

# North Lanarkshire Council Report

## Policy and Strategy Committee

Does this report require to be approved?

Yes  No

Ref SP/LJ

Date 05/12/24

## One Service Programme of Work

**From** Stephen Penman, Chief Officer (Strategic Communication & Engagement)

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### Executive Summary

Members of the Policy and Strategy Committee are aware that the Programme of Work is key to achieving the shared ambition set out in The Plan for North Lanarkshire. The detailed delivery plan for the Programme of Work (POW) to 2028 was approved at this Committee in March 2024.

One of the seven priorities for the PoW to 2028 is One Service, which has the aim of ensuring that services are delivered, regardless of owner in a streamlined, efficient and supportive model. This programme is a key enabler in delivering the other programme of work priorities and ensuring the council delivers services (regardless of structures or the alignment of functions) in line with the overall vision of inclusive growth and prosperity for all.

This report provides an update on six of the eight deliverables contained within the responsibilities of the One Service Board.

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### Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Acknowledge the contents of this report.
- (2) Recognise the updates provided for six of the eight deliverables contained within the One Service Programme of Work.

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### The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(24) Review and design services around people, communities, and shared resources
Programme of Work	One Service

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## 1. Background

1.1. In September 2023 Policy and Strategy Committee approved the Programme of Work to 2028 which would focus on the following priorities:

- Transforming Places
- Invest in North Lanarkshire
- Sustainable Futures
- Resilient People
- Brighter Futures
- Digital North Lanarkshire
- One Service

1.2. Furthermore, in March 2024, Policy and Strategy Committee approved a report “*The Plan for North Lanarkshire – Delivering the Programme of Work to 2028*”. This report provided details of the Single Integrated one council Delivery Plan for the Programme of Work to 2028. Once approved, the Delivery Plan would be formally in place for 2024/25 onwards and provides details of all deliverables for each of the seven themes outlined above.

1.3. The **One Service Programme of Work (PoW)** contains eight such deliverables:

1	Deliver the continued roll out of the Leadership and Operating Model to ensure an effective community leadership approach working with partners, as the hub approach develops.
2	Align the asset rationalisation strategy with the Leadership and Operating Model to ensure coherent phasing and maximise efficiency.
3	Further develop workforce plans to ensure appropriate succession planning and alignment to the overall Programme of Work.
4	Work with other Boards to support delivery of priorities across the Programme of Work.
5	Ensure practical implementation of the Change Management Framework.
6	Lead engagement with staff, trade unions and partners about the Programme of Work to ensure understanding and alignment.
7	Explore opportunities for shared services both within the council and with partners, where appropriate to maximise efficiency.
8	Maintain oversight of public sector reform developments and ensure co-ordinated response to external decision making which has a bearing on council service delivery.

1.4 Deliverables 1 and 2 above are the subject of separate reports to this Committee. Therefore, this report focusses on Deliverables 3-8.

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## 2. Report

2.1 One Service is defined within the Programme of Work to 2028 as “*the programme which acts as an enabler for all other Programmes of Work, to enhance the place-based approach throughout North Lanarkshire as it responds to the needs of communities and drives improvements in our aim for inclusive growth and prosperity for all*”.

2.2 The One Service PoW Board consists of 4 sub-groups: (a) Leadership and Operating Model; (b) One Workforce; (c) Working with Other Boards and (d) Shared Services and

## Public Sector Reform

- 2.3 This report provides Committee with an overview of progress regarding several activities contained within the One Service Action Plan.

### **One Workforce – Deliverable 3**

- 2.4 As set out in the One Workforce report presented to Policy & Strategy Committee on 7 December 2023, within the context of ongoing challenging workforce pressures, and the Council's medium term financial challenges, all services across the Council are thinking creatively about their future operating models and how they redesign to deliver services that meet the needs of our communities in the future.
- 2.5 Between April and November 2024, Chief Officers presented their workforce transition plans, to support the future operating model, at the One Service Board. This enabled peer support and challenge on proposals set out and further opportunities to be discussed or proposed. Through this process all services identified which of their functions could be operated in a more streamlined, integrated and placed based model and which should remain within a more corporate or North Lanarkshire wide service delivery footprint to maximise economies of scale and efficiency of service delivery.
- 2.6 Further analysis of the outcome of the presentations and their collective impact on the Leadership and Operating Model is underway and will be presented to a future meeting of the One Service Board. In addition, further detail on the next iteration of our workforce plans will also be outlined in the One Workforce Update Report which is included in the agenda for this meeting of the Committee.

### **Working with Other Boards – Deliverables 4 - 6**

- 2.7 The purpose of the One Service - Working with Other Boards sub-group is to have an overview of the work being carried out within all Programme of Work Boards to deliver the requirements of the Programme of Work to 2028.
- 2.8 This is to ensure that all strategic cross-council/cross Board change programmes are aligned and that there is strategic oversight of the effectiveness of these changes ensuring that the outcomes and benefits of those are realised, sustained and embedded.
- 2.9 Oversight of the dependencies and interdependencies across the full Programme of Work is under development. A proof of concept (poc) has been developed for Sustainable Futures and is currently being evaluated for "value add" ahead of roll out to the remaining Boards.
- 2.10 The governance arrangements for managing, monitoring and reporting on the effective delivery of the Programme of Work have been finalised with details of "hotspots" which will impact on the expected delivery and the resource requirements being reported quarterly to the One Service Board.
- 2.11 A review of the council's Benefits Realisation matrix commenced in September 2024. A short-life working group of service and Board representatives has been stood up with a focus on updating the Benefits Management Approach and the associated tooling.
- 2.12 The Council's Change Management Toolkit has been developed under the Digital North Lanarkshire PoW and will be launched during December 2024. This toolkit has been developed in conjunction with all services to ensure all business change and service

redesign tools are captured and available for use in a consistent and cohesive manner.

- 2.13 A series of 75 Programme of Work roadshows were held earlier this year, with 2630 staff attending. In addition, 50 people attended the session for community boards, with eight councillors attending the session for elected members. In addition, a business breakfast for 100 companies took place.
- 2.14 Feedback showed that the overwhelming majority of staff who attended a session found it informative, interesting and relevant to their role. Detailed feedback is being considered to ensure that staff communication about the overall Programme of Work remains relevant and informative.

### Shared Services and Public Sector Reform – Deliverables 7 – 8

- 2.15 In September 2023, SOLACE and the Improvement Service launched the *Transformation Programme* which is designed to help councils reform how they deliver services. The programme focusses on developing proposals for a future operating model for all councils and options for delivery of sustainable council services.
- 2.16 The *Transformation Programme*, still in the early stages, is structured around six key anchors:

Unlocking community action	Tackle inequality and meet the needs of all citizens
Enabling a functioning, trusted local and central government relationship	Design for people’s needs
Create digital design and technology enabled transformation	Lead council and cross-sector partnerships

- 2.17 In January 2024 six short-term (12-18 months) projects aimed at helping councils achieve savings, identify longer-term solutions and set the foundation for collaboration and joint working across local authorities were announced:
- i) Collaboration within the local government sector on procurement
  - ii) Analysis of local government’s statutory and discretionary services
  - iii) Full implementation of The Crerar Review (published in 2007) for Local Government
  - iv) Development of a Digital-To-Be State for Scottish Local Government
  - v) Identification of new digital shared services that could be delivered nationally or regionally
  - vi) Repository of examples of active communities/participatory design

- 2.18 In March 2024, a round-table discussion attended by twenty-eight of the thirty-two councils took place with Chief Executives/Chief Officers from Local Government (including COSLA), Scottish Government, NHS, Scottish Fire and Rescue and the enterprise agencies. The aim of the round table was to ignite the conversation around the future of the public sector and the reform required to create a sustainable public sector. Further discussions are being led through SOLACE.

### North Lanarkshire Position

- 2.19 A number of managers are participating in the Leadership Practitioner Forum, set up by the Improvement Service in October 2023 to facilitate collaboration on the *Transformation Programme* and provide governance for the anchors outlined above. The latest meeting of the Forum took place on 11 October 2024 with progress outlined

as follows:

## 2.20 **Group 1 – Collaboration on Procurement**

The Procurement Workstream is currently supported by 20 councils and focusses on three specific areas - Waste; Fleet; and Digital, each with its own sub-group. The high-level objective is to go further than any existing collaborative procurement to deliver true transformational change and improve outcomes for services and communities with work progressing as follows:

**Waste** – This workstream has engaged the Waste Managers Network and has agreed objectives which focusses on a two phase approach:

- Phase 1 – is to establish a centralised contract co-ordination data hub for waste management contracts, this is currently under development as a short-term quick win.
- Phase 2 - this will be a collaborative approach to collection, treatment and disposal of bulky waste. It is anticipated that this is a medium-term activity due to the complex nature of the work involved.

**Fleet** – Engaging with the ‘Fleet Managers Network’, agreement has been reached that cost savings, efficiencies and improvements can be achieved through fewer vehicle variations and standard specifications. Phase 1 will standardise the specification for electric transit vans under 3.5 tonne.

**Digital** – There is recognition of the significant costs attached to delivering services digitally. Current thinking is that national systems have the potential to reduce spend through centralised management and associated efficiencies. To demonstrate this, the sub-group has identified two specific areas for collaboration: a single Fleet Management system; and a single Housing Management system. A business case for each will be developed in due course.

## 2.21 **Group 2 – Statutory and Discretionary Services**

This project has been designated the reference point or "spine" for the other projects. A review of statutory and non-statutory functions is underway with the first activity being the data collection phase from each organisation on how statutory and discretionary services are delivered, this is now complete. The second activity will be prioritisation of that data and developing next steps which due to commence in the latter part of 2024/25.

## 2.22 **Group 3 – Crerar Review**

A workshop was held in July 2024 to gather information from interested organisations on the progress with the Crerar Review to date. This information has been collated into a report which was presented to the SOLACE branch for comment and feedback in October 2024. Details on the next steps are awaited by the project team.

## 2.23 **Groups 4 - Digital To-Be**

The aim of the Digital To-Be sub-group is to develop a shared vision for how digital can transform local government. It is important that a common purpose that can drive action, collaboration and partnership working is developed.

To aid discussion in this area, representatives from Business and Digital took the lead in developing the draft To Be Target Operating Model. The draft was submitted to the sub-group in late September 2024. Feedback is scheduled for early November 2024.

#### 2.24 **Group 5 - Digital Shared Services**

The starting point for digital shared services was a common solutions mapping and digital products exercise. The outputs from the exercise were utilised in Summer 2024 to identify areas where quick wins would be available from developing common processes for service delivery. The first such process selected for review and development is Blue Badge Applications, this development work has commenced. Further exploratory work is underway in the undernoted areas:

- Better use and utilise full capabilities of current digital shared services (Myaccount, Parentsportal.scot, Bisaccount and Data Hub).
- Gazetteer Managed Service.
- Citizen Notification Service – via Tellme Scotland.
- Local Government Licensing – standardise and improve online journey.
- Food Standards Scotland – national self-service solution for businesses.

#### 2.25 **Group 6 - Repository of examples of active communities/participatory design**

A multi-disciplinary team explored the current eco-system for community action in local government in Scotland and identified three strands:

- Community Leadership role.
- What works now – investment and infrastructure.
- Where we need to get to and what will help.

A report was submitted to the SOLACE branch that summarised the conclusions and recommendations from the discovery phase and highlighted that “Councils in their current form are not sustainable with unprecedented challenges facing 'unprotected' services and in order to raise awareness of the scale and significance of these issues, greater emphasis must be given to the involvement of service users, communities, and partners to redesign and deliver new ways of working”.

Four outputs are now underway including the development of a “to be” model that encompasses new ideas for the future, building on the characteristics of an enabling council.

### **Next steps**

- 2.26 The next steps are as per the agreed deliverables, progress against which will be reported to the Committee in line with the previously agreed reporting schedule for the One Workforce Programme of Work.

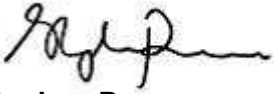
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### **3. Measures of success**

- 3.1 Continued progress against the agreed deliverables for the One Service Programme of Work.
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**4. Supporting documentation**

4.1 Appendix 1 - Democracy Matters 2 – Consultation Questions

A handwritten signature in black ink, appearing to read 'Stephen Penman', written in a cursive style.

**Stephen Penman**  
**Chief Officer (Strategic Communication and Engagement)**

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## 5. Impacts

<p><b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>



<p><b>5.6</b></p>	<p><b>Technology / Digital impact</b>  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 <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><b>5.7</b></p>	<p><b>Environmental / Carbon impact</b>  Does the report / project / practice contain information that has an impact on any environmental or carbon matters?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.8</b></p>	<p><b>Communications impact</b>  Does the report contain any information that has an impact on the council's communications activities?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.9</b></p>	<p><b>Risk impact</b>  Is there a risk impact?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  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?</p>
<p><b>5.10</b></p>	<p><b>Armed Forces Covenant Duty</b>  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 <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<p><b>5.11</b></p>	<p><b>Children's rights and wellbeing impact</b>  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 <input type="checkbox"/> No <input checked="" type="checkbox"/>  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).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>

## Democracy Matters 2 – Consultation Questions

The following 16 open questions were included in the Democracy Matters Phase 2 consultation paper.

- Q1. How could your community use these types of powers to achieve its ambitions, now and into the future?
- Q2. What other powers should be added, and are there some which should be retained by existing decision-makers?
- Q3. When thinking about who might be part of new decision-making bodies, what are the best ways to ensure they truly reflect their communities and enhance equality?
- Q4. Thinking about your own community, what groups would you like to see represented through other selection methods, and what should these methods be?
- Q5. What would the role of local elected representatives be, and what would incentivise other people to take on/be part of decision-making?
- Q6. What do you think are the best ways to ensure new decision-making bodies are accountable to their community?
- Q7. Are community events a good way to involve local people in scrutinising progress and setting future direction?
- Q8. What other mechanisms would help achieve high levels of community participation in local decision-making processes?
- Q9. What else should this process include to provide new community decision-making bodies with a strong locally agreed mandate?
- Q10. Are there ways to ensure new bodies are still wanted – for example by making them time-bound and subject to renewal ballots?
- Q11. How do you think community decision-making bodies should be resourced?
- Q.12. Are these the right set of standards to provide reassurance that new community decision-making bodies will be effective and treat everyone with dignity and respect?
- Q13. How could a charter be designed to best ensure a positive relationship between community decision-makers and their partners in national and local government and the wider public sector?
- Q14. What types of support might communities need to build capacity, and how could this change the role of councils and public sector organisations?

Q15. Are there specific additional powers and resources which would help public sector organisations to work effectively in partnership with new community decision-making bodies?

Q16. Thank you for considering these questions. When sending us your views, please also tell us about anything else you think is important for us to know at this stage.

### **Questions used in facilitated conversations**

The seven facilitated conversations and several of the community conversations held by participants used a shorter version of the questionnaire. This focused on six wider themes encompassing the consultation questions.

Q1: What powers do communities need to take democratic action?

Q2: How would people be selected, and how can people best reflect their communities?

Q3: How can we make sure any new structures are accountable to the community?

Q4: How can the wider community participate in decision-making?

Q5: What resources and standards are required for democratic involvement?

Q6: How can we share and grow skills and knowledge for local democracy