

North Lanarkshire Council Report

Finance and Resources Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref GT

Date

21/05/25

Strategic Performance Framework - latest performance results for Business and Digital

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Executive Summary

Following consideration of the One Place, One Plan - Governance Update report at Policy and Strategy Committee in September 2024, responsibilities within Business and Digital transferred across the remits of three Chief Officers (i.e. Finance and Technology, Legal and Democratic, and Strategy and Engagement) with effect from 2025/26 onwards.

The purpose of this performance report to Finance and Resources Committee specifically covering Business and Digital performance is to formally close out performance reporting for Business and Digital as at the 2024/25 year end.

For strategic overview and scrutiny purposes, this report provides Members of the Finance and Resources Committee with an update of the latest results for the suite of performance indicators used by Business and Digital to inform service delivery and underpin operational decisions. This report is presented in line with the Finance and Resources Committee's role to monitor the performance of all services within the remit of the Committee (as per the terms of reference in the Scheme of Administration).

Moving forward, performance measures within Business and Digital will be realigned to the respective Chief Officers reporting responsibilities accordingly and this will be reflected in future reports to the respective committee.

Recommendations

It is recommended that the Finance and Resources Committee:

- (1) Review the high-level performance overview presented in Appendix 1, and the supporting data contained within the linked Excel spreadsheet, and identify where further information is required to understand or investigate performance further.

The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

1. Background

- 1.1 There are six inter-related strategic frameworks which are key to evaluating the success of The Plan for North Lanarkshire and assessing delivery towards achieving the overall vision by ensuring each stage is appropriately aligned, planned, guided, implemented, monitored, and governed.
- 1.2 The six frameworks focus on ensuring a corporate one council approach in respect of Policy, Governance, Performance, Self-Evaluation, Project Management, and Demonstrating Improved Outcomes for Communities.
- 1.3 The Strategic Performance Framework comprises performance measurement at three levels (as per the diagram on the right). This aims to collectively provide an overview of performance to help understand the impact of council activities on improving services and outcomes for the people and communities of North Lanarkshire. The measures in this Framework allow for day to day activities, and progress towards achieving the long-term vision set out in The Plan for North Lanarkshire, to be regularly monitored, reported, assessed, and scrutinised.
- 1.4 The Strategic Performance Framework is aligned to the Accounts Commission's *Statutory Direction* which places a requirement on councils to report a range of information in terms of (1) improving local services and outcomes, and (2) demonstrating Best Value. Key points of note in this respect are that the Accounts Commission also expect to see:
- (a) A balance in terms of reporting that captures highlights of good performance as well as areas of performance requiring improvement.
 - (b) Reporting that is undertaken in a timely manner.
 - (c) Easy access to performance information for all citizens and communities.
 - (d) Comparisons of performance (i) over time (e.g. compared to previous years), and (ii) with others (e.g. other local authorities or the national average (where available and appropriate)).
- The council's comparative performance in Local Government Benchmarking Framework (LGBF) indicators can be viewed through the Improvement Service's online dashboard: <https://www.improvementservice.org.uk/benchmarking/explore-the-data>
- 1.5 A Performance Reporting Schedule supports the timely submission of a range of performance information to ensure fully informed review, reporting, scrutiny, and decision making processes by Elected Members and senior management. This Schedule, endorsed by the Audit and Scrutiny Panel, includes Chief Officer's individual Performance Reviews at Service Committees in line with the Strategic Performance Framework.
- 1.6 This report therefore presents the Finance and Resources Committee with the latest performance results for Business and Digital for Members' further review and scrutiny.



2. Strategic Performance Framework

Finance and Resources Committee responsibilities

- 2.1 In line with the terms of reference outlined in the Scheme of Administration, the Finance and Resources Committee is responsible for monitoring and reviewing performance information for the following Ambition Statements from The Plan for North Lanarkshire.

- | |
|---|
| 18. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need. |
| 24. Review and design services around people, communities, and shared resources. |
| 25. Ensure intelligent use of data and information to support fully evidence based decision making and future planning. |

- 2.2 The high-level performance overview in Appendix 1 presents Members with a summary of the latest results for each performance indicator within the remit of the Chief Officer (Business and Digital).

- 2.3 The information in Appendix 1 comprises the undernoted. Appendix 2 provides additional context in respect of the council's approach to the measurement of indicators and setting of targets.

- An *ideal direction* arrow - this indicates whether a higher or lower figure is the preferred direction of travel.

↑	A higher figure is better
↓	A lower figure is better

- Measurement unit* - for example whether the result is a %, a number, a unit cost (in £), or a ratio.
- Performance results* for the most recent financial years (depending on availability of data) along with the latest year's target and corresponding RAG status (for indicators where it is appropriate to set targets).

Key to RAG status	
Green	Performance is on target and/or within acceptable thresholds
Red	Performance does not meet target and is outwith acceptable thresholds
Blue	Performance surpasses the target and exceeds expectations

- The most *recent monthly or quarterly results*, along with the corresponding target and RAG status. Note the inclusion of this information is dependent on the measurement frequency of the indicator and availability of data as at the time of reporting.
- A *trend graph* - this captures the direction of travel achieved over the years and includes the most recent monthly or quarterly results where available.
- Comments* - narrative summarising the current position and providing an explanation for any significant variations in performance. Where applicable, this narrative also highlights any internal or external factors impacting on service delivery.

- 2.4 A large volume of data supports the high-level performance overview in Appendix 1. This is outlined in the **latest performance results for Business and Digital** Excel spreadsheet which is available through the following link for Members to carry out a deep dive and review and scrutinise each performance indicator further. The *Menu* on the second tab of the spreadsheet contains built in hyperlinks that automatically take the user to a tab for each performance indicator and therefore provides a useful navigation aid to review the contents of the file.
- [Latest performance results for Business and Digital.xlsx](#)

Current context

2.5 The service's operating environment has changed significantly in recent years and, as such, the performance information presented in Appendix 1 should be considered within the context of the following:

- Service specific advancements in terms of the procurement of the Connectivity project in December 2021.
- The end of the contract with Agilisys in April 2022 and the ensuing significantly reduced resource available from 2022/23 onwards.
- Development of an Integrated Programme Plan from 2022/23 to capture all areas of activity across the service to support resource planning and operational delivery, as well as the relevant programme / project management and governance.
- Continuous delivery of activities that mitigate against potential cyber security threats, while transitioning all critical products to more secure and modern cloud hosted solutions.
- A rapidly changing and evolving service structure following:
 - Approval to insource those services previously outsourced to Wipro (supplier of the ICT service delivery contract).
 - The alignment of service provision following the insourcing of culture, sport, and leisure services (previously delivered through Culture and Leisure NL Limited).
 - Integration of the schools' technician's service.
 - Significant recruitment challenges across many service areas, reflecting national shortages in all IT disciplines (software developers, cyber / security specialists, and network engineers).
- The extent to which the service has supported the council in terms of responding to and recovering from the pandemic, while resuming business as usual activities at pace and delivering on the digital vision set out in the new Digital and IT Strategy for 2024 to 2027 (approved at Policy and Strategy Committee in March 2024) via the Digital North Lanarkshire Programme of Work.

2.6 Members are aware that Digital North Lanarkshire was maintained as one of the seven priorities for delivery in the Programme of Work to 2028. Members are also aware that such includes residual activity from the original DigitalNL programme. With the Chief Officer (Business and Digital) departing the council in April 2025, the Chief Officer (Finance and Technology) is confirmed as the Senior Responsible Officer (SRO) for this Programme of Work priority moving forward.

2.7 Through the delivery of the Digital North Lanarkshire priority, activities are focusing on developing a skilled digital workforce, promoting an innovative sustainable culture, and providing digital leadership for an evolving North Lanarkshire. This means building on existing achievements and embedding digital thinking into everyday delivery, embracing digital technology to do business significantly differently, and always considering a digital-first approach. Digital North Lanarkshire has strong links to the One Service Programme of Work as both are enablers to facilitate the delivery of all other linked Programme of Work priorities.

Recent performance highlights

2.8 The council's connectivity programme seeks to introduce fibre-based service provision across North Lanarkshire, improving access and choice for local residents and businesses. According to the Ofcom Connected Nations update, 98.6% of properties in North Lanarkshire receive superfast broadband - the 5th highest of all 32 local authority areas in Scotland.

- Superfast broadband, also called Fibre to the Cabinet (FTTC), is a combination of

fibre and cable technology. Fibres go to the cabinet on the street, and from there, copper cables (as used in cable broadband) go to a house. This makes superfast broadband vastly more accessible, as the copper cables are mostly already installed to provide landlines. Ofcom define superfast broadband as supporting download speeds of at least 30Mbit/s. To put this in context, it has around the same megabits per second as 4G on a mobile phone. For streaming, only around 1.5 or 2.8 mbps is needed for HD quality, while most everyday tasks only need a maximum of about 20mbps.

- Fibre connectivity requires fibre optic cabling which supports higher speeds than the copper cables used in traditional networks. Latest statistics illustrate fibre availability within the council area has increased from less than 3% in 2021 to 31.8% in 2023, and increasing further to 43.4% in 2024, thus demonstrating the successful delivery of a key aim of the connectivity programme. This also means that the council is now well placed to facilitate the fibre-enabled innovation highlighted within the Digital North Lanarkshire programme of work.
- To illustrate the benefits available, members are advised that fibre connectivity is also called Fibre to the Premises (FTTP), meaning that with fibre coming directly into a house, connection to services and products is much quicker than with the comparable FTTC outlined above. Typically, ultrafast broadband has download speeds of more than 300mbps with 5G reaching up to 1 gbps of service. This also means that if a house doesn't have a phone line, or if it stops working for some reason, then internet access will not be affected. If a business or a household is accessing the internet a lot, and several people are trying to do many things at once, then ultrafast broadband is much quicker as it can handle more simultaneous uploads and downloads.
- Business and Digital presented the following reports to committee during 2024/25 to illustrate how and where the council has used the options available to it within the approved Connectivity Framework to support delivery of the Digital and IT Strategy and the digital vision therein.
 - A report to the Communities Committee in February 2024 provided an update on the [delivery of the added value and community benefits](#) experienced as at that date within the connectivity contract.
 - A report to the Finance and Resources Committee in February 2024 provided an [update on the implementation and operational status](#) of the Connectivity Framework approved by committee in December 2021, and the performance of the approved provider Commsworld Ltd.
 - An [in-depth review of digital broadband](#) was also considered by the Audit and Scrutiny Panel in May 2024. This provided an up to date position in respect of a range of questions regarding the delivery of the connectivity contract, including the number of kilometres of fibre which have been rolled out, number of properties covered by the fibre roll out, and number of properties able to take up / access services from Commsworld aligned providers.
 - A six monthly report on delivery of the [Digital and IT Strategy 2024-27](#) to Policy and Strategy Committee in March 2025 provided an update on various aspects around the wider programme of work. This advised that the connectivity contract had been used to deliver free public wi-fi to staff, pupils, businesses, and communities through deployments in corporate buildings, leisure centres, libraries, high schools, integrated day service centres, homeless shelters, and retirement housing complexes.
 - A report to Finance and Resources Committee in February 2025 [summarised the delivery and successful completion](#) of the connectivity programme.

Areas of performance requiring improvement

2.9 The Business and Digital senior management team review of performance results in

Appendix 1 highlighted two areas with a Red RAG status which required further examination and for which further work is underway to improve performance. There is also one area (data breaches) which continues to remain under review.

- **Data breaches** - While reporting on data breaches has improved across the council and the volume in this respect has decreased during 2024/25 - reflecting improved understanding of process and responsibility, as well as monitoring and the implementation of improvements - the council's performance in this area continues to be kept under review.
- The [annual Senior Information Risk Owner \(SIRO\) report](#) for 2024 submitted to the Finance and Resources Committee in February 2025 comprises a section which specifically details improvements in the council's performance in this respect.
- A proportion of data breaches can be attributed to e-mail misuse which are frequently due to simple mistakes, e.g. selecting the wrong address using auto complete, sending an e-mail with an expanded distribution list instead of using the BCC option, e-mailing the wrong address with unrelated information, or e-mailing a personal address rather than a business address.
- This was identified by the Senior Information Risk Owner (SIRO) as an area of focus for 2025, with Business and Digital committing to deploying a technology solution during the year to enhance e-mail security and reduce the risk of users sending potentially sensitive e-mails to unintended recipients, while also providing an enhanced level of protection overall in respect of incoming malicious e-mails. As at end of March 2025, the service has established a proof of concept that uses rules and evolving pattern recognition to mitigate this risk. Through this Egress Prevent proof of concept, officers are monitoring outbound and internal e-mail traffic to alert users to potential data breaches, ideally stopping them before they happen.
- Performance in this area continues to undergo ongoing scrutiny in various forums across the council (including the Data Governance Board, Business Management Team, and Service Senior Management Teams) and Chief Officers continue to monitor employee uptake of the mandatory e-learning modules (including that for information security awareness) on a monthly basis with remedial action being undertaken for non-completion.
- **Requests for the IT service desk being logged through the self-serve portal** - Performance in 2024/25 shows this indicator has improved but remains below the target (of 70%) at 62%. When broken down further this reflects a year to date position of 71% corporate and 40% schools.

The use of the service desk portal remains strong within the council's corporate environment, and as more self-help functionality is developed this will become increasingly useful for staff. The chat functionality is in the process of being removed for a number of months to allow modernisation of the user interface and improve alignment with the HR Service Desk portal, with the intention to merge into a single employee portal in the future. Schools use of portal is less successful, partly due to culture and partly due to availability, however with all school areas now utilising dedicated individual accounts, this is anticipated to increase.

- **Service desk - % of all severity level 3 incidents resolved within target** - Previous reports to Finance and Resources Committee advised that this was an area of activity under ongoing review since the insourcing of Wipro when this indicator was changed to capture all severity level 3 tickets in order to provide a more complete picture of all incidents that require to be resourced by the service. This has increased the volume of incidents recorded within this indicator and required ongoing and closer analysis of demand in order to fully understand the

asks of the service and manage these in a way that takes into consideration all the related component parts of the service to be delivered as well as improvements required in the longer term.

While the rise of agile working, increased adoption of third party services, and vacancies in resolver groups are recognised as increasing the overall complexity of incident types and the time taken (as frequently these involve interaction with both third parties and staff moving from differing environments), trends continue to show a long-term decline in performance (which reflects upon the increased stability of the estate and the device build in particular) and performance continues to remain below the stated target (i.e. performance in 2024/25 remains below the revised target (of 85%) at 73.6% with 7,135 out of 9,692 incidents resolved within target to date.

While there is an understanding that aspects of this are due to how the system is being used rather than a true indication of performance, it is recognised that the metrics that are measured and the service levels applied are in general those determined over 10 years ago and hence are planned for review. As such, research is underway via industry bodies and peers in terms of what metrics are being measured and their purpose and usefulness, with the intention to report back with recommendations that demonstrably align to organisational need and ambition.

Next steps

- 2.10 As noted in paragraph 1.5, the Strategic Performance Framework is supported by a Performance Reporting Schedule. This sets out the arrangements for service, statutory, and Strategic Performance Framework reporting to committee. As noted in the Executive Summary of this report, moving forward the performance indicators within the former Business and Digital service will be realigned to respective Chief Officers reporting responsibilities accordingly and this will be reflected in future reports to the respective committee.

3. Measures of success

- 3.1 Measures of success include:
- Regular oversight and monitoring of performance across the organisation to gain assurances in terms of governance and accountability.
 - Regular review and challenge processes to scrutinise the performance of the council to ensure effective use of resources and that resources are directed in accordance with agreed policy and according to priorities, while ensuring sound decision making and clear accountability for the use of resources in achieving improved outcomes for service users and the local community.
 - Performance monitoring, management, and reporting arrangements that support the demonstration of improved performance in local services and outcomes, and the delivery of Best Value.

4. Supporting documentation

Appendix 1 - High-level performance overview.

Appendix 2 - Note for information in respect of performance indicators and targets.



5. Impacts

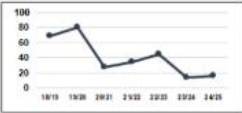
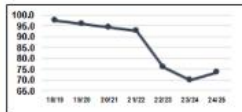
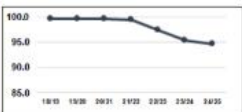
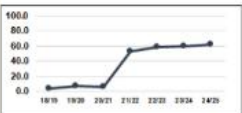
5.1	Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the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

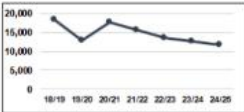
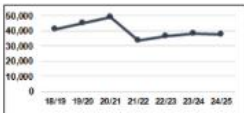
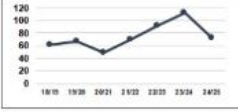
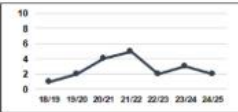
	<p>Paragraph 2.8 of the report includes an update regarding the delivery of the council's world class digital infrastructure.</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
5.7	<p>Environmental / Carbon impact</p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.8	<p>Communications impact</p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.9	<p>Risk impact</p> <p>Is there a risk impact?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>The implementation of the Strategic Performance Framework, and Member's scrutiny of individual services therein, contributes towards the mitigation of the risks on the Corporate Risk Register for <i>Governance, Leadership, and Decision Making</i>.</p>
5.10	<p>Armed Forces Covenant Duty</p> <p>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)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
5.11	<p>Children's rights and wellbeing impact</p> <p>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?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>

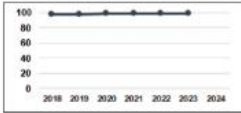
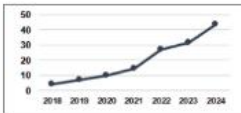
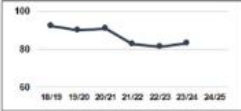
Appendix 1

Business and Digital

High-level performance overview - as at April 2025

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25 target	2024/25 RAG status	trend	comments as at 29/04/25	Moving forward, this indicator will be transferred to the following Chief Officer portfolios.
Technology - efficient operation of day to day activities and volume of business															
IT systems - number of priority 1 outages	i082	lower figure is better	number	69	80	27	34	45	14	16	48	blue		Performance as at the 2023/24 year end remained low (14 priority one outages) and below the target for the year (48) and was the lowest level achieved across the recorded dataset. Following a review of the target (which was set in 2019) and considering the increasing age of the technology assets, the management team agreed to reduce the annual target from 60 each year in previous years to 48 in 2023/24 and 2024/25 (a decrease from 5 outages per month to 4). Priority one outages in 2024/25 continues to remain low at 16 for the year, compared to the target for the year of 48.	Finance and Technology
Service desk - % of all Severity Level 3 incidents resolved within target	i083	higher figure is better	%	97.4	96.0	94.4	92.7	76.0	69.9	73.6	85.0	red		Performance in 2024/25 (73.6%) remains below the revised target of 85% with 7,135 out of 9,692 incidents resolved within target. Prior to April 2022 this measure related to the performance of the service delivery partner Wipro before insourcing. From April 2022, performance monitoring was expanded to capture all Severity Level 3 tickets in order to provide a more accurate picture of all incidents that require to be resourced across the whole of Business and Digital. This is reflected in the increase in the volume of incidents to be resolved which was 6,933 in 2020/21 to 7,941 in 2021/22 to 11,802 in 2022/23 and 10,539 in 2023/24. The volume in 2024/25 (i.e. 9,692) has since dropped compared to the previous two years. Performance against the target of 95% has been monitored since the insourcing as it related to the previous indicator measurement, the target has since been revised to 85% for 2023/24 and 2024/25 to be more reflective of the current trends and resourcing requirements.	Finance and Technology
Service desk calls - % respondents who replied to say they were satisfied with the service	i084	higher figure is better	%	99.6	99.6	99.6	99.4	97.3	95.3	94.7	95.0	green		Customer satisfaction levels over the years have remained on a steady trend and above target. Performance for 2024/25 remains around target at 94.7% for 3,694 satisfied responses received out of 3,901 for the year. Prior to March 2022 a non response was counted as satisfied. After March 2022 only responses received (with a satisfied or dissatisfied response) are counted. This has significantly reduced the volume of responses recorded within this indicator by almost 90%, with responses now averaging less than 400 per month (compared to over 3,000 prior to March 2022); however it does mean a more accurate record of satisfaction. It is a low response rate however (on average less than 5%) considering the volume of service desk calls now recorded in the indicator above.	Finance and Technology
Service desk - % tickets logged through the self-serve portal	i128	higher figure is better	%	3.5	6.8	6.2	53.0	58.4	59.5	62.0	75.0	red		Figures for 2024/25 shows performance remains below the target at 62%. When broken down further this reflects a year to date position of 71% corporate and 40% schools. A new process was implemented in May 2021 to push all non-critical traffic down a self-serve digital channel. This indicator monitors the usage of that channel and thus the effectiveness of the digital transformation. 59.5% of all calls made in 2023/24 have been made through the portal, compared to 58.4% in 2022/23, 53% in 2021/22, and 6.2% at the 2020/21 year end. Usage of the portal has levelled out in recent months as the corporate estate is now fully enabled to utilise this functionality, thus impacting on the ability to further maximise usage of the portal. To continue to monitor usage of the portal by the corporate estate and ensure this is maximised, a target of 70% has been set for 2023/24 and 75% for 2024/25. Performance for 2023/24 (59.5%) was lower than the revised target of 70% and this has remained the position for 2024/25.	Finance and Technology

Indicator	id	Ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25 target	2024/25 RAG status	trend	comments as at 29/04/25	Moving forward, this indicator will be transferred to the following Chief Officer portfolios.
Technology - efficient operation of day to day activities and volume of business															
IT incidents	i129	lower figure is better	number	18,261	12,935	17,602	15,668	13,589	12,685	11,672	n/a			The volume of corporate IT incidents has remained relatively steady over the years, with no significant trends occurring in the corporate or school estates that suggests an issue. 2024/25 data shows 11,672 incidents for the year, which continues a year on year reduction seen in the trend over the last four years.	Finance and Technology
IT service requests	i130	lower figure is better	number	40,971	44,955	49,155	33,684	36,633	38,106	37,835	n/a			The volume of corporate IT requests has remained relatively steady over the years, with no significant trends occurring in the corporate or school estates that suggests an issue. 2024/25 data shows 37,835 requests for the year, which is lower than 2023/24, but higher than 2022/23 and 2021/22.	Finance and Technology
Data protection compliance															
Data protection - number of breaches	i126	lower figure is better	number	62	67	49	69	92	112	73	n/a			There were 73 breaches in 2024/25, a decrease from the previous two years which reflects the ongoing scrutiny of breaches and near misses in various forums across the council (including the Data Governance Board, Business Management Team, and Service Senior Management Teams). This follows a higher than usual increase in the volume of data breaches in previous years when an analysis was undertaken to ascertain the root cause. This was found mainly to be operating error (e.g. keeping details on systems up to date to avoid information being sent to wrong addresses, the use of auto-fill in Outlook, ensuring blank forms are sent to those that request them (and are not already completed with someone else's details), ensuring the correct attachments for letters / e-mails, and the importance of knowing how to use Glow). Egress Prevent has since been installed on pc's across the council to help monitor outbound and internal e-mail traffic to alert users to potential data breaches and stop them from happening. This tool is a pilot and is continuing to be monitored for effectiveness. Remedial action also continues to be undertaken as at the point the breach is found (i.e. staff training, learning from mistakes, and reiterating the need to avoid basic admin errors) to try and ensure the same issue does not recur. In addition, all Chief Officers, and the council's senior management team, are continuing to monitor employee uptake of the mandatory e-learning modules on a monthly basis with remedial action being undertaken for non completion, including the module for information security awareness. The annual Senior Information Risk Owner (SIRO) report to the Finance and Resources Committee in cycle 1 of 2025 provided further details in respect of the council's approach to information risk and information governance.	Legal and Democratic
Data protection - number of near misses	i127	lower figure is better	number	1	2	4	5	2	3	2	n/a			There were 2 near misses in 2024/25. The volume of near misses has remained low over the years but this continues to be monitored by the council's Data Governance Board and Chief Officers.	Legal and Democratic

Indicator	id	ideal direction	unit of measurement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25 target	2024/25 RAG status	trend	comments as at 29/04/25	Moving forward, this indicator will be transferred to the following Chief Officer portfolios.
Programme of Work delivery															
Broadband - % of properties receiving superfast broadband	ECON8a	higher figure is better	%	97.7	97.9	98.1	98.6	99.0	98.6		n/a			According to the Ofcom Connected Nations update, 98.6% of properties in North Lanarkshire receive superfast broadband - the 5th highest of all 32 local authority areas in Scotland. Ofcom define superfast broadband as supporting download speeds of at least 30Mbit/s. However to ensure the complete picture and delivery of the council's connectivity project is appropriately reflected, fibre connectivity - which requires fibre optic cabling which supports higher speeds than the copper cables used in traditional networks - also requires to be considered and therefore the undemoted indicator has been introduced to ensure fibre connectivity is reflected as well.	Finance and Technology
Fibre - % of residential premises in North Lanarkshire with full fibre availability	ECON8b	higher figure is better	%	4.2	7.2	9.7	14.4	26.8	31.8	43.4	n/a	36.0		Using the same data source as the Broadband indicator above (i.e. the Ofcom Connected Nations annual report), this indicator measures the proportion of residential premises that have coverage from a full fibre service from a fixed broadband. Full fibre coverage is defined as services that provide a fibre optic cable from the exchange to the end user's home or office. The annual Ofcom Connected Nations report shows this has increased from 31.8% in 2023 to 43.4% in 2024. The Connectivity contract currently being delivered aims to transform the area's digital infrastructure and ensure that 65% of homes across North Lanarkshire have access to gigabit capable broadband earlier than planned.	Finance and Technology
Performance in complaints handling in line with the national Complaints Handling Procedure (CHP)															
Complaints - % complaints dealt with at the frontline at stage 1	i113a	higher figure is better	%	92.1	89.9	91.0	82.5	81.3	83.2		90.0			The Complaints Handling Procedure (CHP) sets out the council's aim to provide a quick, simple, and streamlined process for responding to complaints early and locally by capable, well-trained staff. Where possible, the council aims to deal with the complaint at stage one, i.e. at the frontline. This indicator measures the ratio of complaints closed at stage one. Historical figures in this respect show that the council has consistently responded to 9 out of 10 complaints received at stage 1; however, this ratio dropped to just over 8 out of 10 complaints from 2021/22 onwards. This coincides with the introduction of the new complaints handling system whereby the escalation process from stage one to stage two is a built-in automatic function which means care should be taken when comparing the data for 2021/22 onwards with previous years as calculations within the two systems have differed. Data for reporting as at the 2024/25 year end is currently undergoing its annual review and verification processes and will be published when this is complete.	Strategy and Engagement

Note for information in respect of performance indicators and targets

It should be noted that the nature of particular areas of service being measured in order to assess and manage performance do not always lend themselves to a traditional approach to either measuring performance or setting targets, for example:

- Some indicators (and targets) are required to monitor performance against a commitment or minimum standard the council has made in advance to achieve a stated level of performance when delivering a service.
- Some indicators (and targets) are required to assess compliance with legislative requirements.
- Some targets represent the level of performance that the council aims to achieve from a particular activity in either the short, medium, or long-term.
- Some indicators are needed to help present a complete picture of performance in the round, as a single performance indicator used in isolation rarely tells the whole performance story and a range of indicators are required to reflect the economic, efficient, and effective aspects of demonstrating best value.
- Some indicators and targets can help to support accountability to the public in terms of demonstrating best value and an efficient and effective approach to the delivery of services.
- Some indicators are monitored to ensure the council complies with specific requirements, such as information governance or health and safety.
- Some indicators are monitored to provide added context in order to help interpret performance results or supplement other existing measures. Information such as this can be critical to enhance knowledge and decision making in terms of demand to help determine priorities and allocate resources.
- For some indicators it is not appropriate to set targets as it is the trend in the data (i.e. the direction of travel) that provides more meaningful information to allow for an assessment in relation to whether performance has improved.
- Some indicators are national benchmarking indicators where their purpose is to allow for comparisons with other councils and the national average. These benchmarks are, in essence, can openers designed to focus questions on why variations in cost and performance are occurring between similar councils.
- Some indicators are proxy measures, particularly in the case of measuring outcomes, as without directly measurable data for a desired outcome the only alternative is to use a proxy that is an indirect measure of the desired outcome but which is itself strongly correlated to that outcome.