

# North Lanarkshire Council Report

## Policy and Strategy Committee

Does this report require to be approved?  Yes  No

Ref DM/SL Date 19/03/26

## Delivering the Programme of Work to 2028 - achievements to date

**From** Des Murray, Chief Executive

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### Executive Summary

The Plan for North Lanarkshire, established in 2019, set a clear vision of inclusive growth and prosperity for all, aiming to bring equal benefits and a fairer distribution of wealth to all North Lanarkshire's people and communities.

Delivering this vision through the Programme of Work means transforming North Lanarkshire's places, improving local environments, and integrating policies, services, and systems to respond to growing social complexity and improve outcomes for the people and communities of North Lanarkshire.

Approved in March 2023, the Programme of Work to 2028 set out improvements for delivery across seven priorities - Transforming Places, Invest in North Lanarkshire, Sustainable Futures, Resilient People, Brighter Futures, Digital North Lanarkshire, and One Service. By aligning council and partnership activity around a set of inter-related deliverables (approved in September 2023), the council aims to accelerate transformation and deliver meaningful change for local people.

Delivery of the programmes, projects, and activities within the Programme of Work is overseen by Strategic Boards through a consistent corporate monitoring process across all seven priorities. Appendix 1 provides a summary of delivery to date, with recent key highlights outlined below.

- The highest ever breastfeeding rates recorded for North Lanarkshire show 53.3% of babies being breastfed at the first review (10-14 days old) and 35.6% at the 6-8 week review. Over 900 organisations have joined the Breastfeeding Friendly Scotland scheme, helping normalise and support breastfeeding across communities and giving every baby the best start in life.
- Major progress on new community hubs with Orbiston's main building now operational, and four additional hubs on track for delivery by the end of 2026.
- £1.4m National Lottery Heritage Funding secured to restore and redevelop Airdrie Library, strengthening connections between communities and their heritage. Work will include enhancing the display of existing museum collections, improving accessibility, and helping visitors deepen their understanding of Airdrie's history.
- Completion of the phase 1 towers reprovisioning programme (1,550 flats), with demolitions progressing to make way for new modern homes. Phase 2 is advancing well, with 47% of the 964 properties empty.
- New supply programme delivery increasing to 2,588 to further support the regeneration

- of local communities and town centres, create jobs, and boost the local economy.
- New vocational hub opening at Our Lady's High School, offering practical skills, industry-recognised qualifications, and enhanced support for young people, including those with additional needs or care experience.
- The DataVita - CoreWeave announcement positioning North Lanarkshire as a potential UK leader in the data and digital economy, establishing one of the world's most advanced AI sites within a newly designated UK AI Growth Zone.
- Continued strong economic performance, with Gross Value Added up 12.5%, business numbers rising to 8,515, and significant growth in construction and retail.
- Significant housing improvements, including 278 new energy-efficient council homes, 293 under construction, and 92 purchased to support housing need and prevent homelessness. Over £59m investment in upgrading existing homes and more than 6,000 energy-efficiency measures delivered.
- Ongoing community engagement to shape key strategies and programmes of work, including consultation on the new draft Local Transport Strategy to improve connectivity, enhance accessibility, and create a more efficient and inclusive transport network for residents and visitors, and the draft Open Space Strategy which sets out how parks, play areas, and green spaces will be protected, improved, and developed for the future.
- A positive Best Value audit report, with the Accounts Commission recognising the council's bold vision, strong partnerships, and focused Programme of Work which is delivering real improvements for people and communities - noting this is underpinned by sound financial and performance management and meaningful community engagement.

Next steps developments include:

- Delivery of four new community hubs - St Kevin's Community Hub in Coatbridge, Gartcosh Community Hub in the Northern Corridor, St Stephens Community Hub in Coatbridge, and Chryston High extension and third sector early years creation in the Northern Corridor - all due for completion by the end of 2026.
- The proposed £8.2billion investment through the DataVita - CoreWeave announcement, subject to planning permission, which could create up to 3,400 direct jobs and potentially as many as 7,000 jobs in the wider area. With a £543 m community fund, the plans have the potential to secure significant long-term value and benefits for local people, communities, and the future prosperity of North Lanarkshire.
- Redevelopment work on Airdrie Library with structural replacement, full accessibility improvements, a new observatory platform, expanded spaces, and enhanced museum displays.
- Next stage progress on the phase 2 towers reprovisioning programme, with the first demolitions scheduled to take place in the spring of 2027.
- Next steps following the planning applications which have been submitted for the East Airdrie Link Road and new University Hospital Monklands which will allow for co-ordinated delivery, including new connections, bridges, and improved access routes.
- Publication of the council's 10-year Business and Industry Strategy alongside new investment as more businesses establish or expand their operations in North Lanarkshire.
- Implementation of the 2026-28 Local Housing Strategy, which sets out the long-term ambitions for sustainable and inclusive housing and communities.

Since its inception, the Programme of Work has provided a clear and stable strategic direction for the council, delivered through a one council approach focused on transforming North Lanarkshire and improving people's lives. The achievements highlighted in this report, and in previous six-monthly updates to the Committee, demonstrate the significant pace of change that is taking place across local communities - helping to create the conditions for learning, opportunity, and wellbeing, and strengthening North Lanarkshire's position as a place to live, learn, work, invest, and visit.

This ongoing transformation continues to be enabled by consistent decisions of the Policy and Strategy Committee and the wider committee structure, whose support has allowed the Programme of Work to progress at pace while maintaining the financial sustainability of the council.

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## Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Take cognisance that this report provides a six-monthly update on progress in delivering the Programme of Work to 2028, in line with the Committee's strategic oversight and the commitment made in March 2024,
- (2) Endorse the ongoing role of the Policy and Strategy Committee in supporting delivery of The Plan for North Lanarkshire through the Programme of Work, and
- (3) Continue to provide strategic oversight of the transformation projects and activities that underpin the Programme of Work, ensuring their ongoing development, co-ordination, and monitoring.

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## The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	All Programmes of Work

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### 1. Background

- 1.1 Members of the Policy and Strategy Committee are well versed in The Plan for North Lanarkshire and its vision for North Lanarkshire to be a place of *inclusive growth and prosperity for all* which brings equal benefits and a fairer distribution of wealth to all North Lanarkshire's people and communities.
- 1.2 As the delivery vehicle for The Plan for North Lanarkshire, the Programme of Work has, since 2019, provided a stable yet flexible framework for delivering The Plan for North Lanarkshire, supporting effective management of complex, inter-connected programmes, projects, and activities. The continued commitment of the Policy and Strategy Committee to the *one plan* approach has driven significant progress and enabled meaningful transformation across North Lanarkshire.
- 1.3 Following Policy and Strategy Committee approval of the Programme of Work to 2028 and its subsequent deliverables, the focus for The Plan for North Lanarkshire is on further embedding a single, integrated *one place, one plan, one council* approach. This unified direction is essential to increasing scale and impact, accelerating place-based transformation, and delivering sustainable improvements for the people and communities of North Lanarkshire.
- 1.4 Delivery of the Programme of Work to 2028 continues to be monitored through the Single Integrated One Council Delivery Plan and established governance arrangements. The Policy and Strategy Committee maintains strategic oversight of the Programme, including "*development, co-ordination, and monitoring of The Plan for North Lanarkshire*" and keeping under review such "*programmes as the Committee considers necessary to achieve the council's long-term aims and objectives*". This role includes strategic oversight of transformation projects and activities.

- 1.5 This report provides the latest progress update on delivery of the Programme of Work to 2028 for the strategic oversight of the Policy and Strategy Committee. Key performance and delivery highlights are outlined in the executive summary, with further details provided in Appendix 1.

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## **2. Monitoring delivery of the Programme of Work to 2028**

- 2.1 Throughout 2024/25 and into 2025/26, the Single Integrated One Council Delivery Plan has been monitored quarterly by the Programme of Work Strategic Boards through a consistent corporate process across all seven priorities. Project Managers and Activity Leads provide updates assessing progress across six dimensions - scope, cost / budget, quality, resources, risk, and within time / on schedule - along with a percentage-completion status for each project or activity.
- 2.2 Appendix 1 provides an overview of progress in delivering the Programme of Work priorities, summarising performance against the high-level deliverables approved by the Policy and Strategy Committee in September 2023. The RAG status reflects progress across the six dimensions outlined in paragraph 2.1. The latest position is summarised below.
- 93% of all actions in the delivery plan supporting the high-level deliverables have commenced to the initial stages, 7% are not yet due to start.
    - 36% of all delivery plan actions are complete or at the final closure stage (an increase from 30% as at the progress report in September 2025).
    - 89% of all delivery plan actions have reached the delivery and ongoing management and monitoring stage (an increase from 83% as at the progress report in September 2025).
  - In terms of delivery within the six dimensions (i.e. scope, cost / budget, quality, resources, risk, and within time / on schedule) - of those commenced:
    - 38% of delivery plan actions have been assigned a Blue RAG status.
    - 55% of delivery plan actions have been assigned a Green RAG status.
    - 7% of delivery plan actions have been assigned an Amber or Red RAG status (for these actions additional commentary is included in Appendix 1).
- 2.3 A formal change process supports Strategic Board oversight of the Programme of Work, ensuring the Policy and Strategy Committee is informed of changes to the deliverables originally approved in September 2023, with changes noted in Appendix 1.

### **Next steps**

- 2.4 Looking ahead, it is essential that the Programme of Work continues to provide the stable strategic direction and one council approach needed to drive transformation across North Lanarkshire. The latest results for the 28 Health Check Indicators show a strong 68% improvement over the period of The Plan for North Lanarkshire, reflecting clear progress, although wider pressures continue to create fragility. The accompanying report (setting out the latest North Lanarkshire, context, challenges, and next steps) provides an update on the mid-term review to ensure the Programme of Work remains current, relevant, and deliverable, with next steps scheduled to be presented to the Policy and Strategy Committee in cycle 2 of 2026.
- 2.5 Quarterly progress monitoring will continue to be carried out by each Programme of Work Strategic Board to ensure effective oversight and management of delivery against

the six dimensions, alongside assessment of overall completed status. Six monthly progress update will continue to be reported to the Policy and Strategy Committee.

- 2.6 Future Programme of Work reports will also include reporting of benefits realised, to demonstrate the successful delivery of intended outcomes and further support implementation of recent audit recommendations.

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### 3. Measures of success

- 3.1 Measures of success will be demonstrated through progress in delivering the Programme of Work and ensuring that the council's portfolio of programmes, projects, plans, and activities has a positive impact on the North Lanarkshire context, as evidenced by the 28 Health Check Indicators. This will support achievement of the long-term vision of inclusive growth and prosperity for all, as set out in The Plan for North Lanarkshire.

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### 4. Supporting documentation

- 4.1 Appendix 1 - Summary of progress in delivering the Programme of Work to 2028.



**Des Murray**  
Chief Executive

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### 5. Impacts

<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? 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"/>
<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?
<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?
<b>5.4</b>	<p><b>Legal impact</b></p> <p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The legal impact in this report is only in relation to supporting demonstration of the council's compliance with the relevant legislation listed below. It does not introduce new legal duties or changes to the council's statutory duty in this respect.</p> <ul style="list-style-type: none"> <li>• The Local Government Act 1992 established the role of the Statutory Direction to direct the "<i>publication of information as to standards of performance</i>".</li> <li>• The Local Government in Scotland Act 2003 which introduced the duty of Best Value; this requires that councils "<i>make arrangements to secure continuous improvement in performance</i>".</li> </ul>
<b>5.5</b>	<p><b>Data protection impact</b></p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>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></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<b>5.6</b>	<p><b>Technology / Digital impact</b></p> <p>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?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>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)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<b>5.7</b>	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.8</b>	<p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.9</b>	<p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>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>

Work to ensure ongoing monitoring of Programme of Work delivery and assess if delivery is within the dimensions of scope, cost / budget, quality, resources, risk, within time / on schedule, and % completed status - and ensure that all stakeholders are informed of progress in line with their respective oversight role - contributes towards mitigating the risks on the Corporate Risk Register for the *governance, leadership, and decision making* risk and the risk in relation to *delivery of the approved programme of work*.

**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

## Appendix 1

### Summary of progress in delivering the Programme of Work to 2028

Theme / programme	Deliverables	Start date	End date	Overall deliverable RAG assessment	Overall deliverable completed status	Position as at December 2025 (unless otherwise stated) (including narrative where RAG status is Red or Amber)
<b>Transforming Places [ overall completed status = 23% ]</b>						
Town and community hubs	Complete 6 new build Town and Community Hubs and a £35m extension to Chryston High, transforming and creating key assets, through the replacement of schools with hubs within the heart of local communities.	Mar-23	Mar-27	<b>Green</b>	At delivery and ongoing management and monitoring stage.	All 5 of the projects / activities within this deliverable are underway: <ul style="list-style-type: none"> <li>• Orbiston Community Hub in Bellshill - the main building is complete and operational. Contractor now working on demolishing the old buildings and landscaping, expected to be complete late 2026.</li> <li>• St Kevin's Community Hub in Coatbridge - construction is underway, expected to open in April 2026.</li> <li>• Gartcosh Community Hub in the Northern Corridor - construction is underway, with an expected completion date of September 2026.</li> <li>• St Stephens Community Hub in Coatbridge - construction is underway, completion expected October 2026.</li> <li>• Chryston High extension and third sector early years creation in the Northern Corridor - under construction, with phase one completion expected November 2026.</li> </ul>
New supply programme	Deliver 2,000 new council homes between 2023 and 2028 and a further 2,354 by 2035 to help meet housing need and support town centre and community regeneration.	Apr-23	Mar-35	<b>Green</b>	At delivery and ongoing management and monitoring stage.	The new supply programme continues to deliver on the range of projects and activities within this deliverable, bringing the total number of new homes delivered as at February 2026 to 2,588. As at February 2026: <ul style="list-style-type: none"> <li>- 1,328 new homes have been delivered by the council's new build programme.</li> <li>- 959 homes have been delivered by the open market purchase scheme.</li> <li>- 363 homes have been delivered through off the shelf acquisitions since 2023.</li> </ul> Regular progress updates in respect of new supply programme delivery continue to be reported to the Housing Committee with the most recent in November 2025 ( <a href="#">link</a> ), this included an update on new supply community benefits ( <a href="#">link</a> ).
Local Development Plan	Develop a new Local Development Plan to support and facilitate future development in the right locations to help attract investment in new homes and businesses and support sustainable communities and employment.	Jan-24	Jun-28	<b>Green</b>	At delivery and ongoing management and monitoring stage.	2 of the 6 projects / activities within this deliverable are currently underway. The remaining activities are not scheduled to begin until the draft plan has been developed and approved through the gate check process. <ul style="list-style-type: none"> <li>• North Lanarkshire Local Development Plan 2 (NLLDP2) - work is underway to prepare the next statutory plan which will set out the council's policies and proposals for land use and development across North Lanarkshire. The preparation timeline is defined within the Development Plan Scheme and Participation Statement, with adoption</li> </ul>

Theme / programme	Deliverables	Start date	End date	Overall deliverable RAG assessment	Overall deliverable completed status	Position as at December 2025 (unless otherwise stated) (including narrative where RAG status is Red or Amber)
						<p>of NLLDP2 anticipated in 2027/28.</p> <ul style="list-style-type: none"> <li>Evidence papers - a suite of topic papers was published on the council's website as part of the 2025 consultation. Ongoing evidence-gathering, stakeholder workshops, and engagement with key agencies are supporting the finalisation of the evidence. This will inform the draft plan and support progression to the national gate check, for which formal approval must be achieved by March 2026.</li> <li>Evidence Report - a draft Evidence Report is scheduled to be presented to the Council meeting in April 2026 for approval, with submission to the DPEA (Planning and Environmental Appeals Division) for gate check scheduled for cycle 2 of 2026.</li> </ul>
Open Space Strategy	Complete an Open Space Audit and develop an Open Space Strategy, including sports pitch strategy, to help ensure local communities have access to good quality, well maintained open space to meet their needs.	Jan-22	Jun-26	Green	At delivery and ongoing management and monitoring stage.	<p>2 of the 4 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Open space audit completed (covering 1,564 sites).</li> <li>An update in respect of the open space audit and drafting the Open Space Strategy was reported to the Policy and Strategy Committee in June 2024 (<a href="#">link</a>).</li> </ul> <p>2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Engagement - 12-week programme of partner and community engagement has been undertaken on the draft Open Space Strategy to capture feedback on how parks, play areas, sports pitches, and wider green spaces should be protected, enhanced, and developed. This is currently being analysed.</li> <li>Final strategy - expected to be reported to committee in cycle 2 of 2026.</li> </ul>
Local Transport Strategy	Develop a Local Transport Strategy to help prioritise available investment to ensure communities can access employment, education and leisure opportunities, support inclusive economic growth and contribute to reducing carbon emissions.	Jun-24	Apr-26	Green	At delivery and ongoing management and monitoring stage.	<p>3 of the 5 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Key preparatory work - including a policy review, baseline evidence gathering, Strategic Environmental Assessments, and the first phase of public and stakeholder engagement - is complete.</li> </ul> <p>2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Consultation - phase 2 of the consultation exercise concluded in February 2026, with feedback from both phases currently being analysed and used to inform the final development of the strategy.</li> <li>Local Transport Strategy - completed strategy is scheduled to be presented to committee in cycle 3 of 2026.</li> </ul>
Active travel	Create 50 kms of active travel routes to help establish a network of safe, accessible walking / wheeling / cycling routes to help people access employment, education, and	Apr-22	Mar-29	Green	At delivery and ongoing management and monitoring stage.	<p>10 of the 26 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Meadowhead Road in Wishaw - active travel and road safety improvements.</li> <li>Glasgow Road in Craigneuk - phase 1 and phase 2 construction in respect of active travel improvements.</li> <li>Airbles Road - feasibility and concept design in respect of active travel</li> </ul>

Theme / programme	Deliverables	Start date	End date	Overall deliverable RAG assessment	Overall deliverable completed status	Position as at December 2025 (unless otherwise stated) (including narrative where RAG status is Red or Amber)
	leisure opportunities, improve health and well-being, and reduce carbon emissions.					<p>improvements.</p> <ul style="list-style-type: none"> <li>• North and South Lanarkshire - design project in respect of cross boundary active travel improvements.</li> <li>• Belziehill Roundabout - 0.5 kms.</li> <li>• Glasgow Road phase three - 1.9 kms.</li> <li>• Riverbank Community Hub in Coatbridge - active travel.</li> <li>• Orbiston Community Hub in Bellshill - active travel</li> <li>• Current and future estate planning - incorporation of active travel as a key priority when planning investment in the council's current and future estate, including the hub programme, to strengthen and improve connectivity and uptake of walking and cycling.</li> <li>• Bespoke active travel hubs - identified at community hubs and other service delivery areas.</li> </ul> <p>The other 16 projects / activities within this deliverable are underway and are at either the design or construction stage:</p> <ul style="list-style-type: none"> <li>• 1 kms on the A723 between South Lanarkshire boundary and Carfin via Motherwell (design).</li> <li>• 20 kms at Uddingston to Caldercruix via Coatbridge and Airdrie utilising both NCN75 and A89 route options (design).</li> <li>• 5.7 kms on Airbles Road to South Lanarkshire at Strathclyde Park and to Bothwell (design).</li> <li>• 3.7 kms at Strathclyde Park sub-route (design).</li> <li>• 2 kms at Airbles Road sub-route (design).</li> <li>• 10.8 kms at East-West Corridor between Stepps and Condorrat via the A80 and Dalshannon (design).</li> <li>• 13.2 kms at East-West Corridor between A74 Glasgow border and Newhouse via Bellshill and Holytown (design).</li> <li>• 4.5 kms at Bellshill to Mossend and Eurocentral including local links (design).</li> <li>• 8.9 kms at North-South Corridor from Coatbridge to Muirend via Drumpellier Country Park (design).</li> <li>• 35 kms at North-South Corridor from Croy to Wishaw via Cumbernauld Circular, Airdrie, Calderbank, Eurocentral, Holytown, Carfin, Ravenscraig, and Shieldmuir via A721 (design).</li> <li>• 0.5 kms at Eurocentral links (design).</li> <li>• 6 kms at Kilsyth to Wishaw via Croy, Broadwood, Condorrat, Coatbridge, Bellshill, and Motherwell (design / construction).</li> <li>• 3.8 kms at Orbiston Hub and Bellshill Station links (construction).</li> <li>• 1.5 kms at Croy to Craiglinn (design).</li> <li>• 5 kms at Motherwell Station links (design).</li> <li>• 1 kms at Whifflet Station to Shawhead sub-route (design).</li> </ul>

Theme / programme	Deliverables	Start date	End date	Overall deliverable RAG assessment	Overall deliverable completed status	Position as at December 2025 (unless otherwise stated) (including narrative where RAG status is Red or Amber)
						An update in respect of each of the active travel projects / activities was reported to the Enterprise and Fair Work Committee in August 2025 ( <a href="#">link</a> ) - as part of the Economic Regeneration Delivery Plan (ERDP) annual update. This also reported that 19.85 kms of active travel routes have been created between 2019/20 and 2024/25.
City Deal	Deliver the City Deal programme to improve connectivity and help support inclusive economic growth.	Apr-23	Apr-31	Green	At delivery and ongoing management and monitoring stage.	<p>The North Lanarkshire City Deal infrastructure programme is progressing as per the regular updates on status reported to the Enterprise and Fair Work Committee, with the most recent in August 2025 (<a href="#">link</a>) and February 2026 (<a href="#">link</a>).</p> <p>East Airdrie Link Road (EALR) - 1 out of the 9 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>An update was reported to the Policy and Strategy Committee in June 2025 (<a href="#">link</a>) in respect of the East Airdrie Link Road.</li> </ul> <p>The other projects / activities are underway in line with the programme:</p> <ul style="list-style-type: none"> <li>Current actions are focussing on completing stage 3 preliminary design, progressing planning applications, and securing land acquisition. Preliminary design milestones have been met, the first planning application for Towers Road link has been submitted, and the District Valuer has been appointed to support ongoing land acquisition, alongside discussions on delivery options with NHS Lanarkshire.</li> <li>Next steps include submitting planning applications for the full route, finalising stage 3 contract milestones, concluding land acquisition, agreeing the delivery approach, and procuring the specimen design for both sections.</li> </ul> <p>Orchardfarm Roundabout - 2 out of the 2 projects / activities within this deliverable are underway:</p> <ul style="list-style-type: none"> <li>Actions include the submission and approval of the Full Business Case to the Glasgow City Region Cabinet and oversight of the Orchardfarm Roundabout works being delivered by a third party. Stakeholder meeting has taken place to discuss site infrastructure matters, and an updated subsidy control opinion obtained. Ongoing work includes continued dialogue with stakeholders and the developers to identify solutions and agree a programme for the procurement and delivery of the A8 junction.</li> </ul> <p>Ravenscraig Access Infrastructure (RAI) - projects / activities within this deliverable are underway in line with the programme:</p> <ul style="list-style-type: none"> <li>Work on RAI South (Motherwell to Ravenscraig) covers the detailed design and phased enabling works. Member briefings, public consultation, and procurement of both the detailed design and enabling works are complete, with enabling works now underway.</li> </ul>

Theme / programme	Deliverables	Start date	End date	Overall deliverable RAG assessment	Overall deliverable completed status	Position as at December 2025 (unless otherwise stated) (including narrative where RAG status is Red or Amber)
						<ul style="list-style-type: none"> <li>Remaining actions include concluding the detailed design, preparing contract documentation and procurement for the main works, continuing enabling works, and producing as-built information for inclusion in the main works tender.</li> </ul> <p>An update reported to the Enterprise and Fair Work Committee in August 2025 (<a href="#">link</a>) highlighted community benefits delivery related to the City Deal programme over 2024/25.</p>
Business and industry	Develop a Business and Industry Strategy including review of available sites, and progress a minimum of 5 projects to remediate, develop, or improve sites to help create new employment opportunities.	Mar-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>2 of the 7 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Link Park, Newhouse - construction is complete with unit 3 (19,000 square feet) developed - this has now been let with the tenant taking up residence early in 2026.</li> <li>Strategic review - work to review industrial space and sites allocated for business and industry within the Local Development Plan is complete.</li> </ul> <p>5 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Business and Industry Strategy - research for development of a 10 year strategy is complete. Background report and next steps submitted to Enterprise and Fair Work Committee in February 2026 (<a href="#">link</a>).</li> <li>Braidhurst Industrial Estate - progress continues on constructing 10 new industrial units, refurbishing 6 existing units, and delivering associated infrastructure improvements. Utility requirements have been confirmed, and a programme has been agreed between SPEN and the contractor to allow on-site utility works to proceed.</li> <li>Condor Park, Eurocentral - plans have been prepared for the development of up to 8 small industrial units through a joint venture. Next steps include undertaking site investigations and developing a timeline and delivery plan to progress the project.</li> <li>Gartcosh (phase 2) - design review is complete and revisions are underway, with discussions continuing regarding a potential joint-venture partner to deliver three industrial units of 15,000, 20,000 and 30,000 square feet.</li> <li>Ravenscraig plot 1 - Final Business Case approved by Glasgow City Region in respect of the development of 4 units totalling up to 61,000 square feet. Subsidy control assessment has been completed, grant agreement is finalised, and work is progressing toward letting the contract and commencing on-site construction.</li> </ul>
Town centres	Develop Town Action Plans for each town centre in line with the agreed Town Visions (completing 3 town action plans in 2023/24 and 4 in 2024/25)	Oct-23	Oct-25	Green	At delivery and ongoing management and monitoring stage.	<p>2 of the 3 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>An update on town centres projects / activities was reported to the Enterprise and Fair Work Committee in August 2025 (<a href="#">link</a>) as part of the annual Economic Regeneration Delivery Plan (ERDP) update. This also reported that since the ERDP was introduced in 2019, town visions have</li> </ul>

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	and progress delivery to help create sustainable mixed-use centres that will attract investment in new employment and housing opportunities.					<p>been developed for Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Shotts, and Wishaw.</p> <ul style="list-style-type: none"> <li>In addition, Town Action Plans have been developed for Airdrie, Bellshill, Kilsyth, Motherwell, Shotts, and Wishaw, setting out the short, medium, and long-term actions to deliver each vision. These were approved at the Enterprise and Fair Work Committee in May 2024 (<a href="#">link</a>).</li> <li>An annual review of Town Action Plans has been completed and an update reported to the Enterprise and Fair Work Committee in November 2025 (<a href="#">link</a>).</li> </ul> <p>Following £19.5m awarded by the UK Government over ten years for Coatbridge, a Neighbourhood Board has been established and draft investment plan approved for consultation. Regeneration plan and initial 4-year investment plan submitted to the UK Government in November 2025 for formal approval.</p> <ul style="list-style-type: none"> <li>An update in respect of Coatbridge was submitted to the Enterprise and Fair Work Committee in November 2025 (<a href="#">link</a>).</li> </ul> <p>UK Government Pride in Place funding was announced for Forgewood, North Motherwell and town centre in December 2025 - £19.6m over 10 years. Work is progressing to establish a Neighbourhood Board and commence preparation of Pride in Place plan and investment plan. Update reported to the Enterprise and Fair Work Committee in February 2026 (<a href="#">link</a>).</p>
Town centres	Develop Delivery Plan for Cumbernauld Town Centre regeneration and progress redevelopment plans and demolition of the Centre Cumbernauld.	Jun-23	Mar-34	Green	At initiation stage.	<p>1 of the 4 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Procurement of new longer-term management contracts is complete.</li> </ul> <p>1 project / activity is underway, with the other 2 not yet due to start.</p> <ul style="list-style-type: none"> <li>The first stage of consultation and engagement with businesses and the public has been completed. Demolition of Fleming House is complete and plans for the demolition of the shopping centre are on track (estimated to start in 2027). Procurement of managing agent is complete. Development of brief for procurement of consultants to prepare masterplan has commenced.</li> </ul> <p>Stage 1 demolition (Teviot Walk / Teviot Square) is scheduled to commence in 2027/28.</p> <p>Stage 2 demolition of The Centre Cumbernauld (the older part of the town centre on both the north and south side of Central Way) is scheduled to commence 2031/32.</p>
Towers strategy	Complete phase 1 Tower re-provisioning programme of 1,750 flats by 2025/26, and	Mar-23	Nov-30	Green	At delivery and ongoing management	All Phase 1 towers currently in scope for the re-provisioning programme (1,550 flats) are now fully vacated, with demolitions and site clear-up works progressing well to make way for new detached and semi-detached homes

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	progress phase 2 comprising 964 flats.				and monitoring stage.	<p>that will offer modern, affordable housing for current and future generations. Progress on phase 2 is also strong, with 47% of the 964 properties now empty, and the first demolition on schedule to begin in spring 2027.</p> <ul style="list-style-type: none"> <li>Phase one rehousing existing tenants is 100% complete, with the exception of Birkshaw and High Coats which are delayed due to Ukrainian resettlement programme.</li> <li>Demolition of remaining block at Gowkthrapple Low Rise commenced in March 2026 and is due for completion June 2026.</li> <li>The principle contractor took possession of Allershaw Tower for demolition in December 2025 with works progressing well and scheduled for completion in Q3 2026.</li> <li>The demolition contract continues on site at Jackson Court with works progressing well and on track for completion in Q1 2026.</li> <li>The principle contractor took possession of Dunbeth Court in December 2025 for its demolition. Works progressing well on site and scheduled for completion by Q2 2027.</li> <li>The blowdown of Coursington, Allen, and Draffen Towers took place in December 2025, and site clear up is underway with expected completion in Q1 2026/27.</li> <li>4 Blocks at Maxton Crescent have been added to the phase 1 demolition programme following the discovery of RAAC and approval received at the Housing Committee in February 2025 to dispose of these blocks. Contract award arrangements are being finalised and works expected to commence in Q1 2026.</li> </ul> <p>Regular updates in respect of towers strategy delivery continue to be reported to the Housing Committee with the most recent in November 2025 (<a href="#">link</a>).</p> <p>Q1 = Apr-Jun, Q2 = Jul-Sept, Q3 =Oct-Dec, Q4 = Jan-Mar.</p>
Re-discover Airdrie	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.	Jan-24	Jan-25	Blue	Completed or at closure stage.	<p>All 3 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Engagement with local community and groups now complete (with links made to wider opportunities in Airdrie area) as well as engagement with residents, the Community Board, and local groups.</li> <li>Consultant appointed, site visits underway, and plans for development are being prepared to identify the physical interventions required to restore and repurpose heritage assets and improve the townscape.</li> <li>The conclusion of this first phase of Rediscovering Airdrie - with a significant programme of public engagement - enabled the development plan and application for final funding to be submitted to support implementation of the next steps.</li> </ul>

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						In February 2026, a £1.4m award was confirmed from the National Lottery Heritage Fund for the Airdrie heritage project. A key element of this is the restoration and redevelopment of the historic Airdrie Library, home to Scotland's first library under the Public Libraries Act. A shopfront improvement scheme will also boost the town centre.
Celebrate Summerlee	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.	Jan-24	May-26	Green	At delivery and ongoing management and monitoring stage.	All 4 projects / activities within this deliverable are underway - these have to date focussed on extensive stakeholder engagement, building evidence to support the funding application, and developing plans for capital interventions including for the extension of the current miners' row to establish a new miners' village and welfare hall, and to develop proposals for a new Summerlee.
Increase community pride through cultural heritage development	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.	Jan-24	Dec-27	Green	At delivery and ongoing management and monitoring stage.	Heritage Outreach Officer now in post and has attended all Community Boards to raise awareness of the role. Engagement continues with local groups to discuss projects of interest and support delivery in this respect thereafter.
<b>Invest in North Lanarkshire [ overall completed status = 100% ]</b>						
Establish a small multi-disciplinary team, comprising planning, roads, estates, enterprise, protective services, building standards, and legal, to deliver a Pilot project to provide an enhanced and co-ordinated advisory service to developers and prospective investors to help improve / streamline the statutory consent process and maximise potential economic benefits.		Sep-23	Dec-23	Blue	Completed or at closure stage.	Complete. Pilot project completed and evaluation undertaken, and feedback used to inform the next steps.
Based on learning from the Pilot and wider market engagement, review and develop proposals for an effective future operating model to make best use of available resources, including charging for the enhanced Pre App service, and streamlining the process for obtaining statutory consents.		Feb-24	Dec-24	Blue	Completed or at closure stage.	Complete. Stakeholder engagement and review of good practice from elsewhere completed. Development completed in respect of the future operating model, including proposed fees and performance measures, and to progress any necessary approvals for changes to staffing. Manager now in post and team established.
Develop a Gate Check process for all major council investment projects, where statutory consents required, to ensure projects get the		Feb-24	Sep-24	Blue	Completed or at closure stage.	Complete. Gate check process completed following consultation with relevant internal stakeholders and incorporated within project management guidance and relevant project approval processes.

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	necessary input from relevant services at an early stage and avoid potential increased costs and/or delays at a later stage.					
	Support delivery of allocated sites within the Local Development Plan through development of effective delivery plans.			Blue	Completed or at closure stage.	Complete. This activity has been incorporated within the future operating model considerations for the Invest in North Lanarkshire team.
	Co-ordinate development of masterplans / development briefs and appraisal process for major council owned development sites.			Blue	Completed or at closure stage.	Complete. As an ongoing business as usual area of work, the development for masterplans, development briefs, and the appraisal process for major council owned sites will be undertaken as and when sites become available through the Invest in North Lanarkshire process.
	Review and develop process for the co-ordination of inward investment / business growth enquiries, including development of Customer Relationship Management (CRM) system.	Mar-23	Mar-24	Blue	Completed or at closure stage.	Complete. The CRM system - to record and better co-ordinate business engagement and growth enquiries and measure outcomes - went live June 2024 and enquiries are being directed to the new system which links to Bis Account. Staff training and user manuals are complete, and enquiries are coming in from businesses. Final steps have seen the system embedded as business usual with reports being produced.
<b>Sustainable Futures [ overall completed status = 24% ]</b>						
Energy efficiency and generation	Develop a route map to net zero that incorporates climate resilience (adaptation) and provides strategic actions as to how the council will move to net zero (including outline costs where possible, timeframe, review periods).	Jan-24	Jun-26	Green	At delivery and ongoing management and monitoring stage.	Work on the council's Net Zero Pathway (climate plan) is progressing. This will set out how the council could achieve net zero greenhouse gas emissions through a review of baseline data, confirmation of organisational and area boundaries, and the identification of target ambitions using carbon budgeting. It will also outline the actions required to prevent further environmental harm while strengthening climate resilience and sustainability. Developing a fully costed pathway remains challenging due to the complexity of the work and the wider financial environment. The final plan is scheduled to be reported to committee in cycle 2 of 2026.
Energy efficiency and generation	Undertake research with a potential energy partner to explore renewable energy and hydrogen generation projects as commercial opportunities in North Lanarkshire. This will include examining the business case for the delivery of larger scale energy generation / hydrogen production and the delivery of smaller energy projects, including the introduction of solar farms on	Nov-22	Dec-26	Green	At delivery and ongoing management and monitoring stage.	2 projects / activities within this deliverable are underway. <ul style="list-style-type: none"> <li>Solar meadows at Auchinlea and Dalmacoulter closed landfill sites - work with the energy providers is underway to agree the next steps, planning application has been submitted and consultation is underway.</li> <li>Energy feasibility study - work is underway to enable a feasibility study on the chosen solar sites.</li> </ul>

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	closed landfill sites and energy storage options adjacent to electrical sub-stations.					
Energy efficiency and generation	Improve asset sustainability through the development of the Live Labs 2 project to deliver more sustainable road surfacing, deliver a social enterprise pilot for environmental services, and increase recycling facilities across the area.	Apr-22	Mar-27	Green	At delivery and ongoing management and monitoring stage.	<p>1 of the 4 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Work to upgrade communal recycling points - improving customer service, reducing contamination, and increasing recycling - has been completed, with bins installed at all identified sites and waste quality now being monitored.</li> </ul> <p>3 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Alternative solutions to upgrade the council's recycling centres to accept tipper vehicles and meet persistent organic pollutant requirements have been scaled back due to funding constraints. A new option has been identified, and phased black-bag trials are underway at three household waste recycling centres, with the outcome from this approach due to inform the next steps.</li> <li>Several low-carbon road material trials have been completed in North Lanarkshire as part of the ADEPT Live Labs 2 programme, delivered in partnership with Transport for West Midlands, Amey and Colas. An extension funding bid has been submitted, and final trials - including resurfacing the Strathclyde Country Park Watersports Centre car park - are being arranged.</li> <li>Work has commenced to develop alternative delivery options for front-line services in conjunction with community organisations and community empowerment requirements to help communities do things for themselves.</li> </ul> <p>The most recent update was reported to the Environment and Climate Change Committee in February 2026 (<a href="#">link</a>).</p>
Energy efficiency and generation	Explore green energy funding options which will assist in the move towards net zero, for both council assets and businesses within North Lanarkshire.	Feb-24	Mar-25	Blue	Completed or at closure stage.	The project was completed in March 2025. The £250,000 Net Zero Business Challenge Fund supported small-medium enterprises with grants of up to £15,000, running two oversubscribed rounds and funding 17 projects (£190,637 awarded) ranging from solar installations to innovative product and process improvements. Future support is now integrated into the Business Growth Fund.
Energy efficiency and generation	Deliver low carbon North Lanarkshire assets through the delivery of Local Heat and Energy Efficient Strategy (LHEES), Energy Efficiency Standard for Social Housing	Apr-21	Dec-45	Amber	At delivery and ongoing management and monitoring stage.	<p>3 of the 14 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>The council published the Local Heat and Energy Efficiency Strategy (LHEES) following committee oversight in December 2023 (<a href="#">link</a>), appointed an LHEES/Network Officer, and has begun engagement with businesses and heat-source providers while awaiting the outcome of a funding bid for a Coatbridge feasibility study.</li> </ul>

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	(ESSH), decarbonisation of the council transport fleet, introduction of electrical vehicle charging infrastructure across North Lanarkshire, and introduction of a waste transfer station and material recovery facility.					<ul style="list-style-type: none"> <li>• Market research on potential sites for new waste streams and a Materials Recovery Facility (MRF) has been completed, with one suitable site identified.</li> <li>• The Energy Audit Voucher Scheme (up to £2,500 per grant) supported 11 small-medium enterprises, awarding £26,072 in total; businesses reported benefits from the expert energy-efficiency audits, many of which have already been implemented.</li> </ul> <p>11 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>• Heat network - grant funding application is being developed to support a feasibility study for a heat network in the identified priority area.</li> <li>• Strathclyde Park - work is progressing on the net-zero transformation of the Watersports Centre into a low-carbon health and education hub. The scope for the water source heat pump contractors design portion has been issued, and options are being explored to procure independent specialist technical advice to support the next phase.</li> <li>• Energy efficiency improvements - delivery of energy-efficiency improvements across the council's non-domestic buildings is ongoing through the Non-Domestic Energy Efficiency Framework, with the project scheduled for completion at the end of 2026 following the measurement and verification period.</li> <li>• Vehicle replacement programme - the council's programme supports progress toward low and zero-emission targets. Vehicle purchases are pre-planned and approved within the five-year vehicle strategy, though delivery timescales vary by vehicle type, which can result in capital spend moving between financial years.</li> <li>• Eco Hub, Bellshill - options for a potential public-private partnership to deliver the Eco Hub - including fleet and public electric vehicle (EV) charging for the council's fleet - are under consideration, with evaluation of delivery approaches continuing.</li> <li>• EV charging infrastructure - procurement documentation has been finalised with Glasgow City Region. Existing assets plus phase 1 and 2 locations have been agreed. Invitation to tender will be issued in line with the Glasgow City Region timeline.</li> <li>• Charging infrastructure at depots, offices, and hubs - all required documentation is in place except for the wayleave, which must be finalised and signed by both parties. Once complete, works will begin and the pilot is scheduled to go live early in 2026. A new project will then be developed to monitor the pilot's impact and support the rollout of similar charging hubs across North Lanarkshire.</li> <li>• Energy Performance Certificate (EPC) rating of D by December 2025 - work continues to ensure all council-owned homes meet this target. The</li> </ul>

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						<p>main risk relates to 99 properties where access was not possible; these will be assessed and upgraded at the next void period, as properties below Band D cannot be re-let. All homes rated E, F, or G have been visited, with 22% confirmed below Band D, 44% meeting Band D or above, and 34% no access. All properties confirmed below Band D have been added to the capital programme for improvement works.</p> <ul style="list-style-type: none"> <li>• Energy Performance Certificate (EPC) rating of B (or to be as by energy efficient as possible) by December 2032 - works are progressing prioritised by compliance with energy standards, condition, and extent of fuel poverty. Funding applications have been submitted to the Heat in Buildings: Area Based Scheme and the Social Housing Net Zero Heat Fund to support delivery.</li> <li>• Net zero council housing by 2045 - work is progressing to upgrade council homes, including the future decarbonisation of heating. Improvements aimed at achieving EPC Band B - or the highest achievable energy efficiency - are underway, which will make a significant contribution toward net zero. Key challenges remain, such as the high cost of low-carbon technologies, limited specialist contractor capacity, and ensuring tenants do not face higher heating costs when gas boilers are replaced with cleaner energy alternatives. While achieving full net zero by 2045 is unlikely, the council continues to explore new technologies and solutions to accelerate progress.</li> <li>• Expert help scheme - this continues to support small-medium enterprises with up to five days of fully funded specialist advice on energy efficiency and net zero. To date, £9,491 has been spent or committed across six projects, with £3,000 remaining in the four-year framework. Options to extend provision are being explored to meet growing demand.</li> </ul>
Climate adaptation	Develop nature-based adaptations which will centre around the Country Parks for the Future programme and the Clyde Climate Forest.	Mar-20	Jul-35	Amber	At delivery and ongoing management and monitoring stage.	<p>All 3 of the projects / activities within this deliverable are underway:</p> <ul style="list-style-type: none"> <li>• Masterplans delivery - work is underway to encourage more active community use of parks and greenspaces, but progress is impacted by funding for further Masterplan projects beyond the Watersports Centre. This pressure affects staff capacity and reduces the likelihood of securing large external grants by 2030. To mitigate this, external funding bids - including a major National Lottery Heritage Fund bid for Palacerigg - are being progressed. A mid-point review is being undertaken to inform future capital and funding bids.</li> <li>• Nature recovery programme - the annual programme to deliver habitat restoration, freshwater improvements, and invasive species control is progressing well. The Sites of Importance for Nature Conservation (SINC) surveys contract is underway, and bog restoration works</li> </ul>

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						<p>contract has been awarded. Next steps include completing the SINC surveys and finalising bog restoration works at Greenhead Moss Local Nature Reserve.</p> <ul style="list-style-type: none"> <li>Clyde Climate Forest - the council continues to support this tree-planting programme which aims to increase woodland cover across the region. Winter replanting works are underway, and the specification for woodland audits has been prepared. Next steps include carrying out the audits and identifying additional planting sites.</li> </ul> <p>Update reported to the Environment and Climate Change Committee in February 2026 (<a href="#">link</a>).</p>
Climate adaptation	Improve North Lanarkshire's assets to be climate resilient with a focus on flood prevention measures.	Jan-22	Mar-34	<b>Amber</b>	At delivery and ongoing management and monitoring stage.	<p>All 4 of the projects / activities within this deliverable are underway:</p> <ul style="list-style-type: none"> <li>Tree risk asset management - work continues to implement the council's Tree Risk Asset Management (TRAM) strategy, including mapping and assessing tree condition and analysing ash-dieback survey data for roadside trees. An update was provided to the Environment and Climate Change Committee in October 2024 (<a href="#">link</a>).</li> <li>Burial Space Strategy - work is progressing to ensure sufficient and accessible burial provision across all communities, supporting statutory requirements and helping reduce funeral poverty. Although current capital funding is below what is needed for all planned projects, capacity is being actively managed across sites, including through the new Pather Farm Cemetery. A report to the Environment and Climate Change Committee in August 2025 (<a href="#">link</a>) provided an update on burial space needs, ongoing improvements, and planned actions to ensure adequate provision. Work is progressing on a lair-usage forecasting model to support the 2026/27 Burial Space Strategy.</li> <li>Cemetery delivery - work continues on the new Pather Farm cemetery, phase 2 of the the Coltswood extension, and planning for additional capacity in Coatbridge and New Monkland. At Pather Farm, costs have risen due to design issues and delays, pushing completion to May 2026; however, added staff expertise is now in place. Despite delays, earlier capacity increases at other sites mean completion remains within projected timelines. The main risks relate to consultant design issues and internal inconsistencies, with lessons learned to strengthen future projects and ensure better oversight. <ul style="list-style-type: none"> <li>Coltswood - phase 1 was completed in May 2025, creating 287 new lairs and extending Coatbridge's burial-space run-out date by two years.</li> <li>Cambusnethan - a small extension completed in summer 2025 created 222 standard lairs and 150 Muslim lairs, extending capacity by over two years and ten years respectively.</li> </ul> </li> </ul>

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						<ul style="list-style-type: none"> <li>Flood Risk Management - work continues to deliver flood-risk management in line with the Clyde and Loch Lomond Local Flood Risk Management Plan. Progress has been delayed due to required Scottish Water approvals for ground investigations near a water main, which pushed back the contractor's programme. Additional topographical surveys and hydraulic modelling were also needed to assess downstream impacts, including at Townhead Reservoir. As a result, detailed design completion has moved with overall delivery reprogrammed to June 2026. To mitigate delays, the council is working with partners to prepare an enabling-works package that can begin ahead of the main construction contract.</li> </ul>
Climate adaptation	Reduce climate impact inequalities including delivery of the actions within the council's Air Quality Action Plan.	Jan-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	Progress continues across the council's air-quality commitments, including active travel, school-zone monitoring and integrating air-quality considerations into procurement. The 2024 Air Quality annual progress report was submitted in September 2025, approved by SEPA and the Scottish Government, and is now published on the council's website. Vehicle-idling patrols are in peration around schools and hotspot areas, with 42 patrols completed in July to August 2025 and a further 70 scheduled to be completed by December 2025.
Climate adaptation	Engage all stakeholders in climate adaptation decision making and delivery, with a focus on young people. This will be driven through the council's Climate Action Plan which will be reviewed to reflect the works being undertaken across this Programme of Work and others.	Feb-20	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<p>2 of the 3 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>School engagement - engagement with schools on climate-change campaigns, including Earth Hour, continues annually with the latest creative competition theme aligned to the sustainable future priority.</li> <li>Fairtrade - the council successfully retained Fairtrade Zone status until May 2027. The Fairtrade steering group continues to monitor progress and plan activities, including raising awareness during Fairtrade Fortnight - highlighted by flying the Fairtrade flag at the Civic Centre.</li> </ul> <p>The remaining project / activity is underway:</p> <ul style="list-style-type: none"> <li>Financial support was provided through three grant schemes that closed in March 2025, awarding 198 grants and £1.3 million to help businesses operate more sustainably. Two new schemes - the Business Start-up Fund and Business Growth Fund - launched in April 2025, with a third fund approved in August 2025 (<a href="#">link</a>) to help bring empty retail units back into use, including energy-efficiency improvements. As of December 2025, £56,200 in net-zero Business Growth Fund grants has been paid or committed to four businesses.</li> </ul>
Climate adaptation	Deliver the North Lanarkshire Nearer to Nature programme in order to ensure local communities most susceptible to	Jan-26	Dec-27	Green	At initiation stage.	This programme is new to the Programme of Work and delivery will include initial desktop mapping and analysis, followed by a community consultation programme, environmental justice mapping and work to identify existing groups and harder-to-reach communities in line with Local Outcome

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	climate change have a voice in shaping investment in greenspaces.					Improvement Plan (LOIP) engagement. A digital platform will support ongoing participation, and a specialist appointed to design a sustainable funding model. This work will inform a co-designed 10-year Greenspace Infrastructure Plan, with a draft prepared for consideration in advance.
<b>Resilient People [ overall completed status = 47% ]</b>						
Accessible and inclusive family support	Develop and deliver integrated offer of early practical, emotional, and financial support aligned to the community hubs to ensure the right support at the right time to individuals and families.	Aug-23	Mar-28	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>1 out of the 5 projects / activities within this deliverable is now completed:</p> <ul style="list-style-type: none"> <li>The service has been commissioned and fully mobilised through Whole Family Wellbeing funding, expanding the Families Here and Now Service (FHANS) early-help offer from the initial Newmains pilot across Wishaw and now to all areas across North Lanarkshire.</li> </ul> <p>4 other activities underway include:</p> <ul style="list-style-type: none"> <li>Work with families, staff and providers continues to embed the new early-help service within the hub model, supported by stronger communication, increasing activity-based engagement, a new SWAY information resource, improved pathways, and expanded access through the new Orbiston Hub, alongside better alignment of GIRFEC and GIRFE approaches.</li> <li>The review of the wider family-support offer and delivery is progressing, with a communication plan in place, HR and union engagement completed, a scoping survey issued, and early staff input gathered; findings will shape the review methodology and next-stage engagement.</li> <li>Work to strengthen the cash-first approach continues, with direct-payment initiatives expanded into the community learning and development family learning service, improved access via Fairer Futures partners, and learning on family needs shaping support pathways; further evaluation and adjustments to tackling-poverty access routes are underway.</li> <li>Efforts to create economic opportunities for families are progressing through strengthened Routes to Work pathways, early-help support for those furthest from employment, volunteer recruitment, and alignment with community learning and development family learning to enable accreditation when appropriate.</li> </ul>
Accessible and inclusive family support	Establish a no wrong door approach to deliver early family support using continuous evaluation and co-production to develop a sustainable and effective model for the future built on the principles of the Promise, GIRFEC (Getting it	Jan-24	Mar-28	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>4 out of the 8 projects / activities within this deliverable are now completed:</p> <ul style="list-style-type: none"> <li>Pathways have been developed with all partners to ensure a no-wrong-door, whole-family approach aligned to GIRFEC and GIRFE, supported by an operational group testing referral and escalation pathways.</li> <li>An all-age carer working group has been established to address current issues and challenges facing carers.</li> <li>Gaps in current carer support have been identified using feedback from</li> </ul>

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	Right for Every Child), and GIRFE (Getting it Right for Everyone).					<p>children, young people, and families, with data informing opportunities to strengthen connections across education, health, and social work.</p> <ul style="list-style-type: none"> <li>The North Lanarkshire Carer Strategy 2024-27 has been updated and approved, following consultation to ensure clear representation of parent and carer needs.</li> </ul> <p>4 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Engagement with families, communities, staff, and providers continues to embed whole-family support within community hubs, with stronger partnership working and hub delivery boards improving understanding of local need and coordinating flexible support.</li> <li>Work with the One Service programme continues to pilot integrated functions in community and town hubs, with collaboration across services and partners shaping updated 2026 hub action plans and consideration of front-of-house requirements to strengthen contact and signposting for families.</li> <li>A communication plan is being developed to ensure whole-family support is well understood, supported by ongoing promotion, recent networking to improve pathways, and consultation on a mock GIRFEC in NL site ahead of further engagement next quarter.</li> <li>A point of contact is being introduced in up to 14 hubs as part of the no-wrong-door approach, with integrated hub action plans, new services in Orbiston, strong family engagement at recent events, and continued work to measure impact and build capacity as hubs expand in 2026.</li> </ul>
Accessible and inclusive family support	Implement GIRFE (Getting it Right for Everyone) approach in adult services to improve pathways to support.	Jan-24	Jun-26	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>2 out of the 4 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>A place based back to basics locality approach has been implemented to ensure a clear pathway for people that supports empowerment and aligns with whole family support.</li> <li>The Engagement and Participation Strategy has been refreshed to support strong voices and promote independence and connections.</li> </ul> <p>2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Implementation of the sticky-person approach is complete, with launch and locality-level plans in place to ensure a single lead person co-ordinates support and reduces multiple referrals. This approach is operating across services, supported by ongoing work to strengthen integration across health and social care and embed GIRFE-aligned, person-centred practice within a learning-focused organisational culture.</li> <li>Further work demonstrates the wide range of activity underway to improve outcomes for children, young people, and families through a long-term shift toward preventative, right-time support. This includes integrated investment through the Whole Family Wellbeing Fund,</li> </ul>

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						Scottish Equity Fund, and Community Mental Health and Wellbeing Framework grants, with supports aligned to universal, additional, and intensive levels in line with the staged-intervention model.
Accessible and inclusive family support	Introduce the Signs of Safety in children's services as a transformative approach to strengthening families and addressing risks of harm.	Dec-23	Nov-28	Green	At delivery and ongoing management and monitoring stage.	<p>1 of the 3 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Signs of Safety group is now in place to lead implementation and oversee training for council staff and partners, supporting a more asset-based and empowering approach with families. Eighteen months into the two-year plan, core training has been delivered, the assessment and planning framework is being used within children and families' services, and partnership briefings continue to build awareness of the model and clarify roles and expectations.</li> </ul> <p>The remaining 2 projects / activities within this deliverable are underway:</p> <ul style="list-style-type: none"> <li>Work continues to embed the Signs of Safety and Healing approach across social work practice, with the two-year implementation plan now complete and all social workers trained through workshops and development sessions. A baseline evaluation has been carried out to track future impact, and an oversight group with a linked plan is in place to drive ongoing training, development and evaluation.</li> <li>Procedures and operating models across the council and partner services are being reviewed and updated to fully embed Signs of Safety, supported by the completed implementation plan. The assessment and planning framework is live on MOSAIC with staff guidance, updated procedures for care-experienced children and young people, and policy and procedure reviews to ensure the approach is consistently applied.</li> </ul>
Accessible and inclusive family support	Embed the Close to Home initiative in both adult and children's services to ensure that people benefit from effective support, connections, and opportunities with their own communities.	Apr-20	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>1 of the 3 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Investment in family group decision making and lifelong links has helped more children remain safely at home, supported by a training video and annual report data showing 63 of 125 families in 2024/25 developed plans that avoided the need for care. Outcomes have been shared with social work teams, and approaches are now part of everyday practice, though still supported by temporary grant funding.</li> </ul> <p>The remaining 2 projects / activities within this deliverable are underway:</p> <ul style="list-style-type: none"> <li>Whole Family Wellbeing Funding is strengthening additional and intensive supports that help children in kinship care and those with additional support needs remain safely at home. Evidence shows timely support preventing escalation, with an options report being developed. New family support workers are in post, commissioned support for birth and care-experienced parents is underway, and Lifelong Links, Aftercare, and Family Group Decision Making continue to deliver positive outcomes backed by impact and cost-benefit analysis.</li> </ul>

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						<ul style="list-style-type: none"> <li>Integrated planning for children and adults with complex needs is being strengthened to reduce out-of-area placements, with ongoing cross-service work to improve joint planning. An education representative has joined the Carers Oversight Group, and evaluation activity is underway to assess the impact of enhanced carer-support.</li> </ul>
Tackling poverty and preventing homelessness	Implement a comprehensive new Tackling Poverty Strategy (2023-26) as the vehicle to continue to reduce child poverty, address inequalities, and support active citizenship and growth.	Apr-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	The Local Child Poverty Action Report and updated Tackling Poverty Action Plan were approved by the Wellbeing and Tackling Poverty Committee in November 2024 ( <a href="#">link</a> ), outlining progress on employment support, holistic services, cost-of-living measures, and benefit-related income. The Local Child Poverty Action Report for 2024/25 was subsequently approved by the Wellbeing and Tackling Poverty Committee in October 2025.
Tackling poverty and preventing homelessness	Evaluate the impact of the 2023-26 Strategy and Action Plan and develop a revised Tackling Poverty Strategy for 2026-31.	Apr-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	Progress continues on delivering and reviewing the Tackling Poverty drivers - income from employment, holistic support, reducing the cost of living, and income from benefits - with the Tackling Poverty Officers Action Group regularly assessing impact and reporting to the Wellbeing and Tackling Poverty Committee. Ongoing needs assessment and engagement, including the expanded three-questions approach in schools, is informing development of the revised Tackling Poverty Strategy for 2026-31.
Tackling poverty and preventing homelessness	Embed anti-poverty approaches within all service delivery with a particular focus on universal services, strengthening pathways to support from health and education and using Multiply and MACA (money advice and consumer advice) to empower young people and individuals.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	All 3 of the projects / activities within this deliverable are underway: <ul style="list-style-type: none"> <li>A rolling programme of poverty-awareness sessions continues across all services, with further sessions planned for internal and external staff and work progressing on an online module to broaden access.</li> <li>Anti-poverty approaches now embedded across services, with established pathways for universal support, advice, income maximisation and money guidance, alongside ongoing work to strengthen referral routes with partners.</li> <li>Financial education for adults and young people is being delivered, with the Multiply Project supporting working-age adults and a more integrated approach for children and young people being developed with Education, who continue to deliver programmes in partnership with the national initiative.</li> </ul>
Tackling poverty and preventing homelessness	Review and redesign housing support services for people experiencing (or at risk of) homelessness to ensure housing support services align with the new Prevention duties and provide flexible, strength-based support to help people	Nov-23	Feb-25	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. The housing support service review is complete. Report approved at Housing Committee in November 2024 (<a href="#">link</a>) for the re-tender of the housing support contracts.</li> </ul>

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	successfully sustain their accommodation and achieve positive wider life outcomes.					
Tackling poverty and preventing homelessness	Implement a new crisis response and assertive outreach service in partnership with North Lanarkshire's Alcohol and Drug Partnership to provide immediate assistance to people experiencing homelessness or at risk of homelessness in need of an urgent response (outwith current service provision) to prevent and reduce recurring homelessness and improve access to support and services.	Feb-23	Jun-26	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. Crisis response and assertive outreach service fully operational (following developments in partnership with North Lanarkshire's Alcohol and Drug Partnership and appointed service provider) to provide support and assistance to people experiencing, or at risk of, homelessness. Referrals and outcomes achieved will be monitored over the duration of the contract.</li> </ul>
Tackling poverty and preventing homelessness	Review the Temporary Accommodation Strategy to identify current and future temporary accommodation requirements, giving key consideration to the implementation of the Rapid Rehousing Transition Plan.	Nov-23	May-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. Revised Temporary Accommodation Strategy developed for 2024-29 and approved by the Housing Committee (<a href="#">link</a>). This identifies current and future temporary accommodation requirements and provides recommendations for the future strategy, setting out a range of actions over the next five-year period.</li> </ul>
Tackling poverty and preventing homelessness	To explore innovative ways to extend the reach of the Scottish Welfare Fund to assist people who are homeless or at risk of homelessness, recognising the importance of furniture provisions in aiding positive tenancy sustainment outcomes.	Feb-23	Apr-24	Blue	Completed or at closure stage.	<p>All 3 of the projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>A fast-track system is now in place for community care grants for homeless households in temporary accommodation, speeding up moves to permanent housing and freeing up temporary units.</li> <li>Rapid Rehousing Plan funds are confirmed, and a short-life group has reviewed processes to improve access to furniture to support tenancy sustainment.</li> <li>Options to supplement the Scottish Welfare Fund through the furniture fund explored.</li> </ul>
Tackling poverty and preventing homelessness	Significantly reduce homelessness through increasing the supply of affordable homes.	May-25	Aug-27	Green	At delivery and ongoing management and monitoring stage.	<p>1 of the 2 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>New Empty Homes Strategic Framework has been developed and was approved by the Housing Committee in November 2025.</li> </ul> <p>The other activity is underway:</p> <ul style="list-style-type: none"> <li>Empty Homes Officer capacity has been increased with the recruitment of an additional officer, partly funded by the Scottish Empty Homes Partnership and Scottish Government, who started in December 2025.</li> </ul>

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						An inception meeting with the Scottish Government is scheduled for early 2026 to set targets and agree actions to bring more empty homes back into use in North Lanarkshire.
Tackling poverty and preventing homelessness	Reduce time spent in temporary accommodation through access to settled housing quickly.	Jan-25	May-29	Green	At delivery and ongoing management and monitoring stage.	All 5 of the projects / activities within this deliverable are underway: <ul style="list-style-type: none"> <li>• Work continues with Registered Social Landlords to increase lets to homeless households, with ongoing engagement through a dedicated working group exploring ways to boost allocations; RSLs continue to be encouraged to raise their percentage of lets, and monitoring is in place to identify and address lower-than-required allocation levels.</li> <li>• Percentage of council homes allocated to homeless households monitored with locality-level tracking enabling responsive adjustments to meet changing need; year-to-date lets sit at 52%, above last year's level - monitoring continues to ensure allocations remain aligned to demand.</li> <li>• Work to reduce homelessness from the Private Rented Sector is ongoing, with engagement through landlord forums, sector newsletters (most recently December 2025), and preparations for a private landlord forum to strengthen partnership working and prevention activity.</li> <li>• Temporary Accommodation Strategy 2024/29 implemented, with delivery underway to expand temporary accommodation capacity and progress long-term feasibility work; ongoing monitoring ensures requirements are met and actions move forward as planned.</li> <li>• Homelessness housing options pilot implemented, with the one-offer approach extended beyond the initial six-month period to allow for evaluation of tenancy sustainment outcomes. Implementation continues alongside monitoring to assess impact and inform future decisions.</li> </ul>
Tackling poverty and preventing homelessness	Improve support for households who are homeless or at risk of becoming homeless	Feb-24	Nov-28	Green	At delivery and ongoing management and monitoring stage.	1 of the 4 projects / activities within this deliverable is complete: <ul style="list-style-type: none"> <li>• New housing support contracts have been implemented.</li> </ul> The other 3 are underway: <ul style="list-style-type: none"> <li>• The Trauma-Informed Practice Plan is progressing, supported by a training needs analysis and completion of Transforming Connections training in several localities. A wider rollout is underway, and a draft trauma service plan is being piloted by Housing for wider council use.</li> <li>• A sector-wide domestic abuse practice forum is now established and active, helping embed domestic-abuse-informed systems across housing organisations. Planning continues for the next session.</li> <li>• Work to enhance support for prison leavers continues through the development of a new housing, prison and courts link worker role.</li> </ul>
Tackling poverty and preventing homelessness	Prevent homelessness through early intervention, education and other support services	Jan-25	Nov-28	Green	At delivery and ongoing management	Both of projects / activities within this deliverable are underway: <ul style="list-style-type: none"> <li>• To explore new and additional supports for care experienced young people a group of housing and social work managers is progressing</li> </ul>

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					and monitoring stage.	work to identify gaps in current provision of care. A needs paper has been developed to inform new supported housing models, with a potential site identified and two additional options being explored. <ul style="list-style-type: none"> <li>A refresh of the Health and Homelessness Action Plan has been implemented, and the group continues to update the Action Plan, using current data and evidence to shape refreshed priorities. A draft version of the new plan is nearing completion.</li> </ul>
Strengthening community capacity and wellbeing	Develop the council's approach to Community Wealth Building and associated implementation plan to strengthen community capacity and wellbeing.	May-23	Dec-26	<b>Green</b>	At delivery and ongoing management and monitoring stage.	2 of the 3 projects / activities within this deliverable are complete: <ul style="list-style-type: none"> <li>A shared partnership approach to Community Wealth Building has been established through a draft Community Wealth Building Statement, endorsed by the Enterprise and Fair Work Committee in November 2024 (<a href="#">link</a>) and the North Lanarkshire Partnership Strategic Leadership Board.</li> <li>Wider engagement has taken place with the community and voluntary sector, local communities, businesses, and Elected Members to inform the approach and build understanding and support.</li> </ul> The other project / activity is underway: <ul style="list-style-type: none"> <li>Work to finalise the Community Wealth Building Statement implementation plan is progressing, with updates provided to the Strategic Leadership Board in April and December 2025 following introduction of the legislation. An October 2025 partnership session shaped options for the North Lanarkshire approach, resulting in an expanded working group to lead cross-agency actions. Further engagement and preparation continue, including establishing an internal council group and completing mapping to identify gaps and align reporting and monitoring.</li> </ul>
Strengthening community capacity and wellbeing	Embed equalities approaches and actions across all work with communities to maximise the influence, participation, and voice of all North Lanarkshire's citizens in the development of communities and services.	Mar-23	Mar-27	<b>Green</b>	At delivery and ongoing management and monitoring stage.	1 of the 2 projects / activities within this deliverable is complete: <ul style="list-style-type: none"> <li>The council has signed up to the North Lanarkshire Partnership CommUnity Agreement developed by VANL to strengthen partnerships and approaches to working with the community and voluntary sectors - as reported to the Communities Committee in April 2024 (<a href="#">link</a>).</li> </ul> The other project / activity is underway: <ul style="list-style-type: none"> <li>Work is underway to ensure data and intelligence are used to capture participation from underrepresented groups in the LOIP review process, with new LOIPs due in 2027. A LOIP review working group has been established and completed phase 1, including developing toolkits, mapping equalities groups, creating an engagement log, and preparing locality profiles. Pre-engagement activity and communications are complete, with task-and-finish groups progressing key actions ahead of the main engagement phase scheduled from February to October 2026.</li> </ul>

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						An EQIA and risk assessment have been completed, and next steps include delivering the engagement programme, launching locality profiles and toolkits, and continuing targeted communications.
Strengthening community capacity and wellbeing	Strengthen engagement, participation, and empowerment across communities to develop an integrated service offer that meets the needs of communities.	Oct-22	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>5 of the 6 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>• Fifty community groups now have resilience packs, along with two-way radios and other equipment, strengthening their ability to respond effectively to emergencies or local challenges.</li> <li>• Services have agreed a set of actions to embed trauma-informed principles across health and wellbeing, employment policies, and staff development activity.</li> <li>• The council's volunteering approach continues to align with and support delivery of the North Lanarkshire Partnership Volunteering Strategy.</li> <li>• Work to strengthen locality community planning links with health and social care groups is now complete, improving co-ordination and supporting delivery of the LOIPs.</li> <li>• A family support assessment model has been developed to enhance engagement across the nine Community Board areas, with ongoing learning on who uses support and how hub-based provision offers more accessible and preventative support than mainstream services.</li> </ul> <p>The other project / activity is underway:</p> <ul style="list-style-type: none"> <li>• Key actions from the Member Officer Working Group on the Community and Voluntary Sector are progressing, with recent work focused on the LOIP review, development of an engagement toolkit, soft launch of the online grants portal, and preparations for the next meeting with VANL to review progress and agree next steps.</li> </ul>
Trauma informed organisation and service delivery	Develop a comprehensive local Trauma Plan to ensure that trauma informed practice and systems are embedded within the council's operating model.	Nov-23	Jun-24	Blue	Completed or at closure stage.	<p>All 4 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>• As endorsed by the Tackling and Wellbeing Committee in April 2023 (<a href="#">link</a>), the council is committed to the implementation of the trauma informed principles across the organisation. A project plan has since been developed and approved by the Wellbeing and Tackling Poverty Committee in April 2024 (<a href="#">link</a>) to create the framework for North Lanarkshire to become a trauma-informed organisation.</li> <li>• A steering group has been established with representation from across council services to oversee the project.</li> <li>• A communications plan has been agreed and trauma principles introduced to the council's Operational Management Team and through other forums to ensure awareness of the council's commitment to become trauma informed as an organisation.</li> <li>• Areas and teams have been identified to test trauma informed approaches.</li> </ul>

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Trauma informed organisation and service delivery	Implement the Trauma Plan with a focus on creating the culture and conditions across the council to enable staff to respond in ways which recognise the impacts of trauma, promote recovery, prevent re-traumatisation, and ensure services and effective supports are accessible to / effective for those who need them most.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>1 of the 6 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Work to embed trauma-informed design principles across schools, town centres, community hubs, and service locations is complete, with the Trauma Design Toolkit and MyNL pages launched in June 2025. This is supported by a 2026 communications plan, new video content to showcase trauma-informed design in practice, and a refreshed toolkit.</li> </ul> <p>The other 5 are underway:</p> <ul style="list-style-type: none"> <li>Work continues to strengthen staff care and wellbeing by embedding trauma-informed principles across services, with wellbeing plans in development and trauma walkthroughs in education and families' services ongoing. The council's Mental Health Group continues to share targeted activity and support the next stage of this work.</li> <li>To build staff awareness and skills in trauma-informed practice, a council-wide training plan is being implemented, supported by training needs analysis tools and service-specific trainers. A staff leaflet and awareness sessions are in place, and the training needs analysis tool is being rolled out to additional services.</li> <li>Children, families, and communities continue to shape trauma-informed services through engagement such as the parent/carer advisory board, youth voice work and FHANS activity. The trauma lead is mapping family journeys to guide future service design, with actions refreshed and aligned to the LOIP review and wider partnership work.</li> <li>Evaluation methods for measuring the impact of trauma-informed principles are being developed and tested, with pilot learning informing next steps and plans to extend testing to two further services.</li> <li>Managers are being equipped with trauma-informed leadership skills through Level 1 training, Trauma in Mind and integration into leadership programmes. A development session in September 2025 identified leadership needs, and work is underway to produce a trauma leadership toolkit and walkthrough guide for use in practice.</li> </ul>
Investing in prevention	Identify capacity to increase proportionate spend of prevention to support improved outcomes for children and their families and development of a sustainable service model for the future.	Nov-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>2 of the 5 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Engagement with the national Promise team is complete, with a method developed to analyse the Human and Economic Cost of family support. An asset map has been created in partnership, and interim findings - presented through a composite family story - are informing next steps.</li> <li>A high-level financial review of family support functions across the council has been completed, identifying indicative spend across direct, indirect, statutory, and non-family-support areas. This provides a baseline of council resources linked to family support, and this element of the action is now complete.</li> </ul>

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						<p>3 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>• Baseline costed analyses of individual family journeys have been completed using Human and Economic Cost Modelling (HECM), and work is being reset with the Promise Scotland team to confirm scope and timelines while the Improvement Service gathers supporting information from relevant services.</li> <li>• Engagement with families and HECM evidence-gathering is underway, with interim findings collated and full analysis planned between January and March to assess the impact of the hub operating model compared with traditional approaches.</li> <li>• Development of costed, sustainable proposals for an integrated family support model will be informed by the ongoing family support review, with staffing costs identified, staff engagement underway, and manager survey analysis progressing.</li> </ul>
Investing in prevention	Map and enhance existing cash first and direct payments initiatives through establishment of a supporting framework aligned with family support principles to reduce stigma and empower families and frontline workforce to tailor solutions to need.	Dec-23	Nov-25	Blue	Completed or at closure stage.	<p>All 3 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>• A cash-first approach to food and fuel crisis was fully implemented, removing previous barriers identified through the food poverty referral gateway enhancing access to direct financial support rather than emergency food provision. The Scottish Government Cash First Project concluded in November 2025, with evaluation work completed and final reporting prepared for both the Scottish Government and the Wellbeing and Tackling Poverty Committee in February 2026.</li> <li>• A directory of emergency cash payments across the council has been created, mapping existing supports and enabling a consistent and accessible reference point for staff. This directory was reported to the Wellbeing and Tackling Poverty Committee in February 2026, after which it will be issued to services along with guidance to support use.</li> <li>• A framework for direct payment initiatives has been established, drawing on the pilot of cash-first food crisis payments and previous direct payment projects to support approaches that reduce stigma and allow front-line staff and families to tailor support to individual need. This framework is complete and forms a key element of the integrated early family support model and associated monitoring arrangements.</li> </ul>
<b>Brighter Futures [ overall completed status = 41% ]</b>						
NL academies	Ensure increased skilled workforce employed in roles which fit industry needs and contribute to greater economic outputs.	Apr-23	Aug-27	Green	At delivery and ongoing management and monitoring stage.	<p>3 of the 7 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>• Delivery and evaluation of the NL Academies UK Shared Prosperity Fund (SPF) projects is complete.</li> <li>• The summer placements scheme for S4-6 pupils has been integrated into the NL Academy model with external placement opportunities.</li> <li>• University strategic partnerships have been developed linking these to</li> </ul>

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						<p>industry need providing pathways towards employment.</p> <p>The other 4 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Targeted projects supporting key industries with skills gaps - restorative justice and next gen summit projects completed. Remaining projects progressing, with outcomes and outputs monitored.</li> <li>External summer placement programme, expanding Health and Social Care and Digital enhanced - planning for the 2026 programme underway, including demand planning and employer engagement.</li> <li>Pathways strengthened between vocational qualifications and workforce demand in key sectors - draft Youth Engagement Strategy for the Built Environment developed, with structure and workstreams agreed. Existing vocational and industry offer now being reviewed for inclusion.</li> <li>Development and implementation of the Built Environment Academy on a phased basis - long list of options produced, SWOT analysis ongoing. Shortlisting for full options appraisal will follow. Resourcing and timelines require review ahead of March 2026.</li> </ul> <p>An update in respect of NL Academies was contained within the report to the Finance and Resources Committee in September 2025, i.e. <i>Brighter Futures programme of work - NL Academies</i>, (<a href="#">link</a>).</p> <p>An update in respect of all Brighter Futures deliverables was reported to Policy and Strategy Committee in September 2025, i.e. <i>Brighter Futures progress update</i> (<a href="#">link</a>).</p>
NL academies	Develop employer engagement within each model to ensure full participation and increased work opportunities.	Apr-23	Aug-26	Green	At delivery and ongoing management and monitoring stage.	<p>Both projects / activities within these deliverables are underway</p> <ul style="list-style-type: none"> <li>Industry-led sector boards in the Built Environment and Health and Social Care - both boards continue to operate well. Built Environment workstreams are progressing quickly, with research on occupational gaps now complete and ready to share across partners. Care Academy workstreams are advancing, though momentum is affected by workload and staffing changes. Resource requirements for 2026 will need reviewed due to key posts ending.</li> <li>Digital employer engagement and partnerships strengthened to inform development of the Digital Academy - early discussions on major data centre investment have begun, with anticipated involvement from NL Academies around skills and workforce needs. Ongoing monitoring and engagement will continue as workstreams form. Wider Digital Academy activity will be reprofiled.</li> </ul>
NL academies	Enhance attraction and advance equalities across key industry sectors.	Apr-23	Mar-28	Green	At delivery and ongoing management	<p>1 of the 5 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Recruitment and retention workstreams under each industry led sector board have been implemented and are being monitored.</li> </ul>

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					and monitoring stage.	The remaining 4 projects / activities are underway: <ul style="list-style-type: none"> <li>Implementation and scale up of collaborative apprenticeships and vocational pathways with NHS Lanarkshire and Health and Social Care Partnerships - apprenticeships launched in August 2025 within integrated rehab teams, leading to SCQF Levels 6 and 7. Programme and learner progress under ongoing review.</li> <li>Increased participation of under-represented groups across NL Academies activity - restorative justice project launched in December 2025. Outcomes and participant progression being monitored to assess impact.</li> <li>Alignment of attraction activities to key health and social care roles through the Care Academy - delivery framework and performance reporting structure completed. Implementation and monitoring to follow, with resource pressures requiring review before March 2026.</li> <li>Engagement strategy through the Built Environment Sector Board - draft strategy produced with supporting workstreams identified. Working groups to be established in early 2026.</li> </ul>
NL academies	Maximise opportunities to enhance social value through the council's procurement activity.	Nov-24	Dec-26	Green	At delivery and ongoing management and monitoring stage.	1 of the 4 projects / activities within this deliverable is complete: <ul style="list-style-type: none"> <li>Analysis of current procurement contracts has been carried out in conjunction with contract managers within services to ensure social value is maximised.</li> </ul> The remaining 3 projects / activities are underway: <ul style="list-style-type: none"> <li>Social Value Framework - framework and menu produced; consultation planned. Chief Officer and Elected Member sessions scheduled for early 2026 ahead of Committee consideration.</li> <li>Social value offer embedded within future procurement contracts - ongoing engagement with contract managers. Roll-out to follow once Framework is signed off and consultation is complete.</li> <li>Council-wide technology solution to measure and monitor social value - early scoping of current systems undertaken. Power Bi identified for further exploration from early 2026 after Framework finalisation.</li> </ul>
Funding	Identify all relevant funding streams and how they fit together.	Sep-23	Oct-23	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. Desktop exercise is complete in respect of identifying all funding streams to identify how they align and integrate.</li> </ul>
Brighter futures curriculum and pathways	Expand pathways and progression routes within key industry sectors to connect to employment.	Jan-23	Jun-27	Green	At delivery and ongoing management and monitoring stage.	2 of the 4 projects / activities within this deliverable are complete: <ul style="list-style-type: none"> <li>Plan established (via the vocational education multi-agency steering group) to refresh and relaunch the enterprise curriculum, pathways, and certification in order to progress and facilitate growth and expansion of Foundation Apprenticeships, Higher National Certificates, and vocational education in growth job sectors.</li> </ul>

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						<ul style="list-style-type: none"> <li>Secondary schools are now fully incorporating labour market intelligence into their curriculum rationale, supported by an established quality assurance cycle for programmes delivered with partners. This action is complete, with next steps moving to a separate review of the secondary improvement cycle to further enhance pathway development.</li> </ul> <p>The remaining 2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Launch and promotion of the wider achievement catalogue (SCQF 3-7) and expansion of enterprise / wider achievement opportunities - catalogue launched for the 2025/26 academic session. Work is underway with the Curriculum Manager (Digital) to support rollout and promotion across all schools.</li> <li>Senior phase curriculum aligned to learner needs and labour market demand, with a focus on young people facing barriers - curriculum pathways developed across key growth sectors - built environment, health and social care, hospitality, and creative industries - at SCQF levels 4-7. Expansion continues to widen frameworks, increase levels, and boost pupil engagement.</li> </ul>
Brighter futures curriculum and pathways	Grow full range of school vocational pathways for core sectors, including STEM (science, technology, engineering, and mathematics), digital skills, construction, and health and social care.	Jan-23	Jun-27	Green	At delivery and ongoing management and monitoring stage.	<p>3 of the 6 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>For the 2023-24 session, all vocational pathway courses to widen achievement and expand opportunities were fully delivered, including strengthened progression routes in literacy, numeracy, digital literacy and computing. A quality assurance cycle is now in place to monitor delivery with partners.</li> <li>Future Fridays programme has been delivered, providing young people with meaningful skill-building, practical experiences, and accredited opportunities that help prepare them for life beyond school and the world of work.</li> <li>STEM and digital skills have been promoted across the curriculum through cross-curricular projects, a literacy-linked STEM pilot, and Glow-wide live code-along sessions, embedding digital learning and strengthening STEM engagement for learners.</li> </ul> <p>The remaining 3 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Curriculum pathways across built environment, health and social care, hospitality and creative industries have been expanded at SCQF levels 4-7, with a dedicated ASN curriculum review underway. Core funding is secured, and work continues to extend pathways from SCQF 3-7 while increasing frameworks, levels, and pupil participation.</li> <li>STEM and digital skills are now embedded across the curriculum through established projects, including national games week, eight digital literacy and computing sessions, and the rollout of a nonfiction</li> </ul>

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						STEM-themed reading programme. This work strengthens comprehension while deepening links to science and technologies. <ul style="list-style-type: none"> <li>Further STEM literacy and digital learning support is progressing through ongoing collaboration with Education Scotland, new Tech Tuesday's resources, and a developing P4-S2 programme. Trialed lessons show strong engagement, and materials are being refined for wider rollout to help teachers embed literacy-driven STEM learning.</li> </ul>
Brighter futures curriculum and pathways	Advance equalities within curriculum pathways 3-18 years.	Jan-23	Jun-27	Green	At delivery and ongoing management and monitoring stage.	3 of the 5 projects / activities within this deliverable are complete: <ul style="list-style-type: none"> <li>A plan to advance equalities within curriculum pathways has been fully developed and implemented through the Advancing Equalities Forum. This includes the recruitment of job coaches to support young people with additional support needs in preparing for life beyond school, alongside the integration of equalities within the National Certificate curriculum rationale and training for all Heads of Establishment.</li> <li>The employability pathways programme within the We Aspire Social, Emotional and Behavioural Needs College has been launched, providing targeted opportunities and structured support to help young people progress toward positive, sustainable post-school destinations.</li> <li>Curriculum rationale session offered on ensuring equality within the vocational curriculum to all heads of establishment.</li> </ul> The remaining 2 are underway: <ul style="list-style-type: none"> <li>New vocational education bungalow at Our Lady's High School - renovation is complete and young people with multiple barriers to learning are using the space regularly. Next steps focus on increasing usage, celebrating learning, and widening promotion.</li> <li>Staff training across all establishments in LGBT awareness, rights respecting schools' initiatives, gender-based violence awareness, and mentors in violence prevention - work across all areas is progressing well, most schools are advancing through the rights respecting schools' initiative and are progressing from previous levels. LGBT inclusive education training continues and the mentors in violence prevention programme is active in several secondary schools, supported by trainer development to enable rollout across all secondary schools.</li> </ul>
Brighter futures curriculum and pathways	Map, develop, and implement play-based approaches in early years to develop a full play-based learning offer.	Jan-23	Jun-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. Play based approaches have been mapped across primary and are intrinsic to early years delivery.</li> <li>In collaboration with early learning and childcare, through 1140 hours funding, two education support officers have been appointed to take forward developments in play and enquiry and develop approaches to play across early level in first and second level during a 23-month secondment. An initial test of change will be conducted with a small,</li> </ul>

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						targeted, focus group of schools.
Employability and community learning and development	Address the current challenges of North Lanarkshire's labour market including the rise in economic inactivity alongside unemployment	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>1 project / activity within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Local labour market challenges - including rising economic inactivity and unemployment - have been addressed through regular updates from employability partners, providing current insight and comparison with pre-pandemic labour market conditions. This work has strengthened understanding of local trends and informed targeted responses across programmes.</li> </ul> <p>The remaining project / activity is underway:</p> <ul style="list-style-type: none"> <li>New programmes launched in April 2025 to tackle unemployment and economic inactivity have engaged 1,900 residents by December, including 387 economically inactive individuals. Of the 1,059 residents supported into work, 14% were previously inactive. Performance remains on track to meet annual targets, with expected increases in referrals in February, though economically inactive participants continue to require longer support to achieve sustained employment.</li> </ul>
Employability and community learning and development	Ensure continued expansion of supported employment programmes, increase opportunities for North Lanarkshire Industries to diversify and integrate these with wider employability support.	Oct-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> <li>An Action Plan for North Lanarkshire Industries is in place for 2024-26. Supported employment programmes have expanded, and North Lanarkshire Industries (NLI) continues to diversify through sustained internal and external orders, including furniture production, upholstery work and community support services. The No Limits programme achieved strong results, with most participants progressing into employment, while the Blissful Bundles enterprise continues to grow through schoolwork experience and pop-up events. The first NOLB-funded supported placement has begun, and NLI will continue furniture production for sheltered housing refurbishments into 2026.</li> </ul>
Employability and community learning and development	Develop and embed the Employer Charter within a broader range of businesses.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> <li>Currently, 82 employers are accredited, with 6 pending and 5 ready for accreditation. Engagement activity remains strong, with a Business Breakfast in November attracting around 50 local employers and featuring business support partners and a member spotlight on WH&amp;R McCartney. Visibility has increased through the growing NL Employer Charter LinkedIn page, which is now a key channel for showcasing employers and good practice. Ongoing priorities include continued direct promotion of the Charter, strengthened collaboration with internal services, active participation in business events, and delivery of the third Business Breakfast in March 2026 to maintain momentum and deepen employer engagement across North Lanarkshire.</li> </ul>
Employability and community learning and	Ensure integration of external employability funding with council led programmes via	Jan-23	Mar-26	Green	At delivery and ongoing management	<p>1 project / activity within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>External employability funding has been fully integrated with council-led programmes through the Local Employability Partnership, with two</li> </ul>

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development	Local Employability Partnership.				and monitoring stage.	UKSPF employability support projects delivered and evaluated up to March 2025 and aligned with funding to ensure a co-ordinated, sustainable approach.  The remaining project / activity is underway: <ul style="list-style-type: none"> <li>Since launching in April 2025, the project has engaged 776 residents (14% economically inactive) against a target of 648, with 563 moving into work, though fewer than 10% were economically inactive clients. Wider programmes have supported over 100 economically inactive people into employment, and a focused review next quarter will aim to increase outcomes for this group while maintaining strong performance in engagements and job conversions to the end of March 2026.</li> </ul>
Employability and community learning and development	Create and implement a development plan focused on delivering numeracy programmes to adults aged 16+ to meet objectives of Multiply/UK Prosperity fund.	Jan-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> <li>The Sum It Up team has launched a new Men and Music programme in Bellshill, work continues with the Church of Scotland in Wishaw delivering SQA units and cooking workshops, and environmental workshops have been delivered in Airdrie and with the Recovery Café Cumbernauld. To date, 264 SQA units have been achieved, with 184 learners registered since April and strong contribution to the wider 4,006 community learning and development learning outcomes. New activity in January 2026 includes a National 4 programme with New College Lanarkshire and a finance course based on Living Life to the Full, with final-quarter delivery focused on finance and health before progressing local growth fund objectives into 2026-27.</li> </ul>
Employability and community learning and development	Create a community-based employment opportunity within the council for up to 18 young people aged 19-24 years who experience multiple barriers to learning and employment.	Apr-24	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> <li>17 participants continue to develop workplace skills through Autism Awareness, SQA Digital Basics, Mental Health Awareness, weekly Active NL health sessions, and First Steps to Volunteering, with growing responsibility in their placements and community learning and development feedback shaping next-stage learning. Individual actions within each learner's plan are being progressed along with delivery of higher-level digital skills and SCQF Level 5 Family Learning, with three participants expected to complete the Lowland Leader Award to support future applications within Duke of Edinburgh service delivery.</li> </ul>
Employability and community learning and development	Develop and deliver employability pathway for Resettled Scots including Unaccompanied Asylum-Seeking Children (UASC) building in accreditation through Scottish Qualification Authority (SQA) qualifications.	Feb-24	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> <li>Between October and December 2025, the Adult Learning and Resettlement Team delivered 67 tailored ESOL and resettlement projects engaging 166 participants, achieving 132 SQA awards and contributing to 1,024 ESOL learning outcomes in the first half of 2025-26. The new ESOL Employability course supported seven learners through three weeks of employability-focused ESOL followed by a three-week placement with council facilities, with participants recently interviewed for posts. Work continues with New College Lanarkshire on progression routes, and a new cohort plus ESOL Driving Theory classes</li> </ul>

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						- offered in person and online - will launch in spring to further strengthen employability and independence.
Employability and community learning and development	Develop and implement a comprehensive learning programme where 50% of learners who achieve a core skills qualification will reside in the top Scottish Index of Multiple Deprivation (SIMD) 1 and 2 data zones.	Mar-24	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> <li>Q2 data shows strong performance, with 468 core skills achievements - 43.2% from SIMD 1 and 2 areas - including 242 numeracy, 140 IT, 53 communication, 19 working with others and 14 problem solving, alongside 404 national qualifications for adults and 1,298 youth accredited awards. By the end of Q2, community learning and development had supported 5,164 individuals, 41% from SIMD 1 and 2 areas, and delivered six local sessions to strengthen targeted delivery using data and heatmapping. Work continues into Q4 on reviewing literacy and communication provision and undertaking six peer-evaluation visits using the <i>how good is our community learning and development framework</i> to inform the next community learning and development service plan.</li> </ul>
Volunteering	Establish volunteer baseline, covering current activity, training received, and availability for broader opportunities.	May-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<p>1 out of the 2 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Engagement with services in the council has been concluded to understand the use of volunteers, and meet with community groups, Community Boards, and VANL to identify existing demand and potential for growth.</li> </ul> <p>The other project / activity is underway.</p> <ul style="list-style-type: none"> <li>Volunteering activity slowed in the pre-Christmas period, but partnership links have strengthened, particularly through collaboration with the Community Wish List team to connect the volunteer system (Rosterfy) with supporting IT systems. New employer-supported volunteering opportunities have been developed, including projects benefiting local schools, and work continues to grow options aligned to the community wish list while deepening engagement with local companies.</li> </ul>
Volunteering	Map community partnerships who offer volunteering opportunities and the current offer (baseline).	May-23	Mar-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. Volunteer role profiles have been developed, and details gathered on opportunities and forthcoming projects / events for signposting to interested volunteers.</li> </ul>
Volunteering	Implement and maintain a system capable of capturing volunteers, skills, training, and opportunities available.	Oct-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<p>1 out of the 3 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>Volunteer management system has been secured (Rosterfy) and developed to support development and recognise contribution, focusing on gaining qualifications which will help with career development.</li> </ul> <p>The other 2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Work with stakeholders - including Education and Families, New College Lanarkshire and Voluntary Action North Lanarkshire continues to expand accreditation opportunities, with the Volunteer Awards</li> </ul>

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						<p>recognising a number of young people both at the event and through follow-up social media promotion. Further development of these opportunities is ongoing.</p> <ul style="list-style-type: none"> <li>Work with New College Lanarkshire and training providers is progressing to create qualification routes that support volunteers into employment or further learning, with new opportunities being developed alongside the council's training and development team preparations underway to begin rolling out training opportunities.</li> </ul>
Volunteering	Implement and maintain a front-end website (one stop shop) for volunteering in North Lanarkshire.	Oct-23	Mar-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> <li>Complete. QR codes for the Roserfy volunteer management system have been developed to improve accessibility from a range of council venues and service delivery points.</li> </ul>
Volunteering	Support the delivery of qualification options for volunteers.	Mar-24	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<p>Both projects / activities within this deliverable are underway:</p> <ul style="list-style-type: none"> <li>Work continues to support accreditation options, with the Volunteer NL project progressing toward SQA accreditation at SCQF Levels 3-5. The SQA application has been submitted, and final approval now depends on staff completing their Assessor / Verifier qualifications. Both are enrolled on a fast-track programme, and once completed, the project will be able to offer an expanded range of SQA-accredited qualifications for volunteers.</li> <li>Action continues to develop a flexible suite of qualification options to support volunteers in progressing toward their learning and employment goals, with ongoing collaboration with the council's training and organisational development team to create a volunteer training calendar; roll-out of new training opportunities is scheduled shortly.</li> </ul>
Entrepreneurship	Map current entrepreneurship and self-employment provision across North Lanarkshire.	Apr-23	Mar-28	Blue	Completed or at closure stage.	<p>All 3 of the projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Mapping of all existing entrepreneurship support and activity taking place across North Lanarkshire (in terms of provision, geography, and target groups) has been carried out.</li> <li>Availability and access to finance for entrepreneurs and business start-ups is also completed.</li> <li>Start-up funding has been reviewed with new scheme developed.</li> </ul>
Entrepreneurship	Develop entrepreneurship activities to drive activity where gaps and provision from the mapping exercise have been identified.	May-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<p>2 out of the 7 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Options appraisal on future delivery of Business Gateway services completed with the outcome reported to committee and services insourced.</li> <li>An overview of the activities and performance achieved during the first year of an in-house delivery model of the Business Gateway Lanarkshire service was reported to the Enterprise and Fair Work Committee in August 2025 (<a href="#">link</a>).</li> </ul>

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						<p>5 projects / activities are underway.</p> <ul style="list-style-type: none"> <li>Routeways into self-employment developed - follow-up activity in October 2025 confirmed two individuals have now started trading and six continue to receive support, with plans in place for the next cohort.</li> <li>Start-up funding introduced from pre-start to 12-month trading - since April 2025, nine start-up grants totalling £21,646 have been paid, with a further sixteen awards worth £25,082 approved. Ten additional applications, totalling £20,000, are currently being appraised, with £83,000 remaining in the budget and ongoing promotion through Business Gateway and council marketing.</li> <li>Activities to address demographic and geographic gaps - using Business Gateway data, targeted start-up Bootcamps have been delivered across priority areas in North Lanarkshire, and dashboards enhanced to include established business data. Further analysis of banking and limited company information is underway, with an additional review scheduled to inform 2026/27 operational planning.</li> <li>One-to-one support, workshops, surgeries and networking continued via Business Gateway - provisional Lanarkshire results to November 2025 show 459 start-ups, 76 new business plus clients, 59 local priority clients, and 10 growth businesses, alongside wide-ranging workshops, marketing, and specialist support.</li> <li>Lanarkshire Business Gateway and wider business support - monthly monitoring and review activity continues, with work underway to assess 2025/26 delivery and prepare plans for 2026/27. Business support paper reported to the Enterprise and Fair Work in February 2026 (<a href="#">link</a>).</li> </ul>
Entrepreneurship	Advance equalities and deliver targeted entrepreneurial support to under-represented groups through bespoke interventions.	Oct-23	Mar-28	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>2 out of the 7 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>Dedicated co-working space established for women in Airdrie (through UKSPF funding).</li> <li>Opportunities explored for alternative inclusive ownership models in North Lanarkshire (linked to community wealth building) through discussions with Business Gateway, Enterprise Development, and Co-operative Development Scotland to develop a programme for implementation.</li> </ul> <p>5 projects / activities are underway.</p> <ul style="list-style-type: none"> <li>Tailored business start-up support delivered for Black, Asian and Minority Ethnic communities - physical delivery concluded on 30 September, with 23 verified events delivered between April and September and 298 North Lanarkshire residents engaged overall. Work is now focused on finalising outputs, confirming the final UKSPF claim and progressing the externally commissioned evaluation, with results due this quarter.</li> </ul>

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				Green		<ul style="list-style-type: none"> <li>• Creation and growth of social enterprises supported, and North Lanarkshire Social Enterprise Network strengthened - through the UKSPF project, one-to-one support has been provided to 21 organisations, three network meetings have been held and work continues with New College Lanarkshire on developing a new social enterprise and delivering specialist training. A draft Social Enterprise Strategy 2026-30 has been produced, nominations are being sought for an industry chair, and an online social enterprise map is planned.</li> <li>• Women's co-working space in Airdrie delivered and uptake assessed as well as impact and future feasibility - by the end of December, 24 users had active workspace plans and income of £4,337.82 was generated between October and December, with additional meeting-space users booking regularly. Promotion and programme delivery continue, alongside work on an options appraisal for the future operating model and evaluation activity.</li> <li>• Levels of female entrepreneurship increased through mentoring, workshops and targeted support - October-December delivery included four events at The Hive, eight one-to-one mentoring sessions, two Funding Fridays and support to 28 individuals, alongside school engagement where 58 young people participated in Bee Your Own Boss. Ongoing work includes continued mentoring, workshops, surgeries, exploration of a Routes into Care self-employment course and continued school-based enterprise activity.</li> <li>• Programme to embed alternative ownership models linked to community wealth building in delivery - changes in national support structures have required the care-focused micro-enterprise model to be reworked, creating some development delays and necessitating further research. An alternative pathways-to-self-employment event is being developed, with continued engagement with Health &amp; Social Care and the Care Academy, and promotion of alternative models through Business Gateway start-up sessions.</li> </ul>
Entrepreneurship	Expand experiential entrepreneurial activities and pathway programmes within education curriculum.	Aug-23	Jun-26	Green	At delivery and ongoing management and monitoring stage.	<p>1 out of the 3 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>• The enterprise pathways and enterprising schools award model is in place with school sessions to the Smart Hub now ongoing.</li> </ul> <p>2 activities / projects are underway.</p> <ul style="list-style-type: none"> <li>• Enterprise pathway and enterprising schools award model delivered across education, with progress demonstrated through the November Enterprise Showcase at Bellshill Academy, increased school participation in Dragons' Lair, national competition success through the King's Trust Challenge, strong registration levels for the Young Enterprise Circular Economy Challenge, and ongoing activities such as</li> </ul>

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						<p>the YPI Inclusion pilot.</p> <ul style="list-style-type: none"> <li>• Delivery of school engagement through Smart Hub Lanarkshire ongoing to promote STEM careers, with engagement activity now complete across six schools and 92 pupils, and the project moving into evaluation to determine impact and next steps, including consideration of a spring technology showcase and scoping ongoing resource needs for delivery beyond March 2026.</li> </ul>
<b>Digital North Lanarkshire [ overall completed status = 40% ]</b>						
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	Nov-26	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>4 out of the 8 projects / activities within this deliverable are now complete:</p> <ul style="list-style-type: none"> <li>• Research was completed to understand the five steps to change in preparation for digital maturity assessment.</li> <li>• Outputs from the health and social care digital maturity work were shared with the digital culture, leadership, and knowledge activity group to inform the council's digital maturity assessment.</li> <li>• The digital maturity assessment has been undertaken with the digital culture, leadership, and knowledge activity group.</li> <li>• To support the digital maturity assessment, an update was provided to the Finance and Resources Committee in November 2024 (<a href="#">link</a>) on progress in digital adoption and findings from the staff digital maturity survey, where 82% of respondents recognised the alignment between digital change and The Plan for North Lanarkshire, and highlighted improvements in collaboration, efficiency and productivity. Further work focused on strengthening support for staff - particularly under-25s - in adopting new technologies and embedding digital culture change.</li> </ul> <p>The remaining 4 projects / activities are closely interrelated, and implementation is being co-ordinated across the workstream:</p> <ul style="list-style-type: none"> <li>• Workshops informed development of a plan centred on engagement, digital champions, training, competencies, and digital etiquette, with activities delivered including <i>you said, we did</i> feedback, annual surveys, a 12-month digital communications plan, digital rebranding, and a review of industry best practice to establish a model for reporting progress towards a sustainable positive digital culture.</li> </ul>
Digital culture, leadership, and knowledge	Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.	Nov-23	Mar-26	<b>Amber</b>	At delivery and ongoing management and monitoring stage.	<p>2 out of the 4 projects / activities within this deliverable is now complete.</p> <ul style="list-style-type: none"> <li>• Research on digital champions and leaders clarified the skills required to drive innovation, support teams, and strengthen engagement. This insight is now shaping leadership development programmes to embed stronger digital capabilities, including cognitive, behavioural, and emotional transformation.</li> <li>• A full review of the Digital Champion / Leader role was carried out,</li> </ul>

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						<p>informed by current research, resulting in a role profile aligned with service needs. This has enhanced digital leadership across the organisation and supports continued progress in digital transformation.</p> <p>The remaining 2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>To develop a competencies framework, informed by available models and stakeholder consultation - early drafts have been discussed with the Board and the Digital Adopter Group, with feedback highlighting key themes and the need for alignment with M365 dashboards. Further work is required to agree next steps delivery, develop linked training materials, and finalise the framework. An extension has been made to align timescales with related digital etiquette activities.</li> <li>To review options for resource optimisation to support the Digital Champion / Leader role, including potential incentives, protected time, and dedicated staffing - findings and recommendations will be established to strengthen digital support across services.</li> </ul>
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	Blue	Completed or at closure stage.	Upon completion, the change management toolkit portal was demonstrated at the Programme of Work Board in December 2024.
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	Nov-26	Green	At planning and set up stage.	<p>1 out of the 5 projects / activities within this deliverable is now complete.</p> <ul style="list-style-type: none"> <li>Work is complete to assess the impact of service-wide digital transformation, evaluating system changes and capturing insights to inform future user experience improvements.</li> </ul> <p>The remaining 4 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>Digital guidance and etiquette - this aims to update digital guidance and etiquette, so it remains accurate, relevant, and supports stronger digital engagement, including updates to the Code of Conduct training. Initial activity focused on the Digital Adoption Framework, with research on digital etiquette informing a presentation to the Board and establishing a solid foundation for the work. Next steps are to finalise updated guidance and training materials.</li> <li>Self-help portal - work has begun to explore a self-help portal / channel for staff to share experience and knowledge. With the new Digital Early Adopters Group now established, development will progress toward completion by March 2026.</li> <li>Digital skills self-assessment tool - initial scoping has taken place for a self-assessment tool linked to the future Competencies Framework. This action will proceed once the framework is completed and</li> </ul>

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				Green		<p>approved, with ongoing input from the supporting working group.</p> <ul style="list-style-type: none"> <li>• Training resource protocol - work is underway to create a protocol for using and updating external training resources (e.g. YouTube) with proposals scheduled to be presented to the Digital Early Adopters Group, within a revised completion date of August 2026.</li> </ul>
Improved customer experience	Develop customer's digital skills and knowledge to enable access to online and self-service activities, whilst ensuring digital inclusion and no one is left behind.	Apr-23	Dec-26	Green	At delivery and ongoing management and monitoring stage.	<p>8 out of the 15 projects / activities within this deliverable are complete:</p> <ul style="list-style-type: none"> <li>• Systems and portals developed enabling residents to engage, report issues, request services, and make payments online. The council website now includes 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.</li> <li>• Chatbot functionality introduced providing automated responses and access to live advisors.</li> <li>• Customer relationship management system re-developed to enhance processes for staff to route enquiries to the relevant service and improve cross service working and thereby a one council approach.</li> <li>• Roadmap for service redesign established to support the council's future operating model in hubs.</li> <li>• Standardised Purchase-to-Pay system redesigned and implemented, enabling full electronic invoicing across the end-to-end process - from identifying the need for goods or services through to supplier payment.</li> <li>• Digital asset map developed to capture community digital activities and promote the tool to users.</li> <li>• Digital intergenerational project expanded along with an ongoing support model. The Driving Digital Locally Intergenerational Project won a Municipal Journal Achievement Awards 2025 (<a href="#">link</a>). The project pairs young people with older residents for one-to-one digital training, with 90% of participants reporting increased confidence and praising the relaxed, fun learning environment.</li> </ul> <p>The remaining 7 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>• Communication channel review - work is underway to update the review with new data and media insights. Service changes and resourcing delays mean the deadline has been extended to June 2026.</li> <li>• British Sign Language (BSL) service access videos - funding has been secured and services have been invited to submit content for the development of BSL videos explaining how to access council services.</li> <li>• Promotion of easy read - plans to roll out a new Equality outcome in practice are underway with communications and promotion to follow.</li> <li>• Equalities guidance for services - draft guidance has been developed and presented to all Programme of Work Boards - next steps will</li> </ul>

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						<p>include a communications plan to support implementation.</p> <ul style="list-style-type: none"> <li>• Digital communications for Community Hubs - this is on track, Hub newsletters are live with strong engagement, OneLan digital screens are installed, training is in progress for co-ordinators, webpages have been structured and are in the process of being updated.</li> <li>• Digital community benefits opportunities - engagement is ongoing with the digital sub-group and council contractors to identify and develop digital community benefit opportunities for local communities.</li> <li>• Digital zones pilot - public consultation is complete, with the results used to identify requirements for people with additional support needs. Adaptive technology has been installed in both zones, and its use and effectiveness are being monitored to ensure there are no barriers to access. Findings have been shared with the digital zones group and work is underway to develop recommendations for a future model.</li> </ul>
Improved customer experience	To implement digitally-enabled facilities, services, and experiences that are user-friendly and accessible for all.	Sep-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<p>1 of the 3 projects / activities within this deliverable is complete:</p> <ul style="list-style-type: none"> <li>• All four immersive experience rooms have now been upgraded or developed and are fully operational, enhancing digital experiences for communities and supporting digital skills development. Community use is strong in Motherwell and Summerlee, with uptake growing in Airdrie since opening in early 2025. Updates on progress and impact were provided to the Communities Committee in October 2024 (<a href="#">link</a>) and August 2025 (<a href="#">link</a>).</li> </ul> <p>The other 2 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>• Work to develop a model that enables customers to sign up for online services has progressed, with project resourcing now in place until March 2026 and a proof-of-concept running to June. System build is underway, stakeholder engagement and room assessments are complete, and an agreed schedule of activities is in place - though capacity has remained the main risk. Next steps include staff testing and rolling out the pilot phase.</li> <li>• To review and implement technology solutions to support customers with additional needs and remove barriers to accessing digital services - the next phase will involve finalising the options appraisal and beginning implementation of agreed solutions to ensure services are accessible and inclusive for all users.</li> </ul>
Improved customer experience	Ensure an accessible and single source approach to data that supports the organisation by providing insights and	Oct-24	Jun-26	Green	At planning and set up stage.	This deliverable, previously four separate activities, has been streamlined into a single, integrated approach to strengthen data capability across the organisation. Development work has scoped the purpose and content, identifying existing components to be incorporated and gaps to be

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	evidence that support decision making, planning, delivery, and continuous improvement as well as public reporting and transparency.					addressed. Engagement is now underway with industry experts to shape the technical foundations.
Improved customer experience	Research and explore emerging technology opportunities that align with the council's Automation and Generative Artificial Intelligence (GenAI) Framework. The goal is to stay ahead of technological trends and use innovation to create more efficient, automated services that improve customer experience and better support service users.	Jan-24	Dec-27	Green	At delivery and ongoing management and monitoring stage.	Both projects / activities within this deliverable are underway: <ul style="list-style-type: none"> <li>In respect of delivering the intentions outlined in the Digital and IT Strategy - this quarter focused on discovery work to identify operational AI opportunities, strengthening the foundation for future digital improvements. Next quarter, activity will centre on improving the customer experience and enhancing digital access in hubs, while operational pilots continue to progress.</li> <li>Next steps implementation of the Automation and Generative Artificial Intelligence (GenAI) Framework included deploying Teams Premium for meeting summarisation, adopting Copilot as a standard productivity tool, and using Copilot Studio to run a simple chatbot for improved website navigation. A pilot is also being developed to use an AI agent to ingest an MS Access database and generate a Power App prototype, testing a scalable approach for moving legacy Access databases.</li> </ul>
Digital first operations	Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.	Jan-23	Mar-28	Amber	At delivery and ongoing management and monitoring stage.	3 out of the 9 projects / activities within this deliverable are complete. <ul style="list-style-type: none"> <li>New case management and scheduling system for social care.</li> <li>Review of long-term options for financial management - phase 1 of the review is complete, assessing current financial tools, long-term suitability, and opportunities for automation and self-service. Recommendations will inform phase 2 work.</li> <li>Automation and Generative AI Framework - approved in September 2024, this sets out the council's AI vision and governance model. Work is underway to develop an implementation plan and identify use cases.</li> </ul> The remaining 6 projects / activities are underway: <ul style="list-style-type: none"> <li>New housing and asset management system - the first data migration - covering people, properties, and core rent data - has been completed from the existing Housing Services Management System into the new Civica system. Workshops and process-mapping activities continue to inform system configuration. Data quality and integrity work is underway following the initial migration to ensure accuracy before subsequent data loads.</li> <li>Leisure and facilities booking systems with secure payment integration - delays caused by chip-and-pin upgrades and the database upgrade have slowed implementation of hub-based bookings; however,</li> </ul>

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						<p>chip-and-pin rollout was completed in January 2026, and the database upgrade is scheduled for March. These dependencies are expected to be resolved by early April, enabling configuration work to continue, including building community-based asset bookings.</p> <ul style="list-style-type: none"> <li>Review and consolidation of asset management practices and systems - progress continues at an amber status due to variable resource availability across services and slower adoption of revised practices. The long project timeline means this is not yet critical, but ongoing engagement with service areas will be required to maintain momentum.</li> <li>Portfolio of case management systems and assessment process - the assessment template has been completed, incorporating both generic and service-specific criteria. The process for evaluating existing systems and new requests is now in place. Assessment of Microsoft Dynamics is ongoing, with upcoming assessments planned for ServiceNow, Mosaic, and remaining case management systems.</li> <li>Telephony systems review and implementation of a cloud-based Microsoft Teams integrated solution, incorporating virtual voice and digital assistant functionality - phase 1 delivery is nearing completion, with six outstanding tasks due by March 2026. Contact Centre and education migrations are complete, corporate migrations are 95% complete, and e-mail blending remains outstanding and subject to testing. Scoping for phase 2 is underway.</li> <li>Standardised catalogue of online technology solutions for self-service - progress remains slow due to long-term absence and subsequent vacancy. Work will continue at a reduced pace until capacity is restored, with prioritisation focused on defining minimum viable catalogue content to support early stages of self-service adoption.</li> </ul>
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	<b>Amber</b>	At delivery and ongoing management and monitoring stage.	<p>3 out of the 8 projects / activities within this deliverable are now complete.</p> <ul style="list-style-type: none"> <li>New Wide Area Network (WAN) solution - implementation of the procured WAN, including internet breakout services and fibre deployment across North Lanarkshire, is complete. An update was provided to the Finance and Resources Committee in February 2025.</li> <li>Internet access for temporary accommodation - delivery plan has been completed, and a call-off contract is now in place to provide internet access across temporary accommodation properties.</li> <li>Community access to immersive pods - four immersive rooms are fully operational at Airdrie Library, Motherwell Library, Summerlee Museum, and Muirfield Community Centre, providing advanced sensory technology support (e.g. in respect of mental health and employability).</li> </ul> <p>The other 5 projects / activities are underway:</p>

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						<ul style="list-style-type: none"> <li>• Council-wide public Wi-Fi service - the programme is nearing completion, with town-centre transitions still outstanding. All high schools have moved to separate controllers, resolving congestion issues. Capacity constraints required re-baselining, and a redesigned school environment is currently being tested.</li> <li>• Opportunities for Internet of Things (IoT) use - work is underway to identify suitable IoT use cases and develop an appropriate governance model to support consistent, safe deployment across the council.</li> <li>• Strategy to provide internet access to residents across North Lanarkshire - a project plan has been developed, supported by ongoing work to enhance fibre availability across North Lanarkshire as a foundation for wider resident access.</li> <li>• Smart Park pilot scheme - pilots at Palacerigg Country Park and Strathclyde Country Park are now live, with renewable-powered, fibre-connected units in place. Data capture is ongoing to inform a business case for potential wider rollout.</li> <li>• Digital infrastructure toolkit for third-party connectivity providers - discussions continue on whether a deliverable toolkit is feasible, work includes exploring reuse of the third party infrastructure model.</li> </ul>
Digital first operations	Transition from using paper-based storage to a digital solution for retaining appropriate council information.	Sep-23	Mar-25	Blue	Completed or at closure stage.	Contract awarded and commenced April 2025.
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	Green	At delivery and ongoing management and monitoring stage.	<p>Delivery of the 2 projects / activities within this deliverable are underway.</p> <ul style="list-style-type: none"> <li>• Work is underway to map digital and IT spend across the council and assess whether it is essential or priority. This is a complex task due to the large number of applications in use and limited historic data on users and contracts, requiring additional time for accurate data capture and risk-based analysis. Although progress has been slower than planned, the overall March 2026 delivery date remains on track.</li> <li>• Structures and processes are now in place to support operational innovation and service transformation through stronger supplier relationships. Funding has been re-profiled and eligibility criteria approved, with details reported to the Finance and Resources Committee in February 2025 (<a href="#">link</a>). Current work focuses on identifying flagship examples for innovation and best practice.</li> </ul>
Performance optimisation	Enhance security monitoring to maintain effective access and control over council data as the	Feb-24	Dec-27	Amber	At delivery and ongoing management	<p>Delivery of the 3 projects / activities within this deliverable is underway.</p> <ul style="list-style-type: none"> <li>• Security monitoring metrics - new security performance metrics implemented; enhancements ongoing to improve insight and</li> </ul>

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	council delivers the anticipated increase in its digital footprint.				and monitoring stage.	<p>comparability. Work progressing toward a framework that supports future benchmarking against peers.</p> <ul style="list-style-type: none"> <li>Supplier data and assessment framework - framework rollout is dependent on availability of service-level resources and live Service Now reset; spreadsheets being used short-term. Proof-of-concept underway to test and refine the model before organisation-wide adoption. Staff engagement, proof-of-concept design, and launch planned for completion by March 2026.</li> <li>Security controls assessment model - timeline for security standards agreed and assessment tool for vulnerabilities selected. Current focus is on completing the standards, building the wider framework, and enhancing vulnerability management processes. Development of the compliance reporting framework still to commence.</li> </ul>
<b>One Service [ overall completed status = 33% ]</b>						
Workforce	Further develop workforce plans to ensure appropriate succession planning and alignment to the overall Programme of Work.	Apr-23	Apr-28	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>Delivery of the 3 projects / activities within this deliverable is underway:</p> <ul style="list-style-type: none"> <li>Workforce and structural changes - support for changes arising from the operating model and One Service programme continues in partnership with services and Trade Union colleagues.</li> <li>Workforce plans - development of the next iteration of workforce plans (covering internal and external challenges, capacity planning, and focussed implementation plans) is now complete. Delivery of actions from service workforce plans is underway. A progress update, including the One Workforce Plan and strategic workforce priorities to 2028, was presented to the Policy and Strategy Committee in December 2025 (<a href="#">link</a>), alongside work responding to the Best Value recommendations following the 2025 thematic audit on workforce innovation.</li> <li>Workforce mapping and transition planning - ongoing organisation and workforce mapping is supporting the shift to a hub-based community delivery model over the next 3-5 years. An update was included in the Leadership and Operating Model report to the Policy and Strategy Committee in December 2025 (<a href="#">link</a>). HR will continue to support Chief Officers and managers through the transition, with strong communication and engagement with employees and Trade Unions remaining essential.</li> </ul>
Shared services and public service reform	Explore opportunities for shared services both within the council and with partners, where appropriate, to maximise efficiency.	Feb-24	*	<b>Green</b>	At delivery and ongoing management and monitoring stage.	<p>* Timescales and actions are determined by the Improvement Service.</p> <ul style="list-style-type: none"> <li>Council representatives continue to take part in all Improvement Service shared-services workstreams, including procurement, statutory and discretionary services, digital transformation, potential national / regional digital shared services, and active communities / participatory design.</li> </ul>

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						<ul style="list-style-type: none"> <li>Through these subgroups, the council inputs information and feedback to help review and shape project activity across each workstream.</li> </ul>
Shared services and public service reform	Maintain oversight of public service reform developments and ensure co-ordinated response to external decision making which has a bearing on council service delivery.	Sept-23	*	Green	<p>Crerar - at delivery and ongoing management and monitoring stage.</p> <p>Democracy matters - complete.</p>	<p>* Timescales and actions are determined by the Improvement Service.</p> <p>1 out of the 2 projects / activities within this deliverable is now complete:</p> <ul style="list-style-type: none"> <li>Democracy Matters 2 - the council contributed to the development of this consultation as part of the Local Governance Review. Following the phase 2 findings, a national steering group was set up to take the work forward (<a href="#">link</a>). The 2025 national programme for government provided a brief update on proposed next steps (<a href="#">link</a>).</li> </ul> <p>For the other project / activity, delivery is underway:</p> <ul style="list-style-type: none"> <li>Public sector reform - council representatives continue to support the Improvement Service's work on implementing Crerar for local government. A national project has been launched to shape future self-assessment and strengthen collaboration across scrutiny bodies and local government, with a national framework due in 2026. To support this, council officers attended workshops in the autumn of 2025.</li> </ul>
Working with other Boards	Work with other Boards to support delivery of priorities across the Programme of Work.	Jun-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<p>Delivery of the 3 projects / activities within this deliverable is underway:</p> <ul style="list-style-type: none"> <li>A model has been developed and successfully piloted to maintain strategic oversight of Delivery Plan dependencies and interdependencies, reducing risks of delay, friction, and duplication. It is now being rolled out across the full Programme of Work.</li> <li>Quarterly monitoring reports identify hot spots affecting Programme of Work delivery. These are reviewed by each Strategic Board and the Corporate Management Team, triggering exception reports where needed. To date, only two significant hot spots have required escalation to the Corporate Management Team.</li> <li>Ongoing oversight ensures the Resources dimension is continuously reviewed to support individual projects and cross-cutting Programme of Work activity, maximising use of limited shared capacity. Quarterly monitoring shows Resource impacts have reduced from 14% of the Programme to 2.8%, with Time and Cost variations also steadily declining. All six dimensions (scope, cost, quality, resources, risk, and time) continue to be monitored by each Board, and by the One Service Board as part of wider workforce planning.</li> </ul>
Working with other Boards	Ensure practical implementation of Change Management Framework.	Jun-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	A self-service Change Management Toolkit has been developed to evolve as the Programme of Work progresses. It complements project management by supporting the people side of change and strengthening the council's overall approach. Now complete, it has moved to the One Service Board for organisation-wide deployment, with four related activities

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						<p>underway to:</p> <ul style="list-style-type: none"> <li>• Maintain strategic oversight of the council's significant change initiatives to ensure successful delivery and implementation in line with the Change Management toolkit.</li> <li>• Maintain oversight of the identification and successful realisation of benefits from such change initiatives.</li> <li>• Maintain oversight of the change management requirements resulting from public sector reform or identified shared services.</li> <li>• Develop new ways of engagement both internally and externally to support the changes and upskilling required.</li> </ul>
Working with other Boards	Lead engagement with staff, trade unions, and partners about the Programme of Work to ensure understanding and alignment.	Apr-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	Work is underway to report on actions taken in response to staff feedback from the 2024 roadshows. Across 72 events in 21 venues, over 2,200 staff participated, with 81.9% agreeing the Programme of Work is on the right track. Feedback - covering budgets and funding, staffing, education, health and social care, and The Plan for North Lanarkshire - has been collated and reviewed. A <i>you said, we did</i> programme is now being rolled out across the organisation.
Leadership and operating model and asset rationalisation	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.	Jun-22	Feb-33	Green	At delivery and ongoing management and monitoring stage.	<p>3 out of the 9 projects / activities within this deliverable is now complete:</p> <ul style="list-style-type: none"> <li>• Kildonan Street - successfully relocated staff from Kildonan Street offices to Buchanan Centre within 10 weeks to enable the Kildonan Street re-development project.</li> <li>• Broadwood Hub, Cumbernauld - phase 2 works delivered.</li> <li>• Health and Social Care Partnership on GIRFE (Getting it Right for Everyone) - partnership work is now complete and has transitioned to business as usual, strengthening early access to support through new community-hub ways of working.</li> </ul> <p>5 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>• Operationalising the new community hub model - this work has accelerated following committee approvals in June 2024 (<a href="#">link</a>), December 2024 (<a href="#">link</a>), June 2025 (<a href="#">link</a>), and December 2025 (<a href="#">link</a>), supporting a more community-led approach. <ul style="list-style-type: none"> <li>- Hub co-ordinators are developing operational models for statutory and non-statutory services and strengthening third-sector involvement.</li> <li>- Integrated support is now embedded in Newmains and St Brigid's, Riverbank, and Chryston, with delivery boards overseeing progress and these hubs moving into business as usual from April 2026.</li> <li>- Orbiston is now operational with preparatory work underway as Chryston High School extension, Gartcosh, St Kevins, and St Stephen's go live during 2026.</li> </ul> </li> </ul>

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						<ul style="list-style-type: none"> <li>- Risk assessments, induction materials, reception guidance and project documentation (including Equality Impact Assessments) are maintained, with detailed plans available on request.</li> <li>- A performance framework has been adopted with early evidence captured.</li> <li>• Calderhead Hub - phase 2 delivery is progressing following an options appraisal process with the hub being relocated to meet requirements, and the team transitioning into Assets and Procurement with a review of future direction.</li> <li>• Cumbernauld Hub - work to develop and implement the transition plan for Cumbernauld Hub is ongoing, with space at Bron Way reconfigured to meet operational needs. Design requirements will be revisited to ensure redesign continues to meet service delivery needs.</li> <li>• Early and inclusive family support - work to develop a proof-of-concept model for early and inclusive family support through the community hub model continues to scale up. <ul style="list-style-type: none"> <li>- The service is now operating in all hubs, with increasing demand leading to extended evening and weekend provision, including drop-ins and piloted weekend activities.</li> <li>- Case studies are being gathered to support impact measurement, needs assessments continue to shape forward plans, and community events continue to inform future delivery.</li> <li>- Scaling across communities and reviewing the effectiveness of extended hours remain key next steps.</li> </ul> </li> <li>• Phase 2 service delivery requirements - baseline work to define future service delivery requirements is ongoing, supporting the 3-5-year transition to the future operating model and informing capital investment. Related activity on organisational review, service redesign, workforce transition, and asset consolidation sits within the hub operating model workstream. Service transformation continues, with workforce plans submitted in September 2025 and a One Workforce report in December 2025. Services will finalise requirements by June 2026 to support scenario planning and next steps.</li> </ul> <p>The remaining project / activity is not yet due to start:</p> <ul style="list-style-type: none"> <li>• Work to expand the number of integrated hubs across the existing estate - supporting the transition to the hub operating model and asset rationalisation - has not yet begun as no capital funding has been awarded. Subject to funding and the approved Strategic Asset Review and Investment Strategy (SARIS), tests of change and updated options appraisals will be taken forward. Activity is being progressed in line with the SARIS reports approved by the Policy and Strategy Committee in</li> </ul>

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						September 2024 ( <a href="#">link</a> ) and December 2025 ( <a href="#">link</a> ).
Leadership and operating model and asset rationalisation	Align the asset rationalisation strategy with the Leadership and Operating Model to ensure coherent phasing and maximise efficiency.	Apr-23	Jul-28	Green	At delivery and ongoing management and monitoring stage.	<p>7 out of the 10 projects / activities within this deliverable are now complete:</p> <ul style="list-style-type: none"> <li>• Technology - priorities have been identified using the digital framework, with implementation now progressing through the Digital North Lanarkshire Programme (e.g. public Wi-Fi, digital information screens, room display panels to enhance the hub user experience, and a corporate printing solution).</li> <li>• Corporate telephony - implementation is underway, with basic functions live, services migrating, and ongoing work with the supplier to enable a single contact number and secure payment portal.</li> <li>• Community asset profile - this has been reviewed across all nine Community Board areas, informing best practice, next steps, and the policy implementation plan overseen by the Community Asset Leadership Group.</li> <li>• A Community Ownership and Management of Assets Policy was approved in June 2024 (<a href="#">link</a>), widening the scope beyond Community Asset Transfer to all community requests to use, manage, lease, or own council assets. Community interest mapping is complete, and the capital fund has been promoted.</li> <li>• Discounted lease and let arrangements - a mechanism for this is in place for community organisations that demonstrably contributes to the council's priorities.</li> <li>• Co-design with communities - internal processes have been reviewed and improved to support a shift toward co-design with communities as part of the new Policy.</li> <li>• Communications - a refreshed communications approach includes new hub web pages and a move to a cloud-based solution to improve marketing of assets (linked to the corporate booking system), with a proof-of-concept for hub model alignment.</li> </ul> <p>3 projects / activities are underway:</p> <ul style="list-style-type: none"> <li>• Phase 2 service delivery requirements - baseline work to define future requirements is ongoing, supporting the 3-5-year transition to the future operating model and informing capital investment.</li> <li>• Activity on organisational review, service redesign, workforce transition, and asset consolidation sits within the hub operating model workstream. Service transformation continues, with workforce plans submitted in September 2025 and a One Workforce report in December 2025.</li> <li>• Services will finalise requirements by June 2026 to support scenario planning and next steps.</li> </ul>

<b>Key stages for the project / activity in the Programme of Work</b>		<b>Indicative % completed assessment</b>
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 or Project or Delivery Plan developed.	>=15% and <25%
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%

<b>Key to RAG status for each deliverable</b>	
<b>Blue</b>	Delivery is complete.
<b>Green</b>	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.
<b>Amber</b>	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.
<b>Red</b>	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.