North Lanarkshire Council
Report

Policy & Strategy Committee

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

Ref SP/ST **Date** 05/06/25

Leadership & Operating Model – phase 2 progress update

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Executive Summary

As outlined in the leadership and operating model report presented to committee on 05 December 2024, the delivery plan within the approved One Service programme of work aims to facilitate the Council's transition over three phases within the next 10-15 years towards a fully integrated town and community hub operating model.

This progress report sets out the developments that have taken place in the last 6 months and presents a positive update in terms of Hub service uptake whilst outlining the next steps, challenges and mitigating actions.

The report highlights that intrinsic to the phased transition are connections and dependencies across the plan for NL programme of work with critical dependencies between hub strategy and development, corporate asset management and approved rationalisation, digital transformation, community wealth building and strategic workforce planning by Council services - together with acknowledging the landscape faced by the community and voluntary sector and the public sector reform that lies ahead.

The report seeks approval on plans and direction set out.

Recommendations

It is recommended that Policy and Strategy Committee:

(1) Acknowledge the progress made since the last update to Committee on 05 December 2024 where the employment of the officers to coordinate and strengthen hub delivery plans was approved.
(2) Support the acceleration of plans by helping to build presence and understanding of the hubs and their benefit to the local community and inspire greater involvement from local people and community and voluntary sector organisations in support of the local outcome improvement plans (LOIPs).
(3) Recognise and help mitigate some of the practical challenges described as we increase our focus on a community led approach to the community hubs.
(4) Approve the direction set out with a further report on progress to be presented to Committee in December 2025.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	One Service

1. Background

1.1 This report is an update on the Leadership and Operating Model and asset rationalisation delivery plan discussed at Policy and Strategy Committee on 05 December 2024.

1.2 Members will recall from the December meeting what phase 2 of the approved three phased Leadership and Operating Model programme sets out to achieve, see **Appendix 1**. Fundamentally, a new and more integrated place-based service delivery model means that we need our assets to work differently across a community, particularly with a declining school age population and rising elderly adult population, whilst meeting the needs of a more distributed workforce working across communities and within people's homes. This means providing the ability for identified teams, supports, activities and services to be consolidated into or delivered from hubs and other assets to have a greater impact on improving equity and health outcomes across North Lanarkshire.

1.3 Community hubs, in line with the council's approved strategy, target operating model and programme of work delivery plan, should act as a gateway for support and services and for early intervention, preventative support and targeted activities based on local needs. This to be achieved through greater integrated community and Council-run activity. This was reinforced within the report "Delivering the Programme of Work – key achievements" presentation to Committee on 13 March 2025 on the delivery of whole family support, digital connectivity and supports the approval at the same Committee relative to the First Stop Shop service redesign and alternative delivery of local housing support and surgeries.

1.4 Furthermore, the developing hub offerings and modern well-equipped spaces available for community use should support delivery of the local outcome improvement plans (LOIP's) that are facilitated through the community board structure, locality partnership teams and locality planning groups – as well as improved outcomes in line with the plan for NL.

1.5 As approved by Committee at the December 2024 meeting the employment of three community hub co-ordinators to progress phase 2 and support the transition over the next 2-years is a step forward to accelerate plans, evidenced in the report below.

2. Report

2.1 This report provides an update on the elements of the leadership and operating model delivery plan accelerated following Committee on 5th December 2025 and aims to clearly outline the breadth of transition activity underway, with supporting Appendices.

2.2 The report focuses on two main areas:

1. Progress within phase 2 since December 2024 including:

- Implementation of the Community Hub Coordinator role
- Council and strategic partner organisations provide a core offer
- Community led approaches and increasing third sector presence
- Business process improvements, hub adaptations and infrastructure enhancements all critical to successful operation of the hubs and advancing our plans

2. Forward plan of next steps and the risks and mitigating action for this phase

Progress within phase 2 since December 2024

Implementation of the Community Hub Coordinator role

2.3 Three hub coordinators took up their posts on 20 January 2025. The role whilst being responsible for ensuring smooth day to day operations of the hubs, is working across Council services, partners and communities to shape the delivery of a range of 'needs based' support, information, advice services and activities in the hub. As part of our aim to increase presence of the hubs and build a greater understand of the value they add to the local community the team have hosted c.54 tours with c.230 individuals reflected in the increased uptake to access space for delivery of supports and activity and the forward plans outlined in the following sections of the report. This engagement builds on co-design work previously reported to this Committee in December 2024 to understand local needs through the work on 'Getting it right for everyone' and 'Whole Family Support' as well as individual service knowledge and data insights.

2.4 To build solid foundations for developing the approach in each hub, a hub activity analysis was first carried out for each hub to understand the profile of use since opening and how the range of activity fits with local needs and priorities. Members may recall a similar exercise presented to this Committee on 16 March 2023 for all Council assets across Community Boards. The detail of this analysis for each hub is provided in **Appendix 2** and also provides a baseline measure against the approved hub guiding principles 1, 3 and 6 (see below image 1.0) as we work to meet and address local needs and realise the c.£66.9m investment made that will, of course, take time to evidence through the plan for NL health check indicators.

2.5 Overall the analysis recognises the hosting of a range of activity and a growing use of hub spaces. It recognises the demand for outdoor sports facilities and a particular spike in the use of indoor community spaces in the last 12 months and since the last report was presented. Growth and opportunity areas are reflected within the report, and we expect to positively impact the range of activity evidenced in the next annual analysis through Q2 and Q3 2025/26 plans as described in **Appendix 2.** Work is also ongoing with Community Facilities to ensure data and activity is consistently recorded across all hubs, and with the asset and procurement team to reconfigure spaces as required to maximise usage and occupancy of the spaces.

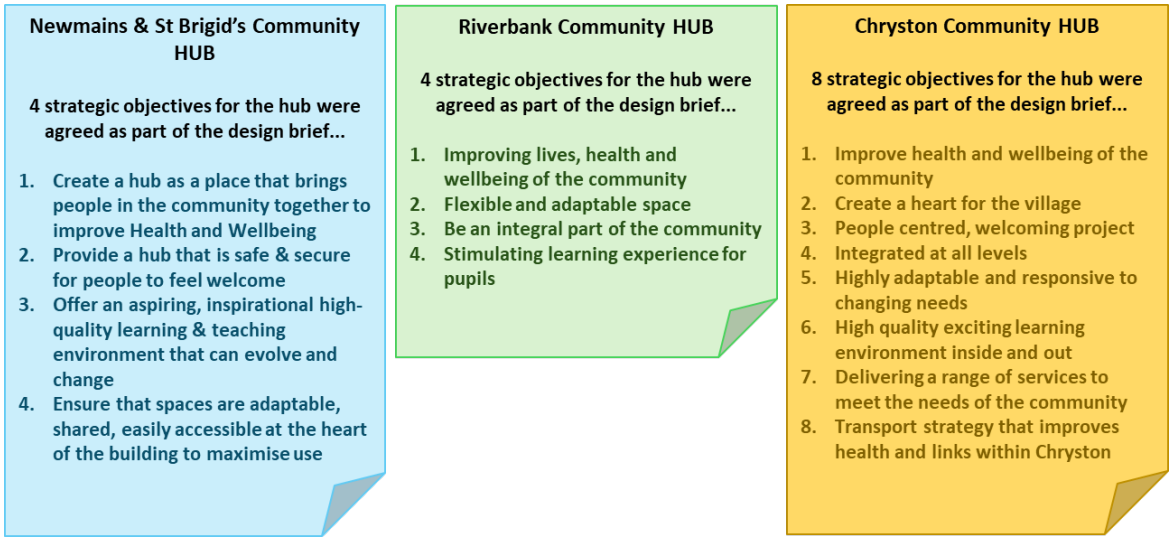
Image 1.0 Hub guiding principles

2.6 The community hub coordinators are now chairing their relative hub delivery boards, as per the previous approach and terms of reference approved by Committee on 16 March 2023 and as can be seen in image 2.0 below. The hub delivery boards for Riverbank and Chryston were mobilised at the end of March 2025 following the issue of a survey to parents and families of the young people attending the schools and nursery establishments within the hubs as a first step.

2.7 Engaging the local parent councils to agree the survey and the engagement of local parents and families was key to build on the original design objectives for each hub, set out in image 2.1 below. These were each approved following hub strategy and development consultation exercises, and our forward plan is to ensure these objectives and all plans for hubs impact positively on the plan for NL health check indicators as illustrated in the example in **Appendix 3** for Newmains & St Brigid's.

Image 2.0 Chryston Hub delivery board March 2025 meeting in the HUB STEM room

Image 2.1 Hub objectives established as part of the design brief consultation



2.8 The already established Newmains & St Brigid's delivery board is shaping the plan for 2025/26 with Q1 25/26 plans illustrated in this report and associated case studies within the **Appendices 5 and 6-9 provided**.

2.9 Concurrently, in support of our transition towards a community led approach, wider stakeholder and community engagement is ongoing as part of the 'Working with Communities' framework. The coordinators attended the recent cycle of Community Boards and are working closely with the community partnership team to identify and engage local community and voluntary sector organisations to build presence of the hubs and look at how the hub as a delivery vehicle can support the local outcome improvement plans. This has resulted in the development of stakeholder maps and c.54 hub visits by individuals including Elected Members and local community organisations to see the hub and its spaces, leading to agreement for services and organisations to operate from the hubs some of the week, as reflected in section 2.3, the hub timetable provided in **Appendix 4** and the following sections of the report.

Council and strategic partner organisations providing a core offer

2.10 Having the capacity through the hub coordinators to directly engage with Council services, partnership organisations, community, voluntary sector organisations and including our commissioned services is driving greater understanding of the hubs and the opportunity to increase reach and offer support in the heart of communities. An update on Council and wider current and planned delivery from hubs is set out from section 2.11 to 2.34 below and illustrated in the timetable presented in **Appendix 4**.

Whole Family Support

2.11 In line with the Resilient People programme of work, accessible and inclusive family support has continued to be delivered by the universal family support service, named Families Here and Now Service (FHANS). Piloted from the Newmains and St Brigid's hub area in April 2024 FHANS have developed their capacity and since January 2025 scaled across North Lanarkshire, now based in every community and delivering from the three Community hubs.

2.12 In the first three quarters FHANS have evidenced successful integration into existing GIRFEC support pathways and structures with most referrals being received from education, social work and health. Delivery from community Hubs has developed in line with the new operating model and community need. Although FHANS have been delivering across communities for only 6 months, the result is local, community-based support that reaches out to communities, and delivery of a broad range of practical, emotional and group interventions to whole families at the earliest, preventative time.

2.13 To facilitate integrated planning and continually responsive delivery, FHANS are coordinated by a named contact for each area. The highest accessed intervention is 1:1 support. Wider intervention in each community area can differ, for example in Bellshill FHANS were asked to respond to needs of a group of young people within a school by establishing a peer support group that would move into the community to meet greater need, while aligning with the principle of peer mentoring and developing sustainable approaches to support. With Orbiston Community Hub due to open in Q3 2025/26 the service will operate from there.

2.14 Each Hub has a weekend family activity-based support and a drop in on a Friday, planned intentionally to offer support ahead of the weekend for families. As drop-ins develop, these will be increasingly integrated, offering access to tackling poverty, employability resources or any other identified support need as described later in this section of the report.

2.15 The overall impact of the FHANS service supported by delivery through community hubs and the place-based approach as reported to Education and Families Committee on 20 May 2025 is demonstrating positive impact and evidence against the measures of success outlined in section 3.1 of the report.

2.16 North Lanarkshire Carers Together are commissioned to deliver a Family Support Service to parent carers and their child or young person living at home who has a need for additional support. The Neurodevelopmental Family Support Service is tailored to meet the needs of each individual family. The hubs provide an accessible space which enable NL Carers Together to have a base within local communities to meet with families, children and young people when required. Out of 248 families who accessed support over the past year, none escalated to intensive services and across both early help services there have been fabulous examples of integrated, partnership working for families which offers a no wrong door. In addition to this, they provide staff within the Neurodevelopmental Family Support Service with a functional working space to meet the increasing demands of the service. **Appendix 4** illustrates when the hubs are being used to provide this.

Community Learning and Development

2.17 In addition to what was outlined in the 05 December report to Committee, CLD have regular weekly bookings in the hubs for the delivery of Solihull parenting groups, holiday period bookings and staff and partnership zone usage through term time. An ASN Family Easter programme was held at the Newmains Hub during the holiday period, welcoming eight families who enjoyed a range of activities and offering a welcoming space where families could come together, take part in engaging activities and access support.

2.18 The Adult Learning team now delivers the “Digital Skills for Life” project for adults across North Lanarkshire. Currently groups for this project are delivered within a range of community and library-based settings with numbers ranging from 5 to 12 individuals attending. The community hubs present additional opportunities for the project to

engage with local people in places they often go in the heart of the areas in which they live. Through the hubs CLD practitioners are enabled to engage with parents and families, providing them with the ability to gain key digital skills to support their children and young people. Over the coming year we hope to have new groups within the hubs that improve the digital skills of local people within their communities, building on the pilot being introduced to Chryston Community Hub described in section 2.38.

Housing support

2.19 Wishaw/Shotts locality team use the Newmains and St Brigid's Hub to facilitate weekly void meetings between Housing Services, Property Services and Mears. With the recent First Stop Shop (FSS) consultation and review approved at Committee on 13 March 2025 and the planned integration of support into the locality housing model more housing related functions will be delivered from hubs, and in partnership with the tackling poverty team and Routes to Work, in the coming months including:

- Housing surgeries, both locality management and central rents teams
- Financial assessment & income maximisation
- Support with employability pathways through co-location with routes to work colleagues
- Homes First client reviews
- Chairperson's quarterly meetings

2.20 These functions have been identified based on knowledge of demand and they set out to deliver support to our highest priority communities whilst addressing the challenges presented by the current financial landscape. The appointment of the Hub Coordinator working in partnership with council services will ensure resources are used effectively and efficiently and allow for shared knowledge across teams, particularly with the plans to leverage use of digital zones.

2.21 The tenant participation team are beginning to use the hub shared workspaces when working in the local community and the Annual Tenant's conference for 2025 will be held at Chryston hub. See testimonial in **Appendix 10** from a tenant participation officer who regularly accesses Riverbank hub.

Tackling Poverty

2.22 In 2025, the Tackling Poverty Team continue to operate within the Hubs carrying out the day-to-day activities listed below, and from 29 April began to offer appointments for residents in the Newmains Hub, Riverbank Hub and Chryston Hub in tandem with Routes to Work.

- Continue operating from hubs to be based within the community
- Provide a face-to-face service through interviews relative to income maximisation, money advice, and form filling/assisted self-service
- Establish a diarised appointment service for mandatory reconsiderations and appeals
- Deliver financial education sessions
- Enable greater collaborative working with other Council Services and Partners
- Work locally with new voluntary and third sector groups in the community that have not been engaged previously

2.23 A diarised appointment service for mandatory reconsideration and appeals in Newmains, Riverbank and Chryston Hubs took effect from May 2025. With our

continuing presence in the Hubs, we are further developing our collaborative working with other services and partners, whilst increasing our financial education offer via Multiply Project (Sum it Up), through 2025.

University Health & Social Care partnership (UH&SCP) / Adult Social Work

2.24 An initial scoping meeting at Chryston Community Hub took place with UH&SCP colleagues in January 2025 to discuss how to increase health promotion and early intervention support from hubs as we implement the national 'Getting it Right For Everyone' (GIRFE) practice framework. This resulted in the agreed delivery of cognitive behavioural therapy (CBT) and physio sessions from the Newmains & St Brigid's community hub and planned use of Riverbank community hub to host Perinatal Mental Health services i.e. a 'Finding Me' group with new parents with babies up to 1-year old from 20 August, as well as a 'Circle of Security' peer support new parent group from 03 October 2025. Further plans to expand and target other areas are in planning. UH&SCP teams are visiting and using spaces with teams to build greater awareness of the hubs and their spaces.

2.25 In recognition of the Northern Corridor local outcome improvement plan (LOIP's) priority around 'Health Inequalities' and need for focused action in this area, a planning session took place in April 2025 at Chryston hub to initiate improvement action. The Integrated Joint Board (IJB) meeting is also planned at Chryston hub for August 2025.

2.26 At Chryston community hub NHS services deliver appointments from the health wing of the hub (**see Appendix 4**) and includes addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, sexual health clinic, speech and language therapy and treatment room. Self-referral services are promoted across wings in the hub. A Health Walk now leaves from the hub each Friday morning. An ActiveNL Slim Start class starts on 11 June 2025, and new fitness classes are in planning to respond to the ActiveNL waiting list in the area. Further developments will be taken forward as part of the LOIP subgroup mentioned above in section 2.25.

2.27 In partnership with UH&SCP, Strathclyde University and Mari One digital health care solutions the operating model team and colleagues from Active and Creative Communities supported the delivery of phase 1 of a remote health monitoring project with a view, longer term, to facilitating pre-frailty interventions. A cohort of participants who are Active60 members took part following their involvement in GIRFE co-design work. The participants were monitored through wearable devices at home and attended weekly drop-in clinics at Newmains & St Brigid's Community Hub (**see Appendix 6**). Phase 1 had a 100% retention rate with the testing of devices proving reliable. Plans for phase 2 will seek to scale the project to accommodate c.250 people, dependent upon approved funding, with the hubs continuing to support our place-based delivery approach.

2.28 Changing places toilets within the community hubs have had their first annual inspection with a maintenance plan now in place. Engagement with colleagues in UH&SCP and Promoting a more inclusive society (PAMIS) has resulted in these spaces being promoted to the local community for use, this will support work to enhance our offer for those who need. Wider partnership work is underway across Council services following an assessment of existing known facilities across our asset portfolio in support of our equalities and carers strategy deliverables.

2.29 The NL Disability Forum commissioned by the UH&SCP and fundamental to our community planning provide support to promote good mental, physical and emotional

wellbeing. They have a weekly presence in each community hub as illustrated in **Appendix 4**. Further discussions are underway relative to the presence of the Community Connectors as we see greater service integration and an increase in footfall at the hubs during 2025.

2.30 Building on this, the UH&SCP making life easier (MLE) and disability information team visited each of the hubs over April 2025 and are planning to trial the delivery of blue badge assessments and MLE clinics promoting the online support available and offering assisted self-service support in the local community.

2.31 In support of our commitment to being a trauma informed organisation and following the launch of a Trauma Design in the built environment toolkit in May 2025, as presented to Wellbeing and Tackling Poverty Committee on 25 April 2025, we are working in partnership with Health Improvement colleagues to implement annual trauma walk throughs of the hubs and other service delivery spaces. This also supports our equalities strategy deliverables under approved outcome 8 "Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development". Sections 2.42 through 2.55 later in the report also affirms our attention to trauma design and improvements and space adaptations to enhance the customer experience.

Active and creative communities

2.32 The local provision of Yoga and Zumba fitness classes at Newmains & St Brigid's Hub has been running for over a year now. The success of these continues to grow with a new body attack class being offered from April. See **Appendix 7** for information on uptake and testimonials - note that there is a general behaviour of drop offs after the post-Christmas period, attendance rises again over the course of the year. Active and Creative Communities (ACC) are part of all hub delivery boards with work underway at each hub to identify further opportunities to work together, including introduction of Slim Start sessions, enhancing our family support offer (described in sections 2.11 through 2.16) through the provision of childcare/activity groups with FHANS and CLD, as well as activity programmes to leverage the outdoor gyms installed at the hubs, support staff wellbeing and respond to feedback from the Chryston Community as activities move into the new Chryston high school extension within the wider Chryston hub campus.

Employability support

2.33 Council funded employability services have become increasingly represented in Hubs through the ALEO Routes to Work Ltd offering employability information sessions and booked appointments over the last 6 months. These Hub sessions complement the existing network of sessions run by the organisation in community facilities across North Lanarkshire. The sessions continue to offer support to the target groups for employability that are economically inactive, unemployed, or underemployed with a particular focus on low-income parents.

2.34 There has also been increased integration with other services present in the hubs such as family support, tackling poverty and CLD given the shared priorities of these services with employability. Sustained and increased presence in local Hubs and increased integration with other services continues to be the aim for 2025/26 and as we move forward, and the hub model grows.

Community led approaches and increasing third sector presence

2.35 There have been several community-led activities taking place across the hubs in areas of active travel, sport, fitness, intergenerational digital skills, and affordable access to the arts. A community-led approach, approved by Committee following the 16 March 2023 report, is key to phase two of the delivery model to foster community engagement, create more collaborative relationships and strengthen local connections with the hubs. The approved investment in the hub coordinator roles will only grow the community-led approach and help to facilitate an increase in local offerings through 2025/26 building on the case studies provided in **Appendixes 8-10**. Consequently, the community consultation survey developed in 2023 has been updated (see link to digital version in **Appendix 11**) to support engagement and participation during Q1 and Q2 2025/26 and this will be supported and promoted through the Working with Communities framework.

Promoting active travel

2.36 Our work across the hubs aims to increase use of the active travel infrastructure and promote walking, wheeling and cycling. In March 2025 Getting Better Together Shotts (GBT) delivered 3 cycle days at the Newmains & St Brigid's, and Chryston hubs in partnership with the community hub co-ordinator and education and families.

GBT are an experienced provider of cycling initiatives across North Lanarkshire delivering SVQF qualifications and training opportunities with different schools. These events were part of a 'Paths for All' funded initiative to increase access to cycling. On the day young people were encouraged to cycle to school where they had their bike serviced by a qualified mechanic. Where a basic service could not be provided on the day the young people were given a voucher to use at 'Trackside Bikes' the GBT training facility. Any young people who did not have bikes with them got access to bikes and scooters by GBT for fun activities. GBT will continue to work with education to provide families with a free bike, where a need is identified. **Appendix 8** provides more detail, imagery and testimonials with **Appendix 15** demonstrating new infrastructure to help advance our plans in this area.

Intergenerational digital skills programme(s) and digital safety initiative

2.37 A 4-week partnership project ran during March 2025 with the Newmains Community Trust (NCT). This was a digital intergenerational project with ten P7 school pupils and a group of 4 older adults' from Overtown 'The Gamechangers'. The project was designed and coordinated by a Community Education student from University West of Scotland (UWS) on placement at the NCT. It was based on an identified need for increasing digital skills among the older adult group. The NCT recognised that the hub facilities including e-learning zone, and multi-purpose rooms would be a good fit for delivery of the project. On Tuesday afternoons participants met in the hub where P7 pupils shared their digital knowledge with adults and helped solve basic problems on their devices e.g. text size on mobiles, using Skype, and online shopping. See **Appendix 9** for feedback.

2.38 At Chryston Community Hub, the Hub Co-ordinator has been engaging in needs-based conversations with the Head Teacher and Parent Council which led to a request for support around online safety. It was identified that young people and their parents have been negatively affected e.g. instances where young people have faced confrontation due to a breakdown in online relationships with peers, explicit content being viewed online content, and an identification of a lack of knowledge and understanding of how parents can ensure their young people are safe online. Subsequently the Hub

Coordinator has partnered with Community Learning and Development (CLD) Digital Skills for Life team to develop a learning course on online safety for local parents. This course is currently being advertised to parents in the Chryston area and will commence in May 2025. Further opportunity to scale this given the common concern across communities served by our hubs and leveraging whole family wellbeing funding and links with the third sector is being explored.

Sport and fitness - Get Walking Lanarkshire

2.39 Under the umbrella of 'Paths for All' this is a pan Lanarkshire project with NHS Lanarkshire. The project runs biweekly on Saturday mornings and starts and ends at Riverbank Community Hub. The aim of the project is to tackle physical inactivity, poor mental health, increase social inclusion, improve health and transport inequalities through the delivery of volunteer-led community health walks across Lanarkshire. Health walks are free, no longer than an hour, led by trained volunteers on risk-assessed paths and go at a gentle pace. We are promoting wider use of the hubs with participants and looking at how the organisers can use the community room for walk leader training days or volunteer meetings. See imagery in **Appendix 10**.

Sport and fitness - Bushido Karate Club

2.40 This weekly class, running on a Monday evening, was started as a community member felt there was no local sports club for the young people within the area to get involved in. When the Riverbank Community Hub opened it was seen as an ideal venue and central location to provide an opportunity. The class has members training from the age of 6 years, which also includes parents training alongside their children, allowing for family support for all to get involved in without age being a barrier. The club welcomes everyone to come along and train and enjoy the benefits of martial arts with the focus on Health and Wellbeing. The class seeks to support its members through an increase in confidence, motivation and life skills learned while having fun, learning a new sport and making new friends. Currently there are around 14 students training weekly and through the Community Hub Coordinator they are looking for support to grow the club further through 2025. See promotional leaflet and the club in action at **Appendix 10**.

Affordable theatre in the local community

2.41 A pilot project is in planning at the Newmains & St Brigid's hub with the community theatre group 'Spotlight Shotts.' Given the potential of the drama box and theatre space provided in the hub, and the opportunity to maximise usage of these spaces, the group are working alongside the community hub co-ordinator to bring an Autumn show to the Newmains Community. It will be a Halloween special of the famous 'Singing Kettle' on 12 October 2025. The aim of this initiative is to provide low-cost access to the arts within the heart of communities to otherwise excluded groups contributing to our aspirations around social value and inspiring brighter futures. There is potential to scale this across the other hubs if the pilot successful.

Business process improvements, hub adaptations and infrastructure enhancements all critical to successful operation of the hubs and advancing our plans

Visitor management and customer experience

2.42 Members will recall from key learnings outlined in the 05 June 2024 report, and associated community survey feedback, that there is still work to do to break down the perception of hubs as schools. It's key that the operating model delivery team continue to assess the customer experience as part of a data led approach to guiding decisions and future planning as the hub network grows, and in support of our commitment to being a trauma informed organisation as presented to Wellbeing and Tackling Poverty Committee on 25 April 2025. Consequently, a visitor management process has been implemented that seeks to ensure a welcoming experience for external partners and visitors, and to reduce the confusion that on site education staff and facilities support staff have experienced with visitors attending for non-education services.

2.43 A sign-in process has been introduced that helps the coordinators to track hub usage and allow on site staff to know who is using hub spaces. A numbered fob can now be signed out to visitors allowing appropriate access to identified areas whilst maintaining safety and security protocols relative to safeguarding. This ensures easy access to welfare facilities, shared space for agile working and booked community spaces with fobs left in a drop box and signed out on exit.

2.44 A customer experience survey is also now available via QR code to capture real time user experiences and allow any improvement action to be taken or indeed positive feedback to be acknowledged. Other survey versions will be available as required (see **Appendix 12** for digital version).

2.45 Digital information screens are in the process of being installed at each hub. Indoors these will be connected to the Council's OneLan system, to supplement the leaflet and poster resources on display. This is to enhance sharing of information and signposting of supports, activities and services digitally in reception and waiting areas and responds to feedback from the GIRFE co-design process on community hubs. Outdoors new digital monoliths have been installed to support the promotion of active travel routes, health, and wellbeing supports, activities and services - **see Appendix 15.**

Corporate Booking System and online presence

2.46 The Council corporate booking system is in the early stages of implementation with the functionality for community hubs to be tested within the current phase. Hub booking processes have been one of the most challenging aspects of advancing the hub model with legacy systems being phased out with no replacement and required workarounds and manual processes being put in place by all teams as we transition towards the new corporate solution. We continue to work closely with Community Facilities, to find improved and responsive solutions for self-managing bookings. In the interim the coordinators have created a calendar of all current bookings and block bookings for their hubs as illustrated in **Appendix 4**.

2.47 Online presence of the hubs on the Council's website and maximising use of the MyTown social media channels will be taken forward in Q2 and Q3 2025/36 linking into a wider channel review by the Communications team. Digital Community Hub newsletters have been created as shown in **Appendix 13 and 14** to connect people and community organisations, share information about activities and promote upcoming events, with paper versions available in the hubs and as requested.

Printing and public wifi

2.48 Public WIFI is now available in all community hubs, issues over connectivity reliability is being addressed by the digital team. Ethernet cables have also been supplied to improve connectivity when required to the Council network for staff. Printing facilities across all hubs was introduced from 19 April 2025 as part of the uniflow rollout with access for non-Council staff and partners as the next phase.

Defibrillator installation

2.49 HSE outlines that to comply with the Health and Safety (First Aid) Regulations 1981, employers are not required to install a defibrillator (except for schools that are now required by the Department of Education to have at least one AED on the premises). As part of good practice, and with the consideration of increasing footfall at the hubs and that sports clubs are regularly using the hub facilities for physical activity, work is being undertaken to install a defibrillator at the Newmains & St Brigid's community hub in the first instance. Taking forward lessons learned it recommended that all future hubs have this in mind.

Active travel 'soft' infrastructure

2.50 The new active travel 'soft' infrastructure across the hubs is now in place such as the digital monoliths mentioned at section 2.37, active travel route information boards, bike repair stations, cycle parking and lockable bike shelters. Work is underway to increase use of these facilities through community engagement as well as education and training outlined in **Appendix 8**. Examples of the infrastructure installed is in **Appendix 15.**

Space reconfiguration and signage

2.51 Based on customer feedback some spaces have been reconfigured to suit ways of working. Both meeting rooms in each hub now have appropriate equipment for working in, this includes a small desk, desk chair and ethernet cables. They also have adjustable laptop tables for working on seated spaces. There is new artwork in spaces removing the clinical feel and in-line with trauma informed design create space that is calming, comfortable and soothing. We are also exploring options for adjustable lighting.

2.52 The conference room in Newmains & St Brigid's has been re-designed to a 'community room' to remove the corporate association and furniture changes have made the space more flexible. The static boardroom table has been replaced with folding tables on wheels which allows floor space to be utilised at full potential. The room also has new artwork added to improve aesthetics.

2.53 Signage at the hubs has been or is in the process of being enhanced to support improved wayfinding and frosted and reflective glass manifestations have now been added to spaces to offer greater privacy and to respond to recommendations from the NL Disability Access Panel to improve access and wider social inclusion.

2.54 Work has been carried out to ensure the staff & partnership zones are operating at their full potential and is overcoming the shift in culture for staff relative to co-location and integration. The Council code of conduct, updated in January 2025, acknowledges our expectation of all staff to operate with professional integrity and demonstrate high standards of personal and professional conduct while undertaking their duties and responsibilities and therefore supports a welcoming environment for partners who have

a presence in the community hubs. Consideration continues to be given to staff well-being as individuals adjust to new ways of working and sharing workspaces and hub users are provided with access to refreshments and crockery. Enhancements will be looked at to identified outdoor staff spaces during 2025, and in partnership with colleagues in the restorative justice team to provide outdoor seating and furniture.

Hub maintenance and shared responsibilities

2.55 A review of required repairs and maintenance has recently been carried out to ensure all hubs areas are regularly maintained and adhering to set standards. The shared responsibility for the maintenance of areas includes upkeep of outdoor spaces (e.g. grass cutting, weeding, pruning, maintenance of landscaped areas and general tidiness), and the servicing of changing places rooms and staff & partnership zone spaces. As well as the overall tidiness and upkeep of spaces in line with our investment in trauma design. A budget of shared contributions has been put in place to ensure necessary work is carried out and the burden does not fall with education establishments located in the hubs. A RACI template has been developed to strengthen the handover process linked to the introduction of future new build community hubs to ensure consistency of understanding around roles and responsibilities of everyone involved in the running of the community hubs.

Forward plan of next steps and the risks and mitigating action for this phase

2.56 Next steps

1. Continued presence of Hub Coordinators at Community Boards.
2. Ongoing engagement with community planning partners, local community organisations, community councils and wider stakeholders in partnership with the community partnership team in line with the working with communities framework.
3. Supporting the implementation of the community wealth building approach in plans.
4. Partnership working with the Planning team in the Place service to share intelligence relative to future design, planning and development of hubs linking to the results of the Your Place Survey and joint work on asset mapping within Transforming Places POW.
5. Following the launch of the ‘Trauma Design in the built environment toolkit’ in Q1 2025, continue to ensure that trauma design is applied to all future hubs. Annual trauma walk throughs implemented.
6. Input to future hub design in partnership with the hub development and strategy team and appointed architectural design teams, as well as presence at the Town and Community Hub steering group. With formal lessons learned being shared with the hub design and strategy teams.
7. Scenario planning for future hubs with services based on their One Workforce plans and strategic workforce planning, progressing their indication of which teams and staff can operate from hubs in the future as the model scales.
8. As part of the scenario planning there will be a further and wider data analysis exercise on customer demand on Council services and community use/letting of spaces across assets as we seek to promote an asset-based community development approach. This analysis will enable an up-to-date understanding around main areas of enquiry and demand as well as who is using our assets, for what and when to aid future planning.
9. Ongoing implementation of the single telephony solution, which is critical to the front end of the operating model in terms of both improving the customer experience and providing intelligence on what and who is accessing support and services and building our internal capacity to work in new and more efficient digital

ways to respond to customer demand. The telephony solution is equally important to get it right for people who may present at the hub for a gateway to other supports and services.

10. Participation in the Digital NL POW 'Improving the Customer Experience' group to link dependencies and particularly in the areas of digital inclusion, front end customer experience and trauma informed organisation.
11. Continue to strengthen linkages with the Transforming Places POW, the Open Space Strategy and the Local Development Plan 2 (NLLDP2) including bringing together consultative and participatory feedback across communities as we seek to improve planning, design and development relative to our investment programme and more closely connect the work of the operating model transition as we shape places to improve health equity and outcomes.
12. Ongoing planning through the hub delivery groups with performance frameworks developed linking to the benefits realisation framework as plans continue to develop.

Risks and mitigating actions

2.57

Risk	Status	Mitigating action
1) Ability to enhance customer experience through the approved implementation of a Corporate Booking System with the community facilities team at the pace needed to maximise use of hubs. This affects the front-end experience for bookers (tied to work to enhance the Council website content/pages in the One Service POW) and the back-end reporting functionality. Not having effective systems is causing strain on all teams with workarounds having to be put in place, potential duplication in effort and reliance on manual processes that conflict with our DigitalNL ambitions.	Due to slippage around proof of concept for hubs as part of the corporate booking system implementation.	• Digital and ACC agreement to fund and dedicate project resource at the front end of the PoC to support community facilities team and OMDT. • OMDT allocated lead within the team to prioritise attention to this. • Approved as a shared deliverable in the plan for NL POW between Community Operations and Strategy and Engagement functions with the PoC dependent upon community facilities adopting the new system successfully for both front end and back-end functionality. • Data cleansing and analysis carried out by the OMDT using spreadsheet data provided by Community Facilities in the interim until skills are developed in the team and the system is implemented with required reporting to maintain a data led approach to future plans. • Active involvement as part of the digital NL POW and improving the customer experience group
2) Customer experience also includes the reliability of public Wi-Fi connectivity and implementation of printing facilities for external partners	Promotion of public Wi-Fi availability does not match with user experience at present, with partners/external	• Wider digital requirements have been identified for hubs and OMDT are working with digital teams to prioritise the hubs in delivery plans and implementation of digital infrastructure

	organisations and individuals working off hotspots	• Issues are being raised quickly through tickets by the hub coordinators and being pursued or escalated with colleagues to find solutions • Investigation with provider over performance quality
Hubs and their offer having a consistent online presence, and multi-channel communications available		• Work underway to build an online presence for hubs and maximise MyTown channels to promote activity • Creative imagery to support hub promotion and participation in development • Digital screen installation at hubs to enhance customer experience and signposting
Ability to be demand responsive to community needs whilst maintaining required governance requirements		• Operating model delivery manager working effectively across plan for NL POW boards and with officers • Employment of hub coordinators and success of partnership relationships developed evidenced through their hub delivery and in partnership with other Council officers across POW deliverables • Hub delivery groups as a vehicle for participants to strengthen networks • Hub coordinators knowledge of local area and network, leveraging community resources where possible incl. grant funded organisations and leveraging available funding through the boards • Working with the community partnership team through the working with communities' approaches.
Ensuring lessons learned are carried forward into future hub projects and action is not limited by financial constraints.		• Hub steering group as a vehicle to share learnings and build learnings requirements into tender process and budget allowances • Ongoing liaison with hub strategy and development team, as well as corporate repairs and maintenance, property teams
Hub maintenance, hub handover processes to be improved to ensure consistent clarity around some of the operational maintenance aspects.		• Steps have been taken to provide a maintenance schedule for hubs to ensure shared responsibility in line with facilities RACI matrix. The OMDT will ensure processes are in place as necessary which has so far included, changing places maintenance and outdoor spaces out-with school and facility remit.

Hub maintenance relative to the areas within the schools that offer space for an increased provision at seasonal times and holidays tend to be closed for maintenance work.		• Hub Coordinators to be part of future handover and decant meetings. • Lessons learned completed for each hub and communicated with Hub Development and Hub Strategy Teams. • Hub coordinator is aware of planned works schedules with corporate repairs and facilities teams to look at alternative provision of spaces where needed.
Resource capacity to enable future planning including analyst support for scenario planning for future hubs.		• Look across the strategy and engagement team as it reshapes to identify support, as well as leverage other analytical skills within the wider hub team.
One service approach – All council services, commissioned partners and community groups effectively using the space alongside education.		• Progress has been made with key Council services and partners to leverage the hubs for service delivery. This is supported by the plan for NL POW governance structure. • Ensuring the integration of partners within the hubs is working effectively alongside education service delivery. Engagement with education staff, HT's, EFM's and COs ongoing. • There is a calendar of services, partners and third sector organisations using the hubs regularly with an increase in community activity and partnership projects alongside education as alternative curriculum choices.
Potential tension with community councils and organisations who operate in the local area from other assets and perceived threat of hubs to their delivery model.		• Hub Coordinator continued presence at community boards and building relationships with organisations in their areas in support of asset-based community development. • Community organisations visiting the Hubs and meeting the coordinators exploring opportunities to work together given we serve the same people across our communities and aspire to leverage all resources available through collaboration.

3. Measures of success

3.1 Several measures are outlined in the project brief against the three phases of delivery to show how we are delivering for communities through improved outcomes and

support the management of risk/mitigate impacts of adverse events. Each hub will in the coming months develop its own impact framework through the hub delivery board given the local context and blend of integrated service provision, wider governance considerations.

3.2 Measures 1-7 are in process with evidence gathered corporately or by specific teams, such as those described in section 2.15 and 2.16 of the report. Measures 8, 9 will be supported by the new visitor management processes and service data in line with their own plans, 10 to 13 are medium to longer term as the hub model develops.

What		How	S/M/L term
1	Occupancy and usage of hub spaces	• Activity Analysis reporting • Quantifiable income generation from Community Facilities and ACC services	Short term
2	Hub usage data and user feedback	• Activity analysis of spaces • Qualitative feedback from people received through statutory and non-statutory service providers, case studies and testimonials. • Customer experience survey	Short term
3	Level of integrated working/partnerships evidenced in hub delivery plan	• No. of organisations using hub spaces • Evidence of joined work on supports, activities and programmes • Range of services co-located and working together in hub timetable	Short to medium term
4	Social media reach/user feedback	• Social media data from comms team once channels are leveraged and web pages completed/increased use of MyTown pages. • Case studies, testimonials and direct feedback from statutory and non-statutory services, organisations using hubs. • Customer experience survey	Short to medium term
5	Access and engagement by target groups	• Uptake of support, activities or services. Council functions and other organisations collect and report their own data to be fed into hub performance outcome framework (in development). • Qualitative feedback from testimonials and case studies	Medium term
6	No. of contacts/people supported relative to	• Uptake of support, activities or services. Council	Medium term

	general advice, financial inclusion/debt money advice, literacy/language skills/qualifications, employability, digital inclusion etc.	functions and other organisations collect and report their own data to be fed into hub performance outcome framework (in development). • Qualitative feedback from testimonials and case studies	
7	Reduction in demand for additional/intensive statutory services	• Uptake of support, activities or services. Council functions and other organisations collect and report their own data to be fed into hub performance outcome framework (in development). • Reduction in referrals to additional/intensive services • Qualitative feedback from testimonials and case studies (in development with early positive visibility of reduction in escalation to SW)	Medium term
8	Number of people accessing assisted self-service in the hubs	• Visitor management and onsite informal tracking of signposting by hub coordinators.	Medium term
9	Comparison of usage across assets within NLC	• Activity analysis of use of spaces • Visitor management system • Information gathered by services/organisations as to how and what people are accessing and where.	Medium term
10	Progress of LOIP's and outcomes agreed as part of future hub delivery plans that contribute to the outcomes set in the plan for North Lanarkshire	• Alignment with developing hub offer and LOIP priorities and connections to plan for NL health check indicators • Connections to community council/local orgs action plans	Medium to long term
11	Number of organisations applying for/receiving grant funding contributing to delivery	• Stakeholder map of local organisations • Hub coordinators mapping with community partnership team which are contributing	Medium to longer term
12	Number of volunteering or placement	• Volunteering embedded within family support or other services	Medium to longer term

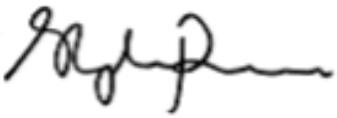
	opportunities available in hubs		

3.3 The programme overall:

- Provide an operational focus point for other projects and programmes to realise their financial and non-financial benefits e.g., shared asset rationalisation, service reconfiguration, service re-design proposals for integrated provision

4. Supporting documentation

Appendix 1- Three approved phases of the operating model delivery plan
Appendix 2- HUB activity analysis for each community hub
Appendix 3- From HUB objectives to plan for NL outcomes Newmains example
Appendix 4- HUB timetable showing current usage and planned events/activity
Appendix 5- Whole family support activity, case study and flash report
Appendix 6- Newmains & St Brigid's HUB - Remote Health Monitoring Project (Phase 1)
Appendix 7- Newmains & St Brigid's Yoga & Zumba classes
Appendix 8- Newmains & St Brigid's and Chryston HUB's - Active Travel projects March 25'
Appendix 9- Newmains & St Brigid's HUB – Intergenerational digital skills project, Feb 25'
Appendix 10- Riverbank HUB – Sport and fitness activities
Appendix 11- Community consultation survey
Appendix 12- Customer experience survey
Appendix 13- Newmains Community Hub newsletter May 25
Appendix 14- Chryston Community Hub newsletter May 25
Appendix 15- Examples of the digital information screens, Active travel infrastructure and outdoor gym equipment installed at HUB's



Name Stephen Penman
Title Chief Officer, (Strategy and Engagement)

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 implementation of town and community hubs and ambitions to reduce the inequalities caused by socio economic disadvantage align with the requirements of the Fairer Scotland Duty.

The EQIA for phase 2 has been completed and EQIA's are completed for required projects and in partnership with services.

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 strategic capital investment programme allocation is a key factor in the development of an operating model for the effective delivery of services within the heart of communities. As members will be aware both SARIS and the delivery of new town and community hubs both have the capacity to support these objectives. While the development of new hubs may increase development costs marginally there are significant benefits to be delivered in the associated rationalisation of the Council's estate and proven operational advantages associated with the implementation of the revised operating model of service delivery.

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?

The impact of any workforce changes emerging during phases of the programme will be dealt with in line with the council's Managing Workforce Change - Framework Guidance.

We must ensure that any changes to approaches as our future workplace model matures are reviewed and supported by policies and guidance. Full engagement with Trade Unions will be taken forward as required.

Safety and wellbeing implications around access, safety and security and also safeguarding. Safety and security guidance is continually updated and made available on the future workplace section of myNL. The safety and wellbeing team will continue to work with local teams to advise appropriate measures are in place at

a local level around safety, security, fire safety and first aid. Communications and engagement with management teams of key workforce groups will also take place as appropriate, and toolbox talks encouraged with staff as necessary. Furthermore, the approach taken is intended to have a positive impact on mental health and wellbeing and TU's will be engaged as appropriate through existing channels. The safety and wellbeing team are engaged on the POW steering group and continue to advise and guide through phases.

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?

Extending our use of hub spaces to public sector partners in phase 2 required a Memorandum of Understanding to be in place to support objectives of this agreement and to ensure consideration towards insurance liabilities and statutory requirements around safeguarding. This was supported by legal colleagues who will continue to be engaged through delivery phases – particularly relative to the impacts of public sector reform.

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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 is a specific set of digital requirements if the operating model is to achieve its ambitions. A number of these are already in place and need to be maintained or are in development. There is currently work to pull together emerging requirements and detailed work with the business and digital team on this additional capability and digital infrastructure will be required in support of the model – plans for this are underway and the appropriate governance structures will be applied.

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?

Enabling staff to work locally has a positive impact on the environment and an individual's carbon footprint around commuting, as well as potential positive health impacts by enabling greater choice and flexibility to how people work. The shift side to that is the utility use/office energy consumption through a work local approach (although within the wider context of shared assets, asset rationalisation and investment in more energy efficient buildings and hubs positive benefits should be realised over time)

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?

There is significant impact around communication and engagement with communities and with staff – the programme continually has a requirement to align with the emerging direction of our approaches and the 'Working with Communities framework'. Communication and engagement plans are developed throughout each stage of the POW and colleagues from Strategy and Engagement and the Community partnership team continue to be involved throughout phases of delivery.

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?

The project risks are captured in the project risk register and managed through the programme and projects. The main risks and mitigating actions are described in section 2.57 with a broad summary for the longer-term programme below:

- Finance – delivery of strategic capital investment programme and ongoing review of priorities, risk to savings not being realised through service redesign to transition towards a new operating model. Further opportunity in this phase for financial modelling as hubs work to realise the investment of £66.9m and forward investment.
- Digital – ability to meet the infrastructure and technical support needs either through lack of resources, lack of funds, or alignment of pace
- Political unknowns – implications of savings decisions and public sector reform
- People – challenge of culture change relative to co-location and integrated working to underpin the success of the model
- Communities – ensuring full participation from communities, sharing of insights and intelligence in support of the model and realising the ambition of the Community Boards and working with communities framework.

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 residents in the provision of public services.

- Our approach to participation planning to ensure that all residents with lived experience are included in co-design/co-creation of services, and we engage with relevant organisations
- Completion of the EQIA

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).

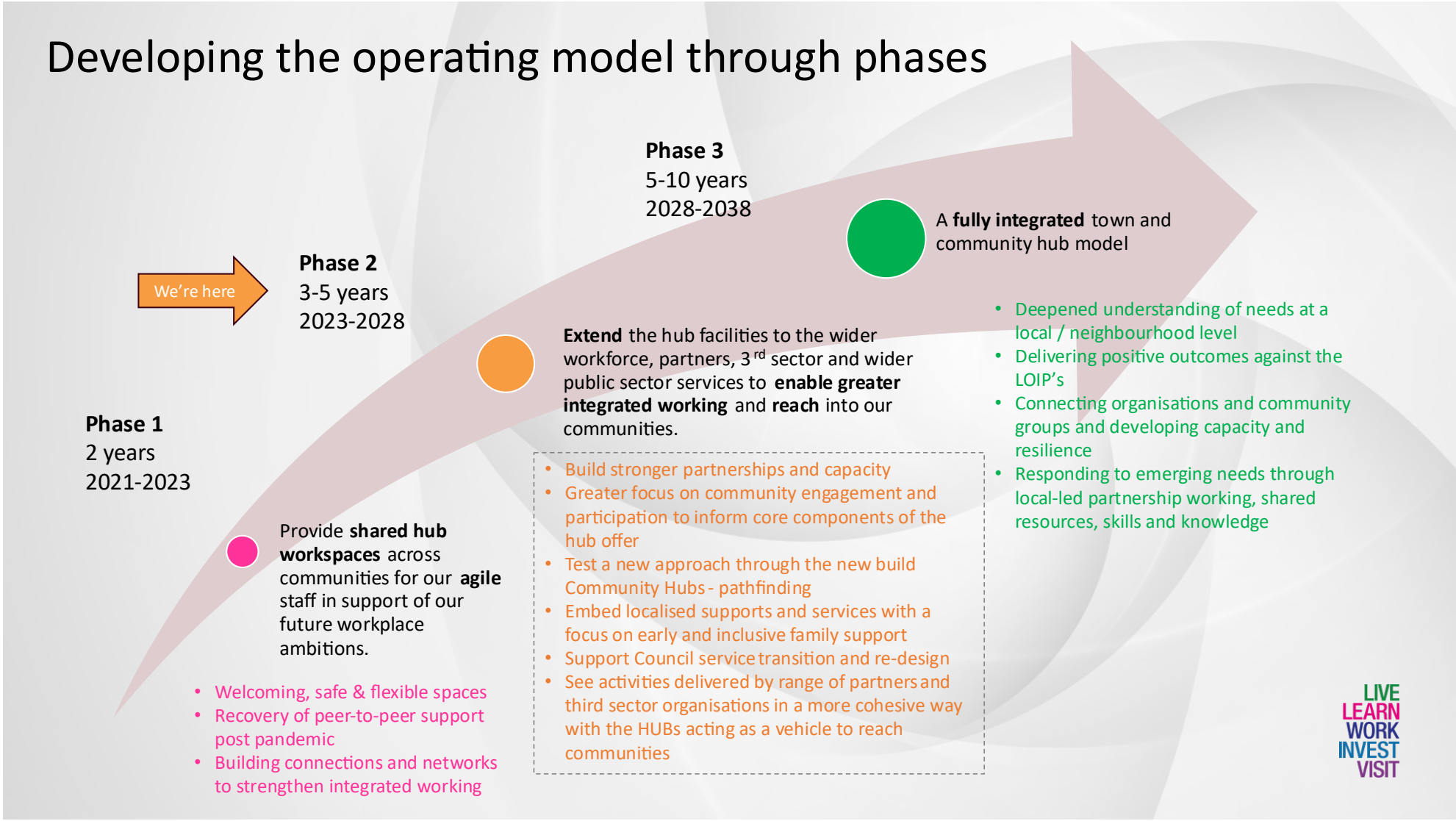
Approach to whole family support outlined in the report.

An overarching CRWIA has been completed as part of the preparation for the new Children's Services Plan 23-26. The Children's Services Plan 23-26 includes priorities and actions on how the Children's Services Partnership will further children's rights and UNCRC in NL.

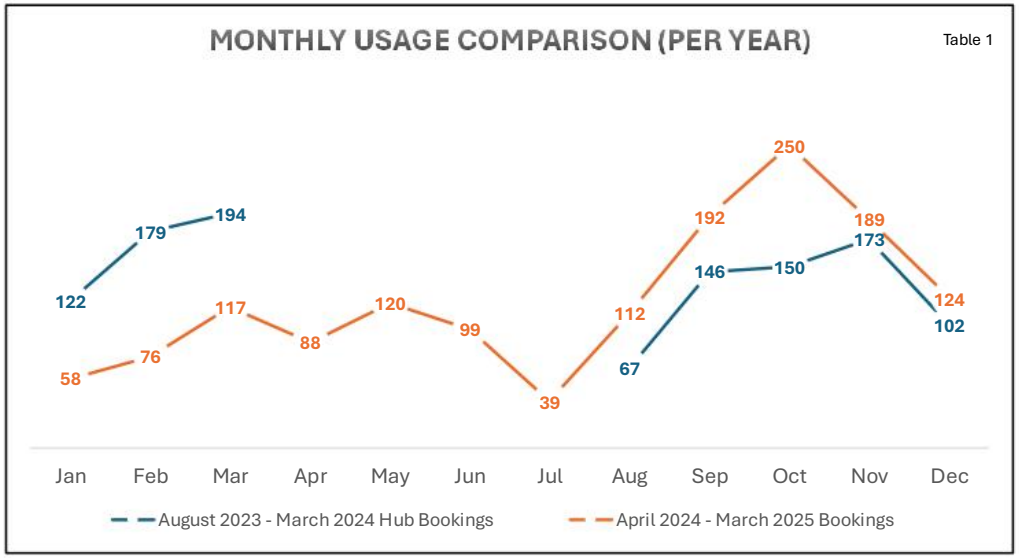
If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

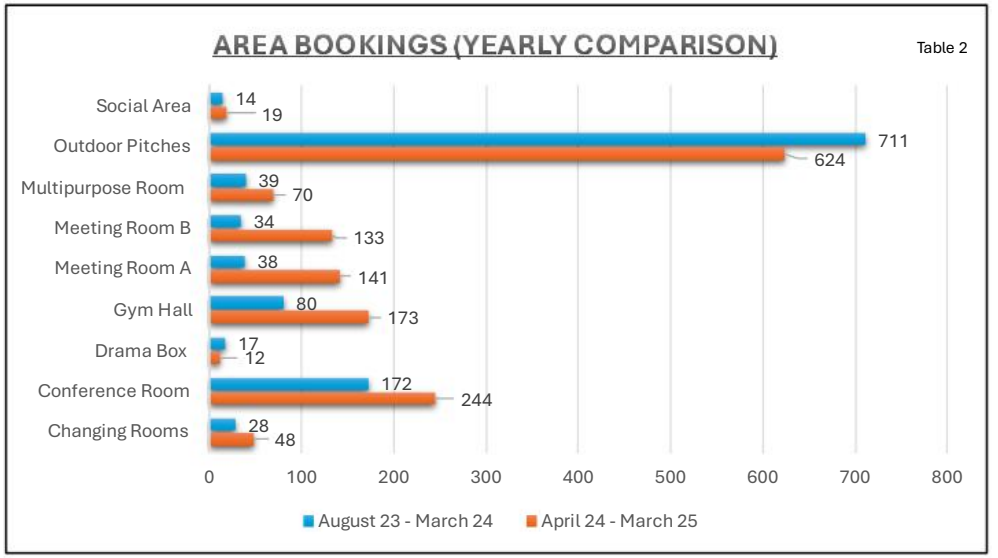
Yes ☒ No ☐

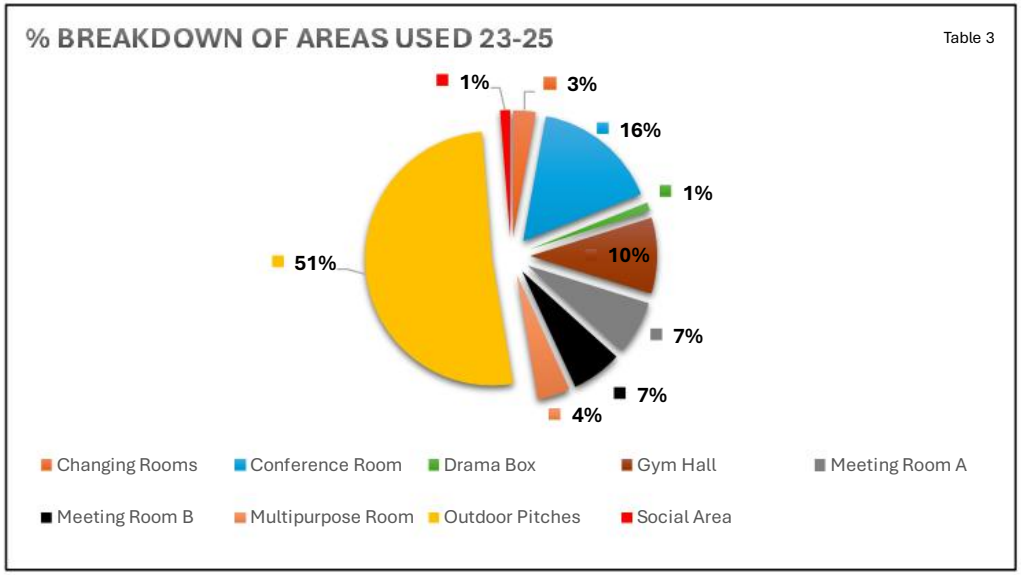
Appendix 1 – Three approved phases of the operating model delivery plan

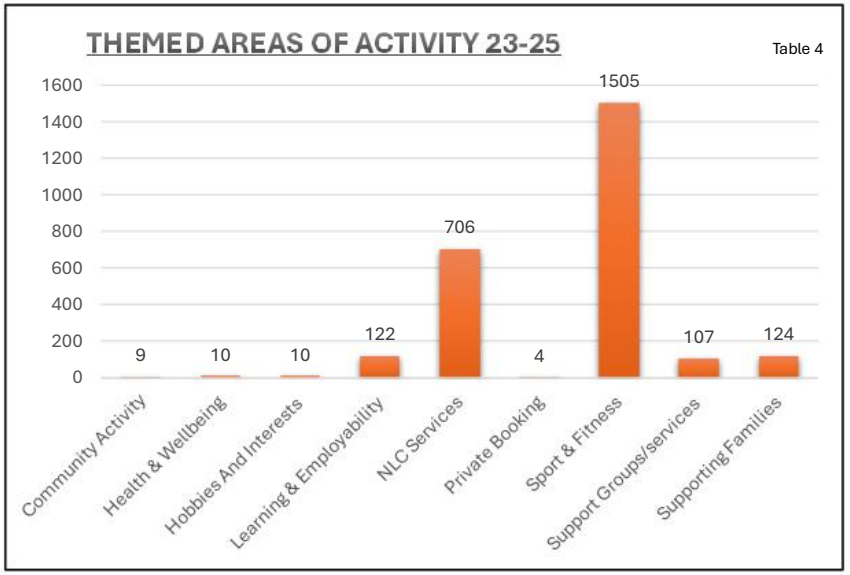


Appendix 2 – HUB activity analysis (1) - Newmains & St Brigid's: August 2023-March 2024 and April 2024-March 2025









Appendix 2 – HUB activity analysis (2) continued - Newmains & St Brigid's: August 2023-March 2024 and April 2024-March 2025

Usage data has been provided by community facilities and starts from August 2023 as it was when the hubs were set-up on the facilities booking system. Periods of use are split in line with the financial year.

- Year one runs August 2023 – March 2024.
- Year two runs from April 2024 – March 2025.

This data does not capture overall footfall and occupancy of spaces, but Hub coordinators have implemented visitor management processes to track this information more effectively beginning April 2025.

- A total of 2,597 bookings have been made in the Newmains & St Brigid's hub through community facilities.
- 1,133 between August 24 – March 24
- 1,464 between April 24 – March 25

Table 1 on the previous page. shows a comparison of monthly bookings year on year.

Data demonstrates a 26% average increase in bookings in year 2, from previous period August – December 2023. However, bookings between January 2025 – March 2025 of year 2, decreased an average of 50% compared with the previous period in year 1.

No comparative monthly data is available yet for April 2025 – July 2025. However, in April 2024 – July 2024 the trend highlights a decrease in bookings over the holiday periods of Easter and summer holidays.

Table 2. provides a year-on-year comparison of areas booked. Interestingly the only spaces with more bookings in year 1 was the outdoor pitches and drama box. In all other hub spaces, there was an average increase in year 2 of 129% across all the bookable spaces.

Breakdown:

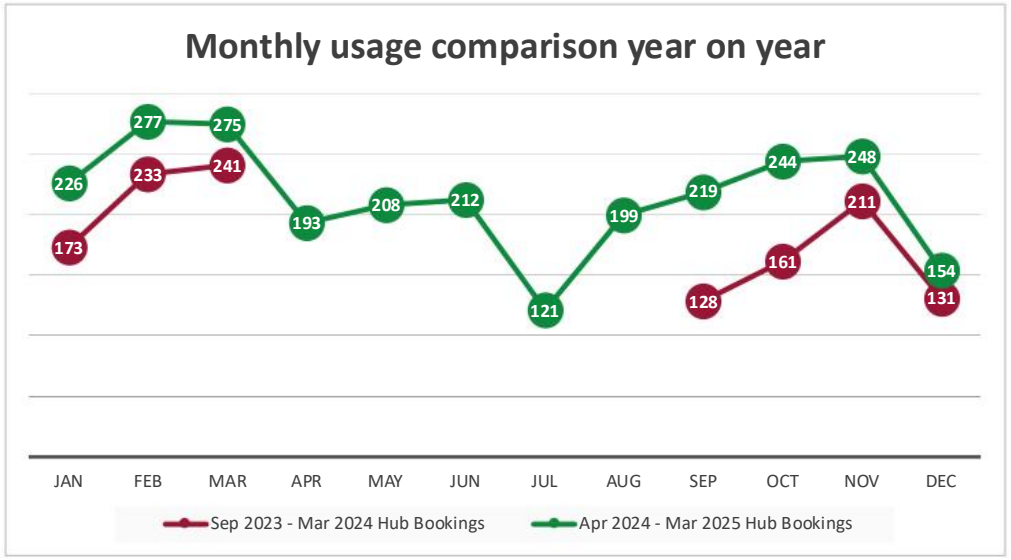
- Social area > 35%
- Multi-purpose room > 80%
- Meeting Room A >270%
- Meeting Room B > 290%
- Gym Hall > 116%
- Conference Room > 42%
- Changing Rooms > 71%

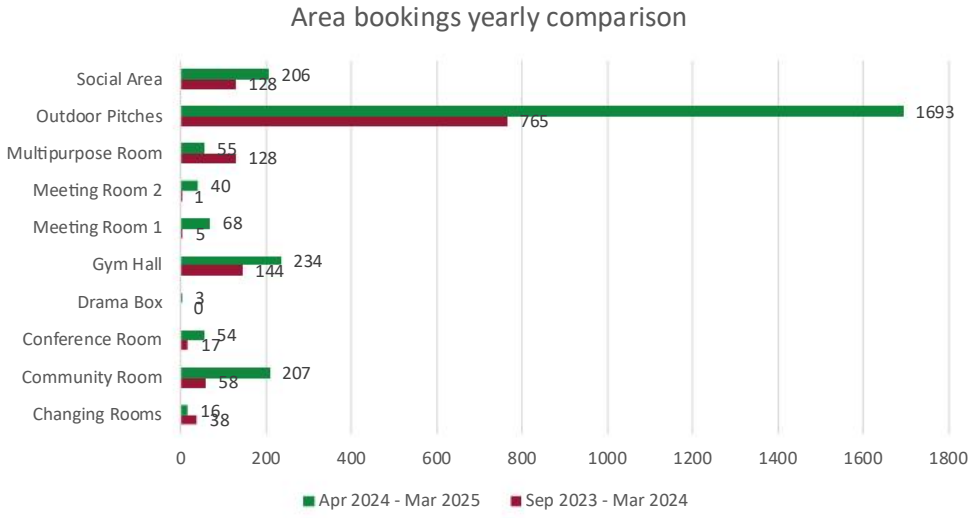
This trend shows a positive increased use of community hub bookable spaces beyond the outdoor pitches.

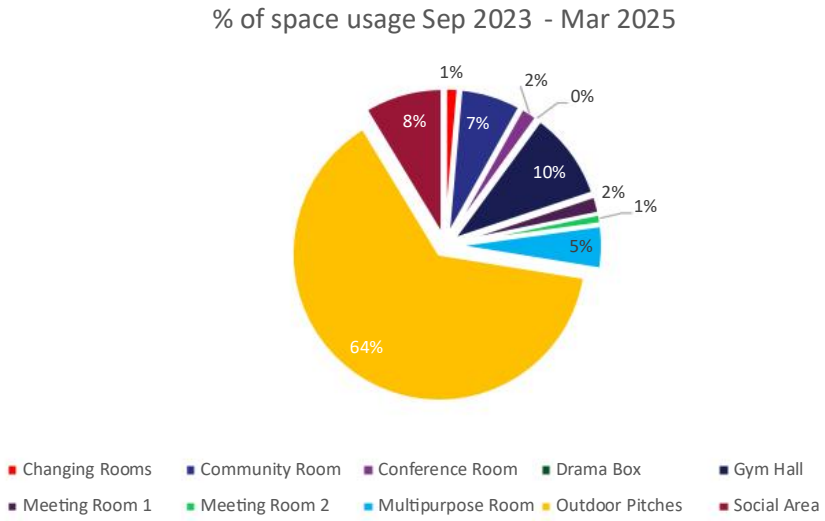
Table 3. provides a % breakdown of all hub areas used to date. (August 2023 – March 2025) It makes clear that the outdoors pitches are the most used spaces with over half of all historical bookings in this area.

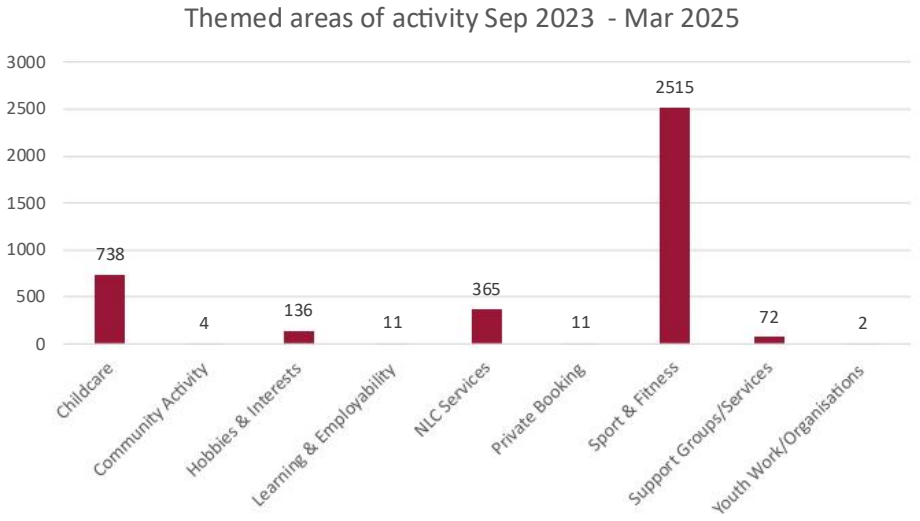
Table 4. Supports table 3 data. By providing a breakdown of themed activities within the hub we can see that Sports & Fitness activity is the most recurring use of hub activity. NLC services are primarily made up of education bookings from staff within the schools in the hub.

Appendix 2 – Hub Activity Analysis (2) Riverbank: September 2023-March 2024 and April 2024-March 2025









Appendix 2 – Hub Activity analysis (2) continued – Riverbank: September 2023-March 2024 and April 2024-March 2025

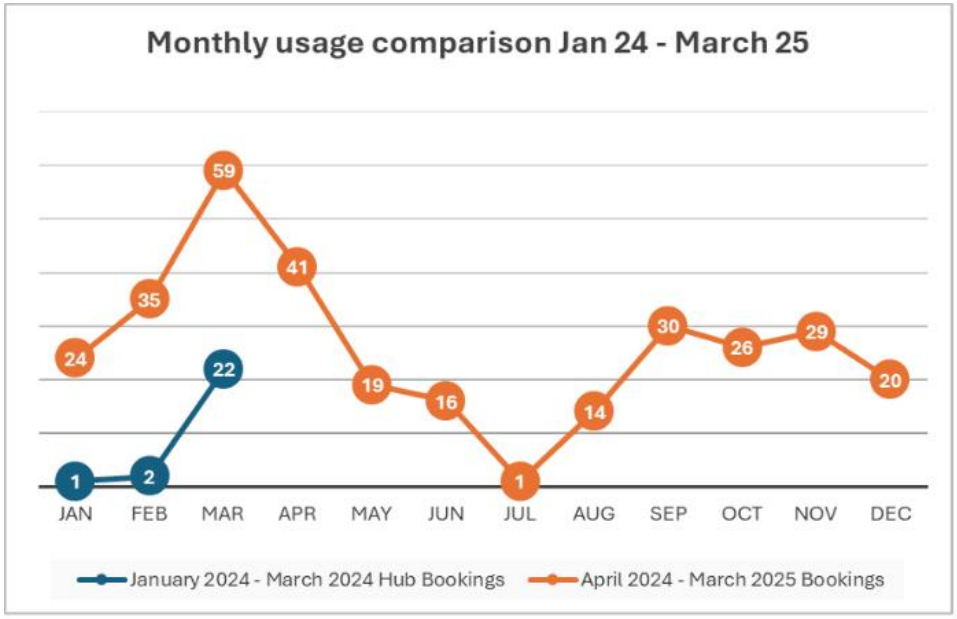
The data in the graphs above reflect the comparison in hub usage at **Riverbank Community Hub** between the periods of when the hub opened in August 2023 up until March 2025 (NOTE: hub bookings commenced in September 2023).

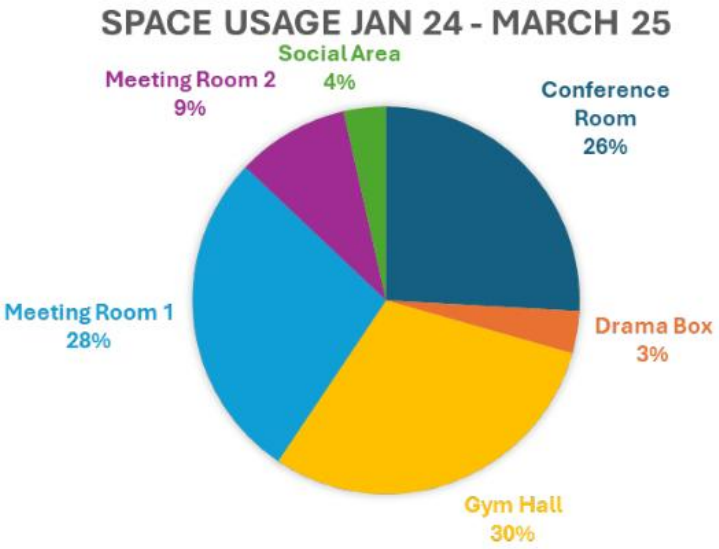
- The most used space within Riverbank Community Hub is the 4G Football pitch which has been booked out 1693 times in 2024/25 in comparison to 765 times in 2023/24 **an increase of 121%**.
- The biggest increase of indoor usage can be seen in the Community Room. This has risen from 58 bookings in 2023/24 to 207 bookings in 2024/25 **an increase of 257%.**
- The highest percentage of usage across both periods is the Gym Hall within the hub. This has 10% of the hub bookings across all the areas on offer.
- For 7 year on year comparable months of facility usage at Riverbank Community Hub between the periods 2023/24 and 2024/25 (Jan, Feb, Mar, Sep, Oct, Nov, Dec), monthly bookings have increased at the hub for those months.
- Since the opening of the hub; the hub has mostly been used for Sport & Fitness bookings, predominately from the football pitch. Childcare and NLC services are also very prominent within Riverbank Community Hub with the deliberate focus on operationalising whole family support.

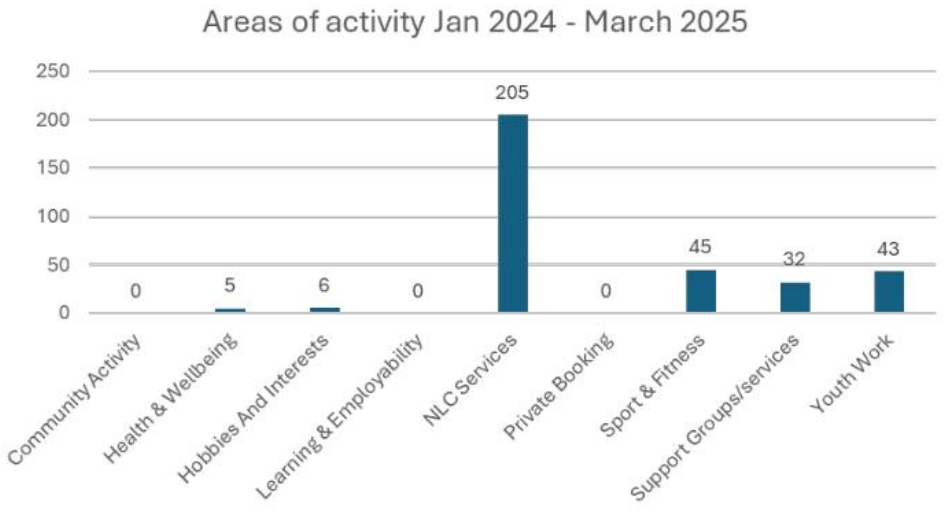
Areas identified from the analysis for growth and opportunity

- In both the months of July and December there is a drop in hub bookings, this is due to school holiday periods when there is less footfall in and around the hub and local community. This is an opportunity to work with local services and groups to encourage them that the hub is still available for use at these times.
- While there is an increase in Meeting Room (MR) bookings (MR 1 - 5 bookings 2023/24, compared to 68 bookings 2024/25 and in MR 2 – 1 booking 2023/24 compared to 40 in 2024/25) we expect to see growth of usage following reconfiguration of the rooms that have incorporated a workstation based on user feedback.
- Ongoing work with various partners and services and developments in the pipeline should see a positive effect on bookings through community activity, learning & employability and youth work and organisations.

Appendix 2 – HUB activity analysis (3) - Chryston Community HUB January 2024-March 2024 and April 2024-March 2025







Appendix 2 – HUB activity analysis (3) continued - Chryston Community HUB January 2024-March 2024 and April 2024-March 2025

The data in the graphs attached reflect the comparison in Hub usage at Chryston Community Hub between the periods January 2024 (when Hub usage began to be recorded), until March 2025.

- Since Hub usage was first recorded in January 2024 at Chryston Community Hub, Hub usage figures have been inconsistent e.g. Jan, Feb and July 2024 combined (July being a school holiday period) saw <5 bookings across the whole Hub. Whereas March/April saw 60+ bookings and Sep/Oct 50+ bookings.
- March 2025 has seen the highest booking usage since the Hub opened, with 59 bookings confirmed over the month. This shows an increase compared to March 2024 of 168%.
- The most used 3 spaces within Chryston Community Hub are the Gym Hall, Meeting room 1 and the Conference room (with the meeting rooms and conference rooms shared with NHS colleagues).
- Overall, Hub usage during Jan/Feb/March 2024 consisted of 25 bookings. Over the same 3 months in 2025 this has increase to 118 bookings; an increase over the 2 periods of 372%.
- Since the opening of the Hub, bookings have predominately been made for NLC service delivery purposes, with sport and fitness, support groups and youth work also significant.

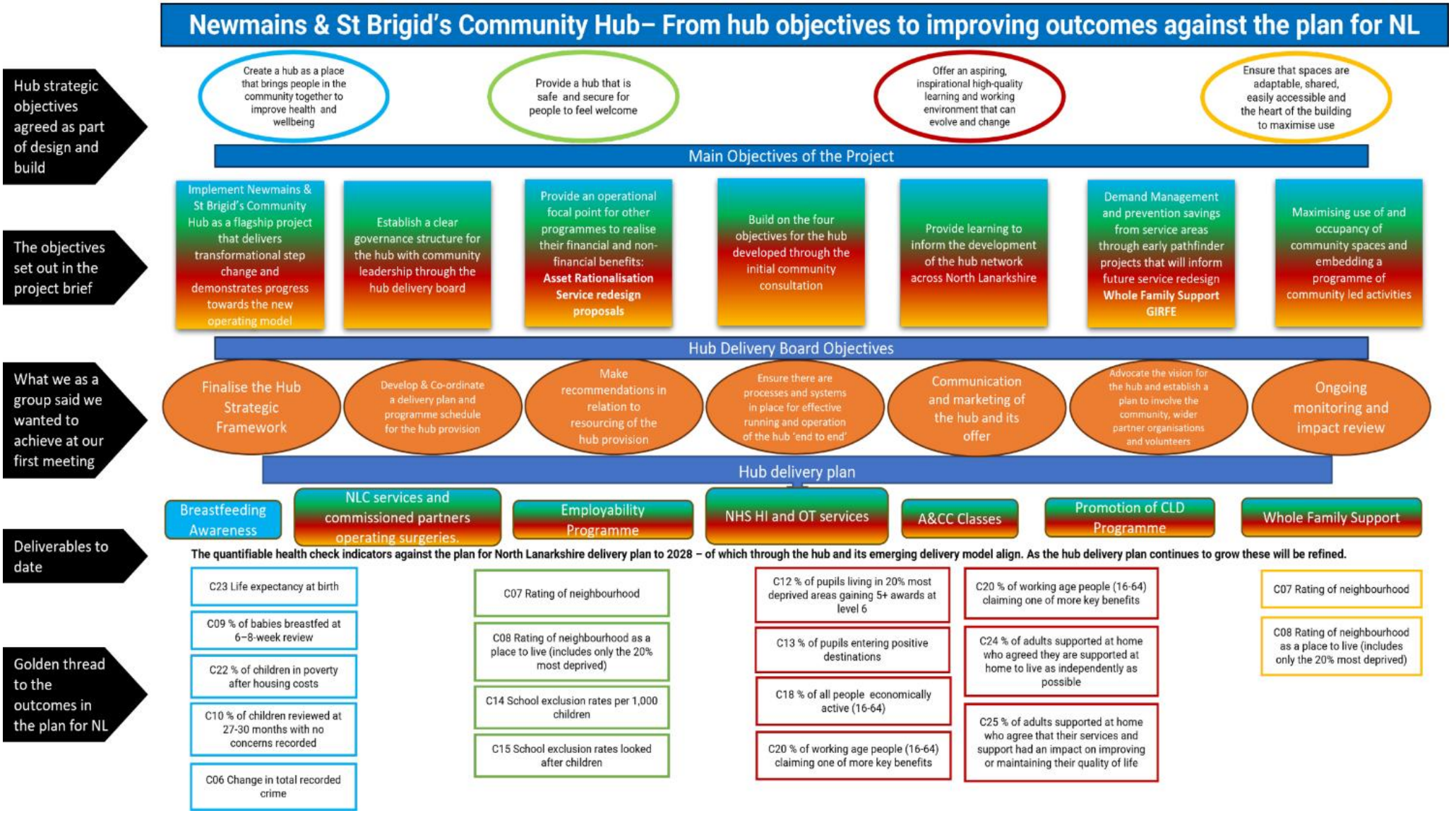
Areas from the analysis identified for growth and opportunity

During the months of July and December 2024, there is a significant drop in Hub bookings. This is due to school holiday periods when there is less footfall in and around the Hub. There have been indications from the Hub Facilities Management (FM) team that this may be due to a variety of factors e.g. FM have until now recruited staff for ‘term time’ only. School holidays are also when facilities teams try and take much of their annual leave. Now that the Hub Coordinator is in place this can be addressed and a new focus on maximising occupancy of the the spaces when the school population is not using the hub can take place.

- There is potential growth of usage opportunities through improvement of facilities on offer e.g. improved wifi connection, printing availability. There is also work ongoing by the CHC to improve booking processes and in some cases the reconfiguration of rooms to incorporate an improved workstation for users.
- Work is ongoing with various partners and services which will see a positive impact on bookings, through the development of statutory and non-statutory partnerships and activity, Learning & Employability, Youth Work, supporting various aspects of health and wellbeing and addressing health inequalities.

Appendix 3 – Hub delivery plan for Newmains & St Brigid's from objectives to plan for NL outcomes

NOTE: The rainbow effect illustrates where objectives or plans cut across plan for NL health check indicators, each delivery board is developing its own performance outcomes in line with the benefits realisation guidance.



Appendix 4 – HUB timetable showing current usage and planned events/activity @ May 2025

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Newmains & St Brigid's	St Aidan's Cluster Meetings 9am - 10.30am (Meeting Room B) Tackling Poverty Team weekly clinic to support booked appointments 9am - 5pm (Meeting Room A) and 1pm - 5pm (Meeting Room B) NL Carers Together Neurodevelopmental Family Support 11am - 12.30pm (Meeting Room B) School Headteachers 3pm-4pm (Meeting Room B) Phoenix Futures family support weekly clinic pre-booked appointments 12pm - 2pm (Conference Room) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 9am - 10am (Meeting Room A) NHS OT 'Mental Health Team' 9am-4pm (Meeting Room A +B) NHS Psychological Service for Old People 2pm - 4.30pm (Meeting Room B) Teen Talk counselling services 9am -12pm (Meeting Room A) Families here and now service 11am - 2pm (Meeting Room B) NHS Psychological Services (Veterans support service team weekly team meeting) 2.30pm - 4.30pm (Conference Room) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 9am - 10am (Meeting Room A) Routes to Work 11am - 4pm (Meeting Room B) NHS Physio Research Project 11am - 2pm (Meeting Room A) CLD Children & Families 12pm - 3.30pm (Conference Room) NHS Integrated Day Service Team Meetings 2pm - 4pm (Conference Room) *School holidays ActiveNL Zumba 7-8pm (Gym Hall) AA Support Group 7pm -10pm (Multi-purpose Room) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 9am - 10am (Meeting Room A) St Aidan's Cluster Meetings 1:1 meetings 1pm - 3pm (Meeting Room A) Wishaw Housing weekly team meeting 10am - 12pm (Conference Room) Families Here and Now Service 12pm - 2pm (Conference Room) Education & Families Kinship Team 10am - 12.15pm (Meeting Room A) Brannock High Language Therapy 1.20pm - 3.30pm (Meeting Room B) NHS OT Rhuematology Team - Fatigue Management Group 12.30pm - 4pm (Conference Room) NL Disability Forum 9am - 12pm (Meeting Room B) School HT's 3pm-4pm (Meeting Room B) ActviveNL Body Attack 6.15-7.15pm (Gym Hall) ActiveNL Yoga 7.15-8.15pm (Gym Hall) CLD Girls Group 6pm-8pm (Social Area) Football Groups 6pm - 9pm (3G Pitches - Full)	School Headteachers 9am - 10am (Meeting Room A) Phoenix Futures family support weekly clinic 10am - 2pm (Meeting Room A) NL Carers Together weekly clinic 10am - 4pm (Meeting Room B) Families here and now service 2pm - 4pm (Conference Room) Kinship Carers weekly peer-support group 9.30am - 12.30pm (Conference Room) Football Groups 6pm - 9pm (3G Pitches - Full)	Football Pitches 12pm - 3pm (3G Pitches Full) Families here and now service community room (10am to 3pm)	Football Pitches 12pm - 4pm
Riverbank	NL Carers Together 8.30am-5pm (Meeting Room 1) School Headteacher 9am-10am (Meeting Room 2) CLD 12pm-1pm (Conference Room) Solihull Parenting Group 1pm-4pm (Term time - Community Room) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) School HT 2.30pm-3.30pm (Meeting Room 2) School HT 4pm-5pm (Community Room) CLD 9am to 12noon (Staff/partnership zone) Bushido Karate 6pm-7pm (Gym Hall) Football Groups 6pm - 9pm (Football Pitches in use except pitch 2 between 8pm-9pm)	School Headteacher 9am-10am (Meeting Room 2) Carers Together ASN parent peer support group 9.30am-11.30am (Community Room) NL Disability Forum 9am-12pm tbc (Meeting Room 1) School HT 2.30pm-3.30pm (Meeting Room 2) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) NLC Active Schools 9am to 12noon (Staff/partnership zone) Football Groups 6pm - 9pm (Football Pitches - full usage)	School Headteacher 9am-10am (Meeting Room 2) Tackling Poverty drop ins 9am-5pm (Meeting Room 1) School HT 2.30pm-3.30pm (Meeting Room 2) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) Sense of Wonder 6pm-7pm (Community Room) VANL 2pm-5pm (Staff/partnership zone) Football Groups 6pm - 9pm (Football Pitches - full usage) NHS Perinatal Mental Health 'FInding me' Group for new parents with babies up to 1-year old 10am-12noon (Community room from Wed 20th August) NHS psychological services stress management workshops - during Summer Holidays (Community room)	School Headteacher 9am-10am (Meeting Room 2) Tackling Poverty Team 3 in 4 base and booked appts with Routes to Work (Meeting room 2 - 10am to 2pm) Housing tenant participation 10am-2pm (Staff/Partnership zone) School HT 2.30pm-3.30pm (Meeting Room 2) C&S Out of Shool Care 3pm-6pm (Social area/multipurpose room) Football Groups 6pm - 9pm (Football Pitches in use except pitch 2 between 8pm-9pm)	School Headteacher 9am-10am (Meeting Room 2) NLC Cluster work 10am to 2pm (Meeting room 2 & staff/paternship zone) Families here and now service drop in 2pm-4pm (Meeting Room 1) (Staff/partnership zone) School HT 2.30pm-3.30pm (Meeting Room 2) C&S Out of Shool Care 3pm-6pm (Social Area/Multipurpose Room) Football Groups 6pm - 9pm (Football Pitches - full usage) NHS Perinatal Mental Health 'Circle of Security' peer support new parent group 10am-12noon (Community room from 3rd October 2025)	Football Pitches 9am - 3pm (Football Pitches - full usage) Families here and now service community room (10am to 3pm) ASN Stars Football NL (930-230pm Gym Hall)	Football Pitches 9am - 3pm (Football Pitches - full usage) ASN Stars Football NL (930-230pm Gym Hall)
Chryston	School Headteacher (meeting room 1, 3pm - 4pm) Teen Talk counselling services (Meeting Room 2, 3-4pm) Chryston Community Council, Conference Room, last monday of every month 6-9pm Sparkles Dance Academy, Gym, 5pm - 7.30pm	Routes to work supported by Tackling Poverty Team (meeting room 2 - 9am-4pm) SAMH well informed mental health drop in from 17th June (meeting room 1 10am-2pm) Advance dance Academy, Gym, 5pm - 9pm	Carers together 930am - 430pm (Meeting Room 1) School Headteacher meeting room 2, 1pm-330pm Facilities management team meeting, Conference room 1pm - 3pm ActiveNL Slim Start weight management class from 11th June 530pm-630pm Community Policy Drop in on 28th May (530-7pm Conference Room)	Barnardo's nurture support (meeting room 1 all day) School Headteacher (meeting room 2 12 noon - 2pm) Cluster work Donna McCann meeting Conference Room, 1pm - 4pm Teen Talk counselling services (Meeting room 2, 330-4.30pm) 2nd Clyde Scout Group, gym hall, 5pm - 7pm	Tackling poverty (meeting room 1, 9am-4pm) Cluster work Donna McCann meeting Conference Room, 9am - 12 noon Community Health Walk and social 930-1230 Families Here and Now Service (meeting room 2 11am-2pm) NL Disability Forum providing an Improving the Cancer Journey service - meeting room 2 (2pm-4pm) Families Here and Now service (Conference Room 230pm-430pm)	Families here and now service community room (11am to 3pm) monthly	
	Appointments based on a scheduled programme/self referrals for addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	Appointments based on a scheduled programme/self referrals for addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	Appointments based on a scheduled programme/self referrals for addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	Appointments based on a scheduled programme/self referrals for addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy	Appointments based on a scheduled programme/self referrals for addiction and rehab services, anticoagulant, CAMHS Neuro, child immunisation, midwifery, phlebotomy, physio, podiatry, psychological therapy, speech and language therapy		
	C Card 830am to 445pm	C Card 830am to 445pm Sexual Health Clinic 1pm-4pm appt only Young people clinic drop in or walk in 4pm-6pm registration 4-5pm	C Card 830am to 445pm	C Card 830am to 445pm	C Card 830am to 415pm		
Colour legend=	*Community Organisations*	*Council / Partner*	*NHS services*				

Appendix 4 continued - HUB timetable showing current usage and planned events/activity

Newmains & St Brigid's	Riverbank	Chryston
Barnardos Saturday 24th May 11am -3pm (Multipurpose Room)	Summer **HUB showcase** event - August 2025 Organised with **Hub Delivery Board**	**UH&SCP NL** Senior Management Team Meeting 6th Aug 2025 1pm - 3pm - Conference Room
Carers Together : Tuesday 8th July Training Day 9am - 5pm (Community Room) Tuesday 2nd September Meeting 9am - 5pm (Community Room) Tuesday 2nd December Dev Day 9am-5pm (Conference Room)	**Carers Together**: Tuesday 7th October Staff Training 9am - 1pm (Community Room)	**Community Police** use of meeting rooms periodically to hold community drop-in sessions.
Wishaw & Shotts LOIP Group (Mental Health) Wednesday 23rd July 11.30-1.30pm (Multi-purpose Room)	**NHS** Smoking Cessation - in planning- DTBC	**Tackling poverty Team** financial education sessions planned for Conference Space during 2025
NHS Speech & Language Friday 13th of June 9am - 6pm (Community Room)	**Housing Locality** services - in planning	**SAMH** drop in mental health support day/booked appointments - starts from 17th June
Supported Employment Training Days (Whole day) 03/07/2025 (Meeting Room A) 10/07/2025 (Multi-purpose Room) 21/07/2025 (Multi-purpose Room)	**ACC / CLD / NHS** joint working - pre natal classes with exercise classes for families	**TARA** : Annual Tenants Conference 8am - 6pm (Whole Hub), 14/15th November.
NHS Tobacco Control Team Meetings 9.30am - 12.30pm Conference Room 2nd July 13th August 4th November 17th December	**ActiveNL** new fitness classes - in planning- DTBC Yoga or body balance HiFit/Body Attack Slimstart weight management	**ActiveNL** new fitness classes - in planning- DTBC RunClub for 20 people using hub pathways HiFit indoor high energy fitness class Yoga or body balance
Walking Football Festival - In partnership with Chest, Heart & Stroke Scotland Monday 4th of August - 6pm - 9pm (Whole Hub)		**Carers Together** Monday 17th November, Comitment to Carers Conference, gym hall, 8am - 6pm and 5th Aug and 4th Nov Conference room 8.30am - 1.30pm
NHS Psychological Services - Stress Management Workshops - 6-weeks in August (Multipurpose Room)		
Singing Kettle Halloween special Saturday 18th October 9am - 4pm (Drama box and Main Hall)		

Appendix 5 – Whole family support, early and inclusive family support – Families Here and Now service FHANS

Weekend Valentine's event at Newmains & St Brigid's HUB

Referrals to the FHANS service continue to come in steadily. As Wishaw was our pilot area connected to delivery from the Newmains & St Brigid's Community hub, referrals in Wishaw continue to be the highest. We are currently supporting a lot of families in Newmains, however now have families being supported in areas such as Allanton, Craigneuk and Cambusnethan.

Through conversations with their families, staff identified that parents are feeling isolated in the evenings, however, may be unable to attend physical groups due to their children being in bed. Staff are currently developing a virtual group which will be offered to parents in whole of North Lanarkshire. Parents can join from their devices and the first group will be a "quiz night". Parents will be asked what they would like in the groups; issue based, fun, chat only. These will be running on Thursday evenings so that if parents are looking for further support, they can be signposted to their local hub drop in the following day.

Groups are now being offered at the weekends – staff organised a valentine's group which was well attended. Work is underway with families to build out a weekend offer in line with their needs.

Appendix 5 – Whole family support, early and inclusive family support – Families Here and Now service Case Study March 2025

FAMILIES HERE AND NOW SERVICE FAMILY SUPPORT CASE STUDY (March 2025)

Family context

Self referral made by mum to FHANS.
Mum reported child has genetic conditions, autism, learning difficulties and health problems.
Child was extremely isolated, didn't attend school for 3 months, reporting being bullied and poor mental health. Rarely leaving the bedroom, poor hygiene and lack of socialisation.

Benefits of integrated support and responsive delivery in the local community.

Presenting issues	Support provided	Outcome
Child's mental health/ wellbeing. School attendance. Parental support. Additional needs of child. Mum made application for an ASN placement but had incorrectly filled form.	Emotional & practical family support. Communicated with school Planning for child's wellbeing meeting. Community FHANS group at Christmas Community Hub Art group by FHANS Plan for support at school 2 days weekly	Child's wellbeing improved Child is engaging with family life. Following a plan for increased school attendance Positive engagement with peers & active part of community groups.

SYSTEM BENEFITS
Earlier help saved the cost of intensive supports.
Sustainability/ future long-term • Family resilience building. • Reduced demand on intensive resources. • Social integration.

Appendix 6 – Newmains & St Brigid's HUB - Remote Health Monitoring Project (Phase 1) led by UH&SCP

UH&SCP in partnership with Strathclyde University, and digital health solutions company Mari One, have been running a remote health monitoring project from the Hub. The project seeks to inform the provision of pre-frailty interventions. Participants actively involved in the getting it right for everyone (GIRFE) co-design work volunteered to trial wearable devices and take part in weekly drop ins at Newmains & St Brigid's Community Hub.

Mari One provide the bio metric sensing techniques and intelligent software to assist healthcare providers to monitor the health and wellbeing of residents at home and outside in the community as well as patients in hospital have been using the meeting rooms, conference room and the staff zone during this programme. The Hub provided suitable technical support for presenting to and working with participants including Wi-Fi access, smart boards and screens.

"We have really enjoyed working out of the Hub once a week to meet for a Mari-One Health & Well Being clinic. The service and support we have received has been flawless. The residents of North Lanarkshire who are using our technology agree the venue is a great location. Also, the level of cleanliness of facilities, local access within the area including parking and ease of use has provided a private and cohesive environment to participate in the health and well-being programme" Annette MacDougall, CEO, Mari-One

Appendix 7 – Newmains & St Brigid's HUB - Yoga & Zumba classes

Community based Yoga and Zumba classes have been running since 2024. Provided to bring a local community offering following hub survey feedback by Active and Creative communities. These are well attended and contribute towards improved impacts on community well-being.

To date there has been **764 participants** taking part of Yoga & Zumba with positive participant feedback.

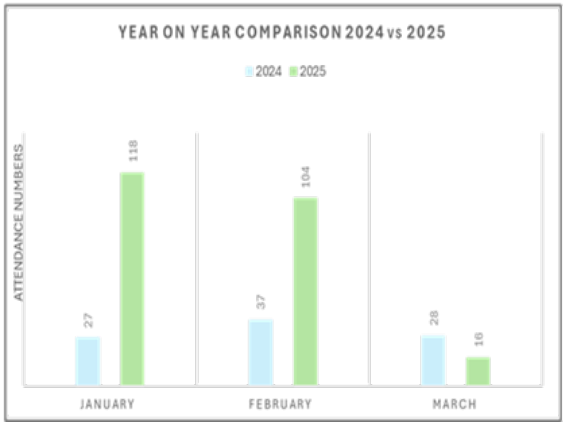
Yoga Class

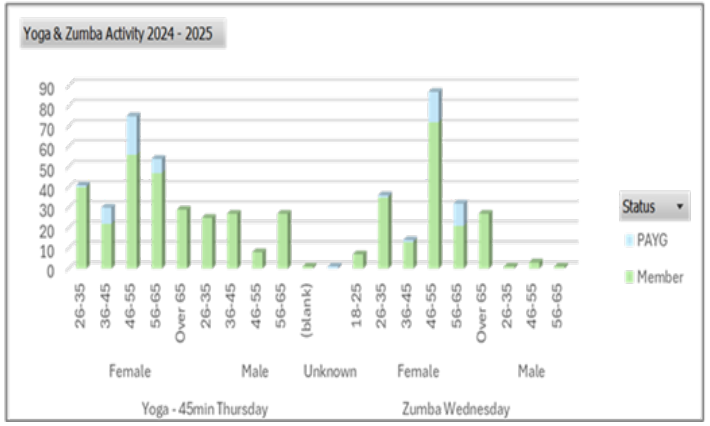
"My partner and I started attending Kirsty's yoga classes over a year ago and it is the highlight of our week. Kirsty always makes us feel welcome and her guidance gives us the perfect balance of relaxation and strength-building. Her classes allow us to unwind while also helping us feel stronger both physically and mentally. We highly recommend Kirsty's class to anyone. She is an exceptional yoga teacher."

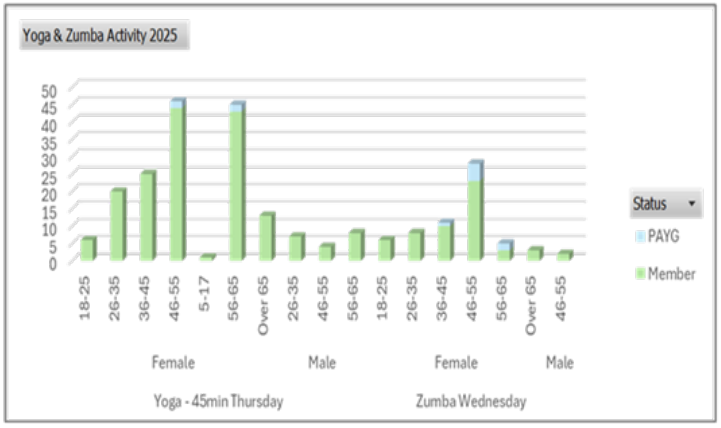
"I'm a big fan of Kirsty's Thursday night yoga classes in Newmains. When I first joined, the class was small and intimate, which made it feel like a close-knit community. It's been amazing to see the class grow and become more popular, but the welcoming and personal vibe has stayed the same. Kirsty's energy and enthusiasm for yoga shine through in every session, making it a highlight of my week. What sets this class apart is its adventurous spirit, there's always some variety - going beyond the routine of sticking only to traditional poses. The atmosphere is easygoing, fun, and always enjoyable. Whether you're a beginner or more experienced, you'll feel encouraged to try new things without any pressure. If you're looking for a yoga class that's both adventurous and relaxing, with a great sense of community, this is the one for you. I'm very grateful to be part of this class!"

Zumba Class

"Zumba is an amazing class, I have met amazing people within this class, the instructor is so motivating ,and the music is awesome. "







Appendix 8 – Newmains & St Brigid's and Chryston HUB's - Active Travel projects March 2025

Community organisations have been delivering impactful cycling projects for young people in local hubs, leveraging active travel infrastructure to promote safe cycling.

1) **Cairney Cycles** is based in Newmains and has run an afterschool cycle program, benefiting **60** young people, providing **400 hours** of cycling education, repairing **40** bikes, and offering **20** bike loans. This vital service is empowering young people with valuable skills and creating meaningful learning opportunities. More information in impact report: 2024 pilot year in review

Cairney Cycles

2) **Getting Better Together Ltd** from Shotts partnered with the Newmains & St Brigid's and Chryston hubs during to deliver exciting cycle days at local schools. Over three days, they engaged with a total of **833** young people across all classes and serviced **208** young people's bikes. The sessions offered a mix of basic bike repairs, fun cycling activities, and even a smoothie bike, creating an enjoyable and educational experience for the young people.

GBT Getting Better Together Ltd

Jilly Moffat HT Chryston said: 'We had a truly fantastic response to our Dr Bike event at the Chryston Community Hub on 12th March, with 108 pupils cycling their bikes in on the day, for small repairs.

William Elder, GBT Strategic Lead and Physical Activity Specialist said 'Over 100 bike brought in by the children, which is a fantastic response, and shows their interest in cycling. The desire for the kids and their parents to have them on their bikes, and the awareness and importance to have them properly maintained. Sometimes all it takes is a puncture or a seat which is too low, for a child to lose interest in cycling. We have supported 100+ children today to keep cycling'.

Appendix 9 – Newmains & St Brigid's HUB – Intergenerational digital skills project, February-March 2025

A partnership Project organised by Newmains Community Trust & Overtown 'Gamechangers' Group, delivered in the community hub. Planned & facilitated by Cara, a University West of Scotland Community Education Student. A 4-week programme of digital skills sharing between P7 pupils from both schools within the hub and older adults.

NEWMAINS COMMUNITY TRUST

"I found it very helpful, and the kids were very knowledgeable" - Jessie

"The knowledge of the kids was amazing, and they could answer everything, their patience was great" - Nancy

"It was fantastic" - Robert

Appendix 10 – Riverbank HUB – Get Walking Health Walks, Bushido Karate Club and HUB user testimonials

We have had drop-in sessions for parents twice a week (Tuesday & Thursdays) over the last 6 or so weeks. There have also been a few Saturday drop-in events for families we started in December. I have been mainly using the Hub to drop in and undertake some paperwork and generally getting my face known within the hub. It's a great space for my work as most of my families are in the area, so it's good to be close by for easy access. It has also been good to meet up with the other staff from the FHANS partnership i.e. Action for children, Home Start & Impact Arts.
Colin Brown, FHANS March 25'

BKA
BUSHIDO KAI KARATE

It's great to have a space within the local community to go along to and work from to catch up on emails etc. I work with tenants and resident's groups across the North of North Lanarkshire, my work is out in the community meeting with groups at various times across the day and evening. Often there can be a time gap between meetings so having a space locally to work from and to be able to meet people really makes a difference. Looking to the future I think Riverbank Community Hub will provide opportunities to make contact, network and interact with other council staff and colleagues. It will be a good opportunity to network with other organisations, as well as offering a space to meet community reps. ***Nancy Robertson, Tenant Participation Officer***

TENANT PARTICIPATION
FOR TENANTS • BY TENANTS

Appendix 15 – Examples of the digital information screens, Active travel infrastructure and outdoor gym equipment installed at HUB's

Digital monolith

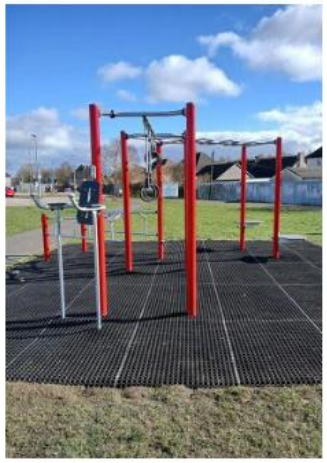
Scooter parking

Tool station

Cycle parking and bike shelter

Active travel board install

Outdoor gym equipment



Digital information display screen