

North Lanarkshire Council Report

Policy and Strategy Committee

Does this report require to be approved? Yes No

Ref KH/LJ Date 13/03/25

Digital and IT Strategy 2024-27 update as at March 2025

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Executive Summary

Since 2019, the council has been actively delivering the vision for a Digital North Lanarkshire to support the ambition set out in The Plan for North Lanarkshire, with proposals to achieve Digital Communities, a Digital Economy, and a Digital Council providing the focus for activities. To guide and support the drive for a Digital North Lanarkshire, a five-year Digital and IT Strategy was established and approved in June 2019. This was subsequently kept under review and regularly updated to ensure it remained current and relevant in the modern digital world.

With a new Programme of Work to 2028 and seven priorities for delivery approved in March 2023, the opportunity was taken to realign the Digital and IT Strategy accordingly to firmly establish what it means to be digital, moving from 'doing' digital to 'being' digital, reaffirming that digital delivery, and therefore the Council's digital vision, is everyone's business. A three-year Digital and IT Strategy ('the Strategy') was therefore developed for 2024 to 2027 to provide a clear direction and ensure a common shared understanding of the journey that needs to be taken to achieve a Digital North Lanarkshire. This also makes it clear how digital will support delivery of the other six Programme of Work priorities and where resources need to be targeted through a one council approach.

Following approval of the Digital and IT Strategy for 2024 to 2027 at the Policy and Strategy Committee in March 2024, it was also approved that "*the Committee receive updates on implementation of the Strategy on a six-monthly basis*". This report therefore follows on from the six-monthly update considered by the Committee in September 2024 by providing a further six-monthly update as at March 2025.

Recommendations

It is recommended the Policy and Strategy Committee:

- (1) Acknowledge the six-monthly update as at March 2025 on the implementation of the Digital and IT Strategy for 2024 to 2027 set out in this report, and
- (2) Endorse the next steps outlined herein.

The Plan for North Lanarkshire

Priority All priorities

Ambition statement	(18) Ensure our digital transformation is responsive to all people's needs and enable access to the services they need
Programme of Work	Digital North Lanarkshire

1. Background

- 1.1 As Members are aware the vision for a Digital North Lanarkshire, with investment targeted in digital and technological solutions that will be of most benefit to the people and communities of North Lanarkshire, aims to help realise inclusive growth and prosperity for all in line with the council's long-term ambition in The Plan for North Lanarkshire.
- 1.2 Digital North Lanarkshire is one of seven priorities within the Programme of Work for 2023 to 2028. Through the delivery of the Digital North Lanarkshire priority, Programme of Work activities underway are focussing on developing a skilled digital workforce, promoting an innovative sustainable culture, and providing digital leadership for an evolving North Lanarkshire.
- 1.3 In March 2024, Policy and Strategy Committee approved the Digital and IT Strategy for 2024 to 2027. The Strategy is key to providing the direction to deliver a Digital North Lanarkshire which looks to build on successes achieved to date while embedding digital thinking into everyday behaviours and actions to ultimately embrace a 'digital first' approach to service delivery.
- 1.4 At the Policy and Strategy Committee in March 2024 a commitment was made to ensure that the Digital and IT Strategy for 2024 to 2027 would be kept under review during its lifecycle with an annual update of implementation progress reported to the Policy and Strategy Committee. However, Elected Members requested that the strategy be the subject of six-monthly reporting, with this report therefore representing the second in a series of updates on the council's progress in achieving the digital aspirations set out in the Strategy

2. Digital and IT Strategy for 2024 to 2027

- 2.1 The council's Programme of Work to 2028 sets out plans for a Digital North Lanarkshire to increase the scale and pace of change and achieve coherence across all areas of work. It represents the delivery arm of the Digital and IT Strategy, ensuring that focus is retained on our Digital Communities, Digital Economy, and Digital Council aspirations.
- 2.2 For the Digital and IT Strategy, this means embedding digital thinking into everyday delivery, embracing digital technology to do business significantly differently, and always considering a digital-first approach. This requires a focus on skills, culture, design, and empowerment of the workforce, all of which are being progressed through the Digital North Lanarkshire Programme of Work themes.
- 2.3 The Digital and IT Strategy recognises that technology can offer so many benefits for the people and communities in North Lanarkshire - it can support people to live independently in their own homes, it can enable seamless end to end processes to fulfil requests for service, it can mean vulnerable people get more joined up help when it really matters, it can provide a way to better use data to monitor and manage demand and improve the delivery of services to the public. It is key to connecting people and communities with place and improving their quality of life by providing access to new opportunities, new ways of working, learning, and doing business, and new ways to ensure quicker and easier access to essential care, supports, and services.

2.4 As such, the key points that shaped the development of the new Strategy are summarised below:

- Ensuring a shared context and common shared understanding in terms of what it means to be digital, what the Digital and IT Strategy aims to achieve and how, and within what context is this to be delivered (i.e. the context within the council and across North Lanarkshire and the wider local government environment).
- Having strategic principles in place to guide behaviours and actions and ensure that being digital is everyone's business. This includes establishing the business and digital capabilities critical to the success of the Strategy.
- Making it real - firmly establishing what digital transformation actually means and how it can make a difference to people's lives and support the transformation of North Lanarkshire's communities. To do this, digital transformation must be seen as the means to a clearly defined end; not the end in itself.
- Delivering digital solutions safely and securely, within an environment where rapid technological advancements bring increased vulnerability to cybersecurity threats and the need to prioritise digital security measures.
- Reiterating that communication, enabling transformation within existing resources, and enhancing skills are critical to the successful deployment of the new Strategy. As such, these are reflected in the Strategy itself in terms of the next steps and key areas for delivery during 2024/25 through the supporting Digital North Lanarkshire Programme of Work

2.5 The extent of digital transformation that has been required to build the solid technological foundations now being experienced should not be underestimated. Establishing the foundations for North Lanarkshire's digital vision represented a significant shift in mindset and culture in terms of how the council conducts its business and a greater emphasis on the public interacting and using council services through digital methods. While this shift towards digital methods of working benefits people who interact with the council most, it also enables council employees to work in a more efficient and effective manner.

2.6 A wide range of different stakeholders and groups are impacted by digital transformational activity in striving to realise the vision for a Digital North Lanarkshire. As such, enabling the people and communities of North Lanarkshire to thrive in a digital world, while ensuring that no one is left behind, requires digital to be embedded at the centre of the way the council operates. In practice this means that implementation of the Digital and IT Strategy is underpinned by six principles designed to guide behaviours and actions to ultimately ensure that being digital is everyone's business (as noted in paragraph 2.4 above). This means that people always come first regardless of the activity being delivered, with several reports demonstrating this considered by relevant service committees throughout the year.

2.7 In recognising Policy and Strategy Committee's remit to oversee the delivery of the Council's transformational and digitisation programmes and projects, progress against the six Digital and IT Strategy principles for the period ending in March 2025 is summarised below, with further details available within Appendix two.

1. Employees first

The council is committed to developing its staff and creating opportunities to attract and retain talent identified through workforce plans.

In practice this means: Employees will be equipped with the appropriate tools to do their job and to adapt to changes in an increasingly fast changing digitally

enabled environment.

Achieved so far: Development and/or delivery of a wide range of tools and enabling technologies to assist employees in efficiently managing their workloads and meetings. These include:

- Development of streamlined Purchase to Pay system, creating efficiencies, reducing the risk of errors and creating the foundation for the development of e-invoicing.
- Iterative deployment of PowerBI dashboards which illustrate staffing demographics at the touch of a button.
- Development of a Microsoft Teams Calls Etiquette to be adopted across the organisation to further support achievement of a mature digital culture and means of engagement.
- The Microsoft O365 suite continues to see adoption of native functionality supporting efficiency in daily activities, functions such as MS Lists and Planner are being used to aid individuals' work planning and processes, whilst MS Forms and Loop are supporting collaborative working.
- Enhancing 'hybrid' meeting and collaboration experience through deploying 'neat' board technology across the office estate.
- Document management and sharing continues to function well with adoption of practices sharing "links" to OneDrive, SharePoint are reducing emailing of documents and further supporting collaborative working.
- Tentatively introducing AI support technologies, with basic CoPilot functionality supported in the Edge Browser.
- Year-long pilot of enhanced email protective technology in place, which is expected to reduce data loss risk to the organisation

2. **Digital first**

Digital First approaches become mainstream across the organisation with digital default, and hub-based access and services, replacing traditional channels.

In practice this means: Embedding modern and innovative digital and technological solutions that improve council and public interactions and provide a connected digital experience. Council services are more efficient and face to face contact is reduced in favour of digitised services. Digital platforms are used to reduce demand and provide personalised end to end services to the public.

Achieved so far: Appendix 2 highlights recent developments delivered in support of achieving digital first. These include:

- Processes / services available for public interaction on the council website has increased further from 50 at the last update to now include MOT / Taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online.
- Chat bot functionality went live on the council's website in October 2024 to enable residents to receive automated responses or to chat to an advisor. Up to 5 December 2024 7960 engaged sessions have taken place with 70% of these being resolved by the Chat bot.
- Enhancements deployed for the Waste Services app
- Further development of the Complaints and Enquiries app
- Development of proof of concept for Crisis grants on-line.
- Tendering for paperless office functions of corporate scanning and shredding contracts

3. Inclusive

Digital exclusion is less of a concern.

In practice this means: People, businesses, and communities need to have the means to thrive online and be able to work, learn, access information and services, and connect with other people and organisations every day. They need to be consulted with when it comes to significant transformations that are being made to the services they rely on, and they need efficient ways to access council services and get what they need at the first point of contact. The focus will remain steadfast on the outcomes that require to be achieved from the user's perspective, recognising that the pandemic had exacerbated digital exclusion and increased the need for the council to identify and address barriers and inequalities to make sure that no one is left behind. This means the council will continue to ensure that activities undertaken understand the needs of those experiencing digital exclusion and there is a strategy put in place to ensure equity and access for all residents and communities and groups with limited digital proficiency and access to in-person navigation support and internet access.

Achieved so far: Appendix 2 highlights recent developments delivered to support digital inclusion. These include:

- Extension of [Public Wi-Fi roll-out](#) with over 80 locations now operational, with over 42,000 individual registered users, averaging 14,000 connections per day with a peak of 3,500 concurrent users
- A further 50 sites to come online over the coming 2 months
- Standing up of new digital zones within the Community Hubs at Buchanan Centre and Chryston High School, with a mixture of online and face to face consultation undertaken to understand the digital requirements of our residents, partners and local organisations
- Four [Immersive experience](#) facilities now operational at Motherwell Library, Summerlee Heritage Centre, Airdrie Library, and Muirfield Community Centre, creating opportunities for services to facilitate for example, digital skills development, health and wellbeing improvement, social skills development, attainment of knowledge, and pathways to future learning and employment
- Continued delivery of the inter-generational project across the Council area – most recently reported to the [Communities Committee](#) – to encourage residents to see first hand where technology adoption can be beneficial and enriching

4. Innovative

The council innovates with high functioning analytics for problem solving.

In practice this means: Employees will make best use of digital tools and solutions available to manage demand, enhance ways of working and productivity, and optimise service delivery. Insights and evidence are essential to support informed decision making and service planning. Data analytics and predictive algorithms should be easy to access and to use every day to help identify, analyse, and anticipate problems.

Achieved so far: Appendix 2 highlights some of the recent innovative approaches implemented. These include:

- Creation of on-line portal and [change roadmap](#) for Business Change to assist with ideas, insights and a range of tools to help those leading, managing and implementing change in their own areas.
- [Smart lighting and Internet of Things \(IoT\) pilots](#) deployed to Palacerigg and

Strathclyde Country Parks, incorporating CCTV and Public Wifi, these units are fibre connected, house an IoT Gateway with remote sensors in place for traffic / people counting and water turbidity, with the intention to deploy ground temperature sensors, bin-full monitors and additional people counters across multiple pathways. There is potential here to inform local park management with empirical data on areas of usage that can be used to adapt service delivery.

- Iterative deployment of workforce analytics PowerBI dashboards providing 'touch of a button' insights to support service workforce planning and decision making.
- Following the successful launch of the HR Service portal by ESC, progress continues towards a single employee portal that will host IT and HR service requests.

5. **Adaptable**

The council's technology, workforce, and public spaces are flexible and adaptable to change.

In practice this means: It is recognised that digitisation is underpinned by technology that is evolving at an exponential rate of change and therefore the council needs to actively seek opportunities to explore new and emergent technologies that can help deliver improved care, supports, and services and improve outcomes for the people and communities of North Lanarkshire.

Achieved so far: Appendix 2 highlights recent developments to support this principle. These include:

- Using 5G to deploy IoT (Internet of Things) sensors to circa. 40 properties as part of a 'smart and connected social places' initiative and funded via Glasgow City Region successful Dept of Science Innovation and Technology (DSIT) bid, this innovative project aims to measure the effectiveness of Zero Carbon build technologies whilst also developing understanding of residential energy and environmental use within a home. Ultimately informing the organisation of the most efficient ways to insulate and power homes.
- As highlighted in section three above, the use of public spaces is being adapted to support communities to thrive online, with digital zones and immersive experience pods now available in buildings across the authority area.

6. **Connected**

The council is highly connected with other organisations.

In practice this means: The council recognises that digitisation delivers better benefits through collaborative approaches. This means the council is highly networked with other organisations and collaborates at a community, local, regional, and national level, and across the public, private, voluntary, and academic sectors.

Achieved so far: Appendix 2 highlights recent developments to support the council's drive to enhance connectivity. These include:

- Continued participation in the Scotland-wide data agreement project.
- Collaborating with the Digital Office for Scotland on the development of the Target Operating Model for the Digital 'To Be' State using the framework of Workforce, Process, Information and Technology.
- Participating in the Glasgow City Region funded Connected region initiative, mobile coverage sensors for the four main mobile networks have been deployed

to 10 lorries within our waste fleet, passing every property in North Lanarkshire these sensors pass information on true signal strength and hence coverage to a mapping solution, that will ultimately be made available via the Council to the public on mobile coverage. This also provide the Council invaluable information when considering planning requests.

Digital North Lanarkshire Programme of Work

2.8 Delivery of the Digital and IT Strategy will be achieved through the Digital North Lanarkshire Programme of Work to 2028. As members are aware, the Strategy and related Programme of Work (PoW) contain 12 key deliverables and 45 projects/activities, with all categorised as: (a) Digital Culture, Leadership and Knowledge; (b) Improved Customer Experience; (c) Digital First Operations or (d) Performance Optimisation, as illustrated within Appendix 1.

2.9 Throughout 2024/25 to date these deliverables and projects / activities have been monitored through the Digital North Lanarkshire Programme of Work Strategic Board via a corporate quarterly monitoring process; applied consistently across all seven Programme of Work priorities. Such monitoring requires designated officers to consider delivery against six dimensions (scope, cost / budget, quality, resources, risk, and within time / on schedule), and to also advise of % completed status of each project / activity.

2.10 An overview of progress against the 12 high-level deliverables, and therefore the practical implementation of the Digital and IT Strategy to date, is set out in Appendix 2. This is summarised below (note, calculations are based on the 45 actions in the delivery plan).

2.11 In terms of the overall completed status of the Digital North Lanarkshire Programme of Work:

- 98% of the 45 actions in the delivery plan supporting the 12 high level deliverables have commenced to the initial stages, 2% are not yet due to start (this is an increase from 94% as at June 2024).

Of those commenced:

- 16% of delivery plan actions are complete or at the final closure stage (an increase from 8% as at June 2024).
- 63% of delivery plan actions have reached the delivery and ongoing management and monitoring stage.
- 7% have reached the planning and set up stage.
- 14% have reached the initiation stage.

2.12 In terms of delivery within the six dimensions (i.e. scope, cost / budget, quality, resources, risk, and within time / on schedule):

Of those commenced:

- 16% of delivery plan actions have been assigned a **Blue** RAG status.
- 75% of the deliverables have been assigned a **Green** RAG status.
- 9% of the deliverables have been assigned an **Amber** RAG status; additional commentary is included in the update provided in Appendix 2.

Next steps

2.13 The Digital and IT Strategy also recognises that achieving the vision for a Digital North

Lanarkshire is heavily dependent upon its key components and critical activities being understood and accepted, and thereafter systematically deployed and implemented, across all relevant areas of the council. As such, communication is critical to the successful deployment of the approved Strategy and work to date in this respect includes the following:

- In recognising that digital albeit a key enabler for the entire Programme of Work, is often perceived to be technical, the six-monthly report in September 2024 provided a draft visual of a Strategy on a Page to highlight how digital capabilities can be used to deliver services, care and supports to local communities as they move through the ages and stages of their lives. This has since been developed further with stakeholder engagement - including obtaining feedback from the Driving Digital Locally subgroups – underway at time of writing.
- The achievements and progress noted in this six-monthly update report will also be shared with the Driving Digital Locally subgroups to ensure ongoing communication and engagement as delivery of the Digital and IT Strategy progresses.

2.14 Following the One Place One Plan governance report and changes to Chief Officer remits approved at the Policy and Strategy Committee in September 2024, work is underway to ensure a seamless transition of (i) technology solutions to Finance and Technology, (ii) business strategy to Strategic Communications and Engagement and (iii) information security to legal and Democratic to ensure plans, integrations, and supports are aligned accordingly, and appropriate connections maintained between the new services to deliver on the Digital North Lanarkshire programme of work. This includes a review of the projects / activities supporting the key themes of a) Digital Culture, Leadership and Knowledge; (b) Improved Customer Experience; (c) Digital First Operations or (d) Performance Optimisation to ultimately ensure clear plans are in place to move into 2025/26 without any disruption to delivering the priorities.

2.15 In line with the motion approved by the Policy and Strategy Committee in March 2024, the Committee will continue to receive updates on the implementation of the Strategy on a six-monthly basis, unless advised otherwise.

3. Measures of success

3.1 Success will be measured through the delivery of the activities associated with the four sub-groups of the Digital North Lanarkshire Programme of Work Strategic Board.

4. Supporting documentation

4.1 Appendix 1 - Roadmap to a Digital North Lanarkshire.

4.2 Appendix 2 - Summary of progress in delivering the Digital North Lanarkshire Programme of Work



Katrina Hassell
Chief Officer (Business and Digital)

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?

An Equality / Fairer Scotland Duty Impact Assessment was undertaken when developing the Digital and IT Strategy 2024 to 2027. This assessment highlighted key impacts may exist for older people, low-income groups, those with a disability, and people who are homeless, asylum seekers or whose first language is something other than English

This strategy aims to place digital at the heart of what people do on a day-to-day basis. There is a recognition that the needs of certain vulnerable groups require to be considered throughout the journey to a digital environment. The strategy ensures that no one is digitally excluded and there is an opportunity to improve people's lives by using digital solutions, technology, and skills.

Given that deliverables aim to improve the connectivity and accessibility of North Lanarkshire as a place, and the ability of local people and communities to gain the skills and confidence required to help them benefit from the opportunities of being digitally connected, the activities detailed throughout this report positively address the impacts which were identified during the assessment. By placing people at the centre of the strategy and the Driving Digital Locally digital subgroup continuing to play its key role in enabling local communities to participate in designing and deploying modern council services and ensuring that no one is left behind or digitally excluded, this will ultimately have an impact to advance the general equality duty to eliminate discrimination, improve equality of opportunity and foster good relations to tackle a diverse range of issues and challenges. For example, the work being carried out through the IPAD/intergenerational project has improved elderly residents' access to and understanding of technology within their community. This alongside deployment of improved connectivity, Public Wi-Fi, and Digital Community Services (the online mapping tool) all positively address the impacts of digital exclusion within North Lanarkshire's communities.

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/chief-executives-eqia/digital-and-it-strategy-equality-impact-assessment>

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 Digital and IT Strategy recognises that change must be enabled within existing financial resources, with work in support of this progressing through the Performance Optimisation sub-theme.

<p>5.3</p>	<p>HR policy impact 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>5.4</p>	<p>Legal impact 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>5.5</p>	<p>Data protection impact 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 dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>5.6</p>	<p>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 <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>The Digital North Lanarkshire Programme of Work has collaboration and self-service at the heart of its design principles, with all appropriately reflected within both internal and external communications.</p> <p>The Digital North Lanarkshire Programme of Work also envisages significant changes to applications, software, hardware, and connectivity, with all duly considered for security, compliance, Digital First, and Enterprise Architecture perspectives through the key governance groups of the Enterprise Architecture Governance Group (EAGG) and Data Governance Board (DGB). Paragraph 2.7 provides illustrative examples of digital changes being progressed.</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 checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>5.7</p>	<p>Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>

Providing digital services that offer online, anytime access to services will have a positive environmental impact across several important areas such as minimising waste and recycling, thanks to the limited need for paper forms.

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?

Communications activities are detailed within the report.

5.9 Risk impact

Is there a risk impact?

Yes No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

Effective identification and management of risk is considered critical to the success of this programme, with all required processes strictly followed, and all high-level risks and issues regularly reported to the Digital North Lanarkshire Programme of Work Strategic Board.

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

As noted in the report to Policy and Strategy Committee in March 2024, a Children's Rights and Wellbeing Impact Assessment was undertaken and the key findings in this respect include that implementation of the Digital and IT Strategy 2024 to 2027 is considered to have an indirect impact as the strategy is not directly aimed at children but will have an impact on them. In particular, article 2 (non-discrimination) and article 23 (children with a disability). It is recognised that the rights of the child, and the needs of certain groups, require to be considered throughout the journey to a Digital North Lanarkshire. The Strategy aims to ensure that no one is digitally excluded and there is opportunity to improve people's lives through digital technology, solutions, and skills.

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

Yes No

Roadmap to a Digital North Lanarkshire

Digital culture, leadership and knowledge

1. Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.
2. Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.
3. Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.
4. Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.

Improved customer experience

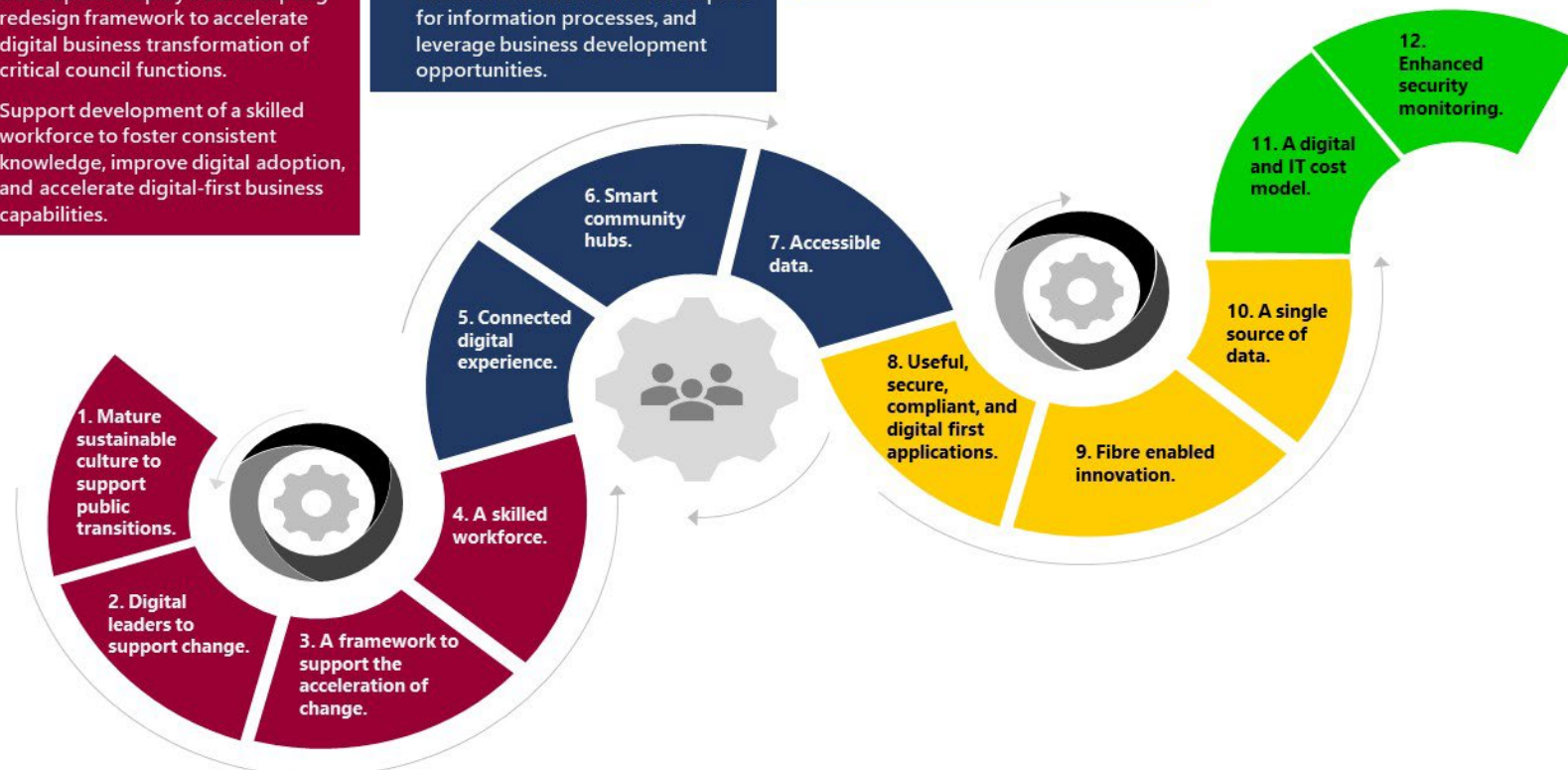
5. Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.
6. Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.
7. Ensure accessible data to improve public reporting and transparency, streamline effort involved in request for information processes, and leverage business development opportunities.

Digital first operations

8. Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.
9. Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.
10. Ensure single source of data to provide insights and evidence that support decision making and service planning.

Performance optimisation

11. Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.
12. Enhance security monitoring to maintain effective access and control over council data as the council delivers the anticipated increase in its digital footprint.



Summary of progress in delivering the Digital North Lanarkshire Programme of Work

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
Digital culture, leadership, and knowledge	Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.	Sep-23	Dec-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • An overview of progress to date from the Digital Culture, Leadership and Knowledge theme was reported to Finance and Resources Committee in November 2024 (link). This focussed on the digital adoption work and the digital maturity assessment survey. • Following on from the digital skills survey in 2021, the results of the 2023/24 survey examined digital adoption across services, (particularly the use of M365) and at various levels. This showed that: <ul style="list-style-type: none"> - 70% understood the value of the digital workplace - 41% found their work more interesting as a result of applying digital tools - 73% actively supported change - 73% have participated in learning - 52% didn't feel they have opportunities to decide what tools to use for their jobs - 47% agreed with having opportunities to develop new skills and show capability - 76% agreed they found digital workplace tool useful in their jobs - 28% stated using the tools help them feel more valuable in their job; 55% agreed that IT does support personal development • Greater insight was also gained into the current thinking of employees across services in relation to digital maturity where, from an overall 16.1% response rate, 82% of respondents were positive about the council's readiness for change / digital adoption and recognised the alignment of change and transformation with the priorities set out in The Plan for North Lanarkshire. There was also a recognition that the tools available have enhanced team collaboration as well as enhancing individual efficiency and productivity. Accessing support for the adoption of new technologies, particularly those under age 25, has been highlighted an area to be further investigated, as well as further support that could be given to employees as part of the digital culture change activities. • Having established a baseline measurement for digital adoption a digital maturity assessment is under development to further help the council to understand the current state of technology use and extent of digital maturity, and to identify gaps in digital capabilities.

APPENDIX 2

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
				Green		<ul style="list-style-type: none"> Workshops have been held over the winter to develop the next steps and agree a development plan, this includes a focus on engagement and communication, digital champions / leaders, training and support, competencies, and etiquette (for which a NL Announcement was cascaded in January 2025 implementing a Microsoft Teams Calls Etiquette to be adopted across the organisation).
Digital culture, leadership, and knowledge	Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.	Nov-23	Sept-25	Amber	At planning and set up stage.	<ul style="list-style-type: none"> Initial discussions have taken place on the specific programme currently in existence and aligning this to the needs of a council wide leadership programme to incorporate digital capabilities, including cognitive transformation (thinking differently), behavioural transformation (acting differently), and emotional transformation (reacting differently). Research work continues to understand the future state requirements for the organisation with digital leadership core competencies and approaches. However, due to competing demands, approval of a has moved the end date to September 2025 to enable a more in-depth and co-ordinated approach; a subsequent risk review considered there was no significant impact on the overall work plan in this respect. Rescheduling of this work was addressed at aforementioned workshops to create the development plan for digital culture, leadership, and knowledge.
Digital culture, leadership, and knowledge	Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.	Sep-23	Mar-24	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Upon completion, the change management toolkit portal was demonstrated at the Programme of Work Board in December 2024 prior to a formal training programme and launch for a council wide roll out by the end of 2024/25.
Digital culture, leadership, and knowledge	Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.	Mar-24	Apr-26	Amber	At planning and set up stage.	<ul style="list-style-type: none"> Work has commenced on identifying the appropriate format for a self-assessment tool to allow staff to understand their current level of digital skills and undertake further learning, as appropriate, to upskill the council's workforce to be more digitally capable. Modules on LearnNL are available to all staff and investment continues in the flexible workforce development fund in digital skills. The existing education programme has been shared and an assessment of a test of change is now under consideration.

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						<ul style="list-style-type: none"> Other areas of activity at the initial stages include identifying leadership capabilities and conclusion of the self-assessment. Both of these items have been discussed in line with the development plan noted above.
Improved customer experience	Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.	Apr-23	Dec-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Chat bot functionality went live on the council's website in October 2024 to enable residents to receive automated responses or to chat to an advisor. Processes / services available for public interaction on the council website now expanded to include MOT / Taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online. Redevelopments of the customer relationship management (CRM) system underway to enhance processes for staff to route enquiries to the relevant service and improve cross service working and thereby a one council approach. Priorities are being reprofiled to ensure all outstanding development work is completed and the CRM Advisory Board and supporting action plan have been refocussed to support delivery, monitoring, and governance of the priority actions identified. The council's purchase to pay system has been redesigned to introduce a standardised approach that ensures a consistent way of working across the council, maximises system integration opportunities, removes / reduces paper based processes, implements electronic invoicing and three-way matching, and improves management information. Purchase to Pay refers to the end-to-end process in which goods and services are purchased and ultimately paid for; this includes all steps from identifying the need for goods and services through to paying a supplier. Final developments are underway in respect of training and awareness sessions, completing all communications with Pecos users, completing all configurations within Pecos, and developing plans for a soft launch by the end of 2024/25

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Improved customer experience	Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.	Sep-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Public consultation on the resources and services required in the digital zone is now complete and data is being reviewed to establish requirements within digital zones for individuals with additional needs and integrate these into the digital zone offer. Next phase of the corporate booking system about to start with a digital zones working group leading on integrating the corporate booking system into the digital zone development. Report submitted to Communities Committee in October 2024 (link) provided an update on immersive room developments and the impacts. Work to expand community use of immersive experience pods and enhance digital experiences within a community and beyond has now seen the fourth immersive room, based in Airdrie library, is now completed and operational. Six monthly reports to the Communities Committee - in August 2024 (link) and February 2025 (link) - provide regular updates to support wider public and stakeholder engagement. This includes information in respect of progress of the Driving Digital Locally working group, the intergenerational projects which bring together elderly residents and local primary schools, engagement for the digital zones, the public Wi-Fi project, online chatbot tool, and status of the new booking system implementation.
Improved customer experience	Ensure an accessible and single source approach to data that supports the organisation by providing insights and evidence that support decision making, planning, delivery, and continuous improvement as well as public reporting and transparency.	Oct-24	Dec-25	Green	At planning and set up stage.	<ul style="list-style-type: none"> This deliverable previously comprised four activities which were reconfigured into one to ensure a more streamlined, focussed, integrated, and value adding approach to data across the organisation. To date development work has scoped out the purpose and content of the strategy and identified the relevant existing component parts which require to be incorporated as well as any gaps which require to be filled. By developing a single Data Strategy with a single approach to data, this aims to set the foundations in respect the council's data practices in order to unlock the potential of data and create meaningful insights that support the council in managing services and delivering the Programme of Work in line with The Plan for North Lanarkshire. This incorporates all related aspects of data, including governance, quality, data maturity, spatial mapping, open data, and supporting architecture and technology.

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Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
Digital first operations	Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.	Jan-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • In September 2024, Policy and Strategy Committee considered the new Automation and Generative Artificial Intelligence (GenAI) Framework (link). This sets out the council's AI vision for deploying the technology in an efficient and effective manner to support implementation of the AI vision through new digital service delivery models and solutions designed to meet the needs of modern businesses and communities. Next steps developments are underway to develop a plan to identify opportunities for AI functions and deliver the framework. • Contract award for a new housing and asset management system - to improve data management, monitoring, and service delivery across housing - approved at committee in November 2024. Next steps developments and finalisation of the implementation plan is now underway. • New case management and scheduling systems - to meet statutory obligations and to improve service delivery and performance management across social care – is progressing with staff training now complete and plans in the final stages to implement the first phase of Mosaic before the end of 2024/25. • Implement a leisure and facilities booking systems, including integration with hub place bookings and introduction of compliant and secure payment facilities that accommodate home and agile working arrangements are progressing with a contract in place and initial supplier meetings held. Services have been migrated to latest version of cloud system with rollout of new pay terminals and installation of gated entry systems across a number of sites underway. • A report in respect of the asset management practices across the organisation was submitted to the Finance and Resources Committee in September 2024 (link). This updated on progress in respect of consolidating as many assets on to a single solution as possible and reducing the number of business systems used across the council to manage assets. This also advised of the next steps in respect of a review underway to drive forward the consolidation of assets, both physical and technology (system) related.

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						<ul style="list-style-type: none"> Implementation of a new cloud-based Microsoft Teams integrated solution, incorporating virtual voice and digital assistant functionality is underway in relation to the build and testing of a new unified comms platform and migrations of 25 school sites.
Digital first operations	Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Implementation of procured Wide Area Network solution and associated technical functionality (such as internet breakout services and continued development and deployment of fibre across North Lanarkshire) is ongoing in respect of corporate requirements. Around 80 sites are now live with a public wi-fi service, and the roll out continues to migrate the remaining 50 sites into the solution. Implementation is however impacted by site surveys and asbestos checks by the external contractor. Discussions are underway with legal and the supplier to develop and implement a plan to enable internet access for temporary accommodation properties. Work is also underway in respect of enhancing fibre availability across North Lanarkshire to provide internet access to residents with a strategy being drafted for options appraisal, with a report in respect of this on today's agenda. Smart Park schemes to gather data within park settings now operational at Palacerigg Country Park and Strathclyde Country Park with units active (and on renewables) and fibre connected meaning that the data capture process is now underway to enable an initial review from the sensors. Immersive rooms now live at Airdrie Library, Motherwell Library, Summerlee Museum, and Muirfield Community Centre with services available to the public and partners. Work to create a digital infrastructure development toolkit and associated processes to enable third party commercial connectivity providers to deliver services across the council involves discussions with Glasgow City Council to investigate the potential to re-use an existing process used in their infrastructure model.

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Digital first operations	Transition from using paper-based storage to a digital solution for retaining appropriate council information.	Sep-23	Sep-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Tender issued, responses received, and evaluation process underway with a view to awarding the tender by the end of 2024/25.
Performance optimisation	Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.	Oct-23	Sep-26	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work is progressing to identify digital and IT spend across the council and develop a model to establish whether this is essential and priority spend but this is a complex process as the council's environment sees hundreds of applications being used council-wide, with detailed knowledge of individual items (users, contractual basis) varying across services and ICT, particularly for long-standing products purchased without ICT involvement. Additional time is therefore necessary for data capture, as such is critical for the analysis stage of this project. Baseline financial information has been sourced for matching with Business Continuity / Disaster Recovery Plans and CMDB (configuration management database) and work is underway to capture non-financial information regarding individual products. Expertise has been sought from Gartner to support next steps development in terms of a model to identify priority products to retain, as well as those to terminate or migrate. Work has progressed to develop and deploy structures and processes that aid the identification and development of operational innovation and that facilitates beneficial service transformation in respect of developing supplier relationships. Funding re-profiled to ensure effectively used once business cases begin to arrive, and eligibility criteria developed and approved. Further details, including information in respect of promoting the Innovation Fund and associated application process, are scheduled to be reported to committee in cycle 1 of 2025.
Performance optimisation	Enhance security monitoring to maintain effective access and control over council data as the	Feb-24	Dec-27	Green	At delivery and ongoing management	<ul style="list-style-type: none"> To consider areas in relation to security that can be monitored in terms of service delivery and to be able to assess performance against these elements, a range of performance metrics have been drafted and are in the final approval stages prior to

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	council delivers the anticipated increase in its digital footprint.				and monitoring stage.	<p>implementing the supporting processes to ensure the metrics reach appropriate audience at required intervals.</p> <ul style="list-style-type: none"> • Work is progressing to review data assets and solutions delivered by or in conjunction with third party providers to ensure that suppliers are consistently assessed and reported upon to enable operational performance to be effectively managed throughout the duration of any engagement and a supplier framework has been drafted. This will be finalised in line with the new Corporate Procurement Supplier Framework scheduled to be launched soon. • Work to develop security standards continues to progress to support existing cyber security controls. This aims to support processes to manage and secure council data and systems, assess the risk associated with data loss, and create an assessment model to provide meaningful, insightful, and simple representation of the cyber rating of data control. Recruitment is under way for a temporary Senior ICT Security Officer post to support the development of improved ICT technical vulnerability management processes.

Key to completed status		
Key stages for the project / activity in the Programme of Work		Indicative % completed assessment
At initiation stage	Project / activity still at proposal stage, and not yet approved by the relevant SRO / Chief Officer or approved to Project Brief (or equivalent) stage or approved to Project Brief (or equivalent) stage, but still in development / at feasibility stage.	>0% and <15%
At planning and set up stage	Project / activity approved to Project Business Case (or equivalent) stage / Project or Delivery Plan developed.	>=15% and <25%

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Key to completed status		
Key stages for the project / activity in the Programme of Work		Indicative % completed assessment
At delivery and ongoing management and monitoring stage	Project / activity underway and delivery is categorised as < =25% completed, or > 25% but < =50% completed, or > 50% but < =75% completed, or > 75% but < 100% completed.	>=25% and <95%
Completed or at closure stage	Project / activity completed and closed off, or final evaluations, handovers, etc still to be undertaken.	>=95% and =100%

Key to RAG status	
Blue	Delivery is complete.
Green	Delivery is on track and in line with the six dimensions within which the project / activity is being delivered (i.e. scope, cost / budget, quality, resources, risk, within time / on schedule) and the % completed status is as expected as at the time of the delivery assessment.
Amber	Delivery is not on track and the latest assessment suggests there may be emerging issues with one or more of the six dimensions within which the project / activity is being delivered (i.e. scope, cost / budget, quality, resources, risk, within time / on schedule) and/or the % completed status is not as expected as at the time of the delivery assessment.
Red	Delivery is not on track and the latest assessment has reported issues with one or more of the six dimensions within which the project / activity is being delivered (i.e. scope, cost / budget, quality, resources, risk, within time / on schedule) and/or the % completed status is behind that which is expected as at the time of the delivery assessment.