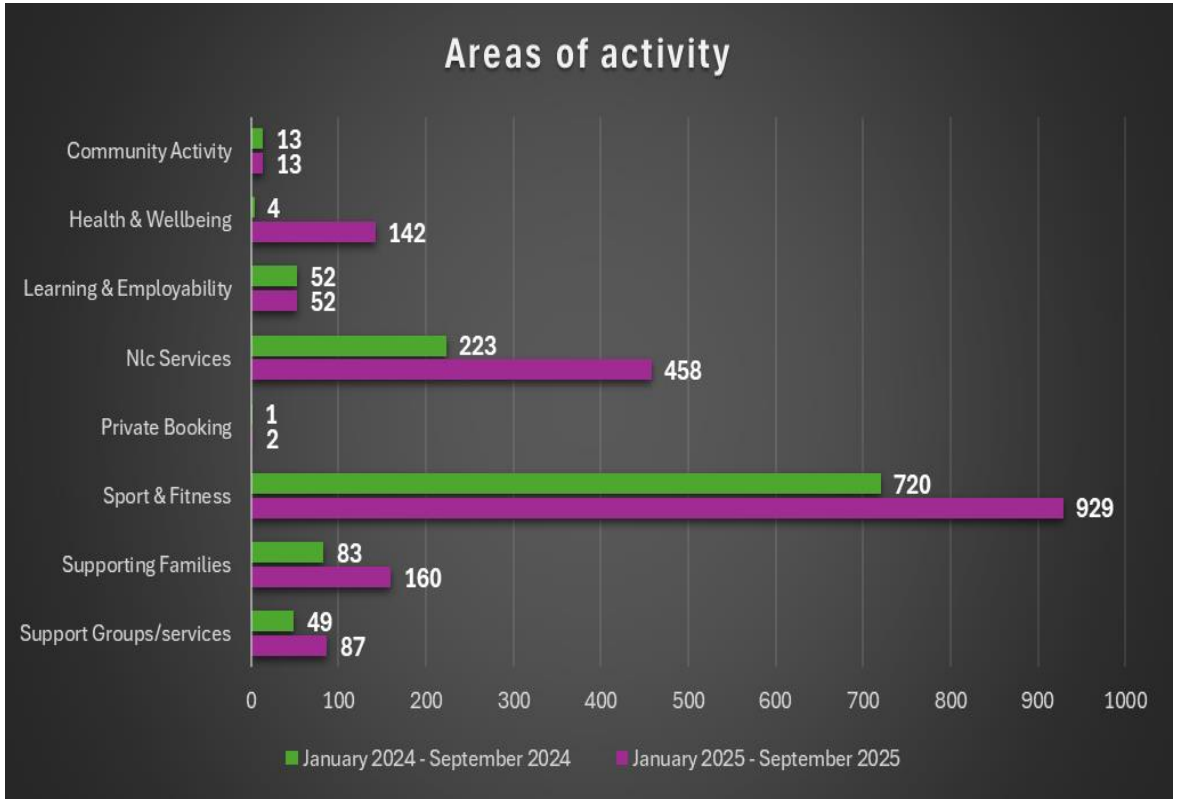
Yes ☒ No ☐

Appendix 1 – Three approved phases of the operating model delivery plan



Appendix 2 –Newmains & St Brigid's Community Hub activity analysis. January to September 2024 V January to September 2025

Activity being delivered: Activity has been themed into areas as can be seen from the graph below. Data is taken from bookings recorded by community facilities and reflects our focus on key strategic priorities.



Points to note:

Support for Families: Bookings for family-focused activities increased indicating focus on whole family support with growth and engagement from services aimed at supporting families such as FHANS.

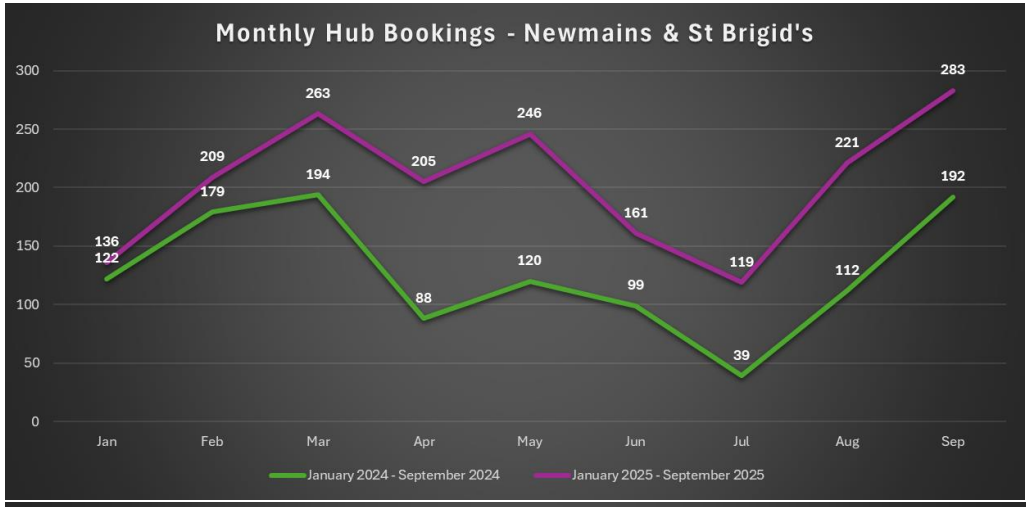
Growth in NHS services: There was a sharp rise in bookings under health & wellbeing from 4 to 142—highlighting the hub's expanding role in delivering targeted place-based NHS services such as Occupational Therapy, Mental Health support, Veterans support, and Health Improvement.

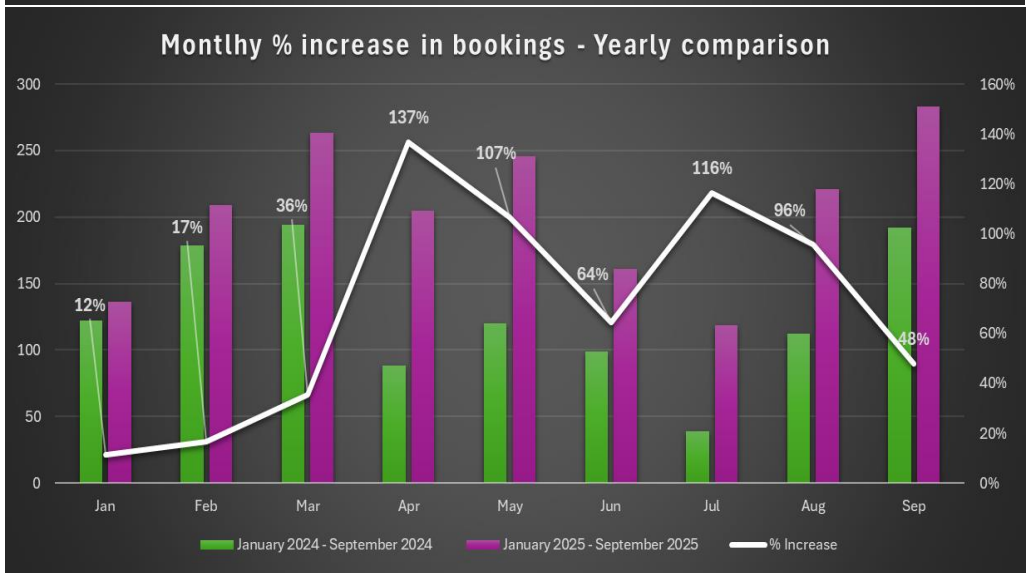
Sports & Fitness: Usage increased from 720 to 929 bookings, reflecting increased demand for physical activity and wellbeing programmes including a place based Active NL offering.

Council-Led Place-Based Support: Bookings by North Lanarkshire Council (NLC) services rose from 223 to 458, showing a clear shift toward more integrated, place-based service delivery through the hub.

Appendix 2 – Newmains & St Brigid's Community Hub activity analysis. January to September 2024 V January to September 2025

Bookings made: During the reporting periods bookings increased from a total of 1,145 in 2024 to a total of 1,843 in 2025.





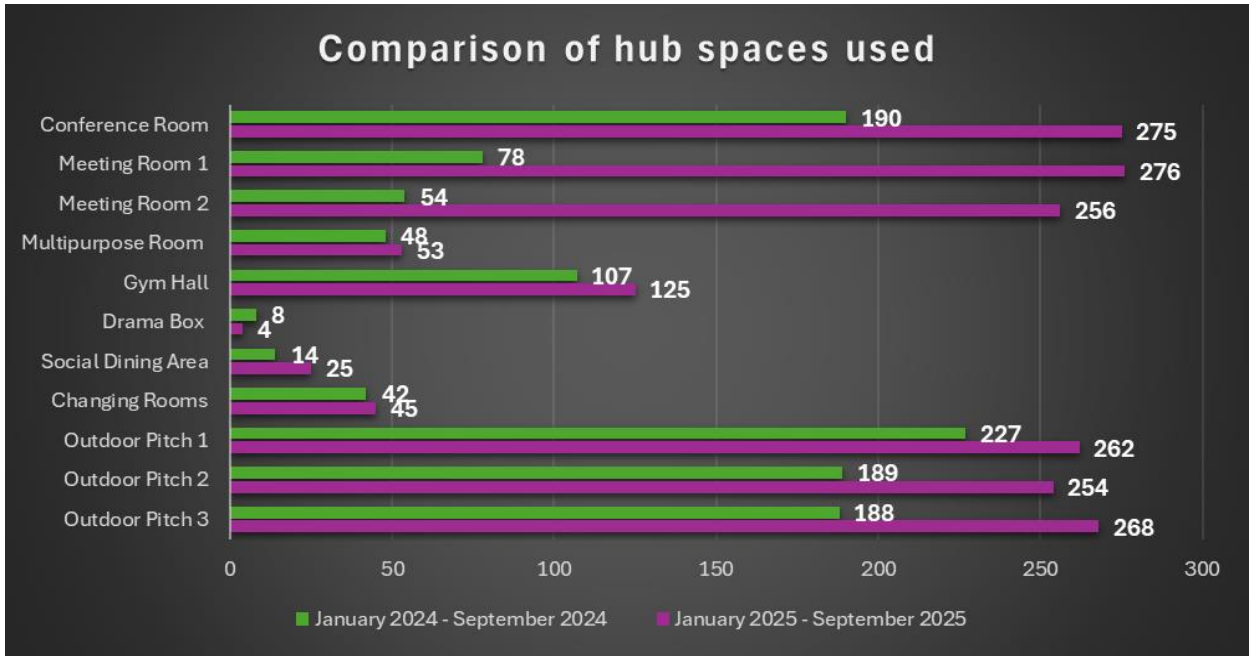
Graph 1 shows a month-by-month comparison of hub bookings between 2024 and 2025 using a line graph. It highlights seasonal trends and differences across the two years, unlike Graph 2 which focuses on overall yearly growth and percentage increases.

Graph 2 compares bookings year by year using a cluster chart, with a trendline showing how growth is accelerating with seasonal dips during summer. It highlights the continual percentage increase in bookings each year.

Growth started at ~12% in January, peaking at ~137% in April. While seasonal dips occurred during holidays, overall engagement continues to rise.

Appendix 2 – Newmains & St Brigid's Community Hub activity analysis. January to September 2024 V January to September 2025

Space utilisation: The graph below presents a bar chart comparing the frequency of bookings for each hub space across the two periods. It highlights which spaces were most in demand and illustrates changes in usage patterns over time.

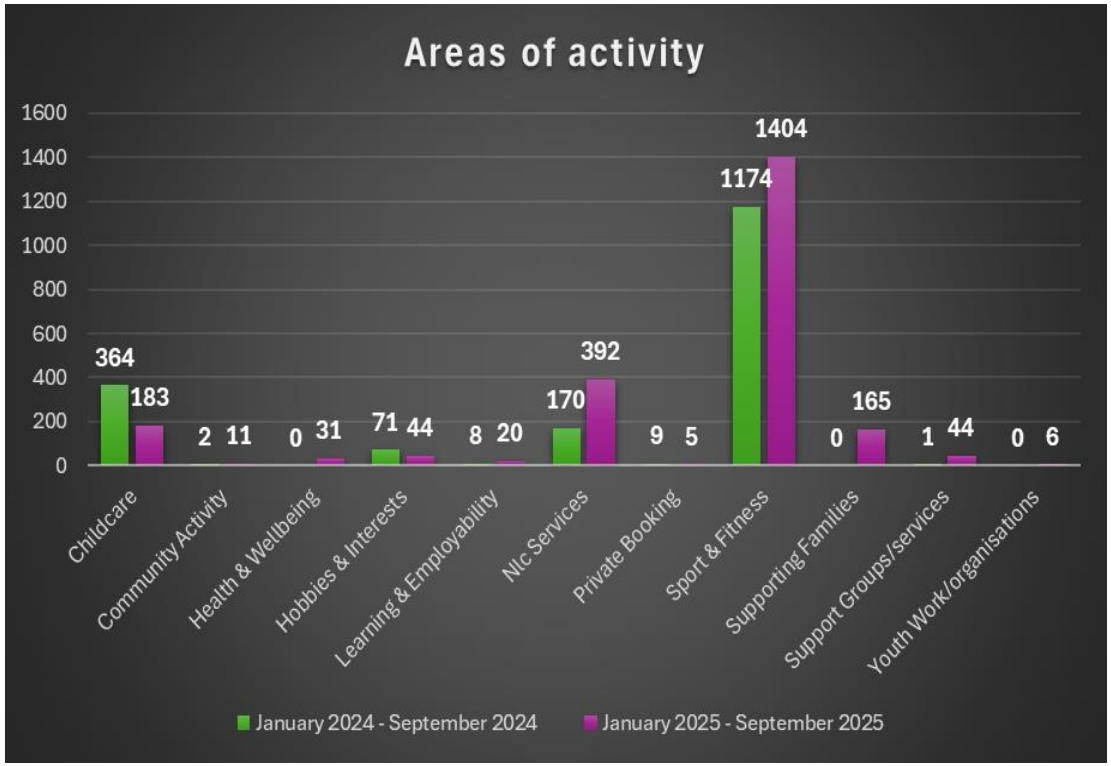


Points to note:

- Most spaces saw increased bookings year-on-year, with Meeting Rooms and Outdoor Pitches showing the largest rises.
- Spaces like the social dining area and multipurpose room also saw more use, indicating broader community engagement.
- The range of spaces used reflects a mix of services, activity groups, and community needs—from sports and meetings to social and creative sessions.

Appendix 2 – Riverbank Community Hub activity analysis. January to September 2024 V January to September 2025

Activity being delivered: Activity has been themed into areas as can be seen from the graph below. Data is taken from bookings recorded by community facilities and reflects our focus on key strategic priorities.



Points to note

Supporting families and support groups/services: The integration or services such as Routes to Work, FHANS and Carers Together has seen a positive increase in bookings for use of space, which illustrates our priority focus to enhance the provision of whole family support. Bookings rising from 1>44 and 0>165 respectively.

N**LC Services**: Council services are now embedded in the hub with Tackling Poverty and the North Lanarkshire Disability Forum now established offering financial and disability support.

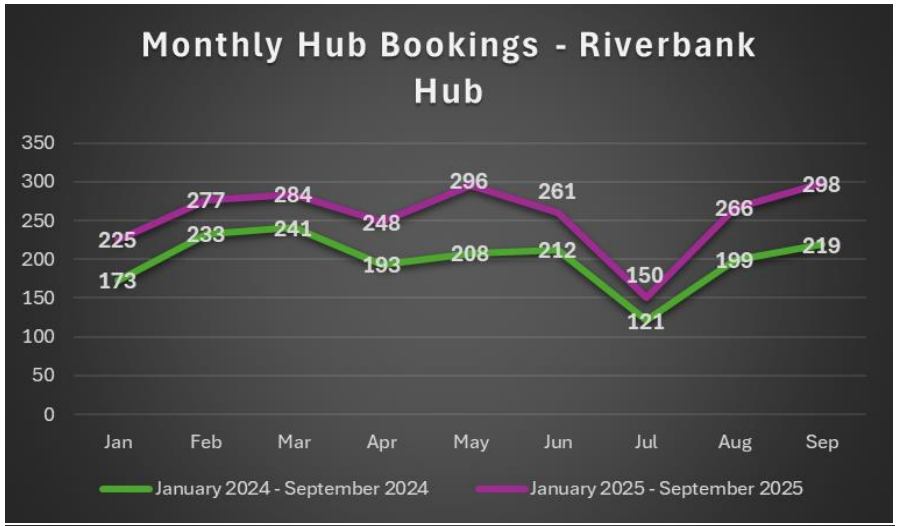
Sport & Fitness: Bookings and usage remain strong with overall bookings increasing by 20% in 2025. This is predominately due to evening and weekend hire of the 3G pitch and an increase in use of the gym hall by Bushido Karate and ASN Stars Football NL.

Growth in NHS services: There was an increase in bookings from 0-31 highlighting the hub's expanding role in delivering targeted place-based NHS services such as Stress Control, Smoking Cessation and Peri natal support.

Childcare: Use of space dropped due to availability of suitable storage space for prams as use of the hub increased, with the group moving to another facility.

Appendix 2 – Riverbank Community Hub activity analysis. January to September 2024 V January to September 2025

Bookings made: During the reporting periods bookings increased from a total of 1,799 in 2024 to a total of 2,305 in 2025.



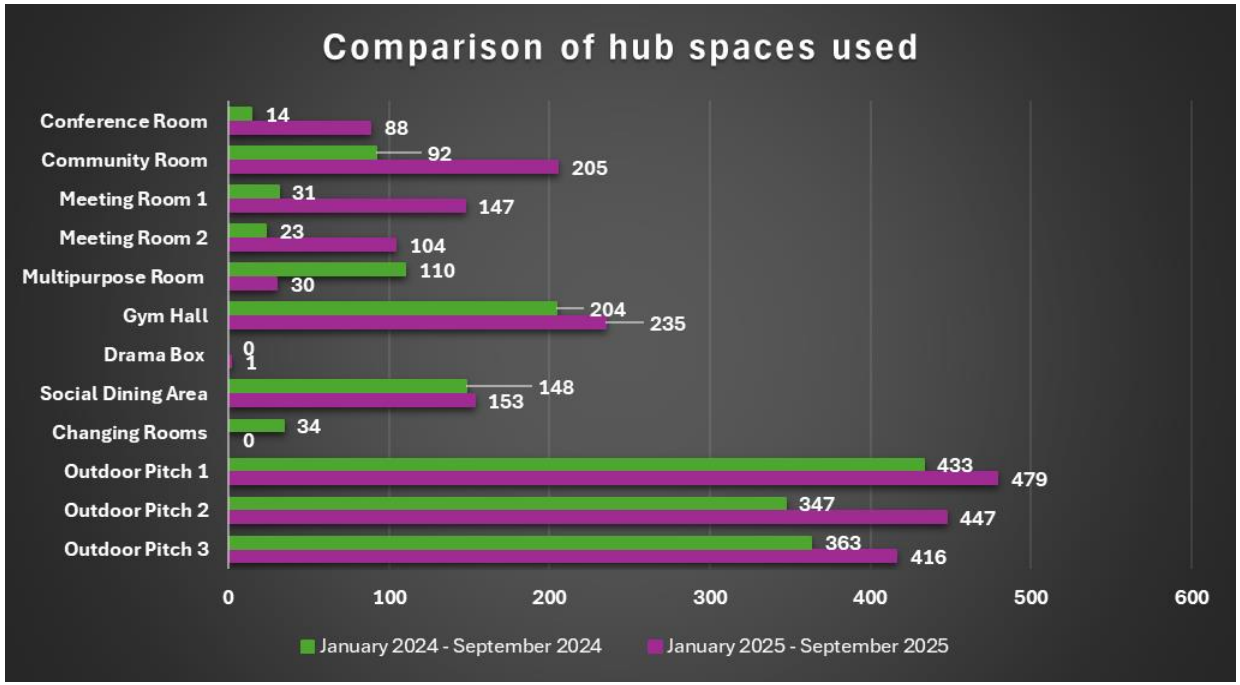
Graph 1 shows a month-by-month comparison of hub bookings between 2024 and 2025 using a line graph. It highlights seasonal trends and differences across the two years, unlike Graph 2 which focuses on overall yearly growth and percentage increases.

Graph 2 compares bookings year by year using a cluster chart, with a trendline showing how growth is accelerating. It also highlights the percentage increase in bookings each year.

Hub bookings rose from 1,799 in 2024 to 2,305 in 2025.Significant growth peaked at ~42% in May 2025. While seasonal dips occurred during holiday periods, there is still growth during the Easter (April) and summer (July) periods AND overall engagement continues to rise.

Appendix 2 – Riverbank Community Hub activity analysis. January to September 2024 V January to September 2025

Space utilisation: The graph below presents a bar chart comparing the frequency of bookings for each hub space across the two periods. It highlights which spaces were most in demand and illustrates changes in usage patterns over time.

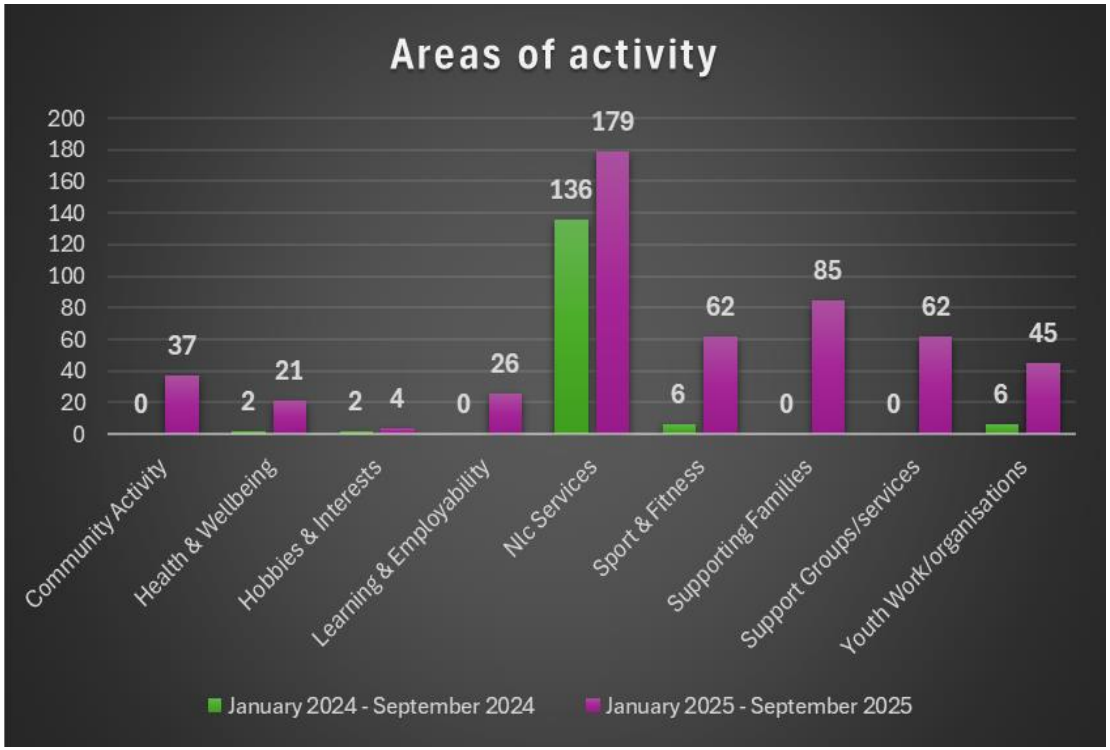


Points to note:

- Most spaces saw increased bookings year-on-year, with Meeting Room 1 and 2 showing the largest rises for client-based work, meetings with parents and diarised appointments.
- The Community and Conference Rooms have both seen more usage by services for larger meetings and training.
- While the Outdoor Pitches have always proven popular at the hub, there is still steady growth reflected. The rise in Gym Hall usage also points to more flexible usage of the facility with larger meetings, events and Community board use taking place.

Appendix 2 – Chryston Community Hub activity analysis. January to September 2024 V January to September 2025

<u>Activity being delivered</u>: Activity has been themed into areas as can be seen from the graph below. Data is taken from bookings recorded by community facilities and reflects our focus on key strategic priorities.



Points to note

Supporting families and support groups/services: The integration or services such as Routes to Work, FHANS and Carers Together has seen a positive increase in bookings for use of space, which illustrates our priority focus to enhance the provision of whole family support

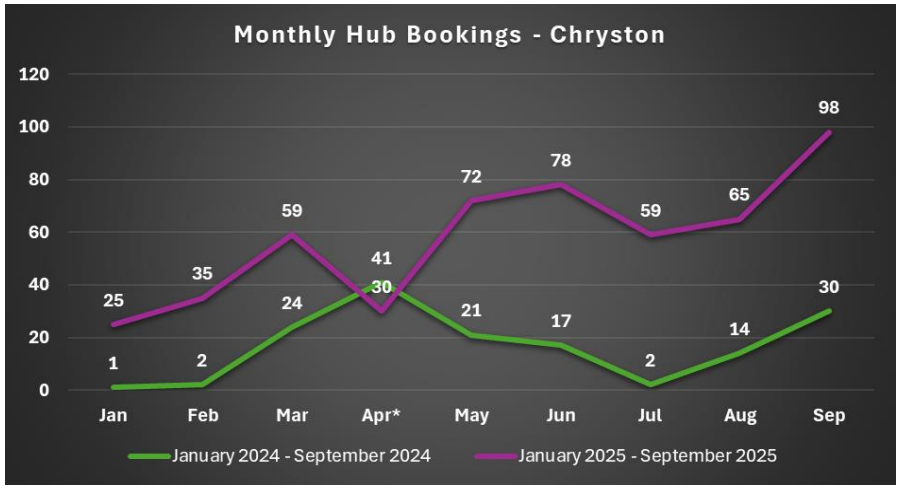
Youth Work/Organisations: Bookings for these activities increased due to growing engagement with the local community in a variety of ways e.g. Scouts, Project 42 Music and Arts.

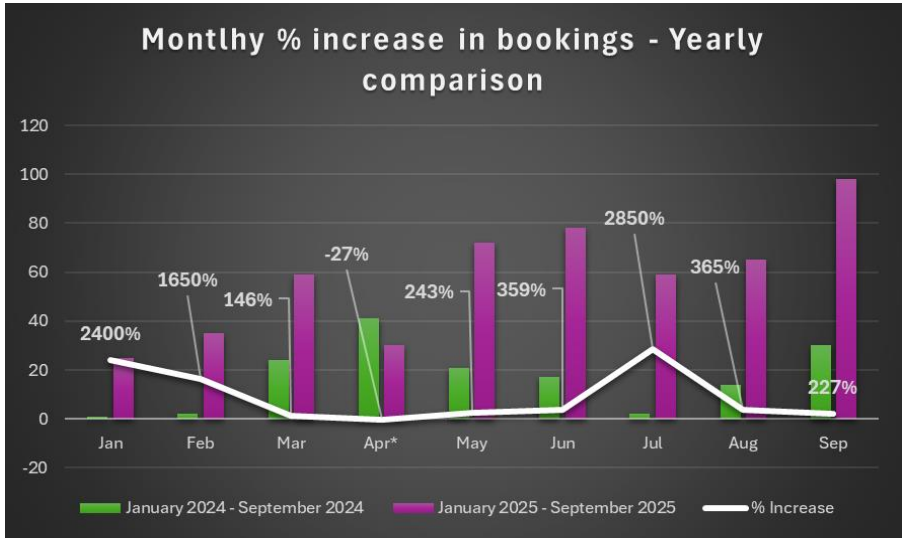
Sports & Fitness: Usage increased by 933%, reflecting increased demand for physical activity and wellbeing programmes through Health Walks, indoor football and dance. *Note: Chryston Hub does not have outdoor pitches as the other hubs.*

Council-Led Place-Based Support: Bookings by North Lanarkshire Council (NLC) services rose by 31% showing a clear shift toward more integrated, place-based service delivery through the hub.

Appendix 2 – Chryston Community Hub activity analysis. January to September 2024 V January to September 2025

Bookings made: During the reporting periods bookings increased from a total of 152 in 2024 to a total of 521 in 2025.





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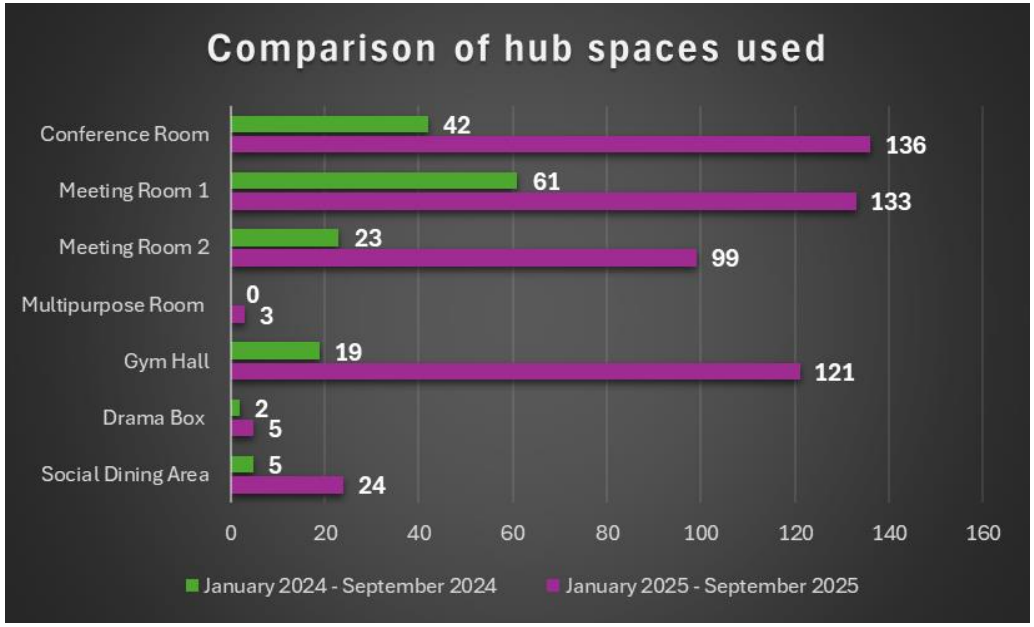
Graph 2 compares bookings year by year using a bar chart, with a trendline showing how growth is accelerating. It also highlights the percentage increase in bookings each year.

Hub bookings rose from 152 in 2024 to 521 in 2025. Significant growth peaked at ~2850% in July 2025. While seasonal dips occurred during holiday periods, the overall engagement continues to rise.

Note: The Hub was closed for 17 days in April 2025 for essential Hub maintenance, resulting in a drop in bookings and footfall for that month.

Appendix 2 – Chryston Community Hub activity analysis. January to September 2024 V January to September 2025

Space utilisation: The graph below presents a bar chart comparing the frequency of bookings for each hub space across the two periods. It highlights which spaces were most in demand and illustrates changes in usage patterns over time.



Points to note:

- In general, there has been an increase in space usage compared with the same 2024 period.
- All spaces have seen an increase in usage since the previous annual period.
- Use of the social dining area depends on suitability against requirements. At times when the hub is full the space is a thoroughfare with noise from surrounding areas. It is best used in isolation or in conjunction with adjacent spaces for larger events and as reflected in Appendix 5 feedback from Project42.

Appendix 4 - Collective weekly community hub timetable

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Newmains & St Brigid's	Tackling Poverty Team (First point of contact) weekly clinic 9am - 5pm (Meeting Room A) Headteacher Meetings 8.30am - 9.30am (Meeting Room B) Tackling Poverty Team (Resettlement) 1pm - 5pm (Meeting Room B) Phoenix Futures family support 12pm - 2pm (Conference Room) 1-1 Learning Support St Brigid's Cluster 2pm-3pm (Conference Room) School Headteachers 3pm-4pm (Conference Room) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 8.30am - 9.30am + 3pm - 4pm (Meeting Room A) Teen Talk counselling services 9.30am - 11.30am (Meeting Room A) Families Here & Now Service 1pm - 2pm (Meeting Room A *bi-weekly) 1-1 Learning Support St Brigid's Cluster 2pm-3pm (Meeting Room A) NHS Primary Care Occupational Therapy 9am - 5pm (Meeting Room B) NHS Mental Health Team 9am-11am (Conference Room) Clyde Valley Cluster 11.15am - 12.15pm (Conference Room) NHS Veterans First Point 1pm - 4.30pm (Conference Room) CLD family learning taster sessions** Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 8.30am - 9.30am + 3pm - 4pm (Meeting Room A) Families Here & Now Service 1pm - 3pm (Meeting Room A) Routes to Work 11am - 4pm (Meeting Room B) 1-1 Learning Support St Brigid's Cluster 11am-12pm (Conference Room) Headteacher meeting 1pm - 2pm (Conference Room) NHS Integrated Day Service 2pm - 4pm (Conference Room *bi-weekly) NHS CAHMS service 2pm - 3pm (Conference Room bi-weekly) Active NL Zumba 6pm-7pm (Gym Hall) AA Support Group 7pm -10pm (Multi-purpose Room) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 8.30am - 9.30am + 3pm - 4pm (Meeting Room A) Families Here and Now Service 10am - 2pm (Meeting Room A) St Aidan's Cluster Meetings 1:1 meetings 1pm - 3pm (Meeting Room A) NL Disability Forum 10am - 3pm (Meeting Room B) Wishaw Housing weekly void meeting 10am - 12pm (Conference Room) Active NL 129 Body Attack 6.15pm -7.15pm (Gym Hall) Active NL Yoga 7.15pm - 8.15pm (Gym Hall) CLD Girls Group Theraputic Thursdays 5.30pm-8.30pm (Social Area) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 8.30am - 9.30am + 3pm - 4pm (Meeting Room A) Phoenix Futures family support 10am - 2pm (Meeting Room A) NL Carers Together weekly clinic 10am - 4pm (Meeting Room B) Families here and now service 10am - 11am (Conference Room + Meeting Room A) Kinship Carers weekly peer-support group 10am - 12pm (Conference Room *first of the month) Football Groups 6pm - 9pm (3G Pitches - Full)	Football Pitches 12pm - 3pm (3G Pitches Full)	Football Pitches 12pm - 4pm
Riverbank	NL Carers Together 8.30am-5pm (Meeting Room 1) School Headteacher 9am-10am (Meeting Room 2) NLC Education 9.30am-1pm (Conference Room) CLD Family Learning Group 2.30pm-4.30pm (Community Room) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) NHS Perinatal Mental Health - Finding Me 9am-1pm (Community Room) Bushido Karate 6pm-7pm (Gym Hall) Football Groups 6pm-9pm (Football Pitches in use except pitch 2 between 8pm-9pm)	School Headteacher 9am-10am (Meeting Room 2) NHS Quit Your Way 9am-1pm (Meeting Room 1) Child Bereavement UK 1pm-5pm bi-weekly (Meeting Room 1) School HT 2.30pm-3.30pm (Meeting Room 2) Active NL Yoga class 11am-12pm (Community Room) NL Carers Together team (Staff/Partnership zone) Education and Families Project Manager (Staff/Partnership zone) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) Football Groups 6pm-9pm (Football Pitches - full usage)	School Headteacher 9am-10am (Meeting Room 2) School HT 2.30pm-3.30pm (Meeting Room 2) Tackling Poverty 9.30am-4.45pm (Meeting Room 1) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) Football Groups 6pm - 9pm (Football Pitches - full usage) NHS psychological services stress management workshops - 6.30pm-8pm during Summer Holidays (Community room)	School Headteacher 9am-10am (Meeting Room 2) Routes to Work 9.30am-4.30pm (Meeting Room 1) Drumpark FL Group 9am-4pm (Community Room) Housing tenant participation (Staff/Partnership zone) School HT 2.30pm-3.30pm (Meeting Room 2) C&S Out of Shool Care 3pm-6pm (Social area/multipurpose room) Active NL - Zumba class - 6pm-7pm (Gym Hall) Football Groups 6pm - 9pm (Football Pitches in use except pitch 2 between 8pm-9pm)	School Headteacher 9am-10am (Meeting Room 2) NL Disability Forum 9am-12.30pm (Meeting Room 1) NHS Perinatal Mental Health - Circle of Security 10am-12pm (Community Room) Families here and now service drop in 2pm-4pm (Meeting Room 2) School HT 2.30pm-3.30pm (Meeting Room 2) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) CLD Youth Group 5.30pm-8.30pm (Gym Hall/Dining Hall/Multi Purpose Room) Football Groups 6pm - 9pm (Football Pitches - full usage)	Football Pitches 9am - 3pm (Football Pitches - full usage) Families here and now service community room (10am to 3pm) ASN Stars Football NL (930-230pm Gym Hall)	Football Pitches 9am - 3pm (Football Pitches - full usage)
Chryston (including Chryston Health clinic services)	FHANS Service 11am - 12 noon MR2 North Lanarkshire Disability Forum 1pm - 4pm MR2 LOIP Health Inequalities Sub Group (Monthly) 6pm - 8pm Community Room Sparkles Dance Academy, Gym, 5pm - 7.30pm Gym Hall NLC Housing Services (bi-weekly) 9am - 4pm MR1 SAMH Well informed Service (monthly) 10am - 2pm MR1	Routes to work supported by Tackling Poverty Team (meeting room 2 - 9am-5pm) Advance dance Academy, Gym, 5pm - 9pm Gym Hall Primary Care Occupational Therapy Service 8.30am - 5pm Community Room FHANS 2pm - 4pm MR1	Carers Together 830am - 430pm (Meeting Room 1) School Activity - Barnardos - 9am-330pm MR2 CIIL - monthly - 9am - 3pm MR2 Cumbernauld Action for Care of the Elderly 10am - 3pm Community Room CIIL Bi-weekly 3pm - 4pm Community Room Community Policy Drop in - monthly (530-7pm Conference Room) ACM childrens football 5pm - 7pm Gym Hall	2nd Clyde Scout Group, gym hall, 5pm - 7pm Gym Hall	Tackling poverty (meeting room 1, 8.30m-4.30pm) CIIL Donna McCann MR1, 12.30pm - 4pm Community Health Walk and social - community room - 930-1230 Families Here and Now Service (meeting room 2 11am-2pm) Families Here and Now service (Conference Room 230pm-430pm)		Project 42 Music and Arts programme sessions 1.30pm - 3.30pm Social dining and Hellar Up
	Appointments in treatment rooms based on a scheduled programme/self referrals for: addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	**Appointments in treatment rooms** based on a scheduled programme/self referrals for: addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	**Appointments in treatment rooms** based on a scheduled programme/self referrals for: addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	**Appointments in treatment rooms** based on a scheduled programme/self referrals for: addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	**Appointments in treatment rooms** based on a scheduled programme/self referrals for: addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy		
	C Card 830am to 445pm	C Card 830am to 445pm Sexual Health Clinic 1pm-4pm appt only Young people clinic drop in or walk in 4pm-6pm registration 4-5pm	C Card 830am to 445pm	C Card 830am to 445pm	C Card 830am to 415pm		
Colour legend=	*Commissioned/thirs sector/community groups* (purple)	*Council / Partner* (black)	*NHS services* (blue)				

Note: In each hub during the day the spaces available for service and partner delivery are 2 meeting rooms and 1 conference/community room, supplemented with the staff/partnership area for staff to use.
As the report and analysis highlights there is room to optimise the use of other spaces beyond the school day which will be the focus moving forward as a deeper understanding of needs develops and to maximise occupancy and support local organisations to deliver against the LOIP's
The timetable is subject to change based on the needs of communities and adjustments to service delivery as new ways of working are trialled and impact measured.
Targeted events and activity led by education will be added over Q3 and Q4 as this is planned and understood.

APPENDIX 5 – Impact frameworks for each hub

RIVERBANK COMMUNITY HUB

IMPACT FRAMEWORK

JAN 2025 to JUNE 2025

Overview

This report presents a six-month evaluation (January–June 2025) of the hub operating model, focusing on stakeholder engagement and the return on investment in hub offerings. It supports the transition to a future model by helping us understand and communicate the broader value created through shared, no-cost hub spaces. The report covers Riverbank community hub in Coatbridge.

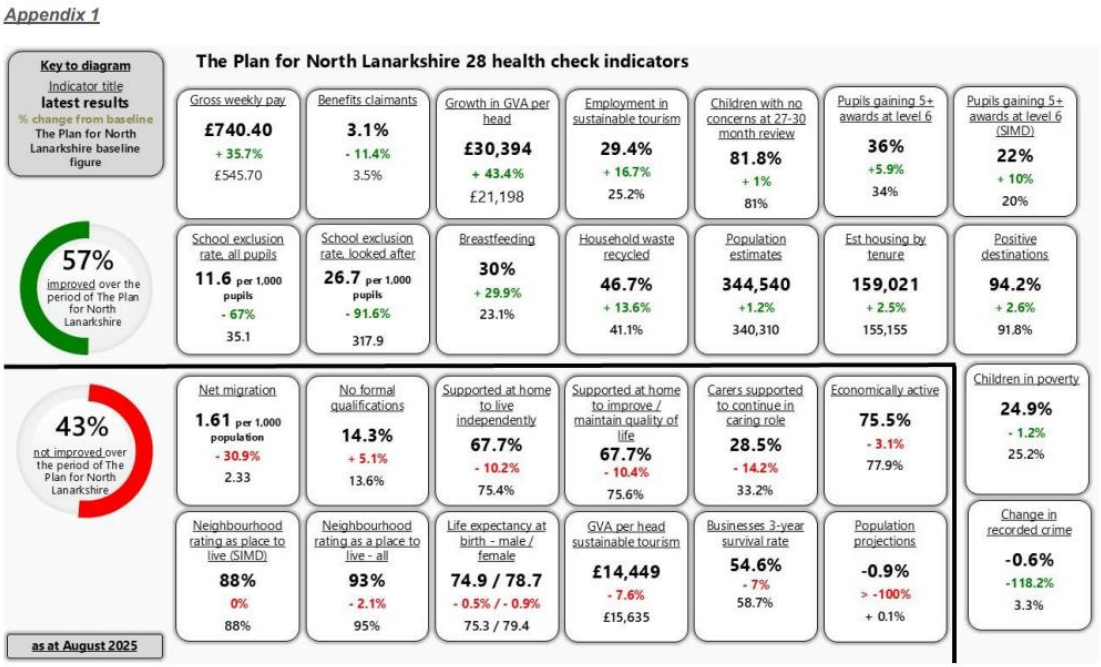
Developed in collaboration with hub stakeholders, the report combines service data with lived experience to assess outcomes and highlight meaningful change

Case studies include:

- An overview of each service and its goals
- Bookings data showing usage, cost savings, and cost avoidance
- Quantitative data (e.g. drop-ins, appointments, phone calls)
- Qualitative insights from stakeholders and service users

All work in this framework is guided by the plan for North Lanarkshire, seeking to impact on one or more of the 28 health check indicators and local outcome improvement priorities. Both noted below for reference:

Plan for NL: 28 Health check indicators



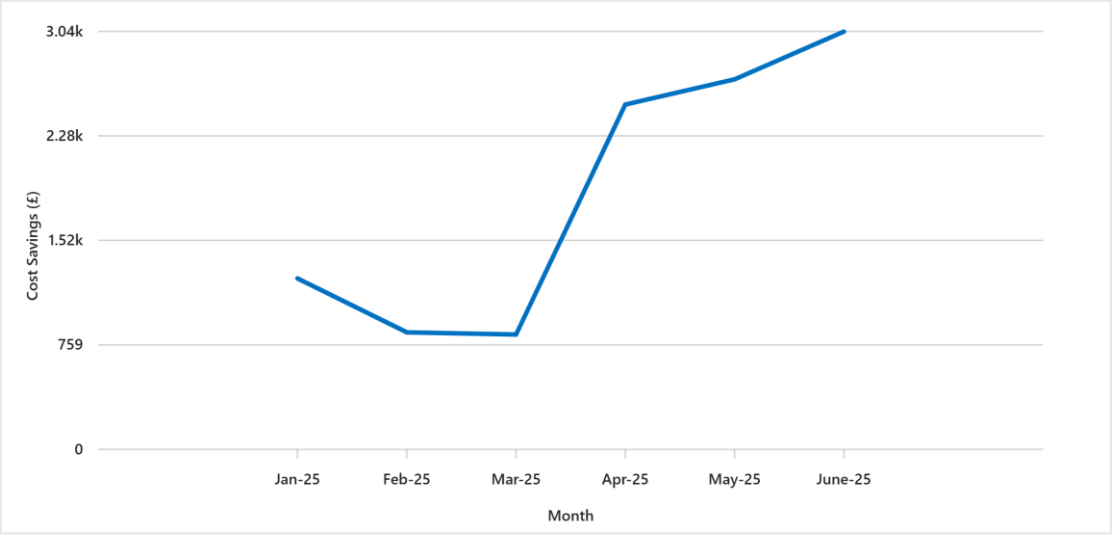
LOIPs for Coatbridge: POVERTY I MENTAL HEALTH I DIGITAL INCLUSION

Cost avoided by services based on the terms with the approved MOU for free use of space

Month	Monthly cost avoided across all services through hub MoU
Jan-25	£1,242.00
Feb-25	£850.50
Mar-25	£834.00
Apr-25	£2,505.00
May-25	£2,688.00
June-25	£3,034.50
Total sum	£10,694.25

Key Insights

- Over six months the combined total of cost avoided is £10,694.25 across services - see graph below.
- June was 145% higher than January, reflecting increased hub usage and service delivery
- The upward trend highlights the growing value of the hub model as more services engage, and footfall increases



List of regular services using the Hub

North Lanarkshire Council Services
- Tackling Poverty Team
- Active NL
- Community Learning & Development (Youth Work)
- Community Learning & Development (Drumpark FL)
- Community Partnership Team
- Education
- Tenant Participation
- Family Engagement

NHS services

- NHS Psychological Service (Stress Control) 6-week programme
- NHS Perinatal Mental Health (Finding Me) 8-week programme
- NHS Perinatal Mental Health (Circle of Security) 8-week programme

Commissioned, third sector or ALEO Services

- Families Here & Now
- Home Start
- Carers Together
- North Lanarkshire Disability Forum
- Routes to Work
- Child Bereavement UK
- VANL
- NHS Quit Your Way
- NHS Maternal and Infant Nutrition

Clubs (Gym Hall)
- Bushido Karate
- ASN Stars Football North Lanarkshire

Case studies on the following pages

Riverbank Community Hub Case Study – NHS Psychological Service

Stress Control has a well-established evidence base in helping people to overcome day-to-day stress, low mood and anxiety, and offering the course at Riverbank Community Hub allowed us to reach out to the community of Coatbridge to invite them to attend. This invitation was also extended to people who work in the area, as there are no barriers to accessing the course.

For those who completed the end of course feedback, 50% rated their ability to manage their stress as "good" or "very good" at the end of the course, compared with 7% rating their ability to manage stress as "good" at the start of the course, and 0% of participants rating "very good". At the end of the course, 36% of participants rated their abilities as "neutral" and 14% rated "fair." No participants rated their ability as "poor" by the end of the course compared with 57% of participants at the start of the course who rated their ability to manage stress as "poor."

The NHS Psychological Service had 23 attendees at Riverbank complete their outcome measures.

SROI Element	Details
Inputs	NHS funded service, psychological service staff time and resources, use of space in the hub, partnership with hub team and other co-located services
Outputs	13-23 participants at each session over a 6-week programme
Outcomes	Self-management support provided to people experiencing a range of common mental health difficulties such as anxiety and depression. Improved physical health. Enhanced mental and emotional wellbeing. Increased productivity and focus. Strong relationships.
Financial Proxy*	Avg. cost of psychological service appointment in North Lanarkshire: £33.33 (NHS Band 6)
Cost avoidance	£81 total through free use of hub space Equates to £13.50 per session delivered
Impact Example	Free access to stress control support and information tools required to manage anxiety and depression.
Reinvestment	Increased additionality of service across North Lanarkshire, improved patient access, prevent a need to access other services, improved self-management of individual health and wellbeing to improve health outcomes.

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Participant feedback:

"I really enjoyed the course, and I definitely benefitted from what I've learned. I find myself telling my family about all the different tools as well! Practicing relaxation and stepping out my comfort zone has helped me. I feel I am anxious less and have more confidence in my ability to do hard things. The way each session has been presented has been brilliant".

Riverbank Community Hub Case Study– Tackling Poverty

We have found that the more local people hear about the Riverbank Hub the more inclined they are to take up our offer of a face-to-face appointment rather than a telephone appointment. It is a great facility in terms of accessibility as a lot of the people we work with have health conditions and disabilities, often with limited mobility, so the accessible ground floor access for the appointment room and toilet facilities is key. We have arranged face to face appointments in the hub and carried out numerous phone calls when based out of the hub as part of our day-to-day service delivery.

SROI Element	Details
Inputs	Council funded service, staff time and resources, appointments offered using space at the hub, provision of advice relating to Welfare Benefits, Income Maximisation and Debt Advice, partnership with hub team and other co-located services
Outputs	31 face to face appointments to date held at the hub.
Outcomes	Operational efficiency, ability to offer local appointments to residents, a more responsive and flexible service, timely advice is given to individuals to fully maximise their income.
Financial Proxy*	Avg. cost of Tackling Poverty appointment with an officer in North Lanarkshire: £24.49 (NLC10 £44,581)
Cost avoidance	£438.75 total through free use of hub space Equates to £14.15 per face-to-face appointment
Impact Example	Support team capacity to provide pre booked appointments once per week to residents and provide guidance and support with completing disability application forms and applying for other benefits such as Universal Credit, Pension Credit and Council Tax Reduction
Reinvestment	Increased additionality of service across North Lanarkshire, improved reach and access within communities

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Service example:

"A couple in their 80's was referred by Social Work after one of them was diagnosed with dementia. They wanted to maximise their income to employ a private cleaner to support with the household chores that were becoming too hard. They were offered a benefit check over the phone to save them having to travel but did not feeling comfortable discussing their finances over the phone. They chose to come in for an appointment at their local hub to have a benefit check carried out. The referral from Social Work had stated that they had no benefits in place but after carrying out the benefit check and checking their income via bank statements it was confirmed that high-rate Attendance Allowance was already in place for the person with dementia. They weren't entitled to any further benefits due to their income and savings but advised of a possible 25% discount on their Council Tax due to recent the dementia diagnosis for one of them. They had to confirm no one else lived in the house with them and took a form to their GP to get this certified. By doing so they were liable to receive a 25% reduction in their bill saving £500 over the year".

Riverbank Community Hub Case Study– Families Here and Now Service (FHANS)

Families here and know service is a partnership between Action for Children, Barnardo's, Home Start NL and Impact Arts. We have a referral process which makes the service accessible to all you need it. The group sessions over the holiday periods have seen a significant increase as FHANS grows and develops within the hub.

SROI Element	Details
Inputs	Offering early help to families across North Lanarkshire, funds to commission the services, staff expertise, time and resources, use of hub spaces, partnership with hub staff and other co-located services.
Outputs	Since July, 69 people (24 adults and 45 young people) have attended Riverbank Hub to participate in community arts and crafts sessions with whole family support service offering early interventions.
Outcomes	Across interventions overall; Improved family wellbeing by increasing financial stability, strengthening family relationships, enhancing children's learning, and improving their mental and physical health.
Financial Proxy*	Avg. cost of FHANS appointment with a worker in North Lanarkshire: c.£11.22 (£25,910)
Cost avoidance	£2308.50 total through free use of hub space Equates to £33.46 per face-to-face interaction
Impact example	Building FHANS capacity to deliver 365 days a year and provide a local drop-in service every Friday with free group activities to the community over school holiday periods and weekends.
Reinvestment	Increased additionality of service across North Lanarkshire, improved resources to increase variety of delivery and supporting activies.

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Service feedback:

FHANS community drop-in group, over the summer holidays, had several families who spoke about enjoying the groups; this was primarily due to the service being free of charge and snacks were provided each week. Families fed back that they enjoyed spending time with their children and the activities were fun and something they could replicate at home. One parent spoke about feeling relaxed in the hub setting with FHANS staff there to support. One child made a dream catcher which they said would catch all their dreams. The hub enables FHANS to reach families locally, help improve parenting skills, and through an inclusive environment where parents, carers and young people can take part improves mental and physical health for all family members.

NEWMAINS & ST BRIGID'S COMMUNITY HUB

IMPACT FRAMEWORK

JAN 2025 to JUNE 2025

Overview

This report presents a six-month evaluation (January–June 2025) of the hub operating model, focusing on stakeholder engagement and the return on investment in hub offerings. It supports the transition to a future model by helping us understand and communicate the broader value created through shared, no-cost hub spaces. The report covers Newmains & St Brigid's community hub in Coatbridge.

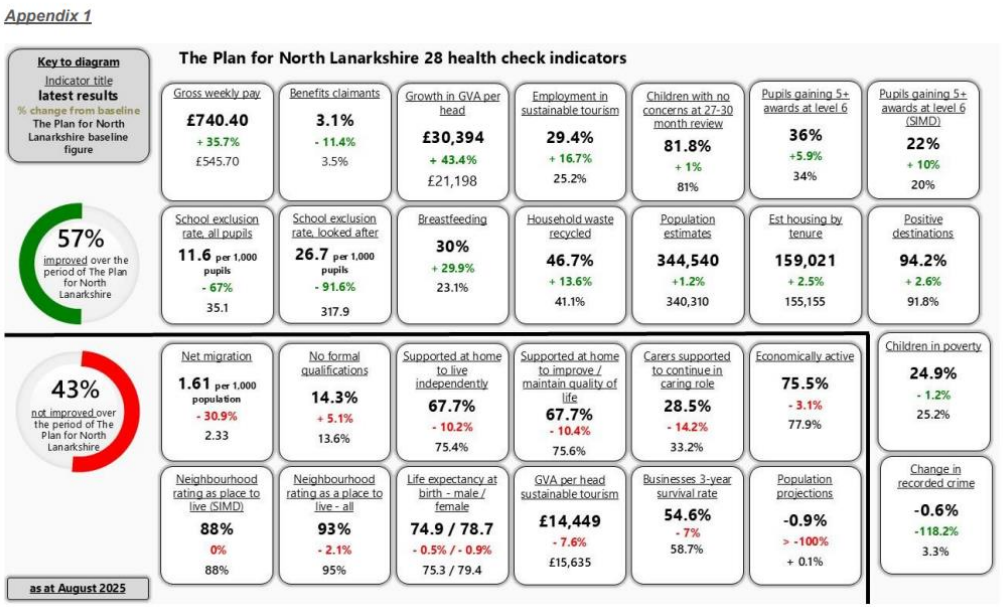
Developed in collaboration with hub stakeholders, the report combines service data with lived experience to assess outcomes and highlight meaningful change

Case studies include:

- An overview of each service and its goals
- Bookings data showing usage, cost savings, and cost avoidance
- Quantitative data (e.g. drop-ins, appointments, phone calls)
- Qualitative insights from stakeholders and service users

All work in this framework is guided by the plan for North Lanarkshire, seeking to impact on one or more of the 28 health check indicators and local outcome improvement priorities. Both noted below for reference:

Plan for NL: 28 Health check indicators



LOIPs for Wishaw: TACKLING POVERTY & INEQUALITIES I MENTAL HEALTH & WELLBEING I DIGITAL INCLUSION I COMMUNITY SAFETY I COMMUNITY ENGAGEMENT I ENVIRONMENT

Cost avoided by services based on the terms with the approved MOU for free use of space

Month	Monthly cost avoided across all services through hub MoU
Jan-25	£722.00
Feb-25	£931.25
Mar-25	£1,441.50
Apr-25	£1,773.00
May-25	£2,688.00
June-25	£ 2,206.50
Sum	£9,762.25

Key Insights

- Over the 6-month reporting period the combined total of cost avoided is £9,762.25 across services – see graph below.
- May & June costs were >100% higher than January, reflecting increased hub usage and service delivery.
- The upward trend highlights the growing value of the hub model as more services engage, and footfall increases.

List of regular services using the Hub

North Lanarkshire Council Services

- Active NL
- Community Learning & Development
- Digital Services
- Education
- Housing
- Tackling Poverty Team

NHS Services

- Health Improvement
- Mental Health Team
- Primary Care Occupational Therapy
- Rheumatology Service
- Veterans First Point (V1P)

Commissioned, third sector or ALEO Services

- Carers Together
- Families Here & Now
- North Lanarkshire Disability Forum
- Routes to Work

Case studies on the following pages

NHS Primary Care Occupational Therapy

Primary Care Occupational Therapy supports early intervention for individuals experiencing challenges with daily activities due to physical or mental health conditions. By offering timely, local appointments through the hub, the service helps people maintain independence and reduce reliance on more intensive health services.

Using the hub has enabled Primary Care OT to deliver timely, localised care while avoiding £238.50 in space costs that is proportionate with improved patient outcomes and increased service capacity.

SROI Element	Details
Inputs	NHS funded service, OT staff time and resources, use of hub space, partnership with hub staff and other co-located services
Outputs	13 patient contacts (face-to-face and phone) from across multiple GP practices
Outcomes	Improved self-management, reduced GP visits, increased independence
Financial Proxy*	Avg. cost of OT appointment in NL: £33.33 (NHS Band 6)
Cost avoidance	£238.50 total through free use of hub space Equates to £18.30 per appointment
Impact example	Arthritis patient seen locally, more responsible as seen within 8 days, received tailored support for self-management
Reinvestment	Freeing-up GP space, increasing OT capacity, improving patient access

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Service feedback

“A patient with arthritis was referred to OT and seen within 8 days at the Newmains Community Hub. The hub’s availability enabled faster access and avoided delays due to GP space constraints. The patient received tailored exercises and strategies to adapt daily activities, helping them maintain independence. This timely intervention was only possible due to the flexibility offered by the hub.” – Ross, Specialist OT NHS Lanarkshire

NHS Rheumatology Occupational Therapy Service - Fatigue Management Course

The Rheumatology Occupational Therapy service supports individuals with long-term rheumatological conditions to overcome challenges in everyday activities, with a focus on managing fatigue—a symptom that affects both physical and mental functioning. By delivering a 5-week fatigue management group at the Newmains Community Hub, patients received timely, localised support that reduced barriers to participation compared to hospital-based sessions. The hub's inclusive design and welcoming environment created a safe space for learning and peer connection. A follow-up session in September reinforced key strategies and sustained engagement. Staff and service users reported a positive experience, with the venue's accessibility, layout, and comfort contributing to improved wellbeing and reduced reliance on more intensive services.

SROI Element	Details
Inputs	NHS funded service, Specialist OT staff time and resources, use of hub space, partnership with hub staff and other co-located services
Outputs	6 patient contacts through group-based fatigue management sessions
Outcomes	Improved energy management, reduced reliance on GP appointments, increased confidence in daily routines
Financial Proxy*	Avg. cost of OT group session: £166.65 (based on NHS Band 6 group delivery)
Cost avoidance	£135 total through free use of hub space Equates to £22.50 saved per session
Impact example	Case study: patient with long-term fatigue learned pacing strategies and reported improved ability to manage work and home life
Reinvestment	Reduced demand on primary care, improved patient self-management, enhanced group-based service delivery capacity. Delivery of community-based support.

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Service feedback

The patient was referred in May 2024 by the Consultant Rheumatologist due to chronic fatigue. 3 one to one face-to-face sessions took place initially. Patient was advised to apply for Adult Disability Payment and discussed ways to make daily tasks easier. The topic of fatigue and its management was introduced. Protecting her joints and the benefit of hand exercises was discussed to improve strength in her fingers. She was fitted/supplied with a right thumb splint which appeared to give relief to her thumb pain. By her third and final appointment, in January 2025, she was implementing strategies to help support her health and wellbeing and it was agreed that she would now benefit from participating in the group Fatigue Management Programme.

Patient attended all 5 sessions in the Newmains Hub and gave complimentary feedback on Care Opinion (which she did not mind being attributed to her*): "I have found this course to be extremely helpful. I have finally understood "pacing myself". I have found myself thinking over what was discussed in class and I have managed to cope with my feelings and thoughts more constructively and I now appreciate how feelings can contribute to pain and fatigue. I feel Jacqui and Lesley have been fantastic facilitators and have shown excellent professional support and advice. Our group have now developed a very good supportive friendship, and we are sad the course only lasted a few weeks. We are very much looking forward to following up session and to share how we have all progressed on our journeys. I am extremely grateful to Dr X and his team for the excellent treatment and support I have received".*

At the follow-up session 10 weeks afterwards, she told me that members have met up themselves in the interim and are planning their next get-together.

NHS Veterans First Point (V1P)

Veterans First Point is a mental health and wellbeing service supporting veterans across Lanarkshire. By offering a dedicated, no-cost space for internal meetings, the hub has indirectly improved care planning, strengthened team collaboration, and supported the development of more accessible and trauma-informed services for veterans.

Using the hub has enabled NHS Lanarkshire's Veterans First Point service to hold regular team and service development meetings.

SROI Element	Details
Inputs	Financial funding of the service, V1P staff time and resources, use of hub space, partnership with hub staff and other co-located services
Outputs	10 weekly team meetings and 3 monthly service development sessions
Outcomes	Improved multidisciplinary planning, enhanced trauma-informed practice, better service access, strengthened team cohesion
Financial Proxy*	Peer support worker hourly rate c.£14.10 per hour
Cost avoided	£175.50 total through free use of hub space Equates to £13.50 per meeting
Impact Example	Hub enabled in-person collaboration to improve service access and trauma-informed care for veterans
Reinvestment	Improved care planning, enhanced service delivery, better outcomes for veterans across Lanarkshire

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Service feedback

"The hub has indirectly benefitted veterans in Lanarkshire by offering us a dedicated space for our team to discuss cases, develop multidisciplinary care plans and opportunities for joint working. It has also enabled us to spend time considering key aspects of service development, including how to improve access to the service and how to improve aspects of our attachment and trauma-informed practice. We do not have dedicated administrative or meeting space within NHS premises, so we are hugely grateful for these opportunities to come together in person and improve care and support for veterans living in Lanarkshire." – Dr Abi McGinley - *Consultant Clinical Psychologist*

CHRYSTON COMMUNITY HUB

IMPACT FRAMEWORK

JAN 2025 to JUNE 2025

Overview

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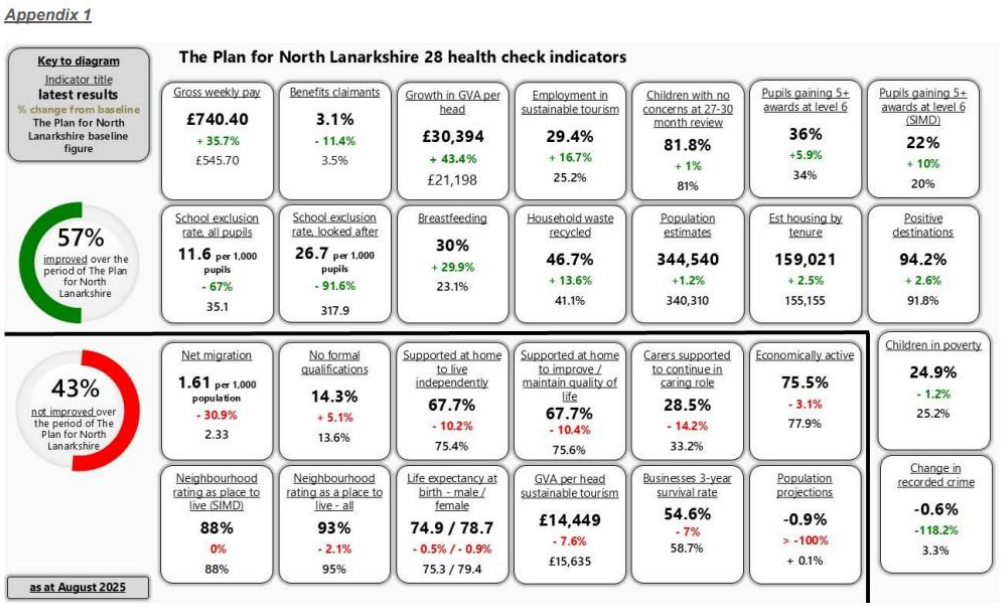
Developed in collaboration with hub stakeholders, the report combines service data with lived experience to assess outcomes and highlight meaningful change

Case studies include:

- An overview of each service and its goals
- Bookings data showing usage, cost savings, and cost avoidance
- Quantitative data (e.g. drop-ins, appointments, phone calls)
- Qualitative insights from stakeholders and service users

All work in this framework is guided by the plan for North Lanarkshire, seeking to impact on one or more of the 28 health check indicators and local outcome improvement priorities. Both noted below for reference:

Plan for NL: 28 Health check indicators



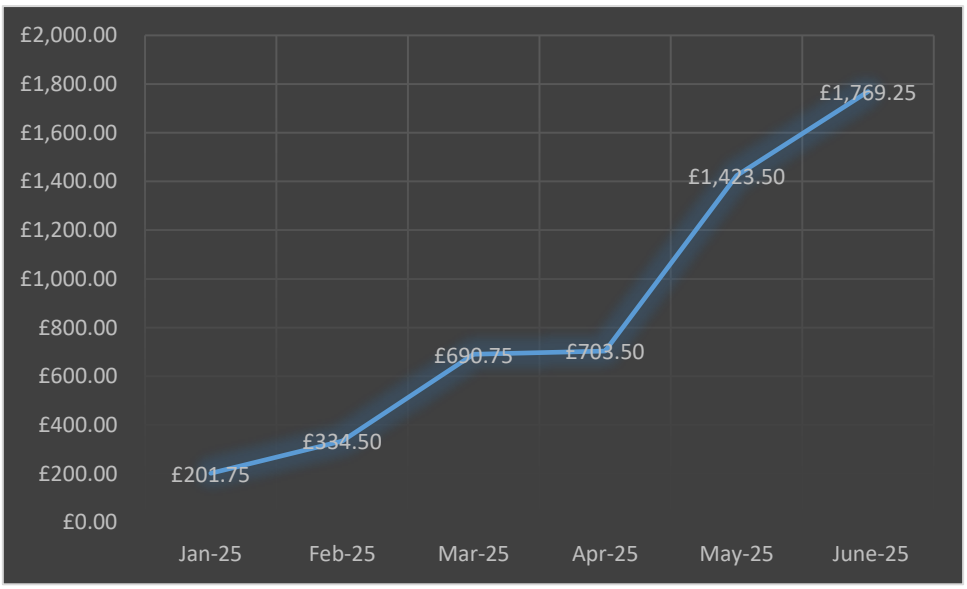
LOIPs for Northern Corridor: CHILDREN & YOUNG PEOPLE I HEALTH INEQUALITIES I COMMUNITY TRANSPORT I SOCIAL INTEGRATION & INCLUSION I BUILDING LOCAL RELATIONSHIPS, TRUST & COMMUNICATION I MOODIESBURN WEST

Cost avoided by services based on the terms with the approved MOU for free use of space

Month	Monthly costs avoided across all services through hub MoU	
Jan-25	£	201.75
Feb-25	£	334.50
Mar-25	£	690.75
Apr-25	£	703.50
May-25	£	1423.50
June-25	£	1769.25
Sum	£	5,123.25

Key Insights

- Over six months the combined total of cost avoided across services is £5123.25 – see graph below.
- May & June savings were inordinately higher (>500%) than January & February, reflecting increased hub usage and service delivery.
- The upward trend highlights the growing value of the hub model as more services engage, and footfall increases.



List of regular services using the Hub

North Lanarkshire Council Services

- Tackling Poverty Team
- Housing
- Active NL
- Community Learning & Development
- GIRFE Focus Group
- Education
- Children Families and Kinship Support
- Digital Services
- CLD

NHS Services and UH&SCP NL

- Mental Health Team
- Occupational Therapy
- Psychological Services
- Veterans First Point
- Health Improvement
- Breast screening Services
- Homecare services

Commissioned Services, third sector or ALEO

- Families Here & Now
- Carers Together
- North Lanarkshire Disability Forum
- Routes to Work
- VANL
- Community Police
- Project 42 Music & Arts
- ASNding Stars
- Northern Corridor Volunteers (Community Health Walk)

Case studies on the following pages

Chryston Community Hub Case Study– Tackling Poverty

The Hub has enabled the Tackling Poverty Team to offer weekly, pre-booked face to face appointments to residents who are seeking advice and support in relation to Welfare Benefits, Income Maximisation and Debt Advice.

SROI Element	Details
Inputs	Council funded service, staff time and resources, appointments offered using space at the hub, provision of advice relating to Welfare Benefits, Income Maximisation and Debt Advice, partnership with hub team and other co-located services
Outputs	18 individual contacts to date (face-to-face) and numerous phone calls as part of day-to-day service delivery from the Hub
Outcomes	Operational efficiency, ability to offer local appointments to residents, a more responsive and flexible service, timely advice is given to individuals to fully maximise their income.
Financial Proxy*	Avg. cost of engagement with TPT Co-ordinator post: £24.50 (NLC 10) per hr.
Cost avoidance	£582.50 total through free hub use of spaces Equates to £32.36 per face-to-face appointment (excl. phone contacts)
Impact Example	Support team capacity to provide pre booked appointments once per week to residents and provide guidance and support with completing disability application forms and applying for other benefits such as Universal Credit, Pension Credit and Council Tax Reduction
Reinvestment	Increased additionality of service across North Lanarkshire, improved reach and access within communities

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Service feedback:

Hub appointments are increasing as local visibility increases. Face to face appointment rather than a telephone appointments are increasingly popular. Hub meeting room offers privacy and confidentiality. In terms of accessibility - many people TPT work with have health conditions and disabilities - the accessible ground floor access and ASN toilet facility has been key. Staff can also access suitable NLC systems required from the hub.

Case study:

'Young man seeking support - really struggling financially - after losing his job. Worried about affording rent and council tax bills. Renting from North Lanarkshire Council and living alone. Overwhelmed when discussing his finances over the phone and asked for a face-to-face appointment rather than a telephone appointment - arranged at Chryston hub within two weeks. Met with income maximiser; full benefit check carried out. Identified that whilst in receipt of relevant income-based benefit, namely Universal Credit, was not getting any help with council tax . Only accessing partial help with rent award due to having spare bedroom. Income maximiser completed council tax reduction application and discretionary housing payment application form. Applications submitted on day of appointment. Applications processed and awarded within 6 weeks, reducing outgoings by £200 per month. Not only was this a financial gain but it was also a gain in terms of alleviating the stress he was under about re affording rent and council tax, whilst looking for a new job after losing job unexpectedly.

Chryston Community hub – Carers together case study

North Lanarkshire Carers Together provides information to unpaid carers to assist them in their caring role. CT signpost to other services and provide information about any relevant services available throughout the area. CT also inform unpaid Carers about their rights and encourage Carers to share their stories and challenge the barriers they may face through CT's Forum work.

Using the hub has enabled Carers Together (CT) to deliver support to unpaid carers closer to where they live. The team also use the hub spaces to hold team meetings and plan work.

SROI Element	Details
Inputs	Funds to commission the services, staff expertise, time and resources, use of hub spaces, partnership with hub staff and other co-located services.
Outputs	19 individual contacts to date, along with links made with 19 local service providers locally.
Outcomes	Improved reach and accessibility for local people. Improved multidisciplinary planning, enhanced trauma-informed practice, strengthened team cohesion. Cost reduction for service relative to property costs enabling funds to be redirected to other aspects of service delivery.
Financial Proxy*	Average cost of engagement with Carer Information and Engagement Worker £16.13 per hr.
Cost avoidance	£853.33 total through free use of hub spaces Equates to £44.91 per individual contact
Impact Example	Hub enabled in-person collaboration to improve service access and trauma-informed care and support – Case Study (below).
Reinvestment	Improved care planning, support, and signposting. Enhanced service delivery, better outcomes for carers across Lanarkshire.

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

Carers Together Support Worker testimonial:

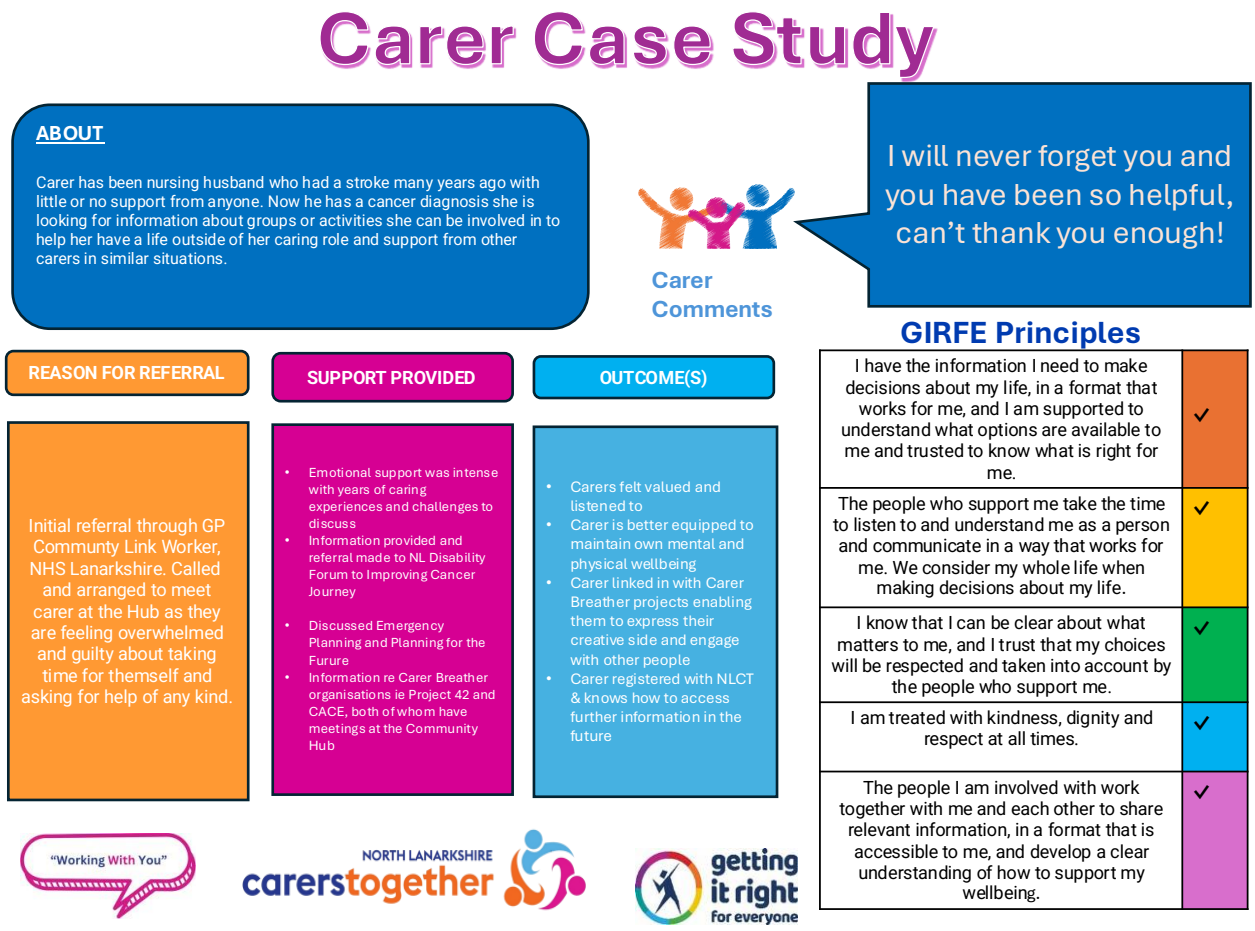
'People tell us they feel welcome coming into the hubs and have commented about the convenience for them as they would have to come in to meet us in Motherwell or Cumbernauld previously. Having a presence at events within the school has been helpful linking in with parents.

We have also facilitated some of our team meetings and our annual Carers Conference in November at Chryston hub. We have quite literally outgrown our office premises, so the hub has been invaluable.

In addition to this we have presented at the hub Community Board Meetings and the Hub Network meeting in August, arranged by Hub coordinator where there were between 40+ other professionals in attendance. This was an excellent day of information sharing and networking with other Hub services'.

See next page for carer case study-

Carer case study:



Chryston Community Hub – NL Disability Forum and MacMillan Cancer (NLDF)

Using the hub has enabled NLDF to deliver various localised care and support services since operating from the hub in March 2025. Appointments are held 2 days per month. Through the Improving Lives Initiative (ILI) and the Improving the Cancer Journey (ICJ) with Macmillan programme NLDF Community Connectors work with those with disabilities, long-term conditions and those affected by cancer to support by signposting, information sharing, connecting with organisations and groups in the community and liaising with statutory services where needed.

NLDF have been able to offer face to face appointments within the hub, providing a convenient location for people to seek advice in relation to form filling. attending meetings and appointments and to support the person to understand and to have their voice heard, linking them in with advocacy services where needed.

SROI Element	Details
Inputs	Funds to commission the services, staff expertise, time and resources, use of hub spaces, partnership with hub staff and other co-located services.
Outputs	16 individual contacts to date (face-to-face) and numerous daily phone calls relating to local support
Outcomes	Improved accessibility to the service including those challenged with disability. Provision of bespoke and focussed disability and cancer related support. Improved representation enhanced mental health and wellbeing, and resilience through alleviating stress connected to related challenges and providing emotional support.
Financial Proxy*	Avg. cost of engagement with NLDF Practitioner post: £15.40 per hour
Cost avoidance	£332.80 total through free use of hub space Equates to £20.80 per individual contact
Impact Example	Support for decision making, enhanced health and wellbeing, reducing stress and improving resilience.
Reinvestment	NLDF service uses Hub for drop-in support. In addition, hub offers participant appointments and interactions with other services. Hub used weekly for clients who live local to access support, which is more convenient than need for people to attend appointments in Motherwell. Other Hub services signpost to NLDF service which supports a collaborative one service approach.

**Financial proxy at this stage is based on salary costs of staff. More work will be done in phase 2 development to look at monetary values assigned to outcomes to quantify their social, economic or environmental value.*

NLDF service participant - Case Study:

C came to visit me at the hub as a drop in. C is in remission from Cancer but had concerns around his health, feeling overall that he had been "left or overlooked" now that he was in remission. I discussed with C a bit about our service and added him on as a referral to our service. I helped C to contact his Clinical Nurse, who passed on the concerns to his Oncologist. I also helped C to obtain a gym membership as he was looking to lose weight. C was happy with the outcome and stays local to the hub and advised he saw a flyer for it in the community. If C did not come into the hub he may still have concerns and worry about his health, but by coming into the hub these have been alleviated.