

# North Lanarkshire Council Report

## Finance and Resources Committee

Does this report require to be approved?  Yes  No

Ref KH/GR/JG

Date 26/02/25

## Digital North Lanarkshire Programme of Work – Performance Optimisation: Innovation Fund

**From** Katrina Hassell, Chief Officer (Business and Digital)

**E-mail** HassellK@northlan.gov.uk

**Telephone** 07903 096121

### Executive Summary

This report provides an overview of how Services can access the Innovation Fund, an approved deliverable of the Strategic Capital Investment Programme 2024/25 to 2028/29, to support service transformation to aid achievement of the longer-term vision outlined within The Plan for North Lanarkshire.

The Innovation Fund is a key aspect of the Digital North Lanarkshire Programme of Work. This report describes how the Innovation Fund will be managed and governed and includes details of progress to date from the Performance Optimisation subgroup of the Digital North Lanarkshire Programme of Work.

### Recommendations

It is recommended that the Finance and Resources Committee:

- (1) Acknowledge the contents of the report;
- (2) Support the approach to accessing the Innovation Fund
- (3) Acknowledge that use of the Fund is aligned to the six principles contained within the Digital and IT Strategy (2024-2027)
- (4) Endorse the next steps.

### The Plan for North Lanarkshire

Priority All priorities

Ambition statement (24) Review and design services around people, communities, and shared resources

Programme of Work All Programmes of Work

## 1. Background

- 1.1 Members are aware of the Programme of Work (PoW) to 2028 to support the delivery of The Plan for North Lanarkshire and the reporting requirements contained therein.
- 1.2 Digital North Lanarkshire is one of seven priorities contained within the POW to 2028. It is a key enabler for the wider PoW, and aims to develop a skilled digital workforce, promote an innovative, sustainable culture, and be the digital leader for a transformed North Lanarkshire.
- 1.3 The Digital North Lanarkshire PoW Board consists of 4 sub-groups: (a) Digital Culture, Leadership and Knowledge; (b) Digital First Operations; (c) Improved Customer Experience and (d) Performance Optimisation. This report is focussed on the Performance Optimisation sub-group, which has responsibility for delivering the following key deliverables:

Activity No.	Overview
1	Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.
2	Enhance security monitoring to maintain effective access and control over council data as the Council delivers the anticipated increase in its digital footprint.

- 1.4 This report provides Committee with an update on the progress of a key aspect of Activity 2 above.

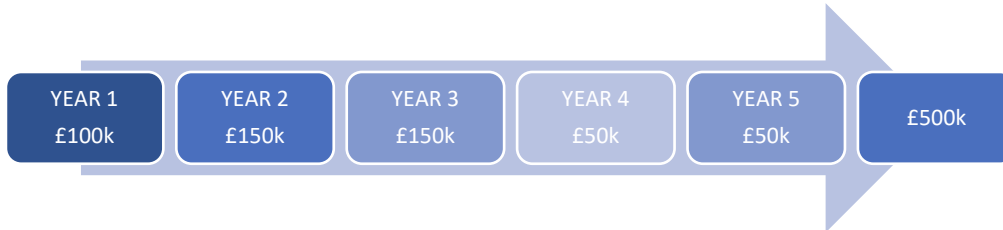
## 2. Report

- 2.1 Members are aware of the Strategic Capital Investment Programme 2024/25 to 2028/29 and the agreed Capital Bid process used to allocate/award funds to key projects and deliverables.
- 2.2 Through the Capital bid process, Business and Digital's request to create an innovation fund was approved. This fund, managed by Business & Digital on behalf of all services, supports the deliverable noted at paragraph 1.3 above, and mitigates against risk RIA0000414 - Insufficient ICT Investment. The bid also recognised the potential capability to positively impact all POW themes in utilising technology.
- 2.3 Technology marketplace evolves extremely quickly with new solutions not considered during the Capital bid process leaving the organisation without the ability to react and benefit from those solutions. Furthermore, new solutions could provide the ability for Services to adopt/trial technology to respond to the demand of financial savings.
- 2.4 During the Capital Bid process, Business and Digital's capital requests were allocated to meet the needs of five themes:
- Line of Business
  - End User Device
  - Digitisation
  - Cyber Security
  - Innovation
- 2.5 Of bids submitted council wide for consideration, only one was categorised as within the Innovation theme which demonstrates the lack of innovation presently being

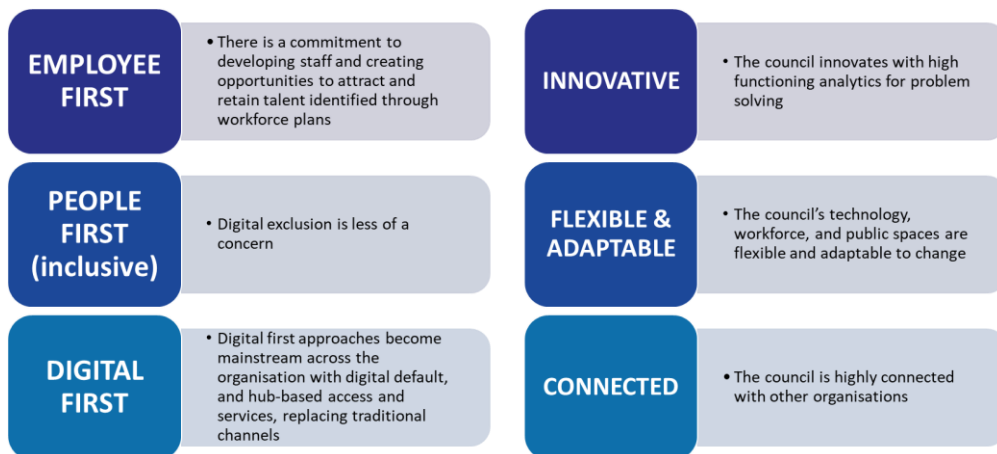
planned council-wide. The fund will aid in the identification and adoption of operational innovation development.

## Management and governance

- 2.6 The Capital bid request for the fund was successful in securing £500k to be utilised over the course of the Strategic Capital Investment Programme 2024/25 to 2028/29 as follows:



- 2.7 As digital transformation across the Council and its communities is underpinned by the Digital and IT Strategy (2024-2027) and the six principles set out in the strategy, the service has linked the Innovation Fund to these six principles, providing a logical governance structure to manage the bidding and application of the fund.



- 2.8 The following provides an overview of the eligibility/application/criteria etc.

**ELIGIBILITY** – to be eligible to access the fund Services will apply with the intention of match funding depending on the value/cost of the request. This will be at various levels of match funding and in line with the value of the fund available in year.

**CRITERIA** – this will be based on weightings associated with the six principles noted at 2.7 above.

**APPLICATION** – will be via a lite version of the recognised Business & Digital Engagement process and approved via the Enterprise Architecture Governance Group and Technical Design Authority where required.

**RESOURCE** – the Service will commit to the required resource to lead the project or Workpackage with Business & Digital providing the technical/development resource where appropriate.

**REPORTING** – should align with the recognised Project Management Framework and include progress reports to the relevant Programme of Work to include details of planned spend along with progress/outlook details.

This overview was presented to the Enterprise Architecture Governance Group on the 30<sup>th</sup> of October 2024 for approval and members agreed with the approach.

### Next steps

- 2.9 Agree eligibility levels and criteria set out above at paragraph 2.7 and develop communications to promote the Innovation Fund and application process with a view to launching early in January or February 2025.
- 2.10 Reprofile the fund values as a result of lack of requests in year and expectation that Services have profiled savings into years 2 and 3 of the current savings cycle:



### 3. Measures of success

- 3.1 Success will be measured through the set of performance indicators agreed at the Digital North Lanarkshire PoW Board:
  - a) Technology maintenance costs - % change in costs (in terms of current expenditure)
  - b) Digitisation and innovation costs - % change in costs
  - c) Self-service - % increase in self-serve interactions
  - d) Automated services - % of service processes automated/digitised
- 3.2 Performance indicator definitions are complete, and methods of data gathering are currently being investigated.

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### 4. Supporting documentation

N/A

**Katrina Hassell**  
**Chief Officer (Business and Digital)**

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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, please provide a brief summary of the impact?</p> <p>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 type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Paragraph 2.6 above details the Innovation Fund approved within the Strategic Capital Investment Programme. Paragraph 2.4 confirms the fund is expected to aid in identifying and adopting operational innovation development to support these essential changes.</p> <p>If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" 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>

**5.6 Technology / Digital impact**

Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?

Yes  No

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

The Digital North Lanarkshire Programme 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 2.4 above confirms this fund is expected to aid in identifying and adopting operational innovation development to support these essential changes.

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes  No

**5.7 Environmental / Carbon impact**

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes  No

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

**5.8 Communications impact**

Does the report contain any information that has an impact on the council's communications activities?

Yes  No

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

**5.9 Risk impact**

Is there a risk impact?

Yes  No

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

**5.10 Armed Forces Covenant Duty**

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

Yes  No

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

**5.11 Children's rights and wellbeing impact**

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

Yes  No

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

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

Yes  No