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4 March 2025

Members of the
Policy and Strategy Committee

Chief Executive's Office
Archie Aitken
Chief Officer (Legal & Democratic)
Civic Centre, Windmillhill Street,
Motherwell ML1 1AB
www.northlanarkshire.gov.uk

Notice is given that a Meeting of the **Policy and Strategy Committee** is to be held in the Council Chamber, Civic Centre, Windmillhill Street, Motherwell, ML1 1AB on Thursday, 13 March 2025 at 14:00 PM which you are requested to attend.

The agenda of business is attached.

Archie Aitken
Chief Officer (Legal & Democratic)

Members :
J Logue, T Fisher, L Roarty, C Barclay, A Beveridge, H Brannan-McVey, A Bustard, T Carragher, C Costello, P Di Mascio, K Duffy, W Goldie, D Johnston, J Leckie, G Lennon, H Loughran, M McBride, M McPake, L Nolan, G Robinson, A Smith, A Stubbs, R Sullivan, S Watson, G Woods.

Agenda

EXCLUSION OF PUBLIC
The Sub-Committee is asked to consider passing the following resolution: "That under Section 50A(4) of the Local Government (Scotland) Act 1973, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 11 of Part 1 of Schedule 7A of the Act".

11 **Review of Pay and Grading Model**
Submit report by Chief Officer (People Resources)
setting out the proposed approach for the Council's pay
and grading model.

24 February 2025 at 2 pm.

A Meeting of the **AUDIT AND SCRUTINY PANEL**

PRESENT

Councillor Watson, Convener; Councillor B. McCulloch, Vice-Convener; Councillors Costello, Hughes, Hume, Leckie, M. McCulloch, McLaren and Robinson.

CHAIR

Councillor Watson (Convener) presided.

IN ATTENDANCE

Chief Officer (Audit and Risk); Chief Officer (Asset and Procurement); Chief Officer (Business & Digital); Chief Officer (Education – South); Chief Officer (Finance); Chief Officer (People & Organisational Development); Audit Manager; Corporate Risk Manager; Business Strategy Manager; Technology Strategy Manager; Strategy and Performance Manager; Business Finance Manager (Resources), and Democratic Co-Ordinator.

ALSO IN ATTENDANCE

John Boyd and Rachel Brough, Audit Scotland

APOLOGIES

Councillors Duffy-Lawson and D Johnston.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1.   There were no declarations of interest.

The Chair exercised his discretion to vary the order of business, as hereinafter minuted.

SCHOOL IT ASSETS – AGE AND MAINTENANCE

2.   With reference to paragraph 3 of the minute of the meeting of this Committee held on 9 May 2024, there was submitted a report by the Chief Officer (Business & Digital) (1) providing details of the volume, and age profile of the IT Assets used in schools; (2) advising that any Windows PC 6 years or older would not be supported by the latest version of Microsoft Windows (11) operating system and would not be viable after October 2025; (3) informing that the Service were exploring scope to establish a cross service working group to (a) investigate the appropriate levels of IT assets required for learning and teaching across all education sectors; (b) identify the product types that would support a modern and effective pedagogy in use of technology; (c) develop a strategic approach regarding IT asset distribution and refresh; (d) establish clear guidelines for the on-going support of educational IT assets, while considering the development of support towards Town and Community Hubs and future operating model aligned to the Programme of Work and (e) examine on-going reporting facilities to identify support requirements against estate demographics.

      Decided: that a cross service working group be established to (a) investigate the appropriate levels of IT asset required for learning and teaching across all education sectors; (b) to identify the product types that would support a modern and effective pedagogy in use of technology; (c) to develop a strategic approach regarding IT asset distribution

and refresh; (d) to establish clear guidelines for the on-going support of educational IT assets, while considering the development of support towards Town and Community Hubs and future operating model aligned to the Programme of Work and (e) to examine on-going reporting facilities to identify support requirements against estate demographics.

AUDIT AND RISK RELATED ITEMS: ACTION LOG

3.   There was submitted a report by the Chief Officer (Audit and Risk) (1) enabling the panel to track implementation of requests and recommendations made by it in respect of Audit and Risk related items within the action log and (2) attaching, as an appendix to the report, the action log, recording the requests and recommendations by the Panel, and when these had been addressed and/or were expected to be addressed.

        Decided: that the contents of the report be acknowledged.

INTERNAL AUDIT FOLLOW-UP OF ACTIONS PREVIOUSLY AGREED BY MANAGEMENT IN RESPONSE TO AUDIT RECOMMENDATIONS

4.   There was submitted a report by the Chief Officer (Audit and Risk) (1) detailing the extent to which management had implemented actions previously committed to in response to recommendations contained within Internal Audit reports, where those actions were due to be completed in the period October to December 2024; (2) advising that Internal Audit had concluded that of the 25 high and medium priority recommendations that were due, 13 had been fully completed, 11 had been assessed as partially implemented and one was no longer relevant; (3) intimating that 7 recommendations had been identified as having an implementation date more than 12 months overdue; (4) explaining that 4 of the 14 agreed actions from the External Audit report had been completed, 2 had been partially implemented and 8 were not yet due and (5) attaching, as appendices to the report (a) commentary from the management detailing proposed management actions, revised target dates for completion of outstanding recommendations; (b) Internal Audit recommendations previously reported as outstanding, now complete; (c) Internal Audit recommendations of actions due, not complete; (d) Residual Risk Rating Definition and (e) Internal Audit recommendations where the original implementation date was more than 12 months overdue.

        Decided: (1) that the contents of the report be noted and

                       (2) that the recommendations made by Internal Audit in Appendix 2 be noted.

INTERNAL AUDIT PROGRESS REPORT

5.   There was submitted a report by the Chief Officer (Audit and Risk) (1) providing an overview of Internal Audit activity; (2) reporting the results of the Internal Audit outputs finalised since the last update to the Panel in October 2024; (3) highlighting the most significant issues arising from the completed audit work; (4) setting out details of the recent unplanned review of a school fund, together with a summary of an audit investigations concluded within the period; (5) updating the Panel on other aspects of the work undertaken by Internal Audit and (6) attaching, as appendices to the report, (a) Audit Grading Definitions; (b) Changes to Audit Plan 2024-25 and (c) Internal Audit Client Feedback Results.

        Decided: (1) that the findings, conclusions and recommendations of completed Internal Audit reports, together with associated management responses, be noted;

                       (2) that the Chief Officer (Audit and Risk) submit reports to future meetings of the Panel on progress being made in implementing agreed management actions in relation to all Audit recommendations categorised as high or medium, and

                       (3) that the report be otherwise noted.

RISK MANAGEMENT UPDATE

6.   There was submitted a report by the Chief Officer (Audit and Risk) (1) providing an update on developments and changes in relation to the corporate risk register and other key risk management developments since the last update to the Panel in October 2024 with a particular focus on changes to corporate risk scores, new or emerging risk issues; (2) providing a snapshot of the highest current residual risks within Service risk registers together with a summary of the key considerations of the Risk Management Corporate Working Group within the reporting period, and (3) attaching as appendices to the report (a) the Corporate Risk Register 2024/25 and (b) the Highest Scoring Service Risk Register Entries.

During discussion on this matter, questions were asked to which Officers committed to respond outwith the meeting as undernoted:-

Do the figures on RAAC include properties owned by ALEO's of the Council? (Councillor Robinson)

Can Members be provided with a copy of the RAAC risk assessment and any plans in place to deal with the risks? (Councillor Hume)

Decided: (1) that the information provided on developments on the Corporate Risk Register for 2024/25, as attached in appendix 1 to the report be acknowledged;

(2) that the residual risk profile across Service Risk Registers, as attached in appendix 2 be noted, and

(3) that the summary of key discussion points of the Risk Management Corporate Working Group be noted.

SERVICE UPDATE – SCHOOL FUND COMPLIANCE ARRANGEMENTS

7.   With reference to the paragraph 9 of the minute of the meeting of this Committee held on 31 October 2024, there was submitted a report by the Chief Officer (Education – South) (1) providing an update on compliance with Establishment Fund arrangements; (2) highlighting the key findings from the audit report, (3) outlining steps taken by the Service to date and future planned actions designed to improve the effectiveness of the relevant management arrangements, and (4) attaching as an appendix to the report, a summary of the most recent Internal Audit assignment.

Decided: that the actions taken to date, and further planned actions in response to previous Establishment Fund audits be noted.

STRATEGIC PERFORMANCE FRAMEWORK – PERFORMANCE REPORTING SCHEDULE QUARTERLY PERFORMANCE ASSURANCE REVIEW

8.   There was submitted a report by the Chief Officer (Business and Digital) (1) setting out a summary of the Council's performance reports in one composite assurance overview to support the Audit and Scrutiny Panel in maintaining strategic oversight and awareness of the Council's performance reporting arrangements in line with the Panel's remit to provide "independent review of the Council's governance, risk management, performance, and control frameworks"; (2) advising that the framework supports the Audit and Scrutiny Panel's governance and accountability role in terms of ensuring the Council can demonstrate Best Value through the existence of robust arrangements for performance reporting and scrutiny, and (3) providing details of the outcome from the latest quarterly performance assurance review which was undertaken based on performance reports submitted to Council committees during cycle 4 of 2024.

Decided: that the composite overview of performance reporting period set out in Appendices 1 and 2 of the report, to maintain an awareness of each report within the Performance Reporting Schedule for 2024 to 2025, be acknoweldged.

SCRUTINY WORK PROGRAMME – UPDATE

9. There was submitted a report by the Chief Officer (Audit and Risk) (1) providing an update on the composite Scrutiny Work Programme and reporting timetable for the scrutiny function of the Audit and Scrutiny Panel, as set out in Appendix 3 to the report, and (2) seeking endorsement to continue the role of Audit and Scrutiny Panel Members in identifying potential issues for inclusion in the Scrutiny Work Programme in line with the Assessment and Prioritisation Process, set out in Appendix 2 to report and the overall approach as set out in Appendix 1 to the report.

Decided: (1) that the update to the composite Scrutiny Work Programme and reporting timetable for the scrutiny function of the Audit and Scrutiny Panel, as set out in Appendix 3, be acknowledged;

(2) that the role of Panel Members in identifying potential issues for inclusion in the Scrutiny Work Programme in line with the Assessment and Prioritisation Process, as set out in Appendix 2, and the overall approach, as set out in Appendix 1 be acknowledged;

(3) that Panel Members continue to undertake their scrutiny role in reviewing and challenging performance to ensure the Council fulfils its statutory Best Value duty, and

(4) that the approach and next steps, as set out in the report, in relation to the follow up self-evaluation of the Audit and Scrutiny Panel be endorsed.

QUALITY ASSURANCE FOR THE PROJECT MANAGEMENT FRAMEWORK AND PROGRAMME OF WORK – ANNUAL AUDIT AND SCRUTINY PANEL REVIEW

10. There was submitted a report by the Chief Officer (Audit and Risk) (1) providing an update on the implementation of the Quality Assurance arrangements which have resulted in the information set out in the report for Elected Member oversight in terms of the quality assurance process and the review programme, and (2) setting out the next steps, in paragraphs 2.11 and 2.12 of the report, which will ensure ongoing oversight and quality assurance in terms of demonstrating progress in delivering the Programme of Work and achieving the vision set out in The Plan for North Lanarkshire.

Decided: (1) that the implementation of Quality Assurance arrangements which have resulted in the information, as set out in the report for Elected Member oversight, in terms of the quality assurance process and review programme be acknowledged, and

(2) that the role of the Panel, as set out in the next steps in paragraphs 2.11 and 2.12 of the report, to ensure ongoing oversight and quality assurance in terms of demonstrating progress in delivering the Programme of Work and achieving the vision set out in The Plan for North Lanarkshire be acknowledged.

AUDITING BEST VALUE IN LOCAL GOVERNMENT – UPDATE

11. There was submitted a report by the Chief Officer (Business & Digital) (1) reminding the Panel of the Best Value duty, which requires the Council to ensure arrangements are in place to secure continuous improvement in performance for all the functions and activities in delivering services and improving outcomes; (2) providing an update on the national approach to auditing Best Value which will be implemented during 2025/26 and which came into effect as part of the external auditor five year

appointments from 2022/23, and (3) summarising the Members' key role to ensuring the Council continues to demonstrate Best Value in practice.

Decided: (1) that the update to the national approach to auditing Best Value, the priority for the year three thematic Best Value audit work, and the implications for the Council be acknowledged, and

(2) that the Panel's role, in terms of ensuring the Council continues to secure Best Value in practice, in line with the statutory duty, be endorsed.

The Convener being of the view that the following item of business was relevant, competent and urgent, authorised its consideration to enable the Council to progress the matter timeously.

NORTH LANARKSHIRE COUNCIL – ANNUAL AUDIT PLAN 2024/25

12. There was submitted a report by the Chief Officer (Audit and Risk) (1) providing the Panel with a copy of the Annual Audit Plan 2024/25, which had been received from Audit Scotland, the Council's appointed external auditors; (2) advising that the Plan provides an overview of key issues arising from the audit planning process including (a) a summary of the proposed audit approach; (b) the scope for undertaking audit work, and (c) the timetable for key audit outputs, and (3) noting that good professional practice requires the external auditor to communicate and discuss planned external audit activity with the senior management and those Elected Members charged with Governance matters.

Thereon, J Boyd, Audit Scotland, spoke to the Audit Scotland Annual Audit Plan and responded to a number of questions from Members of the Panel.

Decided: that the Annual Audit Plan 2024/25, by Audit Scotland, together with the oral presentation provided by Audit Scotland, regarding its planned audit approach to the 2024/25 Audit of the Council, be acknowledged.

Item 3

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref DM/SL **Date** 13/03/25

Delivering the Programme of Work to 2028 - key achievements

From Des Murray, Chief Executive

E-mail murraydes@northlan.gov.uk **Telephone** 01698 302350

Executive Summary

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

This vision is about transforming the place that is North Lanarkshire. It's about enhancing local physical environments in a way that recognises the intrinsic social and health benefits gained in doing so. It's about securing holistic ways of working that integrate policies, services, and systems with only one solution in mind - to target the growing complexities in society and improve outcomes for the people and communities of North Lanarkshire.

Approved by Policy and Strategy Committee in March 2023, the five year Programme of Work to 2028 set out the plans to deliver these improvements against seven priorities. With delivery of the Programme of Work reaching its mid-way point, this report herewith follows on from the interim progress report to Committee in September 2024 to highlight latest progress and key achievements.

Appendix 1 shows the progress being made in delivering a wide range of programmes, projects, and activities and demonstrates the alignment across the Programme of Work in terms of the *one place one plan one council* approach. Key achievements are summarised below and include:

- Good progress being made in terms of five new community hubs - where construction has started on site at St Kevin's Community Hub in Coatbridge and at Gartcosh Community Hub in the Northern Corridor, with Chryston High extension and 3rd sector early years in the Northern Corridor scheduled to commence in the spring of 2025. Works at Orbiston Community Hub in Bellshill are progressing on schedule with St Stephens Community Hub in Coatbridge expected to come on board soon.

- The 65th new supply programme development starting on site to deliver another 26 new homes for social rent. This brings the total delivered to date through the new supply programme to 2,393 to further support the regeneration of local communities and town centres, create jobs, and boost the local economy.

- The 800th property purchased under the open market purchase scheme to increase the supply of affordable homes for rent and address housing needs and support the regeneration of local communities.

- 90% completion of phase 1 of the tower reprovisioning programme (comprising 1,750

flats), with phase 2 underway (964 flats) and progressing well in terms of re-housing tenants.

- Marking the 10 year anniversary of City Deal from which North Lanarkshire has benefitted significantly from investment that has contributed to the creation of MediCity beside the M8, the Glenboig Link Road, and the new transport hub at Motherwell Station - with the remaining developments well underway in respect of construction of the East Airdrie Link Road, access work to regenerate the Ravenscraig site, sustainable transport improvements as part of the A8/M8 corridor access improvements project, and the Orchard Farm roundabout project to support the development of key business and industrial sites on the A8/M8 corridor.

- Creating 17.2 kms of active travel routes over the period of The Plan for North Lanarkshire to date to help establish a network of safe, accessible walking / wheeling / cycling routes to help people access employment, education, and leisure opportunities, improve health and well-being, and reduce carbon emissions.

- Developing a new heritage and countryside trail, designed to showcase North Lanarkshire's rich history through engaging stories and interactive experiences. Set across 10 locations, this has been developed to attract tourists and locals to explore the area as well as promote active lifestyles and health and wellbeing.

- Entering into a new major partnership with global infrastructure company HOCHTIEF to deliver improvements, maintenance work and investment across local roads, footpaths, car parks, bridges and underpasses, street lighting, traffic management systems and winter maintenance, and related infrastructure. Securing such a maintenance and improvement service plays a vital role in enhancing and sustaining the foundations to support the place-based vision of The Plan for North Lanarkshire in terms of enabling business, industry, and public transport to develop and benefit all residents equally.

- Conducting the first trials of new materials designed to reduce carbon in the roads industry through a partnership with Transport for West Midlands, Amey, and Colas, as part of ADEPT Live Labs 2 (a three-year UK-wide programme funded by the Department for Transport aimed at decarbonising the local road network). As part of the programme, a centre of excellence for decarbonising roads has been developed to provide a platform for the identification, development, and sharing of industry best practice for low carbon materials.

- Establishing the Invest Here website (https://www.investinnorthlanarkshire.co.uk/) to capitalise on North Lanarkshire's position at the heart of Scotland with excellent transport links to support inward investment and show the range of opportunities available to support new businesses and key industry sectors to plant roots and grow and support the local economy. This is supported by the new Invest in North Lanarkshire advisory service to provide bespoke advice to help streamline and accelerate the statutory consent process for developers.

- Marking 25 years of supported employment in North Lanarkshire - since its inception the service has transformed lives by empowering individuals with various abilities to achieve their employment goals. Key to the success of supported employment has been fostering strong community relationships, delivering key work programmes in local communities, and working in partnership with the NHS and New College Lanarkshire on specific sites. Support for senior phase pupils in Additional Support Needs schools, as well as care experienced young people, has also helped find jobs.

- Being the first council in Scotland to achieve the Breastfeeding Friendly Scotland Local Authority Award at the gold standard. This was followed by a win at the Cosla awards for the initiative in the Tackling Inequalities and Improving Health and

Wellbeing category. Historically, North Lanarkshire has had one of the lowest breastfeeding rates in Scotland but thanks to a focused three-year programme, the council has worked to transform attitudes and create a supportive culture for breastfeeding. At present 50% of babies are breastfed at the 10-14 day old review, with the breastfeeding rate at 6-8 weeks thereafter increasing from 23.1% to 30.4% over the period of The Plan for North Lanarkshire.

- Updating various strategies to provide a clear direction for delivery of services and supports that have a direct impact on the people and communities of North Lanarkshire - this includes a new Corporate Parenting Strategy, North Lanarkshire Carers Strategy, Health and Social Care North Lanarkshire Engagement and Participation Strategy, Tenant Participation Strategy, and a Temporary Accommodation Strategy.

- Delivering a range of technological developments to further support connectivity and digital inclusion across North Lanarkshire, including:
  - A chat bot functionality on the council's website to enable residents to receive automated responses or chat to an advisor. From October to December 2024, 7,960 engaged sessions took place with 70% being resolved by the chat bot.
  - Extension of public wi-fi with over 80 community locations now operational and over 42,000 individual registered users. This averages 14,000 connections per day with a peak of 3,500 concurrent users. This follows previous updates reporting on wi-fi connectivity within Motherwell Library and the Time Capsule, community hubs, and all secondary schools now being fully operational.
  - Three more immersive experience facilities now in operation at Motherwell Library, Summerlee Heritage Centre, and Airdrie Library to add to the innovative experience first launched at Muirfield Community Centre. These create opportunities for communities, staff, and partners in many aspects, including digital skills development, health and wellbeing improvement, social skills development, educational attainment, and pathways to future learning and employment.
  - Expansion of the inter-generational project that encourages older residents to use technology to enrich their lives and support social inclusion through one-to-one training with young people from local schools which also helps to improve confidence and social skills.
  - Smart lighting and Internet of Things pilots deployed to Palacerigg and Strathclyde Country Parks, incorporating CCTV and public wi-fi, to support community safety, connectivity, and provide local park management data on areas of usage to help inform future service delivery.
  - An increase of processes / services available for public interaction on the council website from 50 at the last update to now include MOT / taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online.

- Concluding various public and stakeholder feedback events on many significant local developments to allow residents to provide their views and shape the next steps, including:
  - The first stage of consultation taking place with local residents to develop the Cumbernauld Town Masterplan which ran for six weeks and included an exhibition showing how the town centre could look through concept designs. Most feedback was supportive of the regeneration plans and wanted a town centre to be proud of. This was followed by the first steps to regenerate Cumbernauld town centre as contractors go on site to demolish Fleming House. This kicks off the 15-year plan to regenerate the town centre to create a new town hub with education, health, community and leisure facilities, public transport improvements, and modern bespoke retail and commercial outlets.
  - Residents being invited to share their views for a new Local Transport Strategy that

will shape how the infrastructure is developed and maintained across North Lanarkshire over the next ten years. The Strategy also aims to support national efforts to reduce car use, lower carbon emissions, and promote active travel, such as walking, wheeling, and cycling.

- Resents also being invited to share their views on places in North Lanarkshire - homes, recreation, access, transport, employment, and services - as part of the preparations for the next Local Development Plan, which will decide where things like homes, shops, businesses, and amenities are built.
- Public consultation on the updated design for the East Airdrie Link Road (as part of the Glasgow City Region City Deal) to demonstrate the location of junctions, roundabouts, and bridges and show the reduced impact on land and properties. This is designed to improve journey times and transport reliability, air quality, and connections between residential areas, town centres, business centres, employment, and education by relieving congestion along the existing A73.
- Residents, partners, and local organisations being asked for their input to understand digital needs and preferences for two new digital zones in local facilities (at the Buchanan Centre in Coatbridge and Chryston High School). Digital zones will be a dedicated space equipped with technology and resources to help people improve their digital skills, get involved online, and feel more confident and digitally included.
- The conclusion of a significant programme of public engagement in respect of the first phase of Rediscovering Airdrie. This programme aims to restore and repurpose heritage assets, improve the townscape, and increase community pride and awareness of local heritage in order to further promote North Lanarkshire an attractive visitor destination. This enables next steps development of plans and a funding application to support implementation of the programme.

• Delivering many community benefits which have been derived through Programme of Work activities - such as providing jobs and training through the new supply programme, creating opportunities for local businesses and supply chains through large scale regeneration programmes, targeted training and recruitment for pupils with additional support needs, and summer placement programmes for young people about to leave school. Financial benefits have also been gained such as donations from various groups to build beds for disabled plot holders and to work with young people living in deprived areas, with non-financial support received from contractors donating training, time, and excess materials for local projects.

• Further developing the use of the three new hubs already built and in operation over the period of The Plan for North Lanarkshire. These hubs are now seeing delivery of integrated and inclusive whole family support accessible at the heart of local communities. Activities being delivered from hubs also includes partnership working in relation to employment pathways, community learning and development, and health improvement.

• Growing the council tax income base by adding 4,853 housing properties over the duration of The Plan for North Lanarkshire, with 346 properties to the non-domestic rates income base over the same period.

• Achieving a successful Best Value audit for the second year in a row as part of the new national approach. The 2024 audit focussed on workforce innovation and recognised that the council's workforce planning approach is integrated with The Plan for North Lanarkshire, has a focus on developing the workforce of the wider North Lanarkshire area, and is supported by robust service workforce plans. The audit report also notes that the council is proactive in developing its workforce as well as that of the wider North Lanarkshire area and works across a range of partnerships to deliver services for communities.

The transformation of North Lanarkshire to date has been able to be realised through decisions made by the council's committees that have been unwavering in their support to not just deliver the Programme of Work, but to ensure it is delivered with a greater focus on scale and purpose that escalates positive changes in a way that improves the lives of the people and communities of North Lanarkshire.

These deliverables have been consistently underpinned by Policy and Strategy Committee approval of the Medium-Term Financial Plan 2025/26 to 2029/30, the Strategic Capital Investment Programme for 2024/25 to 2028/29 (bolstered by the Community Investment Fund), and the One Workforce Plan. This supports the *one place one plan one council* approach to the transformation of North Lanarkshire to progress at pace and scale in order to improve the lives of local people, while ensuring activities are underpinned by sound financial management, risk management, and corporate governance controls to ensure the council remains financially sustainable.

The accompanying report on the agenda today provides an updated North Lanarkshire context in respect of the 28 health check indicators as well the recently published Census results to form a wider bank of evidence to help inform the key challenges and next steps looking forward.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1)   Take cognisance that this report provides a further progress update on delivering the Programme of Work to 2028 in line with the strategic oversight role of the Policy and Strategy Committee and as per the commitment set out in the report in March 2024, and

(2)   Continue to endorse their key role in ensuring the continuing commitment to delivering The Plan for North Lanarkshire through the Programme of Work and ensuring strategic oversight in terms of its ongoing development, co-ordination, and monitoring.

The Plan for North Lanarkshire

Priority   All priorities

Ambition statement   All ambition statements

Programme of Work   All Programmes of Work

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) enabled a dynamic strategic planning process that has stabilised the strategic direction of the council, while allowing for appropriate flexibility in the operational delivery of many complex inter-connected programmes, projects, and plans. The consistency of the Policy and Strategy Committee's long-term commitment to the *one plan* direction through the Programme of Work has led to significant

achievements which have been pivotal in transforming North Lanarkshire as a place and maximising its potential as the place to live, learn, work, invest, and visit.

1.3   Following Policy and Strategy Committee approval of the new Programme of Work to 2028 in March 2023 (and the subsequent deliverables and plans in September 2023 and March 2024 respectfully) the way forward for The Plan for North Lanarkshire is very much focussed on further strengthening a single integrated *one place one plan one council* approach. This is considered critical to ensure a greater focus on scale and purpose in order to escalate significant place based transformational change across all local communities equally and deliver positive and sustainable change that improves the lives of the people and communities of North Lanarkshire.

1.4   As noted in the report to Policy and Strategy Committee in March 2024, delivery of the Programme of Work to 2028 would continue to be monitored throughout its lifespan through the supporting Single Integrated One Council Delivery Plan and established governance arrangements. A key part of this is the ongoing role of the Policy and Strategy Committee to maintain their strategic oversight role of the overall Programme of Work to 2028 in relation to "*development, co-ordination, and monitoring of The Plan for North Lanarkshire*" and to keep under review such "*programmes as the Committee considers necessary to achieve the council's long-term aims and objectives*".

1.5   This report, and the information set out in Appendix 1 attached, therefore provides the next in the series of progress updates on the delivery of the Programme of Work to 2028 for the strategic oversight of the Policy and Strategy Committee. Key achievements are summarised in the executive summary for ease of reference.

2.   Monitoring delivery of the Programme of Work to 2028

2.1   Throughout 2024/25 the Single Integrated One Council Delivery Plan has been monitored by the Programme of Work Strategic Boards through a corporate monitoring process applied consistently across all seven Programme of Work priorities. This process requires the respective Project Manager / Activity Lead to provide an update quarterly to assess if delivery is within six dimensions (scope, cost / budget, quality, resources, risk, and within time / on schedule). An assessment also requires to be made in terms of the % completed status of each project / activity.

2.2   An overview of progress in delivering the seven Programme of Work priorities is set out in Appendix 1. This assessment summarises delivery against the high level deliverables approved by the Policy and Strategy Committee in September 2023 and the RAG status reflects the extent to which delivery is being achieved across the six dimensions noted in paragraph 2.1 above. The latest position is summarised below.

- 94% of the actions in the delivery plan supporting the high level deliverables have commenced to the initial stages (this is an increase from 90% as at the progress report in September 2024), 6% are not yet due to start.

- Of those commenced:
    - 22% of delivery plan actions are complete or at the final closure stage (an increase from 9% as at the progress report in September 2024).
    - 78% of delivery plan actions have reached the delivery and ongoing management and monitoring stage (an increase from 68% as at the progress report in September 2024).

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

- 22% of the delivery plan actions have been assigned a Blue RAG status.
- 64% of the delivery plan actions have been assigned a Green RAG status.
- 14% of the delivery plan actions have been assigned an Amber or Red RAG status; additional commentary is included in the update provided in Appendix 1.

2.3   The management and monitoring of the Programme of Work through the Strategic Boards is supported by a formal change process which includes ensuring Policy and Strategy Committee are aware of any changes to the deliverables originally approved in September 2023. Any changes made since the last report are noted in Appendix 1 against the respective Programme of Work.

Next steps

2.4   As per the council's Corporate Risk Register for 2024/25 approved at the Audit and Scrutiny Panel in August 2024, the *managing strategic change* risk has been reframed into a new risk relating to the *delivery of the approved programme of work*. This is in the final stages of development to support implementation of the council's Risk Management Strategy by further embedding a *risk aware* rather than *risk averse* approach across the Programme of Work and ensuring that key operational decisions at Strategic Board level are taken with an understanding of risks and their effective controls.

2.5   Prior to the development of the new five year Programme of Work to 2028, an annual review process supported the development of the single year Programme of Work to ensure that the priorities for delivery remained framed within the most up to date demographic, social, and economic context that exists for the place that is North Lanarkshire, as well as the latest national policy developments and priorities. To ensure the Programme of Work to 2028 continues to remain current, relevant, and deliverable - and takes into account the latest context available from not only the 28 Health Check Indicators, but also the recently published Census results - a mid-term review is underway with the outcome scheduled to be reported back to the Policy and Strategy Committee in cycle 4 of 2025. This wider bank of evidence will help to inform the key challenges and next steps looking forward.

2.6   Traditionally the Policy and Strategy Committee have received an update to the Strategic Policy Framework in cycle 1 each year at the same time as the suite of Programme of Work reports. As the Strategic Policy Framework is now well established and aligned to The Plan for North Lanarkshire, any significant changes from year to year are captured in the Programme of Work as a matter of course. To ensure ongoing alignment though, any key points arising from the policy framework review programme will be reflected within the mid-term Programme of Work review noted in paragraph 2.5.

2.7   The duty of Best Value is aligned to the Accounts Commission's Statutory Direction which directs councils in terms of the "*publication of information as to standards of performance*". To fulfil this duty a new three year Statutory Direction has been published for 2025/26 reporting onwards and, to ensure compliance with the more frequent reporting requirements set out therein, six monthly progress updates will continue to be provided to the Policy and Strategy Committee moving forward. This will both support the Policy and Strategy Committee to maintain their strategic oversight role of The Plan for North Lanarkshire and Programme of Work to 2028 (in line with the Scheme of Administration), as well as ensure the council fulfils its statutory duty in relation to highlighting the impact of activities delivered in line with the Programme of Work priorities.

2.8   Quarterly progress monitoring will continue to be undertaken by each of the Programme

of Work Strategic Board to ensure ongoing monitoring and management of the delivery of the Programme of Work in line with the six dimensions (scope, cost / budget, quality, resources, risk, and within time / on schedule) within which it is being delivered along with the % completed status assessment.

3. Measures of success

3.1 Measures of success will be evidenced through progress being made to deliver the Programme of Work and ensure the council's portfolio of programmes, projects, plans, and activities impact positively on the North Lanarkshire context (evidenced through the 28 Health Check Indicators) and thereby achieve the long-term vision of inclusive growth and prosperity for all (as set out in The Plan for North Lanarkshire).

4. Supporting documentation

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

Des Murray
Chief Executive

5.   Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes ☐ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☐ No ☒ If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.4	**Legal impact** Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes ☒ No ☐ If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? The Local Government Act 1992 established the role of the Statutory Direction to direct the "*publication of information as to standards of performance*". The Local Government in Scotland Act 2003 introduced the duty of Best Value; this requires that councils "*make arrangements to secure continuous improvement in performance*".
5.5	**Data protection impact** Does the report / project / practice contain or involve the processing of personal data? Yes ☐ No ☒ If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes ☐ No ☐ If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes ☐ No ☐

5.6	**Technology / Digital impact** Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)? Yes ☐ No ☐
5.7	**Environmental / Carbon impact** Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact?
5.8	**Communications impact** Does the report contain any information that has an impact on the council's communications activities? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact?
5.9	**Risk impact** Is there a risk impact? Yes ☒ No ☐ If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed? 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 roles - contributes towards mitigating the risks on the Corporate Risk Register for the *governance, leadership, and decision making* risk and the managing strategic
	change risk which has been reframed to reflect 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 delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				Transforming Places		
Town and community hubs	Complete 6 new build Town and Community Hubs, a £35m extension to Chryston High, and up to 18 schools / buildings extended or upgraded to Hubs by 2028 (and progress design development of a further 3 for delivery post 2028) to support the council's asset rationalisation and maximise the efficiency of the asset portfolio in transitioning to a new operating model that will lead to more positive outcomes for children, communities, and the economy across North Lanarkshire.	Mar-23	Mar-27	**Green**	At delivery and ongoing management and monitoring stage.	• Construction work has started on site St Kevin's Community Hub in Coatbridge. • Construction works are progressing well with steelwork erection works now complete and floor slabs, steel framing system, windows and roofing works ongoing at Orbiston Community Hub in Bellshill, with mechanical and electrical works due to commence. • Planning approval has been obtained for St Stephens Community Hub in Coatbridge, with the contract anticipated to be let early in 2025. • Planning approval obtained and contract approved at committee and work started on site at Chryston High extension and 3rd sector early years creation in the Northern Corridor. • Water vole relocation has started and SPEN substation move for pitch (planning condition) is progressing at Gartcosh Community Hub in the Northern Corridor. Expected to commence on site early in 2025.
New supply programme	Deliver 2,000 new council homes between 2023 and 2028 and a further 1,354 by 2035 to help meet housing need and support town centre and community regeneration.	Apr-23	Mar-35	**Green**	At delivery and ongoing management and monitoring stage.	• 2,393 new homes delivered as at December 2024, including 461 in 2023/24.
New supply programme	Review and update the New Supply Programme delivery plan to identify potential opportunities to accelerate / enhance the programme and explore alternative tenure options to support economic and population growth.	Mar-24	Oct-24	**Blue**	Completed or at closure stage.	• Review completed and report to expand the programme by a further 1,000 homes prepared for consideration at the Housing Committee in cycle 1 of 2025 which was approved.
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	Jan-24	Mar-28	**Green**	At initiation stage.	• Work has started to prepare the next Local Development Plan - North Lanarkshire Local Development Plan 2 (NLLDP2). This is a statutory document that sets out the policies and proposals for land use and development in North Lanarkshire. • The timeline for the preparation of the Plan is set out in the Development Plan Scheme and Participation Statement, with the

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
	and employment.			Green		• adoption of NLLDP2 expected in 2027/28. • A range of topic papers have been developed and are available on the council's website as part of the consultation exercise, and face to face public engagement will commence in February 2025.
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	Mar-25	**Amber**	At delivery and ongoing management and monitoring stage.	• Open space audit completed (1,564 sites). Draft Open Space Strategy is behind schedule, but due to go out to public consultation in March 2025.
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	Feb-26	**Green**	At planning and set up stage.	• Policy review and baseline evidence gathering completed. Public and stakeholder consultation commenced 18th November 2024 with a closing date of 17th February 2025. The stakeholder consultation exercise has also included five online workshops, nine drop in sessions, and an in person meeting with the Youth Parliament. • Strategic environmental assessments have been drafted. • The analysis from the public and stakeholder consultation exercise will inform the next steps developments for the Strategy which is scheduled to be reported to committee in cycle 1 of 2026.
Active travel	Create 50 kms of active travel routes by 2028 to help establish a network of safe, accessible walking / wheeling / cycling routes to help people access employment, education, and leisure opportunities, improve health and well-being, and reduce carbon emissions.	Jun-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• 17.2kms of active travel routes created between 2019/20 and 2023/24. • Work progressing or planned on a number of strategic projects including Motherwell town centre, Alexander Street in Wishaw, Glasgow Road in Wishaw, Orbiston Hub in Bellshill, Riverbank Hub in Coatbridge, and Belziehill roundabout in Bellshill.

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.	• Work progressing on delivery of City Deal Programme includes the following:
						  - East Airdrie Link Road - first draft alignment (preliminary design fix 1) complete, and public and landowner engagement taken place.
						  - Ravenscraig access improvements - demolition works complete and value engineering underway to finalise detailed design for inclusion in tender package.
						• Regular updates on the current status of the North Lanarkshire City Deal infrastructure programme are reported to Enterprise and Fair Work Committee, with the latest in November 2024 (link).

Business and	Develop Business and Industry	Mar-23	Mar-28	**Amber**	At delivery and	• Work underway on development of a Business and Industry Strategy

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
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.				ongoing management and monitoring stage.	linked to development of the new Local Development Plan. • At Braidhurst Industrial Estate in Motherwell improvement works are nearing completion to improve and expand available industrial space. • Fusion Assets are progressing works to create new industrial space at Gartcosh, Ravenscraig, Link Park at Newhouse, and Condor Park at Eurocentral.
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) and progress delivery to help create sustainable mixed-use centres that will attract investment in new employment and housing opportunities.	Oct-23	May-25	**Green**	At delivery and ongoing management and monitoring stage.	• Town Action Plans for Airdrie, Motherwell, Wishaw, Bellshill, Kilsyth, and Shotts were developed following public consultation and have been approved by the Enterprise and Fair Work Committee. • £19.5m awarded by UK Government over ten years for Coatbridge. Town Board established. Awaiting revised guidance from UK Government to finalise the investment plan for the first three years (i.e. 2026/27 to 2028/29).
Town centres	Develop Delivery Plan for Cumbernauld Town Centre regeneration and progress redevelopment plans and demolition of the Centre Cumbernauld. *Change: Deliverable wording amended to reflect delivery plan.*	Jun-23	Mar-33	**Green**	At initiation stage.	• First stage of consultation and engagement with businesses and the public has been completed, including a drop in exhibition within the library. More than 1,600 people visited the consultation pages online, with 263 surveys completed and 438 people discussed the plans with council officers at the library exhibition. Most people who visited the exhibition and spoke to council officers were supportive of the regeneration plans and wanted a town centre to be proud of. • Demolition of Fleming House is progressing and plans for the demolition of the shopping centre are on track (estimated to start in 2027). • Procurement of managing agent progressing.
Towers strategy	Complete phase 1 Tower re-provisioning programme of 1,750 flats by 2025/26, and progress phase 2 comprising 964 flats.	Jul-22	Dec-34	**Green**	At delivery and ongoing management and monitoring stage.	• Demolition of all remaining blocks has been completed at Gowkthrapple Low Rise (following delay due to nesting birds) and site clear up will now take place. • Pre demolition surveys are all complete and reports on findings received for Allershaw Tower. • Contractor has commenced initial site clear up works to enable the demolition works to commence at Jackson Court. • Pre-demolition surveys instructed to inform the specification that will be included in the tender for the works at Dunbeth Court. • Cladding removal is programmed to be complete at Allan and Draffen Towers by March 2025 (weather permitting). Surveys at Coursington Tower are ongoing. • Phase one rehousing existing tenants is 90% complete; Birkshaw and High Coats delayed due to Ukrainian resettlement programme.

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				(Green)		• Phase two now under way and good progress being made re-housing tenants.
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.	• Engagement with local community and groups now complete (with links made to wider opportunities in Airdrie area) as is engagement with residents, the community board, and local groups. • 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. • The conclusion of this first phase of Rediscovering Airdrie with a significant programme of public engagement has enabled the development plan and application for final funding to be submitted early in 2025 to support implementation of the next steps.
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	Jun-25	**Green**	At delivery and ongoing management and monitoring stage.	• Programme of engagement events underway with local schools, groups, and wider interest groups and engagement with local people has gathered many stories and objects to enable a complete catalogue of research and materials to now be in place. • Initial work has taken place to prepare vision plans with some engagement with visitors to determine areas of interest. Consultant still to be appointed - linked to decisions with Coatbridge Town Board.
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.
Invest in North Lanarkshire						
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.	• 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		Feb-24	Dec-24	**Blue**	Completed or at closure	• Stakeholder engagement and review of good practice from elsewhere completed. Development completed in respect of the future operating

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
	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.			Blue	stage.	model, including proposed fees and performance measures, and to progress any necessary approvals for changes to staffing. Manager to lead team 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 necessary input from relevant services at an early stage and avoid potential increased costs and/or delays at a later stage.	Feb-24	Sep-24	Blue	Completed or at closure stage.	• Gate check process completed following consultation with relevant internal stakeholders and incorporated within project management guidance and relevant project approval processes.
	Support delivery of allocated sites within the Local Development Plan through development of effective delivery plans.	Mar-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	• 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.	• 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.
	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	Green	At delivery and ongoing management and monitoring stage.	• The CRM system - to record and better co-ordinate business engagement and growth enquiries and measure outcomes - went live during June 2024 and enquiries are now being directed to the new system which links to Bis Account. Staff training and user manuals completed, and enquiries are starting to come in from businesses. Final steps will see system embedded as business usual with reports produced from the system.
Sustainable Futures						
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.) *Change: In October 2024, it was approved through Sustainable Futures to remove the following deliverable from being a self-*	Jan-24	Dec-25	Amber	At planning and set up stage	• Work on a climate plan - the Net Zero Pathway - is underway. • Developing the pathway with costed actions will be challenging in terms of the complex nature of this deliverable. This includes progressing the actions within an uncertain financial climate.

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
	standing action and to incorporate it into the pathway to net zero project/activity (i.e. the deliverable referred to is to prepare and deliver a resourced Climate Adaptation Plan, including biodiversity enhancements, in order to enhance the council's resilience to the current and future changes in the climate and respond to the ecological crisis).					
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 closed landfill sites and energy storage options adjacent to electrical sub-stations.	Nov-22	May-26	**Amber**	At delivery and ongoing management and monitoring stage.	• This aims to establish and implement solar meadows at Auchinlea and Dalmacoulter closed landfill sites and work with the energy providers to agree the next steps. Work continues to progress towards planning permission at these sites which require a full Landscaping Visual Impact Assessment and detailed breeding bird surveys to be undertaken. In addition, ecological surveys are also due to in the first quarter of 2025.
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.	• Work to upgrade and improve communal recycling points / nodes to improve customer service, decrease contamination, and increase waste recycling delivery and installation of bins at all identified sites is complete and monitoring of quality of waste ongoing. • To identify new material innovations used within road construction that use less carbon (i.e. Live Labs 2 decarbonisation of roads) and develop a review process that is supported and used by the industry the first trials of new materials designed to reduce carbon in the roads industry have taken place in North Lanarkshire. Working in partnership with Transport for West Midlands, Amey and Colas, as part of ADEPT Live Labs 2 (a three-year UK-wide £30 million programme funded by the Department for Transport) aims to decarbonise the local road network.

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				(green)		• As part of the programme, the partners have created the Centre of Excellence for Decarbonising Roads (CEDR), which will provide a platform for the identification, development, and sharing of industry best practice for low carbon materials. In 2024 the live trials took place with a range of innovative materials to reduce carbon in the roads industry: a surface rejuvenator which aims to extend the life of the road; products to repair potholes; road marking materials; and a biogenic asphalt solution all of which reduce the carbon footprint of road maintenance operations. • In addition, CEDR has assessed a push-off trailer that is used to transport hot material from the quarry to site and this has higher levels of insulation than traditional vehicles. Regular inspections of the trial sites are ongoing to monitor the condition and performance of each product over time. Other trials are planned with an anti-icing additive for asphalt designed to prevent ice forming on pavement surfaces, reed-based signage material, and the latest asphalt materials. • A report was submitted to the Environment and Climate Change Committee in October 2024 (link) providing an update in respect of the Live Labs project. • Alternative solutions to upgrade the council's recycling centres to enable the acceptance of tipper vehicles and meet statutory obligations in terms of the persistent organic pollutants' legislation have had to be scaled back due to lack of funding. Alternative options are currently being investigated. Additional resources are also required to provide dedicated separate additional collections for fly-tipped materials and separate bulky waste collection service from households. This is currently being carried out using additional cost resources; a service review is underway that will also consider the need for additional capacity.
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 net zero Business Challenge Fund was launched to enabled small to medium sized enterprises to bid for up to £15,000 funding in order to reduce emissions and make their operations more sustainable. • The budget for the Net Zero Fund was £250,000 and during the year there were two rounds of funding, and both were over-subscribed. At the end there was only a £1,367 underspend due to grant values allocated. • A total of 17 projects were funded with a diversity of project types ranging from installation of solar panels to more innovative solutions, new product development and process solutions. • Work is underway to follow up with each of the 17 businesses to

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				(blue cell)		• identify the outcomes and improvements gained from the awards. • Moving forward the Challenge Fund will now be implemented with the main grant funds from 1st April 2025.
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 (EESSH), 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.	Apr-21	Dec-45	**Amber**	At delivery and ongoing management and monitoring stage.	• The council published the North Lanarkshire Local Heat and Energy Efficiency Strategy (LHEES) to meet the statutory deadline. The next phase of this project involved appointment of the LHEES / Network Officer to progress and develop the Delivery Plan. • Net zero led transformation of the visitor gateway at Strathclyde Park is being redesigned to meet the available budget. Design works have progressed, and a stage 1 report is anticipated early in 2025. This is key to finalising technical details of the design which will help the working group confirm accurate costings, timings, and anticipated energy saving outputs which are critical for future grant applications. • Work to develop and deliver energy efficiency projects within the council's non-domestic buildings via the non-domestic Energy Efficiency Framework is on schedule and within budget. The remaining energy conservation measures will be delivered by the end of February 2025. • All lighting in Summerlee Heritage have been replaced with LEDs. Combined heat and powers have been recommissioned at four sites and are operational. Building energy management system (BEMS) optimisation is complete for all project sites. BEMS upgrade on three sites is now complete. • To implement a vehicle replacement programme to assist the council in meeting its low or zero emission targets and consider potential alternative fuel options, a five year plan will focus on improving the efficiency, utilisation, and reduction in operational downtime as well as minimising the environmental impact and setting measurable goals for reducing the fleet's carbon footprint. • Funding allocated in respect of the Glasgow City Region electric vehicle charging infrastructure proposal to establish the best approach for the council (including delivery of the Eco Hub at the Bellshill depot) is being reconsidered, along with alternative funding models, to ensure delivery can be met. • A contractor has been appointed on behalf of all local authorities to extend, operate, and maintain the council's electric vehicle charging infrastructure, in partnership with the Glasgow City Region authorities following committee approval received to enter into the collaboration agreement. • Funding allocated to investigate suitable sites to implement waste streams for the council (before onward processing) along with a

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
						Material Recovery Facility (MRF) in order to improve efficiency of the service, reduce contamination, increase waste recycling, and reduce costs is being reconsidered, along with alternative funding models, to ensure delivery can be met.
						• Funding allocated to ensure adequate charging infrastructure in place at depots, offices, and hubs to accommodate the transition to zero emissions is being reconsidered, along with alternative funding models, to ensure delivery can be met. Capability and capacity exercise completed and next steps to appoint a supplier are being progressed.
						• A report was submitted to the Environment and Climate Change Committee in October 2024 (link) in terms of progress to net zero in council housing stock. This included:
						• Work underway to ensure that all council owned houses achieve a minimum Energy Performance Certificate (EPC) rating of D by December 2025. EPC band D properties have been identified and an investment programme has been prepared in order to increase the overall EPC rating where reasonably practical to do so, within the parameters of costs and technical solutions available. Currently identified E, F, G rated properties being updated as desktop exercise where works undertaken to increase Standard Assessment Procedure (SAP) rating and associated EESSH compliance. Visits to addresses remaining E, F, G after updating exercise planned to confirm rating and identify any works if required.
						• Work underway to develop and implement a plan to ensure that all council owned houses achieve EPC rating of B, or to be as energy efficient as possible, by December 2032. Route map to achieve EESSH2 has been prepared and costed at £430m. The programme towards achieving EESSH2 commenced in Jan 2021, however changes to the criteria are awaited from the Scottish Government to converge activities around EESSH and Net Zero Carbon (NZC). Increased EPC rating through works including 120 properties with photovoltaic solar panels, 110 properties with increased insulation works started. Increased EPC rating through planned works including 180 properties with photovoltaic solar panels, 170 properties with increased insulation works started.
						• Work to develop and implement a plan to ensure that all council owned houses have works carried out to support the council's plan to achieve net zero status by 2045 including the decarbonisation of all heating (e.g. replacement of gas heating with a net zero

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
						system) has been prepared and costed and consideration is currently underway to prioritise areas. • £188m of energy efficiency related contracts were awarded in November 2024 for gas systems renewals, windows replacement, and external wall insulation. • Following implementation of the Energy Audit Voucher scheme (maximum grant value of £2,500) to enable small and medium-sized enterprises to reduce their energy bills or improve how they use their energy, vouchers have been awarded to six companies (totalling £13,750). A further four have been approved and are awaiting evidence from businesses on completion to enable payment. Businesses who have utilised the vouchers have found the audits to be of great benefit to the company and have implemented in most cases the findings of the reports. The scheme is currently under review before moving forward with the next steps. • The expert help scheme (which provides small and medium-sized enterprises with up to five days of fully funded specialist business advice on energy efficiency and net zero topics) has seen advice provided to dix businesses at a value of £13,550. A new framework (including a lot for energy advice / net zero) has been procured and a new scheme will be prepared for implementation from 1st April 2025.
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.	• Currently seeking funding to deliver the remaining projects in the country parks for the future programme. Large scale grant application has been submitted to the National Lottery Heritage Fund for which a decision is awaited. • Implementation of an annual nature recovery programme - to deliver habitat restoration, freshwater restoration, and eradication of invasive non-native species negatively impacting on nature - has been impacted by delays in funding and seasonal variation on availability of contractors for some areas of work (e.g. bog restoration). Confirmation has now been received that funding will carry forward to 2025/26, so procurement is underway for various contracts across local nature reserves and other community greenspaces, watercourse catchments, and school grounds. • Work which has progressed includes the invasive non-native species project which is complete along with corresponding training for volunteers and staff as and treatment of such in local nature reserves across North Lanarkshire. Biodiversity enhancements have been made within four cemeteries, including the creation of wildflower meadows, introduction of bird and bat boxes, improvements to surface water management, and additional tree and hedge planting.

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						• Work continues in the Clyde Climate Forest City Region tree planting project - which aims to increase tree cover in areas most likely to be negatively impacted by climate change and see around 18 million trees being planted in the city region over the next decade, increasing woodland cover in the city region from 17% to 20%. Local areas that have been enhanced include North Motherwell, Wishaw, and Bellshill.
Climate adaptation	Improve North Lanarkshire's assets to be climate resilient with a focus on flood prevention measures.	Jan-22	Mar-34	**Amber**	At delivery and ongoing management and monitoring stage.	• Work is ongoing to implement a tree risk asset management strategy, including establishing the full extent and condition of assets and enable a regime of proactive management. This includes work to analyse ash dieback disease survey data for roadside trees. A report to the Environment and Climate Change Committee in October 2024 (link) provided an update in respect of the work underway in line with the Tree Risk Asset Management (TRAM) Strategy and work in respect of ash dieback disease across the council's tree assets. This report also introduced the draft Woodland and Forestry Framework, setting out the proposed management of woodland sites in council ownership over the next 12 years. • A new burial space strategy has been researched and developed. This aims to deliver replacement cemeteries and extended cemeteries in order to meet the council's statutory requirement to provide sufficient burial space and to do so within a reasonable distance of each community in order to tackle funeral poverty and enable bereaved families to visit graves regularly and without undue cost. As delivery of the strategy depends on suitable land availability, this aspect is ongoing in respect of carrying out thorough site investigations to guide site selection. • A report to the Environment and Climate Change Committee in August 2024 (link) provided an update on burial space needs within North Lanarkshire and actions proposed to provide sufficient new burial space for each community. The report also updates committee on improvement projects undertaken during the last year across active cemeteries. • Construction of a new cemetery at Pather Farm in Wishaw has commenced as has work on site at Coltswood Cemetery to utilise existing space within the cemetery. Site investigations are still being undertaken to confirm site suitability for an extension to New Monklands Cemetery. • To deliver flood risk management and develop plans across the local authority area - in accordance with the Clyde and Loch Lomond Local Flood Risk Management Plan, to enable the council to reduce the risk of flooding and meet its statutory obligations in terms of the Flood Risk

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						Management (Scotland) Act 2009 - a number of activities have been completed. This includes award of professional services contract to Atkins Realis which will identify existing infrastructure (such as trash screens and culverts) that are key assets to managing flood risk effectively, further progression of the Kilsyth Flood Risk Reduction Scheme to outline design stage, and early contractor engagement with Hochtief to derisk the construction phase of the project. • A report to the Environment and Climate Change Committee in August 2024 (link) provided an update on progress to deliver Flood Risk Management Plans throughout North Lanarkshire and sought approval for the methodology of how resources are prioritised to manage flood risk to areas of greatest need (using the progression of flood risk studies, design and works, for example, to areas at greatest risk of flooding).
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.	• Work to deliver the five year Air Quality Action Plan includes making progress on the pledges outlined in the Plan (an example of which includes an active travel strategy - getting people out of cars and providing a network which will enable people to get about North Lanarkshire and beyond by active means), investigating air quality around schools, improving air travel options to community hubs, and ensuring air quality has greater importance in the council's procurement and contract processes, in order to fulfil the council's statutory responsibilities in terms of local air quality management. • Chapelhall and Coatbridge Air Quality Management Areas (AQMAs) revoked with Committee, Scottish Government, and SEPA approval. Croy air monitoring station decommissioned. New air monitoring site at Gartcosh now operational. Input provided to support the development of the Local Transport Strategy consultation which is currently underway.
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-28	**Green**	At delivery and ongoing management and monitoring stage.	• Engagement with schools in climate change campaigns (specifically Earth Hour) to increase awareness and involvement is undertaken annually, with a competition set for the schools to provide pictures or poems to a brief. Work is underway to develop the 2025 thematic brief based on the sustainable future priority. • Following a bid to the Fairtrade Foundation to retain its status as a fairtrade zone, the council was successful and will continue to be a fairtrade zone until 31st May 2027. The Fairtrade Steering Group continue to meet regularly to monitor progress and plan activities. In 2024, a Fair Trade flag was put up at Civic Centre to celebrate Fair Trade fortnight and to raise awareness of Fair Trade in North Lanarkshire. Engagement also taken place with the Co-Op.

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				 		• Financial support is ongoing via three business grant schemes, to new and existing businesses, to help them trade in a more environmental and sustainable way to aid their businesses growth and improve the sustainability of their operations. This is due to complete in March 2025 and work is underway to look at new grant schemes for 2025/26.
Resilient People						
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	**Green**	At delivery and ongoing management and monitoring stage.	• Service has been commissioned and mobilisation is complete through Whole Family Wellbeing Funding (WFWF) to procure universal early help service aligned to new operating model. Newmains Hub began as the pilot area for whole family support, and this was quickly expanded to cover the Wishaw area before being expanded further with the service now available across North Lanarkshire. • To engage and work with local families, staff, and providers to implement and embed the new commissioned early help service within the new operating model and hub roll out - delivery has been targeted from the hubs to consult communities around need, both formally and informally through projects or drop-ins. Learning from the pilot hub and local area is being used to influence delivery across North Lanarkshire. Drop-ins are targeted for Fridays, specifically for families, to raise any issues that may present prior to the weekend or who may require weekend intervention. • The current offer of family support across all council services is under review to develop proposals for sustainable, flexible, and responsive whole family support within the new operating model. Support has been commissioned from the Improvement Service to provide external facilitation around review activity and a subgroup is currently finalising the methodology and scope to evaluate the service and supporting data. • While not yet due to start, initial feedback from the family support provider is a need for cash first and therefore this has been accelerated. This builds on the success of the direct payment initiatives to enable the workforce to use a cash first approach as part of the family support offer to prevent crisis and meet need. Learning is being used to consider how this can be delivered. • Work is underway to create economic opportunities for families by developing employment pathways through the universal early help service and a volunteer co-ordinator is being recruited. Joined up working has been established within family learning in respect of training, accreditation, and learning and to support the next steps in terms of growing Volunteer North Lanarkshire pathways and focusing

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						on employability through existing pathways aligned to hubs.
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 Right for Every Child), and GIRFE (Getting it Right for Everyone).	Jan-24	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• To create local access to whole family support within the new operating model as a core component of community and town hub roll out programme, the early help service has been using the partnership base within the hub and strong relationships with stakeholders are developing. • Model for Newmains and St Brigid's operationalised with Barnardo's and four weekly hub delivery group meets on progress. One Service leads group to accelerate the delivery of wider integrated services through the hubs. • Pathways developed and all partners involved in design and implementation to ensure a no wrong door approach by embedding developments in whole family support within the GIRFEC (Getting it Right for Every Child) and GIRFE (Getting it Right for Everyone) approaches in order that families receive the right support wherever they ask for it. Operational group established to develop and test referral and escalation pathways. • Draft logic model and schematic developed to outline purpose and aims of project to develop a communication plan in order that the values, principles, and purpose of whole family support is understood across workforce and communities. Stakeholders identified and communication initiated. Sway developed for all staff. Individual briefing sessions have taken place between Barnardos and health, education, and other providers. • The creation of an all-age carer working group - to explore and resolve issues and challenges currently facing carers - is progressing as set out in the strategy. The identification of gaps in the current carer support offered by the council is ongoing and will be informed by the work of the all-age carer group. • The North Lanarkshire Carer Strategy has been updated for 2024-27 and approved by the Adult Care and Social Work Committee (link) and is available in the public domain. This follows consultation with parent, carers, and families to ensure a specific section relating to parent / carers in the refreshed Local Carers Strategy.
Accessible and inclusive family support	Implement GIRFE (Getting it Right for Everyone) approach in adult services to improve pathways to support.	Jan-24	Mar-26	**Green**	At delivery and ongoing management and monitoring stage.	• Pathfinder work is progressing, and links have been established with back to basics approach which aim to ensure a clear pathway for people that supports empowerment and aligns with whole family support. • Implementation session and launch completed in respect of a sticky person approach, which is to identify a lead person to assess and engage others to ensure the right response where needed, thus

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				Green		• reducing multiple referrals. Implementation plans drafted for each locality and an enabling approach is operating across services. • An update in respect of the wide range of work being delivered to supporting children, young people, and families was endorsed at the Education, Children, Families Committee in November 2024 (link). This includes an update on a key strand of the Resilient People Programme of Work which is to improve the outcomes for children and their families through a long-term shift in resources to preventative support that gets the right support to families at the right time. • An update is also provided on actions to achieve these aims, including how investment is being used through the Whole Family Being Fund (WFWBF), Scottish Equity Fund (SEF) ,and the Community Mental Health and Wellbeing Support and Services Framework grant (CMHWBF) to innovate and realise the ambitions of Resilient People. The report sets out these approaches at the levels of universal, additional, and intensive supports 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	Oct-25	**Green**	At delivery and ongoing management and monitoring stage.	• Signs of Safety cohort / working group established to take forward the implementation plan, including oversight of a comprehensive training programme for the council and partners. Training programme up and running and has been updated for 2025; this includes bespoke sessions for partners. A workplan is under development which includes a further review and update of relevant policies and procedures. • Signs of Safety evaluation framework has been established in order to measure impact and those who have undergone the training are now using the framework in practice. • Assessment and planning processes for lead professionals in social work have been further refined to incorporate the values, principles, and practice of Signs of Safety and embed the approach; this is also aligned to the implementation of the Mosaic system.
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.	• Kinship and virtual school family support workers are in place and offering family support within identified teams to enhance supports at additional and intensive levels to support and sustain children in kinship care and additional support needs at home. • Recruitment completed for additional support needs (ASN) family support workers who will be managed alongside Family Engagement Support Assistants (FESAs) within community learning and development. This role is being embedded across ASN schools to offer integrated family support across seven days and a needs and gap analysis is underway with a specific focus on ASN.

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				Green		• Work is ongoing to invest in family group decision making and lifelong links to facilitate sustainable and creative solutions that enable children and young people to be cared for in North Lanarkshire. 14 care experienced young people are being supported to re-establish contact with significant people to provide lifelong support and 24 families are being supported to find solutions to keep children within families and prevent care. Following a submission to achieve Family Rights Group (FRG) accreditation, the service has achieved formal accreditation to deliver Lifelong Links. The project is at the stage of consolidating and building on prior successes with the additional resourcing through the Whole Family Wellbeing Fund. • Recent out of authority placements have been made as part of plans to continue to embed and evaluate improvements in integrated approaches to planning for children and adults with complex needs to further reduce the need for placement outwith North Lanarkshire. A representative from Education and Families has now been added to the Carers Oversight Group.
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.	• Recent highlights are approval of the Local Child Poverty Action Report and the annual update of the Tackling Poverty Action Plan by the Wellbeing and Tackling Poverty Committee in November 2024 (link). • This includes an update in service provision across North Lanarkshire in relation to income from employment, holistic supports, reducing the cost of living, and income from benefits.
Tackling poverty and preventing homelessness	Evaluate the impact of the 2023-26 Strategy and Action Plan and develop a revised Tackling Poverty Strategy for 2026-29.	Apr-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	
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.	• Rolling programme of poverty sessions delivered to 400 staff across all council services to raise awareness. Work is underway to develop an online module. • Rolling programme of anti-poverty approaches developed and embedded within all service delivery with a focus on universal services, advice, information and representation, maximising residents' income, provision of money advice, and maintaining / introducing new referral pathways to all services. This includes referral pathways with external partners. • In relation to financial education for children and young people the council is working with a national programme to deliver financial education across all cohorts and work is underway to analyse the

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				(Green)		• results of this programme. • The multiply project continues to provide financial education to working age adults.
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 successfully sustain their accommodation and achieve positive wider life outcomes.	Nov-23	Feb-25	**Green**	At delivery and ongoing management and monitoring stage.	• Housing support service review complete. Report approved at Housing Committee in November 2024 (link) for the re-tender of the housing support contracts.
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.	• 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. Project complete - referrals and outcomes achieved will be closely monitored over the duration of the contract.
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.	• Revised Temporary Accommodation Strategy developed for 2024-29- and approved by the Housing Committee (link). 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.
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	Feb-23	Apr-24	**Blue**	Completed or at closure stage.	• Complete. Fast track system implemented for community care grants for homeless households in temporary accommodation to enable a swifter move into permanent accommodation and to free up temporary accommodation. • Rapid Rehousing Plan funds confirmed, and short life working group have reviewed procedures and processes to improve access to furniture to support tenancy sustainment. Options explored include

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	sustainment outcomes.					supplementing the Scottish Welfare Fund through the furniture fund.
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	Jun-25	**Green**	At delivery and ongoing management and monitoring stage.	• The draft Community Wealth Building Statement was endorsed by the Enterprise and Fair Work Committee in November 2024 (link) and the North Lanarkshire Partnership Strategic Leadership Board - this aims to develop shared partnership understanding and partnership approach to progressing community wealth building. Engagement is planned with services, and stakeholders, before the end of 2024/25 to identify priority areas for the implementation plan, including a reporting schedule and monitoring arrangements.
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-25	**Green**	At delivery and ongoing management and monitoring stage.	• 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. Discussions have taken place regarding the implementation of the Agreement and in terms of measuring the agreement across partner agencies. A review of the council's Framework for Working with Communities is underway and this will be aligned with the principles of the CommUnity Agreement. • Work to review engagement resources / guides available to enable and build capacity across key staff expected to support meaningful and honest dialogue with communities is being further considered along with the review of the Framerwork for Working with Communities. • To ensure action at a local level strengthens representation of equalities groups in local engagement and delivery of Local Outcome Improvement Plan (LOIP) priorities (linked to the council's equalities duties) work has included a targeted approach with Deaf and BAME communities linked to their participation and barriers faced around community safety and local service provision. Consultation is underway on the councils statutory equalities outcomes with one outcome focusing specifically on engagement and participation.
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.	• To progress key actions - to strengthen the role of the community and voluntary sector in the delivery of services and activities associated with LOIP priorities - engagement has taken place with community and voluntary sector organisation regarding delivery of LOIPs. Community Board Conference planned for April 2025 in conjunction with Community Board chairs. • To identify opportunities to build and resource community resilience, 50 groups now hold resilience packs, and all groups have been issued with two way radios and other equipment for community use. • Work continues to engage with more groups and encourage take up of

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				 		the resilience pack model to understand local priorities and ensure challenges are considered going forward • To strengthen connections between locality community planning and health and social care groups - to ensure a focus on delivery of the LOIPs - discussions are underway to better align local partnership delivery mechanisms and draft next steps proposals for consideration at strategic level across organisations. • To enhance engagement with communities across the nine Community Board areas to empower them and help to build their capacity in further support of improving the local approach to community ownership and management of assets, two officers have been recruited to focus on working with local community and voluntary sector to build capacity and raise awareness of the new policy and process.
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.	• Project plan developed and approved by committee to create the framework for North Lanarkshire becoming a trauma-informed organisation. Steering group established with representation from across council to oversee the project and develop and implement the trauma plan across the council. Communications plan agreed and trauma principles introduced to the council's Operational Management Team.
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.	• To strengthen staff care, support, and wellbeing through the integration of trauma-informed principles within the council's Mental Health and Wellbeing Strategy, wellbeing plans incorporating the trauma principles are in development to identify specific needs and supports according to service. In education, for example, this involves trauma walkthroughs to understand experiences and needs. • To ensure children, families, and communities are involved in the design of trauma informed services, a Parent / Carer advisory board is in place with work ongoing with young residents to support the implementation of the UNCRC along with wider family support requirements. A youth conference in November 2024 allowed the voice of young people to influence future serve design and the families here and now service are undertaking community consultation using arts to identify local need in each hub area. This will be used in the ongoing design and delivery of services in each area. Current engagement across education and families, adult health and social care, and procurement is specifically focusing on work to streamline the procurement of services that include lived experience. • A trauma design framework has been drafted to embed trauma principles in the design and environment of schools, town centres,

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						community hubs, and service delivery locations, with the Buchanan Centre being used as the case study. Following final development work and engagement with various services across the council, as well as external organisations, the framework is scheduled to be launched before the end of 2024/25. This will include ways to measure the impact of trauma-informed principles for staff and people who use services. • To promote the awareness, confidence, and skills of staff to use the principles of trauma informed practice, a training plan has been created for rollout that includes use of a training needs analysis tools and identification of trainers with service specific knowledge to allow for materials to be adapted accordingly. • To equip managers with the knowledge of principles trauma informed leadership - in order to support the workforce to respond sensitively and effectively to individuals using council services who are affected by trauma - over 3,000 officers across the council have now undertaken the Trauma Informed Level 1 training with the principles integrated into teacher leadership programmes and over 200 staff have completed the Trauma in Mind course with evaluations noting increased knowledge and skills.
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.	• Engagement continues with the national Promise team to develop method to analyse Human and Economic Cost (HECM) of family support. Asset map of family support created in partnership with Promise and interim findings have been produced by way of a composite story and proposals for next steps. • Baseline costed analysis have been created of individual journeys through support and services using HECM analysis of families accessing support within current service model. • The family support steering group has agreed a broad plan for the progression of work with the national Promise team to understand services and the experience of families and further engagement is planned for February 2025 to finalise proposals and move to the next steps. • To identify and cost current spend of family support functions across the council (including risks linked to temporarily funded services) council officers have completed a high-level financial review of service areas within the Programme of Work. In doing so, and in line with this specific activity action, indicative financial assumptions regarding direct family support, indirect family support, non-transferable (i.e. statutory / ring-fenced) family support, and non-family support have been broadly identified. The output of this activity provides a

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				Green		• contextual financial baseline of council resources which support areas of service delivery within the wider thematic category of family support and therefore this aspect of the action is now complete. • To apply HECM in analysing the impact of the new operating model (and compare outcomes and costs of the traditional service approach and the potential within the new operating model to support sustainable service design) work is underway to engage with staff and families using a three pronged approach to gather information about cost, experience, and process / system - a session is planned for February 2025 (with the national Promise team) to progress this.
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	**Green**	At delivery and ongoing management and monitoring stage.	• Work continues to provide a cash first approach to food crisis and overcome the barrier identified through the food poverty referral gateway. As at December 2024, the council has issued £24,328 cash first payments since December 2023 through 735 individual payments. • From December 2023 to September 2024, 951 residents received a cash first payment (£18,777 for food crisis and £11,418 for fuel crisis). • In 2023/24, the council generated £1.2million in additional benefit income for residents experiencing food and fuel crisis. • A directory has been drafted to map all existing cash emergency payments provided by all council services to better support integrated service provision and the direct payment initiatives. This will be finalised and rolled out in 2025. • Work is underway to establish a framework via piloting the (food crisis) cash first payment to support the direct payment initiatives to reduce stigma and empower families and frontline workforce to tailor solutions to need.
Brighter Futures						
NL academies	Ensure increased skilled workforce employed in roles which fit industry needs and contribute to greater economic outputs.	Apr-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• Completed projects include: - Low carbon learning and Next Gen summit - 274 attended the one day programme. - Tigers Future in Construction - 14 participants supported to gain a qualification, 13 of the 14 participants gained their card to gain a vocational licence, 15 participants supported to engage in life skills, and 11 of the 14 participants (either school pupils or unemployed prior to programme as per their registration form) were supported into employment, including self-employment. - Digital academy - 24 participants were supported to gain a qualification and supported to engage in life skills throughout the programme. - SPEN and Overhead Line Inspectors - 14 candidates are now in

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				Green		jobs. - HNC Construction Management - 15 students are currently undertaking this qualification. • Portfolio of projects for 2025/26 drafted and funding levels agreed by UK Shared Prosperity Fund (UKSPF) Board - mobilisation will commence January to March 2025 for projects commencing from April 2025 onwards. • Progress towards developing university strategic partnerships and linking these to industry needs in order to provide pathways towards employment is being undertaken through the Built Environment Academy and Care Academy. University and college partners attend the Care Academy steering group to link into ongoing workstreams and priorities. • A review of future activities under this deliverable is underway to ascertain the next steps to 2028.
NL academies	Develop employer engagement within each model to ensure full participation and increased work opportunities.	Apr-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• To implement this deliverable, a funding model is being developed to sustain the NL Academy model in working with industry and relevant partners. Progress continues in establishing a Built Environment Academy workstream as part of the Built Environment Sector Board which includes identification of a way of sustaining the Academy model, and development of a business case. • Industry led sector boards within each NL Academy area (Built Environment, Health and Social Care, and Digital) are in varying stages of development - workstreams have been agreed in relation to the Built Environment group, a group has been set up in respect of the Care Academy, with the Digital Academy Board still to be established.
NL academies	Enhance attraction and advance equalities across key industry sectors.	Apr-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• Approval granted for the Modern Apprenticeship rate of pay aligned to Fair Work First principles which enables further discussions around collaborative apprenticeships with NHS Lanarkshire. • Attraction, recruitment, and retention workstreams have been established under the industry led sector board implemented in Built Environment and Care and are currently being progressed in respect of Digital.

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
NL academies	Maximise opportunities to enhance social value through the council's procurement activity. *Change: Following a review at the Brighter Futures Board in November 2024, the Board agreed to establish this new deliverable to widen the scope of securing social value across the council. This new deliverable encompasses two other deliverables previously under the funding and social value theme (i.e. to identify different timescales for funding and any potential gaps and future opportunities and to identify community benefits opportunities linked to each theme).*	Nov-24	Mar-28	**Green**	At planning and set up stage.	• To create and implement a Social Value Framework - to ensure current and new contract arrangements are maximised, integrated, and align to The Plan for North Lanarkshire and the supporting Programme of Work - activities are underway to draft a menu of community benefits. • A review of current contracts has also commenced in conjunction with procurement to inform the analysis in terms of the extent to which social value is currently maximised.
Funding and social value	Identify all relevant funding streams and how they fit together.	Sep-23	Oct-23	**Blue**	Completed or at closure stage.	• Desktop exercise complete in respect of identifying all funding streams to identify how they align and integrate.
Brighter futures curriculum and pathways	Expand pathways and progression routes within key industry sectors to connect to employment.	Jan-23	Jun-24	**Blue**	Completed or at closure stage.	• Complete. 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. • 69 young people completed an HNC in S6. 171 young people completed a Foundation Apprenticeship in key industry sectors. • There is also greater reference to labour market intelligence when secondary schools are designing curriculum rationale. As delivery relies on external partners, a quality assurance cycle has been introduced to monitor this.
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-24	**Blue**	Completed or at closure stage.	• Complete. For academic session 2023-24, all courses are completed in terms of other vocational pathways to increase wider achievement opportunities which target young people, increase additional opportunities available through Future Fridays, and build upon the existing progression pathways available for literacy, numeracy, digital literacy, and computing. As delivery relies on external partners, a quality assurance cycle has been introduced to monitor this.
Brighter futures	Advance equalities within	Jan-23	Jun-24	**Blue**	Completed or	• Complete. Work to advance equalities within curriculum pathways has

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
curriculum and pathways	curriculum pathways 3-18 years.			Blue	at closure stage.	• included the recruitment of job coaches for young people with additional support needs to prepare them for life beyond school and for the world of work, developing the National Certificate curriculum rationale to include equalities and providing training for all heads of establishment, and establishing an advancing equalities forum led by the council's education and employability services. • Group membership has been agreed and terms of reference created. Attendance at follow up meetings low. • Curriculum rationale session offered on ensuring equality within the curriculum to all heads of establishment.
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.	• Complete. Play based approaches have been mapped across primary and are intrinsic to early years delivery. • 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, 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.	• Updates from local employability partners on local labour market - including comparisons with pre covid labour market - are now completed. • New activity reflects the rise in economic inactivity in the labour market and the actions of employability services to engage and support these residents alongside unemployed residents. • New programmes are being designed for 2025/26 that also address economic inactivity; these will be launched in April 2025.
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.	• Development of an Action Plan for North Lanarkshire Industries for 2024-26 is underway with a view to assessing progress at six months. • North Lanarkshire Industries has secured contracts in respect of the future council Hubs and with the State Hospital. • As part of the development of North Lanarkshire Industries, training places will be created to provide support for individuals who are disabled.
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.	• Delivery of the charter continues with assessments of companies applying for charter status or increased status and support to new businesses to join the charter or upgrade their accreditation. Event is scheduled with the justice service. • Review underway in terms of the delivery of the charter and networking events for employers to evaluate their success and identify next steps to 2028.

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Employability and community learning and development	Ensure integration of external employability funding with council led programmes via Local Employability Partnership.	Jan-23	Mar-25	**Green**	At delivery and ongoing management and monitoring stage.	• Both UKSPF programmes are entering their final phase with 529 unemployed or economically inactive residents entering employment from April to December 2024. • In the final quarter of the programme, the focus will be on engaging high numbers of residents to capitalise on the usual uptick in referrals post-Christmas and support as many as possible into work before these programmes close in March 2025.
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-25	**Green**	At delivery and ongoing management and monitoring stage.	• During the previous quarter, a further 10 learners have completed First Aid qualifications and 24 the Royal Environmental Health Institute of Scotland (REHIS) food hygiene course. • 141 SQA certificates in numeracy have been achieved so far in 2024/25. In November 2024, a new National 4 Maths programme was launched which now has 15 candidates taking part. National 5 work is continuing in partnership with New College Lanarkshire. • In 2025 a final cohort of staff will be completing the SQA Conduct the Assessment Process training to allow them to deliver SQA qualifications. The current cohort of staff participating in the SQA Internal Verification course are due to complete this before the end of 2024/25. Frontline delivery will continue around adult numeracy, with over 500 Sum It Up learners anticipated by the end of 2024/25.
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-25	**Green**	At delivery and ongoing management and monitoring stage.	• To support an increased skilled workforce, four staff have secured positive destinations (including university and employment). Nine staff have achieved ICT qualifications. A further three young adults have completed Walk Leader training (in addition to previous four) and 11 have passed First Steps to Youth Work (SCQF level 4). Two Young Adult Project staff gained temporary higher duty community learning and development support worker positions. • All staff from the Young Adult Project are completing their Adult Achievement Award (including residential work) end of year evaluation and personal profiles, which has a strong focus on job search, applications, and interview skills. A celebration event is being planned to showcase the past year including the opportunity to share their learning and employability journey.
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.	• As part of the overall project to develop an English for Speakers of Other Languages (ESOL) pathway for employability programmes and implement a ESOL employability course in partnership with Routes to Work and New College Lanarkshire, 453 distinct learners have engaged in the Resettlement and UASC learning programmes. 2 ESOL employability classes were offered to beginner level ESOL learners from September 2024. This follows the success of 6 ESOL

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				Green		• employability courses to intermediate level learners. 4 small business workshops have been delivered to 52 participants in partnership with Business Gateway to new Scots. The workshop provided new Scots with funding, guidance, and support to turn their ideas into reality. • 4 Unaccompanied Asylum Seeking Children (UASC) young people attended the outward-bound week-long residential trip to build language skills and confidence. As a result of these and other interventions, 154 individuals engaging in Resettlement and UASC learning programmes have now progressed to positive destinations. • Following the success of the wider community employability programme, community learning and development are working with UASCs on a one to one basis to build their confidence and support them to write their CV. Community learning and development is also working with partners to identify potential work experience opportunities. • Future developments will include expanding ESOL opportunities for beginner level learners in particular, and continuing to work across the council on the Workforce for the Future programme.
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-25	Green	At delivery and ongoing management and monitoring stage.	• By the end of Q2, 46% of learners achieving core skills lived in SIMD 1 and 2 data zones. The number of distinct learners gaining core skills across all five core skills areas were: IT 89, Communication 27, Numeracy 208, Working with Others 15, and Problem Solving 11. • A total of 920 youth accredited learning awards were achieved by 772 distinct young people by the end of Q2. • In relation to staff development, a further 5 staff have completed Adult Achievement Award training to support the future delivery of this award. • An Adult Achievement Award celebration event involving over 20 adult learners is planned for February 2025. Staff and volunteers will complete the current PDA in Adult Learning (Level 6) course by March 2025 to develop delivery skills and support quality adult learning.
Volunteering	Establish volunteer baseline, covering current activity, training received, and availability for broader opportunities.	May-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	• Continued engagement across the council and with local voluntary groups including Voluntary Action North Lanarkshire. Second challenge fund finalised to continue to offer support / mentoring to a range of local groups. • Work is underway to increase engagement with Community Boards to explore options for volunteer projects and to continue to work with services on links to community benefit options. This includes ongoing discussions with Hochtief.
Volunteering	Map community partnerships who	May-23	Mar-24	Blue	Completed or	• Complete. Volunteer role profiles developed and details gathered on

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	offer volunteering opportunities and the current offer (baseline).				at closure stage.	• opportunities and forthcoming projects / events for signposting to interested volunteers.
Volunteering	Implement and maintain a system capable of capturing volunteers, skills, training, and opportunities available.	Oct-23	Mar-25	**Green**	At delivery and ongoing management and monitoring stage.	• Volunteer management system secured (Rosterfy) and development almost complete. • Work continues to support accreditation options, particularly Satire Award, with young volunteers and is ongoing with New College Lanarkshire to explore qualification options for volunteers. • Initial work is underway to establish Volunteer NL as SQA centre to deliver volunteer qualifications at 3,4, and 5 to continue to support existing volunteers with qualifications underway. 14 volunteers undertaking the Invest in Volunteering Open University programme.
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.	• Complete. QR codes for the Roserfy volunteer management system developed to improve accessibility from a range of council venues and service delivery points.
Entrepreneurship	Map current entrepreneurship and self-employment provision across North Lanarkshire.	Apr-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• Mapping of all existing entrepreneurship support and activity taking place across North Lanarkshire - provision, geography, and target groups. • Review underway of start-up funding and new scheme being developed. Report in terms of the outcome of a review of business support scheduled to go to committee in cycle 1. The business gateway service have implemented a new Business Support Bootcamp and discussion is underway with Routes to Work to develop routeways to self-employment as a joint project for clients. • A guide is in development for a new start-up grant scheme which will include an online application form.
Entrepreneurship	Develop entrepreneurship activities to drive activity where gaps and provision from the mapping exercise have been identified.	May-23	Mar-25	**Green**	At delivery and ongoing management and monitoring stage.	• Review of operating model for business gateway underway. • Performance to date for North Lanarkshire April to December 2024: - Start-ups - enquiries 798, new starts 217, high growth starts 36. - Existing businesses - 341 enquiries, 229 business engagements, 21 local priority supports, and 27 growth businesses. - Workshops - 500 attendees from North Lanarkshire (local and national), 90 expert helps delivered, 41 specialist surgeries delivered with experts. - Satisfaction - as at September 2024: 86% satisfaction overall, 86% expectations met/exceeded, 89% beneficial to business, 89% likely to recommend, 89% likely to keep using, 91% satisfaction with staff. Target across measures is 80%.
Entrepreneurship	Advance equalities and deliver targeted entrepreneurial support to under-represented groups through	Oct-23	Mar-28	**Green**	At delivery and ongoing management	• In terms of delivering tailored business start-up and support programme to Black, Asian, and other Minority Ethnic people and groups a change is now being delivered by Scottish Asian Business

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	bespoke interventions.				and monitoring stage.	Chamber with 250+ businesses engaged, 75+ new start businesses, and 30+ businesses referred to Business Gateway. • 70+ businesses attended a session at New College Lanarkshire to hear about The Plan for North Lanarkshire and the work of New College Lanarkshire. Referrals are being followed up by business gateway team and 10 businesses have signed up for new degree course at New College Lanarkshire. • Dedicated co-working space established for women in Airdrie and a pilot is underway to establish dedicated co-working space for women in Airdrie (through UKSPF funding) and explore a sustainable business model. Key Achievements to date for project: - 360 women have registered on the HIVEs online platform. 1,239 x 4 hrs of workspace bookings have been made (4,956 hours) during 11 months in 2024. 37 female focused business events have been delivered with 272 female event attendees. 31 referrals have been received into business gateway. - 11 women have accessed 121 mentoring and coaching services in the latter half of 2024. 49 women were supported to be potential entrepreneurs through the HIVE. - 23 female led start-up businesses have been supported to start so far through the HIVE. - 50 pupils from S4-S6 schools in North Lanarkshire have visited the Hive for a Day to *Bee the Boss*. • Contract deliverables are underway to deliver a social enterprise support tender (through UKSPF funding) to support creation of 30 new social enterprises.3 accelerator programmes have been completed since the outset, with 4 sector events delivered and one to one support being delivered to clients. A key challenge has been identifying start-ups, 6 start-up events were organised in localities across North Lanarkshire - take-up was especially low and actions are being identified to increase numbers. A crowd-funding event in January 2025 was well attended. Action plan under development, along with South Lanarkshire, for a joint Lanarkshire Social Enterprise Network. • Opportunities continue to be explored for alternative inclusive ownership models in North Lanarkshire (linked to community wealth building) with discussions ongoing with Business Gateway, Enterprise Development, and Co-operative Development Scotland to develop the programme to be implemented.

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				Green		• In respect of raising awareness of community wealth building, staff training and continuing professional development has been undertaken and business models are now embedded in business start-up workshops. Discussions with Health and Social Care and Co-operative Development Scotland have taken place on a localised programme to support people into care or other supporting roles to establish micro-businesses and collaborative business models
Entrepreneurship	Expand experiential entrepreneurial activities and pathway programmes within education curriculum.	Aug-23	Aug-24	**Green**	At delivery and ongoing management and monitoring stage.	• Work continues to deliver enterprise pathway and enterprising schools award model within education, this has included: - Delivering Enterprising Schools Week where 54 schools were awarded an NLC Enterprising Schools Award that led to all receiving a Scotland Enterprising Schools Bronze Award. - One of the highlights was Dragons' Lair final for S3s which took place at Biocity in September 2024. In total 23 teams across North Lanarkshire's secondary schools participated in the 2024 Dragons' Lair. 6 teams were selected to present to a panel of business experts (UKSE, BDD Pharma, Livn Manufacturing, and Indeglas) at the final. The winner was from Cardinal Newman High. - 10 schools have participated in 17 financial education workshops with 354 pupils attending. - 80 staff took place in numeracy workshops, the Youth Philanthropy Initiative continues across schools and the Kings Trust is seeing increasing numbers through ongoing engagement. - At Cumbernauld Academy, S4 pupils won the Kings Award for Scotland for their App and are receiving support from a Business Gateway expert help provider to develop marketing for their App to support refugees and asylum seekers.
**Digital North Lanarkshire**					
Digital culture, leadership, and knowledge	Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.	Sep-23	Dec-25	**Green**	At delivery and ongoing management and monitoring stage.	• An overview of progress to date from the Digital Culture, Leadership and Knowledge theme was reported to Finance and Resources Committee in November 2024 (link). This focussed on the digital adoption work and the digital maturity assessment survey. • Following on from the digital skills survey in 2021, the results of the 2023/24 survey examined digital adoption across services, (particularly the use of M365) and at various levels. This showed that: - 70% understood the value of the digital workplace - 41% found their work more interesting as a result of applying digital tools - 73% actively supported change - 73% have participated in learning

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				Green		- 52% didn't feel they have opportunities to decide what tools to use for their jobs
						   - 47% agreed with having opportunities to develop new skills and show capability
						   - 76% agreed they found digital workplace tool useful in their jobs
						   - 28% stated using the tools help them feel more valuable in their job; 55% agreed that IT does support personal development
						• Greater insight was also gained into the current thinking of employees across services in relation to digital maturity where, from an overall 16.1% response rate, 82% of respondents were positive about the council's readiness for change / digital adoption and recognised the alignment of change and transformation with the priorities set out in The Plan for North Lanarkshire. There was also a recognition that the tools available have enhanced team collaboration as well as enhancing individual efficiency and productivity. Accessing support for the adoption of new technologies, particularly those under-25, has been highlighted an area to be further investigated, as well as further support that could be given to employees as part of the digital culture change activities.
						• Having established a baseline measurement for digital adoption a digital maturity assessment is under development to further help the council to understand the current state of technology use and extent of digital maturity, and to identify gaps in digital capabilities.
						• Workshops have been held over the winter to develop the next steps and agree a development plan, this includes a focus on engagement and communication, digital champions / leaders, training and support, competencies, and etiquette (for which a NL Announcement was cascaded in January 2025 implementing a Microsoft Teams Calls Etiquette to be adopted across the organisation).

Digital culture, leadership, and knowledge	Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.	Nov-23	Sept-25	**Amber**	At planning and set up stage.	• Initial discussions have taken place on the specific programme currently in existence and aligning this to the needs of a council wide leadership programme to incorporate digital capabilities, including cognitive transformation (thinking differently), behavioural transformation (acting differently), and emotional transformation (reacting differently). • Research work continues to understand the future state requirements for the organisation with digital leadership core competencies and approaches. However, due to competing demands, the end date has been moved to September 2025 to enable a more in-depth and co-ordinated approach; a subsequent risk review considered there was

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						no significant impact on the overall work plan in this respect. Rescheduling of this work was addressed at the aforementioned workshops to create the development plan for digital culture, leadership, and knowledge.
Digital culture, leadership, and knowledge	Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.	Sep-23	Mar-24	**Green**	At delivery and ongoing management and monitoring stage.	• Upon completion, the change management toolkit portal was demonstrated at the Programme of Work Board in December 2024 prior to a formal training programme and launch for a council wide roll out by the end of 2024/25.
Digital culture, leadership, and knowledge	Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.	Mar-24	Apr-26	**Amber**	At planning and set up stage.	• Work has commenced on identifying the appropriate format for a self-assessment tool to allow staff to understand their current level of digital skills and undertake further learning, as appropriate. This aims to upskill the council's workforce to be more digitally capable. • Modules on LearnNL are available to all staff and investment continues in the flexible workforce development fund in digital skills. • The existing education programme has been shared and an assessment of a test of change is now under consideration. • Other areas of activity at the initial stages include identifying leadership capabilities and conclusion of the self-assessment. Both of these items have been discussed in line with the development plan noted above.
Improved customer experience	Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.	Apr-23	Dec-25	**Green**	At delivery and ongoing management and monitoring stage.	• Chat bot functionality went live on the council's website in October 2024 to enable residents to receive automated responses or to chat to an advisor. • Processes / services available for public interaction on the council website now expanded to include MOT / taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online. • Redevelopments of the customer relationship management (CRM) system are underway to enhance processes for staff to route enquiries to the relevant service and improve cross service working and thereby a one council approach. Priorities are being reprofiled to ensure all outstanding development work is completed and the CRM Development Board and its supporting action plan have been refocussed to support delivery, monitoring, and governance of the priority actions identified. • The council's purchase to pay system - as reported to the Finance and Resources Committee in September 2024 (link) - has been

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				Green		redesigned to introduce a standardised approach that ensures a consistent way of working across the council, maximises system integration opportunities, removes / reduces paper based processes, implements electronic invoicing and three way matching, and improves management information. Purchase to Pay refers to the end to end process in which goods and services are purchased and ultimately paid for; this includes all steps from identifying the need for goods and services through to paying a supplier. Final developments are underway in respect of training and awareness sessions, completing all communications with Pecos users, concluding all configurations within Pecos, and developing plans for a soft launch by the end of 2024/25.
Improved customer experience	Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.	Sep-23	Mar-26	**Green**	At delivery and ongoing management and monitoring stage.	• Public consultation on the resources and services required in the digital zone is now complete and data is being reviewed to establish requirements within digital zones for individuals with additional needs and to integrate these into the digital zone offer. • Next phase of the corporate booking system about to start with a digital zones working group leading on integrating the corporate booking system into the digital zone development. • Report submitted to Communities Committee in October 2024 (link) provided an update on immersive room developments and the impacts. Work to expand community use of immersive experience pods and enhance digital experiences within a community and beyond has now seen the fourth immersive room, based in Airdrie library, completed and operational. • Six monthly reports to the Communities Committee - in August 2024 (link) and February 2025 (link) - provided regular updates to support wider public and stakeholder engagement. This includes information in respect of progress of the Driving Digital Locally working group, the intergenerational projects which bring together elderly residents and local primary schools, engagement for the digital zones, the public wi-fi project, online chatbot tool, and status of the new booking system implementation.
Improved customer experience	Ensure an accessible and single source approach to data that supports the organisation by providing insights and evidence that support decision making, planning, delivery, and continuous improvement as well as public	Oct-24	Dec-25	**Green**	At planning and set up stage.	• This deliverable previously comprised four activities which were reconfigured into one to ensure a more streamlined, focussed, integrated, and value adding approach to data across the organisation. To date development work has scoped out the purpose and content of the strategy and identified the relevant existing component parts which require to be incorporated as well as any gaps which require to be filled. By developing a single Data Strategy

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	reporting and transparency.			Green		with a single approach to data, this aims to set the foundations in respect the council's data practices in order to unlock the potential of data and create meaningful insights that support the council in managing services and demand and delivering the Programme of Work in line with The Plan for North Lanarkshire. This incorporates all related aspects of data, including governance, quality, data maturity, spatial mapping, open data, and the supporting architecture and technology.
Digital first operations	Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.	Jan-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• In September 2024, Policy and Strategy Committee considered the new Automation and Generative Artificial Intelligence (GenAI) Framework (link). This sets out the council's AI vision for deploying the technology in an efficient and effective manner in order to support implementation of the AI vision through new digital service delivery models and solutions designed to meet the needs of modern businesses and communities. Next steps developments are underway to develop a plan to identify opportunities for AI functions and deliver the framework. • Contract award for a new housing and asset management system - to improve data management, monitoring, and service delivery across housing - approved at the Housing Committee in November 2024 (link). Next steps developments and finalisation of the implementation plan is now underway. • New case management and scheduling systems - to meet statutory obligations and to improve service delivery and performance management across social care - is progressing with staff training now complete and plans in the final stages to implement the first phase of Mosaic before the end of 2024/25. • Implementation of a leisure and facilities booking systems, including integration with hub place bookings and introduction of compliant and secure payment facilities that accommodate home and agile working arrangements, are progressing with a contract in place and initial supplier meetings held. Services have been migrated to latest version of cloud system with rollout of new pay terminals and installation of gated entry systems across a number of sites is underway. • A report in respect of the asset management practices across the organisation was submitted to the Finance and Resources Committee in September 2024 (link). This updated on progress in respect of consolidating as many assets on to a single solution as possible and reducing the number of business systems used across the council to

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				Green		• manage assets. This also advised of the next steps in respect of a review underway to drive forward the consolidation of assets, both physical and technology (system) related. • Implementation of a new cloud-based Microsoft Teams integrated solution, incorporating virtual voice and digital assistant functionality is underway in relation to the build and testing of a new unified comms platform and migrations of 25 school sites.
Digital first operations	Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	• Implementation of procured Wide Area Network solution and associated technical functionality (such as internet breakout services and continued development and deployment of fibre across North Lanarkshire) is ongoing in respect of corporate requirements. Around 80 sites are now live with a public wi-fi service, and the roll out continues to migrate the remaining 50 sites into the solution. Implementation is however impacted by site surveys and asbestos checks by the external contractor. • Discussions are underway with legal and the supplier to develop and implement a plan to enable internet access for temporary accommodation properties. • Work is also underway in respect of enhancing fibre availability across North Lanarkshire to provide internet access to residents with a strategy being drafted for options appraisal. • Smart Park schemes to gather data within park settings now operational at Palacerigg Country Park and Strathclyde Country Park with units active (and on renewables) and fibre connected, meaning that the data capture process is now underway to enable an initial review from the sensors. • Immersive rooms now live at Airdrie Library, Motherwell Library, Summerlee Museum, and Muirfield Community Centre with services available to the public and partners. • Work to create a digital infrastructure development toolkit and associated processes to enable third party commercial connectivity providers to deliver services across the council involves discussions with Glascow City Council to investigate the potential to re-use an existing process used in their infrastructure model.
Digital first operations	Transition from using paper-based storage to a digital solution for retaining appropriate council information.	Sep-23	Sep-25	Green	At delivery and ongoing management and monitoring stage.	• Tender issued, responses received, and the evaluation process is underway with a view to awarding the tender by the end of 2024/25.

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Performance optimisation	Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.	Oct-23	Sep-26	**Amber**	At delivery and ongoing management and monitoring stage.	• Work is progressing to identify digital and IT spend across the council and develop a model to establish whether this is essential and priority spend but this is a complex process as the council's environment sees hundreds of applications being used council-wide, with detailed knowledge of individual items (users, contractual basis) varying across services and ICT, particularly for long-standing products, purchased without ICT involvement. Additional time is therefore necessary for data capture, as such is critical for the analysis stage of this project. • Baseline financial information has been sourced for matching with Business Continuity / Disaster Recovery Plans and CMDB (configuration management database) and work is underway to capture non-financial information regarding individual products. Expertise has been sought from Gartner to support next steps development in terms of a model to identify priority products to retain, as well as those to terminate or migrate. • Work has progressed to develop and deploy structures and processes that aid the identification and development of operational innovation and that facilitates beneficial service transformation in respect of developing supplier relationships. Funding re-profiled to ensure effectively used once business cases begin to arrive, and eligibility criteria developed and approved. Further details, including information in respect of promoting the Innovation Fund and associated application process, are scheduled to be reported to committee in cycle 1 of 2025.
Performance optimisation	Enhance security monitoring to maintain effective access and control over council data as the council delivers the anticipated increase in its digital footprint.	Feb-24	Dec-27	**Green**	At delivery and ongoing management and monitoring stage.	• To consider areas in relation to security that can be monitored in terms of service delivery and to be able to assess performance against these elements, a range of performance metrics have been drafted and are in the final approval stages prior to implementing the supporting processes to ensure the metrics reach appropriate audience at required intervals. • Work is progressing to review data assets and solutions delivered by or in conjunction with third party providers to ensure that suppliers are consistently assessed and reported upon to enable operational performance to be effectively managed throughout the duration of any engagement and a supplier framework has been drafted. This will be finalised in line with the new Corporate Procurement Supplier Framework scheduled to be launched soon. • Work to develop security standards continues to progress to support existing cyber security controls. This aims to support processes to

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				Green		manage and secure council data and systems, assess the risk associated with data loss, and create an assessment model to provide meaningful, insightful, and simple representation of the cyber rating of data control. Recruitment is under way for a temporary Senior ICT Security Officer post to support the development of improved ICT technical vulnerability management processes.

<div align="center">

One Service

</div>

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024
Workforce	Further develop workforce plans to ensure appropriate succession planning and alignment to the overall Programme of Work.	Apr-23	Apr-28	**Green**	At delivery and ongoing management and monitoring stage.	• To support the delivery of all ongoing workforce and structure changes arising from agreed operating model revisions and future savings (along with ongoing service realignments linked to the future operating model), the HR business partner team have supported Chief Officers and service leads in delivering the changes required. This includes service reviews for waste (for which an update was provided to Environment and Climate Change Committee in October 2024 (link) and the review of community learning and development (link) for which next steps approvals were received from the Policy and Strategy Committee in December 2024. Ongoing HR support also includes ensuring appropriate Trade Union and employee consultations. • Work continues with organisation and workforce mapping to identify plans to support the transition to the council's future operating model. This includes a modelling exercise to review service proposals for employee numbers to operate from a hub base. • Actions from 2023-25 service workforce plans are in delivery. This follow updates to plans in advance of the Best Value thematic audit in relation to workforce innovation in 2024 - for which the outcome report was positive for the council (link). A full refresh of service workforce plans for 2025/26 is underway for roll out early in 2025. • An annual update on One Workforce was presented to the Policy and Strategy Committee in December 2024 (link). This also sets out a progress update on the One Workforce Plan and strategic workforce priorities to 2028, as well as new areas of work aligned to the recommendations for improvement from the Best Value thematic audit report in relation to workforce innovation.
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	*	**Green**	At delivery and ongoing management and monitoring stage.	• * Timescales and actions are determined by the Improvement Service. • Representatives from the council are participating in all of the shared services workstreams which are being led by the Improvement Service, i.e. procurement, local government statutory and discretionary services, development of a digital to-be state for local government, new digital shared services that could be delivered

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				Green		• nationally or regionally, and developing examples of active communities / participatory design. • Through participation in the subgroups supporting the workstreams, representatives from the council respond to requests for information and feedback as required and continue to provide support and critically review / input to the project activities.
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**	Crerar review - at delivery and ongoing management and monitoring stage. Democracy matters - complete.	• * Timescales and actions are determined by the Improvement Service. • Council representatives are participating in all the public sector reform workstreams which are being led by the Improvement Service, i.e. full implementation of Crerar for local government and the development of Democracy Matters 2 as part of the Local Governance Review. • Through participation in the subgroups supporting the workstreams, representatives from the council respond to requests for information and feedback as required and continue to provide support and critical review and input to the project activities.
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.	• Pilot approach complete to maintain strategic oversight of Delivery Plan dependencies and interdependencies to reduce the risk of delayed projects, friction projects, and duplication of effort - this is now being rolled out across the whole Programme of Work. • Hot spots impacting on the effective delivery of the Programme of Work are being identified through the quarterly monitoring reports which are being submitted to each Programme of Work Strategic Board and the Corporate Management Team. Only two significant hot spots were identified during 2024 which required to be escalated for discussion at the Corporate Management Team. • Ongoing oversight through the quarterly monitoring reports enables resources to be kept under review to support delivery of both individual programme of work projects and activities, and also those that cut across the whole Programme of Work thus enabling best use of scarce, and often the same, resources. A resource impact assessment is also monitored through the quarterly monitoring reports which are submitted to each Board and the Corporate Management Team. As at 31/03/24 the Resources dimension showed the greatest variation across all seven Programme of Work priorities in terms of whether it was (or was not) an issue - this showed that 13.8% of the overall Programme of Work highlighted an issue with resources; this decreased to 11.1% as at 30/06/24, 7.1% as at 30/09/24, and 7.6% as at 31/12/24 - this is continuing to be kept under review by the One Service Board in line with wider workforce discussions.

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
Working with other Boards	Ensure practical implementation of Change Management Framework.	Jun-24	Mar-28	**Green**	At planning and set up stage.	• As noted against the Digital North Lanarkshire deliverable, a Change Management Toolkit has been developed to serve as a self-service mechanism and dynamic online resource able to evolve along with new practices, new learning, and learning from experience as progress is made in delivering the Programme of Work. As project management (with its focus on the organisational aspect of change) and change management (with its focus on the people aspect of change) naturally have complementary processes with the same basic underlying aim - to ensure the long-term success of a programme / project (and its impact) - this development supports the council's overall approach to the changes required to deliver the Programme of Work. • Once the closure stage is completed for the corporate toolkit under the Digital North Lanarkshire Programme of Work, this moves to the One Service Board for deployment across the organisation.
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.	• During 2024, a programme of staff roadshows took place to inform staff of the council's strategic vision. The roadshows received considerable investment, with 72 events held across 21 venues in North Lanarkshire. Over 2,200 staff attended the roadshows. The sessions were used to engage with staff on ambitions from The Plan for North Lanarkshire. Engagement from the sessions highlighted positive staff buy-in, e.g. 81.9% of respondents agreed that the Programme of Work was getting it right to achieve the right outcomes.
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	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• Completion certificate received for phase 1 works at Broadwood Hub in Cumbernauld which now allows phase 2 to commence. Phase 2 is proceeding following recruitment for two Hub Co-ordinator roles which took up post at the end of January 2025 and next steps will include a position review with the technical design team on works required. • Kildonan Street redevelopment delivered successfully from end to end in 10 weeks. • Delivery in respect of phase 2 hub space at Calderhead behind schedule due to resource capacity and volume of projects and same teams involved in the same aspects across the programme. Options for out of hours access being taken forward following need to address supplier issue. Recent recruitment noted above will help to bring this back on schedule. • Work in respect of continuing to expand the number of integrated hubs across the existing estate is progressing in line with the Strategic Asset Review and Investment Strategy (SARIS) report approved at Policy and Strategy Committee in September 2024 (link). • As part of the development of the Cumbernauld Hub, the Housing

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				 		team has successfully relocated from Fleming House to Bron Way; awaiting decision following facility support services review / required consultation before further moves within Bron Way. Town hub proposals at early stages.
						• Work to gather a baseline understanding of future service delivery arrangements / requirements as part of phase 2 for the 3-5 year transition to council's future operating model is complete. To tie into the direction set by the aforementioned SARIS report, further modelling work will be undertaken to review and update the baseline to provide the intelligence needed to inform next steps investment.
						• The One Service Strategic Board has now concluded reviews of all service areas in respect of workforce planning; this was reflected in the One Workforce report in December 2024 (link). A summary of common issues arising from the presentation (in relation to workforce gaps, services transitioning towards the future operating model, and digital transformation) is being collated to inform the next steps which - along with the overall aims of the Programme of Work - are also being considered within the context of the year three Best Value thematic audit in relation to Transformation. This will inform One Service Board discussions on next steps to support the transition to the council's future operating model in line with approved service reviews, ongoing service redesign, and transformation. An update on delivery of the One Service programme of work was presented to Policy and Strategy Committee in December 2024 (link).
						• Work is ongoing with the Health and Social Care Partnership around GIRFE (Getting it Right for Everyone) to strengthen early access to supports and services through new ways of working within a community hub model. Initial scoping session held to determine requirements and capacity to deliver from hubs in support of four large screening areas. Focus group completed with Active 60 group to engage in digital zone work. Next steps will be to work on a proof of concept using the Chryston Hub.
						• To develop a proof-of-concept model to implement early and inclusive family support enabled through the community hub model with a no wrong door approach, work has commenced on scaling up across communities the model in place at Newmains and St Brigid's Hub.
						• To operationalise a model for new community hubs to support the transition to future operating model, phase 2 has been accelerated following the report to Policy and Strategy Committee in June 2024 (link) and subsequent approval in December 2024 (link) for hub direction. Next update scheduled to be submitted to Policy and

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
						Strategy Committee in June 2025.
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.	• To support the redesign of home support services to enable locality integrated teams and a phased approach, engagement with the service is complete and needs for Bellshill have been identified. Proposal for first floor space has been prepared and work is underway with teams transitioning into the new space to assess usage and further reconfiguration opportunities. Further engagement planned with housing and home support regarding proposals in line with needs. • To create a One Service operating model within the remaining estate a number of areas of activity are underway, including work on asset rationalisation projects and the redesign of Bron Way and Dalziel Building with the schedule of works now confirmed. Implementation of the hybrid model for the Civic Campus is now complete. • Work to identify technology priorities using the digital framework aligned to the future operating model and its phased approach is now complete. Implementation has moved to the Digital North Lanarkshire programme of work where activities underway include identifying the solution for MFD (multi-functional device) access for staff, progression of digital zones (including taking forward the zones at Buchanan Centre and Chryston Community Hub), testing remote access solutions and rolling this out across identified hub spaces, and developing a solution for external partners' access. • Work is ongoing to implement a corporate telephony solution to support the introduction of a single contact number and secure payment portal for the council, with basic functionality currently being delivered (including dashboard, skills based routing, messaging, directory) which will allow system rollout to commence. • To widen the scope of the current Community Asset Transfer Policy to include all requests from communities to use, manage, lease, or take ownership of council owned assets, a Community Ownership and Management of Assets Policy was approved at Policy and Strategy Committee in June 2024 (link). Community requests are now being assessed under the new policy. Since then, mapping has been completed to identify community interest in facilities. Review is complete in respect of the role of the corporate and leadership groups (including updated terms of reference and a policy implementation plan, capital funding criteria developed, and recruitment and appointment of two dedicated officers to promote the new policy and build community and voluntary sector capacity around community ownership and management of assets). New community asset capital

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
				■ Green		fund launched on social media. • The move to a cloud based service to support the council's approach to customer facing communications around more coherent marketing of assets (linked to corporate booking system) has been delayed but discussions continue to be able to move forward with this as soon as possible, this includes developing a proof of concept for the hub model that uses Coatbridge assets in the pilot.

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

Key to RAG status	
Blue	Delivery is complete.
Green	Delivery is on track and in line with the six dimensions within which the project / activity is being delivered (i.e. scope, cost / budget, quality, resources, risk, within time / on schedule) and the % completed status is as expected as at the time of the delivery assessment.

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

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref DM/SL **Date** 13/03/25

The latest North Lanarkshire context, challenges, and next steps

From Des Murray, Chief Executive

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Executive Summary

The Plan for North Lanarkshire is supported by a suite of high-level Health Check Indicators that collectively provide the context for North Lanarkshire as a place.

By providing the local demographic, social, and economic profile these indicators were key to shaping the long-term vision set out in The Plan for North Lanarkshire when it was approved in 2019, and they have continued to provide a robust, consistent, and independent way of assessing progress since then. The suite of indicators has also played an important role in terms in informing the council's strategic planning process through the Programme of Work.

The latest results for each of the 28 Health Check Indicators now reflect a period after the pandemic. This has enabled a much clearer interpretation of the impact of the pandemic on what The Plan for North Lanarkshire set out to achieve when it was established. The impact can be seen in much of the data for the years 2020 and 2021 (the pandemic years) compared to 2019 (pre-pandemic) and 2022, 2023, and 2024 (the aftermath of the pandemic). Notwithstanding this, there remains significant gains when comparing the latest results available to the baseline set when The Plan for North Lanarkshire was established in 2019 - as set out in the summary in Appendix 1.

The latest results show positive trends in a number of key economic and social indicators, including:
· Gross weekly pay continues to show a positive increase for the third year in a row; wages are level with the national average. For both full-time and part-time workers, the gap in the hourly rate of pay between males and females continues to narrow and remains smaller than it is nationally.
· Following a period of decline and slow recovery, self-employed rates are now showing a marked improvement that returns this position to pre-pandemic levels.
· Economic growth continues to show a positive picture with the latest results showing an increase of almost 9% in gross value added per head.
· The number of working age people claiming employment related benefits has continued the gradual downward trend that was first experienced towards the end of 2020 and is now 8% lower than The Plan for North Lanarkshire baseline.
· School exclusion rates continue to show significant improvement for both measures in relation to all pupils and looked after children, with the latest figures now below the national average and the comparator figures for similar councils.
· The gap in educational attainment between overall results and results for pupils living in

the 20% most deprived areas shows a decline compared to recent years and is lower than the national average.
- Life expectancy for males in North Lanarkshire has shown a small gain following two data series dips in a row.
- Satisfaction levels for carers feeling supported to continue their caring role has improved in the most recent survey.
- North Lanarkshire's waste recycling rates have reached an all-time high and are now above the national average.

Further information and analysis in respect of the latest results for the 28 Health Check Indicators is set out in the deep dive in Appendix 2.

As noted in the Programme of Work achievements report on the agenda today, the suite of Health Check Indicators continue to play an important role in informing delivery of the Programme of Work to 2028 to ensure that the stubborn scale of deprivation in areas that are hardest to reach is targeted through policy developments that are focused on tackling unstable trends and improving social conditions. This is a critical aspect to ensuring the success of the place based ambition of The Plan for North Lanarkshire, as both place-based regeneration and person-based policies need to cross policy sectors and be developed and implemented in tandem - as well as integrated with wider investment and poverty reduction strategies - if transformational change is to truly make a difference.

As such a mid-term review of the Programme of Work is underway that is informed by the latest results for the 28 Health Check Indicators as well as supplementary evidence and context. A broad overview of this review is set out in Appendix 3 for information.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1) Are aware of the key role that the Health Check Indicators play in providing the place-based evidence base from which progress in delivering The Plan for North Lanarkshire can be regularly assessed, and
(2) Take cognisance of the latest results set out in this report and accompanying appendices, and the successes and challenges summarised in paragraphs 2.4 and 2.5 respectively.

The Plan for North Lanarkshire

Priority   All priorities

Ambition statement   All ambition statements

Programme of Work   Statutory / corporate / service requirement

1.   Background

1.1   Since The Plan for North Lanarkshire was established in 2019, it has been supported by a suite of 28 Health Check Indicators from the Strategic Performance Framework which aim to collectively provide the context for North Lanarkshire as a place.

1.2   This suite of measures has been used constantly to provide a robust, consistent, and independent evidence base to (a) inform strategic planning and delivery priorities, and (b) demonstrate progress in delivering the Programme of Work and achieving the vision

of inclusive growth and prosperity for all as set out in The Plan for North Lanarkshire.

1.3 In practice, these measures:
- **Are long-term measures whose role is to assess the state of a nation**, i.e. North Lanarkshire. As it can take time to see the impact that outcome focused planning has for people and communities, maintaining a consistent approach to measuring progress and reviewing and reporting the results helps to ensure the focus remains steadfast on what The Plan for North Lanarkshire aims to achieve. This approach avoids the temptation to resort to short-term measures that don't help sustain the long-term focus required to achieve the long-term vision.
- **Aim to provide a high-level impact assessment** of the work of the council and partners on North Lanarkshire's economy, its people, and its communities. It is recognised though that the long-term nature of some investments, time-lags from investment to seeing results, and the need to make assumptions of impact (comparing, for example, scenarios that consider impact if there had been no portfolio of council activity delivered at all) need to be taken into account in this assessment.
- **Comprise a small number of wider landscape measures** which focus, where possible, on outcomes rather than outputs. In doing so it is recognised that it is not easy to measure outcomes, or to separate out specific impacts on outcomes in terms of improving people's lives as there are many factors in this respect that are outside the direct control of the council.
- **Are sourced from externally produced statistics**, i.e. they are not statistics calculated by the council and, as such, they provide an external and independent verification.
- **Are available nationally** to enable a comparison of North Lanarkshire's performance against other local authorities and the national average.

1.4 This report herewith continues the practice established in 2023 with a separate report that sets out the current North Lanarkshire context. As well as demonstrating the change in performance from the baseline set at the time when The Plan for North Lanarkshire was established, this year's report comprises a deeper dive into the data and trends that sit underneath the 28 Health Check Indicators in order to ascertain the underlying factors key to informing delivery of the Programme of Work to 2028 and its priorities.

2. Latest results

2.1 The suite of 28 Health Check Indicators has been updated with the most recent data published and available; this data and the latest commentary on the North Lanarkshire context is set out in Appendix 1. Note, to aid interpretation and ensure the results are reviewed within the appropriate context, the indicators depicted in Appendix 1 are not set out sequentially, rather they are set out in clusters where there are clear linkages to consider. A contents page (with quick links) is included in Appendix 1 to provide a means by which to easily navigate through each of the indicators.

2.2 The latest results for the 28 Health Check Indicators set out in Appendix 1:

- Are presented to show the North Lanarkshire position within the relevant context, such as family group or national averages.
- Include graphs displaying a long-term time series (where available) in order to show, for example, trends over time that cover before, during, and in the aftermath of the pandemic. Note, some national data sources recalibrate their time series at every publication, where this is the case the most up to date data is reflected in the results presented in the Appendix.

- Incorporate supplementary measures, commentary, and analysis, where appropriate for added interpretation. This year's deep dive into the 28 Health Check Indicators, and the underlying measures supporting them, aims to clearly show the North Lanarkshire context in more specific detail.
- Reflect the baseline for The Plan for North Lanarkshire in the North Lanarkshire commentary. This baseline was established using the most up to date data available at the time The Plan for North Lanarkshire was approved and monitoring began. This allows for improvements to be identified over the lifespan of the council's corporate strategy.

2.3 Even with a time lag in some nationally published data, the latest results for all indicators now reflect a period after the pandemic. This has enabled a much clearer interpretation of the impact of the pandemic on what The Plan for North Lanarkshire set out to achieve when it was established. The impact can be seen in much of the data for the years 2020 and 2021 (the pandemic years) compared to 2019 (pre-pandemic) and 2022, 2023, and 2024 (the aftermath of the pandemic). Notwithstanding this, there remains significant gains when comparing the latest results available to the baseline set when The Plan for North Lanarkshire was established in 2019.

2.4 For the small number of indicators which are measured quarterly, this data continues to show a number of significant and positive trends that are encouraging. These successes are even more noteworthy given the challenging backdrop they have been achieved against. The following represents a high-level summary of key successes where new data has been available to provide an updated position in this year's report.

- The last two year's annual performance update reported that the gross weekly pay for local residents was higher than the national average, as shown in Figure 17a in Appendix 2. This position continues in the latest data which shows the gross weekly pay for North Lanarkshire's residents has reached £740.40 in 2024 compared to £740.00 nationally. This is an increase of 4.1% (£29.40 per week) in North Lanarkshire over the year compared to 4.3% (£30.60) nationally. Figures 17c and 17d show that the gap in hourly pay for full-time and part-time male and female workers has significantly narrowed over the period of The Plan for North Lanarkshire with this gap consistently being narrower than it is nationally.
- Following a period of decline of slow recovery, self-employed rates are now showing a marked improvement that returns this position to pre-pandemic levels (5.4%). The latest figures show that 7.3% of the working age population in North Lanarkshire are in self-employment (Figure 18k in Appendix 2).
- In the years prior to The Plan for North Lanarkshire baseline of 3.5% in December 2018, the number of people claiming employment related benefits had remained relatively low, increasing only to 3.8% in March 2020 (Figure 20a in Appendix 2). 2020 figures clearly showed the immediate impact of the pandemic with an increase to a high of 7.2% in August 2020 which was in line with trends nationally. After August 2020 figures started on a relatively downward trend (albeit more gradual towards the end of 2022 and into 2023), with figures as at December 2023 showing 3.3% (7,270) of the working age people now claiming one or more of the key benefits in North Lanarkshire. This improvement has continued over the last year with figures as at December 2024 showing 3.2% (7,070) of the working age people now claiming one or more of the key benefits, compared to a national average of 3.1%.
- Prior to the pandemic, North Lanarkshire had one of the strongest and fastest growing economies in Scotland, with significant growth year after year and strong business growth with an increase in the number of businesses per head of population and jobs safeguarded through support to businesses. Recent figures (Figure 16a) show the local economy continues to grow with North Lanarkshire's

growth rate increasing 9% from the previous year (Figure 16b), just below the national average of 10%. The extent of sustainable growth in North Lanarkshire can be seen by its ability for strong recovery after the pandemic - Figure 16b shows movement from a position of -3.1% during the pandemic to the latest figure of +8.9% in two years - the highest growth level over the period of The Plan for North Lanarkshire.

- School exclusion rates continue to show significant improvement for both all pupils and looked after children with the latest figures now below the national average and the comparator figure for similar councils (Figures 14a and 15a). Exclusion rates in North Lanarkshire are now the sixth lowest in Scotland for looked after children.
- The gap in educational attainment (Figure 12b) between overall results and those for pupils living in the 20% most deprived areas (12 percentage points) shows improvement for the second year in a row and is lower than the national average (16 percentage points).
- Life expectancy for males in North Lanarkshire has shown a small gain for the second year in a row, following a dip in the preceding years (Figure 23a).
- Satisfaction levels for the proportion of carers feeling supported to continue their caring role has shown an increase in the recent survey.
- North Lanarkshire's waste recycling rates have reached an all-time high (46.7%) and are now above the national average (43.5%) and the comparator figure for similar councils (40.4%).

2.5   Previous annual performance reports to the Policy and Strategy Committee (in March each year) have provided commentary which reflected on the impact of the pandemic, and the resultant social and economic effects which were considered to have affected vulnerable people and communities more intensely. As a result, it was considered there was a danger that already unacceptably high levels of deprivation and child poverty would become further exacerbated and while the residual effect in this respect does remain in some indicators, there are significant improvements to be seen. However, when the data in Appendix 2 is reviewed and considered in its entirety this shows there are also pockets of areas across North Lanarkshire that are benefiting from these improvements more so than other areas which means the position remains fragile and therefore susceptible to any wider (and uncontrollable) economical or environmental impacts on society. Challenges therefore remain:

- After a period of significant improvement in breastfeeding rates the latest figures remain unchanged from last year in that 30% of babies in North Lanarkshire are breastfed at the 6-8 week review and getting the best start in life (Figure 09a in Appendix 2). While this is an improvement from The Plan for North Lanarkshire baseline of 23.1% further analysis of other related measures show this rate is 50% at the first review point (10-14 days old) suggesting further work is required to secure sustainability in breastfeeding over time.
- While improvements had been noted in a reduction in the proportion of children in poverty over the period of The Plan for North Lanarkshire (Figure 22a in Appendix 2 shows the decrease from 25.2% to 23.2%), the latest figures show a reversal in this respect for the second year in a row with rates now reaching 26.9%. While this change in trend is in line with the national average, it remains a concern as almost one in four children in North Lanarkshire are living in poverty - higher than the national average of just over one in five children. Of particular concern is the disparity across North Lanarkshire's communities which is starting to show changes across areas over time (Figures 22c, 22d, 22e).
- Figures 18a and 18b in Appendix 2 show that the proportion of the working age population who are economically active now sits at 74.7% (compared to The Plan for North Lanarkshire baseline of 77.9%). This represents an estimated 164,100

residents who are economically active in North Lanarkshire. While this is a decrease from pre-pandemic levels (170,700 in March 2020), there has been significant fluctuation in the figures over the years since and the trend does not yet appear to have stabilised.

- While Figures 18a and 18b in Appendix 2 show that the proportion and number of the working age population who are economically active had shown intermittent encouraging signs of improvement, the deep dive in this respect shows 25.3% are economically inactive (Figures 18c and 18d). Of those recorded as being economically inactive, there remains 90.9% of the working age population (an estimated 49,500 people) who are currently recorded as not wanting a job. Fluctuations continue in the data for the reasons for this in terms of whether people are retired, students, looking after family/home, or long-term sick. Of those long-term sick (Figure 18j), the latest figures show an increase over the period of The Plan for North Lanarkshire baseline estimates from 15,800 to 27,000).

- The deep dive into the latest business survival rates in North Lanarkshire shows a varying position and an increase from 54% to 55% in previous year, albeit this trend does follow the national average (Figure 19a). The deep dive into this data shows that the early years of implementing The Plan for North Lanarkshire was impacted by the pandemic. However, this still remains a positive number of active businesses each year over the period of The Plan for North Lanarkshire, especially considering the figures clearly show an impact of the pandemic that is being stubborn to fully recover from.

- Following previous year's figures which showed the change in recorded crime in North Lanarkshire to be lower than the national average, this position has moved with local rates reaching + 4% which while higher than the national average of + 3.6%, it does follow the national trend. Notwithstanding the impact of the pandemic on the number of recorded crimes, the number of crimes in North Lanarkshire recorded by the police has not returned to pre-pandemic levels and remains lower than The Plan for North Lanarkshire baseline (Figure 06b). Figure 6c provides a breakdown of the crimes recorded by category with crimes of dishonesty remaining at the highest level over the years, albeit showing gradual reductions.

Next steps

2.6   As noted in the accompany report on the agenda today in respect of the *Programme of Work achievements to date*, a mid-term review is underway to ensure the Programme of Work to 2028 continues to remain current, relevant, and deliverable - and takes into account the latest context available from not only the 28 Health Check Indicators, but also the recently published Census results. A broad outline of the context within which this review is being undertaken is set out in Appendix 3; this will be supplemented by a wider bank of evidence during the review to help build on the key challenges and inform the next steps looking forward. The outcome from this review is scheduled to be reported back to the Policy and Strategy Committee in cycle 4 of 2025.

2.7   By collectively providing the local demographic, social, and economic profile, the suite of Health Check Indicators were key to shaping the long-term vision set out in The Plan for North Lanarkshire when it was established in 2019. As such, these indicators will continue to be regularly monitored, assessed, and reported in order to provide a consistent mechanism to assess progress in delivering The Plan for North Lanarkshire through incremental short-term changes and impacts, while maintaining a focus on improving outcomes in the long-term. As such a six-monthly interim update is incorporated into Programme of Work reporting to the Policy and Strategy Committee, to complement the annual report and deep dive in cycle 1 each year.

3.   Measures of success

3.1   Measures of success will be evidenced through progress being made to deliver the Programme of Work and ensure the council's portfolio of programmes, projects, plans, and activities impact positively on the North Lanarkshire context (evidenced through the 28 Health Check Indicators) and the achievement of inclusive growth and prosperity for all (as set out in The Plan for North Lanarkshire).

4.   Supporting documentation

4.1   <u>Appendix 1</u>:   28 health check indicators - summary of latest results and RAG status.
       <u>Appendix 2</u>:   28 health check indicators - deep dive into the latest results and the North Lanarkshire context.
       <u>Appendix 3</u>:   Programme of Work mid-term review - overview.

Des Murray
Chief Executive

5.   Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes ☐ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☐ No ☒ If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.4	**Legal impact** Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes ☒ No ☐ If Yes, have all relevant legal impacts been discussed and agreed with Legal and

Democratic?

Yes ☒　　　　No ☐

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

The Local Government Act 1992 established the role of the Statutory Direction to direct the "*publication of information as to standards of performance*".

The Local Government in Scotland Act 2003 introduced the duty of Best Value; this requires that councils "*make arrangements to secure continuous improvement in performance*".

5.5	**Data protection impact**

Does the report / project / practice contain or involve the processing of personal data?

Yes ☐　　　　No ☒

If Yes, is the processing of this personal data likely to result in a high risk to the data subject?

Yes ☐　　　　No ☐

If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk

Yes ☐　　　　No ☐

5.6	**Technology / Digital impact**

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

Yes ☐　　　　No ☒

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

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

Yes ☐　　　　No ☐

5.7	**Environmental / Carbon impact**

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

Yes ☐　　　　No ☒

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

5.8	**Communications impact**

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

Yes ☐　　　　No ☒

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

5.9	**Risk impact**

Is there a risk impact?

Yes ☒　　　　No ☐

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

Ensuring an evidence based approach to strategic planning, performance monitoring, and stakeholder reporting contributes towards mitigating the risks on the Corporate Risk Register for the *governance, leadership, and decision making* risk and the managing strategic change risk which has been reframed to reflect 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?

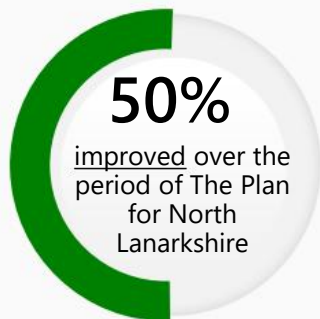|	Yes ☐ No ☒ If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.
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 ☐

The Plan for North Lanarkshire 28 health check indicators

Key to diagram

Indicator title
latest results
% change from baseline
The Plan for North Lanarkshire baseline figure

50% improved over the period of The Plan for North Lanarkshire

50% not improved over the period of The Plan for North Lanarkshire

as at March 2025

Indicator	Latest	% change	Baseline
Gross weekly pay	£740.40	+ 35.7%	£545.70
Benefits claimants	3.2%	- 8.6%	3.5%
Growth in GVA per head	£27,131	+ 28%	£21,188
Employment in sustainable tourism	29.4%	+ 14.8%	25.6%
GVA per head sustainable tourism	£15,635	+ 8.2%	£14,449
Pupils gaining 5+ awards at level 6	35%	+2.9%	34%
Pupils gaining 5+ awards at level 6 (SIMD)	23%	+ 15%	20%
School exclusion rate, all pupils	11.6 per 1,000 pupils	- 67%	35.1
School exclusion rate, looked after	26.7 per 1,000 pupils	- 91.6%	317.9
Breastfeeding	30%	+ 29.9%	23.1%
Household waste recycled	46.7%	+ 13.6%	41.1%
Population estimates	341,890	+ 0.6%	339,960
Est housing by tenure	159,021	+ 2.5%	155,155
Positive destinations	94.7%	+ 3.2%	91.8%
Net migration	1.61 per 1,000 population	- 30.6%	2.32
No formal qualifications	14.3%	+ 5.1%	13.6%
Supported at home to live independently	67.7%	- 10.2%	75.4%
Supported at home to improve / maintain quality of life	67.7%	- 10.4%	75.6%
Carers supported to continue in caring role	28.5%	- 14.2%	33.2%
Economically active	74.7%	- 4.1%	77.9%
Children in poverty	26.9%	+ 6.7%	25.2%
Neighbourhood rating as place to live (SIMD)	88%	0%	88%
Neighbourhood rating as a place to live - all	93%	- 2.1%	95%
Life expectancy at birth - male / female	74.9 / 78.7	- 0.5% / - 0.9%	75.3 / 79.4
Children with no concerns at 27-30 month review	79.6%	- 1.7%	81%
Businesses 3-year survival rate	55%	- 6.3%	58.7%
Change in recorded crime	4%	+ 21.2%	3.3%
Population projections	-0.9%	> -100%	+ 0.1%
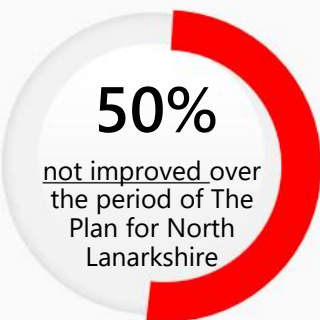
The Plan for North Lanarkshire

Strategic Performance Framework: the North Lanarkshire context

as at March 2025

LIVE
LEARN
WORK
INVEST
VISIT

Contents

C17: Gross weekly pay - residents (full-time employees)

Measuring this indicator will tell us if we have: Increased the earnings of people who live in NL.

What success looks like: Earnings for people who live in NL continue to grow on a par with national levels.

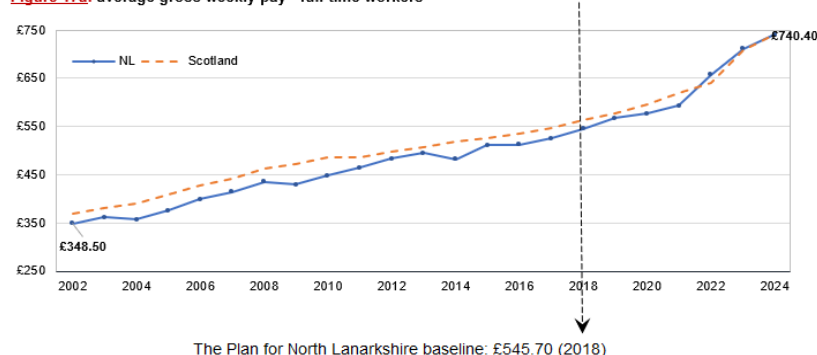**Figure 17a:** average gross weekly pay - full-time workers

The Plan for North Lanarkshire baseline: £545.70 (2018)

Figure 17b: average gross weekly pay - gap between NL and Scotland

The Plan for North Lanarkshire baseline: gap of -£17 (2018)

Figure 17c: gap beteeen average hourly pay (excluding overtime) for full-time workers between males and females
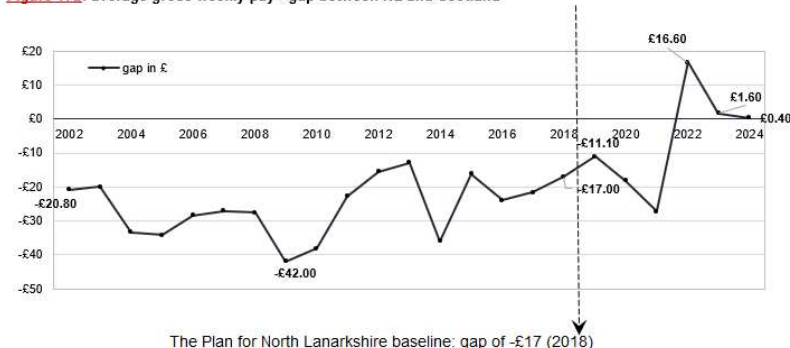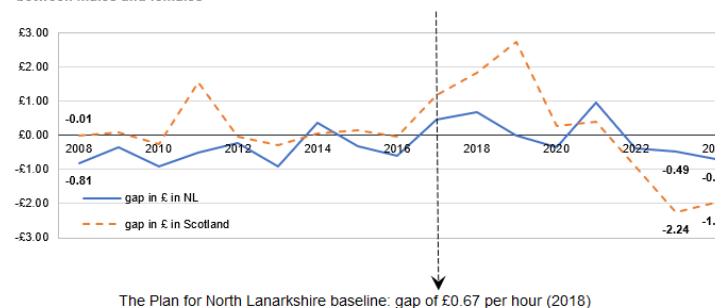

The Plan for North Lanarkshire baseline: gap of £1.66 per hour (2018)

Figure 17d: gap beteeen average hourly pay (excluding overtime) for part-time workers between males and females

The Plan for North Lanarkshire baseline: gap of £0.67 per hour (2018)

Notes:

- All data above is derived from a single annual survey of hours and earnings; it therefore represents a sample of the population.

The latest North Lanarkshire commentary:

- Gross weekly pay for NLs residents became higher than the average earnings for Scotland for the first time ever in 2022; latest results shows this positive position remained into 2023 and 2024 (as shown in Figure 17a). In 2022, gross weekly earnings for NLs residents were £657.90 (compared to a national average of £641.30) - this increased to £711.00 in 2023 (compared to a national average of £709.40) and has increased again to £740.40 in 2024 (compared to a national average of £740).
- Traditionally, while wages have risen steadily for the people who live in NL, this had previously been at a lesser rate than average earnings for Scotland. The Plan for North Lanarkshire baseline set in 2018 saw gross weekly earnings to be £545.70; at the time this was £17 lower than the national average of £562.70. Prior to this the widest gap in average earnings for NL compared to Scotland was £42 in 2009 before the gap reduced to its narrowest point in 2019 (£11.10) just before the pandemic.
- Figure 17b shows the difference between the average gross weekly pay in NL compared to Scotland, which has improved over the period of The Plan for North Lanarkshire from £17 lower to £0.40 higher.

Average hourly pay - full-time workers

- The average hourly pay of full-time workers in NL (excluding overtime) increased £0.74 from £20.14 per hour in 2023 to £20.80 per hour in 2024. This compares to a £0.88 increase nationally from £21.19 to £22.07 per hour over the same period.
- On average the current hourly pay for full-time workers for males in NL is £21.12 compared to £20.38 for females (and compared to £22.59 and £21.41 nationally for males and females respectively).
- Figure 17c shows the gap in average hourly pay for full-time workers for males compared to females which has narrowed over the period of The Plan for North Lanarkshire from £1.66 per hour to £0.74 per hour (compared with a gap nationally from £1.83 to £1.18 over the same period). The gap between the average hourly pay for full-time workers for males and females in NL has now been smaller than it is nationally for the last three years.

Average hourly pay - part-time workers

- The average hourly pay of part-time workers in NL (excluding overtime) increased £1.52 from £12.22 per hour in 2023 to £13.74 per hour in 2024. This compares to a £1.14 increase nationally from £15.40 to £16.54 per hour over the same period.
- On average the current hourly pay for part-time workers for males in NL is £11.87 compared to £12.36 for females (and compared to £13.62 and £15.86 nationally for males and females respectively).
- Figure 17d shows the gap in average hourly pay for part-time workers for males compared to females which has narrowed over the period of The Plan for North Lanarkshire from +£0.67 per hour to -£0.69 per hour (compared with a gap nationally from +£1.83 to -£1.97 over the same period). This means that over the period of The Plan for North Lanarkshire average hourly pay for males has moved from being £0.67 above females in 2018 to £0.69 below in 2024 - this mirrors the national trend.

- The gap between the average hourly pay for part-time workers for males and females in NL has now been smaller than it is nationally for the last three years.

C16: Gross Value Added - growth per head (income approach)

Measuring this indicator will tell us if we have: Increased NLs economic output.

What success looks like: Continued economic growth in NL.

Figure 16a: GVA per head of population at current basic prices
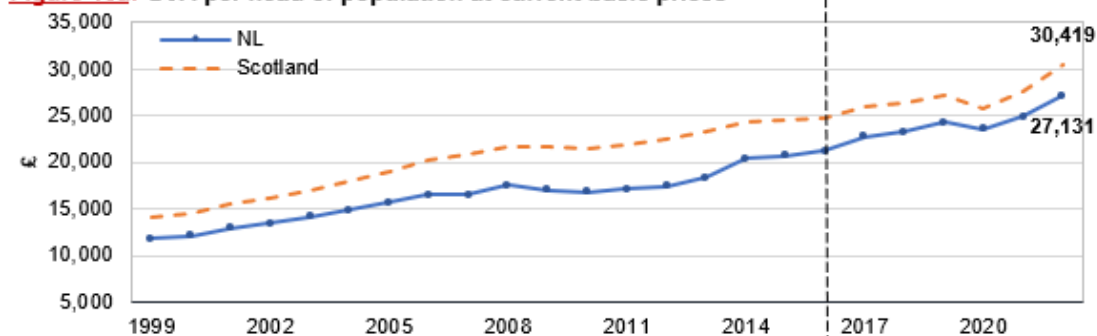
The Plan for North Lanarkshire baseline: £21,188 (2016)

Figure 16b: % change in GVA from year to year
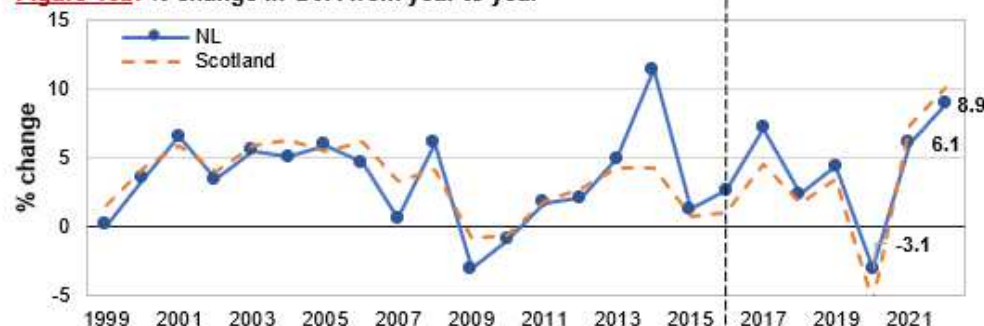
The Plan for North Lanarkshire baseline: 2.6% (2016)

The latest North Lanarkshire commentary:

- The latest data published shows that GVA growth remains positive suggesting NLs economy continues to grow, this follows a dip in 2020 which mirrored the national position (as shown in Figure 16a).

- Looking at the baseline for The Plan for North Lanarkshire, GVA per head of population at current prices shows that NL has seen a rise of 28% from £21,188 in 2016 to £27,131 in 2022, compared to an increase of 22.7% nationally over the same period.

- Figure 16b above displays the % change in economic growth from one year to the next - the historical trends for the last 10 years and beyond not only show a positive trend (which has continued over the period of The Plan for North Lanarkshire), it also shows economic growth in NL has steadily remained in line with, or above, the national average.

- The latest data shows an 8.9% increase in GVA per head in NL from 2021 to 2022 which is an improvement from 6.1% in the previous year's figures and higher than the position just before the pandemic of 4.4% (2019).

- The position nationally over the same period shows current growth of 10% which is an improvement from 7.4% in the previous year's figures and higher than the position just before the pandemic of 3.4% (2019)

- While there is a time lag in the availability of these results, the period covered by this data clearly reflects the impact of the pandemic with a dip in 2020 followed by successive years of growth.

- The extent of growth in NL shows movement from a position of -3.1% during the pandemic to the latest figure of +8.9% in two years.

Notes:

- This measure uses the income approach which allocates income to the region in which the economic activity takes place. The data in this entire time series is rebased and recalculated each year at current basic prices when new results are produced.

4

C18: Economically active - % of all people economically active (aged 16-64 years)

Measuring this indicator will tell us if we have: Increased the number of NLs residents in employment.

What success looks like: More people aged 16 to 64 living in NL are economically active and contributing to the local / national economy.

Figure 18a: % of people economically active

The Plan for North Lanarkshire baseline: 77.9% (September 2018)

Figure 18c: % of people economically inactive

The Plan for North Lanarkshire baseline: 22.1% (September 2018)
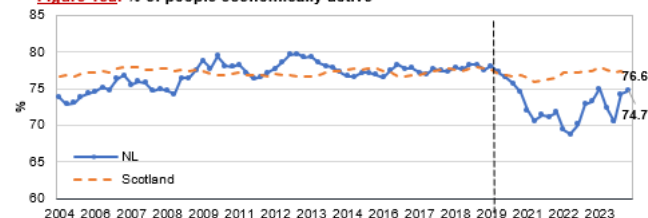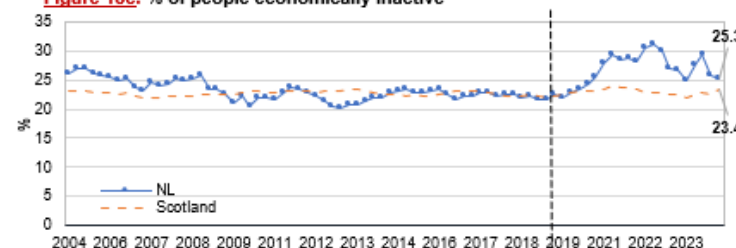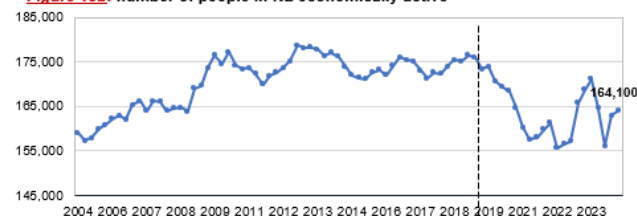

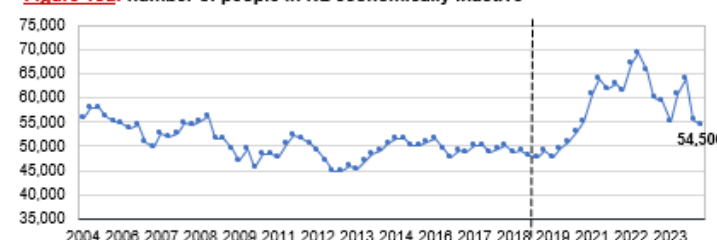Figure 18e: % of working age population eonomically inactive - does not want a job

The Plan for North Lanarkshire baseline: 80.9% (September 2018)

Figure 18b: number of people in NL economically active

The Plan for North Lanarkshire baseline: 175,500 (September 2018)

Figure 18d: number of people in NL economically inactive

The Plan for North Lanarkshire baseline: 48,700 (September 2018)

Figure 18f: number of working age population in NL economically inactive - does not want a job

The Plan for North Lanarkshire baseline: 39,400 (September 2018)

The latest North Lanarkshire commentary:

Economically active:

- Figure 18a shows not only a period of relative stability over the 10 years prior to 2020, but also that the % of people economically active in NL exceeded the national average at times. This period included the 2018 baseline for The Plan for North Lanarkshire and shows that NL figures continued to follow the national average throughout 2019 and into early 2020.
- In 2020 this indicator started to show a decline from 77.2% and remained unsteady before reaching its lowest point to date as at September 2022 (68.8%); the timing of this suggests figures were impacted by the pandemic. Small gains were recorded thereafter, with the most noticeable an increase for 4 consecutive quarters from 68.8% as at September 2022 to 75% as at September 2023. Since September 2023 figures have remained higher than the pandemic recovery period in 2021 and 2022 but have not reverted back to pre-pandemic level in 2019 (78.1%)
- The latest result as at September 2024 shows 74.7% of the working age population economically active compared to a national average of 76.6%. In NL, this equates to 164,100 residents economically active in NL (Figure 18b); this is a decrease from March 2020 (170,700) and figures have not yet returned to the pre-pandemic level in 2019 (174,000).

Economically inactive:

- There are many other factors which contribute to a full analysis of employment in NL, one is economic inactivity. Figure 18c shows a steady trend from 2009 to 2019, but an increase from 21.9% in 2019 to the highest to date of 31.2% as at September 2022, before dropping to 25% as at September 2023. September 2024 figures show little change at 25.3%.
- Figures 18d shows this equates to 47,700 people in 2019, increasing to 69,100 as at September 2022, and decreasing to 55,100 as at September 2023. September 2024 figures show a decrease to 54,500.
- Figure 18e shows the proportion of people economically inactive that do not want a job has increased from 80.9% to 90.9% over the period of The Plan for Lanarkshire with varying fluctuations in the data over the years in between. Figure 18f above shows that over the period of The Plan for North Lanarkshire this represented an increase from 39,400 to 49,500 people. This is an increase from 45,000 as at September 2023 to 49,500 as at September 2024.
- Figure 18e shows much greater fluctuation in the data for the % economically inactive compared to the national average which currently sits at 83.6%.

Notes

- This data comes from the Annual Population Survey (APS), the largest regular household survey in the UK. It includes data from the Labour Force Survey (LFS), plus further sample boosts. The survey includes data from a sample and, as such, are estimates which are subject to sampling variability.
- A person's economic activity is derived from their activity last week; people who are economically active are those who are either in employment or unemployed (but actively looking for work, waiting to start a new job, or available to start a new job). The trends in this indicator should be considered alongside indicator C20 for the % of working age people claiming benefits.
- Economically inactive people are those who are neither employed nor unemployed; they're not in paid work, but they're also not looking for a job or available to start work. A person might be economically inactive for a number of reasons, such as being retired, a student, or too ill to work.

Figure 18g: number of people economically inactive in NL - students

The Plan for North Lanarkshire baseline: 13,100 (September 2018)

Figure 18h: number of people economically inactive in NL - retired

The Plan for North Lanarkshire baseline: 4,300 (September 2018)

Figure 18i: number of people economically inactive in NL - long-term sick

The Plan for North Lanarkshire baseline: 15,800 (September 2018)
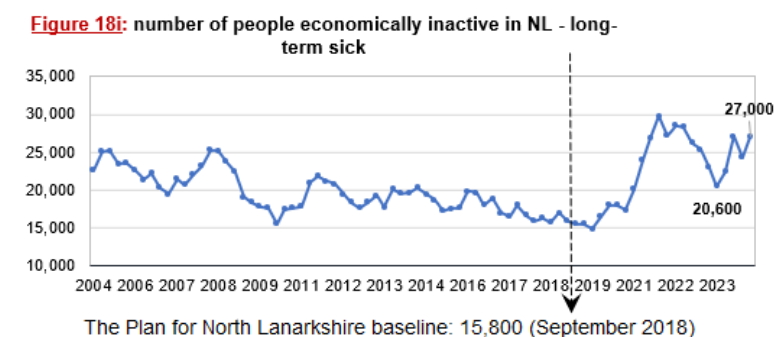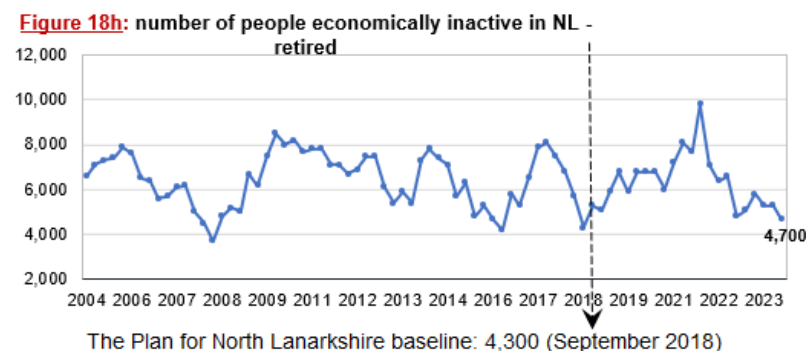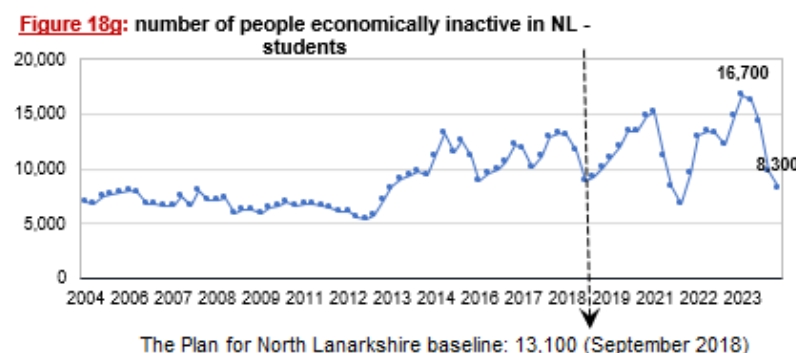
The latest North Lanarkshire commentary:

- The latest figures show that of those **economically inactive**, 9% are retired, 19% are looking after home/family, 15% are students, 50% are long-term sick, with the remainder classed as *other*. Of those recorded as economically inactive, 90.9% don't want a job - this is mainly down to the aforementioned reasons. Trends are summarised below.

  - For students (Figure 18g), the trend has been varied increasing from 11,000 people in 2019 to 15,200 as at March 2021 before decreasing to 9,600 as at March 2022 and then an almost continual upward trend to 16,700 as at September 2023. Over the last year figures have decreased to 8,300 as at September 2024. Over the period of The Plan for North Lanarkshire the number of students has decreased from 13,100 to 8,300, with significant fluctuations over that time.

  - For those retired (Figure 18h), there was an increase from 5,900 people in 2019 to the highest point of 9,800 as at December 2021, before this has seen an almost continual downward trend to 5,3For long-term sick (Figure 18i), there was an increase from 14,900 people in 2019 to the highest point of 29,800 as at December 2021, before this has seen an almost continual downward trend to 20,600 as at September 2023, before a gradual increase over the last year to 27,000 as at September 2024. Over the period of The Plan for North Lanarkshire the number of people long-term sick has increased from 15,800 to 27,000, with some fluctuations over that time.

Figure 18j: number of people economically inactive in NL - looking after family / home

The Plan for North Lanarkshire baseline: 9,700 (September 2018)

  - For long-term sick (Figure 18i), there was an increase from 14,900 people in 2019 to the highest point of 29,800 as at December 2021, before this has seen an almost continual downward trend to 20,600 as at September 2023, before a gradual increase over the last year to 27,000 as at September 2024. Over the period of The Plan for North Lanarkshire the number of people long-term sick has increased from 15,800 to 27,000, with some fluctuations over that time.

  - For looking after family / home (Figure 18j), there was an increase from 8,500 people in 2019 to the highest point of 17,500 as at June 2021, before this has seen an almost downward trend to 7,600 as at September 2023, before a gradual increase over the last year to 10,300 as at September 2024. Over the period of The Plan for North Lanarkshire the number of people retired has increased from 9,700 to 10,300, with some fluctuations over that time.

Notes:

- People who are economically inactive are those not in employment and who do not meet the criteria for unemployment; this group includes those who want a job but who have not been seeking work in the last 4 weeks, those who want a job and are seeking work but not available to start, those who do not want a job, and those in retirement.

Figure 18k: % self-employed rate

The Plan for North Lanarkshire baseline: 7.7% (September 2018)

Self-employed

- Figure 18k shows that the number of people who are self-employed in NL as a proportion of the working age population was 7.8% in 2019, prior to the pandemic.

- Self-employed rates then experienced an almost continual downward trend to 3.7% as at December 2021.

- Since December 2021 figures have fluctuated, reaching a high of 6.6% as at December 2022 before dropping to 4.2% as at September 2023 and 3.9% as at December 2023 (compared to 7.8% nationally). These rates account for 18,000 people in 2019 dropping to 9,800 as at December 2021. This fluctuation continued with 14,900 people self-employed as at December 2022, before dropping to 10,900 as at September 2023 and 10,700 as at December 2023.

- The latest figures as at September 2024 show a marked increase for two consecutive quarters to 7.3% (compared to 8.2% nationally)

- The latest rates account for 17,500 people self-employed as at September 2024 - a significant increase that returns self-employment levels in NL to pre-pandemic figures.

- As shown in Figure 18m, over the period of The Plan for North Lanarkshire the number of people self-employed has decreased slightly from 17,800 to 17,500, with significant fluctuations over that time.

Figure 18m: number of people self-employed in NL

The Plan for North Lanarkshire baseline: 17,800 (September 2018)

Notes:

- Self-employed are those people who regard themselves as self-employed, i.e. where is their main employment, whether or not they have employees.

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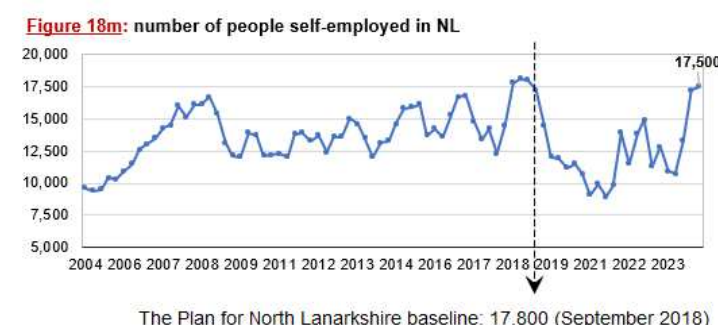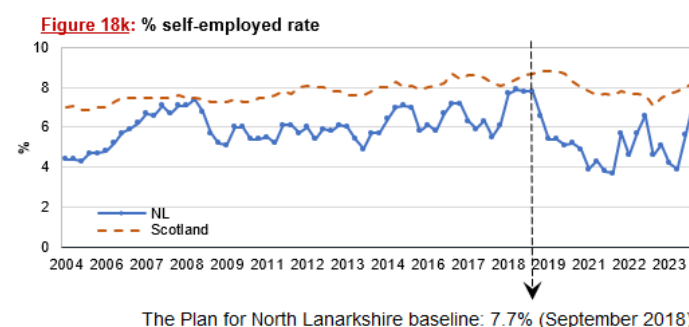
<u>**C20**</u>: **Benefits - % of working age people (aged 16-64 years) claiming one or more of the key benefits**

<u>**Measuring this indicator will tell us if we have**</u>: Reduced the number of residents reliant on employment related benefits.

What success looks like: All of NLs residents capable of working are sustaining employment.

<u>Figure 20a</u>: % of working age people claiming one or more of the key benefits

The Plan for North Lanarkshire baseline: 3.5% (December 2018)

<u>Figure 20b</u>: number of working age people in NL claiming one or more key benefits

<u>Figure 20c</u> : proportion of working age people claiming one or more of the key benefits by age group

The Plan for North Lanarkshire baselines: (December 2018)

<u>**The latest North Lanarkshire commentary**</u>:

Overall claimant count

- In the years prior to The Plan for North Lanarkshire baseline of 3.5% in December 2018, claimant count for NL had remained relatively low, increasing only to 3.8% in March 2020. April 2020 figures clearly showed the immediate impact of the pandemic with a rise to 6.1% in NL compared to 5.4% nationally. At this time, figures continued to increase to a high of 7.2% in August 2020 which was in line with trends nationally.

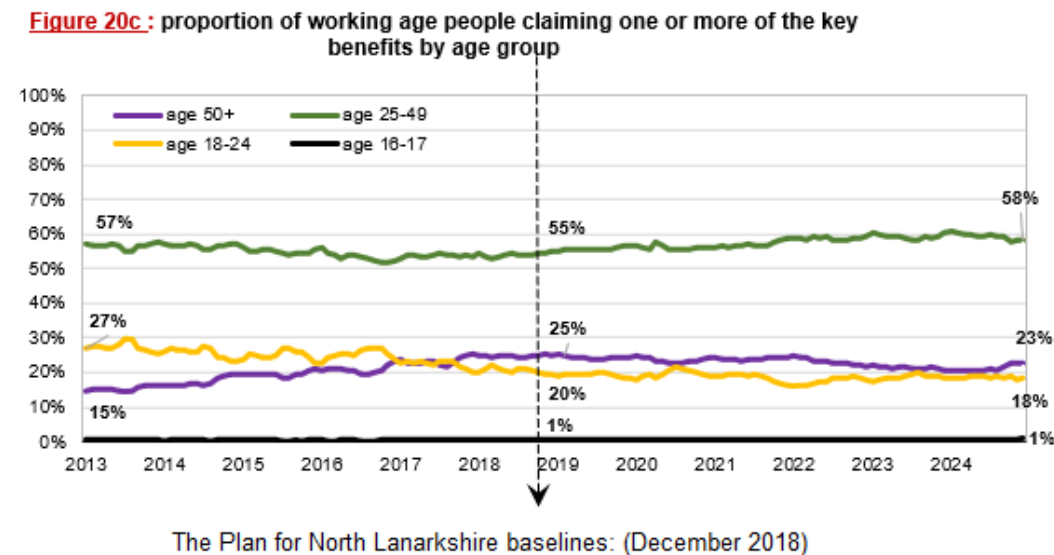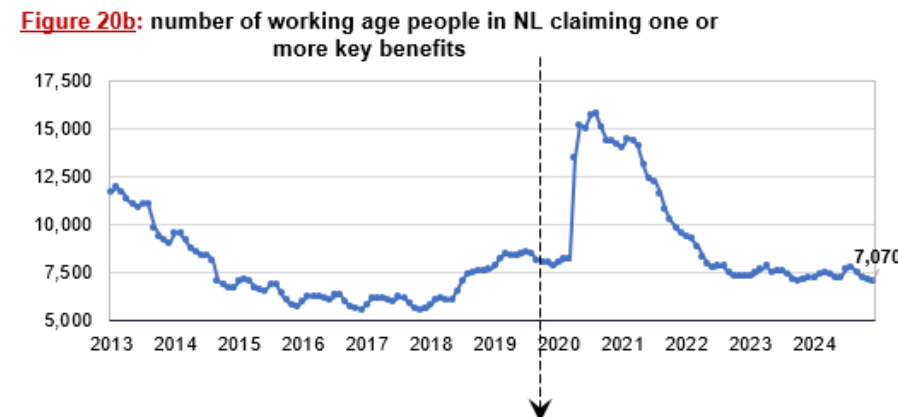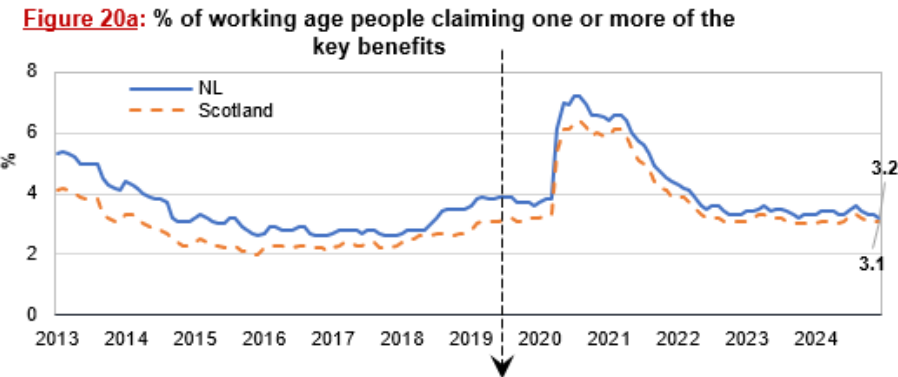- After August 2020 figures started on a relatively downward trend (albeit more gradual towards the end of 2022 and into 2023), with figures as at December 2023 showing 3.3% of the working age people now claiming one or more of the key benefits in NL, compared to a national average of 3%.

- This improvement has continued over the last year with figures as at December 2024 showing 3.2% of the working age people now claiming one or more of the key benefits in NL, compared to a national average of 3.1%.

- The latest claimant count rate for NL (3.2%) is now lower than The Plan for North Lanarkshire baseline of 3.5%, with the number of people now claiming one or more of the key benefits 7,070 compared to the baseline of 7,675.

- The figures as at December 2023 equate to 7,270 people claiming work related benefits in NL - this has decreased over the last year with figures as at December 2024 showing 7,070 - the lowest figure recorded since mid 2018.

Claimant count by age

- Figure 20c shows claimant count by age group, with those aged 25-49 accounting for over half of the claimants in NL, and this proportion increasing from 55% to 58% over the period of The Plan for North Lanarkshire.

- Those age 16-17 account for the lowest proportion with less than 1% across the time series and the period of The Plan for North Lanarkshire.

- Those aged 50+ currently represent 23% of claimants (a decrease from 25% over the period of The Plan for North Lanarkshire).

- Those aged 18-24 currently represent 18% of claimants (a decrease from 20% over the period of The Plan for North Lanarkshire).

Notes:

- The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed. Claimants declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made.

- The trends in this indicator should be considered alongside indicator C18 for the % of all people economically active.

This analysis continues on the next page / …

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25 to 49

Figure 20d: % of working age people (age 25 to 49) claiming one or more of the key benefits

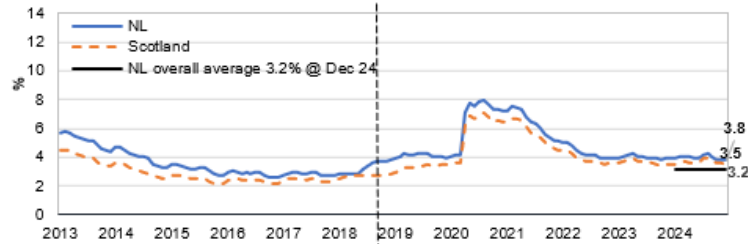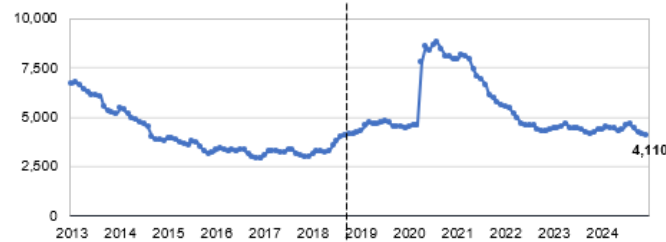The Plan for North Lanarkshire baseline: 3.8% (December 2018)

Figure 20e: number of working age people (age 25 to 49) in NL claiming one or more key benefits

The Plan for North Lanarkshire baseline: 4,205 (December 2018)

18 to 24

Figure 20f: % of working age people (age 18 to 24) claiming one or more of the key benefits

The Plan for North Lanarkshire baseline: 5.3% (December 2018)
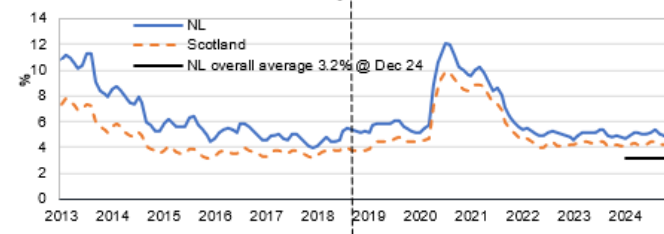
Figure 20g: number of working age people (age 18 to 24) in NL claiming one or more key benefits

The Plan for North Lanarkshire baseline: 1,505 (December 2018)
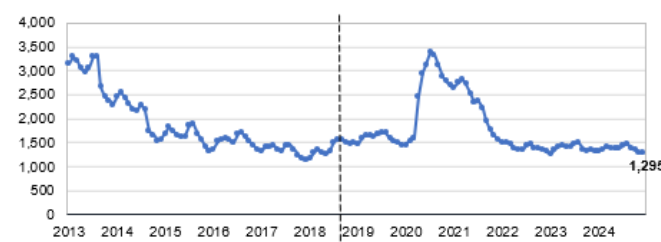
50+

Figure 20h : % of working age people (age 50+) claiming one or more of the key benefits

The Plan for North Lanarkshire baseline: 2.7% (December 2018)
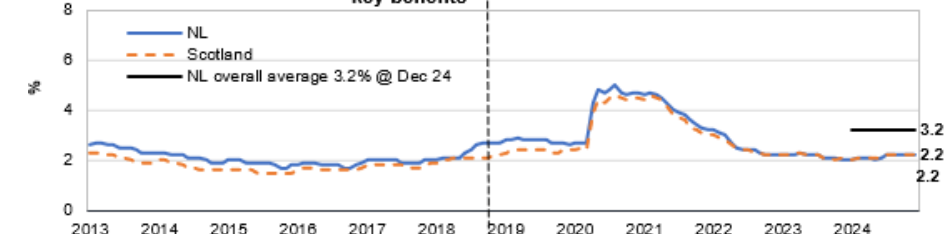
Figure 20i: number of working age people (age 50+) in NL claiming one or more key benefits

The Plan for North Lanarkshire baseline: 1,915 (December 2018)

Claimant count by age

- Over the period of The Plan for North Lanarkshire:

Aged 25-49

- The number of people aged 25-49 claiming benefits had seen an increase from 4,205 in December 2018 to 4,460 in December 2019 followed by a steady incline to 8,790 in August 2020.
- After that, the trend shows a continual decline to a low of 4,400 in December 2023 and then further to a low of 4,110 in December 2024 (as shown in Figure 20e). This trend was in line with the national average
- However, there are currently 3.8% of the working age population in NL who are aged 25-49 and claiming benefits - the same as The Plan for North Lanarkshire baseline of 3.8% but higher than the national average of 3.5% for this age group (as shown in Figure 20d). This age group is also higher than the overall NL claimant rate of 3.2% (as shown in Figure 20a on the previous page).

Aged 18-24

- The number of people aged 18-24 claiming benefits had seen an increase from 1,505 in December 2018 to 1,460 in December 2019 followed by a steady incline to 3,340 in August 2020.
- After that, the trend shows a continual decline to a low of 1,330 in December 2023 and then further to a low of 1,295 in December 2024 (as shown in Figure 20g above). This trend was in line with the national average
- While there are 4.7% of the working age population in NL who are aged 18-24 and claiming benefits (lover than The Plan for North Lanarkshire baseline of 5.3%) this is still above national average of 4.2% for this age group (as shown in Figure 20f) and higher than the overall NL claimant rate of 3.2%.

Aged 50+

- The number of people aged 50+ claiming benefits had seen a small decrease from 1,915 in December 2018 to 1,910 in December 2019 followed by a steady incline to 3,650 in August 2020. After that, the trend shows a continual decline to 1,480 in December 2023 (as shown in Figure 20i above) before increasing gradually over 2024 to 1,605 in December 2024.
- While there are 2.2% of the working age population in NL who are aged 50+ and claiming benefits, this is in line with the trend nationally (2.2%) and lower than the overall claimant rate of 3.2% (as shown in Figure 20h). Latest figures are lower than The Plan for North Lanarkshire baseline of 2.7%.

Aged 16-17

- The number of people aged 16-17 had seen a slight increase from 50 in December 2018 to 60 in December 2019 followed by a steady incline to a high of 105 in October 2020 (as shown in Figure 20k).

- After that, the trend shows a continual decline to a low of 55 in December 2023 before increasing to 65 in December 2024. This is in line with the national trend and the latest rates in NL are less than 1% (as shown in Figure 20j) and equal to the national average.

16-17

Figure 20j: % of working age people (age 16-17) claiming one or more of the key benefits
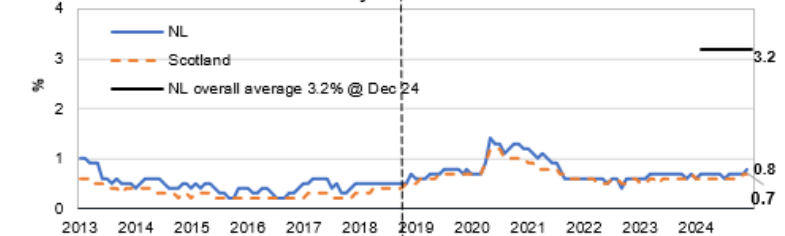
The Plan for North Lanarkshire baseline: 0.7% (December 2018)

Figure 20k: number of working age people (age 16-17) in NL claiming one or more key benefits

The Plan for North Lanarkshire baseline: 50 (December 2018)

link to contents page

C19: Businesses - % of the VAT / PAYE registered businesses that survive for at least three years

Measuring this indicator will tell us if we have: Increased and sustained new businesses in NL.

What success looks like: More locally generated and incoming businesses being created, surviving, and sustaining in the longer-term.

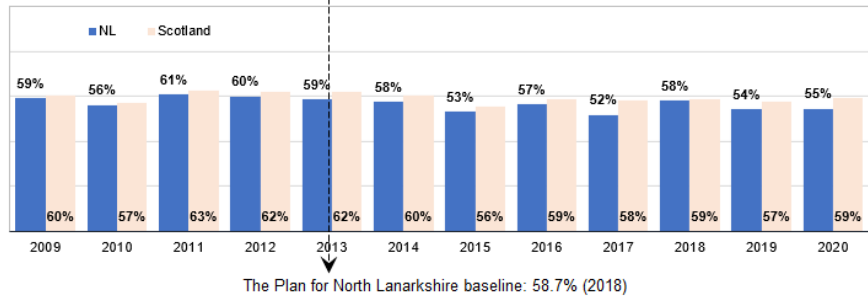Figure 19a: % of VAT / PAYE registered businesses surviving for at least three years

The Plan for North Lanarkshire baseline: 58.7% (2018)

Figure 19b: number of active VAT / PAYE registered businesses in NL each year

The Plan for North Lanarkshire baseline: 7,885 (2018)
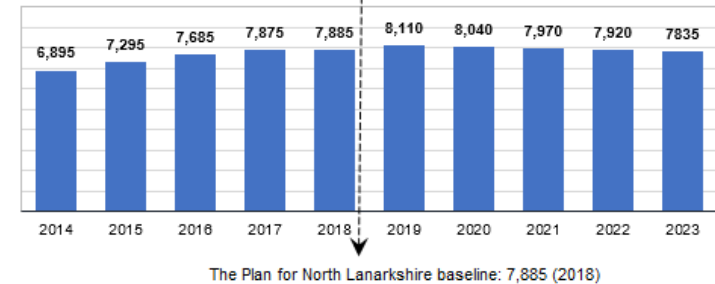
The latest North Lanarkshire commentary:

- The latest business survival rates in NL show a varying position. For business registered and surviving for at least three years Figure19a shows that the latest result in this respect is 55%, a slight increase from the previous year of 54%. This latest trend follows an increase in the national average, although to a lesser extent.

- To review this in more context Figure 19b shows the shows the number of active NL businesses each year, as at 2023 this shows there were 7,835 businesses, a decrease from a pre-pandemic high of 8,110 in 2019. However, this still remains a positive number of active businesses each year over the period of The Plan for North Lanarkshire, especially considering the figures clearly show an impact of the pandemic that is being stubborn to fully recover from.

- Figure 19c shows the number of new NL businesses registered each year which are used in the survival assessment; over the period of The Plan for North Lanarkshire this has increased from 1,090 to 1,140. The dip in 2020 to 980 businesses again shows the impact of the pandemic.

- Figure 19d allows for a wider overview of business survival, i.e. the rate of survival after 1, 2, 3, 4, and 5 years. Again, this shows a varying picture, but the most significant point is the reducing survival rate as the years progress, for example 94.9% of businesses registered in 2018 survived for 1 year (i.e. to 2019), 74% for 2 years (i.e. to 2020), 58.1% for 3 years (i.e. to 2021), 48.4% for 4 years (i.e. 2022), and 44.7% for 5 years (i.e. to 2023).

Figure 19c: number of new NL VAT / PAYE businesses registered each year

The Plan for North Lanarkshire baseline: 1,090 (2018)
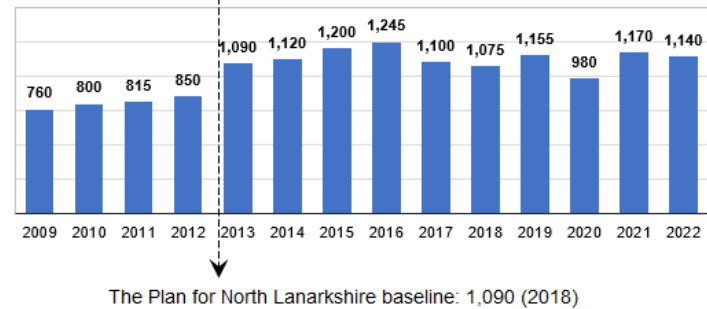
Figure 19d: % of VAT / PAYE registered businesses surviving for at least three years

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
1-year survival	94.7%	86.9%	94.5%	91.8%	94.5%	92.4%	91.7%	94.8%	93.6%	94.9%	94.8%	94.4%	93.2%	90.4%
2-year survival	74.3%	73.1%	76.7%	74.7%	75.7%	75.0%	71.3%	73.1%	69.1%	74.0%	74.0%	69.4%	74.8%	
3-year survival	59.2%	56.3%	60.7%	60.0%	58.7%	57.6%	53.3%	56.6%	51.8%	58.1%	54.1%	54.6%		
4-year survival	48.0%	45.6%	49.7%	50.0%	48.2%	46.4%	42.5%	44.6%	42.3%	48.4%	44.7%			
5-year survival	40.1%	38.1%	42.9%	41.2%	39.0%	38.8%	36.3%	36.5%	34.5%	41.7%				
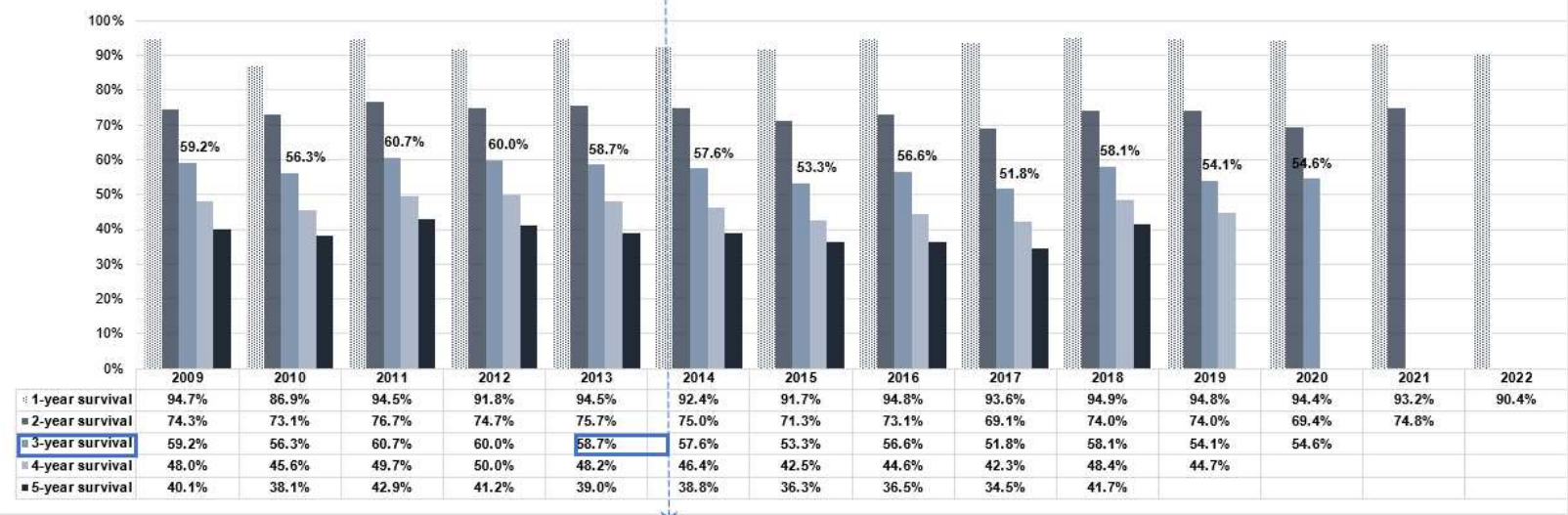
The Plan for North Lanarkshire baseline: % businesses registered in 2013 and surviving for 3 years to 2016 = 58.7% (published 2018)

Notes:

- Business sustainability data comes from the Businesses Demography 2023 publication (published in November 2024) and produced by the Office for National Statistics (ONS) using data from the Inter-Departmental Business Register (IDBR). The main administrative sources for the IDBR are VAT trader and PAYE employer information passed to the ONS by HM Revenue and Customs under the Value Added Tax Act 1994. For VAT traders and the Finance Act 1969 for PAYE employers, details of incorporated businesses are also passed to ONS by Companies House.

- It is worth noting the time lag in the business sustainability data, with 2022 being the latest data available.

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C27: Employment - total employment in sustainable tourism as % of growth sector employment

C28: Gross Value Added - per head in sustainable tourism (employment)

Measuring these 2 indicators will tell us if we have: Increased benefit from tourism in NL.

What success looks like: Continued economic growth in this sector.

Figure 27a: employment in NL across all six growth sectors

- food and drink
- Life sciences
- Sustainable tourism (tourism related industries)
- Financial and business services
- Energy (including renewables)
- Creative industries (including digital)

The Plan for North Lanarkshire baseline: (2017)

Figure 27b: total employment in sustainable tourism as % of employment in all six growth sectors

NL — — Scotland

The Plan for North Lanarkshire baseline: 25.6% (2017)

The latest North Lanarkshire commentary:

- Sustainable tourism is one of 6 sectors used to assess growth in employment. Figure 27a above reflects employment in NL in each of the 6 growth sectors.

- As shown in Figure 27b above, employment in sustainable tourism sector in NL as a proportion of employment in all 6 sectors combined has remained at a relatively steady level over the years and the trend has generally followed the national average.

- Figures for the growth rate in NL in 2021 showed a positive increase to 28.6% when growth was higher than the national average. This positive growth has continued with a further increase to 29.4% in both 2022 (above the national average) and 2023 (slightly lower than the national average). Latest figures still represent an increase from The Plan for North Lanarkshire baseline (25.2% in 2017).

Notes:

- Scotland's Economic Strategy (2015) identified sectors where Scotland has a distinct comparative advantage: food and drink (including agriculture and fisheries), creative industries (including digital), sustainable tourism, energy (including renewables), financial and business services, and life sciences. Growth sector definitions are based on Standard Industrial Classification (SIC) Codes 2007.

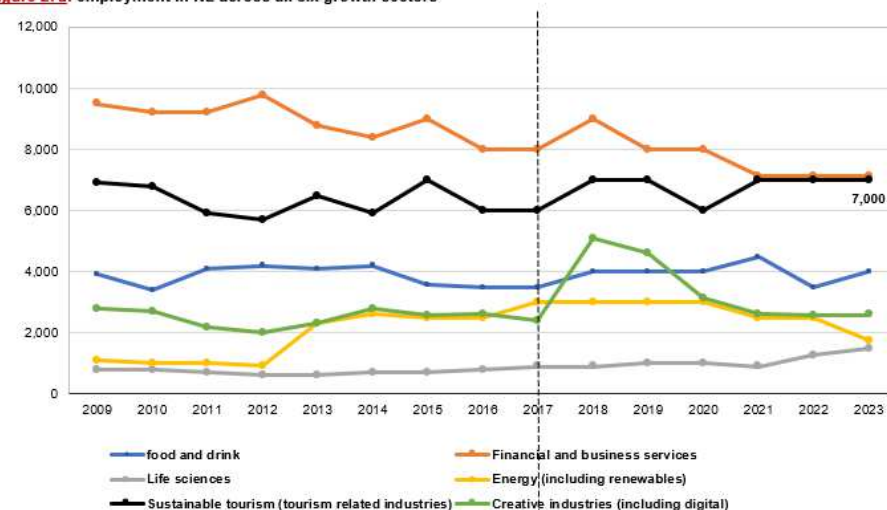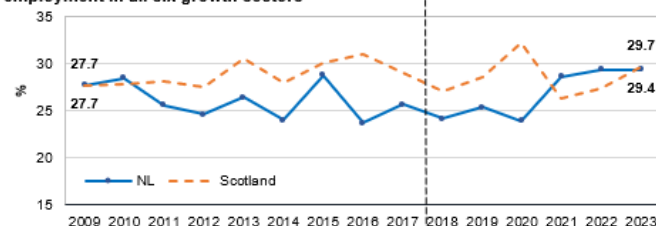- The Sustainable Tourism sector relates to: Hotels and similar accommodation, Holiday and other short stay accommodation, Camping grounds, recreational vehicle parks and trailer parks, Restaurants and mobile food service activities, Beverage serving activities, Tour operator activities, Other reservation service and related activities, Museum activities, Operation of historical sites and buildings and similar visitor attractions, Botanical and zoological gardens and nature reserve activities, Operation of sports facilities, Other sports activities (not including activities of racehorse owners), Activities of amusement parks and theme parks, and Other amusement and recreation activities.

Figure 28a: GVA (£) per head in sustainable tourism employment

The Plan for North Lanarkshire baseline: £15,635 (2016)
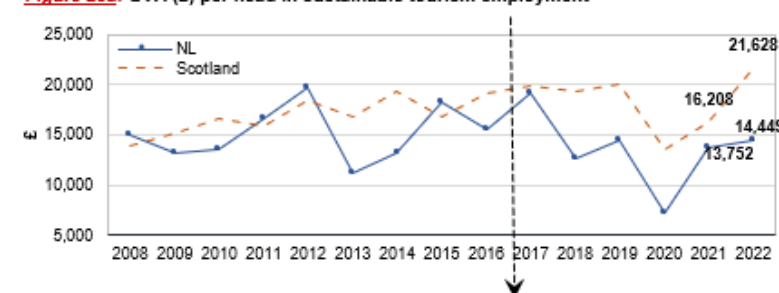
Figure 28b: % change year to year in GVA per head in sustainable tourism (employment)

The Plan for North Lanarkshire baseline: -14.4% (2016)
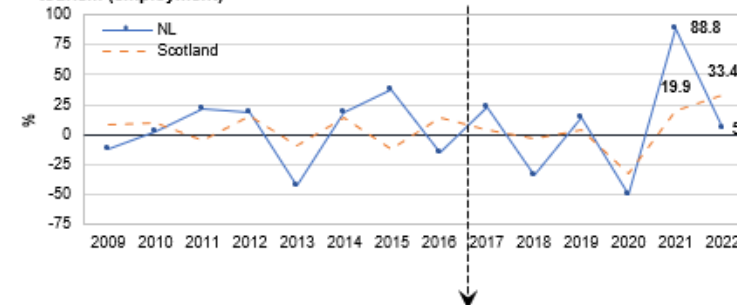
The latest North Lanarkshire commentary:

- GVA (£) per head in sustainable tourism has fluctuated in NL over the period of the reported data and from The Plan for North Lanarkshire baseline (as depicted in Figure 28a above and also reflected in Figure 28b above which shows the percentage year to year change in GVA per head).

- NLs trend has followed the national trend, albeit with a greater degree of fluctuation.

- The effects of the pandemic can be seen in the 2020 figures with a 33% decrease in sustainable tourism employment in the national average compared to a 50% decrease in North Lanarkshire.

- In 2021, North Lanarkshire's recovery of +£6,468 per head amounts to an 88.8% increase on the previous year, compared to a national average of +£2,692 (+19.9%). The latest figures for 2022 show a 5.1% increase from 2021 in North Lanarkshire compared to a 33.4% increase nationally.

C11: Educational attainment - % of pupils gaining 5+ awards at level 6

Measuring this indicator will tell us if we have: Improved the outcomes for NLs young people.

What success looks like: Every child leaving a NL school achieves a basic qualification as a minimum, or qualifications that support their chosen pathway.

Figure 11a: % of pupils gaining 5+ awards at level 6

The Plan for North Lanarkshire baseline: 34% (2017/18)
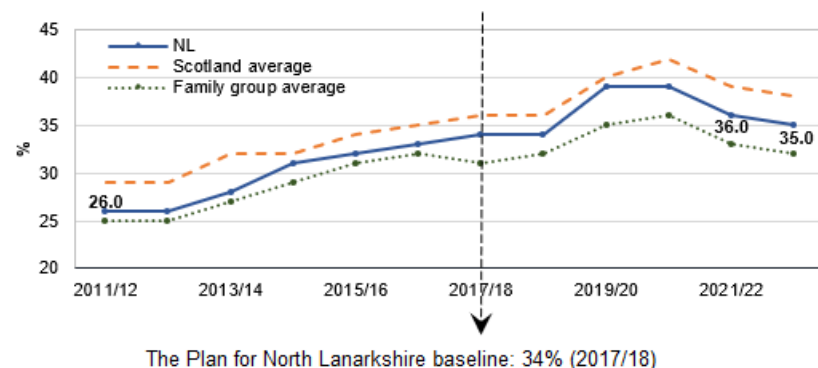
Figure 11b: % of pupils gaining no passes at SCQF level 3 or better

The Plan for North Lanarkshire baseline: 3.5% (2017/18)
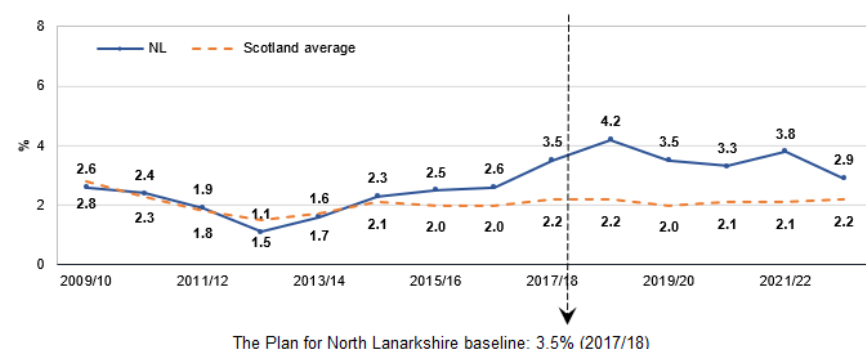
Figure 11c: looked after children achieving 1+ awards at SCQF level 3

The Plan for North Lanarkshire baseline: 72% (2017/18)
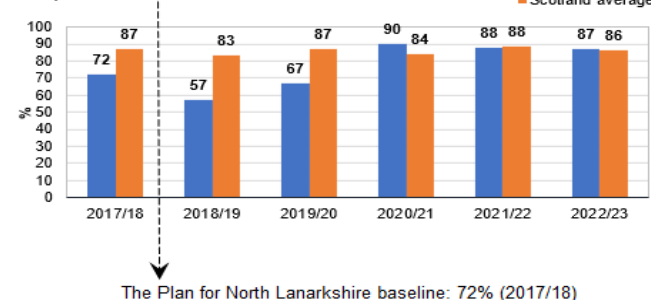
Figure 11d: looked after children achieving 1+ awards at SCQF level 4

The Plan for North Lanarkshire baseline: 72% (2017/18)
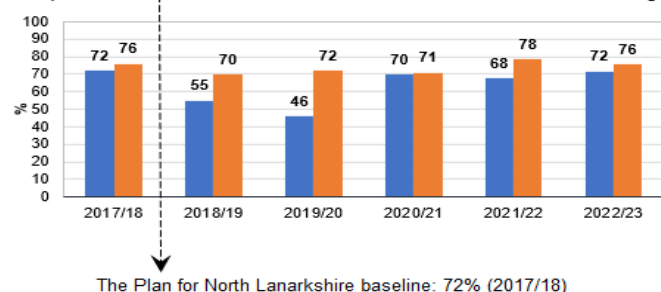
The latest North Lanarkshire commentary:

Educational attainment awards at Level 6

- Educational attainment at this level in NL shows the trend for the last three years to be in line with the national and family group averages.

- All have experienced a slight decrease - with NL decreasing from 36% in 2021-22 to 35% in 2022-23 compared to a decrease of 39% to 38% over the same period nationally. NLs latest figures remain higher than the family group (32%).

- The latest figures in Figure 11a (35% in 2022/23) show an improvement from The Plan for North Lanarkshire baseline (34% in 2017/18).

Educational attainment awards at Level 3

- While SCQF Level 6 provides a measure for those achieving at the highest level in school, it does not provide a picture of those who have chosen other pathways. For example, latest results show that 97.1% of all pupils in NL achieved 1 or more awards as SCQF level 3 or above compared to a national average of 97.8%. This means, as shown in Figure 11b (the converse), that 2.9% of all pupils in NL achieved no passes at this level compared to a national average of 2.2%.

- The latest figures in Figure 11b (2.9% in 2022/23) show an improvement from The Plan for North Lanarkshire baseline (3.5% in 2017/18).

Educational attainment - looked after children

1+ awards at SCQF Level 3

- Latest figures in Figure 11c show 87% of looked after children in NL achieved one or more awards at SCQF level 3 compared to the national average (86%).

- The latest figures in Figure 11c (87% in 2022/23) show an improvement from The Plan for North Lanarkshire baseline (72% in 2017/18), but as can be seen in Figure 11c there has been fluctuation in the figures over the years.

1+ awards at SCQF Level 4

- Latest figures in Figures 11d show 72% of looked after children in NL achieved one or more awards at SCQF level 4 compared to the national average (76%).

- The latest figures in Figure 11d (72% in 2022/23) remains the same as The Plan for North Lanarkshire baseline (72% in 2017/18), but as can be seen in Figure 11d there has been significant fluctuation in the figures over the years.

Notes:

- Due to the pandemic, the time period covered by the data reflects four distinct approaches to assessment and certification of SQA attainment. This includes a longstanding use of exams and externally assessed coursework (pre-pandemic), the use of estimates as a basis for awards in 2020, an Alternative Certification model in 2021, and the return of formal exams in 2022 with adjustments in place to mitigate the ongoing effects of the pandemic.

- The different circumstances and awarding processes of 2019, 2020, 2021, and 2022 do not therefore allow for a wholly accurate comparison across the years and therefore this context needs to be taken into account when reviewing the data and trends for indicators C11 and C12.

C12: **Educational attainment - % of pupils living in 20% most deprived areas** (as defined by the Scottish Index of Multiple Deprivation) **gaining 5+ awards at Level 6**

Measuring this indicator will tell us if we have: Improved the outcomes for the young people living in NLs most disadvantaged communities.

What success looks like: Having no gap in attainment levels across all of NL.

Figure 12a: % of pupils living in 20% most deprived areas (as per SIMD) gaining 5+ awards at Level 6
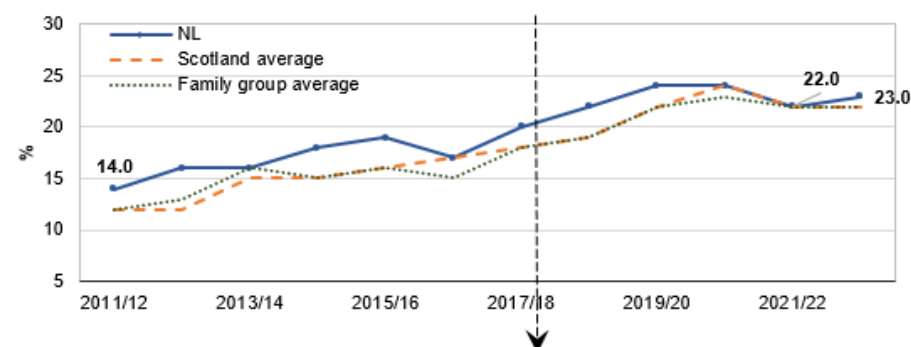
The Plan for North Lanarkshire baseline: 20% (2017/18)

Figure 12b: gap between C11 and C12
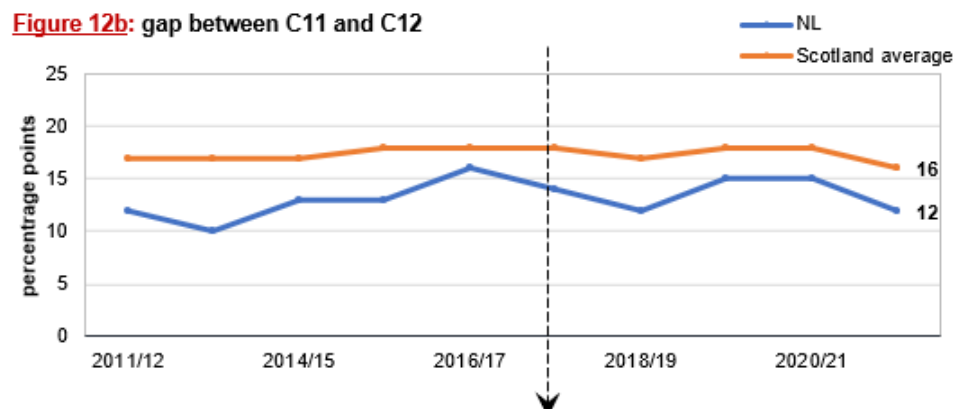
The Plan for North Lanarkshire baseline: 14 percentage points (2017/18)

The latest North Lanarkshire commentary:

• Educational attainment for pupils living in the 20% most deprived areas continues to improve from The Plan for North Lanarkshire baseline as shown in Figure 12a (20% in 2017/18 to 23% in 2022/23) and is higher than the national and family group averages (both 22%).

• There is however still a marked difference in attainment at this level for those pupils living in the 20% most deprived areas, compared to the overall student population (indicator C11).

• Between the overall figure (C11), and that for those living in the most deprived areas (C12), the gap in NL is smaller than it is nationally. There remains a 12 percentage points difference in attainment at SCQF level 6 or above in 2022/23 in NL compared to a 16 percentage point gap nationally.

• The gap in NL has decreased over the period of The Plan for North Lanarkshire (as shown in Figure 12b) from 14 percentage points on 2027/28 to 12 percentage points in 2022/23.

Notes:

• Due to the pandemic, the time period covered by the data reflects four distinct approaches to assessment and certification of SQA attainment. This includes a longstanding use of exams and externally assessed coursework (pre-pandemic), the use of estimates as a basis for awards in 2020, an Alternative Certification model in 2021, and the return of formal exams in 2022 with adjustments in place to mitigate the ongoing effects of the pandemic.

• The different circumstances and awarding processes of 2019, 2020, 2021, and 2022 do not therefore allow for a wholly accurate comparison across the years and therefore this context needs to be taken into account when reviewing the data and trends for indicators C11 and C12.

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C13: Post school destinations - % of pupils entering positive destinations

Measuring this indicator will tell us if we have: Improved the further education and employment prospects for NLs young people.

What success looks like: Every child leaving a NL school is able to share equally in the improving economic picture and achieve the pathway they wish to.

Figure 13a: % of pupils entering positive destinations

The Plan for North Lanarkshire baseline: 91.8% (2016/17)
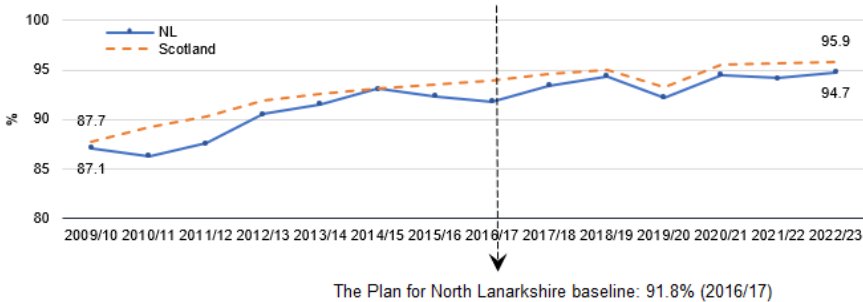
Figure 13b: number of pupils in NL acheiving a positive destination / not achieving a positive destination

The Plan for North Lanarkshire baseline: 3,402 positive destinations out of 3,705 (2016/17)
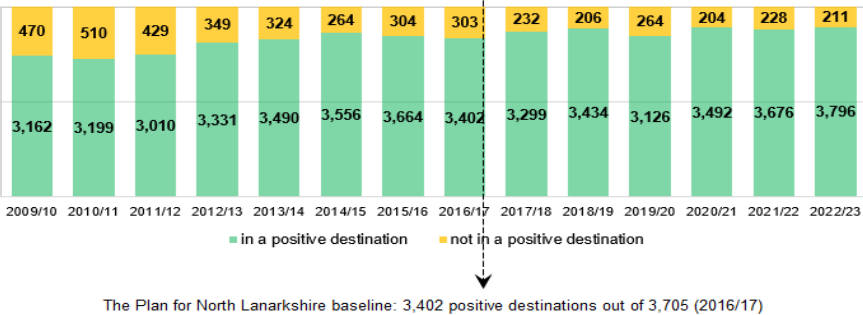
The latest North Lanarkshire commentary:

- The proportion of pupils leaving school in NL and entering a positive destination reached its highest level to date in 2022/23 with 94.7% which is an improvement from The Plan for North Lanarkshire baseline of 91.8% (in 2016/17) as shown in Figure 13a.

- The latest result of 94.7% equates to 3,796 leavers achieving a positive destination out of 4,007 meaning 211 leavers did not achieve a positive destination (as reflected in Figure 13b).

- Reviewing the % result for this indicator does not necessarily show the full position in terms of the number of leavers achieving a positive destination. A more meaningful result is the number of pupils not achieving a positive destination over the years. As shown in Figure 13b this has remained above 200 for the last six years, although as can be seen from the graph this is a significant reduction from the years prior to that.

- However, the number of pupils not entering a positive destination has improved by around 92 leavers over the period of The Plan for North Lanarkshire.

Positive destinations

- Figure 13c shows the main destinations for leavers (higher education, further education, employment, and training) where the data reflects a decline in numbers over the period of The Plan for North Lanarkshire for all except training.

- Notes: Figure 13c only reflects the 4 main positive destinations so figures will not add up to the totals in Figure 13b

Notes:

- This measure counts school leavers from publicly funded mainstream schools and reports initial destinations for school leavers approximately three months after the end of the school year.

Figure 13c: number positive destinations for pupils in NL for the 4 main destinations

The Plan for North Lanarkshire baseline: (2016/17)

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13
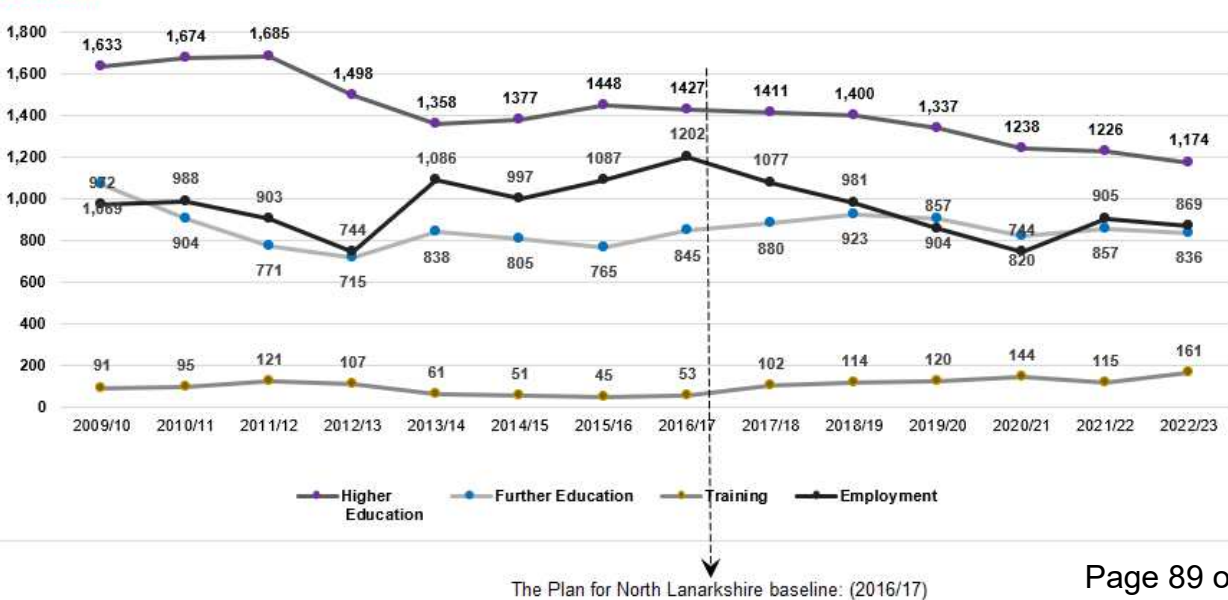
C21: Qualifications - % of the working age population (aged 16-64 years) that have no formal qualifications

Measuring this indicator will tell us if we have: Increased the qualification levels of NLs workforce.

What success looks like: An increase in formal qualifications are important for the working age population in order to increase skills and flexibility within the workforce.

Figure 21a: % of the working age population that have no formal qualifications
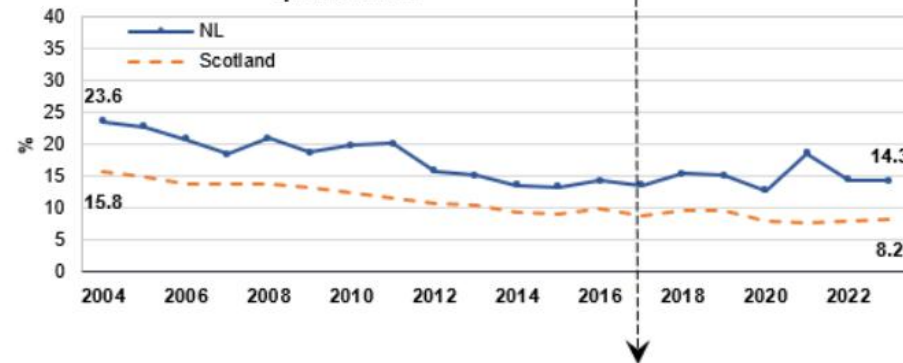
The Plan for North Lanarkshire baseline: 13.6% (2017)

Figure 21b: number of the working age population that have no formal qualifications
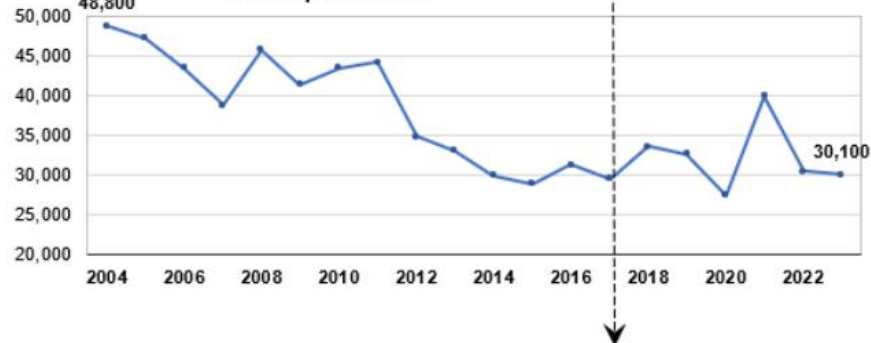
The Plan for North Lanarkshire baseline: 29,600 (2017)

Figure 21c: % of the working age population by highest level of qualifications
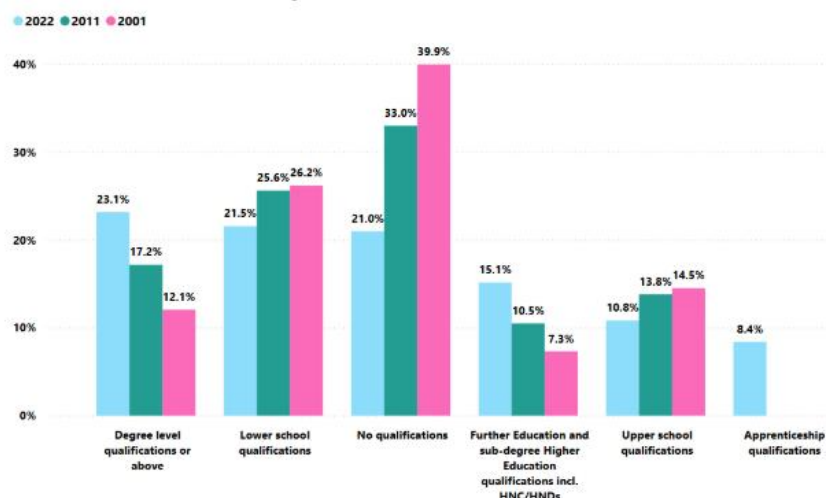
The latest North Lanarkshire commentary:

Data sourced from the Annual Population Survey

- Figure 21a shows a general downward trend over the years to 12.8% in 2020 which shows ongoing improvement in terms of the proportion of NLs working age population that have no formal qualifications.

- Latest results in 2021 show an increase to 18.6% before a decrease to 14.4% in 2022 and 14.3% in 2023. Figures over this period show greater fluctuation in NL than in the overall national position which has increased from 7.7% in 2021, to 8% in 2022, and to 8.2% in 2023. These figures however should be viewed with caution - see *Notes* below.

- Figure 21b shows that in 2020 there were 27,500 of NLs working age population with no formal qualifications. This restricts their ability to access current or developing employment opportunities. This has fluctuated since with the latest figure showing as 30,100. These figures however should be viewed with caution - see *Notes* below.

Data sourced from the Census

- Given the undernoted caveat regarding the data for this measure, some additional context can be provided through the recent Census results for which data has been captured in respect of the percentage of the population with the highest level of qualifications, although it should be noted that Census data is only available every 10 years, and it reflects a moment in time.

- Figure 21c shows the proportion of NLs population with no formal qualifications as at the 2022 Census was 21.0% - a decrease from 33% in 2011 and 39.9% in 2001.

Notes:

Since the significant change in the NL figures in 2021, the data has been queried with the Office of National Statistics (ONS) and following an announcement in October 2024 the following should be noted:

- Following recent challenges in operating the Annual Population Survey (from which this qualifications measure is derived), the ONS have carried out an assessment of the quality of the survey. While they consider the quality of the Annual Population Survey to be robust for national and headline regional estimates, there are concerns with the quality of estimates for smaller segments of the population, such as local authority geographies. In addition, a review and update is needed for the weighting approach used in the Annual Population Survey which has not been updated in line with Labour Force survey and is therefore less representative of the current population.

- At present therefore ONS outputs produced using Annual Population Survey data should be viewed with caution as they are officially labelled as *statistics in development*.

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C14: School exclusion rate per 1,000 pupils - all children

Measuring this indicator will tell us if we have: Reduced the number of children not in education.

What success looks like: No child in NL is excluded from education.

Figure 14a: school exclusion rate per 1,000 pupils - all children
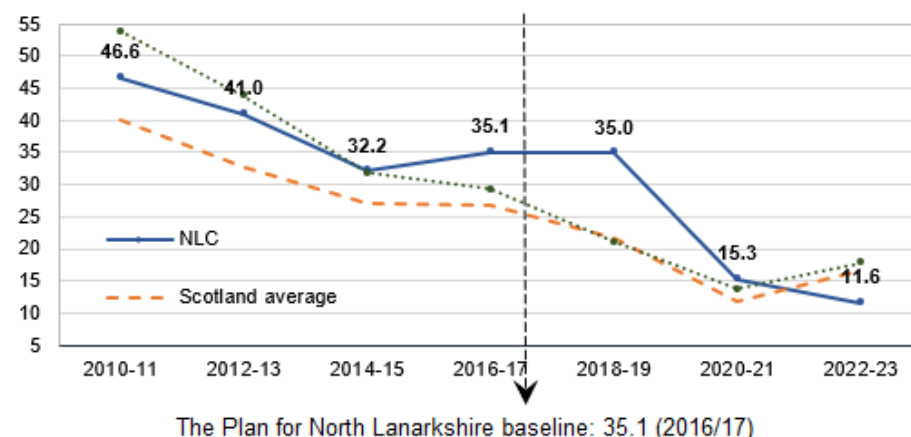
The Plan for North Lanarkshire baseline: 35.1 (2016/17)

The latest North Lanarkshire commentary:

- NL schools have seen a positive decrease in exclusion rates over the period of the reported data from 46.6 per 1,000 pupils in 2010-11 to 11.6 per 1,000 pupils in 2022-23.

- The latest figures reflect the lowest rate for NL over the reported data and are lower than both the national average (16.6) and family group average (17.9).

- Over the period of The Plan for North Lanarkshire overall exclusion rates have improved in NL by 67% from 35.1 per 1,000 pupils in 2016-17 to 11.6 in 2022-23.

- This is a significant improvement in NL compared to lower improvements over this same period in both the national average (38%) and the family group average (39%).

Notes:

- This measures the number of exclusion cases per 1,000 pupils, this includes both primary and secondary school pupils. It is the number of exclusion cases that is measured - as pupils can be excluded more than once per year which means a single pupil may be counted more than once in the figures. Exclusions include both temporary exclusions and pupils removed from the register.

- The school year covered by 2020/21 exclusion statistics was impacted by the pandemic and at source it is therefore reported that some of the decrease from 2018/19 to 2020/21 can be attributed to the pandemic.

- This data is only published every two years.

C15: School exclusion rate per 1,000 pupils - looked after children

Measuring this indicator will tell us if we have: Reduced the number of NLs most vulnerable children and young people not in education.

What success looks like: No child looked after in NL is excluded from education.

Figure 15a: school exclusion rate per 1,000 pupils - looked after children
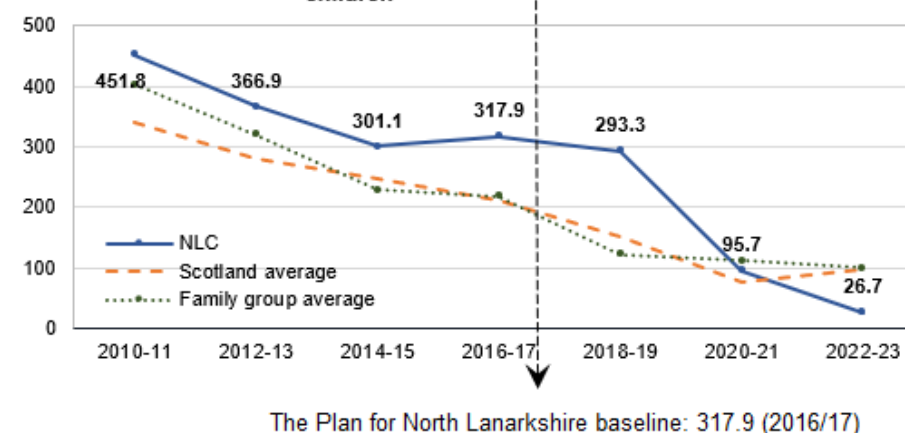
The Plan for North Lanarkshire baseline: 317.9 (2016/17)

The latest North Lanarkshire commentary:

- NL schools have seen a positive decrease in exclusion rates for looked after children over the period of the reported data from 451.8 per 1,000 pupils in 2010-11 to 26.7 per 1,000 pupils in 2022-23.

- The latest figures reflect the lowest rate for NL over the reported data and are lower than both the national average (96.9) and the family group average (100.2) .

- Over the period of The Plan for North Lanarkshire exclusion rates for looked after children have improved by almost 92% from 317.9 per 1,000 pupils in 2016-17 to 26.7 in 2022-23.

- This is a significant improvement in NL compared to lower improvements over the same period in both the national average (54%) and the family group average (54%).

- Exclusion rates for looked after children in are now the 6th lowest of all 32 local authorities in Scotland.

Notes:

- This measures the number of exclusion cases per 1,000 pupils who are looked after at a publicly-funded or grant-aided mainstream schools. It does not include grant-aided special schools or independent schools. It is the number of exclusion cases is measured - as pupils can be excluded more than once per year which means a single pupil may be counted more than once in the figures.

- The calculation for this indicator has changed in previous years and all figures have been re-baselined; this means it is now comparable with overall exclusion rates (i.e. indicator C14).

- This data is only published every two years.

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C22: Poverty - % of children in poverty after housing costs

Measuring this indicator will tell us if we have: Reduced the number of NLs children and their families living in poverty.

What success looks like: No child in NL experiences disadvantages because of poverty.

Figure 22a: % of children in poverty after housing costs

Figure 22b: number of children aged 0-15 living in relative low-income families

Figure 22c: % of children living in relative low income households before housing costs (as at The Plan for North Lanarkshire baseline, 2017)

Figure 22d: % of children living in relative low income households before housing costs (2023)

Figure 22e: percentage point difference of graphs 22c to 22d over the period of The Plan for North Lanarkshire

The latest North Lanarkshire commentary:

% of children in poverty after housing costs

- With the vision of inclusive growth and prosperity for all in The Plan for North Lanarkshire, this indicator is of particular relevance to ensure that all of NLs children get the best start in life.

- Significant improvements were noted in the proportion of children in poverty over the initial period of The Plan for North Lanarkshire - from a baseline of 25.2% in 2016/17 to 23.2% in 2020/21 (Figure 22a). Following the pandemic, figures increased to 26.6% in 2021/22 and to 26.9% in 2022/23; the trend in NL in this respect followed both the national and family group trends.

- This means there remains almost one in four children in NL living in poverty - higher than the national average of just over one in five children.

% of children living in relative low income households before housing costs

- There are a broad range of factors contributing to child poverty locally and of concern is the disparity across wards in NL. According to HMRC data (see Figure 22b) the number of children aged 0 -15 in NL living in relative low-income families has increased from 12,148 to 14,768 over the period of The Plan for North Lanarkshire.

- Figure 22c shows the range across North Lanarkshire as at The Plan for North Lanarkshire baseline, with Figure 22 showing the latest position and Figure 22c the percentage point difference between the data in Figure 22c compared to Figure 22d.

- Figure 22e shows the biggest change over time in Cumbernauld East, Bellshill, Motherwell West, and Wishaw.

Notes:

- The data in Figure 22a which looks at poverty levels _after_ housing costs is not available at a level below North Lanarkshire, therefore the data depicted in Figures 22b, 22c, 22d, 22e is obtained from a different source and looks at children living in relative low-income households _before_ housing costs.

- A family must have claimed child benefit and at least one other household benefit at any point in the year to be classed as low income using the data in Figure 22b.

C10: **Child wellbeing - % of children reviewed at 27 to 30 months with no concerns recorded**

Measuring this indicator will tell us if we have: Improved the wellbeing of NLs youngest children.

What success looks like: The majority of NLs babies get the best start in life and where issues occur, they are addressed at the earliest opportunity.

Figure 10a: % of children reviewed at 27 to 30 months with no concerns recorded

The Plan for North Lanarkshire baseline: 81% (2016/17)

Figure 10b: % of children reviewed at 27 to 30 months with at least one concern recorded

The Plan for North Lanarkshire baseline: 19% (2016/17)
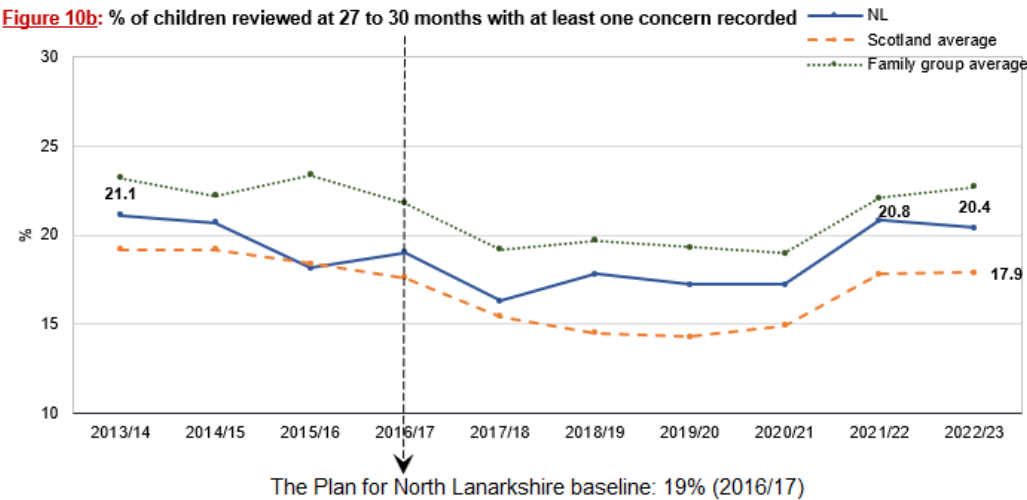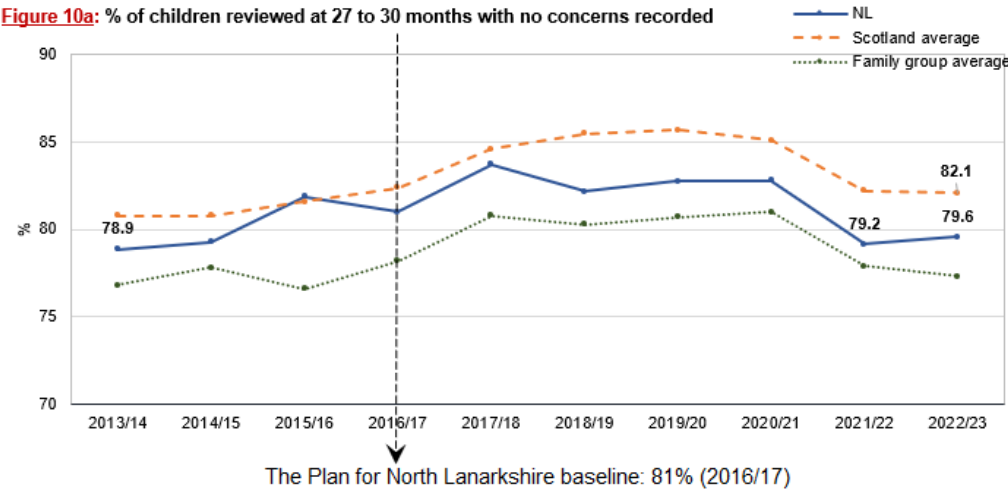
The latest North Lanarkshire commentary:

- Figure 10a shows there are 79.6% of children in NL who have no concerns in any domain at their 27-30 month review. This is a slight increase in the proportion with no concerns from 79.2% in the previous year.

- The latest figure for NL is lower than the national average (82.1%).

- The pattern for children with no concerns in any domain remains less than the highest level recorded in 2017/18 (83.7%), and lower than The Plan for North Lanarkshire baseline of 81% (2016/17).

- Along with the slight increase in the proportion of no concerns recorded from 2021/22 to 2022/23 which is a positive improvement, there is a slight decrease in the proportion where one or more concerns have been recorded which is also a positive improvement.

- Figure 10b shows where one or more concerns have been recorded which has decreased from 20.8% to 20.4% in NL; latterly this trend does not follow the national picture where this has increased from 17.8% to 17.9%.

Notes:

- This indicator records the average number of concerns identified at the case conferences / planning meetings of children who are on the child protection register. The pandemic led to changes in how reviews were delivered as well as the circumstances of daily life for many children in 2020/21 and 2021/22. It is possible that both factors relating to assessment and recording, and genuine changes in the occurrence of developmental problems, have contributed to the increase in the data in 2021/22.

- Early identification of developmental issues is crucial to ensuring that children reach their full potential.

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C09: Breastfeeding - % of babies breastfed at 6-8 week review (overall rate)

Measuring this indicator will tell us if we have: Improved the wellbeing of our youngest children

What success looks like: The majority of NLs babies get the best start in life and where issues occur, they are addressed at the earliest opportunity

Figure 09a: % of babies breastfed at 6-8 week review (overall rate)

The Plan for North Lanarkshire baseline: 23.1% (2017/18)
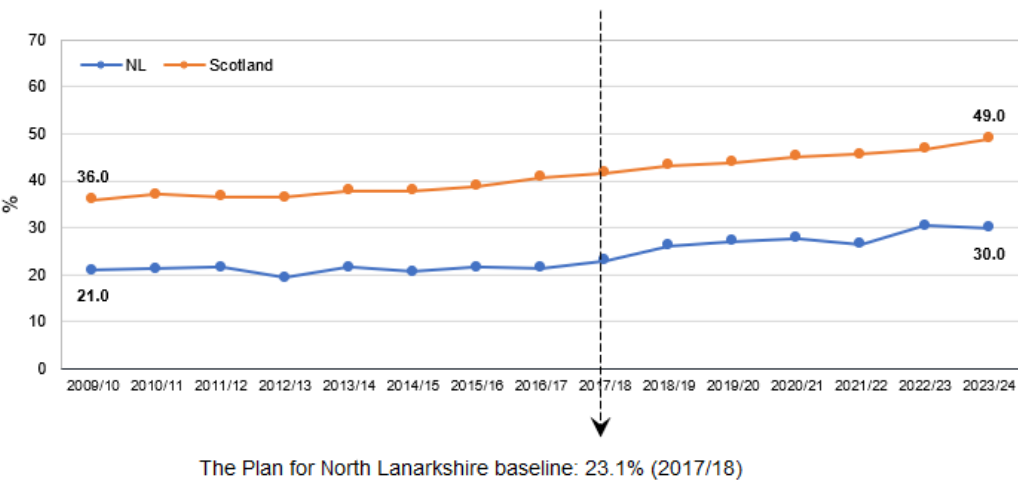
Figure 09b: % of babies breastfed at the first review (around 10-14 days old)
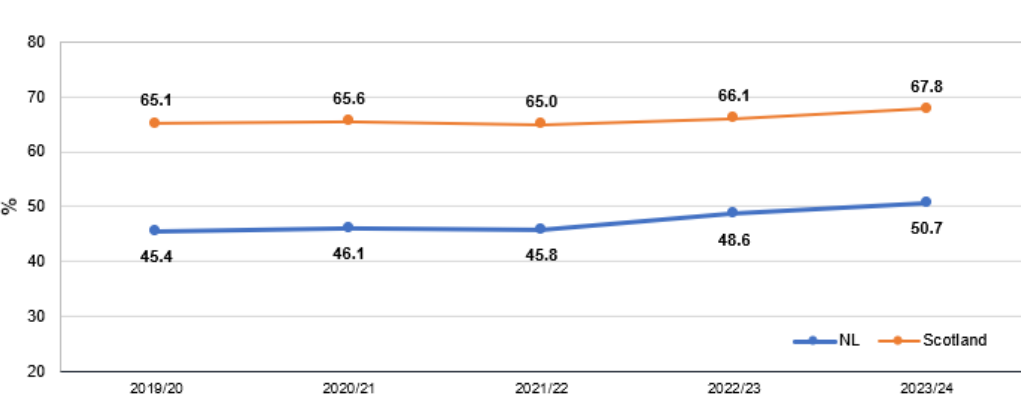
Figure 09c: % of babies breastfed at 13-15 month review (overall rate)
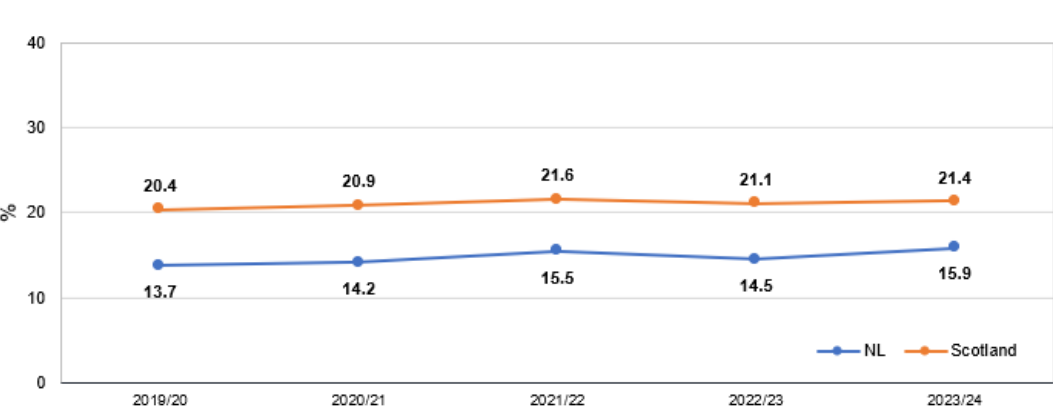
The latest North Lanarkshire commentary:

% of babies breastfed at 6-8 week review (overall)

- Figure 09a shows that NL has experienced a small year on year improvement in the proportion of babies breastfed at the 6-8 week review, which had been on a par with the level of improvement seen nationally.

- The latest figures show that 30% of babies in NL are breastfed at their 6-8 week review, getting the best start in life; this is a significant improvement from The Plan for North Lanarkshire baseline of 23.1% in 2017/18.

- This shows an improvement in babies in NL who are <u>not</u> breastfed at their 6-8 week review from 76.9% to 70% over the period of The Plan for North Lanarkshire.

% of babies breastfed at the first review (around 10-14 days old)

- Figure 09b shows that NL has experienced a small year on year improvement in the proportion of babies breastfed at the first review (around 10-14 days old), which had been on a par with the level of improvement seen nationally.

- The latest figures show that 50.7% of babies in NL are breastfed at the first review (around 10-14 days old), compared to a national average of 67.8%. Figures at a local authority level are not available earlier than 2019/20 for this measure.

% of babies breastfed at 13-15 month review (overall)

- Figure 09c shows that NL has experienced a small year on year improvement in the proportion of babies breastfed at the 13-15 month review, which had been on a par with the level of improvement seen nationally.

- The latest figures show that 15.9% of babies in NL are breastfed at the 13-15 month review (compared to a national average of 21.4%). Figures at a local authority level are not available earlier than 2019/20 for this measure.

Further analysis is required but the figures shows that half of all new babies are breastfeed at the first review (around 10-14 days old), but the ability to sustain this can be shown to drop by time of the 6-8 week review and by the time of the 13-15 month review.

Notes:

- These statistics are collected by Public Health Scotland and are derived from breastfeeding data collected at routine child health reviews at around 10-14 days of age (the public health nurse / health visitor first review), around 6 to 8 weeks of age and around 13-15 months and recorded on the Child Health Systems Programme Pre-School system (CHSP Pre-School). The number of children eligible for review is defined as the number of children who turned the appropriate age (10 days for first visit, 6 weeks for 6-8 week review, or 13 months for 13-15 month review) during the financial year of interest and who were active on the Scottish Immunisation and Recall System (SIRS). Figures at the 6-8 week review and 13-15 month review are the overall rate, i.e. those babies breastfed overall which includes mixed breast and formula.

- Breastfeeding is considered to provide the best nutrition for babies and young children. It supports children's health in the short and longer term, including through reduced risk of infections, and benefits mothers' health. Current guidance recommends that babies receive just breast milk for the first 6 months of life, then, after introduction of solid foods, should continue to breastfeed up to at least their second birthday. There is evidence that interventions can work to improve breastfeeding rates, e.g. ensuring good quality of breastfeeding support for mothers, influencing public attitudes to breastfeeding, restricting the inappropriate promotion of formula milk, and ensuring supportive employment policies.

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C23: Life expectancy at birth - estimates (males and females)

Measuring this indicator will tell us if we have: Improved the life expectancy of NLs residents.

What success looks like: More of NLs residents remain healthy for longer.

Figure 23a: life expectancy for males at birth
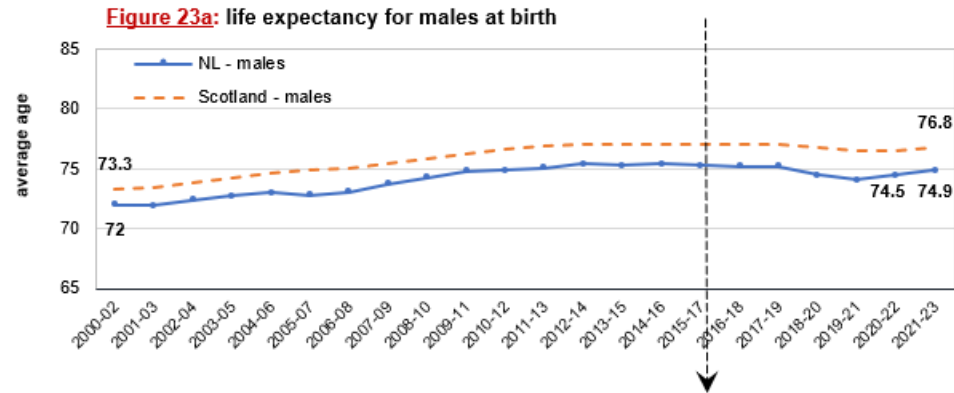
The Plan for North Lanarkshire baseline: males 75.3 (2015-17)

Figure 23b: life expectancy for females at birth
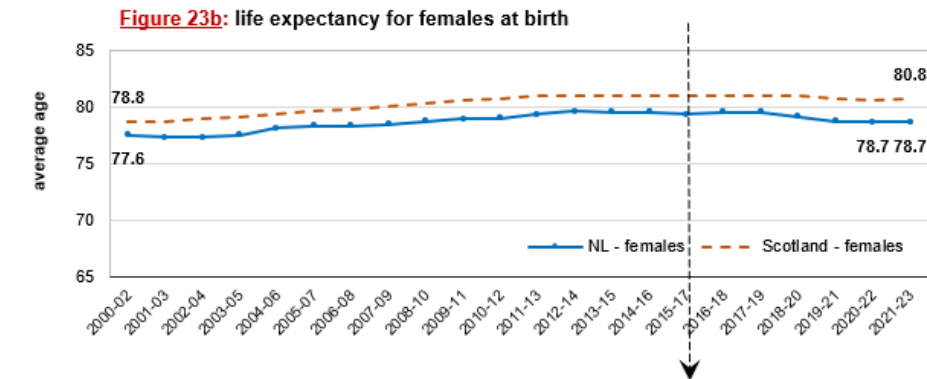
The Plan for North Lanarkshire baseline: females 79.4 (2015-17)

Figure 23c: healthy expectancy at birth for the 3 years (2017-19; 2018-20; 2019-21) - males and females
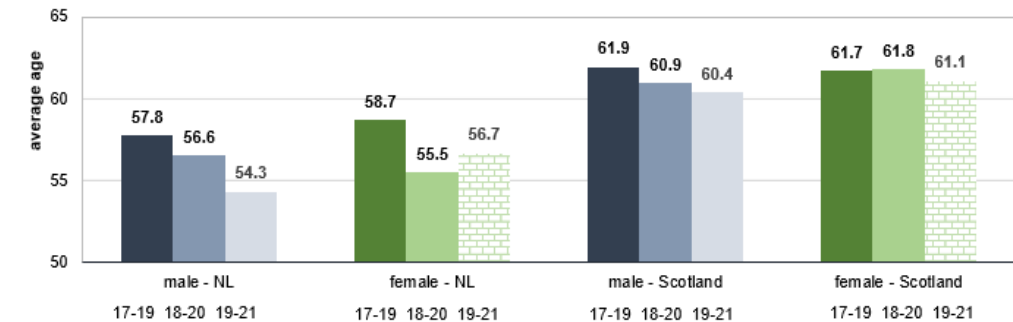
The latest North Lanarkshire commentary:

Life expectancy at birth - males:

- Latest life expectancy estimates for 2021-23 in NL are 74.9 for males (depicted in Figure 23a). This is the second increase in a row following two data series dips in 2018-20 and 2019-21 during the pandemic.

- Male life expectancy remains slightly lower than The Plan for North Lanarkshire baseline of 75.3.

- Life expectancy for males in NL had been following the national trend up to around the time of The Plan for North Lanarkshire baseline at which time the gap compared to the national average increased slightly. The national average for life expectancy for males has increased from 76.5 to 76.8 in the latest figures.

Life expectancy at birth - females:

- Latest life expectancy estimates in NL remain at 78.7 for females (depicted in Figure 23b). This follows a dip in 2018-20 which has not recovered since.

- Female life expectancy remains slightly lower than The Plan for North Lanarkshire baseline of 79.4.

- Life expectancy for females in NL had been following the national trend up to around the time of The Plan for North Lanarkshire baseline at which time the gap compared to the national average increased slightly. The national average for life expectancy for females has increased from 80.7 to 80.8 in the latest figures.

Healthy life expectancy - males:

- When considering the latest healthy life expectancy data (depicted in Figure 23c), the average age of healthy life expectancy at birth is 54.3 for males in NL. This is lower than the previous year (56.6) and lower than the latest national average (60.4).

Healthy life expectancy - females:

- When considering the latest healthy life expectancy data (depicted in Figure 23c), the average age of healthy life expectancy at birth is 56.7 for females in NL. This is higher than the previous year (55.5) but lower than the latest national average (61.1).

Notes:

- Life expectancy is the average number of years (at birth) that an individual is expected to live based on current mortality rates.

- Healthy life expectancy data adds a quality-of-life dimension to estimates of life expectancy. Healthy life expectancy is the average number of years that an individual is expected to live in a state of self-assessed good or very good health, based on current mortality rates and prevalence of good or very good health. Considering health life expectancy data therefore brings in aspects around health and care and the importance of active and healthy lifestyles.

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C24: **Independent living - % of adults supported at home who agreed that they are supported to live as independently as possible**

C25: **Quality of life - % of adults supported at home who agree their services and support had an impact on improving or maintaining their quality of life**

Measuring these 2 indicators will tell us if we have: Improved the independence and quality of life of NLs older residents.

What success looks like: NLs residents are supported as independently as possible for as long as possible.

Figure 24a: % of adults supported at home who agreed that they are supported to live as independently as possible

	2013/14	2015/16	2017/18	2019/20	2021/22	2023/24
NL	82.8	83.0	75.4	77.6	79.8	67.7
Scotland	82.8	82.7	81.1	80.8	78.8	72.4
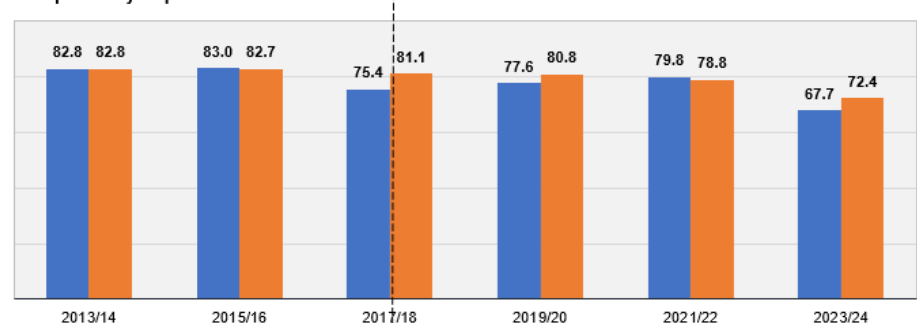
The Plan for North Lanarkshire baseline: 75.4% (2017/18)

Figure 25a: % of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life

	2013/14	2015/16	2017/18	2019/20	2021/22	2023/24
NL	86.6	85.9	75.6	75.7	77.0	67.7
Scotland	85.0	84.0	80.0	80.0	78.1	69.8

The Plan for North Lanarkshire baseline: 75.6% (2017/18)

The latest North Lanarkshire commentary:

- **C24:** The results from the 2023/24 perception survey showed that 67.7% of people surveyed in NL agreed they were supported to live independently. The latest figures for 2023/24 show a decline in NL compared to the previous survey in 2021/22 (79.8%), although the national picture also shows a show a decline in satisfaction from 78.8% to 72.4% over the same period.

- **C25:** In 2023/24, 67.7% of people surveyed in NL agree that service and support improves their quality of life. The latest figures for 2023/24 show a decline in NL compared to the previous survey in 2021/22 (77%), although the national picture also shows a show a decline in satisfaction from 78.1% to 69.8% over the same period.

- **C26:** In 2023/24, the percentage of people in NL who agree they are supported to continue caring increased to 28.5% from 25.1% in the previous survey in 2021/22. This mirrors the national picture where satisfaction has also increased (from 29.7% to 31.2%) from the previous survey.

- It is expected that the 2021/22 results will reflect to some extent individual perceptions that were acquired during the pandemic, making comparisons with this particular year less able to be compared on a similar basis.

C26: **Carers - total combined % of carers who feel supported to continue in their caring role**

Measuring this indicator will tell us if we have: Improved support to NLs residents who care for others.

What success looks like: NLs residents are supported as independently as possible for as long as possible.

Figure 26a: total combined % of carers who feel supported to continue in their caring role

	2013/14	2015/16	2017/18	2019/20	2021/22	2023/24
NL	40.4	41.2	33.2	32.6	25.1	28.5
Scotland	43.0	40.0	36.6	34.3	29.7	31.2
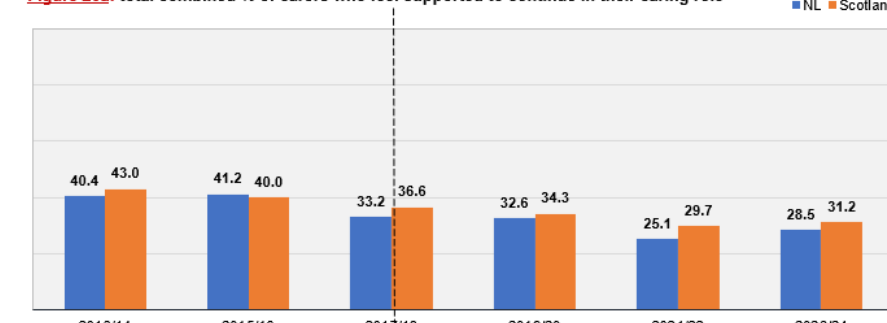
The Plan for North Lanarkshire baseline: 33.2% (2017/18)

Notes:

- Data for these indicators comes from the Local Government Benchmarking Framework (LGBF) which uses a subset of the national Health and Care Experience Survey which is undertaken every two years; 107,538 (out of 526,758) individuals registered with a GP practice in Scotland responded to the 2023/24 survey, giving an overall response rate of 20%, a decrease from 24% in the 2021/22 survey.

  - The survey asks about people's experiences (during the previous 12 months) of accessing and using their GP practice and other local healthcare services; receiving care, support and help with everyday living; and caring responsibilities. The response rate in 2023/24 in NL was 18% (6,429 out of a sample of 36,443), a decrease from 20% in the 2021/22 survey.

  - Changes in the indicator calculations nationally in 2018 mean figures before this date are not necessarily directly comparable with either 2019/20, 2021/22, or 2023/24 figures for all 3 indicators.

- As noted above, the figures used in this analysis are based on the LGBF data subset which is based on only those respondents whose care was funded by the council or health board. This may differ from figures included in the national report, which includes all respondents regardless of how their care is funded.

C06: Crime - % change in total recorded crime

Measuring this indicator will tell us if we have: Reduced NLs recorded crime rates.

What success looks like: NL experiencing a continued reduction in overall crime.

Figure 06a: % change in total recorded crime

The Plan for North Lanarkshire baseline: 3.3% (2017/18)
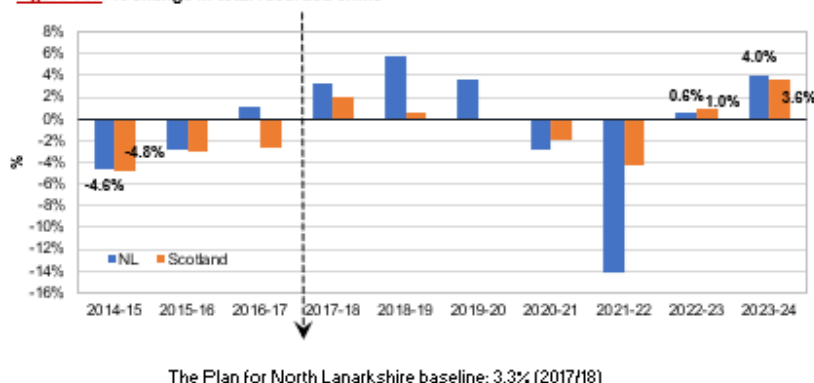
Figure 06b: number of crime in NL recorded by the police

The Plan for North Lanarkshire baseline: 20,425 (2017/18)

Figure 06c: crimes in NL recorded by category

The Plan for North Lanarkshire baseline: (2017/18)
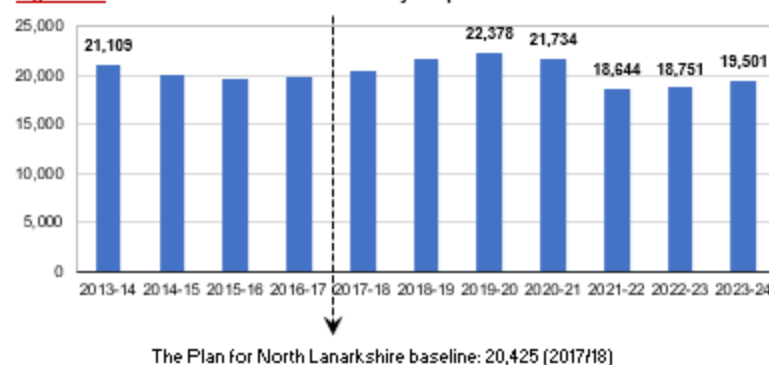
The latest North Lanarkshire commentary:

- Results from 2019/20 onwards had started to show a decreasing change in total recorded crime in North Lanarkshire which was a more positive picture than nationally (Figure 6a).

- The latest results for 2023/24 in Figure 6a show an increase of 4% in total recorded crime from the previous year compared to an increase of 3.6% nationally.

- The number of recorded crimes will have been impacted by the pandemic and this can be seen in Figure 6b, with a decrease from 22,378 in 2019 to 21,734 in 2020/21 and 18,644 in 2021/22. Figures for 2022/23 (18,751) and 2023/24 (19,501) are positive in that they have not returned to pre-pandemic levels and remain lower than The Plan for North Lanarkshire baseline (20,425).

- Figure 6c provides a breakdown of the crimes recorded by category with crimes of dishonesty remaining at the highest level albeit showing reductions over the years.

Notes:

- Total recorded crime includes all crime recorded in six categories - damage and reckless behaviour, crimes of dishonesty, crimes against society, sexual crimes, non-sexual crimes of violence, and coronavirus restrictions.

- Statistics on recorded crimes and offences provide a measure of volume of criminal activity which the police face. This does not reveal the incidence of all crime committed as not all crimes are reported to the police.

- The pandemic, and associated measures to limit social contact, had an impact on both the type and volume of crime recorded between March 2020 and the lifting of final legal restrictions in April 2022.

C05: Household waste - % recycled

Measuring this indicator will tell us if we have: Improved NLs waste recycling rates.

What success looks like: Residents of NL actively reducing the amount of their household waste going to landfill and increasing their recycling rates.

Figure 05a: household waste - % recycled

The Plan for North Lanarkshire baseline: 41.1% (2016)

Figure 05b: household waste - tonnage recycled in NL

The Plan for North Lanarkshire baseline: 66,207 (2016)
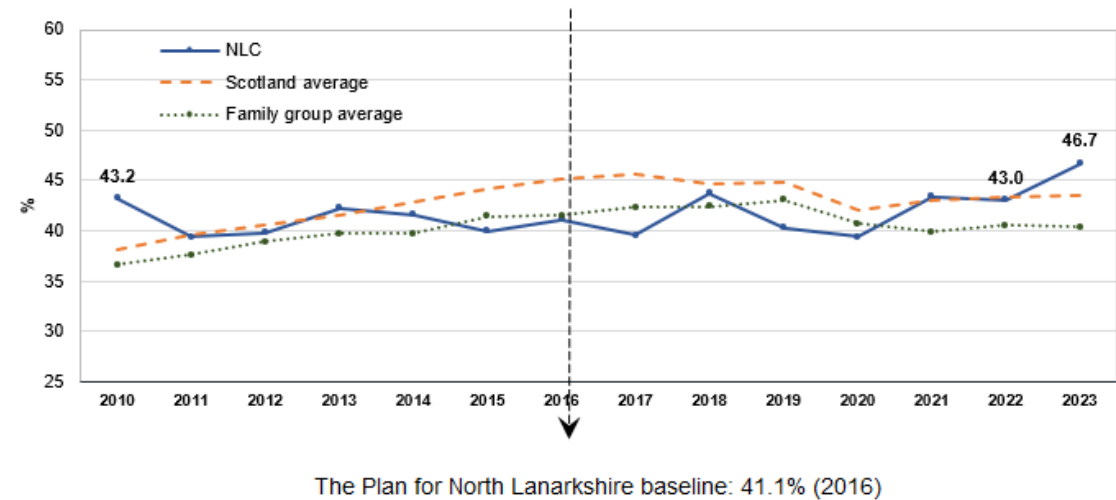
The latest North Lanarkshire commentary:

- The latest figures for the proportion of household waste that is recycled in NL, show a significant increase to 46.7%.

- Over the period of The Plan for North Lanarkshire recycling rates in NL show improvement from a baseline rate of 41.1% in 2016 to 46.7% in 2023.

- NLs recycling rates are now higher than the national average (43.5%) and the family group of similar councils (40.4%).

- In 2023 NL saw an increase in tonnage recycled to 68,534 which is an increase of 3.5% over the period of The Plan for North Lanarkshire.

Notes:

- The family group comprises the eight most densely populated local authority areas in Scotland (i.e. Aberdeen City, Dundee City, East Dunbartonshire, Edinburgh City, Falkirk, Glasgow City, North Lanarkshire and West Dunbartonshire).

- National recycling targets are not statutory.

- This data is collected by SEPA which involves all 32 Scottish local authorities using the web-based reporting tool *WasteDataFlow*.

- Recycling figures are calculated according to Scotland's national recycling rate methodology. Over the years there have been changes to the methodology in terms of what is counted as recycled, although these have been relatively minor and are not expected to have any significant bearing on the reported figures.

- Following SEPAs verification process, figures are subject to slight changes; the information presented here is the most up to date available as at the time of producing this report.

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C07: Rating of neighbourhood (includes all neighbourhoods) - % good / very good ratings

Measuring this indicator will tell us if we have: Improved NLs residents' perceptions of their neighbourhoods.

What success looks like: Having neighbourhoods where people want to live is a fundamental aspect of the shared ambition.

Figure 07a: rating of neighbourhood (includes all neighbourhoods)

The Plan for North Lanarkshire baseline: 2017 survey

C08: Rating of neighbourhood as a place to live - % good / very good ratings (includes only the 20% most deprived neighbourhoods, as defined by the Scottish Index of Multiple Deprivation)

Measuring this indicator will tell us if we have: Improved the perceptions of NLs most disadvantaged communities of the areas in which they live.

What success looks like: Improvements to the most deprived neighbourhoods to ensure that residents share equally in the improving picture and there is social inclusion across our diverse towns and communities.

Figure 08a: rating of neighbourhood as a place to live (includes only the 20% most deprived neighbourhoods)

The Plan for North Lanarkshire baseline: 2017 survey
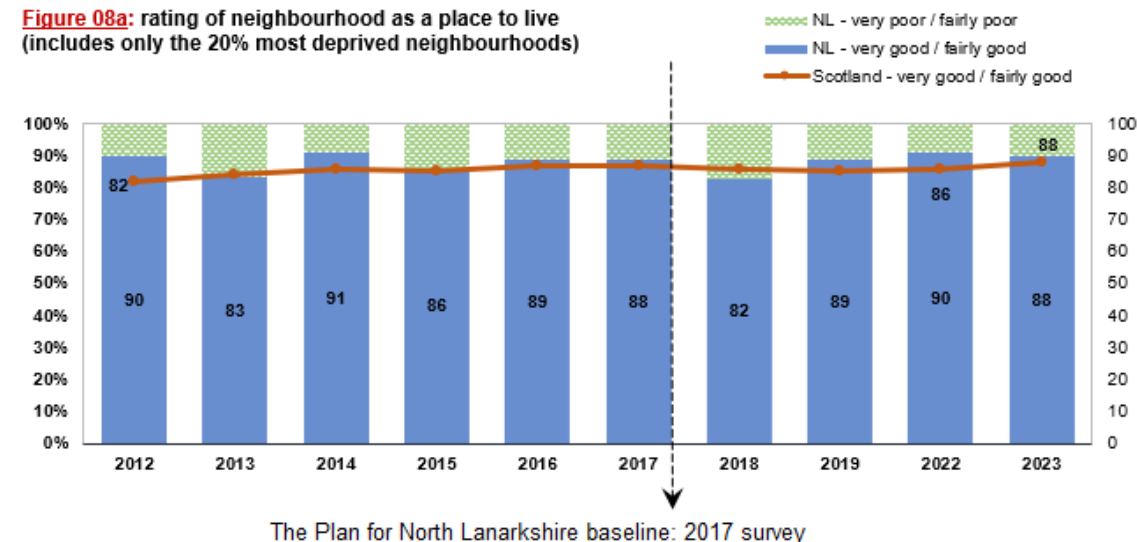
The latest North Lanarkshire commentary:

- Residents' perceptions of their neighbourhood in NL in indicator C07 (see Figure 07a) have remained relatively stable with little change recorded over the years. This mirrors the picture nationally.

- The latest results for NL show 93% rate their place to live as very good / fairly good (compared to a national average of 95%).

- A slight decline (from 90% who rated their neighbourhood as very good or fairly good to 88%) can be noted in ratings over the recorded data for neighbourhood as a place to live in the 20% most deprived areas (see Figure 08a) compared to all neighbourhoods.

- Conversely the national picture reverses this trend with an increase from 86% to 88% over the same period. However, the national picture shows ratings generally to be the same or at a lower level than NL over the time series.

- Both indicators show a decline immediately following the baseline of The Plan for North Lanarkshire, however both indicators almost show an increasing trend since and the latest results differ very little to The Plan's baseline.

Notes:

- This data is obtained from the Scottish Household Survey which is derived from a small sample of the population.

- Due to the pandemic the survey methodology significantly differed to previous years, and therefore the results for 2020 and 2021 are not included in this analysis as the are not directly comparable with other years.

- Results at a local authority level are not yet available from the 2024 Scottish Household Survey.

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C04: Housing - estimated housing by tenure

Measuring this indicator will tell us if we have: Increased the housing choice available to NLs existing and future residents

What success looks like: Having a range of housing stock that meets population growth demands and also changes in household composition

Figure 04a: % housing tenure in NL

The Plan for North Lanarkshire baseline: 2017

Figure 04b: % housing tenure in NL

Percentage of household tenure - households
● 2022 ● 2011 ● 2001

Household tenure - households	2001	2011	2022
Lives rent free	4,868	1,005	1,722
Owned	77,154	88,872	94,335
Private rented	2,799	10,705	12,925
Social rented	47,798	45,416	40,336
Total	132,619	145,998	149,318

The latest North Lanarkshire commentary:

Number of households

- In terms of overall households, there were an estimated 152,653 households in NL in 2023 - which is an increase of 2% over the period of The Plan for North Lanarkshire.

Housing tenure

- Figures 04a shows NLs housing by tenure, with the largest proportion being owner occupied. In Figures 04a and 04b, the 2020 figures published have combined owner occupied and private rented figures together - this explains the even larger increase in the owner occupied figure in 2020.

- No new data has been published at local authority level since the 2020 update as at March 2023.

- For this reason, the results from the 2022 Census in respect of the housing tenure in NL is shown in Figure 04b, along with the corresponding data table. This shows 63.2% of households are owned at 2022 compared to 54.2% at the 2001 Census.

- Conversely social rented tenure has decreased to 27% at the 2022 Census compared to 36% at the 2001 Census, while private rented has seen an increase from 2.1% to 8.7% over the same period.

Housing projections

- While the population is expected to fall overall by 0.9% by 2043, household numbers are projected to rise by 9%; this will mean increased demand for homes - the table below provides more details in terms of household projections (from a 2018 base).

- The number of individual households in North Lanarkshire are predicted to increase by 5,720 new households by 2028 and by a further 4,720 from 2028 to 2043.

- More significantly, single adult households are projected to increase by 14% (almost 7,240 people) by 2,043. Similarly households with 2 adults are projected to increase by 14.1% (+6,080) by 2043.

	Total NL households	1 adult, no children	2 adults, no children	3 or more adults, no children	1 adult and 1 or more children	2 or more adults and 1 or more children
2018	151,750	51,610	43,150	14,560	12,170	30,260
From 2018 to 2028	+5,720 +3.8%	+3,880 +7.5%	+3,500 +8.1%	-540 -3.7%	+90 +0.75%	-1,210 -4%
From 2018 to 2043	+10,440 +6.9%	+7,240 +14%	+6,080 +14.1%	-230 -1.6%	-530 -4.4%	-2,120 -7%
2043	162,190	58,850	49,230	14,330	11,640	28,140

C03: Net migration - total rate per 1,000 population

Measuring this indicator will tell us if we have: Increased NLs population and net inward migration.

What success looks like: Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.

Figure 03a: rate of net migration per 1,000 population
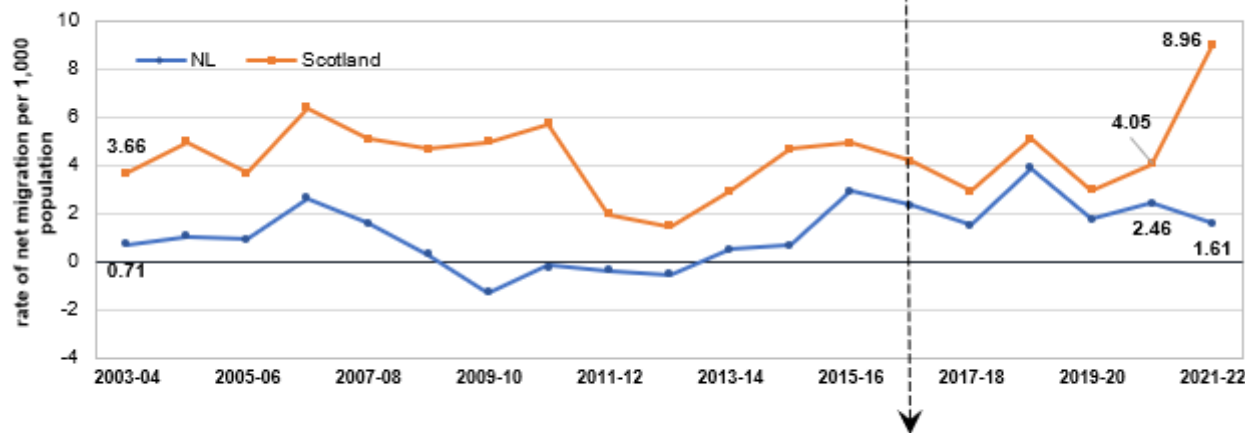
The Plan for North Lanarkshire baseline: 2.32% (2016-17)

Figure 03b: net migration in terms of number of people migrating to NL each year

The Plan for North Lanarkshire baseline: +790 (2016-17)

The latest North Lanarkshire commentary:

- Inward migration in NL had generally been positive in recent years, with more people moving into North Lanarkshire than moving out.

- The recent trend shows a change in this respect with a decrease from +2.46 per 1,000 population in 2020-21 to +1.61 in 2021-22, which although a decrease from previous years it still shows growth in NLs population.

- Over the period of The Plan for North Lanarkshire migration growth has dropped less significantly from +2.32 per 1,000 population to +1.61, an estimated decrease of around 240 people.

- Historically the NL trend had mirrored that of the national average (which has increased from +4.05 per 1,000 population to +8.96 in the recent publication, albeit migration in NL has remained at a lower growth rate than the national average.

- The latest figures show a change in this respect - as while NLs trend shows a decrease in population growth, the national picture shows an increase.

Notes:

- Net migration is the number of people coming into North Lanarkshire minus the number of people leaving.

- Figures are published by National Records of Scotland and relate to total net migration (difference between immigration and emigration). They include asylum seekers and rounding adjustments. Refugees are also included from 2015-16 onwards. Migration estimates for 2012 to 2022 have been revised alongside the mid-year population estimates following the 2022 Census in Scotland.

- Net migration is a general sign of a positive economic growth.

C01: Population projections - % change

Measuring these 2 indicators will tell us if we have: Increased NLs population and net inward migration.

What success looks like: Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.

	Total NL population	Age under 16	Working age 16-64	Age 65+	Age 65 to 74	Age 75+
2018	340,180	62,960	219,220	58,000	33,430	24,570
From 2018 to 2028	+990 0.3%	-6,150 -9.8%	-4,330 -2.0%	+11,470 +19.8%	+6,110 +18.3%	+5,360 +21.8%
From 2018 to 2043	-3,010 -0.9%	-9,300 -14.8%	-16,670 -7.6%	+22,960 +39.6%	+5,400 +16.2%	+17,560 +71.5%
2043	337,170	53,660	202,550	80,960	38,830	42,130

number of under 16 year olds	2018	2018 to 2028	2018 to 2043
pre school children	18,330	-1,730	-1,950
primary school children	28,610	-4,110	-5,090
secondary school children	16,020	-310	-2,260

% of the NL population	2018	2018 to 2028	2018 to 2043
under 16 years old	18.5%	16.7%	15.9%
of working age (age 16 to 64)	64.4%	63.0%	60.1%
aged 65 and over	17.0%	20.4%	24.0%

The latest North Lanarkshire commentary:

- The NL population is projected to increase 0.3% from 2018 to 2028 (+990 people), compared to growth of 1.8% in Scotland. The NL population is then projected to fall by a further -0.9% (-3,010 people) from 2028 to 2043.

- The tables above show a detailed breakdown of the projected change in the population from 2018 to 2028 when growth remains favourable, and from 2018 to 2043 when growth is predicted to decline.

- Of note are changes that by 2043 will see a 7.6% reduction in the working age population and a 14.8% reduction in children aged under 16, but a 39.6% increase in adults aged 65+.

- Within the aged 65+ age range, population projections expect to see a 16.2% increase in adults aged 65 to 74 and a 71.5% increase in adults aged 75+.

Notes:

- The population projection tables above remain the most up to date available at a local authority level at March 2025; these figures have not changed from the update at March 2024.

- Figures published nationally in January 2025 show projections re-baselined at a national level using the 2022 Census data - this shows projections for Scotland to 2032 and 2047. However, these projections are not yet available at a local authority level, so no new populations projections are available at a NL level and the most up to date available remain those noted in the tables above.

- Population projections to 2032 and 2047 at a local authority level are expected to be published in the summer of 2025.

- In the meantime, a single updated figure is available from the 2022 Census results (published in 2024) which shows that NLs population increased from 337,727 at the previous Census in 2011 to 341,117 in 2022 - an increase of 3,390 (+1%).

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C02: Population - mid-year estimates (mye)

Figure 02a: population in NL
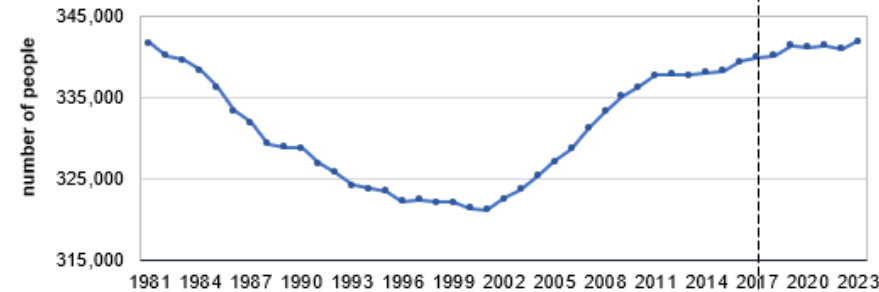
The Plan for North Lanarkshire baseline: 339,960 (2017)

Figure 02b: % change in population from year to year
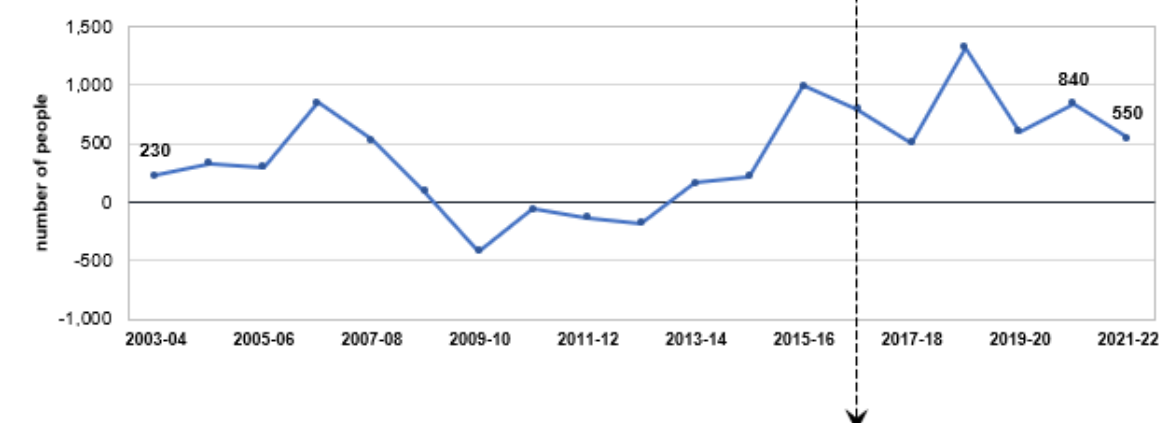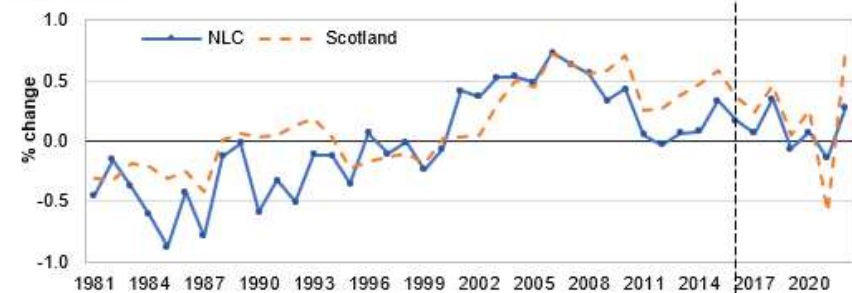
The Plan for North Lanarksire baseline: +0.2% (2017)

The latest North Lanarkshire commentary:

- NLs population has been growing since 2009. The population as at The Plan for North Lanarkshire baseline was 339,960; the latest mid year estimates published in October 2024 shows this has increased +0.6% to 341,890.

Notes:

- Mid year population estimates are currently under review nationally to reflect amended data on long-term international migration for Scotland. As a result, Scotland's current total mid year population estimates - and future local authority level estimates - are subject to change as the re-baselining exercise continues.

- This review is also expected to take account of the subtle changes in the estimate of international migration and provide a more accurate account of inward migration of individuals aged 16 and under.

- It is recognised that the publication of the 2022 Census results creates to some extent a position where various figures can be used to depict NLs current and future population. It is hoped that by the time the re-baselining of both the population projections (i.e. C01) and the mid year estimates (i.e. C02) is complete that a clearer picture will be available to inform future plans and priorities.

The Plan for North Lanarkshire: Delivering the Programme of work to 2028 - looking forward
Outline of the ask for the Programme of Work mid-term review

Note, it is accepted that as this review progresses the review group may identify other relevant information and points to add to the undernoted. As such the purpose of setting the broad overview below is to ensure the review progresses within a broad set of principles and clear requirements at the outset, while at the same time allowing appropriate flexibility to get the best possible outcome at the end of the review for the council and the people and communities of North Lanarkshire.

Review context	The Plan for North Lanarkshire was established in 2019 with a very clear vision - inclusive growth and prosperity for all to bring equal benefits and a fairer distribution of wealth to all North Lanarkshire's people and communities. This vision is about transforming the place that is North Lanarkshire. It's about securing economic growth by enhancing local physical environments in a way that recognises the intrinsic social and health benefits gained in doing so. It's about securing holistic ways of working that integrate policies, services, and systems with only one solution in mind - to deliver a one council approach that targets the growing complexities in society to improve outcomes for the people and communities of North Lanarkshire. Approved by Policy and Strategy Committee in March 2023, the five year Programme of Work to 2028 set out the plans to deliver these improvements against seven priorities (i.e. transforming places, invest in North Lanarkshire, sustainable futures, resilient people, brighter futures, digital North Lanarkshire, and one service).
Review purpose	The Plan for North Lanarkshire was founded on a place-based ambition to transform North Lanarkshire. Implementing place-based approaches originated from the need to address spatial concentrations of disadvantage which, in recent years, have become further exacerbated by a growing complexity in problems being presented in terms of local health and social issues. As such, a place-based approach aims to target an entire community and tackle issues that exist at the neighbourhood level (such as housing, employment, education, economic stability, and health, etc), and address fragmented service provision that leads to gaps or duplication of effort. Investing in place-based approaches and focusing on the physical environment of a community, and on integrated and more accessible service systems, is considered to provide a holistic approach that crosses public sectors and silos and is real for people as it's something an individual can identify with - a place to live, learn, work, invest, and visit. The success of implementing a place-based approach though relies on both place-based and person-based policies crossing policy sectors and being developed and implemented in tandem. It relies on integration with wider investment and poverty reduction strategies if it is to truly make a difference. The Delivery Plan for the Programme of Work to 2028 supports such an integrated and aligned approach and aims to further build on the significant achievements that have been realised through the Programme of Work to date in terms of maximising the potential of North Lanarkshire as a place. However, such is the state of the nation (i.e. the wider national picture, the public sector reform agenda, and the local government environment) that the landscape within which the Programme of Work requires to be delivered has changed since The Plan for North Lanarkshire was established. In addition, the landscape isn't just one that remains challenging, it is unpredictable, can be obstructive, and in danger of hampering (and undoing) the significant and positive inroads that the council has made in working towards realising the vision of *inclusive growth and prosperity for all* and creating (and sustaining) a place with equal benefits and a fairer distribution of wealth for all North Lanarkshire's people and communities. Even with around half of the 28 Health Check Indicators showing improvement over the period of The Plan for North Lanarkshire, there are many deep rooted, stubborn, complex, inter-connected, and inter-generational social, health, and economic issues that remain in North Lanarkshire and that will not be resolved without a consistent and targeted *one council* approach to managing strategic change and delivering transformation, and ensuring the Programme of Work and its Delivery Plan remain current, relevant, and deliverable. Within this context there are also pockets of places across North Lanarkshire that are benefiting from economic growth more so than other areas which means the position remains fragile and therefore susceptible to any wider (and uncontrollable) economical or environmental impacts on society. This means that the Programme of Work needs to be able build resilience that can be sustained across all of North Lanarkshire. Therefore, with delivery of the Programme of Work to 2028 reaching its mid-way point, the aim of this review is to ensure that the council's transformation programme remains current, relevant, and deliverable and set within the latest North Lanarkshire context which is established through the 28 Health Check Indicators and wider bank of evidence. It is also critical that the Programme of Work continues to be able to address the aforementioned deep rooted, stubborn, complex, inter-connected, and inter-generational social, health, and economic issues and that the Programme of Work continues to be delivered in line with the one place, one plan, one council approach to ensure a greater focus on scale and purpose in order to escalate significant place based transformational change across all local communities and deliver positive and sustainable change that improves the lives of the people and communities of North Lanarkshire.
Pre-requisites	In identifying the key challenges, demands, and gaps in delivery that need to be addressed in the Programme of Work in order to escalate the transformation of North Lanarkshire, the review will consider the following (noting that this list is not exhaustive): • Progress and impact of delivering the Programme of Work to 2028 to date, including the impact of the related strategies, policies, and plans. • The latest results and trends for each of the 28 Health Check Indicators. • A wider bank of evidence that includes the recently published Census results as well as other appropriate North Lanarkshire data in respect of place and people. • The current wider national context within which local government is operating, and future changes and impacts in this respect. • The future state requirements (e.g. where we want to be) based on the evidence presented.
Review team	Chief Officers in post since 2023/24, with input from subject matters experts and stakeholders across the council (including Elected Members).
Timescale	Outcome report to be submitted to Policy and Strategy Committee in cycle 4 of 2025.

	population, economy, regeneration	**health and wellbeing**	**society, community, tackling poverty**
The latest North Lanarkshire context (Note this is only an initial high-level overview and further data will be provided to support the review process)	One of the most significant enablers to the success of The Plan for North Lanarkshire is that North Lanarkshire maintains a balanced, growing, and healthy population that is supported by net inward migration. Notwithstanding the recent position nationally where the various population datasets are being re-baselined in line with the 2022 Census, the data shows a clear shift in North Lanarkshire's population in terms of there now being more people age 65+ than under 16 years old. This is accompanied by migration levels which, while still showing an increase, are showing growth at a lower level than the national average. If trends continue in this way, the impact of such demographical change will erode the supporting working age resource base and increase the	Life expectancy in North Lanarkshire had been rising, but gains have started to stall locally and nationally in recent years, albeit the average life expectancy for males in North Lanarkshire has seen a small gain in the last two years. Healthy life expectancy (the average number of years that an individual is expected to live in a state of self- assessed good or very good health, based on current mortality rates and prevalence of good or very good health) for males and females in North Lanarkshire remains below the national average. An aging population that combines lower life expectancy with lower healthy life	The 2022 Census shows that 21% of North Lanarkshire's working age population have no formal qualifications. While this is an improvement from 33% at the 2011 Census and 39.9% as at the 2001 Census, this outcome still restricts the ability of individuals to access current or developing employment opportunities. Educational attainment in terms of pupils gaining 5+ awards at level 6 continues to improve in line with national trends. However, this indicator does not tell the whole story, SCQF Level 6 provides a measure for those achieving at the highest level in school, it does not provide a picture of those who have chosen other pathways. For example, latest results show that 97.1% of all pupils in NL

dependency ratio (i.e. those aged under 16 + those of pension age -v- those of working age).

Economic growth is also key to realising The Plan for North Lanarkshire and delivering inclusive growth and prosperity for all. This means driving major economic regeneration and growth and establishing North Lanarkshire as the best location for businesses to set up roots, grow, and prosper. With the most ambitious house building programme in the country being delivered at pace, community hubs being built in local areas that bring together education/ leisure public sector services in the centre of local communities, and town centres plans in motion to revive and sustain the local economy there have been many positive changes evidenced through the 28 Health Check Indicators over the period of The Plan for North Lanarkshire. The latest results show that:

- Growth in GVA per head has consistently remained positive and in line, or above, the national trend, and recovery from the pandemic has been strong.
- The volume of new business start-ups continues to add to the North Lanarkshire economy however, there remains improvements that can be made to increase business sustainability in the longer-term.
- Wages continue to rise steadily for North Lanarkshire's residents and while the gap between male and female full-time and part-time workers continues to decrease, these hourly rates remain lower than the national average.
- Self-employment rates have recently shown significant recovery following a period of decline - the proportion of the working age population in self-employment is now greater than pre-pandemic levels.
- While economically active rates in North Lanarkshire are showing signs of improvement, there are still fluctuations in the data and economic inactivity remains a concern, particular where the reason is due to long-term sick.
- Jobs density in North Lanarkshire is currently 0.64 jobs available within the area (a job density of 1.0 would mean there is one job for every resident aged 16 to 64); 0.64 means there are 2 jobs for every 3 working age residents.

As North Lanarkshire's economic growth has remained positive for many years, even during and in the aftermath of the pandemic there is much to build on to increase the pace and scale to improve economic growth further. Ideally located at the centre of Scotland, North Lanarkshire is situated in a prime location to realise the vision of The Plan for North Lanarkshire. Well connected to the transport network in terms of location on the main national rail network, situated less than an hour away from three of Scotland's international airports, with direct links to three major motorways - and with 50% of marketable land within the West of Scotland sitting in North Lanarkshire - the area is ideally placed in the centre of Scotland to support a wide range of inward investment and business development opportunities to secure economic growth locally.

The mid-term review of the Programme of Work to 2028 will therefore include due consideration of sustaining the transformation of North Lanarkshire as well as ways to increase the pace and scale of regeneration to improve local economic growth further, this includes increasing the new supply programme target to create more options for housing across North Lanarkshire and developing an approach to business and industry that supports significant increases in inward investment along with the skills needed to fulfil demand across a wider mix of industry sectors and sizes.

expectancy adds to the range of different and complex economic, social, and health issues that exist at a local level. These issues present significant challenges for the future shape and delivery of local public services and the resources required to deliver them. While older people may not necessarily require formal support, as people live longer the evidence suggests that with healthy life expectancy decreasing people are more likely to develop health conditions which may become complex and, as a result, require a growing reliance on one or more local services or supports.

Results from the most recent health survey of local residents show improvements in terms of local residents who agree they feel supported to continue in their caring role.

Improvements have also been significant in the proportion of babies breastfed at the 6-8 week review which had been on a par with the level of improvement seen nationally, albeit at a much lower rate. As this rate appears to have stalled recently, of concern now is the ability to sustain breastfeeding over time compared to the initial rate recorded when the first review if undertaken around 10-14 day after birth.

As reported in the latest Chief Social Work Officer annual report, recent years have been particularly challenging given the pandemic and front facing and priority nature of social work and care services which was followed by an impact of the cost of living which added to the challenges through continuing demand pressures, impacts on capacity, backlogs within wider systems, increased need, and increased complexities.

The mid-term review of the Programme of Work to 2028 will therefore include due consideration of the transformational activity that is required to support more of North Lanarkshire's residents to remain healthy for longer, to break the cycle of declining health, to support residents to be as independent as possible for as long as possible, to increase life expectancy for residents, and to ensure the majority of North Lanarkshire's babies get the best start in life and where issues occur in the social and care sector, they are addressed at the earliest opportunity.

This will also include due consideration of the changes in the local social care provision given the changing demographic profile and increase in an elderly population (and their housing requirements) and securing a whole system approach within the place-based ambition set out in The Plan for North Lanarkshire with community hubs being at the forefront of delivering whole family support.

achieved 1 or more awards as SCQF level 3 or above compared to a national average of 97.8%. This means that 2.8% (the converse) of all pupils in NL achieved no passes at this level compared to a national average of 2.2%.

Educational attainment in terms of pupils living in 20% most deprived areas gaining 5+ awards at Level 6 continues to improve and is higher than the national average. The gap in this respect in North Lanarkshire now shows a marked improvement in attainment for pupils living in the 20% most deprived areas, compared to the overall student population.

The proportion of young people leaving school in NL and entering a positive destination continues to show a year-on-year improvement. However, there remains at least 200 young people each year who do not, and these individuals are generally the hardest to reach and engage with.

After a period of improvement since The Plan for North Lanarkshire baseline, child poverty rates have not been able to return to pre-pandemic levels. Research shows the extent to which the environment shapes the lives of children who are born into households experiencing poverty and deprivation. It's therefore critical to tackle the barriers to growth by unlocking the potential in the most deprived areas, breaking the cycle of poverty, and opening up opportunities to create more equal communities.

Following previous year's figures which showed the change in recorded crime in North Lanarkshire to be lower than the national average, this position has moved with local rates reaching 4% compared to a national average of 3.6%. Notwithstanding the impact of the pandemic on the number of recorded crimes, this remains a positive position in that the number of crimes in North Lanarkshire recorded by the police has not returned to pre-pandemic levels and remains lower than The Plan for North Lanarkshire baseline. A breakdown of the crimes recorded by category with crimes of dishonesty remaining at the highest level over the years, albeit showing gradual reductions.

The mid-term review of the Programme of Work to 2028 will therefore include due consideration of creating neighbourhoods where people want to live as well as neighbourhoods to ensure that residents share equally in the improving picture and there is social inclusion across North Lanarkshire's diverse towns and urban and rural communities.

This will also include due consideration in terms of ensuring every child leaving a North Lanarkshire school is able to share equally in the improving economic picture and achieve the pathway they wish to, how to further involve communities in decision making, and designing, developing, delivering local services to achieve co-production and community empowerment.

Item 5

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   KH/LJ   **Date**   13/03/25

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

From   Katrina Hassell, Chief Officer (Business and Digital)

E-mail   HassellK@northlan.gov.uk   **Telephone**   07903 096 121

Executive Summary

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

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

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

Recommendations

It is recommended the Policy and Strategy Committee:

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

The Plan for North Lanarkshire

Priority   All priorities

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

1.   Background

1.1   As Members are aware the vision for a Digital North Lanarkshire, with investment targeted in digital and technological solutions that will be of most benefit to the people and communities of North Lanarkshire, aims to help realise inclusive growth and prosperity for all in line with the council's long-term ambition in The Plan for North Lanarkshire.

1.2   Digital North Lanarkshire is one of seven priorities within the Programme of Work for 2023 to 2028. Through the delivery of the Digital North Lanarkshire priority, Programme of Work activities underway are focussing on developing a skilled digital workforce, promoting an innovative sustainable culture, and providing digital leadership for an evolving North Lanarkshire.

1.3   In March 2024, Policy and Strategy Committee approved the Digital and IT Strategy for 2024 to 2027. The Strategy is key to providing the direction to deliver a Digital North Lanarkshire which looks to build on successes achieved to date while embedding digital thinking into everyday behaviours and actions to ultimately embrace a 'digital first' approach to service delivery.

1.4   At the Policy and Strategy Committee in March 2024 a commitment was made to ensure that the Digital and IT Strategy for 2024 to 2027 would be kept under review during its lifecycle with an annual update of implementation progress reported to the Policy and Strategy Committee. However, Elected Members requested that the strategy be the subject of six-monthly reporting, with this report therefore representing the second in a series of updates on the council's progress in achieving the digital aspirations set out in the Strategy

2.   Digital and IT Strategy for 2024 to 2027

2.1   The council's Programme of Work to 2028 sets out plans for a Digital North Lanarkshire to increase the scale and pace of change and achieve coherence across all areas of work. It represents the delivery arm of the Digital and IT Strategy, ensuring that focus is retained on our Digital Communities, Digital Economy, and Digital Council aspirations.

2.2   For the Digital and IT Strategy, this means embedding digital thinking into everyday delivery, embracing digital technology to do business significantly differently, and always considering a digital-first approach. This requires a focus on skills, culture, design, and empowerment of the workforce, all of which are being progressed through the Digital North Lanarkshire Programme of Work themes.

2.3   The Digital and IT Strategy recognises that technology can offer so many benefits for the people and communities in North Lanarkshire - it can support people to live independently in their own homes, it can enable seamless end to end processes to fulfil requests for service, it can mean vulnerable people get more joined up help when it really matters, it can provide a way to better use data to monitor and manage demand and improve the delivery of services to the public. It is key to connecting people and communities with place and improving their quality of life by providing access to new opportunities, new ways of working, learning, and doing business, and new ways to ensure quicker and easier access to essential care, supports, and services.

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

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

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

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

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

1.   **Employees first**

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

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

enabled environment.

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

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

2. **Digital first**

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

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

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

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

3. **Inclusive**

Digital exclusion is less of a concern.

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

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

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

4. **Innovative**

The council innovates with high functioning analytics for problem solving.

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

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

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

Strathclyde Country Parks, incorporating CCTV and Public Wifi, these units are fibre connected, house an IoT Gateway with remote sensors in place for traffic / people counting and water turbidity, with the intention to deploy ground temperature sensors, bin-full monitors and additional people counters across multiple pathways. There is potential here to inform local park management with empirical data on areas of usage that can be used to adapt service delivery.
- Iterative deployment of workforce analytics PowerBI dashboards providing 'touch of a button' insights to support service workforce planning and decision making.
- Following the successful launch of the HR Service portal by ESC, progress continues towards a single employee portal that will host IT and HR service requests.

5. **Adaptable**

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

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

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

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

6. **Connected**

The council is highly connected with other organisations.

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

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

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

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

Digital North Lanarkshire Programme of Work

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

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

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

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

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

Of those commenced:

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

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

Of those commenced:

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

Next steps

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

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

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

- The achievements and progress noted in this six-monthly update report will also be shared with the Driving Digital Locally subgroups to ensure ongoing communication and engagement as delivery of the Digital and IT Strategy progresses.

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

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

3.   Measures of success

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

4.   Supporting documentation

4.1   Appendix 1 - Roadmap to a Digital North Lanarkshire.
4.2   Appendix 2 - Summary of progress in delivering the Digital North Lanarkshire Programme of Work

Katrina Hassell
Chief Officer (Business and Digital)

5.   Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? An Equality / Fairer Scotland Duty Impact Assessment was undertaken when developing the Digital and IT Strategy 2024 to 2027. This assessment highlighted key impacts may exist for older people, low-income groups, those with a disability, and people who are homeless, asylum seekers or whose first language is something other than English This strategy aims to place digital at the heart of what people do on a day-to-day basis. There is a recognition that the needs of certain vulnerable groups require to be considered throughout the journey to a digital environment. The strategy ensures that no one is digitally excluded and there is an opportunity to improve people's lives by using digital solutions, technology, and skills. Given that deliverables aim to improve the connectivity and accessibility of North Lanarkshire as a place, and the ability of local people and communities to gain the skills and confidence required to help them benefit from the opportunities of being digitally connected, the activities detailed throughout this report positively address the impacts which were identified during the assessment. By placing people at the centre of the strategy and the Driving Digital Locally digital subgroup continuing to play its key role in enabling local communities to participate in designing and deploying modern council services and ensuring that no one is left behind or digitally excluded, this will ultimately have an impact to advance the general equality duty to eliminate discrimination, improve equality of opportunity and foster good relations to tackle a diverse range of issues and challenges. For example, the work being carried out through the IPAD/intergenerational project has improved elderly residents' access to and understanding of technology within their community. This alongside deployment of improved connectivity, Public Wi-Fi, and Digital Community Services (the online mapping tool) all positively address the impacts of digital exclusion within North Lanarkshire's communities. If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments/chief-executives-eqia/digital-and-it-strategy-equality-impact-assessment Yes ☒ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☒ No ☐ If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? The Digital and IT Strategy recognises that change must be enabled within existing financial resources, with work in support of this progressing through the Performance Optimisation sub-theme.

5.3	**HR policy impact**	
	Does the report contain any HR policy or procedure impacts?	
	Yes ☐ No ☒	
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?	
	Yes ☐ No ☐	
	If Yes, please provide a brief summary of the impact?	
5.4	**Legal impact**	
	Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?	
	Yes ☐ No ☒	
	If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?	
	Yes ☐ No ☐	
	If Yes, please provide a brief summary of the impact?	
5.5	**Data protection impact**	
	Does the report / project / practice contain or involve the processing of personal data?	
	Yes ☐ No ☒	
	If Yes, is the processing of this personal data likely to result in a high risk to the data subject?	
	Yes ☐ No ☐	
	If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk	
	Yes ☐ No ☐	
5.6	**Technology / Digital impact**	
	Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?	
	Yes ☒ No ☐	
	If Yes, please provide a brief summary of the impact?	
	The Digital North Lanarkshire Programme of Work has collaboration and self-service at the heart of its design principles, with all appropriately reflected within both internal and external communications.	
	The Digital North Lanarkshire Programme of Work also envisages significant changes to applications, software, hardware, and connectivity, with all duly considered for security, compliance, Digital First, and Enterprise Architecture perspectives through the key governance groups of the Enterprise Architecture Governance Group (EAGG) and Data Governance Board (DGB). Paragraph 2.7 provides illustrative examples of digital changes being progressed.	
	Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?	
	Yes ☒ No ☐	
5.7	**Environmental / Carbon impact**	
	Does the report / project / practice contain information that has an impact on any environmental or carbon matters?	
	Yes ☒ No ☐	
	If Yes, please provide a brief summary of the impact?	

	Providing digital services that offer online, anytime access to services will have a positive environmental impact across several important areas such as minimising waste and recycling, thanks to the limited need for paper forms.
5.8	**Communications impact** Does the report contain any information that has an impact on the council's communications activities? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? Communications activities are detailed within the report.
5.9	**Risk impact** Is there a risk impact? Yes ☒ No ☐ If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed? Effective identification and management of risk is considered critical to the success of this programme, with all required processes strictly followed, and all high-level risks and issues regularly reported to the Digital North Lanarkshire Programme of Work Strategic Board.
5.10	**Armed Forces Covenant Duty** Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)? Yes ☐ No ☒ If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.
5.11	**Children's rights and wellbeing impact** Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). As noted in the report to Policy and Strategy Committee in March 2024, a Children's Rights and Wellbeing Impact Assessment was undertaken and the key findings in this respect include that implementation of the Digital and IT Strategy 2024 to 2027 is considered to have an indirect impact as the strategy is not directly aimed at children but will have an impact on them. In particular, article 2 (non-discrimination) and article 23 (children with a disability). It is recognised that the rights of the child, and the needs of certain groups, require to be considered throughout the journey to a Digital North Lanarkshire. The Strategy aims to ensure that no one is digitally excluded and there is opportunity to improve people's lives though digital technology, solutions, and skills. If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☒ No ☐

Roadmap to a Digital North Lanarkshire

Digital culture, leadership and knowledge

1. Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.

2. Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.

3. Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.

4. Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.

Improved customer experience

5. Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.

6. Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.

7. Ensure accessible data to improve public reporting and transparency, streamline effort involved in request for information processes, and leverage business development opportunities.

Digital first operations

8. Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.

9. Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.

10. Ensure single source of data to provide insights and evidence that support decision making and service planning.

Performance optimisation

11. Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.

12. Enhance security monitoring to maintain effective access and control over council data as the council delivers the anticipated increase in its digital footprint.

1. Mature sustainable culture to support public transitions.
2. Digital leaders to support change.
3. A framework to support the acceleration of change.
4. A skilled workforce.
5. Connected digital experience.
6. Smart community hubs.
7. Accessible data.
8. Useful, secure, compliant, and digital first applications.
9. Fibre enabled innovation.
10. A single source of data.
11. A digital and IT cost model.
12. Enhanced security monitoring.

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

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)

Digital culture, leadership, and knowledge	Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.	Sep-23	Dec-25	Green	At delivery and ongoing management and monitoring stage.	• An overview of progress to date from the Digital Culture, Leadership and Knowledge theme was reported to Finance and Resources Committee in November 2024 (link). This focussed on the digital adoption work and the digital maturity assessment survey.
						• Following on from the digital skills survey in 2021, the results of the 2023/24 survey examined digital adoption across services, (particularly the use of M365) and at various levels. This showed that:
						  - 70% understood the value of the digital workplace
						  - 41% found their work more interesting as a result of applying digital tools
						  - 73% actively supported change
						  - 73% have participated in learning
						  - 52% didn't feel they have opportunities to decide what tools to use for their jobs
						  - 47% agreed with having opportunities to develop new skills and show capability
						  - 76% agreed they found digital workplace tool useful in their jobs
						  - 28% stated using the tools help them feel more valuable in their job; 55% agreed that IT does support personal development
						• Greater insight was also gained into the current thinking of employees across services in relation to digital maturity where, from an overall 16.1% response rate, 82% of respondents were positive about the council's readiness for change / digital adoption and recognised the alignment of change and transformation with the priorities set out in The Plan for North Lanarkshire. There was also a recognition that the tools available have enhanced team collaboration as well as enhancing individual efficiency and productivity. Accessing support for the adoption of new technologies, particularly those under age 25, has been highlighted an area to be further investigated, as well as further support that could be given to employees as part of the digital culture change activities.
						• Having established a baseline measurement for digital adoption a digital maturity assessment is under development to further help the council to understand the current state of technology use and extent of digital maturity, and to identify gaps in digital capabilities.

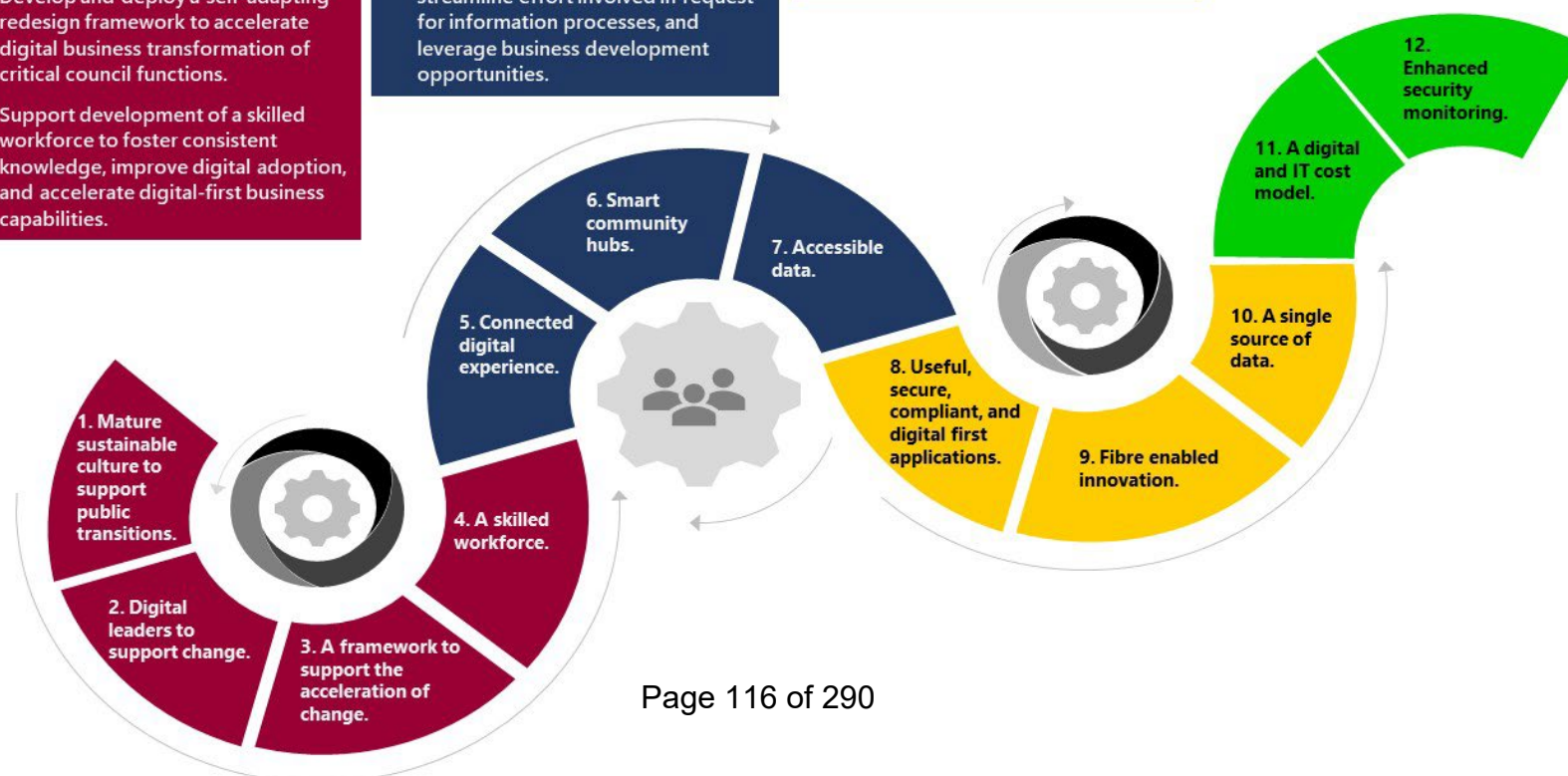| Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
				Green		• Workshops have been held over the winter to develop the next steps and agree a development plan, this includes a focus on engagement and communication, digital champions / leaders, training and support, competencies, and etiquette (for which a NL Announcement was cascaded in January 2025 implementing a Microsoft Teams Calls Etiquette to be adopted across the organisation).
Digital culture, leadership, and knowledge	Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.	Nov-23	Sept-25	**Amber**	At planning and set up stage.	• Initial discussions have taken place on the specific programme currently in existence and aligning this to the needs of a council wide leadership programme to incorporate digital capabilities, including cognitive transformation (thinking differently), behavioural transformation (acting differently), and emotional transformation (reacting differently). • Research work continues to understand the future state requirements for the organisation with digital leadership core competencies and approaches. However, due to competing demands, approval of a has moved the end date to September 2025 to enable a more in-depth and co-ordinated approach; a subsequent risk review considered there was no significant impact on the overall work plan in this respect. Rescheduling of this work was addressed at aforementioned workshops to create the development plan for digital culture, leadership, and knowledge.
Digital culture, leadership, and knowledge	Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.	Sep-23	Mar-24	**Green**	At delivery and ongoing management and monitoring stage.	• Upon completion, the change management toolkit portal was demonstrated at the Programme of Work Board in December 2024 prior to a formal training programme and launch for a council wide roll out by the end of 2024/25.
Digital culture, leadership, and knowledge	Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.	Mar-24	Apr-26	**Amber**	At planning and set up stage.	• Work has commenced on identifying the appropriate format for a self-assessment tool to allow staff to understand their current level of digital skills and undertake further learning, as appropriate, to upskill the council's workforce to be more digitally capable. • Modules on LearnNL are available to all staff and investment continues in the flexible workforce development fund in digital skills. • The existing education programme has been shared and an assessment of a test of change is now under consideration.

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
						• Other areas of activity at the initial stages include identifying leadership capabilities and conclusion of the self-assessment. Both of these items have been discussed in line with the development plan noted above.
Improved customer experience	Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.	Apr-23	Dec-25	**Green**	At delivery and ongoing management and monitoring stage.	• Chat bot functionality went live on the council's website in October 2024 to enable residents to receive automated responses or to chat to an advisor. • Processes / services available for public interaction on the council website now expanded to include MOT / Taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online. • Redevelopments of the customer relationship management (CRM) system underway to enhance processes for staff to route enquiries to the relevant service and improve cross service working and thereby a one council approach. Priorities are being reprofiled to ensure all outstanding development work is completed and the CRM Advisory Board and supporting action plan have been refocussed to support delivery, monitoring, and governance of the priority actions identified. • The council's purchase to pay system has been redesigned to introduce a standardised approach that ensures a consistent way of working across the council, maximises system integration opportunities, removes / reduces paper based processes, implements electronic invoicing and three-way matching, and improves management information. Purchase to Pay refers to the end-to-end process in which goods and services are purchased and ultimately paid for; this includes all steps from identifying the need for goods and services through to paying a supplier. Final developments are underway in respect of training and awareness sessions, completing all communications with Pecos users, completing all configurations within Pecos, and developing plans for a soft launch by the end of 2024/25

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
Improved customer experience	Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.	Sep-23	Mar-26	**Green**	At delivery and ongoing management and monitoring stage.	• Public consultation on the resources and services required in the digital zone is now complete and data is being reviewed to establish requirements within digital zones for individuals with additional needs and integrate these into the digital zone offer. • Next phase of the corporate booking system about to start with a digital zones working group leading on integrating the corporate booking system into the digital zone development. • Report submitted to Communities Committee in October 2024 (link) provided an update on immersive room developments and the impacts. Work to expand community use of immersive experience pods and enhance digital experiences within a community and beyond has now seen the fourth immersive room, based in Airdrie library, is now completed and operational. • Six monthly reports to the Communities Committee - in August 2024 (link) and February 2025 (link) - provide regular updates to support wider public and stakeholder engagement. This includes information in respect of progress of the Driving Digital Locally working group, the intergenerational projects which bring together elderly residents and local primary schools, engagement for the digital zones, the public Wi-Fi project, online chatbot tool, and status of the new booking system implementation.
Improved customer experience	Ensure an accessible and single source approach to data that supports the organisation by providing insights and evidence that support decision making, planning, delivery, and continuous improvement as well as public reporting and transparency.	Oct-24	Dec-25	**Green**	At planning and set up stage.	• This deliverable previously comprised four activities which were reconfigured into one to ensure a more streamlined, focussed, integrated, and value adding approach to data across the organisation. To date development work has scoped out the purpose and content of the strategy and identified the relevant existing component parts which require to be incorporated as well as any gaps which require to be filled. By developing a single Data Strategy with a single approach to data, this aims to set the foundations in respect the council's data practices in order to unlock the potential of data and create meaningful insights that support the council in managing services and delivering the Programme of Work in line with The Plan for North Lanarkshire. This incorporates all related aspects of data, including governance, quality, data maturity, spatial mapping, open data, and supporting architecture and technology.

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
Digital first operations	Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.	Jan-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• In September 2024, Policy and Strategy Committee considered the new Automation and Generative Artificial Intelligence (GenAI) Framework (link). This sets out the council's AI vision for deploying the technology in an efficient and effective manner to support implementation of the AI vision through new digital service delivery models and solutions designed to meet the needs of modern businesses and communities. Next steps developments are underway to develop a plan to identify opportunities for AI functions and deliver the framework. • Contract award for a new housing and asset management system - to improve data management, monitoring, and service delivery across housing - approved at committee in November 2024. Next steps developments and finalisation of the implementation plan is now underway. • New case management and scheduling systems - to meet statutory obligations and to improve service delivery and performance management across social care – is progressing with staff training now complete and plans in the final stages to implement the first phase of Mosaic before the end of 2024/25. • Implement a leisure and facilities booking systems, including integration with hub place bookings and introduction of compliant and secure payment facilities that accommodate home and agile working arrangements are progressing with a contract in place and initial supplier meetings held. Services have been migrated to latest version of cloud system with rollout of new pay terminals and installation of gated entry systems across a number of sites underway. • A report in respect of the asset management practices across the organisation was submitted to the Finance and Resources Committee in September 2024 (link). This updated on progress in respect of consolidating as many assets on to a single solution as possible and reducing the number of business systems used across the council to manage assets. This also advised of the next steps in respect of a review underway to drive forward the consolidation of assets, both physical and technology (system) related.

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
				 		• Implementation of a new cloud-based Microsoft Teams integrated solution, incorporating virtual voice and digital assistant functionality is underway in relation to the build and testing of a new unified comms platform and migrations of 25 school sites.
Digital first operations	Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.	Apr-23	Mar-28	**Green**	At delivery and ongoing management and monitoring stage.	• Implementation of procured Wide Area Network solution and associated technical functionality (such as internet breakout services and continued development and deployment of fibre across North Lanarkshire) is ongoing in respect of corporate requirements. • Around 80 sites are now live with a public wi-fi service, and the roll out continues to migrate the remaining 50 sites into the solution. Implementation is however impacted by site surveys and asbestos checks by the external contractor. • Discussions are underway with legal and the supplier to develop and implement a plan to enable internet access for temporary accommodation properties. • Work is also underway in respect of enhancing fibre availability across North Lanarkshire to provide internet access to residents with a strategy being drafted for options appraisal, with a report in respect of this on today's agenda. • Smart Park schemes to gather data within park settings now operational at Palacerigg Country Park and Strathclyde Country Park with units active (and on renewables) and fibre connected meaning that the data capture process is now underway to enable an initial review from the sensors. • Immersive rooms now live at Airdrie Library, Motherwell Library, Summerlee Museum, and Muirfield Community Centre with services available to the public and partners. • Work to create a digital infrastructure development toolkit and associated processes to enable third party commercial connectivity providers to deliver services across the council involves discussions with Glascow City Council to investigate the potential to re-use an existing process used in their infrastructure model.

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
Digital first operations	Transition from using paper-based storage to a digital solution for retaining appropriate council information.	Sep-23	Sep-25	**Green**	At delivery and ongoing management and monitoring stage.	• Tender issued, responses received, and evaluation process underway with a view to awarding the tender by the end of 2024/25.
Performance optimisation	Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.	Oct-23	Sep-26	**Amber**	At delivery and ongoing management and monitoring stage.	• Work is progressing to identify digital and IT spend across the council and develop a model to establish whether this is essential and priority spend but this is a complex process as the council's environment sees hundreds of applications being used council-wide, with detailed knowledge of individual items (users, contractual basis) varying across services and ICT, particularly for long-standing products purchased without ICT involvement. Additional time is therefore necessary for data capture, as such is critical for the analysis stage of this project. • Baseline financial information has been sourced for matching with Business Continuity / Disaster Recovery Plans and CMDB (configuration management database) and work is underway to capture non-financial information regarding individual products. Expertise has been sought from Gartner to support next steps development in terms of a model to identify priority products to retain, as well as those to terminate or migrate. • Work has progressed to develop and deploy structures and processes that aid the identification and development of operational innovation and that facilitates beneficial service transformation in respect of developing supplier relationships. Funding re-profiled to ensure effectively used once business cases begin to arrive, and eligibility criteria developed and approved. Further details, including information in respect of promoting the Innovation Fund and associated application process, are scheduled to be reported to committee in cycle 1 of 2025.
Performance optimisation	Enhance security monitoring to maintain effective access and control over council data as the	Feb-24	Dec-27	**Green**	At delivery and ongoing management	• To consider areas in relation to security that can be monitored in terms of service delivery and to be able to assess performance against these elements, a range of performance metrics have been drafted and are in the final approval stages prior to

Theme / Programme	Deliverables (approved at Policy and Strategy in September 2023)	start date	end date	Overall delivery RAG assessment	Completed status	Position as at March 2025 (including narrative where RAG status is Red or Amber)
	council delivers the anticipated increase in its digital footprint.			■	and monitoring stage.	implementing the supporting processes to ensure the metrics reach appropriate audience at required intervals. • Work is progressing to review data assets and solutions delivered by or in conjunction with third party providers to ensure that suppliers are consistently assessed and reported upon to enable operational performance to be effectively managed throughout the duration of any engagement and a supplier framework has been drafted. This will be finalised in line with the new Corporate Procurement Supplier Framework scheduled to be launched soon. • Work to develop security standards continues to progress to support existing cyber security controls. This aims to support processes to manage and secure council data and systems, assess the risk associated with data loss, and create an assessment model to provide meaningful, insightful, and simple representation of the cyber rating of data control. Recruitment is under way for a temporary Senior ICT Security Officer post to support the development of improved ICT technical vulnerability management processes.

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

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

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

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   KH/RB   **Date**   13/03/25

Arms-Length External Organisations (ALEO) 2024 Review

From   Katrina Hassell Chief Officer (Business and Digital)

E-mail   hassellk@northlan.gov.uk   **Telephone**   07903 096121

Executive Summary

In setting its budget on 15 February 2024, the Council requested that the remaining Arms-length External Organisations (ALEOs) – Fusion Assets Limited, Routes to Work Limited and North Lanarkshire Properties LLP - be formally reviewed, with their contributions to the Council's strategic priorities and The Plan for North Lanarkshire, both now and in the future, assessed.

This report fulfils that request. It describes the adopted approach, review scope, levels of Board/LLP engagement and assessment tools/techniques used to compare the existing externalised service delivery models against the feasibility and benefits of delivering these services using in-house resources.

Having compared potential benefits and level of strategic alignment for each option against its feasibility, costs and risk factors, the Option Appraisal concludes that retaining all ALEOS (Option 1) is presently a better fit for the Council than in-house service delivery (Option 2).

The reviews highlighted areas for future development do exist, with several improvement actions and a range of opportunities for individual ALEOs to explore therefore highlighted within the detailed appendices accompanying this report.

All draft findings were shared with individual ALEOs in January 2025 to enable Director consideration and comment. Feedback received is detailed within paragraph 2.11 of the report.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1)   Acknowledge that each ALEO was assessed by a formal ALEO Review Board as requested by Council on 15 February 2024.

(2)   Consider the findings of the ALEO review, which recommend retention of all existing externalised service delivery arrangements, subject to the following caveats:

   a.   Fusion Assets Limited.

      i.   Provide a detailed action plan by 30 June 2025 to address the opportunities and areas for future development detailed within Appendices 1(a) and 1(c).

      ii. As identified through the SWOT analysis, there are opportunities to potentially expand the scope of activity carried out by Fusion Assets to further contribute to Council priorities. The Board of Directors is therefore requested to work with

Council officers to develop a Business Case to explore opportunities to expand activity in the future.

    b. <u>Routes to Work Limited</u>

        i. Provide a detailed action plan by 30 June 2025 to address the opportunities and areas for future development detailed within Appendices 2(a) and 2(c).

    c. <u>North Lanarkshire Properties LLP</u>

        i. Provide a detailed action plan by 30 June 2025 to address the opportunities and areas for future development detailed within Appendices 3(a) and 3(c).

        ii. Given external advice received in respect of early termination of the LLP's loan facility illustrates that an advantageous (circa. £4.3m) net position is still achievable up to October 2026; the Council may wish to re-examine these findings following the drafting of its 2025/26 Annual Accounts.

        iii. Work with Council officers to identify properties which create scope to facilitate transformational change within town centres and communities, aligning portfolio investments with the Council's 'Transforming Places' vision and Programme of Work.

  (3)   Subject to acceptance and approval of the ALEO Review Board recommendations, agrees to report these detailed ALEO Review findings to the respective Service Committees to enable them to monitor the implementation of the detailed action plans.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Statutory / corporate / service requirement

1. Background

1.1   In setting its budget on 15 February 2024, the Council instructed a series of service reviews be undertaken to ensure its remaining ALEOs (Fusion Assets Ltd, North Lanarkshire Properties LLP and Routes to Work Ltd.) continue to effectively contribute to the delivery of the Council's strategic priorities and The Plan for North Lanarkshire.

1.2   The Chief Officer (Business and Digital) established an ALEO Review Board in May 2024 to simultaneously progress all reviews. Business and Digital prepared standard assurance toolkits, with such building upon the intensive review work previously undertaken between 2016 and 2019. The Legal Manager (Democratic and Resources) chaired the Board, with client leads for individual ALEOs tasked with ensuring review activity was aligned to standard assurance requirements. Representatives from Business and Digital, Financial Solutions, People Resources and Legal and Democratic Services supported all review activity, engaging with required specialists where necessary.

1.3   The associated project plan confirmed review findings and associated recommendations would be presented to this committee for consideration in March 2025. Review leads (or agreed substitutes) formally advised individual ALEOs of the review scope, indicative timelines, engagement milestones, and expected reporting.

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2. Report

Scope of Reviews

2.1 In recognising this ALEO review had to examine whether external service delivery remained the best option for the Council, review activity assessed ALEO performance through the following lenses, with a red, red/amber, amber/green and green rating mechanism consistently applied to evidence how well each ALEO satisfies expected requirements:

2.1.1 ***Objectives*** – level of deliverability, alignment with The Plan for NL and council strategic priorities, supports best value and continuous improvement, clearly referenced in up-to-date ALEO strategic documents.

2.1.2 ***Governance*** – relevant Articles of Association, meeting arrangements, Board skills levels.

2.1.3 ***Performance*** – success in achieving business objectives and key performance indicators over medium term, status of previous ALEO review recommendations.

2.1.4 ***Financial*** – financially sound, level of reliance on Council resourcing, funding trends and levels over medium term, level of financial commitments, efficiency measures and levels of service investment.

2.1.5 ***Service Delivery and Customer Satisfaction*** – service user accountability, customer engagement, alignment with council expectations (now and in the future), ease of flexibility.

2.1.6 ***Benefits*** – of delivering services through ALEO mechanisms.

2.1.7 ***Opportunities*** – what more can be done through ALEO versus potential delivery through in-house mechanisms.

2.1.8 ***Staffing*** – benefits and terms and conditions examined alongside establishments to (a) understand whether sufficient skills, experience and expertise exist and (b) identify any implications likely to arise should resource transfer into Council.

2.1.9 ***Risk*** – effectiveness of management and 'early warning' arrangements.

2.1.10 ***Environment Scanning*** – level of understanding of internal and external developments, and potential impact on ALEO operations.

2.1.11 ***Digital and Technological*** - assessing cost, feasibility and any security concerns associated with transferring operations onto Council network and infrastructure.

2.2 Evidence obtained through the assurance review was examined in line with the Council instruction of 15th February 2024 (shown below) using SWOT (strengths, weaknesses, opportunities, and threats) analysis techniques. Individual ALEO Boards were fully engaged in completing the SWOT analysis, agreeing the RAG ratings allocated within the assurance toolkits, and assisting Council Officers to uncover potential innovation, growth, or service opportunities.

OPTIONS	1	Is there evidence available to demonstrate that retaining existing externalised service delivery remains the best option.
	2	Is it (1) feasible, and (2) beneficial for Fusion Assets Ltd./Routes to Work Ltd/North Lanarkshire Property LLP services to be delivered going forward by in-house NLC resources.

2.3 Using pre-determined assessment definitions, the effectiveness of these options was assessed against the Council's standard appraisal criteria of:

    a. Policy Fit – aligns with the vision in The Plan for North Lanarkshire
    b. Cost/Savings – ensures cost effectiveness, and affordable and sustainable service delivery.
    c. Performance – maintains influence over service delivery and performance levels.
    d. Risk – minimises future risk to the Council.
    e. Feasibility of option under consideration

2.4 A summary of the review findings and outcome of the option appraisals are detailed in sections 2.5 through to 2.10 below.

ALEO Review Findings

2.5 Each ALEO assessment covered between 52 and 57 key areas. Table 1 below summarises the RAG ratings which were confirmed at engagement sessions held with individual ALEO representatives on either 11th or 26th November 2024.

Assessment Summary:	Fusion Assets	RtW	NLP
Areas with a Green assessment:	50	45	45
Areas with a Green / Amber assessment:	2	12	7
Areas with an Amber / Red assessment:	0	0	2
Areas with a Red assessment:	0	0	3
Total areas assessed	**52**	**57**	**57**

Table 1 – RAG Summary

2.6 Appendices one to three provide further details of how well each ALEO satisfied the areas of assurance described in paragraph 2.1 above.

Option Appraisal Outcome

2.7 Using the finalised SWOT analysis and agreed RAG summary, the ALEO Review Board completed the Option Appraisal assessment on 9th December 2024. A summary of findings is provided in Table 2 below, with further details in respect of individual ALEO option appraisals presented as follows:

    a. Fusion Assets Ltd. – Appendix 1(b)
    b. Routes to Work Ltd. – Appendix 2(b)
    c. North Lanarkshire Properties LLP – Appendix 3(b)

2.8 Having compared potential benefits and level of strategic alignment for each option against its feasibility, costs and risk factors, the **Option Appraisal concludes that retaining all ALEOs (Option 1) is presently a better fit for the Council** than in-house service delivery (Option 2). Final scores arising from each Option Appraisal are highlighted below:

ALEO	Option 1 Retain externalised delivery *(OA Score)*	Option 2 Transition to in-house service delivery *(OA Score)*	**Preferred Option**	Appendix
Fusion Assets Ltd.	176	114	Option 1	1 (b)
Routes to Work Ltd.	190	139	Option 1	2 (b)
North Lanarkshire Properties LLP	132	105	Option 1	3 (b)

Table 2 – Option Appraisal Conclusions

2.9   The reviews did highlight a need to address areas for future development, particularly within North Lanarkshire Properties LLP, whose RAG summary evidenced action is urgently needed in respect of strategic business planning, alignment with The Plan for North Lanarkshire, customer engagement and workforce planning. High-level actions flowing from the assessment of each ALEO are contained within Appendices 1 (c), 2 (c), and 3 (c) for member consideration.

2.10   The reviews also highlighted a range of opportunities should be further explored to ensure that continued external delivery sufficiently evidences Best Value, alignment with The Plan for North Lanarkshire and effective utilisation of all North Lanarkshire assets and resources. Further details of key opportunities to explore are also highlighted within Appendices 1 (c), 2 (c), and 3 (c).

2.11   Following consideration of the draft findings by the Corporate Management Team on 19 December 2024, such was subsequently shared with individual ALEOs to enable Director consideration and comment. The following feedback was received:

(a) *Fusion Assets Ltd.*
Fusion Assets welcomed the review findings, subject to minor amendments being made to the narrative contained within the draft option appraisal and review recommendation summaries. The Council has actioned these requests wherever appropriate, with such changes now incorporated into the details presented to the committee for consideration.

Fusion Assets also advised they would like a further opportunity to discuss the findings in more detail. With a detailed action plan required by 30th June 2025, Council officers agreed such would be worthwhile, with the Service Lead instructed to progress accordingly.

(b) *Routes to Work Ltd.*
The review was very thorough and enabled RTW to demonstrate that it is governed and managed with rigour, discipline and agility. Directors have been kept informed of the process and it has been inclusive. Whilst it is acknowledged that there are some areas that are not entirely 'green', these are largely related to well-known national challenges within the ALEO's funding landscape.

Directors believe there is significant evidence available to demonstrate that retaining Routes to Work Ltd. as an existing externalised service delivery is the best option and are satisfied that the review has concluded with this recommendation. Directors are also satisfied with the high-level improvement areas identified, some of which have already progressed; the closer working relationship is also welcomed.

(c) *North Lanarkshire Properties LLP*

Representatives of the LLP confirmed the ALEO is satisfied with the overall review findings. They agree that the scores for option 2 would have been very different had Council 'buy out' of the existing loan been assessed as feasible and therefore acknowledge the Council may look to reassess the feasibility of option 2 – transitioning to in-house delivery – following the drafting of its 2025/26 Annual Accounts.

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3. Measures of success

3.1 Arms-length bodies continue to deliver high quality public services that achieve Best Value for, and minimise risk to, the Council and its day-to-day operations.

3.2 Timely implementation of agreed improvement actions and required Business Cases demonstrating effective alignment to the Council's strategic priorities and The Plan for North Lanarkshire, both now and in the future.

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4. Supporting documentation

4.1 **Appendix 1(a):** Review Findings Summary - Fusion Assets Limited

4.2 **Appendix 1(b):** Option Appraisal Scoring - Fusion Assets Limited

4.3 **Appendix 1(c):** Future development areas - Fusion Assets Limited

4.4 **Appendix 2(a):** Review Findings Summary – Routes to Work Limited

4.5 **Appendix 2(b):** Option Appraisal Scoring – Routes to Work Limited

4.6 **Appendix 2(c)**: Future development areas – Routes to Work Limited

4.7 **Appendix 3(a):** Review Findings Summary – North Lanarkshire Properties LLP

4.8 **Appendix 3(b):** Option Appraisal Scoring - North Lanarkshire Properties LLP

4.9 **Appendix 3(c):** Future development areas - North Lanarkshire Properties LLP

Katrina M Hassell

Chief Officer (Business and Digital)

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5.   Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes ☐ No ☒
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☒ No ☐ Costs associated with completing the review (£0.040m) related to external legal advice (Brodies) and North Lanarkshire Property LLP loan facility termination advice (Azets) obtained to ensure that officer assessments – particularly regards feasibility of in-house delivery - were thorough and fully informed. There are no (new) ongoing financial implications arising from this report for the Council. Financial arrangements were a key focus of the assessment, with officers from Financial Solutions leading all considerations. Lack of current resources to terminate North Lanarkshire Property LLP's loan facility largely resulted in Option 2 (deliver using in-house resources) for this ALEO failing to satisfy the 'feasibility' strategic objective. Given external advice illustrates that an advantageous (circa. £4.3m) net position is still achievable up to October 2026; the Council may wish to re-examine these findings should its financial position change. Appendices one to three describe the existing financial relationships between the Council and the individual ALEOs, with all expected to continue with minimal variation. If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☒ No ☐ There are no immediate HR implications arising from the report recommendations. Staffing was a key focus of the assessment however, with officers from People Resources examining existing structures (where such was provided and/or available) to: (a) understand whether such facilitates the required levels of skills, experience, and expertise, and (b) identify potential implications of transferring existing employees to the Council and a high-level comparison of those employees' terms and conditions (where available). Whilst Option 1 is presently a better fit for the Council, the ALEO Review Board have identified areas for future consideration regarding the staffing structures and/or skills levels of Fusion Assets Ltd and North Lanarkshire Properties LLP. These are highlighted within the areas for future development of both organisations. If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact?

5.4	**Legal impact**
	Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?
	Yes ☒ No ☐
	Legal and Democratic Services led the ALEO Review Board's assessment of factors such as Land and Buildings Transaction Tax (LBTT) and Fusion Assets Ltd joint venture arrangements, with external support provided via Brodies.
	If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?

5.5	**Data protection impact**
	Does the report / project / practice contain or involve the processing of personal data?
	Yes ☐ No ☒
	If Yes, is the processing of this personal data likely to result in a high risk to the data subject?
	Yes ☐ No ☐
	If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk
	Yes ☐ No ☐

5.6	**Technology / Digital impact**
	Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	There are no immediate digital or technological implications arising from the report recommendations, but such was a key focus of the review with officers from Business and Digital examining each ALEO's existing arrangements to identify any cost, feasibility or security concerns likely to arise from transferring operations onto Council network and infrastructure (option 2).
	Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?
	Yes ☐ No ☒

5.7	**Environmental / Carbon impact**
	Does the report / project / practice contain information that has an impact on any environmental or carbon matters?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?

5.8	**Communications impact**
	Does the report contain any information that has an impact on the council's communications activities?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?

5.9	**Risk impact**
	Is there a risk impact?
	Yes ☒ No ☐

Risks associated with each option were assessed in line with the Council's approved Project Management (Option Appraisal) guidelines. Complexity of implementation and confidence regarding ability to deliver on time, and to predicted benefits are amongst the key criteria assessed. In directly comparing one option against another, ALEO Review Board members consistently agreed that retaining external delivery (option 1) was less risky than transferring delivery to in-house resources (option 2). This is evidenced in the 'risk scores' presented within the option appraisal summaries provided in Appendices 1(b), 2(b) and 3(b).

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

5.10	**Armed Forces Covenant Duty**
	Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.
5.11	**Children's rights and wellbeing impact**
	Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?
	Yes ☐ No ☐

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Summary Findings

Introduction

1) In setting its budget on 15 February 2024, the Council instructed a series of service reviews be undertaken to ensure its remaining ALEOs (Fusion Assets Ltd, North Lanarkshire Properties LLP and Routes to Work Ltd.) continue to effectively contribute to the delivery of the Council's strategic priorities and The Plan for North Lanarkshire.

2) The Chief Officer (Business and Digital) established an ALEO Review Board in May 2024 to simultaneously progress all reviews. Business and Digital prepared standard assurance toolkits, with such building upon the intensive review work previously undertaken between 2016 and 2019. The Legal Manager (Democratic and Resources) chaired the Board, with client leads for individual ALEO's tasked with ensuring review activity was aligned to standard assurance requirements. Representatives from Business and Digital, Financial Solutions, People Resources and Legal and Democratic Services supported all review activity, engaging with required specialists where necessary.

3) The associated project plan confirmed review findings and associated recommendations would be presented to the Policy and Strategy Committee for consideration in March 2025. Review leads (or agreed substitutes) formally advised individual ALEOs of the review scope, indicative timelines, engagement milestones, and expected reporting.

Scope of Reviews

4) In recognising this ALEO review had to examine whether external service delivery remained the best option for the Council, review activity assessed ALEO performance through the following lenses, with a red, red/amber, amber/green and green rating mechanism consistently applied to evidence how well each ALEO satisfies expected requirements:

   a. Objectives – level of deliverability, alignment with The Plan for NL and council strategic priorities, supports best value and continuous improvement, clearly referenced in up-to-date ALEO strategic documents.

   b. Governance – relevant Articles of Association, meeting arrangements, Board skills levels.

   c. Performance – success in achieving business objectives and key performance indicators over medium term, status of previous ALEO review recommendations.

   d. Financial – financially sound, level of reliance on Council resourcing, funding trends and levels over medium term, level of financial commitments, efficiency measures and levels of service investment.

   e. Service Delivery and Customer Satisfaction – service user accountability, customer engagement, alignment with council expectations (now and in the future), ease of flexibility.

   f. Benefits – of delivering services through ALEO mechanisms.

   g. Opportunities – what more can be done through ALEO versus potential delivery through in-house mechanisms.

Arms-Length External Organisation (ALEO) 2024 Review

Fusion Assets Ltd. – Summary Findings

h. Staffing – benefits and terms and conditions examined alongside establishments to (a) understand whether sufficient skills, experience and expertise exist and (b) identify any implications likely to arise should resource transfer into Council.

i. Risk – effectiveness of management and 'early warning' arrangements.

j. Environment Scanning – level of understanding of internal and external developments, and potential impact on ALEO operations.

k. Digital and Technological – assessing cost, feasibility and any security concerns associated with transferring operations onto Council network and infrastructure.

5) Evidence obtained through the assurance review was examined in line with the Council instruction of 15ᵗʰ February 2024 (shown below) using SWOT (strengths, weaknesses, opportunities, and threats) analysis techniques. Board members from Fusion Assets Ltd. were fully engaged in completing the SWOT analysis, agreeing the RAG ratings allocated within the assurance toolkits, and assisting Council Officers to uncover potential innovation, growth, or service opportunities.

OPTIONS Is there evidence available to demonstrate that retaining existing externalised service delivery remains the best option.

Is it (1) feasible, and (2) beneficial for Fusion Assets Ltd services to be delivered going forward by in-house NLC resources.

6) Using pre-determined assessment definitions, the effectiveness of these options was assessed against the Council's standard appraisal criteria of:

a. Policy Fit – aligns with the vision in The Plan for North Lanarkshire

b. Cost/Savings – ensures cost effectiveness, and affordable and sustainable service delivery.

c. Performance – maintains influence over service delivery and performance levels.

d. Risk – minimises future risk to the Council.

e. Feasibility of option under consideration

7) A summary of the review findings and outcome of the option appraisal is detailed below.

ALEO Review Findings

8) Fusion Asset Ltd.'s assessment covered fifty-two key areas. During an engagement session held on 11 November 2024, the ALEO Review Board and Fusion Asset Ltd.'s representatives confirmed the RAG ratings as follows:

Assessment Summary:	total
Areas with a Green assessment:	50
Areas with a Green / Amber assessment:	2
Areas with an Amber / Red assessment:	0
Areas with a Red assessment:	0

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Summary Findings

9) Sections 10 to 20 below briefly illustrate how well the ALEO satisfies the areas of assurance detailed in section 4 above.

10) *Objectives*: (Green) Fusion Asset Ltd.'s objectives are closely aligned to the Plan for North Lanarkshire, the associated Programmes of Work and the Economic Regeneration Delivery Plan. Through ongoing governance, engagement and review, the Company's Articles of Association could be further explored to ensure strengthened alignment under Option 1.

11) *Governance*: (Green) Fusion Assets Ltd is properly constituted in terms of the Companies Act requirements and takes appropriate advice and action on governance matters. Fusion Assets Ltd has a strong, established and committed Board of Directors with experienced non-Executive Directors. It can access funding and enter arrangements which may not be available to the council under Option 2. It would be a potentially complex process to transfer Fusion Assets Limited to the council. Under Option 2, the future of joint venture agreements would require to be considered.

12) *Performance:* (Green) Fusion Assets Ltd continues to perform well. An economic impact analysis by EKOS consultants in 2022 provided an independent long-term assessment of Fusion Assets performance that is very positive. It highlighted net impacts to North Lanarkshire's economy of 580 Full-Time Equivalent jobs, £41m in ongoing Gross Value Added and £19m in ongoing wages since Fusion Assets inception. Should the current model be moved in-house, the impact achieved through current funding and joint venture arrangements could be lost, with a negative impact on performance and the deliverability of projects.

13) *Financial:* (12 Green, 1 Green/Amber) Under Option 1, there is no cost to the council and the council receives £15K per annum income through the provision of financial services to Fusion Assets Ltd. Transfer into the Council under Option 2 would result in costs to the council and the inability of the funding model to continue in its current format as the future of existing funding models and joint ventures would have to be considered.

14) *Service Delivery & Customer Satisfaction:* (Green) Fusion Assets Ltd is accountable to its Board, the Enterprise and Fair Work Committee, external auditors, joint venture partners and tenants for its performance and service delivery. Customer satisfaction is high with feedback from a low level of complaints being used to inform service delivery improvements.

15) *Benefits: (Green)* As outlined in both the 2022 EKOS evaluation report and the 2020 Industry Commission for Scotland report, Fusion's model is particularly unique and valuable to North Lanarkshire. Fusion Assets Business Plan to 2026 outlines the detail of how the model delivers its services and the flexibility this affords the council. Elements of Fusion Assets model cannot be delivered under Option 2. For example, North Lanarkshire Council is not legally allowed to borrow to fund speculative commercial developments, and the ability to continue existing joint ventures or to enter new joint ventures would be at risk.

16) *Opportunities:* (Green) Fusion Assets Ltd has a good industry reputation as highlighted in the 2020 Infrastructure Commission for Scotland report and its ongoing ability to work with new joint venture partners. Retaining Fusion Assets Ltd under Option 1 would allow joint venture agreements to remain in place with their associated benefits. Legal advice would be required regarding the future of these agreements should Fusion Assets become part of the council. Through the Plan for North Lanarkshire, associated Programmes of Work and the Economic Regeneration Delivery Plan, there are considerable opportunities for

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Summary Findings

Fusion Assets Ltd to continue its current model and should additional funding and resources become available, for it to (a) scale-up and deliver additional projects and their resultant positive impact on the local economy notably land remediated and industrial space developed with resultant private sector investment, Gross Value Added and jobs, and/or (b) to explore opportunities to expand its focus beyond the industrial sector, working more collaboratively with the council to deliver on its housing plans.

17) *Staffing:* (Incomplete) Fusion Assets Ltd has very low staffing levels, with a mix of permanent and temporary employments.

18) *Risk:* (5 Green, 1 Green/Amber) Under Option 1, there is no risk to the council given the current robust governance arrangements. However, under Option 2, there are a number of adverse risks including the loss of experienced directors and the significant risks associated with the loss of access to alternative funding sources and the continuity of joint venture arrangements.

19) *Environmental Scanning:* (Green) There is the opportunity for Fusion Assets Ltd to scale the delivery of projects if there are additional resources available to do so with the demand for land and property remaining high in North Lanarkshire. There remains uncertainty over future funding streams such as the Vacant and Derelict Land Fund. Option 1 enables Fusion Assets Ltd to access funding streams and enter arrangements and joint ventures which would not be available to the Council under Option 2. Ongoing market volatility in relation to costs could impact the viability, pace and scale of delivery under both options as could changes to legislation in areas such as empty property relief and the infrastructure levy,

20) *Digital and Technological:* (Green) Fusion Assets uses North Lanarkshire Councils IT systems, networks and servers. Their critical dependencies are dependent on the councils Business Continuity and Disaster Recovery arrangements.

Option Appraisal Outcome

21) Using the finalised SWOT analysis and agreed RAG summary, the ALEO Review Board completed the Option Appraisal assessment on 9th December 2024. Fusion Assets Ltd.'s assessment is attached at Appendix 1(b). Having compared potential benefits and level of strategic alignment for each option against its feasibility, costs and risk factors, the **Option Appraisal concludes that retaining the ALEO (Option 1 -scores 176) is presently a better fit for the Council than in-house service delivery** (Option 2 – scores 114), with Option 1 therefore recommended to elected members.

22) Whilst Option Two scores higher than Option One on the Policy Fit criteria, officers determined that Option One is currently more likely to deliver against the cost/savings, performance, risk, and feasibility requirements.

23) Appendix 1(b) illustrates Option One is a better fit for the Council because:

   a. Cost/Saving: Fusion Assets Ltd currently operates at no cost to North Lanarkshire Council. Whilst there remains concern over the continuation of some future external funding streams (e.g. Vacant and Derelict Land Fund), Option 2 is likely to bring extra costs to the Council. These costs relate to company dissolution and potentially TUPE and employee related costs. In addition, the council would be unable to enter into the same finance and joint venture arrangements under Option 2 which could lead to greater reliance on the council's own capital funds. Fusion Assets Ltd under Option 1 can continue with existing funding and Joint Venture arrangements.

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Summary Findings

b. <u>Performance</u>: The ALEO's legal structure facilitates good performance, with such independently confirmed through economic impact analysis in recent years. Similar structures and performance may not be achievable were services to transfer to in-house delivery.

c. <u>Risk</u>: Option 2 would place considerable risks on the current delivery model due to the potential loss of expertise (e.g. Directors and staff) and result in the inability of the Council to enter into the same finance and joint venture agreements that are available under Option 1. This in turn would place pressure on internal resources and funding with the further potential to delay the delivery and scale of projects. Uncertainty as to future of joint venture agreements means option 1 is the less risky option.

d. <u>Feasibility</u>: Fusion Assets Ltd operates well in its current format and has demonstrated value for money. Analysis during the review confirmed elements of ALEO activity cannot be performed in-house, resulting in Option 2 being assessed as not feasible to progress. It would be potentially complex to transfer Fusion Assets to the Council.

24) The review did highlight a need however to address areas for future development in Fusion Asset Ltd.'s delivery arrangements, with the RAG summary above evidencing that opportunities exist for strengthening alignment with The Plan for North Lanarkshire. In addition, the need to increase resilience against the loss of expertise and knowledge has been identified.

25) The review also highlighted a range of opportunities should be further explored to ensure Fusion Assets Ltd can take advantage of development opportunities as they arise to support regeneration priorities and to continue to investigate funding opportunities and innovative finance arrangements and mechanisms to maximise investment opportunities.

Review Recommendations

26) In taking all factors into account, the ALEO Review Board recommend that Fusion Assets Ltd prepare an action plan to address the opportunities and areas for future development outlined within this report, seeking approval from the Enterprise and Fair Work Committee, which presently has oversight responsibility for this ALEO's performance.

27) The council should also continue to review the opportunities for strengthening alignment of Fusion Assets Ltd to the council's objectives, exploring innovative funding mechanisms and external funding opportunities to support the continued delivery and scalability of Fusion Assets Ltd.

28) Request that, through a Business Case to the Council, Fusion Assets work with Council officers to explore opportunities to expand its focus beyond the industrial sector, including potentially delivery of mid-market housing.

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Option Appraisal Scoring

Appraisal criteria	Option 1 - Retain As External Delivery		Option 2 - Transition to In-house Delivery	
	Overall weighted score for this option	Comments re Appraisal/Assessment	Overall weighted score for this option	Comments re Appraisal/Assessment
1. **Policy fit** - Aligns with the vision in The Plan for North Lanarkshire (i.e. supports the council to deliver inclusive growth and prosperity for all).	41.25	The ALEO's activities are incorporated into the Plan for North Lanarkshire. Reference is made to the completed Assurance Review and Transforming Places; in particular its Town Centre Action Plans and the Economic Regeneration Development Plan. There are also indirect links to Invest NL (delivery of allocated sites in LDP) and Brighter Futures (job creation and business expansion and development)	43.75	The ALEO's activities are incorporated into the Plan for North Lanarkshire. Reference is made to the completed Assurance Review and Transforming Places; in particular its Town Centre Action Plans and the Economic Regeneration Development Plan. There are also indirect links to Invest NL (delivery of allocated sites in LDP) and Brighter Futures (job creation and business expansion and development). Potential for closer alignment if in-house.
2. **Cost / savings** - Ensures cost effective, affordable, and sustainable service delivery.	42.5	ALEO runs at no cost to NLC. However, it should be noted there is concern over the continuation of some future funding streams e.g. Vacant and Derelict Land Fund which could put pressure on the existing delivery model.	23.75	ALEO runs at no cost to NLC, but it is heavily reliant on VDLF funding which is uncertain beyond March 2026. Option 2 likely to bring extra costs in relation to company dissolution & possibly TUPE. Value for money survey indicates in-house delivery will be less efficient than present. The council is unable to enter into the same finance agreements as Fusion and this could lead to a greater reliance on the council's own capital funds.
3. **Performance** - Maintains influence over service delivery and performance.	39.6	Fusion is tightly governed by experienced board of directors and has a history of strong performance. It's legal structure facilitates good performance evidenced through external validation. Recent change in articles strengthens NLC's ability and capacity to influence strategic direction.	25.2	Bringing Fusion in-house would lead to the loss of specialised, unique and highly thought of delivery mechanisms. It would also lead to the loss of experienced directors and personnel. The council is unable to enter the same types of joint ventures as Fusion can, and external funders may not wish to engage with the council in the same way as they do with Fusion. This could diminish service delivery and performance.
4. **Risk** - Minimises future risks to the council.	19.2	Minimum future risks to the council. Delivery would continue with no cost pressures on the council. No impact on delivery timescales and can be delivered subject to attainment of external funding and continued use of JV models.	9.6	Considerable risks to the current delivery model due to potential loss of expertise, inability to enter joint ventures and potential reliance on capital funding to continue delivery. Could impact on internal resources. Potential to result in delays to the delivery of contracts and projects.
5. **Service, project, operational specific** - Feasibility of option under consideration	33	Business Plan to 2026 confirms ALEO can continue to operate as it presently does, subject to funding being available for identified projects. The ALEO continues to explore funding and joint venture opportunities, but there are no definite, continuous guarantees. Current model could be scaled subject to availability of funding.	12.1	Analysis during the review confirmed elements of ALEO activity cannot be performed in-house, resulting in Option 2 being assessed as not feasible to progress. There is also reference made to JV partners who would not wish to work with the Council. Delivery in-house would require a different approach by the Council and/or significant investment.
	176		**114**	
	Final score - Option 1		Final score - Option 2	

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Future development areas

1. *Address Staffing and Knowledge Risks*

    1.1. In conjunction with the Enterprise Manager, review resources and consider options to increase capacity and resilience to ensure continuity/optimisation of current and future service delivery and enable future expansion of activity.

    1.2. Implement a formal knowledge management system to document expertise, workflows, and critical processes. This ensures knowledge sharing and mitigates the risk of single points of failure. Prepare a Business Continuity Plan around current staffing risks to maintain operational continuity and to address potential staffing changes.

2. *Enhance Administrative and Operational Resource*

    2.1. Consider technology solutions to streamline operations and improve efficiency.

3. *Expansion of Service Offerings and Expertise*

    3.1. Consideration of broadening the range of development projects undertaken and diversify project focus beyond the industrial sector including collaboration with North Lanarkshire Council to identify priority areas and strategic opportunities in housing, retail, or mixed-use developments beyond the industrial sector.

    3.2. Conduct a feasibility study to identify high-priority areas for new development projects, including underutilised or strategically significant properties.

    3.3. Conduct a feasibility study to explore options for the provision of commercial property consultancy services to other public sector organizations or local authorities lacking in-house expertise.

    3.4. Establish partnerships with local businesses, third-sector organisations, and North Lanarkshire Properties LLP to leverage additional resources and expertise.

4. *Align more closely with Strategic Objectives*

    4.1. Review and update any memorandum of understanding or service-level agreement with North Lanarkshire Council to define expectations, objectives, and key performance indicators (KPIs) that ensure accountability.

    4.2. Strengthen alignment with key NLC strategies, including *The Plan for North Lanarkshire* and the Programmes of Work including *Transforming Places and Invest NL.*

    4.3. Review current Performance Management Framework to ensure metrics reported clearly demonstrate alignment with the Council's priorities including ERDP, Transforming Places Programme of Work.

    4.4. Strengthen oversight and monitoring arrangements and ensure closer alignment with North Lanarkshire Council's strategic plan and programmes of work.

    4.5. Collaborate with North Lanarkshire Properties LLP to define clear boundaries and roles for commercial property rental activities.

5. *Amend Articles of Association for Broader Objectives*

    5.1. Initiate a review of the current Articles of Association to identify constraints and areas for potential amendment.

Arms-Length External Organisation (ALEO) 2024 Review
Fusion Assets Ltd. – Future development areas

6. *Branding and Digital Presence*

    6.1. Finalise the update of Fusion's website and branding, ensuring such reflect a contemporary image that aligns with its objectives and appeals to stakeholders.

    6.2. Develop a social media and digital communications strategy, leveraging platforms like LinkedIn, Twitter, and Facebook to increase visibility, engagement, and stakeholder awareness.

    6.3. Allocate resources for regular content creation, such as case studies, success stories, and updates, to keep stakeholders informed and involved.

Arms-Length External Organisation (ALEO) 2024 Review

Routes to Work Ltd. – Summary Findings

<u>**Introduction**</u>

1) In setting its budget on 15 February 2024, the Council instructed a series of service reviews be undertaken to ensure its remaining ALEOs (Fusion Assets Ltd, North Lanarkshire Properties LLP and Routes to Work Ltd.) continue to effectively contribute to the delivery of the Council's strategic priorities and The Plan for North Lanarkshire.

2) The Chief Officer (Business and Digital) established an ALEO Review Board in May 2024 to simultaneously progress all reviews. Business and Digital prepared standard assurance toolkits, with such building upon the intensive review work previously undertaken between 2016 and 2019. The Legal Manager (Democratic and Resources) chaired the Board, with client leads for individual ALEO's tasked with ensuring review activity was aligned to standard assurance requirements. Representatives from Business and Digital, Financial Solutions, People Resources and Legal and Democratic Services supported all review activity, engaging with required specialists where necessary.

3) The associated project plan confirmed review findings and associated recommendations would be presented to the Policy and Strategy Committee for consideration in March 2025. Review leads (or agreed substitutes) formally advised individual ALEOs of the review scope, indicative timelines, engagement milestones, and expected reporting.

<u>**Scope of Reviews**</u>

4) In recognising this ALEO review had to examine whether external service delivery remained the best option for the Council, review activity assessed ALEO performance through the following lenses, with a red, red/amber, amber/green and green rating mechanism consistently applied to evidence how well each ALEO satisfies expected requirements:

   a. Objectives – level of deliverability, alignment with The Plan for NL and council strategic priorities, supports best value and continuous improvement, clearly referenced in up-to-date ALEO strategic documents.

   b. Governance – relevant Articles of Association, meeting arrangements, Board skills levels.

   c. Performance – success in achieving business objectives and key performance indicators over medium term, status of previous ALEO review recommendations.

   d. Financial – financially sound, level of reliance on Council resourcing, funding trends and levels over medium term, level of financial commitments, efficiency measures and levels of service investment.

   e. Service Delivery and Customer Satisfaction – service user accountability, customer engagement, alignment with council expectations (now and in the future), ease of flexibility.

   f. Benefits – of delivering services through ALEO mechanisms.

   g. Opportunities – what more can be done through ALEO versus potential delivery through in-house mechanisms.

Arms-Length External Organisation (ALEO) 2024 Review

Routes to Work Ltd. – Summary Findings

h. Staffing – benefits and terms and conditions examined alongside establishments to (a) understand whether sufficient skills, experience and expertise exist and (b) identify any implications likely to arise should resource transfer into Council.

i. Risk – effectiveness of management and 'early warning' arrangements.

j. Environment Scanning – level of understanding of internal and external developments, and potential impact on ALEO operations.

k. Digital and Technological – assessing cost, feasibility and any security concerns associated with transferring operations onto Council network and infrastructure.

5) Evidence obtained through the assurance review was examined in line with the Council instruction of 15th February 2024 (shown below) using SWOT (strengths, weaknesses, opportunities, and threats) analysis techniques. Board members from Routes to Work Ltd. were fully engaged in completing the SWOT analysis, agreeing the RAG ratings allocated within the assurance toolkits, and assisting Council Officers to uncover potential innovation, growth, or service opportunities.

OPTIONS   Is there evidence available to demonstrate that retaining existing externalised service delivery remains the best option.

Is it (1) feasible, and (2) beneficial for Routes to Work Limited's services to be delivered going forward by in-house NLC resources.

6) Using pre-determined assessment definitions, the effectiveness of these options was assessed against the Council's standard appraisal criteria of:

a. Policy Fit – aligns with the vision in The Plan for North Lanarkshire.

b. Cost/Savings – ensures cost effectiveness, and affordable and sustainable service delivery.

c. Performance – maintains influence over service delivery and performance levels.

d. Risk – minimises future risk to the Council.

e. Feasibility of option under consideration.

7) A summary of the review findings and outcome of the option appraisal is detailed below.

ALEO Review Findings

8) Routes to Work Limited's assessment covered fifty-seven key areas. During an engagement session held on 11 November 2024, the ALEO Review Board and Routes to Work Limited representatives confirmed the RAG ratings as follows:

Assessment Summary:	total
Areas with a Green assessment:	45
Areas with a Green / Amber assessment:	12
Areas with an Amber / Red assessment:	0
Areas with a Red assessment:	0

Arms-Length External Organisation (ALEO) 2024 Review

Routes to Work Ltd. – Summary Findings

9) Sections 10 to 20 below briefly illustrate how well the ALEO satisfies the areas of assurance detailed in section 4 above.

10) _Objectives_: (Green) As an ALEO Routes to Work Ltd. continues to align its plans and activities closely with The Plan for North Lanarkshire and The Programme of Work to 2028. Its own Business Plan 2024-2027 also has objectives related to performance and service development which demonstrate close operational working with Council services such as Enterprise, Housing and Justice alongside other community planning partners.

11) _Governance_: (Green) Routes to Work Ltd. is properly constituted in terms of Companies and Charities legislation. It is a registered charity which has financial benefits not available to the Council and can also access funding streams not directly available to the council. It would be a potentially complex process to transfer Routes to Work to the council. Across all measures of Governance, the organisation consistently adheres to the best possible standards as both a company limited by guarantee and as a Scottish Charity and has an excellent Board which has been recruited on the basis of its expertise and experience.

12) _Performance:_ (5 Green, 2 Green/Amber) The ALEOs performance has been of a consistently high standard though the change brought about in the labour market by the challenges of 2020 have meant that it is still adjusting its programmes to the new challenges. However, Routes to Work Ltd are not an outlier in this regard and all providers of employability in Scotland have faced similar challenges. This has also coincided with major changes to funding and the objectives set by external funders. There is no reason to believe performance would improve if this was an in-house service.

13) _Financial:_ (12 Green, 1 Green/Amber) There is complete transparency on all Routes to Work finances with annual external audits alongside six-monthly oversight through the Council finance team. There are established and robust arrangements for verification and payment of invoices by the Council alongside checks on all expenditure to ensure compliance with external funders. Value for money continues to be evidenced through the regular and in-depth analysis of expenditure undertaken by Council finance and employability teams. The Green/Amber relates to sustainability directly dependent on UK and Scottish Government funding.

14) _Service Delivery & Customer Satisfaction:_ (4 Green, 4 Green/Amber) Active delivery is evidenced across every council ward and community in North Lanarkshire and remains highly regarded by its service users, local businesses and by organisations that it works with in partnership; this was evidenced by the stakeholder consultation completed to inform the creation of their 2024 - 2027 business plan. 25% of Routes to Work staff are ex- service users and 75% of staff live in North Lanarkshire so the organisation is grounded within our communities. The Green/Ambers relate to challenges with engagement; changing client needs; and that there is more capability to work further with NLC Services such as Education and Business Enterprise.

15) _Benefits:_ (Green) There is evidence that residents prefer to deal with an organisation independent to the Council on employability issues which often require disclosure of sensitive personal information. Routes to Work also carries its own distinctive brand, with service users perceiving it to be wholly independent from the Council. However, it is also appreciated for its strong links to Council services and good connections to third sector organisations in North Lanarkshire, and in a way not available to mainstream Council services. In addition, and because of the way the company is structured, the Council can pass funding to the organisation the same as it would to any other department of the Council. This has the benefit of demonstrating the Council is including the third sector

Arms-Length External Organisation (ALEO) 2024 Review

Routes to Work Ltd. – Summary Findings

within its employability provision which is a factor that is considered a real positive when the Scottish Government are issuing their employability grants.

16) *Opportunities:* (Green/Amber) Within North Lanarkshire Routes to Work Ltd. are an established brand and, have an excellent reputation for delivering on services underpinned by their stated values within communities. If the ALEO was brought in-house this perception of independence would cease and there would be less external funding going to the third sector, which may lead to external funders challenging the model of provision in North Lanarkshire. There is evidence that Routes to Work Ltd, as a small company, are a more agile and flexible organisation in responding to change, as demonstrated by the fast start and high performance during the delivery of the Glasgow City Region Working Matters project.

17) *Staffing:* (Green) There would be higher costs in bringing the 90 Routes to Work staff into the Council due to higher pension contributions, with a requirement to complete a job evaluation process to assess and match levels of staff pay. There are other minor differences in holiday entitlement which would have to be rationalised but given the Council's capacity and experience of undertaking such exercises staff could be integrated, but such is envisaged to be at an initial significant cost.

18) *Risk:* (4 Green, 2 Green/Amber) Risk management is part of routine operations and decision making of the ALEO, with sufficient resources available to maintain and monitor risks across all levels of the organisation. The organisation adopts a proactive approach to its risk management practices. Transition of the ALEO to in-house delivery would not change the key risks associated with the delivery of externally funded employability programmes in terms of performance or compliance with funding rules.

19) *Environmental Scanning:* (2 Green/Amber) The nature of external funding to support employability services is dependent on the UK and Scottish Government programmes and is on an annual cycle. This would be the case whether Routes to Work retains its ALEO status or is in-house. Routes to Work has recently secured new contracts outside of North Lanarkshire and there is an ambition for these to grow in scale though at the moment they are not significant enough to mitigate the annual funding challenge.

20) *Digital and Technological:* (Green) RTW has an IT system/infrastructure which is entirely independent of the NLC Network and have a robust Business Continuity plan in place. There would be no advantage in bringing the ALEO in house in terms of its digital and technological aspects, but there is also no significant costs or security concerns likely to arise should in-sourcing be preferred.

Option Appraisal Outcome

21) Using the finalised SWOT analysis and agreed RAG summary, the ALEO Review Board completed the Option Appraisal assessment on 9th December 2024. Routes to Work Limited's assessment is attached at Appendix 2(b). Having compared potential benefits and level of strategic alignment for each option against its feasibility, costs and risk factors, the **Option Appraisal concludes that retaining the ALEO (Option 1 -scores 190) is presently a better fit for the Council than in-house service delivery** (Option 2 – scores 139), with Option 1 therefore recommended to elected members.

22) Option One scores higher than Option Two on all Appraisal Criteria therefore the ALEO Review Board determined that Option One is currently more likely to deliver against the Council's cost/savings, performance, risk, and feasibility requirements.

Arms-Length External Organisation (ALEO) 2024 Review

Routes to Work Ltd. – Summary Findings

23) Appendix 2(b) illustrates Option One is a better fit for the Council because:

a. *Cost/Saving*:

Routes to Work can, and has done so in some circumstances, source funding only available to charities to provide services in accordance with Council policy. On other issues there is no cost advantage to delivery in-house, there may be issues created by the Council awarding external funding it accesses to itself and not demonstrably sharing this with the third sector, with there also be a likelihood of potentially higher longer-term costs arising from the TUPE transfer of the existing staffing pool. There are no additional benefits identified in respect of Option 2 for this criterion.

b. *Performance*:

Externalised delivery facilitates continuation of the established and focussed performance management arrangements, which have routinely exceeded the performance targets set by the Council. It would be challenging to retain such focus under option 2 with wider / corporate council requirements also needing to be prioritised for delivery.

c. *Risk*:

No reduction in risk and possible increase in risk associated with performance meaning that option 1 is the less risky option.

d. *Feasibility:*

Routes to Work operates well. Potentially complex to transfer Routes to Work to the council therefore Option 1 is more appropriate.

24) The review did highlight a need for Routes to Work Limited, within the RAG summary above to continue to actively target alignment with The Plan for North Lanarkshire, enhance its financial sustainability and target identified staffing issues.

Review Recommendations

25) In taking all factors into account, the ALEO Review Board recommend that Option 1 is the appropriate choice for meeting the Council's aims and objectives and that Routes to Work Limited retains its ALEO status.

26) The ALEO Review Board also recommend that Routes to Work Ltd prepare a detailed improvement action plan to address the opportunities and areas for future development described overleaf, seeking approval from the Enterprise and Fair Work Committee, which presently has oversight responsibility for this ALEO's performance.

Arms-Length External Organisation (ALEO) 2024 Review

Routes to Work Ltd. – Option Appraisal Scoring

Appraisal criteria	Option 1 - Retain As External Delivery			Option 2 - Transition to In-house Delivery	
	Overall weighted score for this option	Comments re Appraisal/Assessment		Overall weighted score for this option	Comments re Appraisal/Assessment
1. **Policy fit** - Aligns with the vision in The Plan for North Lanarkshire (i.e. supports the council to deliver inclusive growth and prosperity for all).	48.75	The ALEO's business planning objectives and operational activities are integrated and aligned closely with The Plan for North Lanarkshire and in particular with Brighter Futures and Resilient People. The aims of Routes to Work reflect the ambitions of the Council in terms of including all residents in the economic growth of our area.		46.25	If in house the business planning objectives and operational activitieswould be integrated and aligned closely with The Plan for North Lanarkshire and in particular with Brighter Futures and Resilient People. The aims of the in house provision would continue to reflect the ambitions of the Council in terms of including all residents in the economic growth of our area.
2. **Cost / savings** - Ensures cost effective, affordable, and sustainable service delivery.	43.75	Current model is clearly cost effective and transparent in terms of good value. The ALEO has demonstrated the ability to access funds which are not available to the Council, either external to North Lanarkshire or only available to the third sector, and which can support the delivery of Council services.		30	There would be additional short term costs in bringing the ALEO in-house alongside potentially higher long term costs with no access to alternative streams of funding that are available to third sector organisations. Overall sustainability of the service would continue to be dependent on external funds so no additional benefit.
3. **Performance** - Maintains influence over service delivery and performance.	40.8	An established, effective and focussed performance management framework has been in place for a number of years which has generally resulted in the ALEO being associated with high performance and exceeding/ meeting targets set by the Council across a range of employability programmes. Service delivery is not associated with the Council.		30	There would be the loss of the current performance management framework and the management structure around this which facilitates and develops the performance of staff individually and collectively. Service delivery would not be perceived as independent to the Council.
4. **Risk** - Minimises future risks to the council.	19.2	No increased risk to the Council and continued proactive risk management of an employability service for residents in all communities. No financial risk associated with changes to external funding environment.		9.6	Increased risk to NLC in bringing casework for residents on employability matters in-house and possible decreased engagement with services as a result of this. Increased risk to Council in loss of Board expertise on employability matters and no decrease in risks related to finance.
5. **Service, project, operational specific** - Feasibility of option under consideration	37.4	Business Plan 2024-2027 confirms ALEO can continue to operate as it presently does, subject to funding. The ALEO is highly regarded locally and nationally, its values reflect those of the Council and it provides an agility and flexibility in employability services that is enhanced due to its status as a company limited by guarantee and a charity.		23.1	There would be a loss of agility and flexibility if the ALEO was brought in-house, even after the initial turbulence associated with integrating 90 staff into a Council service and creating a new structure and performance framework. Operationally there would a risk of residents not engaging with a service they don't consider independent.
	190			**139**	
	Final score - Option 1			**Final score - Option 2**	

Arms-Length External Organisation (ALEO) 2024 Review
Routes to Work Ltd. – Future development areas

Strengthen alignment and collaboration

1. Deepen integration with NLC's Plan and Programmes of Work – conduct regular joint strategic reviews with NLC to ensure full alignment with their Plan and evolving Programmes of Work and incorporate specific objectives from NLC's strategy into RtW's business plans, emphasizing employability and community benefit goals.

2. Flexible and targeted service delivery – leverage the ability to quickly develop and pilot new services in response to labour market trends or NLC priorities, such as initiatives to support the economically inactive into work or improve outcomes for school leavers and expand restorative justice and mental health initiatives to align with NLC's social value goals.

3. Branding and communication – consider highlighting NLC's role funding and supporting the ALEO in communications and marketing materials to increase recognition among participants and employers and the use of co-branded materials to ensure clarity about NLC's involvement in service delivery.

4. Address any duplication in service delivery – conduct a joint review of skills training services provided by both the ALEO and NLC to identify areas of duplication and opportunities for streamlining delivery and develop a coordinated skills training strategy to ensure services complement each other, optimising resources and avoiding inefficiencies.

Enhance financial sustainability

5. Funding sources – explore alternative funding streams, such as private sector partnerships, grant opportunities, and income-generating activities, to reduce reliance on uncertain funding from NLC or external bodies and investigate opportunities for commissioned services in collaboration with other local authorities or public bodies.

6. Evaluate cost structures –conduct a benchmarking exercise comparing ALEO salaries and management structures to equivalent roles within NLC to ensure costs are proportionate and justifiable and explore opportunities for cost savings, such as shared services with NLC or other ALEOs for back-office functions.

7. Reserves – as a charity organisation, there are requirements regarding reserve policies per the OSCR directives with possible consideration being given to reviewing the current level of reserves held by the Company, in keeping with OSCR guidance, to ensure that operational costs could be met over the short-term.

Build capacity and mitigate recruitment challenges

8. Address recruitment and retention challenges – consider further ways and methods to attract and retain skilled staff and possible partnership with NLC to create a talent pipeline through apprenticeships, graduate programs, and secondments to address staffing gaps.

9. Tackle sickness absence issues – compare existing absence management measures and supports with NLC's well-being programme identifying any additionality which would aid RTW to reduce sickness absence rates and achieve consistent and supportive application.

10. Update skills and capabilities – consider conducting periodic skills audits to identify and address gaps in the ALEO's workforce, ensuring the organisation remains responsive to evolving employability challenges.

Arms-Length External Organisation (ALEO) 2024 Review
Routes to Work Ltd. – Future development areas

Maximise income generation

11. Leverage accredited SQA centre status – expand offerings through the SQA centre to deliver high-demand qualifications, targeting both local residents and external markets for revenue generation and explore collaborations with educational institutions and businesses to create bespoke training packages aligned with labour market needs.

12. Target tendering opportunities – actively pursue tenders for future employability contracts, emphasizing RtW's proven track record and specialist capabilities and consider development of a tendering team or partnership to enhance bid success rates, particularly for large-scale or multi-year contracts.

13. Utilise Teckal status – consider expanded use of Teckal provisions to secure additional contracts without the need for formal procurement, particularly for specialist services in health, criminal justice and housing.

Arms-Length External Organisation (ALEO) 2024 Review

North Lanarkshire Properties LLP – Summary Findings

Introduction

1) In setting its budget on 15 February 2024, the Council instructed a series of service reviews be undertaken to ensure its remaining ALEOs (Fusion Assets Ltd, North Lanarkshire Properties LLP and Routes to Work Ltd.) continue to effectively contribute to the delivery of the Council's strategic priorities and The Plan for North Lanarkshire.

2) The Chief Officer (Business and Digital) established an ALEO Review Board in May 2024 to simultaneously progress all reviews. Business and Digital prepared standard assurance toolkits, with such building upon the intensive review work previously undertaken between 2016 and 2019. The Legal Manager (Democratic and Resources) chaired the Board, with client leads for individual ALEO's tasked with ensuring review activity was aligned to standard assurance requirements. Representatives from Business and Digital, Financial Solutions, People Resources and Legal and Democratic Services supported all review activity, engaging with required specialists where necessary.

3) The associated project plan confirmed review findings and associated recommendations would be presented to the Policy and Strategy Committee for consideration in March 2025. Review leads (or agreed substitutes) formally advised individual ALEOs of the review scope, indicative timelines, engagement milestones, and expected reporting.

Scope of Reviews

4) In recognising this ALEO review had to examine whether external service delivery remained the best option for the Council, review activity assessed ALEO performance through the following lenses, with a red, red/amber, amber/green and green rating mechanism consistently applied to evidence how well each ALEO satisfies expected requirements:

   a. Objectives – level of deliverability, alignment with The Plan for NL and council strategic priorities, supports best value and continuous improvement, clearly referenced in up-to-date ALEO strategic documents.

   b. Governance – relevant Articles of Association, meeting arrangements, Board skills levels.

   c. Performance – success in achieving business objectives and key performance indicators over medium term, status of previous ALEO review recommendations.

   d. Financial – financially sound, level of reliance on Council resourcing, funding trends and levels over medium term, level of financial commitments, efficiency measures and levels of service investment.

   e. Service Delivery and Customer Satisfaction – service user accountability, customer engagement, alignment with council expectations (now and in the future), ease of flexibility.

   f. Benefits – of delivering services through ALEO mechanisms.

   g. Opportunities – what more can be done through ALEO versus potential delivery through in-house mechanisms.

Arms-Length External Organisation (ALEO) 2024 Review

North Lanarkshire Properties LLP – Summary Findings

    h.   Staffing – benefits and terms and conditions examined alongside establishments to (a) understand whether sufficient skills, experience and expertise exist and (b) identify any implications likely to arise should resource transfer into Council.

    i.   Risk – effectiveness of management and 'early warning' arrangements.

    j.   Environment Scanning – level of understanding of internal and external developments, and potential impact on ALEO operations.

    k.   Digital and Technological – assessing cost, feasibility and any security concerns associated with transferring operations onto Council network and infrastructure.

5) Evidence obtained through the assurance review was examined in line with the Council instruction of 15th February 2024 (shown below) using SWOT (strengths, weaknesses, opportunities, and threats) analysis techniques. Management Committee representatives of North Lanarkshire Properties LLP were fully engaged in completing the SWOT analysis, agreeing the RAG ratings allocated within the assurance toolkits, and assisting Council Officers to uncover potential innovation, growth, or service opportunities.

    OPTIONS   Is there evidence available to demonstrate that retaining existing externalised service delivery remains the best option.

                     Is it (1) feasible, and (2) beneficial for North Lanarkshire Property LLP's services to be delivered going forward by in-house NLC resources.

6) Using pre-determined assessment definitions, the effectiveness of these options was assessed against the Council's standard appraisal criteria of:

    a.   Policy Fit – aligns with the vision in The Plan for North Lanarkshire.

    b.   Cost/Savings – ensures cost effectiveness, and affordable and sustainable service delivery.

    c.   Performance – maintains influence over service delivery and performance levels.

    d.   Risk – minimises future risk to the Council.

    e.   Feasibility of option under consideration.

7) A summary of the review findings and outcome of the option appraisal is detailed below.

ALEO Review Findings

8) North Lanarkshire Properties LLP assessment covered fifty-seven key areas. During an engagement session held on 26 November 2024, the ALEO Review Board and LLP representatives confirmed the RAG ratings as follows:

Assessment Summary:	total
Areas with a Green assessment:	45
Areas with a Green / Amber assessment:	7
Areas with an Amber / Red assessment:	2
Areas with a Red assessment:	3

Arms-Length External Organisation (ALEO) 2024 Review

North Lanarkshire Properties LLP – Summary Findings

9) Sections 10 to 20 below briefly illustrate how well the ALEO satisfies the areas of assurance detailed in section 4 above.

10) *Objectives*: (4 Green, 2 Amber/Red) NLP generated a substantial capital receipt for the council through the initial loan agreement in 2013 and successfully re-financed the loan in 2023. The ALEO manages a large portfolio of commercial and industrial properties and is responsible for the management and leasing of the council's commercial properties. There is evidence of income growth within the portfolio and occupancy levels remain high.

Several areas of alignment to the Plan for North Lanarkshire have been identified however, NLP's alignment to the plan and strategic direction could be more clearly demonstrated through the production of an updated Business Plan. Option 2 would provide opportunities for closer alignment to the Plan.

11) *Governance*: (Green) NLP is properly constituted in terms of the Companies Act requirements and takes appropriate advice and action on governance matters. It can access funding which may not be available to the council. Potentially complex process may arise in respect of option 2, to transfer NLP's remit to the council.

12) *Performance:* (5 Green, 2 Green/Amber) NLP has demonstrated strong financial performance and has met all required loan re-payments and covenant ratios. NLP's focus on loan re-payments and staff recruitment and retention challenges are however constraining the company's ability to perform in other areas.

Performance is monitored by the Board on a quarterly basis and reported to the council's Finance and Resources Committee twice yearly.

Option 2 would remove the focus on loan re-payments and provide scope for NLP to focus more on service delivery and areas of further improvement.

13) *Financial:* (Green) NLP's current financial model demonstrates that it can deliver on its financial objectives which has been proven by its financial performance and ability to meet the required conditions associated with the loan facility coupled with an ability to reinvest in its portfolio. Option 2 would require full repayment of the loan, which dependent on timing of implementation of option 2, would require an investment of between £27.5m and £29m from NLC. Taking a repayment date of October 2026 as an illustrative example would see the Council having to identify funding of £28.5m. This would produce an estimated net position (loan interest savings less break costs) of circa. £4.3m, brings the added benefit of the Council's contingent liability (guarantee) being removed, and also removes the requirement for Council officers to resource 'loan management' activities.

14) *Service Delivery & Customer Satisfaction:* (3 Green, 4 Green/Amber, 1 Red) NLP is accountable to its' management committee, Barclays bank in relation to the loan facility, external auditors and tenants. The portfolio provides a range of different property types across the North Lanarkshire Council area. In general NLP receives relatively few complaints however analysis has shown that there is no evidence of ongoing active customer engagement. In-house service delivery would not necessarily resolve the recruitment and capacity issues experienced by NLP as recruitment to professional Surveying positions is challenging across the public sector.

15) *Benefits:* (1 Green, 1 Green/Amber) NLP has the ability to access loan finance which is not an option open to the council. NLP could choose to adopt more innovative and flexible approaches to its operational structure and management and letting of its property portfolio.

16) _Opportunities:_ (Green) NLP's close alignment to the council's policies and procedures and use of services through the SLA can make it difficult for some service users to differentiate between the council and NLP. There is opportunity under Option 1 for NLP to look at brand identity, and market driven strategies, to clearly define the company as a separate entity looking to engage with tenants and prospective tenants to optimise its asset utilisation.

17) _Staffing:_ (6 Green, 2 Red) The ALEO has a suitable structure establishment for its operations and also receives strategic leadership, HR and finance support via an SLA with the Council. Over a number of years, the ALEO has found it challenging to fill management and key professional roles and as a result has a number of vacancies at professional levels. Option 1 notes the establishment is suitable however they currently have several agency staff to supplement their operations due to inability to fill vacancies. It should be noted that if Option 2 were selected, these are also roles which the Council finds challenging to fill.

18) _Risk:_ (Green) NLP has robust risk management procedures in place and risks are monitored by the management committee on a quarterly basis. The council provides the company with an 80% loan guarantee which is the council's main risk in terms of the current delivery model. However, close financial monitoring undertaken by Finance as part of the SLA assists in mitigating against this risk. In-sourcing would be a significant and complex exercise with potential disruption to service delivery and reputational risk during the transfer period. The ongoing investigations in relation to RAAC would add additional risk to in-sourcing at this time.

19) _Environmental Scanning: (Green)_ External factors associated with local and national commercial property market conditions and the wider economy could impact on the LLP. No new or proposed legislation that would impact NLP's operations were identified during the review period. NLP have actively engaged in several projects associated with the Plan for North Lanarkshire.

20) _Digital and Technological:_ (Green) NLP uses the council's IT network and a number of the council's software applications. NLP have their own instances of some software applications, such as ASH, and there would be scope under Option 2 to review and streamline the IT requirements.

Option Appraisal Outcome

21) Using the finalised SWOT analysis and agreed RAG summary, the ALEO Review Board completed the Option Appraisal assessment on 9th December 2024. North Lanarkshire Property LLP's assessment is attached at Appendix 3(b). Having compared potential benefits and level of strategic alignment for each option against its feasibility, costs and risk factors, the **Option Appraisal concludes that Option 1** (retaining the ALEO - score of 132) **is presently a better fit for the Council than Option 2** (in-house service delivery– scores 105), with Option 1 therefore recommended to elected members.

22) Members will wish to note however, that the detailed Option Appraisal provided within Appendix 3(b) does illustrate that Option 1 doesn't score highest on every appraisal criterion. Option 2 scores higher than Option 1 on the Policy Fit/Strategic Alignment and Performance criteria. In recognising that these effectively account for 45% of the total weighted score, there is merit in reassessing the findings following finalisation of the Council's annual accounts for 2025/26. This is also recommended to elected members.

Arms-Length External Organisation (ALEO) 2024 Review

North Lanarkshire Properties LLP – Summary Findings

23) In examining all option appraisal criteria together, the ALEO Review Board recommend the existing externalised delivery arrangements (Option 1) be retained. Appendix 3(b) illustrates Option One is presently a better fit for the Council because:

    a. *Cost/Saving*:

    NLP can obtain external loan funding which is not an option open to the council. The LLP is self-financing through rent and other income and in a strong financial position. Option 2 would require significant use of council reserves as detailed in Section 13 above. In recognising this fact, Option 1 scores better than Option 2 for this assessment criterion.

    b. *Risk*:

    The main risk to the council with the current delivery model is the 80% loan guarantee, however close monitoring of the LLP from Finance and track record of strong financial performance limits this risk.

    Option 2 would involve a complex exercise requiring considerable Legal and Financial support. There is also potential risk in terms of service disruption and reputational risk during the transfer period which is reflected in the lower score for this option.

    c. *Feasibility*:

    Resource challenges are constraining NLP's ability to focus on areas such as forward planning and strategy however Option 2 is not presently viable. Financial Solutions advised during the review process that resources are not currently available to re-pay the loan from reserves because all balances not earmarked as at 31 March 2024 are set aside to support future budget strategies. In recognising this advice, Option 2 therefore presently scores poorly against the 'feasibility of option under consideration' criterion.

24) Whilst Option 1 is recommended, the review did highlight a need to address areas for future development in North Lanarkshire Properties LLP delivery arrangements, with the RAG summary above evidencing action is urgently needed in respect of strategic business planning, alignment with The Plan for North Lanarkshire, customer engagement, and workforce planning.

25) The review also highlighted a range of opportunities should be further explored to ensure North Lanarkshire Properties LLP evidence best value, improve service responsiveness, secure continuous improvement, and maximise investment in and utilisation of its asset portfolio.

Review Recommendations

26) In taking all factors into account, the ALEO Review Board recommend that North Lanarkshire Properties LLP prepare a detailed improvement action plan to address the opportunities and areas for future development outlined within this report, seeking approval from the Finance and Resources committee, which presently has oversight responsibility for this ALEO's performance.

27) In recognising however that scores for Option Two – deliver services in-house going forward – would have been very different had Council 'buy out' of North Lanarkshire LLP's loan with Barclays been considered feasible, the ALEO Review Board have concluded that the Council may wish to re-examine the feasibility criteria, assessment and scoring, following the drafting of its 2025/26 Annual Accounts.

Arms-Length External Organisation (ALEO) 2024 Review

North Lanarkshire Properties LLP – Summary Findings

28) Align portfolio investment with Council's 'Transforming Places' vision and Programme of Work, working with Council officers to identify properties capable of facilitating transformational change within town centres and communities.

Arms-Length External Organisation (ALEO) 2024 Review

North Lanarkshire Properties LLP – Option Appraisal Scoring

Appraisal criteria	Option 1 - Retain As External Delivery		Option 2 - Transition to In-house Delivery	
	Overall weighted score for this option	Comments re Appraisal/Assessment	Overall weighted score for this option	Comments re Appraisal/Assessment
1. **Policy fit** - Aligns with the vision in The Plan for North Lanarkshire (i.e. supports the council to deliver inclusive growth and prosperity for all).	28.75	4 Direct Links (3 in Transforming Places and 1 in Sustainable Futures) 3 Indirect Links (1 in One Service, 1 in Transforming Places and 1 in Digital NL). Evidence of active engagement in projects linked to the Plan for North Lanarkshire. An updated business plan could further evidence alignment to the Plan.	36.25	In-house delivery would provide opportunities for closer alignment to the Plan which is reflected in the higher score for this option.
2. **Cost / savings** - Ensures cost effective, affordable, and sustainable service delivery.	32.5	The LLP can obtain external loan funding which is not an option open to the council. The LLP is self-financing through rent and other income and in a strong financial position which is reflected in the relatively high score for this option.	20	This option would require significant use of council reserves to re-pay the loan. External consultant analysis carried out by Azets has evidenced that early re-payment of the loan could be financially beneficial due mainly to savings in interest however this would require to balanced against the opportunity costs to the council of use of reserves to finance this.
3. **Performance** - Maintains influence over service delivery and performance.	30	The LLP has demonstrated consistently good financial performance and receives support from various council services through the SLA which contribute towards its operation. The lack of an up to date business plan, focus on loan re-payments and ongoing staff recruitment and retention challenges are constraining the LLP's ability to perform in other areas.	33.6	In-house delivery could improve on objectives by removing the focus on loan-repayments allowing the LLP to focus more on service delivery and improvements which is refelceted in the higher score.
4. **Risk** - Minimises future risks to the council.	16.8	The main risk to the council with the current delivery model is the 80% loan guarantee, however close monitoring of the LLP from Finance and track record of strong financial performance limits this risk. Risks are monitored by the LLP Board on a quarterly basis. No disruption to service delivery with this option.	8.4	Bringing the LLP back in house would be a complex exercise requiring considerable Legal and Financial support. There is also potential risk in terms of service disruption and reputational risk during the transfer period which is reflected in the lower score for this option.
5. **Service, project, operational specific** - Feasibility of option under consideration	24.2	The lack of an up to date business plan and resource challenges which limit the LLP's ability to focus beyond the day to day workload on areas such as forward planning and strategy are reflected in the score for this option.	6.6	In-house delivery does not appear to be feasible due to requirement to re-pay loan from council reserves.
	132		105	
	Final score - Option 1		Final score - Option 2	

Arms-Length External Organisation (ALEO) 2024 Review
North Lanarkshire Properties LLP – Future development areas

Address Staffing, Recruitment and Succession Planning Challenges

1. Enhance recruitment strategies – target professional roles by emphasising the unique value of working with the ALEO such as community impact and development opportunities; partner with universities, professional associations, and apprenticeship programs to build a pipeline of skilled candidates and consider flexible working arrangements and opportunities for professional development to attract and retain talent.

2. Reduce reliance on agency workers - transition from short-term agency contracts to fixed-term or permanent roles to build institutional knowledge and reduce costs and develop a plan for knowledge transfer from agency workers to permanent staff before contracts end.

3. Establish succession planning - address staffing gaps by prioritising the recruitment of key professional and management roles and implement cross-training initiatives to mitigate single points of failure and ensure continuity in senior management.

4. Management of the LLP's property portfolio – examine and evaluate the potential and feasibility of outsourcing the management of the LLP's property portfolio.

Strengthen Business and Investment Planning

5. Develop a comprehensive business plan – create a detailed business plan aligned with the Plan for North Lanarkshire and programmes of work including clear objectives, performance metrics, timelines for monitoring progress and ensuring alignment with strategic goals.

6. Review and strengthen investment strategy - formulate an investment plan outlining priorities for portfolio enhancement, new development opportunities, and potential revenue streams and explore innovative funding mechanisms, such as public-private partnerships or alternative loan structures, to free up resources for investment.

7. Review performance indicators - ensure that performance indicators remain valid and are aligned with the NLP LLP's business objectives and the Plan for North Lanarkshire.

Portfolio Review

8. Consider undertaking a comprehensive property review - conduct a detailed assessment of all properties, ranking them by performance based on occupancy rates, revenue and alignment with strategic goals and identify underperforming or surplus properties for potential disposal to free up resources for reinvestment in higher-performing assets.

9. Enhance portfolio through condition surveys – consider conducting a comprehensive program of condition surveys, including RAAC assessments, to identify maintenance needs and risks and use findings to inform a data-driven investment strategy to maximise property value.

10. Rent reviews based on market appraisal – perform regular market appraisals to ensure rental rates are competitive, adjusting rents up or down based on demand, vacancy rates, and market conditions and introduce dynamic pricing models for flexibility in leasing terms to attract tenants in fluctuating market conditions.

11. Adopt market-driven strategies – explore ways to optimise underutilized assets, such as repurposing vacant properties, offering flexible leasing terms, or diversifying property use (e.g., mixed-use developments).

Appendix 3(c)

Arms-Length External Organisation (ALEO) 2024 Review
North Lanarkshire Properties LLP – Future development areas

12. Prioritise portfolio investment – use the new investment plan to identify high-priority improvements for the portfolio, balancing loan repayment obligations with portfolio enhancement.

13. Align portfolio investment with Council's 'Transforming Places' vision and Programme of Work – work with Council officers to identify properties which create scope to facilitate transformational change within town centres and communities, subsequently disposing of those properties, transferring interest in them to the Council, and conveying a partial disposition of the portfolio to the Council.

14. Clarify portfolio priorities – establish criteria for prioritising legacy and LLP properties, ensuring resources are allocated effectively.

Improve Customer Engagement and Clarity

15. Enhance customer communication – consider the development of a communication strategy that clarifies whether service users are dealing with NLC or the LLP, including consistent branding and messaging across channels and introduce a customer service portal or helpdesk to handle queries and streamline engagements.

16. Increase proactive customer engagement - conduct surveys or focus groups to gather feedback on customer experiences and identify areas for improvement and share success stories and updates to build trust and demonstrate value.

17. Digitisation - explore opportunities to transition requests for service and service delivery processes to digital platforms.

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref SL/LD/MK **Date** 13/03/25

First Stop Shop Service Re-design Consultation and Proposals

From Stephen Llewellyn, Chief Officer (Housing)

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Executive Summary

This report sets out the responses received from consultation undertaken in relation to the proposals to redesign the First Stop Shop operating model. It provides the background to the reasons for change, which includes but is not limited to, a decline in customer demand, attributed to the closure of the Municipal Bank and a shift in consumer preference towards digital methods of contact and payment. It refers to a previous report presented to Housing Committee on 28 August 2024, which outlines the proposals in detail and from which Committee agreed an action to undertake consultation on the proposals.

The report also provides an updated position since the time of the last report, in relation to the First Stop Shop establishment and financial considerations.

It sets out how the housing service has considered the consultation findings and seeks approval for revised proposals to provide a more sustainable future delivery model.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1) Acknowledge the outcomes from the consultation on the First Stop Shop re-design proposals.
(2) Approve the integration of six First Stop Shops (Airdrie, Coatbridge, Motherwell, Wishaw, Cumbernauld and Shotts) with the locality housing offices as outlined in section 2.37, entailing changes to the First Stop Shop establishment as outlined in section 2.29 – 2.31.
(3) Approve the adoption of a 'cashless' transaction approach as outlined at 2.32 – 2.36.
(4) Approve the closure of four First Stop Shops in Kilsyth, Moodiesburn, Viewpark and Bellshill and the provision of alternative local surgeries to ensure people can continue to access services and support in their local area.
(5) Acknowledge that impacts will be closely monitored, with a view to identifying and implementing any supplementary measures (as required and considered appropriate) to mitigate/reduce any potential adverse impact that may arise, in addition to strengthening any positive impact.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(24) Review and design services around people, communities, and shared resources
Programme of Work	Statutory / corporate / service requirement

1. Background

1.1 A report on the [Review and Re-design of First Stop Shops](#) was presented to Housing Committee on 28 August 2024.

1.2 This report set out that First Stop Shops (FSSs) were previously the main face to face contact channel for most key council services and payment transactions. Enquiries relating to housing, council tax, benefits, environmental services and education have all been managed through the services provided in the FSSs, providing a single point of contact for customers.

1.3 The report also set out that there have been significant changes over recent years which have led to a steep decline in customer demand, with demand falling by over 86% in the past five year period. These changes have been largely driven by changes in consumer preferences following the Covid-19 pandemic, in addition to digital transformation across council services, enabling easier and more convenient access to services. This shift has led to sustained changes in the way customers interact with services. Other changes such as the closure of the Municipal Banks in 2022 has also contributed to the reduction in demand.

1.4 Data highlighted in the report showed that the majority of enquiries now managed through the FSSs relate to housing enquiries, accounting for just under 80% of all enquiries and that although financial transactions continue to be provided in the FSSs, they have also significantly reduced over the past five years, reducing by 54%[1].

1.5 The review outlined several other drivers for change, many of which related to employee retention and development and the council's broader ambition to provide support at the heart of communities, which is key to fostering strong, resilient and connected neighbourhoods.

1.6 The report sought approval on three specific proposals to redesign the service to provide a more sustainable future delivery model:

Integration of six and closure of four First Stop Shops with alternative localised provision
1) To integrate six FSSs (Airdrie, Coatbridge, Cumbernauld, Motherwell, Wishaw and Shotts) into housing locality offices. The FSSs in Bellshill, Kilsyth, Moodiesburn and Viewpark already operate on reduced opening hours, 2 or 3 days per week or morning only pattern. It was proposed to discontinue office operations in their current format at these locations to deliver a more efficient alternative in the form of local housing surgeries in each of these areas.

Transfer of First Stop Shop employees to the housing service
2) Due to the significant decline in customer demand, a number of posts in the FSS establishment have been held vacant. It was proposed to reduce the establishment and

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[1] Data presented refers to available data at the time of writing the previous Committee Report August 2024.

transfer permanent employees to the housing service, with temporary employees supported in line with the council's Workforce Change Policy to access vacancies appropriate to their skills set and experience. The establishment position has changed since the writing of the last committee report and there are no longer any temporary contract employees. An updated position is provided later in this report.

Initiate cashless payment transactions in offices (cash payment still available through post office and paypoint)

3) As card payments account for the majority of payment transactions and alternative 'cash' payment facilities are available at over 240 paypoint facilities and post offices across North Lanarkshire, it was proposed to implement a 'cashless' payment approach.

1.7 Following discussion of the proposals Housing Committee agreed that:

- A full consultation be undertaken with stakeholders, including, but not limited to, those who continue to rely on FSSs and those who, pre-Covid made regular use of this service.
- That a further report be submitted to the following Housing Committee setting out the costs associated with re-introducing cash payments at Cumbernauld FSS.

1.8 A subsequent report was presented to Housing Committee on 6 November 2024 which set out the costs associated with re-introducing cash payments. Costs were estimated to be in excess of £105,000. There is no allocated provision for these works in the 2025/26 financial year and in the event that the works would be required, an appropriate funding source would require to be identified in liaison with the council's Strategic Capital Delivery Group.

1.9 The remainder of this report relates to the findings from the consultation undertaken and ensuing proposals.

2. Report

Consultation – methodology and headline response rate

2.1 The consultation was structured to elicit responses from two key groups, as agreed at committee: those who used the FSSs prior to the Covid-19 pandemic and those who currently use the FSS service.

2.2 Engagement with other services has continued throughout, from the initial stages of service review and re-design to help understand customer needs, map service provision and identify potential impact.

2.3 Four methods of gathering views on the proposals were employed:

2.3.1 The North Lanarkshire Tenants' Conference
The North Lanarkshire Tenants' Conference is held annually and provides one of the main ways in which to consult tenants on housing and housing related issues that affect them. Consultation takes place annually on rent setting and various aspects of housing policy. As the conference was planned for 16 November 2024 it provided a timely opportunity to carry out initial early engagement with tenants and residents on the FSS proposals and to formally launch the consultation. The primary aim was to facilitate a collaborative environment where feedback could be collected from tenants and residents. To enable this a presentation was delivered providing an overview of the current position, the driving factors for change, and re-design proposals. Discussion

time was provided and surveys were made available at each table for tenants and residents to complete. 102 tenants and residents attended the conference, 100 survey responses were received.

2.3.2 Telephone surveys

Methods to obtain views from previous FSS customers were explored and it was determined that the most viable way to achieve this was through a random sample of customers who previously used FSSs to pay council tax and/or rent. 703 were selected for telephone interview. The sample included customers who frequented FSSs across all locality areas. 635 contact attempts were made (68 of the 703 sample selected had no contact number). Of this only 32 people participated in the survey and 98 people preferred not to participate (advising they no longer used the FSSs and had no views on the proposals). The remainder were not able to be contacted, albeit several phone call attempts were made. Telephone surveys were undertaken over the period 13 – 24 January 2025.

2.3.3 Face to face surveys

To gather the views of customers who currently use the FSSs, the Tenant Participation (TP) Team were on site based across FSSs over a two week period 13 – 24 January 2025. The in-person surveys elicited 88 responses.

2.3.4 Survey forms

In addition to the above, a supply of paper survey forms were provided in the FSSs to allow customers the opportunity to provide their views out with the times of the face to face surveys. FSS staff were able to highlight this to customers, with some customers completing the surveys on site individually or with the support of FSS employees and other customers taking surveys with them and returning their completed forms at a later date within the consultation window. 82 completed surveys were collected.

2.3.5 Promotion/awareness of consultation opportunities

The consultation opportunities were promoted by the council's communications team, with details of when the TP team would be available in the FSSs promoted through social media channels, including the TP facebook page and the North Lanarkshire Federation facebook page. Details were also shared more widely with all tenants' and residents' groups. A separate press release on the Tenants' Conference also included details about the launch of the consultation.

Figure 1: Consultation Timeline
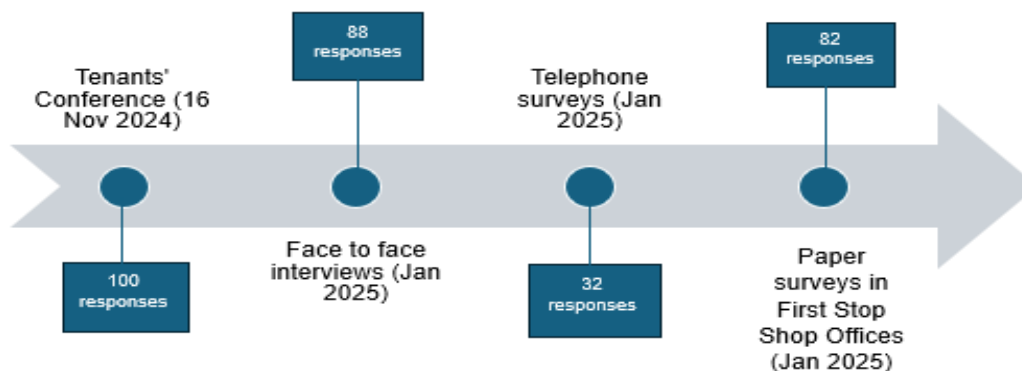
Consultation analysis[2]

<u>Respondents</u>

2.4 Overall, 302 individuals responded to the survey. Responses were received from individuals from all localities, although response rates varied across areas. The highest proportion of respondents were from Bellshill (17.8%) and Coatbridge (17.8%). The lowest proportion of respondents were from Kilsyth (2.0%) and Shotts (7.4%).

2.5 The majority of individuals who responded were in the 65+ years age group (49.3%) followed by the 51-64 age group (29.0%). The fewest responses were received from individuals who preferred not to say (2.0%) and the 16-26 years age group (2.7%).

2.6 Females accounted for the majority of responses (62%). Males accounted for 38%.

<u>How respondents used/still use First Stop Shops</u>

2.7 The majority of individuals reported they used a FSS prior to the Covid-19 Pandemic (72.2%).

2.8 Most respondents used the FSS prior to the pandemic for payments (72.6%), followed by housing enquiries (45.1%) and council tax/benefit enquiry (42.8%).

2.9 72.8% of respondents gave information on how often they use a FSS. Around a quarter use it weekly (26.4%), a further 21.4% use it fortnightly, 25.9% use it monthly and 5.0% use it more than once a week. 21.3% use it three times a year or less.

2.10 From those respondents who reported that they have stopped using a FSS, the majority said that they use online services (34.6%), followed by telephone (33.3%) and direct debit/standing order (28.2%). 19.2% of respondents use other methods, which included using a post office. In some instances respondents thought the FSSs had already been closed.

2.11 In terms of current usage, most individuals who responded who said they still use a FSS, said they use it for payments (71.0%). Housing enquiries were the next most common reason (44.6%) followed by council tax/benefit enquiry (40.6%). Just over 10% of respondents said they use it currently for 'other' reasons, which included, repairs, blue badge enquiries, help with forms, community alarm payment or laundry fob top up, collecting waste bags and social work enquiries.

<u>Payments</u>

2.12 51.2% of individuals who responded to the survey said they pay for council services by cash, with 40.1% reporting they pay by card or online and 24.8% by direct debit or standing order. Of those who use cash, 22.6% stated that they also use card/online payments, meaning 39.7% use only cash.

2.13 Most respondents were aware that they could pay for services like rent and council tax at paypoint facilities and post offices (81.2%). 55.0% of respondents said that they were able to use online or other payment options, such as paypoint, a post office or pay over the phone.

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[2] Note not all respondents provided responses to every question.

2.14 From the respondents who said that they were not able to use these options, over half said the reason for this was preference (56.8%). A further 18.9% stated it was because they don't know how to and 18.9% stated it was because they don't have a digital device. A smaller percentage (5.3%) stated other reasons, including delays in processing Post Office/Paypoint payments, lack of trust in alternative services, not having the ability to check balances and payment amounts at Paypoints/Post Offices, and having the ability to carry out multiple tasks at once while in the FSSs.

2.15 The council has now launched an online rent account facility. This enables tenants to check their balance in real time and also make rent payments. A promotional campaign has been launched and over 1000 tenants have now signed up.

Digital support

2.16 Despite over two thirds of respondents reporting digital skills or access issues, only 12.2% of respondents were interested in finding out more about support available.

Views on proposals - cashless transactions

2.17 The majority of respondents said that they would continue to use the FSSs and pay for services by card if cashless transactions were introduced (69.3%).

Views on proposals – integration of six First Stop Shops with local housing offices

2.18 Respondents were asked whether they agreed with the proposal to integrate six FSSs into local housing offices in Airdrie, Coatbridge, Cumbernauld, Motherwell, Wishaw and Shotts. 67.9% of individuals who responded said they agreed with this proposal.

2.19 Of those who were opposed, some were concerned that the proposals meant they would no longer have a local office and so were worried about having to travel further. Some liked the familiarity of the current location.

2.20 A high proportion of those who provided further information on why they were opposed commented on the possible closure of the Bellshill and Viewpark offices, which is not specifically related to this proposal (29.0% of those who said no were from Bellshill).

2.21 The percentage of those in favour was even higher when considering only those that would be directly affected by the proposal. Those who were most in favour were from Airdrie, Coatbridge, Cumbernauld, Motherwell, Shotts and Wishaw. When only considering these areas, 80.5% were in favour of the proposals.

Views on proposals – closure of four First Stop Shops and alternative provision of local housing surgeries

2.22 Respondents were asked if they agreed with the proposal to close the FSSs at Bellshill, Kilsyth, Moodiesburn and Viewpark with locality housing surgeries provided in these areas as an alternative. 53.99% of respondents agreed with this proposal. 33.46% disagreed and 12.55% were unsure.

2.23 Most who were in opposition of the proposal were from the Kilsyth, Northern Moodiesburn and Bellshill areas. Overall, 21.6% of those in affected areas agreed with proposals.

2.24 When asked what else may help, respondents suggested:

- FSSs could be put into local libraries
- Issues with telephone enquiries cause people to visit offices in person
- Could consider option to introduce smaller cash offices, open one day a week
- Digital training could be provided in FSSs
- Other options to pay online, that don't rely on having a physical card, could allow payments on the go

2.25   Further detail and analysis on the consultation can be found in the consultation report, attached as an Appendix to this report.

Analysis of service demand – an updated position

2.26   The FSSs continue to experience a sustained lower level of enquiries. The previous report highlighted an average reduction of 86.1% in enquiries across FSSs over 2019/20 to 2023/24. Housing enquiries accounted for 78.8% of all enquiries but had also reduced significantly by 71.4%. A reduction of 54% was recorded in payment transactions and 51% in the transactional amount processed.

2.27   The table below shows that this downward trajectory continues.

Table 1: First Stop Shop Enquiries: Average number of enquiries per day (1 June to 31 December 2024)

FSS Stats	June	July	Aug	Sept	Oct	Nov	Dec	Average Daily
Airdrie	33	24	32	28	31	37	18	32
Coatbridge	32	18	29	33	15	24	12	27
Cumbernauld	18	8	17	19	15	14	7	16
Motherwell	45	24	37.5	29	41	40	26	35
Wishaw	18	21	30	26	25	31	18	27
Bellshill	22	13	14	14	15	18	10	15
Kilsyth	3	2	2	4	2	3	3	3
Moodiesburn	8	5	5	7	4	7	6	6
Shotts	18	17	13	13	20	26	15	20
Viewpark	2	2	2	2	2	2	2	2

First Stop Shop Establishment – an updated position

2.28   The FSS establishment comprises 48.17 FTE posts, of which there are currently 23 FTE employees in post. The post of Customer Manager (NLC16) was transferred to the Customer Service Hub and now sits within Strategic Communications. Due to the uncertain nature of temporary contracts, some existing temporary employees had sought permanent employment elsewhere in the council, since the time of the last committee report, therefore the decision was taken to fill all remaining temporary posts within the FSS establishment on a permanent basis to ensure staff were retained to

prevent attrition having a negative impact on front line service provision. 25.17 FTE posts are currently vacant, (22.17 FTE at grade NLC5 and 3 FTE posts vacant at grade NLC7) which have been held due to declining demand for enquiries and pending the outcome of the service review.

Service re-design proposals

First Stop Shop establishment

2.29   An evaluation of the existing structure was undertaken to identify inefficiencies, overlapping roles, skills, gaps and scope for service optimisation to achieve improved customer and business benefits.   A new organisational structure integrating FSS employees within the housing service is proposed to improve productivity, collaboration and align with the council's strategic goals.

2.30   It is proposed that all 23 FTE posts are retained and incorporated into housing services and that the 25.17 FTE posts which are currently vacant are deleted. The post of Operations Manager (NLC10) is proposed to be redesignated to Housing Co-ordinator. There are no proposed changes to the designations of the Team Leader (Customer Service) and Customer Service Officer posts. These posts were graded NLC7 and NLC5 partly in recognition of the banking responsibilities previously undertaken in these roles. To ensure there is no financial detriment to existing employees, a review of the existing job descriptions and responsibilities of the roles has been undertaken and alternative responsibilities identified, which subject to job evaluation, will retain the current grades.

Table 2: First Stop Shop Establishment (current and proposed)

FSS Current Position	Grade	Current FTE	Delete FTE	Proposed	Grade	Proposed FTE
Operations Manager	NLC10	1	-	Re-designate to Housing Co-ordinator	NLC10	1
Development Officer	NLC7	1	-1	Delete		0
Customer Service Team Leader	NLC7	6	-2	Customer Service Team Leader	NLC7	4
Customer Service Assistants	NLC5	40.17	-22.17	Customer Service Officer	NLC5	18
Total		**48.17**	**-25.17**			**23**

2.31   A communication plan is under development to engage with employees and Trade Unions on the changes. An implementation plan and timeline to ensure a smooth transition has also been developed which includes training and role transitioning support.

Cashless transactions

2.32   The majority of current financial transactions continue to be card payments. Customers continue to be supported to set up direct debit payments and to be signposted to the option of the telephone payment line and online payment portal. For people in receipt

of Universal Credit the option of 'direct payment' ensures rent is paid directly to the council (as a landlord) providing a convenient payment option as well as ensuring timely payment for the council. There are over 240 paypoint facilities and 20 post offices in North Lanarkshire which also provide ways in which to pay to rent and council tax by cash.

2.33   Cashless transactions is currently operational in Cumbernauld FSS. No alternative premises have yet been identified that could meet the service requirements to provide a cash payment facility option. Evidence of success since the introduction of cashless payments in Cumbernauld FSS has been demonstrated, with productivity and efficiency improved, enabling resources to be deployed where most needed. There have been minimal comments or complaints received since its implementation.

2.34   Due to the sustained reduction in cash payments which is projected to continue as society continues to increasingly shift towards electronic methods, and that given over 69% of respondents to the consultation said they would continue to use FSS facilities to pay for council services by card, it is proposed to extend the cashless transactions approach to all remaining FSS/housing offices. There are many benefits to this type of approach. These can include reduced crime rates, enhanced security, easy tracking and budgeting and reduced operating costs associated with handling, storing and depositing money. However, there are undoubtedly social issues which exist that require some consideration. The consultation has highlighted some of these very issues and has brought to the forefront that effective outreach efforts are vital, to ensure that people do not experience barriers.

2.35   Customers need to be fully aware of all options available to them, including the alternative options to continue to pay cash, should they continue to choose to do so, and that they are supported effectively to make this transition.

2.36   The council's housing/FSS team will focus on the key areas of challenge that come with this transition to mitigate any potential disadvantage. Targeted support will be focused on people who use FSSs who are without access to banking facilities; those who experience digital connectivity issues, either through access to a digital device or have limited technology literacy. Working in tandem with other council programmes, such as Digital NL, measures will be implemented which will improve digital access and connectivity, and in the short term, a targeted approach will be taken to reach customers who use only use cash to pay for council services in the FSSs to assess and address any support needs in the transition. Particular focus will be placed on older population age groups and people with disabilities.

First Stop Shop offices

2.37   The majority of respondents (67.9%) are supportive of the proposal to integrate the six FSSs with local housing offices, with a greater level of support for those directly affected (80.5%). It is therefore proposed to integrate Airdrie, Coatbridge, Cumbernauld, Motherwell, Wishaw and Shotts.

2.38   Although there is majority support for the closure of four FSSs – Viewpark, Kilsyth, Moodiesburn and Bellshill (54.0%), it is acknowledged that those directly impacted by the proposals mostly disagree (73.0%). Whilst this position is acknowledged and understood, the analysis of service demand continues to demonstrate declining demand which in the context of the current operating model is unsustainable.

2.39   It is evident that there is clear scope for integration and coordination, better using our community assets and resources to achieve greater simplicity and improved outcomes

for communities and people in North Lanarkshire. The Plan sets out our shared vision for a more equal and prosperous North Lanarkshire and the Programme of Work, the main delivery vehicle, translates this vision into priorities for action. This re-design of the FSSs contributes to several of the key programmes:

- Transforming Places – better planning and coordination of public investment to deliver transformational change in local communities
- Resilient People – working with partners and wider stakeholders to implement supports that addresses impacts of poverty and reduces inequality through empowering people and communities and developing resilience
- Digital North Lanarkshire – supporting and improving digital connectivity to harness the potential of digital transformation in realising improved outcomes for people, communities and the council

2.40 The restructure of housing locality teams will assist in facilitating a successful transition through providing scope for improved flexible local services which will include local housing surgeries to ensure people can continue to access the support they need in their local areas. This provision will be monitored and reviewed to make sure they are accessible, responsive to needs, and user-centred, designed with people and communities at the forefront.

2.41 It is also recognised that some people will be more affected than others. This primarily (but not exclusively) includes older people and disabled people who may experience greater challenges with some of these proposals. The service is committed to working with partners to identify and implement measures which will proactively target groups at higher risk of experiencing disadvantage to ensure that any potential adverse impact is mitigated. Impact will be closely monitored to identify any other measures required to address any concerns.

Financial impact

2.42 The deletion in posts will result in overall savings of £497,626 being achieved through the proposed changes to the FSS establishment. With the move to FSS becoming an HRA function, savings will be realised within both the General Fund and HRA. Table 3 below shows the financial impact resulting from the Service redesign and how this is represented within HRA and General Fund.

Table 3: Service Re-design Savings

Service Re-design Area	Saving £	HRA £	General Fund £
Establishment Changes	568,256	(800,281)	1,368,537
Supporting Budgets	60,035	(22,000)	82,035
Cessation of cash collection	30,100	20,167	9,933
Recharges	(160,765)	966,573	(1,127,338)
Total Saving	**497,626**	**164,458**	**333,168**

Financial risk

2.43 Rent and council tax payments represent the majority of payment transactions within FSSs. Data highlights that card payments and other digital methods account for the majority of transactions. Direct debit has been and continues to be proactively promoted as a convenient payment method, with the FSSs a key enabler in supporting customers to set up direct debit payment accounts. The housing locality teams will continue to promote direct debit as an option following the roll out of 'cashless' transactions to further increase the number of tenants and residents signed up to direct debit, and signpost customers to other alternative methods where direct debit is not an option. Council tenants are also encouraged to sign up to 'direct payments' which ensures Universal Credit housing payments are paid directly to the council as their landlord. These factors will help mitigate potential financial risk.

3. Measures of success

3.1 Implementation of a new sustainable operating model, which better meets customer needs, whilst providing improved efficiency of service and improved employee opportunities.

4. Supporting documentation

4.1 Appendix – Consultation Report

Stephen Llewellyn
Chief Officer (Housing)

5. Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? The majority of FSS employees are female. These proposals impact positively through providing improved career opportunities. Although there is no data available which captures the protected characteristics of FSS customers, it may be the case that particular population groups/or individuals who share a particular protected characteristic may be more likely to use FSS services and may therefore be more affected than others. This may include older people. This is reflected in the consultation carried out. A full EqIA has been undertaken. If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes ☒ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☒ No ☐ If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? Financial impacts are outlined in section 2.44 – 2.45. £497,626 to be realised in savings arising from the proposals.
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☒ No ☐ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact? HR impacts are outlined in section 2.32 – 2.34. All current FSS employees proposed to be retained and 25.17 vacant FTE posts proposed to be deleted from the establishment.
5.4	**Legal impact** Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes ☐ No ☒ If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.5	**Data protection impact** Does the report / project / practice contain or involve the processing of personal data? Yes ☐ No ☒

If Yes, is the processing of this personal data likely to result in a high risk to the data subject?

Yes ☐ No ☐

If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk

Yes ☐ No ☐

5.6	**Technology / Digital impact**
	Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	Digital impacts connected to broader aspects of improving digital connectivity and access generally.
	Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?
	Yes ☐ No ☐
5.7	**Environmental / Carbon impact**
	Does the report / project / practice contain information that has an impact on any environmental or carbon matters?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?
5.8	**Communications impact**
	Does the report contain any information that has an impact on the council's communications activities?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	A communications strategy will require to be developed and implemented to ensure any key messages surrounding service redesign are communicated and cascaded effectively to the general public, council services and partners.
5.9	**Risk impact**
	Is there a risk impact?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?
	There are several risks associated with the continuation of the current FSS operating model. Failure to adapt the service to meet changing customer needs presents both financial and reputational risks for the council. These risks are recorded on the Service Risk Register.
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 ☐

First Stop Shop Consultation Report

February 2025

1. Background

The First Stop Shops (FSSs) were previously the main face to face contact channel for most key council services and payment transactions. Enquiries relating to housing, council tax and benefits, the Scottish Welfare Fund, environmental services and education have all been managed through the services provided in the FSSs, providing a single point of contact for customers. Over recent years customer demand has fallen significantly by over 86%. This has been largely driven by changes in consumer behaviour arising from the pandemic, alongside developments implemented through the council's Digital NL programme, which have increased the range of digital contact options available for customers. This has resulted in more customers opting for digital and telephone contact options for routine enquiries. The closure of the Municipal Banks in 2022 has also substantially contributed to the reduction in demand.

The majority of enquiries now managed through the FSSs relate to housing enquiries. These include enquiries related to homelessness, anti-social behaviour, rent arrears, income maximisation, housing allocation, housing support, general housing advice and housing options. Financial transaction services, such as council tax, rent, blue badge payments and service cash advances continue to be provided within the FSSs, albeit with much lesser demand for these services.

The significant decline in customer demand and changing customer preferences has necessitated a review of the current operating model to ensure the service continues to meet the changing needs of customers whilst providing best value and a sustainable future delivery model.

A report was presented to Housing Committee in August 2024, providing an overview of the current operating model and key issues which have driven a review of the FSS service. It set out proposals to redesign the service, including:

- The rationalisation of FSS offices;
- The integration of the FSS service into the existing housing locality structure; and
- The roll out of a 'cashless' financial transaction approach to all remaining offices.

Committee agreed that a full consultation would be undertaken with stakeholders including, but not limited to, those who continue to rely on FSSs and those who, pre-Covid, made regular use of this service.

2. Methodology

The consultation was structured to elicit responses from two key groups, as agreed at Committee: those who used the FSSs prior to the Covid-19 pandemic and those who currently use the FSS service. Four methods of gathering views on the proposals were employed:

The North Lanarkshire Tenants' Conference
The North Lanarkshire Tenants' Conference is held annually and provides one of the main ways in which to consult tenants on housing and housing related issues that affect them. Consultation takes place annually on rent setting and various aspects of housing policy. As the conference was planned for 16 November 2024 it provided a timely opportunity to carry out initial early engagement with tenants and residents on the FSS proposals and to formally launch the

consultation. The primary aim was to facilitate a collaborative environment where feedback could be collected from tenants and residents. To enable this a presentation was delivered providing an overview of the current position, the driving factors for change, and re-design proposals. Discussion time was provided and surveys were made available at each table for tenants and residents to complete. 102 tenants and residents attended the conference. 100 survey responses were received.

Telephone surveys

Methods to obtain views from previous FSS customers were explored and it was determined that the most viable way to achieve this was through a random sample of customers who previously used FSSs to pay council tax and/or rent. 703 were selected for telephone interview. The sample included customers who frequented FSSs across all locality areas. 635 contact attempts were made (68 of the 703 sample selected had no contact number). Of this 32 people participated in the survey and 98 people preferred not to participate. The remainder were not able to be contacted, albeit several phone call attempts were made. Telephone surveys were undertaken over the period 13 – 24 January 2025.

Face to face surveys

To gather the views of customers who currently use the FSSs, the Tenant Participation (TP) Team were on based across FSSs over a two-week period from 13–24 January 2025. The in-person surveys elicited 88 responses.

Survey forms

In addition to the above, a supply of paper survey forms were provided in the FSSs to allow customers the opportunity to provide their views out with the times of the face to face surveys. FSS staff were able to highlight this to customers, with some customers completing the surveys on site individually or with the support of FSS employees, and other customers taking surveys with them and returning their completed forms at a later date within the consultation window. 82 completed surveys were collected.

Promotion/Awareness of Consultation Opportunities

The consultation opportunities were promoted by the council's communications team, with details of when the TP team would be available in the FSSs promoted through social media channels, including the TP Facebook page. A separate press release on the Tenants' Conference also included details about the launch of the consultation.
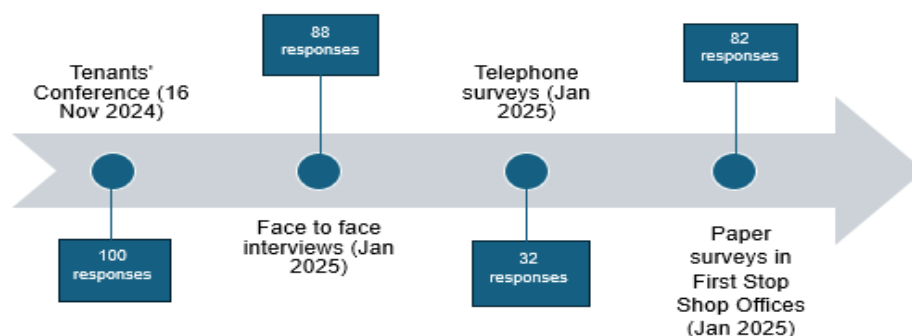
3. Respondent Profile

3.1 Area

98.7% of respondents provided information on the area where they live. The spread of responses is largely consistent with the population distribution across North Lanarkshire, with a very slightly higher response from the Bellshill and Shotts areas (5% and 4% higher) and slightly lower in Cumbernauld (6% lower).

When later asked which FSS they used, upward of 74% stated that they use their local office. Those living in Cumbernauld, Motherwell, Moodiesburn and Shotts showed a higher likelihood for using another FSS (20-26%). Those in Airdrie, Bellshill, Coatbridge, Kilsyth and Wishaw were less likely to use another FSS (0-5%).

CHART 1: Response by Area
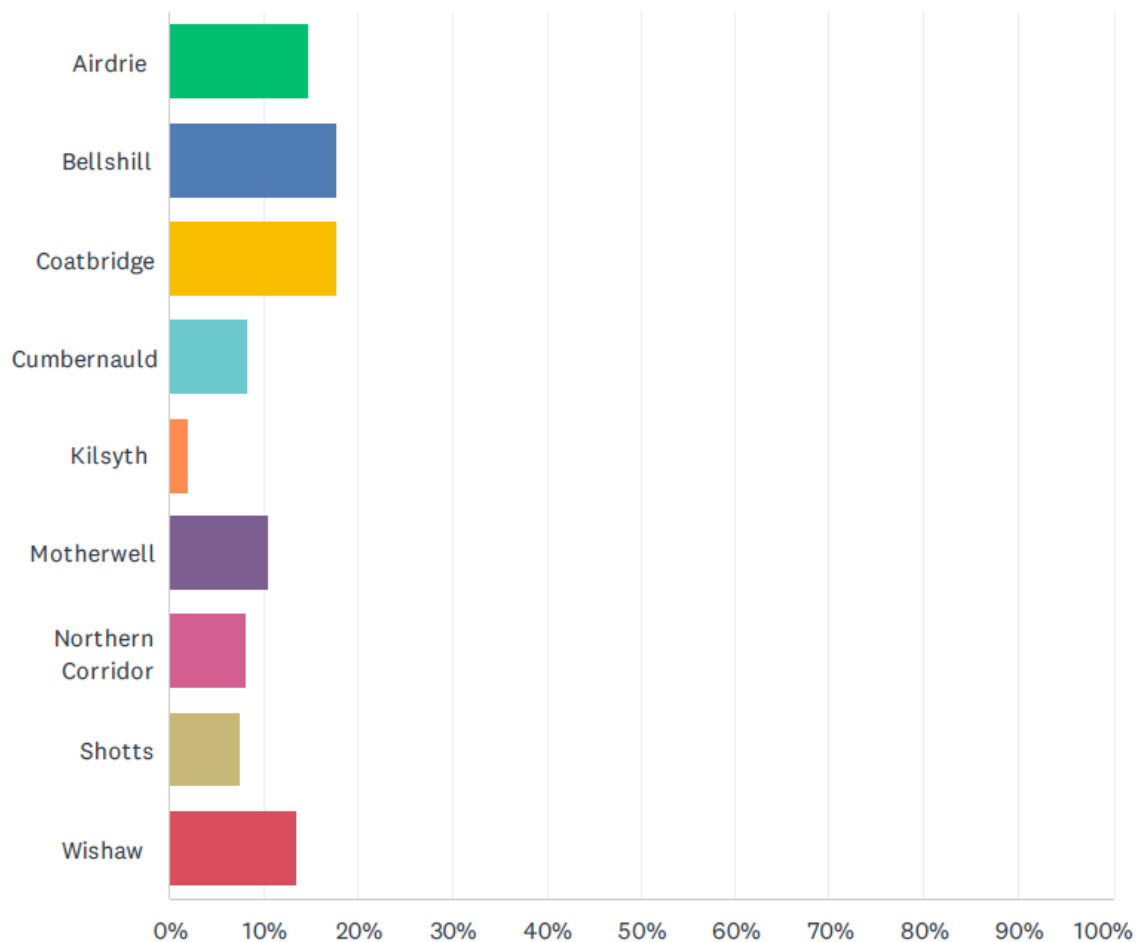
3.2   Age

Almost all respondents provided information on their age (97.4%). Just under half (49.3%) were aged 65 and over, 29.0% were aged between 51-64 years, 10.7% were between 41-50, and 9% were 40 or under.

CHART 2: Response by Age
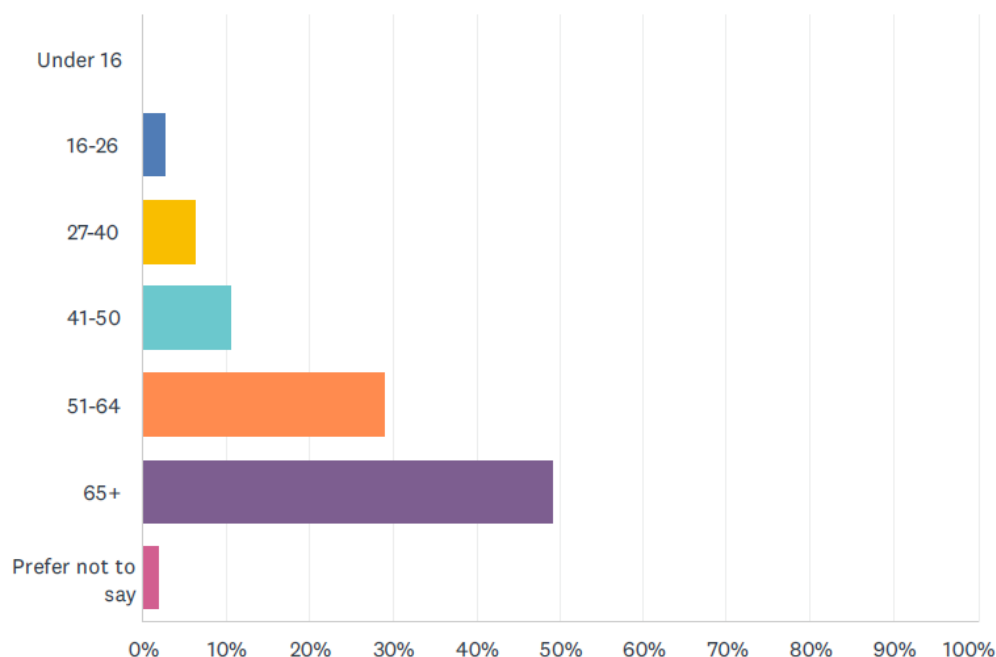
A higher proportion of responses were from females (61.8%). 37.8% of responses were from males. Proportionally, more males were in the 51-64 age category (34% compared to 25%). More females were aged 65+ (52% compared to 45%).

4   Usage

4.1 Covid-19

72.2% of respondents stated that they used the FSSs prior to the Covid-19 pandemic. When later asked if they still use a FSSs, the same overall percentage said they did (73.7%).

Breaking this down further shows that 81.5% of those who used the FSS prior to Covid still do; 18.4% who used to use a FSS now don't; 48.3% who previously didn't now do; and 51.7% who didn't before still don't. There is no significant difference in the reasons for use before and after Covid, apart from a small increase in the number of 'other' enquiries (increased from 13 to 23).

There does not appear to be any significant change in reported usage by area.

While there may be differences for small cohorts or for individuals, there does not appear to be any noticeable difference in responses comparing pre- to post- Covid for any of the other questions asked.

4.2 Usage Type

The majority of respondents (71.0%) use the FSSs to make payments. Under half use the FSS for council tax/ benefit enquiries (40.6%) or for housing enquiries (44.6%). A small percentage use the FSSs for other reasons (10.3%). This may include enquiries for social work, repairs or blue badges.

CHART 3: Usage Type
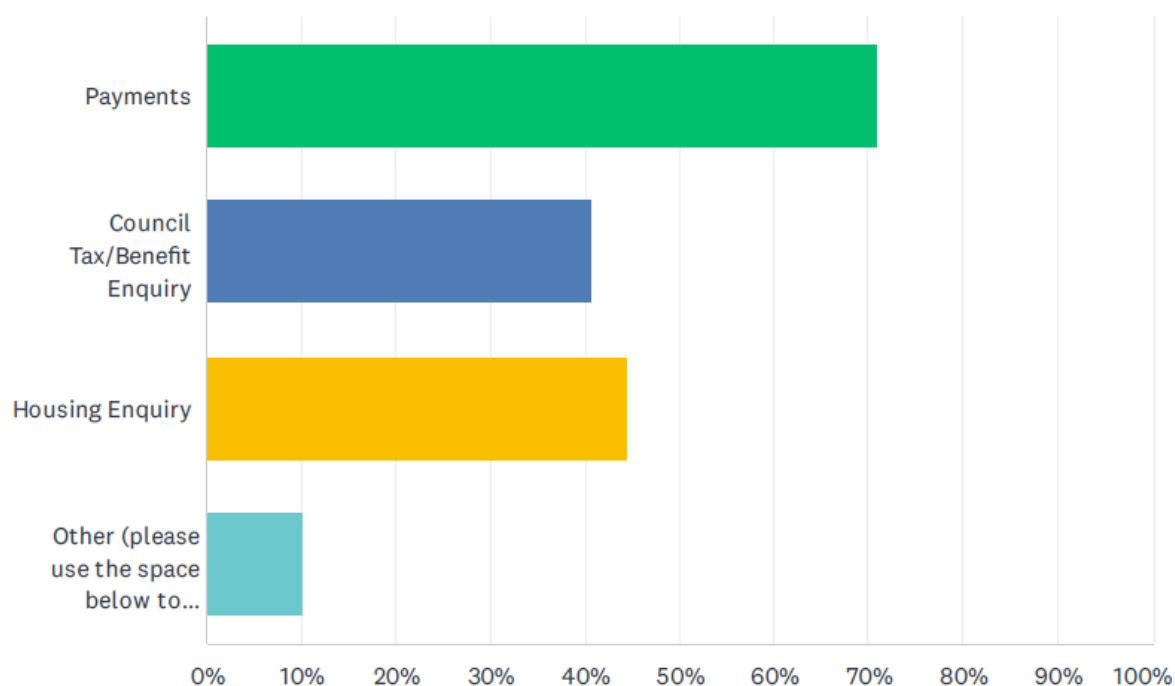
Generally, there does not appear to be any variation in type of usage by area. There is however a slight difference in reported usage in Bellshill with a higher number of council tax and benefit enquiries. The number of housing, or 'other', enquiries were proportionally higher in Shotts.

Analysis by age shows that those under 50 were less likely to use the FSSs for payments (39% of 41-50 year olds and 24% of 27–40 year olds, compared to 43% overall). Those aged over 65 were 5% more likely to use the FSSs for payments. There is less variation in those who use a FSS for council tax enquiries, with all age groups using it more or less equally, apart from those aged under 40, who were less likely to use it for this purpose (16.1% of those under 40 used it for council tax/ benefit enquiries). This group were much more likely to use FSSs for housing enquiries (51.6% of those under 40 used the FSSs for housing enquiries, compared to 27% overall and 31% for over 65's).

Those who use a FSS for payments or council tax/ benefit enquiries were more likely to use it weekly, fortnightly or monthly. Those who use it for housing enquiries either visited on a weekly basis or much less often.

Of those who previously used a FSS to make payments but no longer do, a third now use online services, a third pay by telephone and third have set up a direct debit.

4.3 Frequency of use

72.8% of respondents gave information on how often they use a FSS. Around a quarter of use it weekly, a further 21.4% use it fortnightly, 25.9% use it monthly and 5.0% use it more than once a week. 23.3% use it three times a year or less.

CHART 4: Frequency of Use
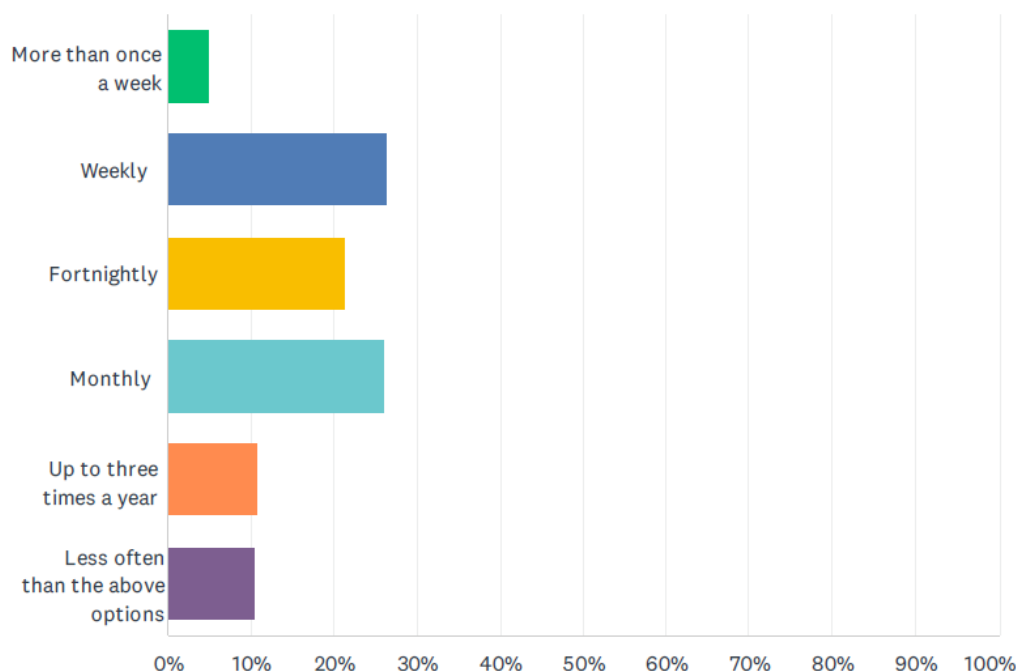
For all age groups, other than the over 65's, there appears to be a correlation between the frequency of use and age. The most commonly chosen option for each age group is:

- Aged 16-26: Less than three times a year
- Aged 27-40: Monthly
- Aged 41-50: Fortnightly
- Aged 51-64: Weekly

Those over 65 were most likely to use a FSS monthly but a high proportion also used it weekly or fortnightly.

78 people gave reasons why they have stopped using a FSS. Of these, 34.6% now use online services, 28.2% have set up a direct debit or standing order, 33.3% use telephone services and 6.4% use online reporting or enquiry forms. 19.2% stated they use another method (however this survey option was mainly used for general comments about FSSs, not for specifying other methods).

Younger age groups were more likely to have switched to using online methods, whereas older age groups were more likely to have set up a direct debit or standing order.

4.4 Paying for council services

51.2% stated that they pay for council services using cash. 40.0% pay by card or online and 24.8% pay by direct debit or standing order.

Of those who use cash, 22.6% stated that they also use card/ online payments, meaning 39.7% use only cash.

Those in the 51-64 age group were most likely to use cash to pay for council services, followed by those aged over 65. Those under 40 were least likely to use cash, instead favouring card or online methods (and were 20% more likely to pay by card or online methods compared to the average).

There is some variation between areas with those in Bellshill and Motherwell more likely to use cash, those in Shotts and Cumbernauld more likely to use card or online methods and those in Airdrie, Coatbridge and Kilsyth most likely to use direct debits or standing orders.

Only 57.1% of those who pay by direct debit or standing order reported still using FSSs, compared to 95.9% of those who pay by cash. Those who pay by direct debit were likely to visit the FSSs far less often too, with only 8.1% stating that they visit a FSSs weekly or fortnightly. This is in contrast to those who pay by cash, with 40.2% visiting weekly and 23.0% visiting fortnightly. Those who pay by direct debit visited either monthly, up to three times a year or far less often (with an even spread between these options).

When later asked if they were aware that you can pay invoices and bills such as rent and council tax at over 200 Paypoint facilities and over 20 Post Offices in North Lanarkshire, the majority (81.2%) said they were already aware.

CHART 5: Awareness of alternative payment options
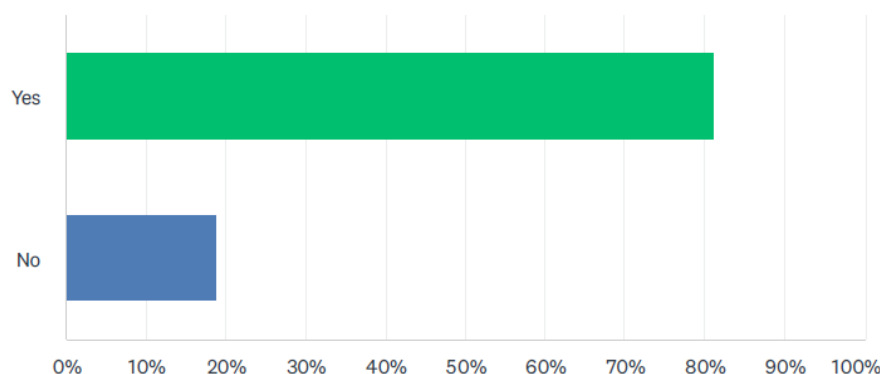
Just over half (55.0%) said they were able to use other payment options, such as Paypoint, a Post Office, paying over the phone, or online payments. Those who weren't able to use other methods were asked why this was the case. Over half stated that it was a preference (56.8%). A further 18.9% stated it was because they don't how to and 18.9% stated it was because they don't have a digital device. A smaller percentage (5.3%) stated other reasons, including delays in processing Post Office/ Paypoint payments, lack of trust in alternative services, not having the ability to check balances and payment amounts at Paypoints/ Post Offices, and having the ability to carry out multiple tasks at once while in the FSSs.

CHART 6: Ability to use alternative payment methods
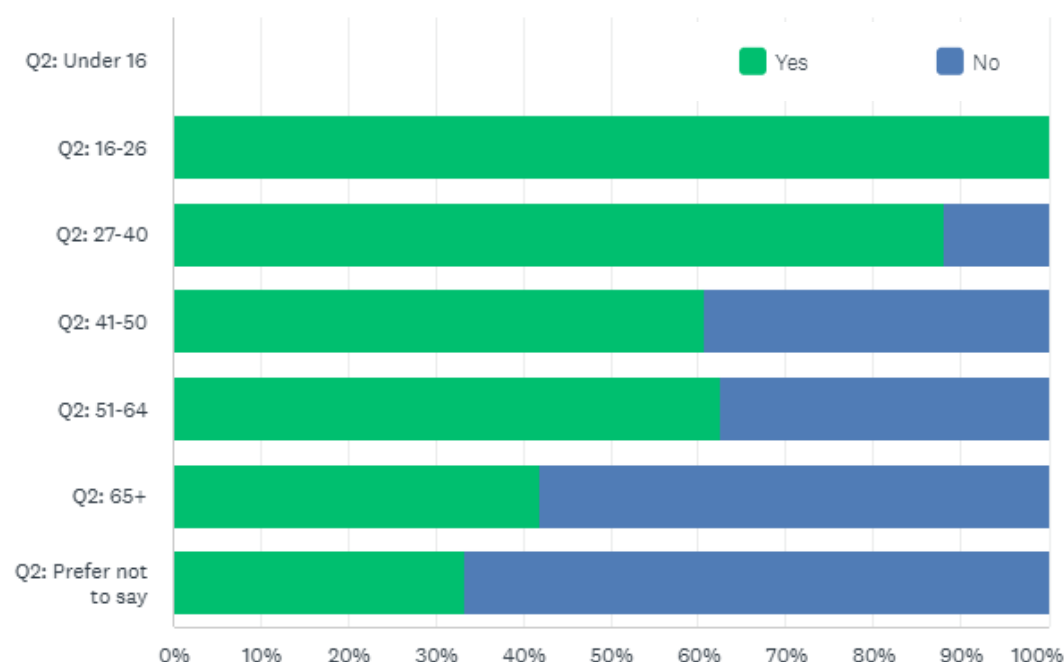
Those in older age groups were more likely to report that they were unable to use alternative methods of payment (CHART 6). Only 11.8% of those under 40 were unable to use alternative methods, compared to 58.1% aged over 65. This may seem in contrast to the previous question were over 65s were only 4% less likely to pay using card or online methods, however may be explained that those who can switch to other methods have, and those who haven't either are unable to or prefer not to.

CHART 7: Ability to use alternative payment options (online, Paypoint, Post Office or telephone), by method of payment
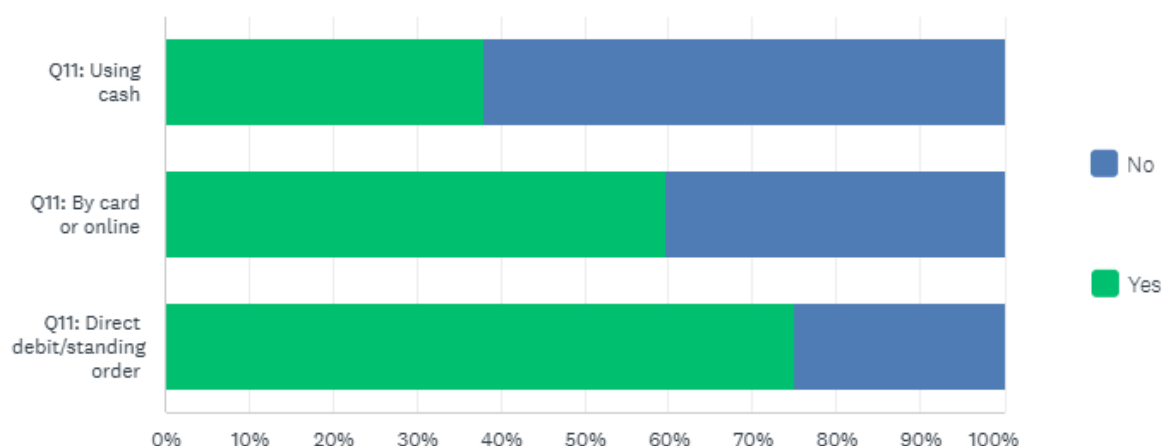
Those who use cash to pay for services were more likely to state that they were unable to use other methods of payment (62.0%). Those who pay by direct debit were almost twice as likely to be able to use other methods. The reasons for not being able to use alternative methods, however, didn't differ between those paying by cash and those paying by card/ online (over half said it was because they preferred not to, a fifth said it was because they didn't know how to and a fifth did not have a digital device). Those who pay by direct debit were more likely state that

they don't use alternative methods because they don't know how to, rather than out of preference.

Those who didn't have access to a digital device or didn't know how to use alternative services were asked if they would be interested in finding out more about the support available to help them. The overwhelming majority did not want assistance, however 11 people left contact details.

5 Response to proposals

5.1 Cashless facilities

Due to a reduction in the demand for cash payments at FSSs, the council is considering introducing cashless payment facilities only. When respondents were asked if they would continue to use FSS facilities to pay by card, the majority said they would continue to use the FSSs (69.3%).

CHART 8: Responses in favour of introducing cashless facilities only, by area
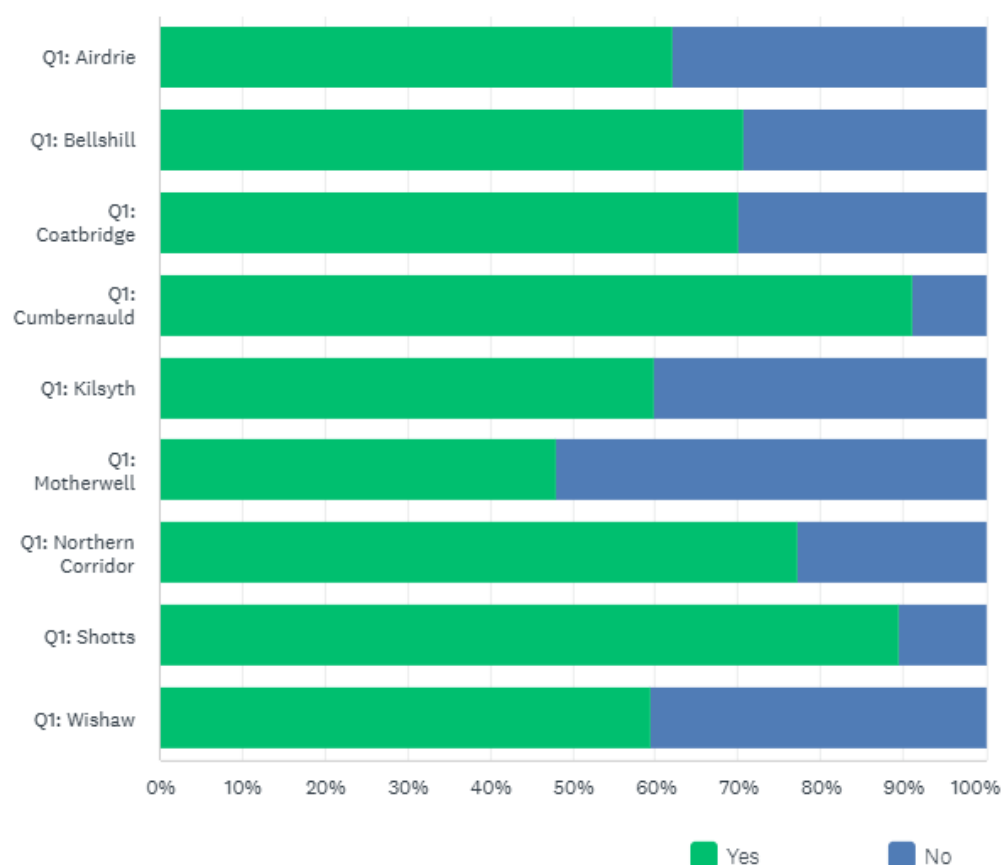
Respondents from Shotts and Cumbernauld were more likely to continue to use FFSs. These areas also reported the highest rate of online payments/ card use. Those in Motherwell were least likely to continue using FSSs (Motherwell also has the second highest percentage use of cash).

First Stop Shop Consultation Report

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Those who said they wouldn't use the FSSs if there were only cashless payment facilities available, stated that this was because:

- They only use cash
- They have always used cash
- Cash is easier for budgeting
- Lack of trust when making card payments
- Job role uses cash e.g. taxi driver

Similar to the previous question on using alternative methods of payment, older age groups were less likely to continue to use FSSs if they could only pay by cashless methods (CHART 9).

CHART 9: Responses in favour of introducing cashless facilities only, by age
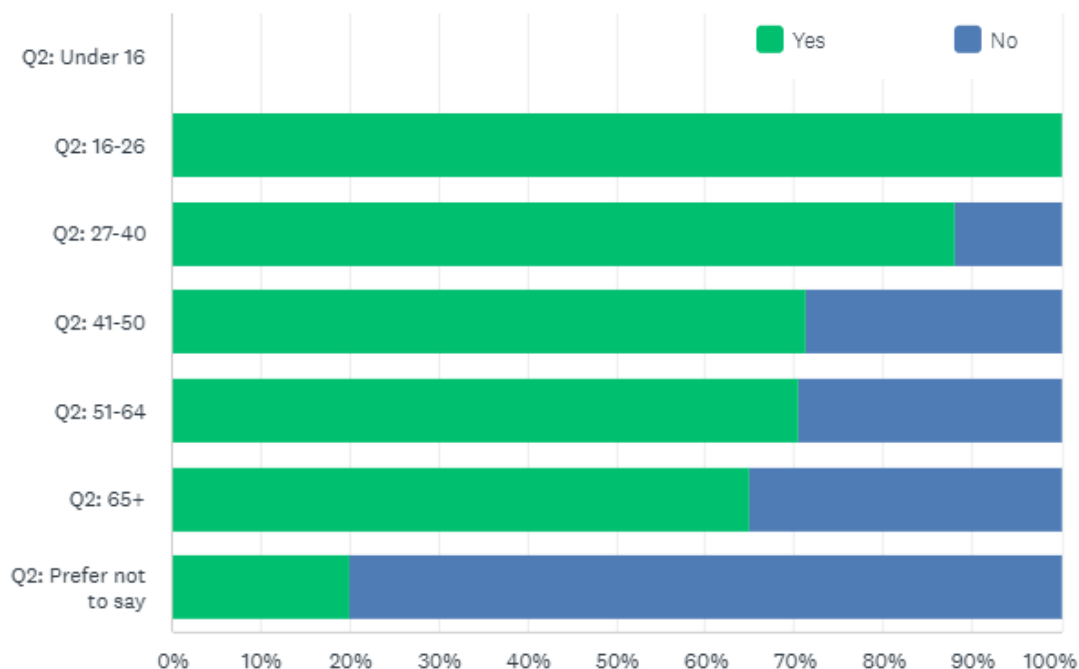
Those who currently pay by cash were less likely to continue using FSSs if only cashless payment facilities were available (54.2% compared to 82.8% of those using either card/ online payments or direct debit/ standing orders). When considering those who *only* use cash, 42.2% were in favour.

CHART 10: Responses in favour of introducing cashless facilities only, by payment type
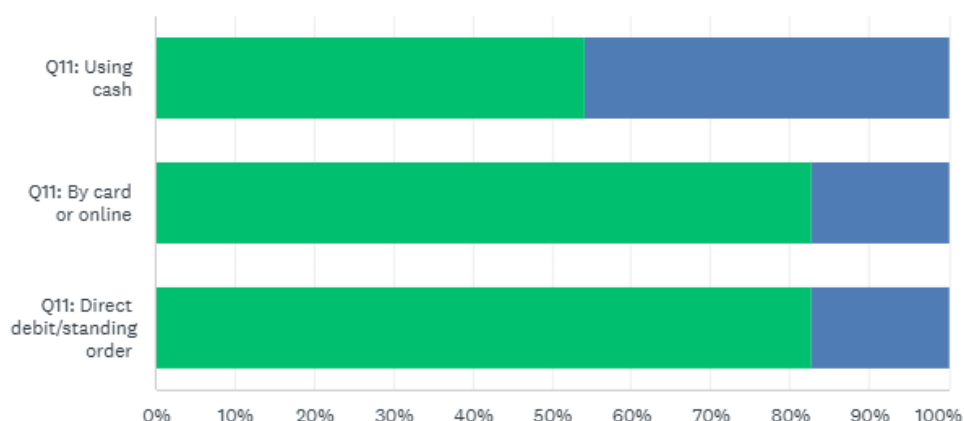
5.2   Integration with Housing Offices

Due to an overall reduction in footfall at the FSSs, the council is proposing to integrate six FSS into local housing offices in Airdrie, Coatbridge, Cumbernauld, Motherwell, Wishaw and Shotts, where the same services will continue to be available.

When asked if they agreed with the proposal to continue to provide the same services within the reception area of local housing offices in Airdrie, Coatbridge, Cumbernauld, Motherwell, Wishaw and Shotts, the majority agreed (67.9%). Of those who were opposed, some were concerned that the proposals meant they would no longer have a local office and so were worried about having to travel further. Some liked the familiarity of the current location.

A high proportion of those who provided further information on why they were opposed commented on the possible closure of the Bellshill and Viewpark offices, which is not specifically related to this proposal (29.0% of those who said no were from Bellshill). This suggests that the percentage in favour of this particular proposal may be higher than reported.

The percentage of those in favour was even higher when considering only those that would be directly affected by the proposal. As can be seen in Chart 10, those who were most in favour were from Airdrie, Coatbridge, Cumbernauld, Motherwell, Shotts and Wishaw. When only considering these areas, 80.5% were in favour.

CHART 10: Responses in favour of integration with housing offices, by area
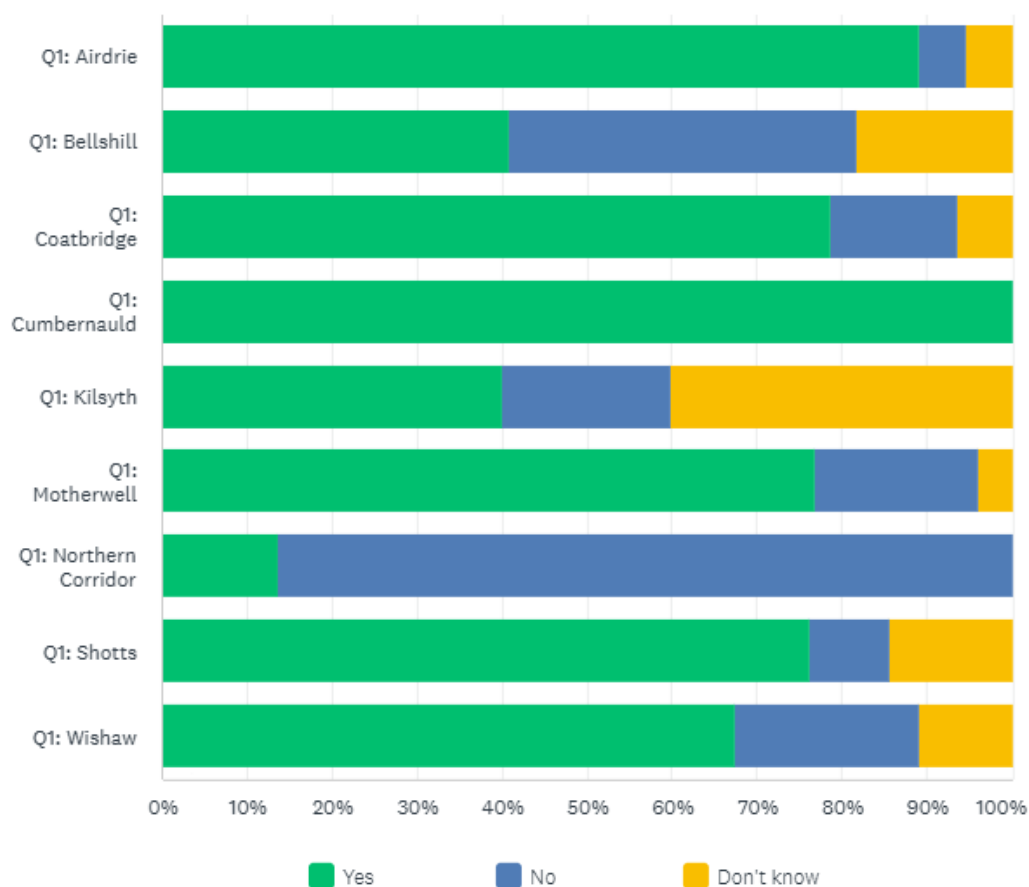
5.3   Closure of First Stop Shops

The four FSSs in Bellshill, Kilsyth, Moodiesburn and Viewpark are underused, with a reduction of between 54% and 68% in the number of payment transactions in each of these in the past year. The number of enquiries has also significantly reduced. For example, enquiries have reduced by 94% in the Bellshill FSS and this equates to less than 7 people per day visiting the shop. Most of these enquiries are for housing issues. Paypoint and Post Office facilities are available in all these areas.

When asked if they agreed with the proposal to close the FSSs in Bellshill, Kilsyth, Moodiesburn and Viewpark, and instead provide regular local housing surgeries in these areas, more than half agreed (54.0%). 33.5% disagreed with the proposal and 12.6% were unsure.

CHART 11: Responses in favour of the closure of First Stop Shops
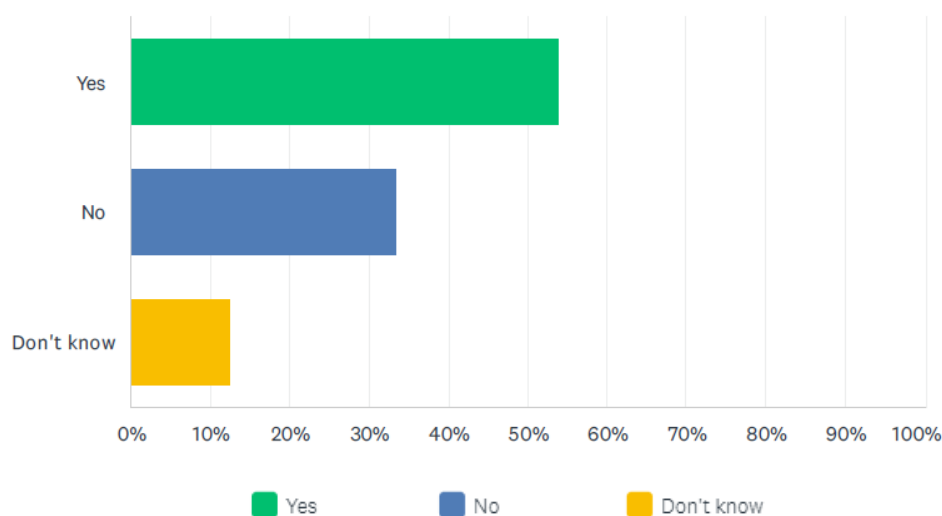
Many of those who were unsure stated that this was because the proposals were not for their area and so they felt they couldn't comment.

Those who disagreed, stated a variety of reasons including:

- Needing face-to-face contact to help tackle isolation
- Preference for face-to-face contact so they can more easily explain issues or get assistance with other enquiries
- Needing FSSs for local people who can't use public transport or pay for taxis
- Walking to the local FSS gives them exercise
- Most use the FSSs for other reasons, mainly payments, so they wouldn't use a housing surgery
- Lack of transport
- Support needed for smaller towns
- Makes it harder for people to get the help they need
- It is an essential service for the elderly or disabled who would struggle otherwise
- Delays with Paypoint can lead to arrears

Most who were in opposition to the proposal were from the Kilsyth, Northen Corridor and Bellshill areas[1].

Overall, only 21.6% of those in the affected areas agreed with proposals (73.0% disagreed). The percentage is similar in each of areas: 77.1% of those from Bellshill disagreed, 60.0% from Kilsyth[2] disagreed and 66.7% from the Northern Corridor disagreed.

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[1] Includes Viewpark
[2] Only 5 responses were received from Kilsyth

CHART 12: Responses in favour the closure of First Stop Shops, by area
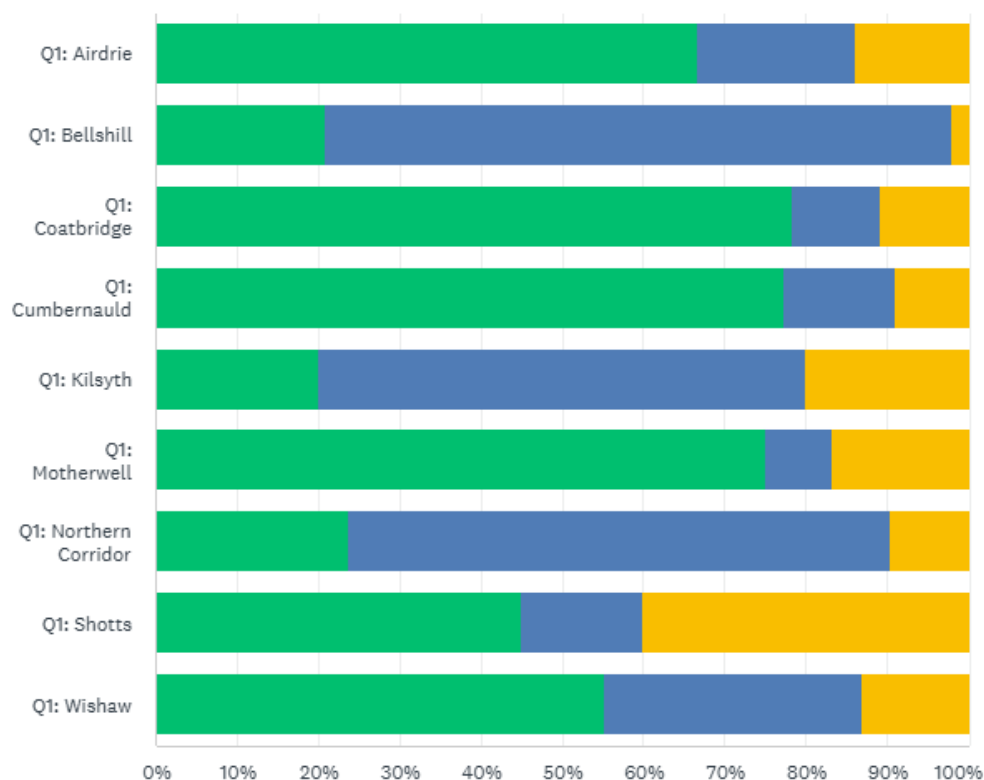
When asked what else may help, it was suggested:

- FSSs could be put into local libraries
- Issues with telephone enquiries cause people to visit offices in person
- Could consider option to introduce smaller cash offices, open one day a week
- Digital training could be provided in FSSs
- Other options to pay online, that don't rely on having a physical card, could allow payments on the go

Other, general, comments received in response to this question include:

- Disinterest in using online or telephone services
- Importance of face-to-face encounters, especially for vulnerable people
- The FSSs provide a good service
- Delays with Paypoint transactions cause unnecessary arrear letters to be sent
- Importance of local services, especially with dwindling town centres
- The ability to pay by cash is a vital service

Item 8

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref SL/MK   **Date**   13/03/25

Digital Connectivity Masterplan for Council Housing Tenants

From   Stephen Llewellyn, Chief Officer (Housing)

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Executive Summary

The purpose of this report is to set out the proposals for a long-term integrated plan to provide digital connectivity for council housing tenants, creating the foundations for transformational change to facilitate the introduction of enabling technologies and solutions across multiple aspects of modern life.

It builds on previous work undertaken to identify potential delivery options and outlines the potential benefits of enabling digital connectivity for council housing tenants, which will open up endless possibilities to radically transform, for the better, the way in which the council delivers supports and services, empowering tenants with increased choice and control over how they interact with services, enabling faster access to services and improving customer experience. At a more fundamental level, the report outlines the benefits realised which will provide tenants with the foundations to achieve their full potential and prosper, improving access to opportunities and reducing inequalities.

Other aspects of the outlining business case are detailed in the report, in that, as more services are being delivered online, and as online increasingly becomes the preferred method of contact, digitally excluded people are in danger of being left behind. Exclusion needs to be overcome by addressing the barriers to opportunity, access, knowledge and skills for using technology. The focus set out in the report remains steadfast on improving lives, aligned to The Plan for North Lanarkshire and to the Digital and IT Strategy.

The report seeks approval to explore the feasibility of carrying out a test of change, subject to a future committee report, to inform a digital connectivity master plan for council housing tenants. It also sets out plans to establish a cross service Project Board and Working Group to progress and oversee the development and implementation of the test of change to inform the broader expansion of digital connectivity for council housing tenants.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1)   Recognise the potential for transformational change and benefits realisation through the provision of digital connectivity for council housing tenants.

(2)   Acknowledge the previous options feasibility exercise carried out which identifies potential delivery routes for the provision of super-fast broadband for council housing tenants.

(3)   Approve exploration of a test of change feasibility, subject to a future committee report.

The Plan for North Lanarkshire

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

1.   Background

1.1   Digital North Lanarkshire is one of the seven priorities within the Programme of Work for 2023 to 2028. The vision for a Digital North Lanarkshire, with investment targeted in digital and technological solutions that will be of most benefit to the people and communities of North Lanarkshire, aims to help realise inclusive growth and prosperity for all, aligned with the council's long-term ambition set out in The Plan for North Lanarkshire.

1.2   In March 2024, Policy and Strategy Committee approved the Digital and IT Strategy for 2024 to 2027. The Strategy is key to providing the direction to deliver a Digital North Lanarkshire recognising that technology achieves a multitude of far reaching benefits for the people and communities of North Lanarkshire. This includes supporting people to live independently and well in their own homes, providing greater control and choice over care and support, enabling seamless end to end processes to fulfil service requests, and creating opportunities to provide more joined up support through more effective use of data to monitor and manage demand, enabling better targeting of support and delivery of services to the public. It is key to connecting people and communities, to developing new ways of working and delivering services to provide swifter and easier access to support and services, improving customer experience, alongside a whole array of life outcomes.

1.3   The Connectivity Framework is key to achieving the vision for a Digital North Lanarkshire. Previous reports to the former Transformation and Digitisation Committee (December 2021, February 2022) outlined the processes undertaken and award of a Digital Infrastructure Framework to Commsworld Ltd. The Framework has an initial period of 15 years with the right to extend up to an additional and maximum 5 years.

1.4   A key aspect of the Commsworld Ltd solution delivery model is to increase the fibre footprint across North Lanarkshire, enabling Commsworld and partners to offer full fibre services quicker than the commercial market intended, while increasing supplier competition, positively impacting on cost and affordability for local residents and businesses. To date 320km of high-capacity fibre across the authority has been installed, connecting council premises and enabling communities. 314 sites have been migrated, with 342 circuits in use, all non-secondary, secondary establishments and corporate buildings now have enhanced available bandwidth, with larger sites fully resilient. 90 of 117 sites identified for Public Wi-Fi are now operational. Smart Park technology has been deployed into Palacerigg and Strathclyde Country Park.

1.5   The framework positively influences connectivity across business and communities in North Lanarkshire and progress achieved to date has created the foundations for transformational change to facilitate the introduction of enabling technologies and solutions across all aspects of modern work and life. This will enable the council to continually develop service delivery across all areas, including housing, health and social care, asset management, education, culture, and recreation.

1.6   More specifically, relating to the provision of connectivity to tenants, the aims are to address digital poverty by delivering a full internet service which is affordable, superfast, secure, and reliable providing exceptional quality connectivity to all council housing tenants, with:

- All council housing tenants having internet access with a speed exceeding the Government connectivity target
- A service which can support the connectivity needs for the next 20+ years
- Option to replace landline
- A guaranteed price
- A secure service with ability to control content filtering
- Ability to control up sell additional services (e.g., TV channels)
- Easy-to-use in property connectivity with the council systems and devices, enabling complete integration with service delivery and backend processes
- Support for a seamless service between pupils learning at home and in the classroom
- The infrastructure to support rapid deployment of the IoT (Internet of Things) and smart solutions e.g., telemedicine and healthcare

2.   Report

The Business Case

2.1   Although there has been considerable progress achieved in digital transformation across several areas, digital inclusion remains a key priority for the council. The Scottish Household Survey (SHS)[1] estimates that 10% of households in North Lanarkshire do not have internet access. The SHS also shows that across all tenures social rented tenants are least likely to have internet access, estimated at 15% of social rented tenants[2]. The Survey also shows that there is a correlation between digital exclusion and areas of deprivation, with households in the most deprived areas experiencing a greater rate of digital exclusion than those in less deprived areas.

2.2   The council has no right of use of a customer broadband, so any benefits that are directly associated with consumption by the council cannot be delivered via that route. The 85% of social rented tenants with internet access have been procured on an individual basis. This carries limited bargaining power. The potential bargaining power of the council with over 36,000 council tenants could drive a much better individual offer for tenants, even without the council directly providing services to the 85% of tenants who have internet access.

2.3   More services are being delivered online, and as online increasingly becomes the preferred method of contact, it means that digitally excluded people are in danger of

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[1] The Scottish Household Survey (SHS) internet data tables, local authority level, 2023.
[2] Based on the percentage of households across Scotland – data not available at North Lanarkshire level by tenure.

being left behind. We therefore need to overcome exclusion by addressing the barriers to opportunity, access, knowledge and skills for using technology. The focus remains steadfast on improving lives and the outcomes required to be achieved from a users' perspective. This means that the council will continue to ensure that activities undertaken understand the needs of those experiencing digital exclusion and that there is a plan of action in place to ensure equity and access for all residents and communities who experience limited digital connectivity.

2.4   Although understanding who is digitally excluded is complex and nuanced, as in it cannot be assumed from demographic groups alone, it is clear that increasing connectivity can only be a positive thing. Enabling digital connectivity for council housing tenants will open up endless possibilities to radically transform, for the better, the way in which the council delivers supports and services, empowering tenants with increased choice and control over how they interact with services, enabling faster access to services and improving customer experience. More fundamentally, this will provide tenants with the foundations to achieve their full potential. It is widely acknowledged that housing is much more than just 'bricks and mortar', the broader concept of home centres on creating homes and communities that are safe, supportive and conducive to fostering a sense of community and belonging. This includes aspects such as:

- Social infrastructure – access to schools, healthcare, recreational facilities and public spaces that promote community engagement and well-being
- Sustainability – incorporating sustainable designs and materials as well as supporting sustainable lifestyles which help us achieve our climate change net zero ambition
- Affordability and inclusivity – ensuring that homes are accessible and adaptable to changing needs of households, preventing social seclusion
- Cultural significance – reflecting the cultural heritage and diversity of the community within housing designs and urban planning

2.5   The provision of digitally enabled homes underpins all of these aspects, from integrating technology to reduce our environmental footprint to enabling means in which tenants can actively manage and monitor health conditions through telehealth and assistive technology. The potential benefits are limitless:

2.5.1   <u>Housing</u>

- Improved Safety and Security: smart home technology, such as digital locks and smart alarms, enhancing the safety of tenants by providing real time alerts and monitoring
- Energy Efficiency: smart sensors, thermostats and lighting systems helping reduce energy consumption, lower energy bills, tackle fuel poverty whilst helping achieve our climate change goals
- Maintenance/asset management: early detection of issues such as condensation, damp and mould enabling swift action the prevent problems from occurring, supporting housing providers to move towards more proactive maintenance, improving the diagnosis of deteriorating environments to improve health outcomes of tenants and reduce costs, predictive maintenance helping prevent costly repairs and extend the lifespan of housing infrastructure
- Improved operation functions: control of sprinkler systems, CCTV, security doors
- Enhanced data management: IoT devices and data analytics providing valuable insights into housing conditions and tenants' needs, enabling more informed decision making

- Universal Credit (UC) Applications: currently delivered through an online platform designed to streamline benefits and make the process more efficient this can present issues for some people - providing digital access (alongside digital literacy measures) ensures people have the means to apply for benefits, including their housing costs

2.5.2 Education/Employability

- Access to resources: enabling access to a wealth of information, online learning and digital resources, enabling continuous learning beyond the classroom – supporting our workforce for the future
- Remote learning: enabling remote and hybrid learning models, making education more flexible and accessible
- Collaboration tools: online platforms and tools facilitate collaboration among students and teachers, enhancing the learning experience
- Remote employment: enabling people to work from anywhere, opening up job opportunities beyond geographical limitations
- Skills development: access to online courses and training helps people to acquire new skills and improve their employability
- Access to NL Virtual Classroom – for children who are not attending school or are on a part time timetable, this enables access to learning resources to ensure all children can access and receive a high quality, differentiated learning experience
- Supporting transition of leaving school – enabling access to an online platform that provides information on local services and support for young people leaving school to support positive destinations

2.5.3 Health and Social Care

- Telemedicine: enabling consultation with healthcare professionals remotely, reducing the need for travel and increasing access to healthcare services
- Health monitoring: wearables and health apps enable continuous monitoring of health metrics, leading to better self-management of long-term conditions
- Information sharing: healthcare providers can share information and collaborate more efficiently, improving patient outcomes
- Automated systems enabling tenants to control their home environment more easily
- Assistive technologies to enable people to have greater independence and safety in their own home
- Access to Making Life Easier, a self-assessment platform to support individuals with health and/or social care needs
- Community Alarm service providing support to individuals requiring an urgent response via a dispersed alarm unit - broadband connectivity will allow digital connectivity to the National Shared Alarm Receiving Centre and will provide further resilience
- Opportunities for future proofing to enable people to contribute and have access to their own social work/health assessment and data

2.5.4 Social Inclusion
- Community capacity: social media and online communities helping people stay connected and build relationships, reducing social isolation and improving capacity
- Access to services: digital platforms make it easier for people to access essential services, such as banking, public services and social support

2.6 Enabling digital connectivity for council housing tenants will be a major step forward in ensuring everyone is equally able to engage with public services, whilst helping address some of the most deep-rooted inequalities in our communities, such as poorer

health outcomes, lower life expectancy, loneliness and social isolation, educational attainment and access to jobs. Digital technology currently and will increasingly play a crucial role in levelling the playing field across economic, educational, healthcare and social inequality. By bridging gaps in access, opportunities and resources, digital technology can considerably mitigate disparities.

2.7 It also creates multiple opportunities for greater efficiency, with potential for significant savings achieved through smart housing, care and ultimately smart connected places:

Smart Housing
- Reduced mould and damp and expensive repairs
- Reduced voids and rental losses
- Reduced contact centre calls
- Improve access via reminders/improved contacts – reduced housing visits
- Optimised power consumption
- Reduced insurance premiums
- Reduced safety and asset repairs issues

Smart Care
- Reduced care packages - visits
- Improved medication compliance
- Reduced GP appointments
- Reduced acute hospital admissions
- Reduced need for more intensive support/care
- Reduced delayed hospital discharges
- Reduced falls
- Reduced health care costs associated with early detection of health conditions and improved self-management long term conditions
- Reduced social isolation pressures

Smart Places
- Smart assets – community hubs, offices, community facilities
- Smart environment – improved flood prevention and air quality
- Smart infrastructure – smart roads, temperature, disrepair, influencing road maintenance, smart fleets and routes
- Smart communities – CCTV, smart parks, homes

2.9 The appendix attached to this report provides an example of how integrating technology within a home environment can impact positively on people's lives.

2.10 This project will build on some of the key projects in motion, such as participation in the Smart and Connected Social Places initiative (part of the Department for Science Innovation and Technology 5G Glasgow City Region programme), entailing the use of IoT in council homes in North Lanarkshire to better understand the efficiency of zero carbon homes to ensure a just transition as we strive to achieve our net zero goals.

Options – Previous Modelling

2.11 Previous work was undertaken in 2022 to identify and cost options to progress the deployment of superfast broadband to council tenants, with two initial high-level options presented as possibilities. From this, one option was identified as potentially viable and more detailed commercial models were developed on this preferred option basis.

2.12   The models made assumptions based on a range of differing potential scenarios in
        relation to set up, installation and annual rental. Each commercial option resulted in
        different capital and revenue cost implications. These ranged from between £19.85
        million - £36.86 million in revenue costs (0.8% and 1.2% of planned revenue spend
        over the 15 year period modelled) and £32.75 million - £49.75 million in capital costs.
        An additional commercial model was also identified within these parameters with
        revenue and capital costs estimated at £28.86 million and £40.75 million respectively
        (0.7% of planned revenue costs).

2.13   Estimates did not include inflationary costs over the 15 year delivery period, which
        would need to be factored into any refreshed modelling, and as the initial financial
        modelling was completed in late 2022 it does not account for any wider market
        inflationary changes since then.

Next steps

2.14   This modelling exercise illustrates that various delivery routes are possible. It also
        highlights that there are significant capital and revenue cost implications, alongside
        considerable benefits realisation, with the potential to accelerate the pace of change to
        transform communities and people's lives in North Lanarkshire through digital
        connectivity, improving life outcomes across various domains. This combined with rapid
        growth and evolving innovation in the development of digital solutions creates an
        opportunity to revisit and further explore the potential options to provide digital
        infrastructure and internet services to council tenants.

2.15   To achieve this it is intended to establish a Project Board and Project Working Group,
        with the potential for additional subgroups, as necessary, to further develop and refine
        a business case for the provision of ultra-fast internet to council housing tenants.
        Although, terms of reference and membership have yet to be finalised, indicative
        representatives from services have been identified and it is intended that the group will
        undertake a fuller more in depth analysis of potential commercial delivery models
        alongside an options appraisal to understand the wider benefits, costs and impacts of
        this project.

2.16   This is a long-term project and the breadth and magnitude of this task should not be
        underestimated. The council has 36,575 homes and this project will have significant
        resource implications. From inception to completion it is envisaged this project could
        span 10 to 15 years.

2.17   As an initial step to aid the understanding of benefits, costs and wider factors it is
        proposed to carry out an initial test of change. Although the finer details of the test of
        change have yet to be fully explored by the Project Working Group and Board, it is likely
        that it will involve a smart home model, integrating advanced technology, which will be
        tailored to the needs of tenants.

2.18   It is anticipated that this initiative will require a degree of subject matter expertise, which
        may require to be procured from an external organisation with proven proficiency in
        understanding and knowledge of smart home technology and experience in
        deployment.

2.19   There will be other considerations in relation to monitoring of data from this test of
        change. These relate to privacy (user consent, data minimisation, anonymisation),
        security (data encryption, secure devices, network security), compliance (regulatory
        requirements such as General Data Protection Regulation), data management (storage

and retention) and lastly but not least, ethical considerations (user control, purpose limitation).

2.20   It is intended that specific proposals for the test of change will be subject to a future committee report later in 2025.

Challenges

2.21   Digital technology has become a cornerstone of modern life, offering countless benefits, but it is notwithstanding some challenges. As we become more reliant on digital technology the threat of cyber-attacks increases, with increasing amounts of data being collected. Protecting the privacy of individuals is critical with data breaches and misuses of personal data potential issues. Other challenges include ethical concerns, such as the implications of surveillance and moral responsibilities, environmental impacts and social impacts – job displacement, dependence on technology impacting on other social interactions.

2.22   As outlined in section 2.10 there are significant resource implications. The deployment of digital connectivity for council tenants relies on robust and scalable infrastructure, a skilled workforce – for developing, maintaining and advancing digital technologies, and human resource requirements in relation to continuous learning and development to ensure continued proficiency in new technologies. Clearly there is also significant financial investment required for research, development and implementation as well as ongoing operational costs in maintaining digital infrastructure, software and services.

2.23   Navigating these challenges requires careful consideration and collaborative efforts across services and sectors. Balancing the benefits of digital technology with these challenges will be key to fostering a more equitable and secure digital future to deliver the intended societal benefit and achieve our long-term ambition of inclusive growth and prosperity.

3.   Measures of success

3.1   Success will be measured through implementation and completion of a test of change to identify key learning points to inform the wider implementation of a digital connectivity masterplan for council housing tenants.

4.   Supporting documentation

None

Stephen Llewellyn
Chief Officer (Housing)

5. Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty**
	Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	This report has the potential for significant impacts across several protected characteristic areas, some of which are compounded due to the intersectional nature of some protected characteristics/inequalities experienced. It is considered that on large these impacts are positive should the proposals be approved. A full EqIA is underway and will continue to be developed and updated as required.
	If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments
	Yes ☒ No ☐
5.2	**Financial impact**
	Does the report contain any financial impacts?
	Yes ☒ No ☐
	If Yes, have all relevant financial impacts been discussed and agreed with Finance?
	Yes ☐ No ☒
	Financial Solutions will be a key member of the proposed project Board tasked with developing the detailed Business Case
	If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact**
	Does the report contain any HR policy or procedure impacts?
	Yes ☐ No ☒
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?
	Yes ☐ No ☐
	If Yes, please provide a brief summary of the impact?
5.4	**Legal impact**
	Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?
	Yes ☒ No ☐
	Delivering a social housing broadband solution may incur significant investment by third parties and will require the provision of guarantees on minimum contract term and volumes. These factors will impact provider offerings and the commercial structure i.e. upfront and recurring fees. The potential size of this opportunity within a relatively small geographical area has the potential to affect the local broadband market and may be considered in terms of a subsidy to any supplier, that is "providing a significant commercial advantage through funding by public sector". The Council will seek legal advice on whether any proposed plan should be considered a Subsidy and if so how Subsidy Control Principles would be applied. Legal would also be a key member of the proposed project Board.
	If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?

5.5	**Data protection impact**
	Does the report / project / practice contain or involve the processing of personal data?
	Yes ☒ No ☐
	If Yes, is the processing of this personal data likely to result in a high risk to the data subject?
	This will be considered as the project team.
	Yes ☐ No ☐
	If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk
	Yes ☐ No ☐
5.6	**Technology / Digital impact**
	Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	Potential for long-term digital transformation and service redesign through the provision of digital connectivity for council housing tenants. All impacts are explored and detailed in the body of the report.
	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)?
	This will be explored by the project team and actioned accordingly.
	Yes ☐ No ☐
5.7	**Environmental / Carbon impact**
	Does the report / project / practice contain information that has an impact on any environmental or carbon matters?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the impact?
	Potential for carbon reduction through easier access to services.
5.8	**Communications impact**
	Does the report contain any information that has an impact on the council's communications activities?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?
5.9	**Risk impact**
	Is there a risk impact?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?
	There exist risks in relation to failure to improve digital connectivity for social housing tenants, alongside risks in relation to investment/disinvestment in some areas given the potential financial resource requirements. Risks will be fully considered by the project team and recorded appropriately.
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). An initial CRWIA has been completed which identified a positive impact for children, young people and families, through improved access to online learning, educational opportunities, improved education attainment, socialisation and future employability prospects. If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☒ No ☐

Appendix – The Benefits of Technology

Laura is a busy single mum with two children. Managing her home while balancing work, parenting and everyday life is a challenge.

Her property has been fitted with new SMART sensors which measure temperature, humidity and CO_2 levels. This helps ensure the heating system is running optimally, saving energy and reducing Laura's utility bills. By continuously monitoring conditions like humidity, temperature, and even the health of appliances like boilers and heating systems, the sensors can alert the council to potential faults before they become a major issue.

When Laura notices an issue or needs a repair, she can use the integrated app to instantly report the problem. Because it's linked to the council's property database, and informed by data from the sensors, repairs are addressed quickly and efficiently. This saves Laura valuable time and lets her focus on her family and other responsibilities.

Mary is 84 years old, lives alone, and has dementia. She has two daughters, and while her eldest daughter has been her main support, she has been struggling to provide all the care Mary needs. Mary has had difficulty remembering to take her medication and struggles to navigate surroundings which were once familiar. She does not want carers in her home.

After visiting the Assistive Technology Flat to see how SMART technologies such as KOMP could support her, Mary has been provided with the device. Now her daughters can video call her on a rota to prompt her to take her medication and see her taking it. She was also assessed for GPS which can be attached to her keys, and magnetic door contacts that alert the community alarm service to Mary leaving the house. The GPS has built-in falls detection as Mary can sometimes be unsteady on her feet when out.

Her home is also fitted with smaller tech items such as sensor lighting to reduce the risk of falls when moving around the house at night, and Just Checking which uses motion sensors and door contacts to allow her family and social worker to build a clear picture of Mary's day to day activity.

Mary is now taking her medication on time and the caring responsibilities are shared between both daughters. The introduction of assistive technology has also reduced Mary's social isolation, as family members from all over the world can video call her and send her family pictures. The family are reassured that Mary is safe at home when she should be, and on the occasions she is out they can check in on where she is.

Emma is a 10-year-old primary student who has faced challenges attending school full-time due to health issues. With frequent absences, Emma has struggled to keep up with her peers.

To support Emma's learning, she was introduced to the NL Virtual Classroom which offers lessons, activities, quizzes and other digital resources to support pupils with high quality learning experiences in Literacy, Numeracy and Health & Wellbeing. Emma's class teacher directed her to personalised tasks online, thus providing appropriate challenge, and enabling her to work at her own pace and stay engaged in distance learning.

By the end of the term, Emma had made significant progress in both Literacy and Numeracy. The NL Virtual Classroom provided her with a tailored, flexible learning experience that kept her on track despite her health-related challenges. The same technology will accompany her through her learning journey, to higher education and beyond, ensuring her location is not a barrier to access.

Jack, a 17-year-old school-leaver, struggled with mental health issues and disengagement from school which left him uncertain about his future after school. Without a clear career path and facing anxiety about in-person events, Jack felt isolated and unsure how to transition into the workforce.

Jack was introduced to the Developing the Young Workforce Task Force's digital resources which offers a flexible and accessible way to explore career options. He was able to access a wealth of career resources, including videos on apprenticeship and training opportunities which helped him explore careers he hadn't considered, like IT and digital marketing.

Jack participated in MS Teams sessions where he could interact with service providers and employers. He also received online counselling, including guidance for securing an apprenticeship and preparing for interviews.

Jack secured an IT apprenticeship, with the flexibility to work remotely. This was a key factor for him which helped him balance his job with his well-being. His success demonstrates how digital tools and connectivity can empower young people to overcome barriers, access flexible opportunities, and make a successful transition into the workforce.

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref   AMcP / GT   **Date**   13/03/25

Strategic Capital Investment Programme 2024/25 to 2028/29

From   Andrew McPherson, Depute Chief Executive

E-mail   McPhersonA@northlan.gov.uk   **Telephone**   07939 280467

Executive Summary

This report provides an annual update on the Council's Strategic Capital Investment Programme including an update on available resources and expected profile of expenditure of the remainder of the current five year capital planning period from 2024/25 to 2028/29.

The report highlights record levels of capital investment of £856 million over the five year period as the Council continues the delivery of its long-term place shaping transformation of North Lanarkshire's towns and communities. Alongside record levels of investment in the Council's housing provision through the Housing Revenue Account, this represents potential investment of £1.685 billion in North Lanarkshire's town and communities.

Key highlights in the proposed investment programme include:
- £347 million to continue investment in the Town and Community Hub programme and funding to complete projects in Abronhill, Glenboig and Ravenscraig,
- £41 million of additional targeted investment the Council's school, culture and leisure estate which will include a strategic review of the Council's pool estate,
- City Deal investment of £95million, including resources to progress the East Airdrie Link Road project,
- £45 million investment in the Council's Economic Regeneration Delivery Plan to support the ongoing transformation of North Lanarkshire's town centres, including ongoing work to transform Cumbernauld town centre,
- £37 million key infrastructure investment in bridges, flooding, active travel and road safety,
- £18 million investment in the Parks Masterplan, including funding to enable the redevelopment of Strathclyde Park Watersports Centre,
- £23 million investment in business and digital systems as the Council continues its digital offering, and
- £13 million investment in Community Boards with a key aim of evolving the Council's approach to facilitating community asset transfers.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1)   Acknowledges the forecast resources available to fund the capital programme,

(2)   Approves the 2025/26 Strategic Capital Investment Programme as outlined in Appendix 1,

(3)   Approves the updated profile of the Strategic Capital Investment Programme from 2026/27 to 2028/29 as outlined in Appendix 1,

(4)   Acknowledges the update on Town and Community Hubs as outlined in paragraph 2.17,

(5)   Acknowledges the update on targeted investment in the Council's existing estate as outlined in paragraph 2.18,

(6)   Acknowledges that no changes are required to the Capital Strategy 2024/25 to 2028/29 at this stage as outlined in paragraph 2.23, and

(7)   Approves the updated Terms of Reference for the Strategic Capital Delivery Group in Appendix 2.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Statutory / corporate / service requirement

1.   Background

1.1.   The Council's capital investment plans are underpinned by the Capital Strategy 2024/25 to 2028/29 that was approved at Policy and Strategy Committee in March 2024. The Capital Strategy aims to create an asset base that meets the aspiration for North Lanarkshire to be the place to Live, Learn, Work, Invest and Visit.

1.2.   The Council adopted this strategy in preparing the Council's Strategic Capital Investment Programme, also approved at Policy and Strategy Committee in March 2024. This ambition programme recognised General Services investment of £659.509 million over the five-year capital planning period to support the Council's aims for place shaping transformation of North Lanarkshire's towns and communities.

1.3.   The current capital investment plan is aligned to the Plan for North Lanarkshire to 2028/29 through to Programme of Work activities and importantly aligns with the Council's Corporate Asset Management Plan approved in 2022.

1.4.   The capital plan continues to ensure capital investment resources are maximised by levering additional funding through the Council's transformative Community Investment Fund.

2.   Report

Updated Forecast Resources

2.1.   The updated Strategic Capital Investment Programme has been developed based on the latest estimates of available resources, including government grant, Community Investment Fund and prudential borrowing. The following table provides an update on the five-year resource profile:

Forecast Available Resources	Year 1 2024/25 £000	Year 2 2025/26 £000	Year 3 2026/27 £000	Year 4 2027/28 £000	Year 5 2028/29 £000	Total £000
General Capital Grant	23,350	24,375	21,334	21,334	20,254	**110,647**
Capital Receipts	3,250	3,375	3,375	3,375	3,375	**16,750**
Residual Pension Cost Underspends	21,375	23,416	0	0	0	**44,791**
Service Concession One-Off Benefit	0	0	0	22,400	22,400	**44,800**
Council Borrowing (inc. Community Investment Fund)	68,843	100,214	132,122	78,901	187,717	**567,797**
External Income Specific Grants	23,069	18,755	9,278	7,990	12,659	**71,751**
Total Funding	**139,887**	**170,136**	**166,109**	**133,999**	**246,405**	**856,536**

2.2. The forecast resources of £856.536 million represents an increase of £197.027 million from the capital budget approved at Policy and Strategy Committee in March 2024. The most significant element of this increase of £146.242 million associated with the Council's agreed 2025/26 budget and the intention of the Council to align with the Council Tax Strategy and recent Community Investment Fund update to committee by allocating 2% of Council Tax increases towards achieving the Council's ambitions for capital investment.

2.3. The remainder of the movement largely relates to carry forwards from the previous capital programme into the current five-year planning period (£20.242m) and additional capital grants (£22.993m) received during 2024/25 and anticipated for 2025/26 and beyond.

2.4. While the General Capital Grant has increased to £24.375 million for 2025/26 it is expected that this will reduce again to previous levels for the remainder of the capital planning period. The Scottish Government has previously committed to providing multi-year indicative allocations, but the most recent announcement was for one year only.

2.5. An additional £7.550 million in anticipated resources from the Community Investment Fund is reflective of the annual Community Investment Fund Update presented to Committee in December 2024.

2.6. A key part of the Community Investment Fund modelling is the requirement to complete an annual review of the assumptions and projections. Each review has been presented to Policy and Strategy Committee and in the event that the assumptions change significantly this would be considered by the Council's SCDG in line with its Terms of Reference and ensuring ongoing compliance with the principles of the Council's Capital Strategy.

2.7. The annual review includes a sensitivity analysis indicating the impact of a significant changes in assumptions linked to decisions of the Council to earmark Council Tax increases to support the Community Investment Fund, the wider economic climate including any impacts on house building and cost of borrowing assumptions. The next scheduled update will be presented to Policy and Strategy Committee later in 2025.

2.8.   External capital funding in support of the Council's capital programme is forecast to be £71.751 million over the five- year period. This is largely reflective of City Deal Grant and known Scottish Government grant contributions for areas such as Vacant and Derelict Land Fund, Regeneration Capital Grant Fund and Placed Based Investment Programme. It also makes an assumption of anticipated funding from the Scottish Government's Learning Estate Investment Programme for Chryston High School extension.

2.9.   Projected capital receipts of £16.750m have been included in the programme based on the current estimates of likely future receipts from asset sales. Capital receipts can be significantly influenced by external market factors so, like all areas of capital resources, this will be kept under continual review.

2.10.   Following approval of the Council's 2024/25 Revenue Budget on 15 February 2024 and acceptance of the Section 95 Officer's recommended budget strategy, the strategic capital investment programme assumes the release of one-off resources of £44.791m from the cost reductions associated with Strathclyde Pension Fund employer contributions to augment the capital programme and the Town and Community Hub programme.

2.11.   In addition, at the Council meeting on 23 February 2023 Elected Members approved a change in the accounting for all of the Council's existing service concession arrangements. This changed the way the Council accounts for the public private partnership (PPP) and design, build, finance and maintain (DBFM) arrangements on an ongoing basis but the retrospective application of the change in accounting also released a one-off benefit of £44.800m which has been applied to the strategic capital investment programme.

2.12.   While the Strathclyde Pension Fund cost reductions are 'cash backed' this one-off accounting benefit is not and, as highlighted in the report to Council in February 2023, the Council will be required to borrow to fund this expenditure. Therefore, utilising this one-off benefit to support the capital programme ensures that additional borrowing costs can be managed over the life of the assets and the impact incorporated into the Council's Medium Term Financial Planning assumptions.

2.13.   The forecast resources are expected to increase by 30% from the originally approved 2024/25 to 2028/29 capital programme as approved at Policy and Strategy Committee in March 2024 and represents the largest ever capital programme proposed by North Lanarkshire Council. The scale of Council backed investment should be seen in the context of General Capital Grant resources now representing just 13% of the overall capital resources forecast over the five-year planning period and provides a clear statement as to the ambition for economic growth and development by the Council.

Strategic Capital Investment Programme

2.14.   The table below outlined the updated programme phasing over the current five-year capital planning period per service area:

Phasing by Service Area	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£000	£000	£000	£000	£000	£000
Assets and Procurement	22,016	30,328	42,761	32,576	18,706	146,385
Town and Community Hubs	43,574	84,575	52,262	27,488	138,771	346,670
Community Operations	34,092	23,921	32,413	22,654	19,216	132,295
Place	30,689	20,198	23,610	42,071	62,511	179,079
Total Enterprise and Communities	**130,370**	**159,022**	**151,046**	**124,788**	**239,203**	**804,429**
Adult Social Care	2,171	2,200	2,200	2,200	2,200	10,971
Finance & Technology	5,099	5,272	8,699	3,157	928	23,155
Strategy & Engagement	2,246	2,537	3,060	2,750	2,970	13,563
Total Chief Executive's	**7,345**	**7,809**	**11,759**	**5,907**	**3,898**	**36,718**
Corporate Contingency	0	1,104	1,104	1,104	1,104	4,417
Total Expenditure	**139,887**	**170,136**	**166,109**	**133,999**	**246,405**	**856,536**

2.15. This programme delivers significant ongoing capital investment in North Lanarkshire's communities which will support the Council's ambitions for place making transformation while supporting the creation and maintenance of jobs in the local economy. It should be noted that modelling is based on the continuation of 2% ring fencing of future Council Tax increases over 2026/27 and 2027/28 for allocation to the Community Investment Fund which follows a similar approach delivered as part of the 2025/26 budget setting process. This will be subject to annual review as part of the Revenue Budget setting process.

2.16. In line with the SCDG Terms of Reference, the programme outlined above and in Appendix 1 will remain under continual review as the programme evolves and will continue to be reported for approval at Policy and Strategy Committee in Cycle 1 each year to ensure that the programme continues to reflect any changes in priorities and / or changes in the resources available.

Town and Community Hub Programme

2.17. The proposed strategic capital investment programme's largest constituent part is the Town and Community Hub programme with a proposed allocation of £346.670, representing 40% of the overall resources available. This revised allocation, an increase of £96.596 million from the previously approved programme, now includes funding to ensure completion of Community Hubs in Abronhill, Glenboig and Ravenscraig in line with the Council's approved revenue budget for 2025/26.

Targeted Investment

2.18. The Council's revenue budget 2025/26 also included allowance for targeted investment in the Council estate, including schools, culture and leisure facilities. It is expected that this investment will be accompanied by a strategic review of the Council's pool estate with a report submitted to the relevant council committee. Appendix 2 highlights that total funding for this acceleration of investment totals £41.317 million.

Future Years

2.19. Committee has previously informed of risks associated with expenditure requirements outwith the current five-year capital planning period to 2028/29. These include commitments for the City Deal programme in areas such as the East Airdrie Link road.

2.20. In planning for these future commitments, Committee should be aware that they may limit scope for other capital investment priorities or may require re-prioritisation of projects. In addition, this may create additional recurring revenue consequences. These potential consequences will be monitored through the SCDG and, if appropriate, factored into the Council's Medium Term Financial Plan.

Housing Revenue Account Capital Programme

2.21. While this report focuses on the Council's General Fund capital programme, Committee should be aware of the record levels of forecast investment in the Council's current and future housing stock. Over the same 2024/25 to 2028/29 period the HRA's 30 year business plan assumption includes forecast investment of £829m across the mainstream programme and new supply programme. This represents the current planning assumption while recognising that it continues to be subject to agreement on future investment targets and funding from rental increases.

Overall Community Investment

2.22. Combining the updated General Fund Strategic Capital Investment Programme with forecast investment in the Housing Revenue Account means that the Council currently forecasts total Community Investment of £1.685 billion over next five financial years.

Capital Strategy

2.23. In accordance with Prudential Code requirements, the Council carries out ongoing reviews of the Capital Strategy. The most recent Capital Strategy to 2028/29 was approved at Policy and Strategy Committee in March 2024. At this stage no changes are required to strategy.

Review of Strategic Capital Delivery Group Terms of Reference

2.24. Following changes to the Council's senior management team structure as outlined in the 'One Place One Plan – governance update' report to Policy and Strategy Committee in September 2024, the Strategic Capital Delivery Group has reviewed its Terms of Reference.

2.25. The changes are summarised as follows:

- Updated Group Objectives to reflect the SCDG's revised process for monitoring capital programme delivery as well as financial management of the capital programme,
- Updated membership to reflect senior management team changes and to confirm the roles of subject matter experts on the group,
- Provision of clarity of the new 'emerging priorities protocol' agreed by the SCDG to manage unfunded burdens.

2.26. Committee is asked to approve the revised Terms of Reference.

3.   Measures of success

3.1   The SCDG will continue to monitor the financial performance and operational delivery of the strategic capital investment programme to ensure completion of the programme in line with available resources.

4.   Supporting documentation

Appendix 1 – Strategic Capital Investment Programme – 2024/25 to 2028/29
Appendix 2 – Strategic Capital Delivery Group – Terms of Reference

Andrew McPherson
Depute Chief Executive

5. Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes ☐ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☒ No ☐ If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☒ No ☐ If Yes, please provide a brief summary of the impact? The financial impacts are outlined throughout the report. The Council's SCDG has responsibility for ongoing management of the strategic capital investment programme and the monitoring of the overall programme will continue to be presented to Finance and Resources Committee at each committee cycle. The SCDG will continue to monitor the potential impact of future capital commitments to ensure aligned with ongoing funding strategies and medium term financial planning processes.
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.4	**Legal impact** Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes ☐ No ☒ If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.5	**Data protection impact** Does the report / project / practice contain or involve the processing of personal data? Yes ☐ No ☒ If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes ☐ No ☐

	If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk
	Yes ☐ No ☐
5.6	**Technology / Digital impact**
	Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?
	Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?
	Yes ☐ No ☐
5.7	**Environmental / Carbon impact**
	Does the report / project / practice contain information that has an impact on any environmental or carbon matters?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?
5.8	**Communications impact**
	Does the report contain any information that has an impact on the council's communications activities?
	Yes ☐ No ☒
	If Yes, please provide a brief summary of the impact?
5.9	**Risk impact**
	Is there a risk impact?
	Yes ☒ No ☐
	If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?
	Through SCDG the Council will be managing ongoing risks associated with the strategic capital investment programme, including but not limited to:
	• Failure to spend in-year capital grant which may result in any unspent portion being returned to the Scottish Government. However, given the significant level of Community Investment Fund investment this is risk is deemed to be low at this stage.
	• Project delays and programme issues that impact on the delivery of the programme and result in increased costs or reduced outcomes. These risks will be managed through individual project governance arrangements with oversight provided by SCDG.
	• Commitments beyond the current 5-year cycle will continue to be monitored and refined with updated funding strategies and incorporated into the Council's established medium term financial planning processes.
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 ☐

Strategic Capital Investment Programme 2024/25 to 2028/29

Project / Theme	Year 1 2024/25 £000	Year 2 2025/26 £000	Year 3 2026/27 £000	Year 4 2027/28 £000	Year 5 2028/29 £000	Total £000
Assets and Procurement						
Maintaining Existing Assets (windows, re-roofing, re-wiring and condition survey works for the Council's building assets)	5,596	10,365	10,898	8,599	4,607	40,065
Maintaining Existing Assets (Targeted Investment per Budget Decision February 2025)	0	5,299	16,516	11,310	8,192	41,317
Carbon Management	1,864	1,164	434	799	389	4,650
Office Rationalisation	937	2,644	4,203	3,004	1,004	11,792
Health & wellbeing and Digital Classrooms	154	150	150	150	93	697
Rationalisation including ASN & Social Work	4,663	2,900	0	230	0	7,793
Curriculum Development	463	720	622	258	258	2,321
Sustainable Estate	1,356	1,060	2,054	1,960	1,121	7,551
Outdoor Education and Outdoor Spaces	3,426	400	400	200	24	4,450
Future Capital Receipts Investment	532	910	586	597	558	3,183
Design Fees	1,700	1,715	1,928	1,984	1,519	8,847
1140 Early Learning and Childcare Expansion	819	0	0	0	0	819
Water Quality	92	100	95	110	105	502
Demolitions / RAAC Repairs	413	2,900	4,875	3,375	836	12,399
Sub-Total Assets and Procurement	**22,016**	**30,328**	**42,761**	**32,576**	**18,706**	**146,385**
Town and Community Hubs						
Town and Community Hubs	43,574	84,575	52,262	27,488	138,771	346,670
Sub Total Town and Community Hubs	**43,574**	**84,575**	**52,262**	**27,488**	**138,771**	**346,670**
Community Operations						
Operational and Infrastructure Development	13,409	2,398	6,808	6,811	2,211	31,637
Greenspace and Cemeteries	5,175	1,819	1,867	3,915	4,915	17,691
Greenspace Climate Resilience and Wellbeing	1,015	394	98	98	98	1,703
Parks Master Plan (including Strathclyde Park Watersports Centre Redevelopment)	1,126	4,972	12,129	144	147	18,518
Roads and Street Lighting/Asset Mgt	12,787	13,787	10,946	11,117	11,277	59,914
Contaminated Land and Resilience	581	550	564	569	568	2,832
Sub-Total Community Operations	**34,092**	**23,921**	**32,413**	**22,654**	**19,216**	**132,295**

Project / Theme	Year 1 2024/25 £000	Year 2 2025/26 £000	Year 3 2026/27 £000	Year 4 2027/28 £000	Year 5 2028/29 £000	Total £000
Place						
Economic Regeneration (including investment in town centre regeneration and business and industrial infrastructure)	9,204	8,196	5,564	11,278	10,615	44,857
City Deal	9,289	3,698	11,300	23,636	47,392	95,315
Enterprise Projects	1,838	0	0	0	0	1,838
Infrastructure and Transportation improvements (including investment in bridges, reservoirs, flood risk mitigation and road safety improvements)	10,358	8,303	6,746	7,157	4,504	37,069
Sub-Total Place	**30,689**	**20,198**	**23,610**	**42,071**	**62,511**	**179,079**
Total Enterprise and Communities	**130,370**	**159,022**	**151,046**	**124,788**	**239,203**	**804,429**
Adult Social Care						
Equipment and Adaptations	2,171	2,200	2,200	2,200	2,200	10,971
Total Adult Social Care	**2,171**	**2,200**	**2,200**	**2,200**	**2,200**	**10,971**
Finance & Technology						
Line of Business (LOB) System Portfolio	619	3,144	7,625	1,891	86	13,366
End User Device (EUD) Refresh	1,664	846	605	1,166	737	5,017
Digitisation & Innovation	2,815	1,283	469	100	105	4,772
Sub-Total Finance & Technology	**5,099**	**5,272**	**8,699**	**3,157**	**928**	**23,155**
Strategy & Engagement						
Community Board Project Investment Fund	2,246	2,537	3,060	2,750	2,970	13,563
Sub-Total Strategy & Engagement	**2,246**	**2,537**	**3,060**	**2,750**	**2,970**	**13,563**
Total Chief Executive's	**7,345**	**7,809**	**11,759**	**5,907**	**3,898**	**36,718**
Corporate Contingency						
Contingency	0	1,104	1,104	1,104	1,104	**4,417**
Sub-Total Contingency	**0**	**1,104**	**1,104**	**1,104**	**1,104**	**4,417**
TOTAL GENERAL SERVICES CAPITAL PROGRAMME	**139,887**	**170,136**	**166,109**	**133,999**	**246,405**	**856,536**
HRA Mainstream investment (indicative)	62,160	90,617	125,327	128,879	132,144	539,127
HRA New Supply invesment (indicative)	45,274	61,474	96,775	60,619	25,497	289,639
TOTAL HRA CAPITAL INVESTMENT (INDICATIVE)	**107,434**	**152,091**	**222,102**	**189,498**	**157,641**	**828,766**
TOTAL COMMUNITY INVESTMENT	**247,321**	**322,227**	**388,211**	**323,497**	**404,046**	**1,685,302**

STRATEGIC CAPITAL DELIVERY GROUP
TERMS OF REFERENCE & GOVERNANCE FRAMEWORK

1.   ROLE

The Strategic Capital Delivery Group (the Group) is a working group convened of senior officers. The Group advises elected members in terms of capital allocation and project approval and has responsibility for the strategic management of the capital programmes, including the realignment of resources to facilitate the effective delivery of the Council's Strategic Capital Investment Programme, including:

- General Services Core Investment Programme (including Town and Community Hub delivery)
- HRA Mainstream Investment Programme
- HRA New Supply Programme

The Group makes recommendations on and amendments to the approved capital programmes, as required, with any amendments reported to Committees in line with the financial regulations and the agreed limits, as outlined in the Terms of Reference & Strategic Framework.

1.1   Chair

The Depute Chief Executive will act as Chair of the Group, with the Chief Officer (Finance & Technology) as Depute.

1.2   Group objectives

- Monitor the Council's Strategic Capital Investment Programme, including performance against delivery aims and objectives;

- Advise Elected Members on capital allocations and project approval, making recommendations on and amendments to the approved capital programme;

- Ensure the proper alignment of capital resources to allow for effective delivery of the programmes;

- Monitor expenditure projections against budgets and available resources, revising these where necessary, subject to the limits set out in Section 4 – Authority;

- Ensure robust governance arrangements around the delivery, monitoring and reporting of capital programmes;

- Monitor outputs and outcomes delivered by capital programmes against planned outputs and outcomes with services to report exceptions and remedial actions to the Group;

- Consider the quarterly capital monitoring report to Finance and Resources Committee to ensure appropriate actions are agreed for review by Elected Members;

- Ensure Participatory Budgeting principles are embedded in key capital investment decisions of the Council;

- Arrange and undertake training/awareness sessions as required to reinforce skills/knowledge across the Council in respect of capital monitoring and capital financing;

- Ensure all decisions made by the Group are Intra Vires and in line with The Plan for North Lanarkshire.

2. MEMBERSHIP

2.1 Membership

Membership to include:

Depute Chief Executive (Chair)
Chief Officer (Finance and Technology)
Chief Officer (Assets and Procurement)
Chief Officer (Place)
Chief Officer (Housing)
Chief Officer (Education)
Chief Officer (Community Operations)
Chief Office (Strategy and Engagement)
Chief Officer (Planning, Performance and Quality Assurance)
Business Finance Manager (Resources Solutions)

Membership of the Group reflects the composition of the capital programmes and ensures the fair representation of Council services responsible for investment in all Council assets. Substitutes in the event of a core member's unavailability are acceptable but must be from the SCDG maintained list of agreed substitute officers.

The Finance Manager (Treasury, Capital and Controls) and Finance Manager (Assets & Procurement and Community Operations) will attend as key advisors to the Group.

The Group must make decisions on a corporate basis, in line with The Plan for North Lanarkshire, Financial Strategy, Financial Regulations and other relevant plans and policies.

In the event that the Council structure changes the membership will be aligned to the new structure, unless membership is formally changed by the Policy and Strategy Committee.

2.2 Attendance

Where group members are unable to attend meetings, nominated deputies should attend. Group membership should be representative of the Council services, with members acting in an independent manner.

Quorum is achieved with 70% attendance (including substitutes). In the event that a meeting is not quorate, the Group is required to reconvene.

Officers and external parties may be invited to attend meetings of the Group to provide information/ support and to answer questions in respect of the Council's capital programmes.

3. PROCEDURES

3.1 Meeting Frequency

The Group will meet, as a minimum, quarterly, prior to each cycle of Policy and Strategy Committee.

3.2 Administration

Administrative support will be arranged by the Chair to coordinate and distribute agendas, minutes and meeting papers. Records of all minutes, decisions and actions will be maintained.

3.3 Submissions and Reports

Group members may make submissions to the Group. Submissions and progress reports should reach the nominated administrative support no later than five working days before each meeting.

Urgent matters may be submitted later than this deadline, but only with the approval of the Chair.

3.4 Agendas and Papers

Agendas will be prepared and distributed to Group members with supporting papers at least three working days before each meeting.

3.5 Minutes

Minutes will be taken of meetings and will be distributed in draft via email within five working days of the Group meeting. Minutes will be approved by the Group at the following meeting.

3.6 Responsibility for Actions and Communication

Group members shall ensure that any decisions relevant to their Service are actioned by relevant officers. Responsibility for actions within minutes will be recorded in an updated work plan as per the outcome of the meeting.

The Depute Chief Executive and Chief Officers shall refer Group decisions to individual Service Committees for approval or noting, in accordance with agreed limits outlined in Section 4 – Approvals below, and will advise the Group of outcomes and decisions made by Committee.

3.7 Special Meetings

Special meetings of the Group may be called at the discretion of the Chair. As far as possible, normal procedures will be followed.

4. AUTHORITY

4.1 Resources

The Capital Programmes are based on estimates of future investment targets funded by a combination of Scottish Government Grants, capital receipts, CFCR and prudential borrowing, including Community Investment Fund. When confirmation of investment targets are reviewed or amendments to resources are known, the Group will give consideration to adjusting the Programme accordingly. Recommendations for a revised programme, based on the actual level of resources will subsequently be referred to Policy and Strategy Committee for approval annually.

4.2 Virement & Re-profiling

4.2.1 General Fund Capital Programme

In the event the Group agrees a virement between approved Project / Thematic Categories, this will be up to a maximum of £500,000. Virements above this value require the approval of the Individual Service Committee (if they remain within Service-headings), or the Finance and Resources Committee if the virement is across Services.

4.2.2 Housing Capital Programmes

The Group has the authority to redirect resources across the following Thematic Categories. These virements should be reported to the Housing Committee:

- Estate Regeneration
- Energy Efficiency
- Major Repairs
- Internal Upgrading
- Tower Strategy
- Community Care
- Fees/Miscellaneous
- New Build
- Council Buy Back Schemes

The Group has the authority to agree virements up to £1,000,000, virements in excess of this amount will be reported to the Finance and Resources Committee for noting. Virements above this value require the approval of the Housing Committee.

4.3 Re-profiling of Capital Allocations

The Group has authority to re-profile capital allocations within Project / Thematic Categories up to a maximum of £10,000,000 to and from future years of the Programme to ensure effective delivery over the 5 year timeframe, provided this can be managed within the overall annual budgeted resources (i.e. does not create additional unbudgeted borrowing costs). This will be reported to appropriate Service Committees, and Finance and Resources Committee for noting.

4.4 Emerging Priorities Protocol

In the event that an unfunded burden is identified, reference should be made to the agreed Emerging Priorities Protocol as detailed at Appendix 1.

Emergency works outwith the approved Programme should be referred to the Chair who will consult with the Chief Officer (Finance and Technology) in seeking approval to proceed and this decision then reported to the Group at the next scheduled meeting.

4.5 Monitoring

Individual Service Committee reports will provide monitoring information showing the appropriate level of detail, predominately in line with the project / theme groupings as laid out within the agreed Strategic Capital Investment Programme or alternatively in accordance with the appropriate project groupings within the Housing Capital Programme.

Whilst individual budget holders have responsibility for reporting variances and ensuring compliance with Financial Regulations and General Contract Standing Orders, overall responsibility for financial management lies with the Chief Officer (Finance and Technology). Therefore, Finance staff must be provided with information for individual projects to allow for effective financial monitoring.

In addition to financial information, services are expected to monitor achievement of programme and project outputs and outcomes. The Strategic Capital Delivery Group will monitor the delivery of these outputs and outcomes on a regular basis culminating in the production of an annual capital delivery report for consideration by the group. Significant deviation from expected plans will be reported to the group in accordance with the agreed Programme Delivery Dashboard.

4.6 Sub Groups

To ensure specific management of resources to advance the Plan for North Lanarkshire and Programme of Work objectives, the Group will establish and delegate authority to either sub-groups or other governance groups (i.e. Projects Boards), as considered necessary, including through the Programme of Work Programme Boards. The sub-groups will have Terms of Reference and Governance Framework established which shall include the requirement to report back to the SCDG.

The following is an example of the governance groups created with delegated authority from the Group to manage project delivery, including allocating resources:

- Economic Regeneration Delivery Programme (ERDP) Steering Group
  Delegated responsibility for managing the ERDP capital programme including town centre regeneration and external funding streams such as Vacant and Derelict Land Fund, Town Centre Fund, Place Based Investment Programme and other capital funds supporting economic regeneration.

- Town and Community Hub Programme Steering Group
  Delegated responsibility for managing Town and Community Hub programme delivery including assessment of external funding opportunities from the Scottish Government's Learning Estate Investment Programme.

- City Deal and Ravenscraig Steering Group
  Delegated responsibility for managing the Council's City Deal programme including supporting wider City Region objectives.

5. POST PROJECT REVIEWS

The Group has oversight of the performance of the Council's Capital Programmes and may carry out post implementation reviews, in line with the Council's Project Management guidelines.

6. RISK MANAGEMENT

All risks relating to the Programme and to individual projects will be managed in line with the Council's Risk Management Strategy and in accordance with Project Management guidelines.

Emerging Priorities Protocol

The strategic capital investment programme will inevitably face ongoing demands for scarce resources. These unfunded burdens can happen for a variety of reasons but would normally be linked to the changing scope of already approved projects, the impact of market conditions on the cost of delivering projects or the identification of new projects.

This protocol seeks to provide a pathway for services to consider their response to these emerging priorities to ensure there is a consistency in approach across all service areas.

Where a service identifies an unfunded burden the following process must be followed (see recording template in Appendix A):

1. Services should assess the emerging priority against the other priorities within their capital investment programme. This should include consideration of the relative risk profile created by the emerging priority and its contribution to the Plan for North Lanarkshire compared to deprioritisation of existing spending plans.

   To support this assessment of risk and contribution to the Plan for North Lanarkshire, reference should be made to the original capital bid template and the original scoring matrix for the current capital programme as agreed by SCDG. Both of these factors can be found on the SCDG Teams site (links to be inserted). The risk impact section was detailed as follows:

   Risk Impact
   Audit Scotland guidance expects effective capital programme management to have robust risk management arrangements in place. This section will support the evaluation of each project and the contribution it makes to the Council's overall risk management framework.

Which corporate or service risks will the project help to mitigate?	
What risks are inherent in the project?	
What are the risks of not undertaking the project?	
How will the project's risks be managed?	

2. In the event that the emerging issue is of a higher priority than existing spending plans, Chief Officers should consider their current five-year allocation to identify scope to realign resources by:
   a. Removing projects from their programme to fund the emerging burden,

      b. Rephasing projects across the five-year programme, or
      c. Rephasing projects outwith the five-year programme.

3.   In the event that the emerging issue cannot be resolved within the Chief Officer's own remit area, consideration should be given to whether points a. to c. above can be managed within the wider service capital programme in conjunction with the Depute Chief Executive.

4.   The outcome of 2. or 3. above may result in the requirement for a virement or reprofiling request which will be considered in line with the SCDG's Terms of Reference.

5.   Where no suitable funding source is identified via steps 1 to 3 above, the Chief Officer should evidence the outcome of their prioritisation assessment in the form of a briefing note to SCDG highlighting the process undertaken and the outcome determined.

6.   Thereafter, Chief Officers will be required to complete a Capital Bid Template for the emerging project (see Appendix B). This will ensure the emerging project can be assessed against the same scoring criteria and resourcing methodology deployed when assessing the current Strategic Capital Investment Programme 2024/25 to 2028/29 as approved at Policy and Strategy Committee in March 2024 (see Appendix C).

7.   Following receipt of the appropriate Capital Bid Template, SCDG will convene an appropriate evaluation group to score the emerging project. This evaluation group will include the Depute Chief Executive and Chief Officer (Finance) to ensure a degree of consistency with the original scoring. A further Chief Officer will be agreed by SCDG as appropriate and cannot be the Chief Officer submitting the additional project for scrutiny.

8.   After scoring, the project will be assessed against the original scoring outcome for the 2024/25 to 2028/29 capital programme. In the event that the project scores below the threshold for funding, no funding can be allocated to the project. Where the project scores above the threshold for funding, those projects with a lower evaluated score will have any uncommitted funding removed to ensure the emerging project can be funded ((subject to appropriate virement approvals).

Emerging Priorities Protocol – Decision Recording Template

Stage	Action Required	Service Assessment
1.	Services should assess the emerging priority against the other priorities within their capital investment programme. This should include consideration of the relative risk profile created by the emerging priority and its contribution to the Plan for North Lanarkshire compared to deprioritisation of existing spending plans. To support this assessment of risk and contribution to the Plan for North Lanarkshire, reference should be made to the original capital bid template and the original scoring matrix for the current capital programme as agreed by SCDG	*Please include details of assessment of relative risk profile here, including linking to the contribution to the Plan for North Lanarkshire.*
2.	In the event that the emerging issue is of a higher priority than existing spending plans, Chief Officers should consider their current five-year allocation to identify scope to realign resources by: a. Removing projects from their programme to fund the emerging burden, b. Rephasing projects across the five-year programme, or c. Rephasing projects outwith the five-year programme.	*Please include details of the assessment undertaken on the potential for allocating resources from the existing capital programme i.e. which projects should be removed or rephased.*
3.	In the event that the emerging issue cannot be resolved within the Chief Officer's own remit area, consideration should be given to whether points a. to c. above can be managed within the wider service capital programme in conjunction with the Depute Chief Executive. This may lead to a requirement for a virement or reprofiling request in line with the SCDG's Terms of Reference.	*Please include details of the assessment undertaken on the potential for allocating resources from the wider service capital programme i.e. which projects should be removed or rephased.*

Only in the event that these three options have been exhausted for funding an emerging priority should a request for additional funding be made to the Strategic Capital Delivery Group. Any such request will require satisfactory completion of this template and the capital bid template before SCDG will consider further.

North Lanarkshire Council
Strategic Capital Investment Programme 2024/25 to 2028/29
Capital Bid Template

Prepared By:	**Date:**	**Version**

Project Title/Theme:		**Project Ref:**	
Service / Division:			
Estimated Cost / Project Bid:			

1. Objectives

Please provide a brief outline of the high level aims and objectives of the project / programme?

How should the project be classified (check box)?

- Unavoidable Commitment (legally committed or committee approved only) ☐

- Asset Management Plan requirement ☐

- New Investment to support the Programme of Work to 2028 ☐

Rationale for classification:

Unavoidable Commitment (Details of legally committed contracts, projects that have already commenced, committee approved etc)	
Asset Management Plan requirement (Provide details of links to corporate or service asset management plans etc and statutory basis for the project)	
New investment (Highlight the relevant Programme of Work themes)	

2. Financial Summary

Timescales:

Estimated Start Date	
Estimated Completion Date	

	Bid Profile					
	Year 1 (24/25) £000	Year 2 (25/26) £000	Year 3 (26/27) £000	Year 4 (27/28) £000	Year 5 (28/29) £000	Total £000
Estimated NLC Capital Investment requirement						
Estimated External Match Funding						
Total						

Please indicate if there's an expectation that the project will span beyond the current 5-year capital planning cycle:

	Bid Profile					
	Year 6 (29/30) £000	Year 7 (30/31) £000	Year 8 (31/32) £000	Year 9 (32/33) £000	Year 10 (33/34) £000	Total £000
Estimated NLC Capital Investment requirement						

Revenue implications associated with capital investment

Please outline any one-off or recurring revenue implications associated with proposed capital investment. Where possible quantify the impact and how your service proposes to fund any additional costs:

	Description of Impact	Value (£000)
Savings (i.e. reduced energy consumption, income generation)		
Costs (i.e. additional unbudgeted maintenance costs, increased staffing costs from creation of new facility)		

3. Key Deliverables

Financial Year	Targeted outputs for each financial year (i.e. number of window replacement projects; number of town centre sites regenerated; EUD refresh of estate etc)	Outcomes planned / anticipated for each financial year (i.e. impact of projects on overall condition of the school estate; improved occupancy of town centre sites / increased footfall; improved system and network performance / improved business continuity etc)
2024/25		
2025/26		
2026/27		
2027/28		
2028/29		

Monitoring and evaluation:

How will you demonstrate that the objectives, outputs and outcomes outlined above have been achieved / delivered?

4. Risk Impact

Audit Scotland guidance expects effective capital programme management to have robust risk management arrangements in place. This section will support the evaluation of each project and the contribution it makes to the Council's overall risk management framework.

Which corporate or service risks will the project help to mitigate?	
What risks are inherent in the project?	
What are the risks of not undertaking the project?	
How will the project's risks be managed?	

5. Programme of Work to 2028

This section will support the assessment of New Investment proposals in support of the Council's Programme of Work to 2028 Programme of Work to 2028.

Programme of Work	Contribution the project / programme would make to the Programme of Work (Please provide an idea of the scale of impact on PoW 'Initial Actions', 'Health Check Indicators' and 'What will be achieved'
Transforming Places	
Invest In North Lanarkshire	
Sustainable Futures	
Resilient People	
Brighter Futures	
Digital NL	
One Service	

6. **Public Sector Equality Duty and Fairer Scotland Duty**
   Where the project / programme has an impact as a result of the Public Sector Equality Duty and / or Fairer Scotland Duty please provide a brief summary:

PSED and FSD Impact

Where there is an impact services should ensure that an assessment has been carried out and published in accordance with the Council's guidance.

7. **Additional information**
   Please provide any additional information that may be relevant.

Additional information

Scoring and Resource Allocation Methodology

Following the submission of capital bids from Services, SCDG members are responsible for scoring the bids. The overriding principle is to ensure that the capital investment plans align closely to the priorities of the Council, with each bid assessed as to how it helps advance these aims. This process also recognises the limits to funding levels available to support the capital investment plans.

Unavoidable commitments relating to projects that have commenced or have been committed by Committee decision but are not fully funded within the current capital programme and/or are of strategic importance should be top sliced from the available resources. This also includes an assessment of those projects or elements of projects that must be completed to reduce the risk of service failures on areas such as key digital infrastructure, key bridge infrastructure etc

Thereafter capital bids are assessed and prioritised using a weighted scoring model. The key factors and associated weightings are highlighted in the following table:

Criteria	Score (%)
1. Statutory requirement	20
2. Manages the Council's risks	20
3. Revenue consequences (high score for delivering savings, low score for increasing cost base)	15
4. Deliverability	15
5. Impact on carbon management	10
6. Contribution to Programme of Work	20
Total	**100**

Members of SCDG are asked to score each bid against these criteria on a range of 0 to 5, with 0 highlighting no contribution / impact and 5 highlighting maximum contribution / impact.

The individual scores are then combined to provide a consolidated score. This consolidated score is converted into a percentage which then allows all projects to be ranked in priority order.

Those projects with the highest weighted score are allocated the highest percentage of their overall bid value and conversely if projects scored below the threshold no funding is allocated.

Finally, a programme moderation may take place to assess any significant outliers from the previous funding allocations i.e. where funding allocations are significantly reduced or significantly increased. In addition, the final moderation programme may consider whether the funding allocation model would create any situations where the funding available would result in a 'do not proceed' dilemma and whether that outcome has any significant impacts on the Council's key ambitions.

North Lanarkshire Council
Report

Policy and Strategy Committee

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

Ref CR/MD/AMCG **Date** 26/02/25

Revised North Lanarkshire Integration Scheme 2024 - 2029

From Claire Rae, Chief Officer, Health & Social Care Partnership

E-mail raeclai@northlan.gov.uk **Telephone**

Executive Summary

This paper confirms Cabinet Secretary approval for the revised North Lanarkshire Integration Scheme for the period 2024 - 2029. This updated version reflects the outcome of the review and update process undertaken to meet the 5-year review timeline.

Recommendations

It is recommended that the Policy and Strategy Committee:

(1) Acknowledge that the Integration Scheme has Cabinet Secretary approval.
(2) Note that the Integration Scheme is available on the HSCP website, Council website and NHSL website.
(3) Acknowledge that the paper will be presented to the Integration Joint Board on the 19th March 2025.

The Plan for North Lanarkshire

Priority	Improve the health and wellbeing of our communities
Ambition statement	(12) Ensure our residents are able to achieve, maintain, and recover their independence through appropriate supports at home and in their communities
Programme of Work	All Programmes of Work

1. Background

1.1 The Public Bodies (Joint Working) (Scotland) Act 2014 (thereafter known as the "Act") requires Health Boards and Local Authorities to integrate planning for, and delivery of certain adult health and social care services. The Integration Scheme sets out the agreement through which NHS Lanarkshire Health Board and North Lanarkshire Council do this.

1.2 Section 44 of the Public Bodies (Joint Working) (Scotland) Act 2014, notes that "the

local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable". The legislation clarifies the "relevant period" as "the period of five years beginning with the day on which the scheme was approved.

Report Summary of key issues

1.3   The Integration Scheme and its associated paper underwent thorough review by IJB members in November 2023 and was also presented to the NHS Lanarkshire Board and North Lanarkshire Policy and Strategy Meeting in December 2023.

1.4   After receiving approval from the Integration Joint Board, Policy and Strategy Committee, and the NHS Board in late 2023, the revised Integration Scheme underwent a comprehensive public consultation process from January 15th, 2024, to February 11th, 2024. This process included dissemination through the Health and Social Care partnership website, various social media channels, and direct distribution to stakeholders such as health and social care professionals, service users, caregivers, third-sector bodies, and locality representatives.

1.5   With the final Scheme was presented to the Integrated Joint Board, the Policy and Strategy Committee, and the NHS Lanarkshire Board for formal approval in March 2024. Following this approval, the North Lanarkshire Integration Joint Board submitted the Integration Scheme to the Cabinet Secretary for endorsement.

1.6   Following some minor amendments and a final alignment to the wording of hosted services arrangements with the South Lanarkshire Integration Joint Board Integration Scheme, Cabinet Secretary approval was confirmed.

Conclusion

1.7   Cabinet Secretary approval for the revised North Lanarkshire Integration Scheme for the period 2024 – 2029 was confirmed in November 2024. The Integration Scheme is available on the website.

2.   Measures of success

2.1   Measures of success are already in place for Integration Authorities through the national health and wellbeing outcomes and outcome indicators.

3.   Supporting documentation

3.1   Appendix 1   The North Lanarkshire Integration Scheme 2024- 2029

Claire Rae
Chief Officer, Health & Care Partnership

4. Impacts

5.1	**Public Sector Equality Duty and Fairer Scotland Duty** Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes ☐ No ☐
5.2	**Financial impact** Does the report contain any financial impacts? Yes ☐ No ☒ If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.3	**HR policy impact** Does the report contain any HR policy or procedure impacts? Yes ☐ No ☒ If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.4	**Legal impact** Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes ☐ No ☒ If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes ☐ No ☐ If Yes, please provide a brief summary of the impact?
5.5	**Data protection impact** Does the report / project / practice contain or involve the processing of personal data? Yes ☐ No ☒ If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes ☐ No ☐ If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes ☐ No ☐
5.6	**Technology / Digital impact** Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact?

	Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)? Yes ☐ No ☐
5.7	**Environmental / Carbon impact** Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact?
5.8	**Communications impact** Does the report contain any information that has an impact on the council's communications activities? Yes ☒ No ☒ If Yes, please provide a brief summary of the impact? The Integration Scheme is available on the HSCP, Council and NHSL website.
5.9	**Risk impact** Is there a risk impact? Yes ☐ No ☒ If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?
5.10	**Armed Forces Covenant Duty** Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)? Yes ☐ No ☒ If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.
5.11	**Children's rights and wellbeing impact** Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these? Yes ☐ No ☒ If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes ☐ No ☐

Health and Social Care Integration
North Lanarkshire Integration Scheme 2024

Version 3

Version Control	
Version	Date
North Lanarkshire Integration Scheme 2014 V1	April 2014
North Lanarkshire Integration Scheme 2019 V2	April 2019
North Lanarkshire Integration Scheme 2024 V3	

Contents

1. Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 (the "Act") requires Health Boards and Local Authorities to integrate planning for, and delivery of certain adult health and social care services. This document sets out the agreement through which The Health Board and The Local Authority do this.

The creation of an integrated partnership required The Local Authority and The Health Board to undertake a significant change agenda with the aim of creating services and supports which build on a solid foundation of success to date.

The overall aim of the arrangement is the creation and continuation of a partnership which further improves Outcomes for people who use health and social care services and their carers. Therefore, a primary focus of the partnership will be delivering on the nine National Health and Wellbeing Outcomes (the "Outcomes") of:

- People are able to look after and improve their own health and wellbeing and live in good health for longer;
- People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community;
- People who use health and social care services have positive experiences of those services and have their dignity respected;
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services;
- Health and social care services contribute to reducing health inequalities;
- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing;
- People who use health and social care services are safe from harm;
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide; and
- Resources are used effectively and efficiently in the provision of health and social care services.

From a North Lanarkshire perspective, our local vision reflects and underpins the higher level national Outcomes. This is evidenced by the progress towards a personal Outcomes approach which involves working with people to jointly agree how we support them to meet their aspirations and goals in life. Consequently, this drive towards supporting people to meet their Outcomes has resulted in a shared partnership vision based upon:

"Working together to improve health and wellbeing in the community – with the community"

In pursuit of this vision, and central to our philosophy, will be the following commitments;

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- We will focus on promoting health improvement and tackling the underlying causes of ill – health
- We will continue to develop a health and social care system which is integrated around the needs of individuals, their carers and family Members
- We will be working with people, their carers and families who have a range of complex support needs to identify the Outcomes they want to achieve in life. In doing so, our aim will be to provide care and support to help them realise these Outcomes
- We will put the leadership of clinicians and professionals at the heart of service delivery for people who require support and their carers
- We will work with partners in the third and independent sectors to remove unhelpful boundaries and using combined resources to achieve maximum benefit for patients, service users, carers and families; and
- We will work with a range of agencies and partners to address health and social inequalities and the subsequent impact of this experienced by people in their communities.

The following detail provides information relating to 'how' the partnership has been created to deliver against the national Outcomes and intentions of the Act. This Integration Scheme is the vehicle through which assurance is given to the Local Authority, the Health Board and the Scottish Government that the intentions of the Act are being delivered by the Integration Joint Board.

This Integration Scheme forms the basis of a legal agreement with the Scottish Government and lasts for a maximum duration of five years, after which point it will be refreshed. However, in circumstances where there is agreement between the Parties, this Integration Scheme can be refreshed within an earlier timeframe.

This Integration Scheme first came into effect in April 2016, with a refresh of the North Lanarkshire Integration Scheme implemented in April 2019.

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2. The Parties

North Lanarkshire the Local Authority, established under the Local Government etc. (Scotland) Act 1994 and having its principal offices at the Civic Centre, Windmillhill Street, Motherwell, North Lanarkshire

And

NHS Lanarkshire Health Board, established under Section 2(1) of the National Health Service (Scotland) Act 1978 and having its principal offices at Kirklands Hospital, Fallside Road, Bothwell, Lanarkshire (together referred to as "the Parties")
In implementation of their obligations under the Act, the Parties hereby agree as follows:

Definitions and Interpretation

"The Act" means the Public Bodies (Joint Working) (Scotland) Act 2014.

"The Parties" means The Health Board and North Lanarkshire the Local Authority.

"The Health Board" means NHS Lanarkshire Health Board.

"The Local Authority" means North Lanarkshire Council.

"The Scheme" means this Integration Scheme.

"Integration Joint Board" or **"IJB"** means the Integration Joint Board to be established by Order under Section 9 of the Act.

"Members" means Members of the Integration Joint Board.

"Outcomes" means the Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under Section 5(1) of the Act.

"Integration Board Order" means the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014.

"**Integration Joint Board, Performance, Finance and Audit Committee"** (IJB PFA) means the committee which the Integration Joint Board has delegated authority for business relating to performance, finance and audits reports/updates.

"Strategic Plan " means the plan which the Integration Joint Board is required to prepare and implement in relation to the delegated provision of health and social care services in accordance with Section 29 of the Act.

3. Integration Model

In accordance with Section 2(3) of the Act, the Parties have agreed that the integration model set out in Sections 1(4)(a) of the Act will be put in place for North Lanarkshire,
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namely the delegation of functions by the Parties to a body corporate that is to be established by Order under Section 9 of the Act.

4. Local Governance Arrangements

4.1 The Integration Joint Board will be responsible for the Strategic Planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements set out within this Scheme.

4.2 The regulation of the Integration Joint Board's procedures, business and meetings will follow the IJB's own standing orders which may include additional matters to those set out within the Integration Board Order.

4.3 The Integration Joint Board and the Parties will collaborate and interact in order to contribute to the Outcomes. However, the Integration Joint Board, when established, will have distinct legal personality and the consequent autonomy to manage itself.

4.4 There will be eight Voting Members on the Integration Joint Board comprising four elected Members from The Local Authority and 4 Members from the Health Board.

4.5 The Non-Voting Membership prescribed in the Integration Board Order is as follows;

- The Chief Officer of the Integration Joint Board
- The Chief Social Work Officer of the Local Authority appointed by it in terms of Section 3 of the Social Work (Scotland) Act 1968
- The proper officer of the Integration Joint Board appointed under Section 95 of the Local Government (Scotland) Act 1973(a) i.e. the Chief Finance Officer
- A registered Primary Care medical practitioner; whose name is included in the list of primary medical service performers prepared by the Health Board in accordance with the regulations made under Section 17P of the National Health Service (Scotland) Act 1978'
- A registered Nurse who is employed by the Health Board or by a person or body with which the Health Board entered into a general medical services contract; and
- A registered medical practitioner employed by the Health Board who does not provide primary medical services.

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4.6 Once the Integration Joint Board is established it must appoint, in addition, at least one member in respect of each of the following groups in terms of the Integration Board Order:

- Staff engaged in the provision of services provided under integration functions
- Third Sector bodies carrying out activities related to health or social care in North Lanarkshire
- Service users residing in North Lanarkshire; and
- Persons providing unpaid care in North Lanarkshire.

4.7 The Integration Joint Board may appoint such additional Members as it sees fit.

4.8 The responsibility for appointing the Chair and Vice Chair will alternate between the Parties and the appointments will be made for a period of 3 years. Within this period, each Party may change its appointment as Chair or Vice Chair at any time and it is entirely at the discretion of the Party which is making the appointment to decide who it shall appoint.

4.9 The term of office of a member of the Integration Joint Board is a maximum of three years. The Integration Joint Board Voting Members appointed by the Parties will cease to be Members of the Integration Joint Board in the event that they cease to be a Non-Executive or Executive member of The Health Board or an elected member of The Local Authority. At the end of a term of office a member may be reappointed for a further term of office. The Chief Social Work Officer, Chief Officer and Chief Finance Officer remain Members of the Board for as long as they hold the office in respect of which they are appointed.

4.10 Whilst serving on the Integration Joint Board its Members carry out their functions under the Act on behalf of the Integration Joint Board itself, and not as delegates of their respective Heath Board or Local Authority.

4.11 In accordance with good practice, it is expected that the Integration Joint Board will establish an audit committee to support the overall governance and scrutiny arrangements. The Parties recognise that the establishment of any committees by the IJB are a matter to be determined by the IJB. The North Lanarkshire Integration Joint Board, Performance, Finance and Audit Committee has been established within North Lanarkshire to fulfil this purpose.

4.12 Detailed protocols and reporting arrangements will be established to ensure the Parties and the Integration Joint Board have free access to all relevant information for the purposes of planning and decision making.

5. Delegation of Functions

The functions that are to be delegated by the Health Board to The Integration Joint Board are set out in Part 1 of Annex 1. These functions are delegated only to the extent

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that they relate to the listed services. The services to which these functions relate, which are currently provided by the Health Board and which are to be integrated, are set out in Part 2 of Annex 1. Broadly these are as follows;

5.1   Hospital Services

The functions in relation to the hospital services noted below will be delegated in respect of adults and children

5.1.1 Accident and emergency services provided in a hospital

5.1.2 Inpatient hospital services relating to the following branches of medicine:

- General medicine
- Geriatric medicine
- Rehabilitation medicine
- Respiratory medicine
- Palliative care services provided in a hospital
- Paediatrics
- Psychiatry of learning disability
- Inpatient hospital services provided by general medical practitioners;
- Services provided in a hospital in relation to an addiction or dependence on any substance; and
- Mental health services provided in a hospital except regionally or nationally organised forensic mental health services.

5.2 Community Services

The functions in relation to the community health services noted below will be delegated in respect of adults:

- District nursing services
- Health Visiting
- Allied health professionals in an outpatient department, clinic, or out with a hospital
- Public dental services
- Primary medical services
- General dental services
- Ophthalmic services
- Pharmaceutical services
- Primary care out-of-hours
- Geriatric medicine
- Palliative care
- Community learning disability services
- Kidney dialysis services
- Mental health services
- Continence services
- Community paediatrics

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- Community children's services
- School nursing services; and
- Services provided by health professionals that aim to promote public health.

5.2.1   The functions delegated by The Local Authority to the Integration Joint Board are set out in Part 1 of Annex 2. The services to which these functions relate are set out in Part 2 of Annex 2 and relate to adult services only:

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptions
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services; and
- Re-ablement services, equipment and telecare.

5.3   Annex 3 sets out arrangements for hosted services. This relates specifically to health services which spans more than one Integration Joint Board and are subject to Integration Joint Board approval.

5.4   The Integration Joint Board is a Category 1 responder under the Civil Contingencies Act 2004, as per the amendment to the Act in 2021. This ensures that where there is a risk of an emergency which will impact functions delegated to the Integration Joint Board, there will be formal coordinated and appropriate arrangements in place for emergency planning; information sharing and cooperation with other responders; and joined up information sharing and advice for the public. The IJB is represented at the Local Resilience Partnership by the Chief Officer.

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6. Local Operational Delivery Arrangements

6.1   The Integration Joint Board meets a minimum of four times per year in public and publishes all agendas, papers and minutes with responsibility for the delivery of integrated functions as set out in annexes 1,2 and 3 and provides operational oversight of integrated services delegated to them.

6.2   The operational role of the Chief Officer is set out within Section 12.

6.3   The Health Board will retain direct operational oversight of the acute services as set out in annexes 1,2 and 3 and will provide information on a regular basis to the Integration Joint Board about the delivery of these services.

6.4   The Integration Joint Board is responsible for the development of a Strategic Commissioning Plan as per Section 29 of the Act. This plan sets out arrangements for carrying out the integration functions and how these contribute to achieving the Outcomes as outlined in Annex 4.

6.5   A locality model has been developed by the Integration Joint Board to underpin the development of the Strategic Commissioning Plan.

6.6   From an acute hospital service perspective, operational plans for integrated acute service delivery are subject to directions from the Integration Joint Board about the exercise of delegated functions in relation to these services. These will also be informed and directed by the Strategic Commissioning Plan.

6.7   The Chief Officer is responsible for directly implementing the Integration Joint Board's directions to locality delivery on the ground.

6.8   From an operational and performance management perspective, the Integration Joint Board/ The Integration Joint Board, Performance, Finance and Audit Committee will receive regular reports from the Chief Officer and other responsible officers of the parties on the delivery of integrated services and will issue directions in response to those reports to ensure improved performance. This includes a range of thematic reports will include, but are not limited to, the following:

- Finance Reports
- Performance against the National Health and Wellbeing Outcomes
- Regulation and scrutiny activity
- Inspection Outcomes
- Support, Care & Clinical governance reports to be assured of the delivery of safe and effective services
- Public Protection reports
- Engagement and community co-production reports from each of the Locality Management teams
- Annual staff governance and workforce planning report

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- Improvement plans and reports; and
- Risk reports/management plans.

6.9 The Act requires the Integration Joint Board to publish an Annual Performance Report by July of each year.

7. Corporate Service Support

7.1 The Parties will support the work of the Integration Joint Board by supplying all relevant information, data and corporate support services such as financial, legal, human resources, IT, planning, risk management, audit, administrative etc. for the Integration Joint Board to carry out its functions. This will include information on cross boundary flow into and out with the Health Board.

7.2 The current arrangements for providing corporate support services in respect of delegated functions and the associated service provision will be reviewed by the Chief Officer and the responsible officers of the Parties on an ongoing basis.

8. Supporting Strategic Planning

8.1 As outlined in Section 30(3) of the Act, the Integration Joint Board must have regard to the effect that their Strategic Commissioning Plan will have on facilities, services or resources which are used in relation to arrangements set out or being considered to be set out in a Strategic Plan prepared by another Integration Joint Board.

8.2 In assessing the health element of this, The Health Board will provide the necessary activity and financial data for services, facilities and resources that relate to the planned use of services provided by other Health Boards by people who live within the area of the Integration Joint Board.

8.3 In circumstances where The Health Board or The Local Authority intend to change service provision of non-integrated services that will impact directly on the Strategic Commissioning Plan, they will advise the Integration Joint Board of this.

9. Performance Measurement

9.1 Through the development of the Strategic Commissioning Plan, the Outcomes are used to develop a performance reporting framework which underpins the Plan.

9.2 The Parties have established an integrated performance reporting framework which considers and develops a local suite of measures and targets that relate to the provision of integration functions. The measures and targets are aligned to the Outcomes and any subsequent guidance/core suit of indicators. The Parties develop the targets, measures and other arrangements that are devolved to the Integration Joint Board. In developing this, the Parties share with the Integration

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Joint Board other relevant the Health Board and the Local Authority targets and measures which the Integration Joint Board must take account of.

9.3 The Parties, in conjunction with the Integration Joint Board also consider and develop a list of targets, measures and arrangements that relate to the functions that are not delegated which the Integration Joint Board must take account of when it is preparing the Strategic Plan.

9.4 The work in respect of 9.2 and 9.3 takes into account:
- The Outcomes
- Delegated performance targets related to the commissioning and delivery accountabilities of the Health Board and the Local Authority;
- Delayed discharge
- Recovery activity
- Locally agreed Outcomes and targets identified through Community Planning and from the Local Outcomes Improvement Plan and attributable to Health and Social Care Outcomes and targets, including Health Improvement, for each of the localities identified and agreed in line with local needs determined for each population; and
- The Nationally prescribed core suite of integration indicators.

9.5   The reporting of information against this suite of indicators is provided by the Parties to the Integration Joint Board as a means of measuring progress and impact.

9.6 Where responsibility for the target is shared, the Parties set out in a document the accountability and responsibility of each of them.

9.7 Where the responsibility for the targets spans integrated and non-integrated services, the Health Board, the Local Authority and the Integration Joint Board will work together to produce and deliver the measures and targets which assess performance. This will be evidenced through a standing performance item on Integration Joint Board meetings and also picked up through the Integration Joint Board Annual Performance report.

9.8 The Integration Joint Board Performance, Finance and Audit Committee which is accountable to the Integration Joint Board has been established as a decision making body to provide further scrutiny on matters related to finance, risk, performance and audit matters.

10. Support, Care and Clinical Governance

10.1 The Parties and the Integration Joint Board are accountable for ensuring appropriate support, care and clinical governance arrangements are in place for their duties under the Act.

10.2 The Parties remain responsible for the support, care, clinical and professional accountability of the services which the Integration Joint Board has directed the

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Parties to deliver and for the services delivered in respect of functions that are not delegated to the Integration Joint Board.

10.3 The Parties remain individually responsible for the assurance of the quality and safety of services commissioned from the third and independent sectors in line with the requirements set out within the Strategic Plan and any directions issued by the Integration Joint Board that relate to or have an impact on, integrated and non-integrated service provision.

10.4 The Integration Joint Board will have regard to the support, care and clinical framework that is set out in Section 6.6 when developing and agreeing its Strategic Plan and corresponding directions to the Parties.

10.5 As set out in Section 9 the Integration Joint Board will receive regular reports from professional leadership Members for medical; nursing, AHPs; and Social Work to assure itself that support, care and clinical governance requirements are being met through these existing arrangements and that safe, effective person centred care is being consistently delivered.

11. Clinical and Professional Governance Framework

11.1 The Parties have in place support, care and clinical governance arrangements to provide assurance that the services that are delivered are safe, effective, person centred and focussed on personal Outcomes.

11.2 The Parties recognise that the establishment and continuous review of the arrangements for support, care and clinical governance and Professional Governance are essential in delivering their obligations and quality ambitions.

11.3 In the Health Board this is overseen by the Healthcare Quality Assurance and Improvement Committee, a committee of the Health Board which supports the Health Board in its responsibilities, with regards to issues of clinical risk, control and governance and associated assurance in the area of quality assurance and improvement through a process of constructive challenge.

11.4 The Healthcare Quality Assurance and Improvement Committee is responsible for the development of a strategic approach to quality assurance and improvement across the Health Board, ensuring that quality standards are being set, met and continuously improved for clinical activity. It ensures that effective arrangements for supporting, monitoring and reporting on quality assurance and improvement are in place and working, demonstrating compliance with statutory requirements in relation to clinical governance and authorising an accurate and honest annual clinical governance statement.

11.5 In The Local Authority the Chief Social Work Officer holds professional accountability for social work and social care services. The Chief Social Work Officer reports directly to the Chief Executive and elected Members of the Local Authority in respect of professional social work matters. He/she is responsible for

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ensuring that social work and social care services are delivered in accordance with relevant legislation and that staff delivering such services do so in accordance with the requirements of the Scottish Social Services the Local Authority.

11.6 The Parties are committed to developing a shared support, care and clinical governance framework for integrated services. The professional leadership of the Parties will work together to develop and agree this support, care and clinical governance framework. In the first instance this will be based on a self-assessment exercise to help identify areas of common practice, provide opportunities to learn from one another and streamline processes.

11.7 The existing process, procedures and reporting structures for support, care and clinical governance of integrated services will be reviewed in light of the agreed support, care and clinical framework. The framework will encompass the following:
- Professional regulation, workload and workforce development
- Information assurance
- Service user experience and safety and quality of integrated service delivery and personal Outcomes
- Person Centred Care
- Management of clinical risks; and
- Learning from adverse events.

11.8 Each of these domains will be underpinned by mechanisms to measure quality, clinical and service effectiveness and sustainability. They will be compliant with statutory, legal and policy obligations strongly underpinned by human rights values and social justice. Service delivery will be evidence- based, underpinned by robust mechanisms to integrate professional education, research and development.

11.9 The Parties and the Integration Joint Board will be asked to approve the framework and will then be responsible for ensuring that it is embedded within service planning, delivery and performance reporting mechanisms. The Integration Joint Board will be responsible for ensuring effective mechanisms for service user and carer feedback and for complaints handling.

11.10   The Area Clinical Forum, Managed Clinical Networks, GP Sub Committee, Area Medical Committee; Medical Staff Committee and any other appropriate professional groups, and the Adult Protection Committees will provide advice directly to the Integration Joint Board or through its professional Members.

11.11   The Healthcare Quality Assurance and Improvement Committee and the Chief Social Work Officer (or the appropriate delegates) will provide advice, oversight and guidance to the North Lanarkshire Strategic Planning Group in respect of support, care, clinical and professional governance, for the delivery of health and social care services and to the localities identified in the Strategic Plan.

11.12   The Chief Officer will have access to professional advice from the Chief Social Work Officer of the local authority and the Medical Director and the Nursing Director

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of the Health Board in both their operational role as a senior officer of the parties and as the accountable officer to the Integration Joint Board.

11.13   Explicit lines of professional and operational accountability are essential to assure the Integration Joint Board and the Parties of the robustness of governance arrangements for their duties under the Act. They underpin delivery of safe, effective and person centred care in all care settings delivered by employees of The Health Board and The Local Authority and of the third and independent sectors.

11.14   The Health Board is accountable for Clinical Governance. Professional governance responsibilities are carried out by the professional leads through to the health professional regulatory bodies and Scottish Ministers.

11.15   The Chief Social Work Officer in North Lanarkshire holds professional accountability for social work and social care services. The Chief Social Work Officer reports directly to the Chief Executive and elected Members of the Local Authority in respect of professional social work matters. He/she is responsible for ensuring that social work and social care services are delivered in accordance with relevant legislation and that staff delivering such services do so in accordance with the requirements of the Scottish Social Services the Local Authority.

11.16   The Medical Director and/or the Director of Nursing, Midwifery and Allied Health Professions, through delegated authority, hold professional accountability for the delivery of safe and effective clinical services within The Health Board and report regularly on these matters to the Health Board.

11.17   The Integration Joint Board will have three health professional advisors. These Members of the Integration Joint Board will be professionally accountable to the Medical Director and the Nurse Director as appropriate.

11.18   This arrangement does not limit the ability of the Medical Director and/or the Nurse Director to provide advice directly to the Integration Joint Board. Where this advice is offered, the Integration Joint Board must respond in writing and notify the Parties. The Chief Social Work Officer can provide advice directly through their Membership of the Integration Joint Board.

11.19   The Chief Social Work Officer, through delegated authority holds professional accountability for the delivery of safe and effective social work and social care services within the Local Authority. An annual report on these matters will continue to be provided to the relevant The Local Authority committee and will also be made available to the Integration Joint Board.

11.20   The Chief Social Work Officer will provide professional advice to the Integration Joint Board in respect of the delivery of social work and social care services by The Local Authority staff and commissioned care providers in North Lanarkshire.

12. Chief Officer

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12.1 The Integration Joint Board will appoint a Chief Officer in accordance with Section 10 of the Act.

12.2 The Chief Officer reports to the Local Authority's Chief Executive and the Health Board 's Chief Executive. The Chief Officer 's formal contract of employment is with one of the Parties and whichever holds the contract of employment, manages the Chief Officer   on a day to day basis.

12.3 The Chief Officer will be operationally responsible with regards to the delivery of the delegated services (as set out in Annex 1 & 2) that do not relate to the acute medicine and Accident and emergency services provided for within NHS Lanarkshire Hospitals. These services will continue to be operationally managed by the Health Board, through the Director of Acute Services, in line with the Integration Joint Board's Strategic Plan to ensure coherence across integrated and non-integrated hospital service provision.

12.4 The Acute Director will be a single point of managerial responsibility for NHS Lanarkshire hospitals. The Acute Director will provide updates to the Chief Officer on the operational delivery of integrated functions delivered within the acute hospital and the set aside budget on a regular basis.

12.5 The Chief Officer may also have responsibility for managing services that are hosted by the Integration Joint Board across North and South Lanarkshire. These arrangements will be determined by the North Integration Joint Board and the South Lanarkshire Integration Joint Board through the Strategic Planning process.

12.6 The Chief Officer will be a member of the Corporate Management Teams of the Health Board and Local Authority.

12.7 The Chief Officer will establish a senior management team to oversee day to day operation of the integrated services.

12.8 The Chief Officer 's objectives will be set annually. This will form the basis of the Chief Officer 's performance appraisal with the Local Authority's Chief Executive and the Chief Executive of the Health Board.

12.9 The Heads of Service will deputise for the Chief Officer as and when required. At the request of the Integration Joint Board the Heads of Service will carry out the functions of the Chief Officer   if/when the Chief Officer is absent or otherwise unable to carry out their functions.

12.10 The Chief Officer has established and maintains effective working relationships with a range of key stakeholders across the Health Board, the Local Authority, the third and independent sectors, services users and carers, the Scottish Government, trade unions and relevant professional organisations.

12.11 Current hosted services arrangements are set out in Annex 3. However, with regards to the future shaping of these services from a Strategic Planning perspective, the Integration Joint Board discusses with relevant neighbouring

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Integration Joint Boards how these are shaped now and in the future. The Chief Officer   takes direction from the Integration Joint Board in respect of this.

13. Workforce

13.1 Human resource services and workforce planning information will continue to be provided by the appropriate corporate human resource functions within the Local Authority and the Health Board.

13.2 The Parties, with the involvement of the Chief Officer, will identify appropriate officers to develop a joint Workforce Development and Support Plan. In doing so the officers will be required to consider professional views and previous workforce modelling etc. However, there may be opportunities to adapt these plans when considering an integrated workforce. This will also have to build in consideration around Third Sector and Independent Sector capacity. The Workforce Development and Support plan will be regularly updated to ensure it remains contemporary.

13.3 An Organisational Development strategy ("OD Strategy") will be maintained in relation to teams who will deliver integrated services. Through an intense focus on locality modelling, locality based focus groups and action learning sets, we have identified significant potential for harnessing the positivity and enthusiasm of frontline staff to achieve better Outcomes for the public, the organisation and the staff. We intend to continue this process combined with other aspects of our plan which focuses on:
- Integration Joint Board Development
- Key Leaders Development Programme
- Integrated Locality Team Development; and
- Wider Stakeholder Development.

13.3.1   In all cases, we will endeavour where appropriate, to carry out development work which is inclusive of all partners. Considerable progress has been made to develop an OD strategy, but it will need to be reviewed and revised over time. The Integration Joint Board will be given the opportunity to provide comment on the draft strategy upon its establishment. The strategy will be updated over the period of the Strategic Planning process.

13.4 Joint HR/OD processes have been agreed by the Parties over a number of years and many joint policies already exist which will assist in the process of integration. This Scheme has no effect on these joint policies so, for example, any joint appointments will continue to report to one-line manager, except for the Chief Officer where different provision is made within this scheme.

14. Finance

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14.1 Contributions from the Parties for delegated functions to the Integration Joint Board will be overseen by the Chief Officer   and the Integration Joint Board Chief Financial Officer. They will develop a resource plan and budget based on available resources. The Integration Joint Board Chief Financial Officer will be responsible for the preparation of the annual financial statements as required by Section 39 of the Act.

14.2 The Chief Officer and Chief Financial Officer will develop an Integrated Budget based on the Strategic Plan and present it to the parties for consideration as part of both of their annual budget setting processes. The Parties will evaluate the case for the Integrated Budget against their other priorities and will agree their respective contributions accordingly. The outcome of this work will be presented to the Integration Joint Board. Following on from the budget process, the Chief Officer and the Integration Joint Board Chief Financial Officer will prepare a financial plan supporting the Strategic Plan.

14.3 The budget will be evidenced based with transparency of assumptions including, but not limited to pay award, contractual uplift, savings requirements etc.

14.3.1 The method for determining the amount set aside for hospital services will follow guidance issued by the Integrated Resources Advisory Group and be based initially on the notional direct costs of the relevant populations use of in scope hospital services as provided by Information Services Division (ISD) Scotland. The NHS Director of Finance and Integration Joint Board Chief Financial Officer will keep under review developments in national data sets or local systems that might allow more timely or more locally responsive information, and if enhancements can be made, propose this to the Integration Joint Board. If the Strategic Plan sets out a change in hospital capacity, the resource consequences will be determined through a bottom up process based on:

- Planned changes in activity and case mix due to interventions in the Strategic Plan
- Projected activity and case mix changes due to changes in population need; and
- Analysis of the impact on the affected hospital budget, taking into account cost-behaviour i.e. fixed, semi fixed and variable costs and timing difference i.e. the lag between reduction in capacity and the release of resources.

14.4 Each partner will agree the formal budget setting timelines and reporting periods as defined in the Financial Regulations.

14.5 A schedule of notional payments will be provided by the Parties to the Integration Joint Board following the approval of the Strategic Plan and the financial Plan.

14.6 It will remain the duty of the Local Authority Section 95 Officer and the Health Board Accountable Officer to monitor and regulate the financial performance of

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their respective share of the resources available to the Integration Joint Board during each reporting period, throughout the financial year.

14.7 It will be the responsibility of the Local Authority Section 95 Officer and the Health Board Accountable Officer to comply with the agreed reporting timetable and to make available to the Integration Joint Board Chief Financial Officer the relevant financial information, including the sum set aside in line with 9.4.15, required for timely financial reporting to the Integration Joint Board. This will include such details as may be required to inform financial planning of revenue expenditure.

14.8 The frequency of reporting is set out in the Financial regulations and will be at least on a quarterly basis. In advance of each financial year a timetable for financial reporting will be submitted to the Integration Joint Board for approval.

14.9 Regular management reports will be prepared in line with the financial regulations which will be agreed by the Integration Joint Board, and will include actual and projected outturns. The existing budgetary control frameworks adopted by each of the Parties will form the basis of generating the required information.

14.10 The Integration Joint Board Chief Financial Officer will manage the respective financial plan so as to deliver the agreed Outcomes within the Strategic Plan viewed as a whole.

14.11 The Parties do not expect that there will be a schedule of cash payments, but rather annual accounting entries for the agreed budgets. There may be a requirement for an actual cash transfer to be made between the Parties to reflect the difference between the payment being made and the resources delegated to the party by the Integration Joint Board. Any cash transfer will take place at least annually. Any change to frequency will be jointly agreed by the Integration Joint Board and the Parties.

14.12 The process for managing any in-year financial variations will be detailed within the Financial regulations and are summarised below:

14.12.1 If the Integration Joint Board's Chief Financial Officer is advised that a significant change is likely to the Integration Joint Board's overall financial position and the deviation involves a change of policy of the Integration Joint Board or results in revenue implications for future years, a report will be provided for the Integration Joint Board in good time detailing the financial consequences to enable appropriate action to be taken timeously.

14.12.2 If an overspend is forecast on either Parties in scope budget, the Chief Officer and the Integration Joint Board's Chief Financial Officer will aim to agree a recovery plan with the relevant Party to balance the overspending budget and determine the actions required to be taken to deliver the recovery plan. If the overspend arises from assumptions in the Integration Joint Board's Strategic Plan on the impact of service changes that are not realised as anticipated this should be subject to a report and corrective action. This corrective action may include a recovery plan

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which should consider revisions to the commissioning of services and / or financial plans to account for the changed circumstances, and the use of any available reserves.

14.12.3 If the recovery plan is unsuccessful then the parties have the following options:

- the relevant partner provides additional resources to the Integration Joint Board which is then recovered in future years from subsequent underspends in that partner's contribution, (subject to scrutiny of the reasons for the overspend and assurance that there is a plan in place to address this); or
- the relevant partner makes additional one-off adjustment to the resources that it is making available to the Integration Joint Board.

14.12.4 Unplanned underspends that arise due to material differences between assumptions used in setting the budget and actual events effectively represent an overfunding by the Parties with respect to planned Outcomes. The circumstances surrounding the action required to address unplanned underspends is set out in the Financial regulations and Reserves Policy, which will be subject to agreement by the Parties and the Integration Joint Board. The options will include the underspend either being returned to the relevant party in year through an adjustment to their respective contributions, or maintained by the Integration Joint Board to be carried through the General fund balance.

14.13 The Parties do not expect to reduce the in-year payment, or the services delegated to the Integration Joint Board without the consent of the Integration Joint Board and the other Party out with the following circumstances:

- Unplanned underspends as defined above and the Financial regulations and Reserves Policy; or
- Where the budget assumed a specific allocation from the Scottish Government which did not materialise in year to the extent anticipated. (The converse of this also applies in that should a specific allocation pertaining to a delegated function exceed the anticipated level, an additional payment to the Integration Joint Board may be agreed).

14.14 Monitoring arrangements will include the impact of activity on set aside budgets.

14.15 The Accounting Standards as adapted for the public sector will apply to the Integration Joint Board. The Code of Practice on Local Authority Accounting in the UK will be the applicable guidance for their interpretation.

14.16 The financial statements of the Integration Joint Board will be completed to meet the audit and publication timetable specified in regulations (Regulations under Section 105 of the Local Government (Scotland) Act 1973).

14.17 Initially, recording of financial information in respect of the Integration Joint Board will be processed via the Local Authority ledger. The means for recording financial

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information will be reviewed by the Chief Financial Officer to ensure this method remains appropriate giving due regard to the needs of the Integration Joint Board. Should an amendment to this method be required the Chief Financial Officer will consult with both parties and present recommendations to the Integration Joint Board for approval.

14.18   The financial ledger transactions relating to the Integration Joint Board will be carried out prior to the end of the financial year with post year-end adjustments for material information only. Year-end balances and transactions will be agreed timeously in order to allow completion of the Accounts in line with required timescales. This date will be agreed annually by the Integration Joint Board and the Parties.

14.19   From an asset management and capital planning perspective, in the short term, the Integration Joint Board will not be empowered to own capital assets and the regimes of the Parties will apply to capital assets used to provide the delegated services. Ownership of assets and associated liabilities will remain with the Parties.

14.20   The Chief Officer will consider all of the resources which are required to deliver the integration Outcomes including the relevant non-current assets owned by the Parties. The Chief Officer will consult with the Parties to make best use of existing resources.

14.21   Should the Integration Joint Board believe there is a requirement to develop assets in order to facilitate the delivery of the Strategic Plan 's Outcomes, then the Chief Officer must present a business case to the Parties for consideration. This should be submitted as part of the partner's capital planning process. Partnership discussion would be required at an early stage for jointly funded projects.

14.22   Detailed Financial regulations governing the Integration Joint Board will be agreed between the Parties and approved by the Integration Joint Board before functions and resources are delegated.

15. Communication, Participation and Engagement

15.1 Communication, participation and engagement with all stakeholders is central to the development of the Scheme and is stated requirements as outlined in Section 6 (2) of the Act. The stakeholders who have been directly engaged with to date include:

- Health & Social Care Professionals;
- Service Users & Carers;
- Non Commercial Providers of Health & Social Care;
- Non Commercial Providers of Housing;
- Independent Sector;
- Third Sector;
- Staff likely to be affected by the integration; and

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- Other Local Authorities operating within the area of the Health Board.

15.2 The Parties have well-established local arrangements for involving and engaging with service users, carers, patients and communities. These have become embedded within North Lanarkshire and include the Public Partnership Forum. North Lanarkshire Integration Joint Board collaborates with the nationally recognised Third Sector Interface, and as such provides a seat on the IJB in order to develop and coordinate activity with third sector partners.

15.3 This public engagement activity will adhere to national standards for community engagement and participation.

15.4 The Integration Joint Board has an existing participation and engagement plan, supported via access to the corporate/directorate communication teams of both parties and a dedicated Communications Officer and support from staff who work directly in the field of community engagement/public involvement.

15.5 In preparing its Strategic Plan, the Integration Joint Board has established mechanisms to seek the views of key stakeholders, including a Strategic Planning group in accordance with the requirements of the Act.

16. Information-Sharing and Data Handling

16.1 The Parties agree to continue to operate under the existing Lanarkshire Information Sharing Protocol and the agreed procedures for sharing information, which is governed by the Lanarkshire Data Sharing Partnership, until such time as any necessary changes are made by the process outlined below. The Lanarkshire Data Sharing Partnership Board is the key multi-agency forum with current partnership arrangements and includes representation from the Local Authority, South Lanarkshire Council and the Health Board, Police Scotland, Fire Service and Third Sector. All staff employed by the Parties will continue to comply with all current polices and protocols with regards to information sharing.

16.2 The protocol and procedures for sharing information will be regularly reviewed and updated to reflect the new governance arrangements that pertain to health and social care by the Lanarkshire Data Sharing Partnership. The Chief Officer of the Integration Joint Board chairs the Local Data Sharing Partnership: and the revised protocol has been provided to the Parties and the Integration Joint Board.

16.3 The Lanarkshire Information Sharing Protocol is reviewed regularly by the Lanarkshire Data Sharing Partnership. If the Parties or the Integration Joint Board have concerns about the Lanarkshire Information Sharing Protocol or agreement, or the processes for sharing information, they may request a review. Any such changes or amendments must be agreed by the Integration Joint Board and the Parties.

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16.4 It is the intention to ensure that any resultant information sharing agreement will be established and maintained within legislative or regulatory requirements in place at that time, primarily with respect to confidentiality, data protection and privacy.

16.5 The Parties entered into an information sharing protocol (Scottish Accord on the Sharing of Personal Information) in relation to health and social care integration, primarily to support Strategic Planning, commissioning and service design.

17. Complaints

17.1 The Parties agree the following arrangements in respect of complaints by service users and those complaining on behalf of service users.

17.2 The Parties agree that feedback, comments, concerns and complaints should be viewed with a positive attitude and valued as feedback on service performance leading to a culture of learning from complaints.

17.3 The Parties agree the principle of frontline resolution to complaints wherever possible and have existing mechanisms in place to achieve this.

17.4 The Parties agree that irrespective of the point of contact the Parties will show a willingness to appropriately direct complaints to ensure an appropriate response.

17.5 Due to different legislative requirements the Parties agree that complaints will continue to be dealt with according to the procedures and policies in place for the Local Authority and the Health Board.

17.6 Where complaints cross the boundaries of health and social care the Parties will work together to achieve, where possible, a joint response to a complaint.

17.7 The Parties agree that complaints by patients, service users or carers will be managed and responded to by the lead organisation responsible for the delivery of the service to which the complaint refers in accordance with the procedures and policies in place for that Party, completed within the timescales for the relevant procedure and monitored by the Chief Officer.

17.8 There are two established processes a complaint will follow depending on the lead organisation, these are the Statutory Social Work Complaints process; and the health Board's complaints process.

17.9 These processes, together with the timescales for acknowledgement and response, are widely publicised by the respective organisations. Complaints to the Local Authority can be made through their website Make a complaint | North Lanarkshire Council using the online form or by telephoning the Local Authority. The arrangements for making complaints to the Health Board are set out on their website

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Complaints | NHS Lanarkshire (scot.nhs.uk) or can be made by telephoning the Health Board.

17.10   External service providers are required to have a complaints procedure in place. Where complaints are received that relate to a service provided by an external service provider the lead organisation will either arrange for investigation or refer the complainant to the external service provider for resolution of their complaint.

17.11   All complaints will be investigated and responded to according to the lead organisation's procedure, completed within the timescales for the relevant procedure and monitored by the Chief Officer.

17.12   The Chief Officer will have an overview of complaints related to integrated functions and will provide a commitment to joint working, wherever necessary, between the Parties when dealing with complaints about integrated services.

17.13   If a complaint remains unresolved through the defined complaints-handling procedure, complainants will be informed of their right to go either to the Scottish Public Services Ombudsman for services provided by the Health Board, or to the Social Work Complaints Review Committee following which, if their complaints remains unresolved, they have the right to go to the Scottish Public Services Ombudsman for services provided by the Local Authority.

17.14   This arrangement will respect the statutory complaints-handling processes currently in place for health and social care services. This arrangement will benefit service users and carers by making use of existing complaints procedures and will not create an additional complaint handling process.

17.15   Data sharing requirements relating to any complaint will follow the Information and Data sharing protocol set in the Information and Data Handling Section of this Scheme.

17.16   Relevant performance information and lessons learned from complaints will be collected and reported in line with the support, care and clinical governance Section of this Scheme.

17.17   A joint performance report will be produced annually for consideration by the Integration Joint Board.

18. Claims Handling, Liability and Indemnity

18.1 The Parties and the Integration Joint Board recognise that they could receive a claim arising from or which relates to the work undertaken on behalf of the Integration Joint Board.

18.2 The Parties agree to ensure that any such claims are progressed quickly and in a manner which is equitable between them.

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18.3 So far as reasonably practicable the normal common law and statutory rules relating to liability will apply, however it is also noted that decisions relating to claims and liabilities will also be subject to any requirements, obligations or conditions of any relevant insurance policies held by the Parties.

18.4 In the event of any claim against the Integration Joint Board in respect of which it is not clear which Party should assume responsibility, the Chief Officer (or his/her representatives) will liaise with the Chief Executives of the Parties (or their representatives) to determine which Party should assume responsibility for progressing the claim.

18.5 Where a claim has been settled by one of the Parties, and it thereafter transpires that liability (in whole or in part) should have rested with the other Party, then that Party shall indemnify the Party that settled the claim.

18.6 Claims regarding policy and/or strategic decisions made by the Integration Joint Board shall be the responsibility of the Integration Joint Board. For such claims, the Integration Joint Board will require to assess the need for, and if appropriate, obtain appropriate insurance cover. It may also require to engage independent legal advice.

18.7 If a claim has a "cross boundary" element whereby it relates to another Integration authority area, the Chief Officer s of the Integration authorities concerned shall liaise with each other until an agreement is reached as to how the claim should be progressed and determined.

18.8 Each Party will ensure that appropriate risk financing arrangements are put in place and maintained, to meet the cost of claims and other associated costs.

18.9 Claims which pre-date the establishment of the Integration Joint Board will be dealt with by the Parties through the procedures that were in place prior to Integration.

19. Risk Management

19.1 The Parties and the Integration Joint Board have an agreed risk management strategy and methodology in relation to Health & Social Care Integration. The shared strategy and methodology ensures:

- Identification, assessment, prioritisation and pro-active management of risk related to the delivery of services, particularly those which are likely to affect the Integration Joint Board's delivery of the Strategic Plan
- Identification and description of processes for mitigating these risks
- Mechanisms in place for risk sharing between the organisations; and
- Agreed reporting standards.

19.2 The risk management strategy and methodology sets out:

- Roles and Responsibilities for managing risk

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- How the Parties and the Integration Joint Board prepare risk registers, and arrangements to amend and update such registers
- Risks that should be reported from the date of delegation of functions and Resources
- An agreed risk monitoring framework
- An agreed risk reporting framework to senior management and those charged with governance
- An agreed process for sharing risks between partners
- The process for agreeing changes with the Integration Joint Board; and
- Protocols for communication and sharing risk information between the Parties.

19.3 The Parties and the Integration Joint Board will work collectively to support three risk registers:

- IJB strategic register
- The Health Board's operational register for health services, as part of the Health Board's corporate risk processes; and
- The Local Authority operational register for social work services, as part of the Local Authority's corporate risk processes.

19.4 The Integration Joint Board regularly reviews and updates its Risk Register, with more detailed analysis through the Performance, Finance and Audit Sub Committee.

19.5 In addition to the above, the Health Board, the Local Authority and Integration Joint Board will consider and agree which risks should be taken from their own risk registers and placed on the shared risk register. Where these risk change, the Health Board, the Local Authority and Integration Joint Board will notify each other of where they have changed. This will be done formally through the Risk Register reports to Integration Joint Board and its Finance, Performance and Audit Sub Committee.

19.6 A risk sharing form has been agreed with both partners so that joint risks can be identified and shared timeously.

20. Dispute Resolution Mechanism

20.1 In the event of a failure by the Parties to reach agreement between themselves in relation to any aspect of this Scheme or any of the duties or powers placed on them by the Act then they will follow the process laid out below:

20.2 Either Party can invoke this Dispute Resolution Mechanism by serving written notice of their intention to do so on the other Party. Such notice will be deemed to be received on the day following the issuing of the notice. The date following the issuing of the notice is herein referred to as "the relevant date".

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20.3 The Chief Executives of the Health Board and the Local Authority will meet, within 7 days of the relevant date, to attempt to resolve the issue.

20.4 If unresolved, and within 21 days of the relevant date, the Parties will each prepare a written note of their position on the issue and exchange it with the each other.

20.5 In the event that the issue remains unresolved, representatives of the Parties will proceed to mediation with a view to resolving the issue.

20.6 Within 28 days of the relevant date, duly authorised representatives of the Parties will meet with a view to appointing a suitable independent person to act as a mediator. If agreement cannot be reached, then a referral will be made to the President of the Law Society of Scotland inviting the President to appoint a person to act as mediator. The mediation process shall be determined by the mediator appointed and shall take place within 28 days of the mediator accepting appointment.

20.7 Where the issue remains unresolved after following the processes outlined above, the Parties agree that they will notify Scottish Ministers that agreement cannot be reached.

20.8 The notification will explain the nature of the dispute and the actions taken to try to resolve the dispute including any written opinion or recommendations issued by the mediator.

20.9 The Parties agree to be bound by this determination of this dispute resolution mechanism.

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Annex 1 – Delegated Functions

Part 1
Functions delegated by the Health Board to The Integration Joint Board

Set out below is the list of functions that will be delegated by The Health Board to the Integration Joint Board as set out in the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014.

Functions prescribed for the purposes of Section 1(8) of the Act

Column A *Enactment conferring function*	Column B *Limitation*
The National Health Service (Scotland) Act 1978	
All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978	Except functions conferred by or by virtue of— Section 2(7) (Health Boards); Section 2CB (Functions of Health Boards outside Scotland); Section 9 (local consultative committees); Section 17A (NHS Contracts); Section 17I (use of accommodation); Section 17J (Health Boards' power to enter into general medical services contracts); Section 28A (remuneration for Part II services); Section 38A (breastfeeding); Section 39 (medical and dental inspection, supervision and treatment of pupils and young persons); Section 48 (provision of residential and practice accommodation); Section 55 (hospital accommodation on part payment);

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Section 57 (accommodation and services for private patients);

Section 64 (permission for use of facilities in private practice);

Section 75A (remission and repayment of charges and payment of travelling expenses);

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Section 75B (reimbursement of the cost of services provided in another EEA state);

Section 75BA (reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013);

Section 79 (purchase of land and moveable property);

Section 82 use and administration of certain endowments and other property held by Health Boards);

Section 83 (power of Health Boards and local health the Local Authorities to hold property on trust);

Section 84A (power to raise money, etc., by appeals, collections etc.);

Section 86 (accounts of Health Boards and the Agency);

Section 88 (payment of allowances and remuneration to Members of certain bodies connected with the health services);

Section 98 (charges in respect of non- residents); and

paragraphs 4, 5, 11A and 13 of Schedule 1 to the Act (Health Boards);
and functions conferred by—

The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989
;
The Health Boards (Membership and Procedure) (Scotland) Regulations 2001

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The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000;

The National Health Services (Primary Medical Services Performers Lists) (Scotland) Regulations 2004

The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2018;

The National Health Service (Discipline Committees) Regulations 2006
;
The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006

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The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009

The National Health Service (General Dental Services) (Scotland) Regulations 2010 and

The National Health Service (Free Prescription and Charges for Drugs and Appliances) (Scotland) Regulations 2011.

Disabled Persons (Services, Consultation and Representation) Act 1986

Section 7
(Persons discharged from hospital)

Community Care and Health (Scotland) Act 2002

All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.

Mental Health (Care and Treatment) (Scotland) Act 2003

All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.	Except functions conferred by—
	Section 22 (Approved medical practitioners);
	Section 34 (Inquiries under Section 33: co-operation);
	Section 38 (Duties on hospital managers: examination notification etc.);
	Section 46 (Hospital managers' duties: notification);
	Section 124 (Transfer to other hospital);

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Section 228 (Request for assessment of needs: duty on local authorities and Health Boards);

Section 230 (Appointment of a patient's responsible medical officer);

Section 260 (Provision of information to patients);

Section264 (Detention in conditions of excessive security: state hospitals);

Section 267 (Orders under Sections 264 to 266: recall);

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Section 281 (Correspondence of certain persons detained in hospital);
and functions conferred by—

The Mental Health (Safety and Security) (Scotland) Regulations 2005;

The Mental Health (Cross Border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2005;

The Mental Health (Use of Telephones) (Scotland) Regulations 2005; and

The Mental Health (England and Wales Cross border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2008.

Education (Additional Support for Learning) (Scotland) Act 2004

Section 23
(other agencies etc. to help in exercise of functions under this Act)

Public Services Reform (Scotland) Act 2010

All functions of Health Boards conferred by, or by virtue of, the Public Services Reform (Scotland) Act 2010	Except functions conferred by— Section 31(Public functions: duties to provide information on certain expenditure etc.); and Section 32 (Public functions: duty to provide information on exercise of functions).

Patient Rights (Scotland) Act 2011

All functions of Health Boards conferred by, or by virtue of, the Patient Rights (Scotland) Act 2011	Except functions conferred by The Patient Rights (Complaints Procedure and Consequential Provisions) (Scotland) Regulations 2012

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Part 2- Integrated Services

Services currently provided by the Health Board which are to be integrated
The functions that are set out in Part 1 are delegated in relation to the services as set out below and relate to both adults and children.

<u>**Interpretation**</u>

1. In this part—
"Allied Health Professional" means a person registered as an allied health professional with the Health Professions the Local Authority;
"general medical practitioner" means a medical practitioner whose name is included in the General Practitioner Register kept by the General Medical the Local Authority;
"general medical services contract" means a contract under Section 17J of the National Health Service (Scotland) Act 1978;
"hospital" has the meaning given by Section 108(1) of the National Health Service (Scotland) Act 1978;
"inpatient hospital services" means any health care service provided to a patient who has been admitted to a hospital and is required to remain in that hospital overnight, but does not include any secure forensic mental health services;
"out of hours' period" has the same meaning as in regulation 3 of the National Health Service (General Medical Services Contracts) (Scotland) Regulations 2018; and
"the public dental service" means services provided by dentists and dental staff employed by a health board under the public dental service contract.

Services

2. Accident and emergency services provided in a hospital.
3. Inpatient hospital services relating to the following branches of medicine—
  (a) general medicine;
  (b) geriatric medicine;
  (c) rehabilitation medicine;
  (d) respiratory medicine; and
  (e) psychiatry of learning disability.
4. Palliative care services provided in a hospital.
5. Inpatient hospital services provided by general medical practitioners.
6. Services provided in a hospital in relation to an addiction or dependence on any substance.
7. Mental health services provided in a hospital except regionally or nationally organised forensic mental health services
8. District nursing services.
9. Services provided out with a hospital in relation to an addiction or dependence on any substance
10. Services provided by allied health professionals in an outpatient department, clinic, or out with a hospital.
11. The public dental service.
12. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under Section 17C of the

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National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of Section 2C (2) of the National Health Service (Scotland) Act 1978.

13.   General dental services provided under arrangements made in pursuance of Section 25 of the National Health (Scotland) Act 1978.

14.   Ophthalmic services provided under arrangements made in pursuance of Section 17AA or Section 26 of the National Health Service (Scotland) Act 1978.

15.   Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of Sections 27 and 27A of the National Health Service (Scotland) Act 1978.

16.   Services providing primary medical services to patients during the out-of-hours period.

17.   Services provided out with a hospital in relation to geriatric medicine.

18.   Palliative care services provided out with a hospital.

19.   Community learning disability services.

20.   Mental health services provided out with a hospital.

21.   Continence services provided out with a hospital.

22.   Kidney dialysis services provided out with a hospital.

23.   Services provided by health professionals that aim to promote public health.

24.   Health visiting Services – denotes that this is in addition to the statutory list as outlined in points 8-23 above.

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Annex 2 - Part 1 - Functions delegated by the Local Authority to the Integration Joint Board

Set out below is the list of functions that will be delegated by The Local Authority to the Integration Joint Board.

Schedule Regulation 2
Part 1
Functions prescribed for the purposes of Section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

Column A Enactment conferring function	Column B Limitation
National Assistance Act 1948	
Section 48 (Duty of the Local Authorities to provide temporary protection for property of persons admitted to hospitals etc.)	
Section 45 (Recovery in cases of misrepresentation or non-disclosure.).)	
The Disabled Persons (Employment) Act 1958 Section 3 (Provision of sheltered employment by local authorities)	
The Social Work (Scotland) Act 1968	
Section 1 (Local authorities for the administration of the Act.)	So far as it is exercisable in relation to another integration function.
Section 4 (Provisions relating to performance of functions by local authorities.)	So far as it is exercisable in relation to another integration function.
Section 5 (Powers of Secretary of State.)	

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Section 8 (Research.)

So far as it is exercisable in relation to another integration function.

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Column A Enactment conferring function	Column B Limitation
Section 10 (Financial and other assistance to voluntary organisations etc. for social work.)	So far as it is exercisable in relation to another integration function.
Section 12 (General social welfare services of local authorities.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (Duty of local authorities to assess needs.)	So far as it is exercisable in relation to another integration function.
Section 12AZA (Assessments under Section 12A - assistance)	So far as it is exercisable in relation to another integration function.
Section 13 (Power of local authorities to assist persons in need in disposal of produce of their work.)	
Section 13ZA (Provision of services to incapable adults.)	So far as it is exercisable in relation to another integration function.
Section 13A (Residential accommodation with nursing.)	
Section 13B (Provision of care or aftercare.)	
Section 14 (Home help and laundry facilities.)	

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Column A *Enactment conferring function*	Column B *Limitation*
Section 29 (Power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.)	
Section 59	So far as it is exercisable in relation to another integration function.
(Provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	
Section 78A (Recovery of contributions)	
Section 80 (Enforcement of duty to make contributions.)	
Section 81 (Provisions as to decrees for ailment.)	
Section 83 (Variation of trusts.)	
Section 86 (Adjustment between authority providing accommodation etc., and authority of area of residence.)	

The Local Government and Planning (Scotland) Act 1982
Section 24(1)
(The provision of gardening assistance for the disabled and the elderly.)

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Health and Social Services and Social Security Adjudications Act 1983

Section 21
(recovery of sums due to local authority where persons in residential accommodation have disposed of
assets.)

Section 22
(Arrears of contributions charged on interest in land in England and Wales)

Section 23
(Arrears of contributions secured over interest in land in Scotland)

Disabled Persons (Services, Consultation and Representation) Act 1986
Section 2
(Rights of   authorised
      representatives
       of disabled persons.)

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Column A Enactment conferring function	Column B Limitation
Section 3 (Assessment by local authorities of needs of disabled persons.)	
Section 7 (Persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of Section 16 and which have been delegated.
Section 8 (Duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in Section 16 of that Act) which are integration functions.

The Adults with Incapacity (Scotland) Act 2000

Section 10 (Functions of local authorities.)	
Section 12 (Investigations.)	
Section 37 (Residents whose affairs may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 39 (Matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 40 (Supervisory bodies.)	
Section 41 (Duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions

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Section 43 (Statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions
Section 44 (Resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 45 (Appeal, revocation etc.)	Only in relation to residents of establishments which are managed under integration functions

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Column A Enactment conferring function	Column B Limitation
The Housing (Scotland) Act 2001	
Section 92 (Assistance to a registered for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Community Care and Health (Scotland) Act 2002	
Section 5 (Local authority arrangements for of residential accommodation out with Scotland.)	
Section 6 Deferred payment of accommodation costs.)	
Section 14 (Payments by local authorities towards expenditure by NHS bodies on prescribed functions.)	
The Mental Health (Care and Treatment) (Scotland) Act 2003	
Section 17 (Duties of Scottish Ministers, local authorities and others as respects Commission.)	
Section 25 (Care and support services etc.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 26 (Services designed to promote well-being and social development.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 27 (Assistance with travel.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 33 (Duty to inquire.)	
Section 34 (Inquiries under Section 33: Co-operation.)	

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Section 228
(Request for assessment of needs:
duty on local authorities and Health
Boards.)

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Column A *Enactment conferring function*	Column B *Limitation*
Section 259 (Advocacy.)	

The Housing (Scotland) Act 2006

Section 71(1)(b) (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.

The Adult Support and Protection (Scotland) Act 2007

Section 4
(The Local Authority's duty to make inquiries.)
Section 5
(Co-operation.)

Section 6
(Duty to consider importance of providing advocacy and other.)

Section 7
(Visits)

Section 8
(Interviews)

Section 9
(Medical examinations)

Section 10
(Examination of records etc.)

Section 11
(Assessment Orders.)
Section 14
(Removal orders.)

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Section 16
(Right to remove adult at risk)

Section 18
(Protection of moved persons'
property.)

Section 22
(Right to apply for a banning
order.)

Section 40
(Urgent
cases.)

Section 42
(Adult Protection Committees.)

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Column A *Enactment conferring function*	Column B *Limitation*
Section 43 (Membershi p.)	

Social Care (Self-directed Support) (Scotland) Act 2013

Section 5 (Choice of options: adults.)	
Section 6 (Choice of options under Section 5: assistances.)	
Section 7 (Choice of options: adult carers.)	
Section 9 (Provision of information about self- directed support.)	
Section 11 (Local authority functions.)	
Section 12 (Eligibility for direct payment: review.)	
Section 13 (Further choice of options on material change of circumstances.)	Only in relation to a choice under Section 5 or 7 of the Social Care (Self- directed Support) (Scotland) Act 2013 .
Section 16 (Misuse of direct payment: recovery.)	

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Section 19
(Promotion of options for self-directed support.)

Carers (Scotland) Act 2016

Section 6
(Duty to provide Adult carer support plan)

Section 21
(Duty to set local eligibility criteria)

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Column A	Column B
Enactment conferring function	*Limitation*

Section 24
(duty to provide support)

Section 25
(provision of support to carers: break
from caring)

Section 31
(duty to prepare local carer strategy)

Section 34
(information and advice service for carers)

Section 35
(short breaks services statements)

Part 2 -Services currently provided by the Local Authority which are to be integrated

The services that pertain to the functions in Part 1 and will be delegated are set out below '

Social work services for adults and older people

The functions in relation to social work services for adults and older people noted below will be delegated.

    a) Services and support for all adults with disabilities and long term conditions;
    b) Mental health services;
    c) Addiction services;
    d) Adult protection;
    e) Carers' services;
    f) Community care assessment and planning services;
    g) Support services provided by contracted services;
    h) Care home services;
    i) Intermediate Care Services;
    j) Health and wellbeing improvement services;
    k) Aspects of housing support, including provision of equipment and adaptations to people's homes;
    l) Day opportunities and day services;
    m) Homecare Services;
    n) Supported Living Services;

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o) Respite Support;
p) Occupational therapy services;
q) Re-ablement services'
r) Smart technology, equipment and telecare.

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Annex 3 – Hosted Services Arrangements

Hosted Services Proposed Arrangements between North and South Lanarkshire Integration Joint Board.

Where a Health Board spans s more than one Integration Joint Board, one of them might manage a service on behalf of the other(s). This Annex sets out those arrangements which the Parties wish to put in place. Such arrangements are subject to the approval of the Integration Joint Board but will not be subject to Ministerial approval.

Services to be hosted by the South Lanarkshire Integration Joint Board	Services to be hosted by the North Lanarkshire Integration Joint Board
Brain Injury Unit	Blood Borne Viruses Service
Diabetic Services	Children and Adolescents Mental Health Services
Occupational Therapy Services	Children's Services
Palliative Care Services	Continence Services
Physiotherapy Services	Dietetics Services
Primary Care Services	Hospital at Home Services
Primary Care Out of Hours Services	Immunisation Services
Primary Care Improvement Fund	Integrated Equipment and Adaptations Store
Public Dental Services	Mental Health and Learning Disability Services
	Podiatry Services
	Prisoner Health Care Services
	Sexual Health Services
	Speech and Language Therapy Services

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Annex 4 – Health and Wellbeing Outcomes

Outcome 1- People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2- People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3- People who use health and social care services have positive experiences of those services and have their dignity respected.

Outcome 4- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5- Health and social care services contribute to reducing health inequalities.

Outcome 6- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7 – People who use health and social care services are safe from harm.

Outcome 8- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services.

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Appendix 2 – Consultation Process

North Lanarkshire Health and Social Care Partnership Integration Scheme 2024-2029 Consultation Process

Key Meetings Integration Scheme was presented for Consultation

18th October 2023- 1st Draft of Integration Scheme submitted to the NL H&SCP Integrated Joint Board Performance, Finance and Audit Committee.

22nd November 2023- 2nd Draft of Integration Scheme submitted to the NL H&SCP Integration Joint Board – Draft Approved.

7th December 2023- Draft Integration Scheme submitted to The Local Authority Policy and Strategy Committee – Draft approved.

19th December 2023- Draft Integration Scheme submitted to NL H&SCP Senior Leadership Team Meeting.

20th December 2023- - Draft Integration Scheme submitted to The Health Board Meeting – Draft approved.

Public Consultation

15th January 2024 to 11th February 2024

The consultation added to the North Lanarkshire Health and Social Care Partnership Website, The Health Board Website, and circulated via social media channels (Facebook and X). The consultation was also sent to all The Health Board and NL HSCP news subscribers (circa 10k).

The consultation was emailed to a range of consultees based on North Lanarkshire Health and Social Care Partnership Strategic Planning Group.

Consultees included health professionals, users of health care and social care, carers of users of health care and social care, commercial providers of health care and social care, social care professionals, staff of health board and local authority, non-commercial providers of social housings, third sector bodies and locality representatives, as necessitated by the Act.

Final Sign Off Process

14th March 2024 – The Local Authority Policy and Strategy Committee

27th March 2024 – NHS Lanarkshire Board Meeting

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