

North Lanarkshire Council Report

Policy and Strategy Committee

Does this report require to be approved? Yes No

Ref DM/SL Date 13/03/25

Delivering the Programme of Work to 2028 - key achievements

From Des Murray, Chief Executive

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Executive Summary

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

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

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

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

- Good progress being made in terms of five new community hubs - where construction has started on site at St Kevin's Community Hub in Coatbridge and at Gartcosh Community Hub in the Northern Corridor, with Chryston High extension and 3rd sector early years in the Northern Corridor scheduled to commence in the spring of 2025. Works at Orbiston Community Hub in Bellshill are progressing on schedule with St Stephens Community Hub in Coatbridge expected to come on board soon.
- The 65th new supply programme development starting on site to deliver another 26 new homes for social rent. This brings the total delivered to date through the new supply programme to 2,393 to further support the regeneration of local communities and town centres, create jobs, and boost the local economy.
- The 800th property purchased under the open market purchase scheme to increase the supply of affordable homes for rent and address housing needs and support the regeneration of local communities.
- 90% completion of phase 1 of the tower reprovisioning programme (comprising 1,750

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

- Marking the 10 year anniversary of City Deal from which North Lanarkshire has benefitted significantly from investment that has contributed to the creation of MediCity beside the M8, the Glenboig Link Road, and the new transport hub at Motherwell Station - with the remaining developments well underway in respect of construction of the East Airdrie Link Road, access work to regenerate the Ravenscraig site, sustainable transport improvements as part of the A8/M8 corridor access improvements project, and the Orchard Farm roundabout project to support the development of key business and industrial sites on the A8/M8 corridor.
- Creating 17.2 kms of active travel routes over the period of The Plan for North Lanarkshire to date to help establish a network of safe, accessible walking / wheeling / cycling routes to help people access employment, education, and leisure opportunities, improve health and well-being, and reduce carbon emissions.
- Developing a new heritage and countryside trail, designed to showcase North Lanarkshire's rich history through engaging stories and interactive experiences. Set across 10 locations, this has been developed to attract tourists and locals to explore the area as well as promote active lifestyles and health and wellbeing.
- Entering into a new major partnership with global infrastructure company HOCHTIEF to deliver improvements, maintenance work and investment across local roads, footpaths, car parks, bridges and underpasses, street lighting, traffic management systems and winter maintenance, and related infrastructure. Securing such a maintenance and improvement service plays a vital role in enhancing and sustaining the foundations to support the place-based vision of The Plan for North Lanarkshire in terms of enabling business, industry, and public transport to develop and benefit all residents equally.
- Conducting the first trials of new materials designed to reduce carbon in the roads industry through a partnership with Transport for West Midlands, Amey, and Colas, as part of ADEPT Live Labs 2 (a three-year UK-wide programme funded by the Department for Transport aimed at decarbonising the local road network). As part of the programme, a centre of excellence for decarbonising roads has been developed to provide a platform for the identification, development, and sharing of industry best practice for low carbon materials.
- Establishing the Invest Here website (<https://www.investinnorthlanarkshire.co.uk/>) to capitalise on North Lanarkshire's position at the heart of Scotland with excellent transport links to support inward investment and show the range of opportunities available to support new businesses and key industry sectors to plant roots and grow and support the local economy. This is supported by the new Invest in North Lanarkshire advisory service to provide bespoke advice to help streamline and accelerate the statutory consent process for developers.
- Marking 25 years of supported employment in North Lanarkshire - since its inception the service has transformed lives by empowering individuals with various abilities to achieve their employment goals. Key to the success of supported employment has been fostering strong community relationships, delivering key work programmes in local communities, and working in partnership with the NHS and New College Lanarkshire on specific sites. Support for senior phase pupils in Additional Support Needs schools, as well as care experienced young people, has also helped find jobs.
- Being the first council in Scotland to achieve the Breastfeeding Friendly Scotland Local Authority Award at the gold standard. This was followed by a win at the Cosla awards for the initiative in the Tackling Inequalities and Improving Health and

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

- Updating various strategies to provide a clear direction for delivery of services and supports that have a direct impact on the people and communities of North Lanarkshire - this includes a new Corporate Parenting Strategy, North Lanarkshire Carers Strategy, Health and Social Care North Lanarkshire Engagement and Participation Strategy, Tenant Participation Strategy, and a Temporary Accommodation Strategy.
- Delivering a range of technological developments to further support connectivity and digital inclusion across North Lanarkshire, including:
 - A chat bot functionality on the council's website to enable residents to receive automated responses or chat to an advisor. From October to December 2024, 7,960 engaged sessions took place with 70% being resolved by the chat bot.
 - Extension of public wi-fi with over 80 community locations now operational and over 42,000 individual registered users. This averages 14,000 connections per day with a peak of 3,500 concurrent users. This follows previous updates reporting on wi-fi connectivity within Motherwell Library and the Time Capsule, community hubs, and all secondary schools now being fully operational.
 - Three more immersive experience facilities now in operation at Motherwell Library, Summerlee Heritage Centre, and Airdrie Library to add to the innovative experience first launched at Muirfield Community Centre. These create opportunities for communities, staff, and partners in many aspects, including digital skills development, health and wellbeing improvement, social skills development, educational attainment, and pathways to future learning and employment.
 - Expansion of the inter-generational project that encourages older residents to use technology to enrich their lives and support social inclusion through one-to-one training with young people from local schools which also helps to improve confidence and social skills.
 - Smart lighting and Internet of Things pilots deployed to Palacerigg and Strathclyde Country Parks, incorporating CCTV and public wi-fi, to support community safety, connectivity, and provide local park management data on areas of usage to help inform future service delivery.
 - An increase of processes / services available for public interaction on the council website from 50 at the last update to now include MOT / taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online.
- Concluding various public and stakeholder feedback events on many significant local developments to allow residents to provide their views and shape the next steps, including:
 - The first stage of consultation taking place with local residents to develop the Cumbernauld Town Masterplan which ran for six weeks and included an exhibition showing how the town centre could look through concept designs. Most feedback was supportive of the regeneration plans and wanted a town centre to be proud of. This was followed by the first steps to regenerate Cumbernauld town centre as contractors go on site to demolish Fleming House. This kicks off the 15-year plan to regenerate the town centre to create a new town hub with education, health, community and leisure facilities, public transport improvements, and modern bespoke retail and commercial outlets.
 - Residents being invited to share their views for a new Local Transport Strategy that

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

- Resents also being invited to share their views on places in North Lanarkshire - homes, recreation, access, transport, employment, and services - as part of the preparations for the next Local Development Plan, which will decide where things like homes, shops, businesses, and amenities are built.
 - Public consultation on the updated design for the East Airdrie Link Road (as part of the Glasgow City Region City Deal) to demonstrate the location of junctions, roundabouts, and bridges and show the reduced impact on land and properties. This is designed to improve journey times and transport reliability, air quality, and connections between residential areas, town centres, business centres, employment, and education by relieving congestion along the existing A73.
 - Residents, partners, and local organisations being asked for their input to understand digital needs and preferences for two new digital zones in local facilities (at the Buchanan Centre in Coatbridge and Chryston High School). Digital zones will be a dedicated space equipped with technology and resources to help people improve their digital skills, get involved online, and feel more confident and digitally included.
 - The conclusion of a significant programme of public engagement in respect of the first phase of Rediscovering Airdrie. This programme aims to restore and repurpose heritage assets, improve the townscape, and increase community pride and awareness of local heritage in order to further promote North Lanarkshire an attractive visitor destination. This enables next steps development of plans and a funding application to support implementation of the programme.
- Delivering many community benefits which have been derived through Programme of Work activities - such as providing jobs and training through the new supply programme, creating opportunities for local businesses and supply chains through large scale regeneration programmes, targeted training and recruitment for pupils with additional support needs, and summer placement programmes for young people about to leave school. Financial benefits have also been gained such as donations from various groups to build beds for disabled plot holders and to work with young people living in deprived areas, with non-financial support received from contractors donating training, time, and excess materials for local projects.
 - Further developing the use of the three new hubs already built and in operation over the period of The Plan for North Lanarkshire. These hubs are now seeing delivery of integrated and inclusive whole family support accessible at the heart of local communities. Activities being delivered from hubs also includes partnership working in relation to employment pathways, community learning and development, and health improvement.
 - Growing the council tax income base by adding 4,853 housing properties over the duration of The Plan for North Lanarkshire, with 346 properties to the non-domestic rates income base over the same period.
 - Achieving a successful Best Value audit for the second year in a row as part of the new national approach. The 2024 audit focussed on workforce innovation and recognised that the council's workforce planning approach is integrated with The Plan for North Lanarkshire, has a focus on developing the workforce of the wider North Lanarkshire area, and is supported by robust service workforce plans. The audit report also notes that the council is proactive in developing its workforce as well as that of the wider North Lanarkshire area and works across a range of partnerships to deliver services for communities.

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

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

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

Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Take cognisance that this report provides a further progress update on delivering the Programme of Work to 2028 in line with the strategic oversight role of the Policy and Strategy Committee and as per the commitment set out in the report in March 2024, and
- (2) Continue to endorse their key role in ensuring the continuing commitment to delivering The Plan for North Lanarkshire through the Programme of Work and ensuring strategic oversight in terms of its ongoing development, co-ordination, and monitoring.

The Plan for North Lanarkshire

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

1. Background

- 1.1 Members of the Policy and Strategy Committee are well versed in The Plan for North Lanarkshire and its vision for North Lanarkshire to be a place of *inclusive growth and prosperity for all* which brings equal benefits and a fairer distribution of wealth to all North Lanarkshire’s people and communities.
- 1.2 As the delivery vehicle for The Plan for North Lanarkshire, the Programme of Work has (since 2019) enabled a dynamic strategic planning process that has stabilised the strategic direction of the council, while allowing for appropriate flexibility in the operational delivery of many complex inter-connected programmes, projects, and plans. The consistency of the Policy and Strategy Committee’s long-term commitment to the *one plan* direction through the Programme of Work has led to significant

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

- 1.3 Following Policy and Strategy Committee approval of the new Programme of Work to 2028 in March 2023 (and the subsequent deliverables and plans in September 2023 and March 2024 respectfully) the way forward for The Plan for North Lanarkshire is very much focussed on further strengthening a single integrated *one place one plan one council* approach. This is considered critical to ensure a greater focus on scale and purpose in order to escalate significant place based transformational change across all local communities equally and deliver positive and sustainable change that improves the lives of the people and communities of North Lanarkshire.
- 1.4 As noted in the report to Policy and Strategy Committee in March 2024, delivery of the Programme of Work to 2028 would continue to be monitored throughout its lifespan through the supporting Single Integrated One Council Delivery Plan and established governance arrangements. A key part of this is the ongoing role of the Policy and Strategy Committee to maintain their strategic oversight role of the overall Programme of Work to 2028 in relation to “*development, co-ordination, and monitoring of The Plan for North Lanarkshire*” and to keep under review such “*programmes as the Committee considers necessary to achieve the council’s long-term aims and objectives*”.
- 1.5 This report, and the information set out in Appendix 1 attached, therefore provides the next in the series of progress updates on the delivery of the Programme of Work to 2028 for the strategic oversight of the Policy and Strategy Committee. Key achievements are summarised in the executive summary for ease of reference.

2. Monitoring delivery of the Programme of Work to 2028

- 2.1 Throughout 2024/25 the Single Integrated One Council Delivery Plan has been monitored by the Programme of Work Strategic Boards through a corporate monitoring process applied consistently across all seven Programme of Work priorities. This process requires the respective Project Manager / Activity Lead to provide an update quarterly to assess if delivery is within six dimensions (scope, cost / budget, quality, resources, risk, and within time / on schedule). An assessment also requires to be made in terms of the % completed status of each project / activity.
- 2.2 An overview of progress in delivering the seven Programme of Work priorities is set out in Appendix 1. This assessment summarises delivery against the high level deliverables approved by the Policy and Strategy Committee in September 2023 and the RAG status reflects the extent to which delivery is being achieved across the six dimensions noted in paragraph 2.1 above. The latest position is summarised below.
- 94% of the actions in the delivery plan supporting the high level deliverables have commenced to the initial stages (this is an increase from 90% as at the progress report in September 2024), 6% are not yet due to start.
 - Of those commenced:
 - 22% of delivery plan actions are complete or at the final closure stage (an increase from 9% as at the progress report in September 2024).
 - 78% of delivery plan actions have reached the delivery and ongoing management and monitoring stage (an increase from 68% as at the progress report in September 2024).
 - In terms of delivery within the six dimensions (i.e. scope, cost / budget, quality, resources, risk, and within time / on schedule) - of those commenced:

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

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

Next steps

- 2.4 As per the council's Corporate Risk Register for 2024/25 approved at the Audit and Scrutiny Panel in August 2024, the *managing strategic change* risk has been reframed into a new risk relating to the *delivery of the approved programme of work*. This is in the final stages of development to support implementation of the council's Risk Management Strategy by further embedding a *risk aware* rather than *risk averse* approach across the Programme of Work and ensuring that key operational decisions at Strategic Board level are taken with an understanding of risks and their effective controls.
- 2.5 Prior to the development of the new five year Programme of Work to 2028, an annual review process supported the development of the single year Programme of Work to ensure that the priorities for delivery remained framed within the most up to date demographic, social, and economic context that exists for the place that is North Lanarkshire, as well as the latest national policy developments and priorities. To ensure the Programme of Work to 2028 continues to remain current, relevant, and deliverable - and takes into account the latest context available from not only the 28 Health Check Indicators, but also the recently published Census results - a mid-term review is underway with the outcome scheduled to be reported back to the Policy and Strategy Committee in cycle 4 of 2025. This wider bank of evidence will help to inform the key challenges and next steps looking forward.
- 2.6 Traditionally the Policy and Strategy Committee have received an update to the Strategic Policy Framework in cycle 1 each year at the same time as the suite of Programme of Work reports. As the Strategic Policy Framework is now well established and aligned to The Plan for North Lanarkshire, any significant changes from year to year are captured in the Programme of Work as a matter of course. To ensure ongoing alignment though, any key points arising from the policy framework review programme will be reflected within the mid-term Programme of Work review noted in paragraph 2.5.
- 2.7 The duty of Best Value is aligned to the Accounts Commission's Statutory Direction which directs councils in terms of the "*publication of information as to standards of performance*". To fulfil this duty a new three year Statutory Direction has been published for 2025/26 reporting onwards and, to ensure compliance with the more frequent reporting requirements set out therein, six monthly progress updates will continue to be provided to the Policy and Strategy Committee moving forward. This will both support the Policy and Strategy Committee to maintain their strategic oversight role of The Plan for North Lanarkshire and Programme of Work to 2028 (in line with the Scheme of Administration), as well as ensure the council fulfils its statutory duty in relation to highlighting the impact of activities delivered in line with the Programme of Work priorities.
- 2.8 Quarterly progress monitoring will continue to be undertaken by each of the Programme

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

3. Measures of success

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

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



Des Murray
Chief Executive

5. Impacts

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

<p>5.6</p>	<p>Technology / Digital impact Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)? Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>5.7</p>	<p>Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.8</p>	<p>Communications impact Does the report contain any information that has an impact on the council's communications activities? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.9</p>	<p>Risk impact Is there a risk impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed? Work to ensure ongoing monitoring of Programme of Work delivery and assess if delivery is within the dimensions of scope, cost / budget, quality, resources, risk, within time / on schedule, and % completed status - and ensure that all stakeholders are informed of progress in line with their respective roles - contributes towards mitigating the risks on the Corporate Risk Register for the <i>governance, leadership, and decision making</i> risk and the managing strategic</p>
	<p>change risk which has been reframed to reflect the risk in relation to <i>delivery of the approved programme of work</i>.</p>
<p>5.10</p>	<p>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 <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<p>5.11</p>	<p>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 <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?</p>

Yes

No

Appendix 1

Summary of progress in delivering the Programme of Work to 2028

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
Transforming Places						
Town and community hubs	Complete 6 new build Town and Community Hubs, a £35m extension to Chryston High, and up to 18 schools / buildings extended or upgraded to Hubs by 2028 (and progress design development of a further 3 for delivery post 2028) to support the council's asset rationalisation and maximise the efficiency of the asset portfolio in transitioning to a new operating model that will lead to more positive outcomes for children, communities, and the economy across North Lanarkshire.	Mar-23	Mar-27	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Construction work has started on site St Kevin's Community Hub in Coatbridge. Construction works are progressing well with steelwork erection works now complete and floor slabs, steel framing system, windows and roofing works ongoing at Orbiston Community Hub in Bellshill, with mechanical and electrical works due to commence. Planning approval has been obtained for St Stephens Community Hub in Coatbridge, with the contract anticipated to be let early in 2025. Planning approval obtained and contract approved at committee and work started on site at Chryston High extension and 3rd sector early years creation in the Northern Corridor. Water vole relocation has started and SPEN substation move for pitch (planning condition) is progressing at Gartcosh Community Hub in the Northern Corridor. Expected to commence on site early in 2025.
New supply programme	Deliver 2,000 new council homes between 2023 and 2028 and a further 1,354 by 2035 to help meet housing need and support town centre and community regeneration.	Apr-23	Mar-35	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> 2,393 new homes delivered as at December 2024, including 461 in 2023/24.
New supply programme	Review and update the New Supply Programme delivery plan to identify potential opportunities to accelerate / enhance the programme and explore alternative tenure options to support economic and population growth.	Mar-24	Oct-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Review completed and report to expand the programme by a further 1,000 homes prepared for consideration at the Housing Committee in cycle 1 of 2025 which was approved.
Local Development Plan	Develop a new Local Development Plan to support and facilitate future development in the right locations to help attract investment in new homes and businesses and support sustainable communities	Jan-24	Mar-28	Green	At initiation stage.	<ul style="list-style-type: none"> Work has started to prepare the next Local Development Plan - North Lanarkshire Local Development Plan 2 (NLLDP2). This is a statutory document that sets out the policies and proposals for land use and development in North Lanarkshire. The timeline for the preparation of the Plan is set out in the Development Plan Scheme and Participation Statement, with the

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
	and employment.					<ul style="list-style-type: none"> adoption of NLLDP2 expected in 2027/28. A range of topic papers have been developed and are available on the council's website as part of the consultation exercise, and face to face public engagement will commence in February 2025.
Open Space Strategy	Complete an Open Space Audit and develop an Open Space Strategy, including sports pitch strategy, to help ensure local communities have access to good quality, well maintained open space to meet their needs.	Jan-22	Mar-25	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Open space audit completed (1,564 sites). Draft Open Space Strategy is behind schedule, but due to go out to public consultation in March 2025.
Local Transport Strategy	Develop a Local Transport Strategy to help prioritise available investment to ensure communities can access employment, education and leisure opportunities, support inclusive economic growth and contribute to reducing carbon emissions.	Jun-24	Feb-26	Green	At planning and set up stage.	<ul style="list-style-type: none"> Policy review and baseline evidence gathering completed. Public and stakeholder consultation commenced 18th November 2024 with a closing date of 17th February 2025. The stakeholder consultation exercise has also included five online workshops, nine drop in sessions, and an in person meeting with the Youth Parliament. Strategic environmental assessments have been drafted. The analysis from the public and stakeholder consultation exercise will inform the next steps developments for the Strategy which is scheduled to be reported to committee in cycle 1 of 2026.
Active travel	Create 50 kms of active travel routes by 2028 to help establish a network of safe, accessible walking / wheeling / cycling routes to help people access employment, education, and leisure opportunities, improve health and well-being, and reduce carbon emissions.	Jun-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> 17.2kms of active travel routes created between 2019/20 and 2023/24. Work progressing or planned on a number of strategic projects including Motherwell town centre, Alexander Street in Wishaw, Glasgow Road in Wishaw, Orbiston Hub in Bellshill, Riverbank Hub in Coatbridge, and Belziehill roundabout in Bellshill.
City Deal	Deliver the City Deal programme to improve connectivity and help support inclusive economic growth.	Apr-23	Apr-31	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work progressing on delivery of City Deal Programme includes the following: <ul style="list-style-type: none"> East Airdrie Link Road - first draft alignment (preliminary design fix 1) complete, and public and landowner engagement taken place. Ravenscraig access improvements - demolition works complete and value engineering underway to finalise detailed design for inclusion in tender package. Regular updates on the current status of the North Lanarkshire City Deal infrastructure programme are reported to Enterprise and Fair Work Committee, with the latest in November 2024 (link).
Business and	Develop Business and Industry	Mar-23	Mar-28	Amber	At delivery and	<ul style="list-style-type: none"> Work underway on development of a Business and Industry Strategy

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
industry	Strategy including review of available sites, and progress a minimum of 5 projects to remediate, develop, or improve sites to help create new employment opportunities.				ongoing management and monitoring stage.	<ul style="list-style-type: none"> linked to development of the new Local Development Plan. At Braidhurst Industrial Estate in Motherwell improvement works are nearing completion to improve and expand available industrial space. Fusion Assets are progressing works to create new industrial space at Gartcosh, Ravenscraig, Link Park at Newhouse, and Condor Park at Eurocentral.
Town centres	Develop Town Action Plans for each town centre in line with the agreed Town Visions (completing 3 town action plans in 2023/24 and 4 in 2024/25) and progress delivery to help create sustainable mixed-use centres that will attract investment in new employment and housing opportunities.	Oct-23	May-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Town Action Plans for Airdrie, Motherwell, Wishaw, Bellshill, Kilsyth, and Shotts were developed following public consultation and have been approved by the Enterprise and Fair Work Committee. £19.5m awarded by UK Government over ten years for Coatbridge. Town Board established. Awaiting revised guidance from UK Government to finalise the investment plan for the first three years (i.e. 2026/27 to 2028/29).
Town centres	Develop Delivery Plan for Cumbernauld Town Centre regeneration and progress redevelopment plans and demolition of the Centre Cumbernauld. <i>Change: Deliverable wording amended to reflect delivery plan.</i>	Jun-23	Mar-33	Green	At initiation stage.	<ul style="list-style-type: none"> First stage of consultation and engagement with businesses and the public has been completed, including a drop in exhibition within the library. More than 1,600 people visited the consultation pages online, with 263 surveys completed and 438 people discussed the plans with council officers at the library exhibition. Most people who visited the exhibition and spoke to council officers were supportive of the regeneration plans and wanted a town centre to be proud of. Demolition of Fleming House is progressing and plans for the demolition of the shopping centre are on track (estimated to start in 2027). Procurement of managing agent progressing.
Towers strategy	Complete phase 1 Tower re-provisioning programme of 1,750 flats by 2025/26, and progress phase 2 comprising 964 flats.	Jul-22	Dec-34	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Demolition of all remaining blocks has been completed at Gowkthrapple Low Rise (following delay due to nesting birds) and site clear up will now take place. Pre demolition surveys are all complete and reports on findings received for Allershaw Tower. Contractor has commenced initial site clear up works to enable the demolition works to commence at Jackson Court. Pre-demolition surveys instructed to inform the specification that will be included in the tender for the works at Dunbeth Court. Cladding removal is programmed to be complete at Allan and Draffen Towers by March 2025 (weather permitting). Surveys at Coursington Tower are ongoing. Phase one rehousing existing tenants is 90% complete; Birkshaw and High Coats delayed due to Ukrainian resettlement programme.

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						<ul style="list-style-type: none"> Phase two now under way and good progress being made re-housing tenants.
Re-discover Airdrie	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.	Jan-24	Jan-25	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Engagement with local community and groups now complete (with links made to wider opportunities in Airdrie area) as is engagement with residents, the community board, and local groups. Consultant appointed, site visits underway, and plans for development are being prepared to identify the physical interventions required to restore and repurpose heritage assets and improve the townscape. The conclusion of this first phase of Rediscovering Airdrie with a significant programme of public engagement has enabled the development plan and application for final funding to be submitted early in 2025 to support implementation of the next steps.
Celebrate Summerlee	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.	Jan-24	Jun-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Programme of engagement events underway with local schools, groups, and wider interest groups and engagement with local people has gathered many stories and objects to enable a complete catalogue of research and materials to now be in place. Initial work has taken place to prepare vision plans with some engagement with visitors to determine areas of interest. Consultant still to be appointed - linked to decisions with Coatbridge Town Board.
Increase community pride through cultural heritage development	Invest in cultural and heritage assets, including Summerlee and Rediscovering Airdrie heritage initiative, to increase community pride and awareness of local heritage and make North Lanarkshire an attractive visitor destination.	Jan-24	Dec-27	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Heritage Outreach Officer now in post.
Invest in North Lanarkshire						
Establish a small multi-disciplinary team, comprising planning, roads, estates, enterprise, protective services, building standards, and legal, to deliver a Pilot project to provide an enhanced and co-ordinated advisory service to developers and prospective investors to help improve / streamline the statutory consent process and maximise potential economic benefits.		Sep-23	Dec-23	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Pilot project completed and evaluation undertaken, and feedback used to inform the next steps.
Based on learning from the Pilot and wider market engagement, review and develop proposals for an		Feb-24	Dec-24	Blue	Completed or at closure	<ul style="list-style-type: none"> Stakeholder engagement and review of good practice from elsewhere completed. Development completed in respect of the future operating

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	effective future operating model to make best use of available resources, including charging for the enhanced Pre App service, and streamlining the process for obtaining statutory consents.				stage.	model, including proposed fees and performance measures, and to progress any necessary approvals for changes to staffing. Manager to lead team now in post and team established.
	Develop a Gate Check process for all major council investment projects, where statutory consents required, to ensure projects get the necessary input from relevant services at an early stage and avoid potential increased costs and/or delays at a later stage.	Feb-24	Sep-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Gate check process completed following consultation with relevant internal stakeholders and incorporated within project management guidance and relevant project approval processes.
	Support delivery of allocated sites within the Local Development Plan through development of effective delivery plans.	Mar-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> This activity has been incorporated within the future operating model considerations for the Invest in North Lanarkshire team.
	Co-ordinate development of masterplans / development briefs and appraisal process for major council owned development sites.			Blue	Completed or at closure stage.	<ul style="list-style-type: none"> As an ongoing business as usual area of work, the development for masterplans, development briefs, and the appraisal process for major council owned sites will be undertaken as and when sites become available.
	Review and develop process for the co-ordination of inward investment / business growth enquiries, including development of Customer Relationship Management (CRM) system.	Mar-23	Mar-24	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> The CRM system - to record and better co-ordinate business engagement and growth enquiries and measure outcomes - went live during June 2024 and enquiries are now being directed to the new system which links to Bis Account. Staff training and user manuals completed, and enquiries are starting to come in from businesses. Final steps will see system embedded as business usual with reports produced from the system.
Sustainable Futures						
Energy efficiency and generation	<p>Develop a route map to net zero that incorporates climate resilience (adaptation) and provides strategic actions as to how the council will move to net zero (including outline costs where possible, timeframe, review periods.)</p> <p><i>Change: In October 2024, it was approved through Sustainable Futures to remove the following deliverable from being a self-</i></p>	Jan-24	Dec-25	Amber	At planning and set up stage	<ul style="list-style-type: none"> Work on a climate plan - the Net Zero Pathway - is underway. Developing the pathway with costed actions will be challenging in terms of the complex nature of this deliverable. This includes progressing the actions within an uncertain financial climate.

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	<i>standing action and to incorporate it into the pathway to net zero project/activity (i.e. the deliverable referred to is to prepare and deliver a resourced Climate Adaptation Plan, including biodiversity enhancements, in order to enhance the council's resilience to the current and future changes in the climate and respond to the ecological crisis).</i>					
Energy efficiency and generation	Undertake research with a potential energy partner to explore renewable energy and hydrogen generation projects as commercial opportunities in North Lanarkshire. This will include examining the business case for the delivery of larger scale energy generation / hydrogen production and the delivery of smaller energy projects, including the introduction of solar farms on closed landfill sites and energy storage options adjacent to electrical sub-stations.	Nov-22	May-26	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> This aims to establish and implement solar meadows at Auchinlea and Dalmacoulter closed landfill sites and work with the energy providers to agree the next steps. Work continues to progress towards planning permission at these sites which require a full Landscaping Visual Impact Assessment and detailed breeding bird surveys to be undertaken. In addition, ecological surveys are also due to in the first quarter of 2025.
Energy efficiency and generation	Improve asset sustainability through the development of the Live Labs 2 project to deliver more sustainable road surfacing, deliver a social enterprise pilot for environmental services, and increase recycling facilities across the area.	Apr-22	Mar-27	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work to upgrade and improve communal recycling points / nodes to improve customer service, decrease contamination, and increase waste recycling delivery and installation of bins at all identified sites is complete and monitoring of quality of waste ongoing. To identify new material innovations used within road construction that use less carbon (i.e. Live Labs 2 decarbonisation of roads) and develop a review process that is supported and used by the industry the first trials of new materials designed to reduce carbon in the roads industry have taken place in North Lanarkshire. Working in partnership with Transport for West Midlands, Amey and Colas, as part of ADEPT Live Labs 2 (a three-year UK-wide £30 million programme funded by the Department for Transport) aims to decarbonise the local road network.

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						<ul style="list-style-type: none"> As part of the programme, the partners have created the Centre of Excellence for Decarbonising Roads (CEDR), which will provide a platform for the identification, development, and sharing of industry best practice for low carbon materials. In 2024 the live trials took place with a range of innovative materials to reduce carbon in the roads industry: a surface rejuvenator which aims to extend the life of the road; products to repair potholes; road marking materials; and a biogenic asphalt solution all of which reduce the carbon footprint of road maintenance operations. In addition, CEDR has assessed a push-off trailer that is used to transport hot material from the quarry to site and this has higher levels of insulation than traditional vehicles. Regular inspections of the trial sites are ongoing to monitor the condition and performance of each product over time. Other trials are planned with an anti-icing additive for asphalt designed to prevent ice forming on pavement surfaces, reed-based signage material, and the latest asphalt materials. A report was submitted to the Environment and Climate Change Committee in October 2024 (link) providing an update in respect of the Live Labs project. Alternative solutions to upgrade the council's recycling centres to enable the acceptance of tipper vehicles and meet statutory obligations in terms of the persistent organic pollutants' legislation have had to be scaled back due to lack of funding. Alternative options are currently being investigated. Additional resources are also required to provide dedicated separate additional collections for fly-tipped materials and separate bulky waste collection service from households. This is currently being carried out using additional cost resources; a service review is underway that will also consider the need for additional capacity.
Energy efficiency and generation	Explore green energy funding options which will assist in the move towards net zero, for both council assets and businesses within North Lanarkshire.	Feb-24	Mar-25	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> The net zero Business Challenge Fund was launched to enabled small to medium sized enterprises to bid for up to £15,000 funding in order to reduce emissions and make their operations more sustainable. The budget for the Net Zero Fund was £250,000 and during the year there were two rounds of funding, and both were over-subscribed. At the end there was only a £1,367 underspend due to grant values allocated. A total of 17 projects were funded with a diversity of project types ranging from installation of solar panels to more innovative solutions, new product development and process solutions. Work is underway to follow up with each of the 17 businesses to

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						<ul style="list-style-type: none"> identify the outcomes and improvements gained from the awards. Moving forward the Challenge Fund will now be implemented with the main grant funds from 1st April 2025.
Energy efficiency and generation	<p>Deliver low carbon North Lanarkshire assets through the delivery of Local Heat and Energy Efficient Strategy (LHEES), Energy Efficiency Standard for Social Housing (ESSH), decarbonisation of the council transport fleet, introduction of electrical vehicle charging infrastructure across North Lanarkshire, and introduction of a waste transfer station and material recovery facility.</p>	Apr-21	Dec-45	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> The council published the North Lanarkshire Local Heat and Energy Efficiency Strategy (LHEES) to meet the statutory deadline. The next phase of this project involved appointment of the LHEES / Network Officer to progress and develop the Delivery Plan. Net zero led transformation of the visitor gateway at Strathclyde Park is being redesigned to meet the available budget. Design works have progressed, and a stage 1 report is anticipated early in 2025. This is key to finalising technical details of the design which will help the working group confirm accurate costings, timings, and anticipated energy saving outputs which are critical for future grant applications. Work to develop and deliver energy efficiency projects within the council's non-domestic buildings via the non-domestic Energy Efficiency Framework is on schedule and within budget. The remaining energy conservation measures will be delivered by the end of February 2025. All lighting in Summerlee Heritage have been replaced with LEDs. Combined heat and powers have been recommissioned at four sites and are operational. Building energy management system (BEMS) optimisation is complete for all project sites. BEMS upgrade on three sites is now complete. To implement a vehicle replacement programme to assist the council in meeting its low or zero emission targets and consider potential alternative fuel options, a five year plan will focus on improving the efficiency, utilisation, and reduction in operational downtime as well as minimising the environmental impact and setting measurable goals for reducing the fleet's carbon footprint. Funding allocated in respect of the Glasgow City Region electric vehicle charging infrastructure proposal to establish the best approach for the council (including delivery of the Eco Hub at the Bellshill depot) is being reconsidered, along with alternative funding models, to ensure delivery can be met. A contractor has been appointed on behalf of all local authorities to extend, operate, and maintain the council's electric vehicle charging infrastructure, in partnership with the Glasgow City Region authorities following committee approval received to enter into the collaboration agreement. Funding allocated to investigate suitable sites to implement waste streams for the council (before onward processing) along with a

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						<p>Material Recovery Facility (MRF) in order to improve efficiency of the service, reduce contamination, increase waste recycling, and reduce costs is being reconsidered, along with alternative funding models, to ensure delivery can be met.</p> <ul style="list-style-type: none"> • Funding allocated to ensure adequate charging infrastructure in place at depots, offices, and hubs to accommodate the transition to zero emissions is being reconsidered, along with alternative funding models, to ensure delivery can be met. Capability and capacity exercise completed and next steps to appoint a supplier are being progressed. • A report was submitted to the Environment and Climate Change Committee in October 2024 (link) in terms of progress to net zero in council housing stock. This included: <ul style="list-style-type: none"> • Work underway to ensure that all council owned houses achieve a minimum Energy Performance Certificate (EPC) rating of D by December 2025. EPC band D properties have been identified and an investment programme has been prepared in order to increase the overall EPC rating where reasonably practical to do so, within the parameters of costs and technical solutions available. Currently identified E, F, G rated properties being updated as desktop exercise where works undertaken to increase Standard Assessment Procedure (SAP) rating and associated EESSH compliance. Visits to addresses remaining E, F, G after updating exercise planned to confirm rating and identify any works if required. • Work underway to develop and implement a plan to ensure that all council owned houses achieve EPC rating of B, or to be as energy efficient as possible, by December 2032. Route map to achieve EESSH2 has been prepared and costed at £430m. The programme towards achieving EESSH2 commenced in Jan 2021, however changes to the criteria are awaited from the Scottish Government to converge activities around EESSH and Net Zero Carbon (NZC). Increased EPC rating through works including 120 properties with photovoltaic solar panels, 110 properties with increased insulation works started. Increased EPC rating through planned works including 180 properties with photovoltaic solar panels, 170 properties with increased insulation works started. • Work to develop and implement a plan to ensure that all council owned houses have works carried out to support the council's plan to achieve net zero status by 2045 including the decarbonisation of all heating (e.g. replacement of gas heating with a net zero

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						<p>system) has been prepared and costed and consideration is currently underway to prioritise areas.</p> <ul style="list-style-type: none"> £188m of energy efficiency related contracts were awarded in November 2024 for gas systems renewals, windows replacement, and external wall insulation. Following implementation of the Energy Audit Voucher scheme (maximum grant value of £2,500) to enable small and medium-sized enterprises to reduce their energy bills or improve how they use their energy, vouchers have been awarded to six companies (totalling £13,750). A further four have been approved and are awaiting evidence from businesses on completion to enable payment. Businesses who have utilised the vouchers have found the audits to be of great benefit to the company and have implemented in most cases the findings of the reports. The scheme is currently under review before moving forward with the next steps. The expert help scheme (which provides small and medium-sized enterprises with up to five days of fully funded specialist business advice on energy efficiency and net zero topics) has seen advice provided to dix businesses at a value of £13,550. A new framework (including a lot for energy advice / net zero) has been procured and a new scheme will be prepared for implementation from 1st April 2025.
Climate adaptation	Develop nature-based adaptations which will centre around the Country Parks for the Future programme and the Clyde Climate Forest.	Mar-20	Jul-35	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Currently seeking funding to deliver the remaining projects in the country parks for the future programme. Large scale grant application has been submitted to the National Lottery Heritage Fund for which a decision is awaited. Implementation of an annual nature recovery programme - to deliver habitat restoration, freshwater restoration, and eradication of invasive non-native species negatively impacting on nature - has been impacted by delays in funding and seasonal variation on availability of contractors for some areas of work (e.g. bog restoration). Confirmation has now been received that funding will carry forward to 2025/26, so procurement is underway for various contracts across local nature reserves and other community greenspaces, watercourse catchments, and school grounds. Work which has progressed includes the invasive non-native species project which is complete along with corresponding training for volunteers and staff as and treatment of such in local nature reserves across North Lanarkshire. Biodiversity enhancements have been made within four cemeteries, including the creation of wildflower meadows, introduction of bird and bat boxes, improvements to surface water management, and additional tree and hedge planting.

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						<ul style="list-style-type: none"> Work continues in the Clyde Climate Forest City Region tree planting project - which aims to increase tree cover in areas most likely to be negatively impacted by climate change and see around 18 million trees being planted in the city region over the next decade, increasing woodland cover in the city region from 17% to 20%. Local areas that have been enhanced include North Motherwell, Wishaw, and Bellshill.
Climate adaptation	Improve North Lanarkshire's assets to be climate resilient with a focus on flood prevention measures.	Jan-22	Mar-34	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work is ongoing to implement a tree risk asset management strategy, including establishing the full extent and condition of assets and enable a regime of proactive management. This includes work to analyse ash dieback disease survey data for roadside trees. A report to the Environment and Climate Change Committee in October 2024 (link) provided an update in respect of the work underway in line with the Tree Risk Asset Management (TRAM) Strategy and work in respect of ash dieback disease across the council's tree assets. This report also introduced the draft Woodland and Forestry Framework, setting out the proposed management of woodland sites in council ownership over the next 12 years. A new burial space strategy has been researched and developed. This aims to deliver replacement cemeteries and extended cemeteries in order to meet the council's statutory requirement to provide sufficient burial space and to do so within a reasonable distance of each community in order to tackle funeral poverty and enable bereaved families to visit graves regularly and without undue cost. As delivery of the strategy depends on suitable land availability, this aspect is ongoing in respect of carrying out thorough site investigations to guide site selection. A report to the Environment and Climate Change Committee in August 2024 (link) provided an update on burial space needs within North Lanarkshire and actions proposed to provide sufficient new burial space for each community. The report also updates committee on improvement projects undertaken during the last year across active cemeteries. Construction of a new cemetery at Pather Farm in Wishaw has commenced as has work on site at Coltswood Cemetery to utilise existing space within the cemetery. Site investigations are still being undertaken to confirm site suitability for an extension to New Monklands Cemetery. To deliver flood risk management and develop plans across the local authority area - in accordance with the Clyde and Loch Lomond Local Flood Risk Management Plan, to enable the council to reduce the risk of flooding and meet its statutory obligations in terms of the Flood Risk

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						<p>Management (Scotland) Act 2009 - a number of activities have been completed. This includes award of professional services contract to Atkins Realis which will identify existing infrastructure (such as trash screens and culverts) that are key assets to managing flood risk effectively, further progression of the Kilsyth Flood Risk Reduction Scheme to outline design stage, and early contractor engagement with Hochtief to derisk the construction phase of the project.</p> <ul style="list-style-type: none"> A report to the Environment and Climate Change Committee in August 2024 (link) provided an update on progress to deliver Flood Risk Management Plans throughout North Lanarkshire and sought approval for the methodology of how resources are prioritised to manage flood risk to areas of greatest need (using the progression of flood risk studies, design and works, for example, to areas at greatest risk of flooding).
Climate adaptation	Reduce climate impact inequalities including delivery of the actions within the council's Air Quality Action Plan.	Jan-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work to deliver the five year Air Quality Action Plan includes making progress on the pledges outlined in the Plan (an example of which includes an active travel strategy - getting people out of cars and providing a network which will enable people to get about North Lanarkshire and beyond by active means), investigating air quality around schools, improving air travel options to community hubs, and ensuring air quality has greater importance in the council's procurement and contract processes, in order to fulfil the council's statutory responsibilities in terms of local air quality management. Chapelhall and Coatbridge Air Quality Management Areas (AQMAs) revoked with Committee, Scottish Government, and SEPA approval. Croy air monitoring station decommissioned. New air monitoring site at Gartcosh now operational. Input provided to support the development of the Local Transport Strategy consultation which is currently underway.
Climate adaptation	Engage all stakeholders in climate adaptation decision making and delivery, with a focus on young people. This will be driven through the council's Climate Action Plan which will be reviewed to reflect the works being undertaken across this Programme of Work and others.	Feb-20	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Engagement with schools in climate change campaigns (specifically Earth Hour) to increase awareness and involvement is undertaken annually, with a competition set for the schools to provide pictures or poems to a brief. Work is underway to develop the 2025 thematic brief based on the sustainable future priority. Following a bid to the Fairtrade Foundation to retain its status as a fairtrade zone, the council was successful and will continue to be a fairtrade zone until 31st May 2027. The Fairtrade Steering Group continue to meet regularly to monitor progress and plan activities. In 2024, a Fair Trade flag was put up at Civic Centre to celebrate Fair Trade fortnight and to raise awareness of Fair Trade in North Lanarkshire. Engagement also taken place with the Co-Op.

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						<ul style="list-style-type: none"> Financial support is ongoing via three business grant schemes, to new and existing businesses, to help them trade in a more environmental and sustainable way to aid their businesses growth and improve the sustainability of their operations. This is due to complete in March 2025 and work is underway to look at new grant schemes for 2025/26.
Resilient People						
Accessible and inclusive family support	Develop and deliver integrated offer of early practical, emotional, and financial support aligned to the community hubs to ensure the right support at the right time to individuals and families.	Aug-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Service has been commissioned and mobilisation is complete through Whole Family Wellbeing Funding (WFWF) to procure universal early help service aligned to new operating model. Newmains Hub began as the pilot area for whole family support, and this was quickly expanded to cover the Wishaw area before being expanded further with the service now available across North Lanarkshire. To engage and work with local families, staff, and providers to implement and embed the new commissioned early help service within the new operating model and hub roll out - delivery has been targeted from the hubs to consult communities around need, both formally and informally through projects or drop-ins. Learning from the pilot hub and local area is being used to influence delivery across North Lanarkshire. Drop-ins are targeted for Fridays, specifically for families, to raise any issues that may present prior to the weekend or who may require weekend intervention. The current offer of family support across all council services is under review to develop proposals for sustainable, flexible, and responsive whole family support within the new operating model. Support has been commissioned from the Improvement Service to provide external facilitation around review activity and a subgroup is currently finalising the methodology and scope to evaluate the service and supporting data. While not yet due to start, initial feedback from the family support provider is a need for cash first and therefore this has been accelerated. This builds on the success of the direct payment initiatives to enable the workforce to use a cash first approach as part of the family support offer to prevent crisis and meet need. Learning is being used to consider how this can be delivered. Work is underway to create economic opportunities for families by developing employment pathways through the universal early help service and a volunteer co-ordinator is being recruited. Joined up working has been established within family learning in respect of training, accreditation, and learning and to support the next steps in terms of growing Volunteer North Lanarkshire pathways and focusing

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						on employability through existing pathways aligned to hubs.
Accessible and inclusive family support	Establish a no wrong door approach to deliver early family support using continuous evaluation and co-production to develop a sustainable and effective model for the future built on the principles of the Promise, GIRFEC (Getting it Right for Every Child), and GIRFE (Getting it Right for Everyone).	Jan-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> To create local access to whole family support within the new operating model as a core component of community and town hub roll out programme, the early help service has been using the partnership base within the hub and strong relationships with stakeholders are developing. Model for Newmains and St Brigid's operationalised with Barnardo's and four weekly hub delivery group meets on progress. One Service leads group to accelerate the delivery of wider integrated services through the hubs. Pathways developed and all partners involved in design and implementation to ensure a no wrong door approach by embedding developments in whole family support within the GIRFEC (Getting it Right for Every Child) and GIRFE (Getting it Right for Everyone) approaches in order that families receive the right support wherever they ask for it. Operational group established to develop and test referral and escalation pathways. Draft logic model and schematic developed to outline purpose and aims of project to develop a communication plan in order that the values, principles, and purpose of whole family support is understood across workforce and communities. Stakeholders identified and communication initiated. Sway developed for all staff. Individual briefing sessions have taken place between Barnardos and health, education, and other providers. The creation of an all-age carer working group - to explore and resolve issues and challenges currently facing carers - is progressing as set out in the strategy. The identification of gaps in the current carer support offered by the council is ongoing and will be informed by the work of the all-age carer group. The North Lanarkshire Carer Strategy has been updated for 2024-27 and approved by the Adult Care and Social Work Committee (link) and is available in the public domain. This follows consultation with parent, carers, and families to ensure a specific section relating to parent / carers in the refreshed Local Carers Strategy.
Accessible and inclusive family support	Implement GIRFE (Getting it Right for Everyone) approach in adult services to improve pathways to support.	Jan-24	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Pathfinder work is progressing, and links have been established with back to basics approach which aim to ensure a clear pathway for people that supports empowerment and aligns with whole family support. Implementation session and launch completed in respect of a sticky person approach, which is to identify a lead person to assess and engage others to ensure the right response where needed, thus

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						<p>reducing multiple referrals. Implementation plans drafted for each locality and an enabling approach is operating across services.</p> <ul style="list-style-type: none"> An update in respect of the wide range of work being delivered to supporting children, young people, and families was endorsed at the Education, Children, Families Committee in November 2024 (link). This includes an update on a key strand of the Resilient People Programme of Work which is to improve the outcomes for children and their families through a long-term shift in resources to preventative support that gets the right support to families at the right time. An update is also provided on actions to achieve these aims, including how investment is being used through the Whole Family Being Fund (WFWBF), Scottish Equity Fund (SEF), and the Community Mental Health and Wellbeing Support and Services Framework grant (CMHWBF) to innovate and realise the ambitions of Resilient People. The report sets out these approaches at the levels of universal, additional, and intensive supports in line with the staged intervention model.
Accessible and inclusive family support	Introduce the Signs of Safety in children's services as a transformative approach to strengthening families and addressing risks of harm.	Dec-23	Oct-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Signs of Safety cohort / working group established to take forward the implementation plan, including oversight of a comprehensive training programme for the council and partners. Training programme up and running and has been updated for 2025; this includes bespoke sessions for partners. A workplan is under development which includes a further review and update of relevant policies and procedures. Signs of Safety evaluation framework has been established in order to measure impact and those who have undergone the training are now using the framework in practice. Assessment and planning processes for lead professionals in social work have been further refined to incorporate the values, principles, and practice of Signs of Safety and embed the approach; this is also aligned to the implementation of the Mosaic system.
Accessible and inclusive family support	Embed the Close to Home initiative in both adult and children's services to ensure that people benefit from effective support, connections, and opportunities with their own communities.	Apr-20	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Kinship and virtual school family support workers are in place and offering family support within identified teams to enhance supports at additional and intensive levels to support and sustain children in kinship care and additional support needs at home. Recruitment completed for additional support needs (ASN) family support workers who will be managed alongside Family Engagement Support Assistants (FESAs) within community learning and development. This role is being embedded across ASN schools to offer integrated family support across seven days and a needs and gap analysis is underway with a specific focus on ASN.

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						<ul style="list-style-type: none"> Work is ongoing to invest in family group decision making and lifelong links to facilitate sustainable and creative solutions that enable children and young people to be cared for in North Lanarkshire. 14 care experienced young people are being supported to re-establish contact with significant people to provide lifelong support and 24 families are being supported to find solutions to keep children within families and prevent care. Following a submission to achieve Family Rights Group (FRG) accreditation, the service has achieved formal accreditation to deliver Lifelong Links. The project is at the stage of consolidating and building on prior successes with the additional resourcing through the Whole Family Wellbeing Fund. Recent out of authority placements have been made as part of plans to continue to embed and evaluate improvements in integrated approaches to planning for children and adults with complex needs to further reduce the need for placement outwith North Lanarkshire. A representative from Education and Families has now been added to the Carers Oversight Group.
Tackling poverty and preventing homelessness	Implement a comprehensive new Tackling Poverty Strategy (2023-26) as the vehicle to continue to reduce child poverty, address inequalities, and support active citizenship and growth.	Apr-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Recent highlights are approval of the Local Child Poverty Action Report and the annual update of the Tackling Poverty Action Plan by the Wellbeing and Tackling Poverty Committee in November 2024 (link). This includes an update in service provision across North Lanarkshire in relation to income from employment, holistic supports, reducing the cost of living, and income from benefits.
Tackling poverty and preventing homelessness	Evaluate the impact of the 2023-26 Strategy and Action Plan and develop a revised Tackling Poverty Strategy for 2026-29.	Apr-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	
Tackling poverty and preventing homelessness	Embed anti-poverty approaches within all service delivery with a particular focus on universal services, strengthening pathways to support from health and education and using Multiply and MACA (money advice and consumer advice) to empower young people and individuals.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Rolling programme of poverty sessions delivered to 400 staff across all council services to raise awareness. Work is underway to develop an online module. Rolling programme of anti-poverty approaches developed and embedded within all service delivery with a focus on universal services, advice, information and representation, maximising residents' income, provision of money advice, and maintaining / introducing new referral pathways to all services. This includes referral pathways with external partners. In relation to financial education for children and young people the council is working with a national programme to deliver financial education across all cohorts and work is underway to analyse the

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						<ul style="list-style-type: none"> results of this programme. The multiply project continues to provide financial education to working age adults.
Tackling poverty and preventing homelessness	Review and redesign housing support services for people experiencing (or at risk of) homelessness to ensure housing support services align with the new Prevention duties and provide flexible, strength-based support to help people successfully sustain their accommodation and achieve positive wider life outcomes.	Nov-23	Feb-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Housing support service review complete. Report approved at Housing Committee in November 2024 (link) for the re-tender of the housing support contracts.
Tackling poverty and preventing homelessness	Implement a new crisis response and assertive outreach service in partnership with North Lanarkshire's Alcohol and Drug Partnership to provide immediate assistance to people experiencing homelessness or at risk of homelessness in need of an urgent response (outwith current service provision) to prevent and reduce recurring homelessness and improve access to support and services.	Feb-23	Jun-26	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Crisis response and assertive outreach service fully operational (following developments in partnership with North Lanarkshire's Alcohol and Drug Partnership and appointed service provider) to provide support and assistance to people experiencing or at risk of homelessness. Project complete - referrals and outcomes achieved will be closely monitored over the duration of the contract.
Tackling poverty and preventing homelessness	Review the Temporary Accommodation Strategy to identify current and future temporary accommodation requirements, giving key consideration to the implementation of the Rapid Rehousing Transition Plan.	Nov-23	May-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Revised Temporary Accommodation Strategy developed for 2024-29- and approved by the Housing Committee (link). This identifies current and future temporary accommodation requirements and provides recommendations for the future strategy, setting out a range of actions over the next five year period.
Tackling poverty and preventing homelessness	To explore innovative ways to extend the reach of the Scottish Welfare Fund to assist people who are homeless or at risk of homelessness, recognising the importance of furniture provisions in aiding positive tenancy	Feb-23	Apr-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Complete. Fast track system implemented for community care grants for homeless households in temporary accommodation to enable a swifter move into permanent accommodation and to free up temporary accommodation. Rapid Rehousing Plan funds confirmed, and short life working group have reviewed procedures and processes to improve access to furniture to support tenancy sustainment. Options explored include

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	sustainment outcomes.					supplementing the Scottish Welfare Fund through the furniture fund.
Strengthening community capacity and wellbeing	Develop the council's approach to Community Wealth Building and associated implementation plan to strengthen community capacity and wellbeing.	May-23	Jun-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> The draft Community Wealth Building Statement was endorsed by the Enterprise and Fair Work Committee in November 2024 (link) and the North Lanarkshire Partnership Strategic Leadership Board - this aims to develop shared partnership understanding and partnership approach to progressing community wealth building. Engagement is planned with services, and stakeholders, before the end of 2024/25 to identify priority areas for the implementation plan, including a reporting schedule and monitoring arrangements.
Strengthening community capacity and wellbeing	Embed equalities approaches and actions across all work with communities to maximise the influence, participation, and voice of all North Lanarkshire's citizens in the development of communities and services.	Mar-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> The council has signed up to the North Lanarkshire Partnership CommUnity Agreement developed by VANL to strengthen partnerships and approaches to working with the community and voluntary sectors. Discussions have taken place regarding the implementation of the Agreement and in terms of measuring the agreement across partner agencies. A review of the council's Framework for Working with Communities is underway and this will be aligned with the principles of the CommUnity Agreement. Work to review engagement resources / guides available to enable and build capacity across key staff expected to support meaningful and honest dialogue with communities is being further considered along with the review of the Framerwork for Working with Communities. To ensure action at a local level strengthens representation of equalities groups in local engagement and delivery of Local Outcome Improvement Plan (LOIP) priorities (linked to the council's equalities duties) work has included a targeted approach with Deaf and BAME communities linked to their participation and barriers faced around community safety and local service provision. Consultation is underway on the councils statutory equalities outcomes with one outcome focusing specifically on engagement and participation.
Strengthening community capacity and wellbeing	Strengthen engagement, participation, and empowerment across communities to develop an integrated service offer that meets the needs of communities.	Oct-22	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> To progress key actions - to strengthen the role of the community and voluntary sector in the delivery of services and activities associated with LOIP priorities - engagement has taken place with community and voluntary sector organisation regarding delivery of LOIPs. Community Board Conference planned for April 2025 in conjunction with Community Board chairs. To identify opportunities to build and resource community resilience, 50 groups now hold resilience packs, and all groups have been issued with two way radios and other equipment for community use. Work continues to engage with more groups and encourage take up of

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						<p>the resilience pack model to understand local priorities and ensure challenges are considered going forward</p> <ul style="list-style-type: none"> To strengthen connections between locality community planning and health and social care groups - to ensure a focus on delivery of the LOIPs - discussions are underway to better align local partnership delivery mechanisms and draft next steps proposals for consideration at strategic level across organisations. To enhance engagement with communities across the nine Community Board areas to empower them and help to build their capacity in further support of improving the local approach to community ownership and management of assets, two officers have been recruited to focus on working with local community and voluntary sector to build capacity and raise awareness of the new policy and process.
Trauma informed organisation and service delivery	Develop a comprehensive local Trauma Plan to ensure that trauma informed practice and systems are embedded within the council's operating model.	Nov-23	Jun-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Project plan developed and approved by committee to create the framework for North Lanarkshire becoming a trauma-informed organisation. Steering group established with representation from across council to oversee the project and develop and implement the trauma plan across the council. Communications plan agreed and trauma principles introduced to the council's Operational Management Team.
Trauma informed organisation and service delivery	Implement the Trauma Plan with a focus on creating the culture and conditions across the council to enable staff to respond in ways which recognise the impacts of trauma, promote recovery, prevent re-traumatisation, and ensure services and effective supports are accessible to / effective for those who need them most.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> To strengthen staff care, support, and wellbeing through the integration of trauma-informed principles within the council's Mental Health and Wellbeing Strategy, wellbeing plans incorporating the trauma principles are in development to identify specific needs and supports according to service. In education, for example, this involves trauma walkthroughs to understand experiences and needs. To ensure children, families, and communities are involved in the design of trauma informed services, a Parent / Carer advisory board is in place with work ongoing with young residents to support the implementation of the UNCRC along with wider family support requirements. A youth conference in November 2024 allowed the voice of young people to influence future service design and the families here and now service are undertaking community consultation using arts to identify local need in each hub area. This will be used in the ongoing design and delivery of services in each area. Current engagement across education and families, adult health and social care, and procurement is specifically focusing on work to streamline the procurement of services that include lived experience. A trauma design framework has been drafted to embed trauma principles in the design and environment of schools, town centres,

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				Green		<p>community hubs, and service delivery locations, with the Buchanan Centre being used as the case study. Following final development work and engagement with various services across the council, as well as external organisations, the framework is scheduled to be launched before the end of 2024/25. This will include ways to measure the impact of trauma-informed principles for staff and people who use services.</p> <ul style="list-style-type: none"> To promote the awareness, confidence, and skills of staff to use the principles of trauma informed practice, a training plan has been created for rollout that includes use of a training needs analysis tools and identification of trainers with service specific knowledge to allow for materials to be adapted accordingly. To equip managers with the knowledge of principles trauma informed leadership - in order to support the workforce to respond sensitively and effectively to individuals using council services who are affected by trauma - over 3,000 officers across the council have now undertaken the Trauma Informed Level 1 training with the principles integrated into teacher leadership programmes and over 200 staff have completed the Trauma in Mind course with evaluations noting increased knowledge and skills.
Investing in prevention	Identify capacity to increase proportionate spend of prevention to support improved outcomes for children and their families and development of a sustainable service model for the future.	Nov-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Engagement continues with the national Promise team to develop method to analyse Human and Economic Cost (HECM) of family support. Asset map of family support created in partnership with Promise and interim findings have been produced by way of a composite story and proposals for next steps. Baseline costed analysis have been created of individual journeys through support and services using HECM analysis of families accessing support within current service model. The family support steering group has agreed a broad plan for the progression of work with the national Promise team to understand services and the experience of families and further engagement is planned for February 2025 to finalise proposals and move to the next steps. To identify and cost current spend of family support functions across the council (including risks linked to temporarily funded services) council officers have completed a high-level financial review of service areas within the Programme of Work. In doing so, and in line with this specific activity action, indicative financial assumptions regarding direct family support, indirect family support, non-transferable (i.e. statutory / ring-fenced) family support, and non-family support have been broadly identified. The output of this activity provides a

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						<p>contextual financial baseline of council resources which support areas of service delivery within the wider thematic category of family support and therefore this aspect of the action is now complete.</p> <ul style="list-style-type: none"> To apply HECM in analysing the impact of the new operating model (and compare outcomes and costs of the traditional service approach and the potential within the new operating model to support sustainable service design) work is underway to engage with staff and families using a three pronged approach to gather information about cost, experience, and process / system - a session is planned for February 2025 (with the national Promise team) to progress this.
Investing in prevention	Map and enhance existing cash first and direct payments initiatives through establishment of a supporting framework aligned with family support principles to reduce stigma and empower families and frontline workforce to tailor solutions to need.	Dec-23	Nov-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work continues to provide a cash first approach to food crisis and overcome the barrier identified through the food poverty referral gateway. As at December 2024, the council has issued £24,328 cash first payments since December 2023 through 735 individual payments. From December 2023 to September 2024, 951 residents received a cash first payment (£18,777 for food crisis and £11,418 for fuel crisis). In 2023/24, the council generated £1.2million in additional benefit income for residents experiencing food and fuel crisis. A directory has been drafted to map all existing cash emergency payments provided by all council services to better support integrated service provision and the direct payment initiatives. This will be finalised and rolled out in 2025. Work is underway to establish a framework via piloting the (food crisis) cash first payment to support the direct payment initiatives to reduce stigma and empower families and frontline workforce to tailor solutions to need.
Brighter Futures						
NL academies	Ensure increased skilled workforce employed in roles which fit industry needs and contribute to greater economic outputs.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Completed projects include: <ul style="list-style-type: none"> Low carbon learning and Next Gen summit - 274 attended the one day programme. Tigers Future in Construction - 14 participants supported to gain a qualification, 13 of the 14 participants gained their card to gain a vocational licence, 15 participants supported to engage in life skills, and 11 of the 14 participants (either school pupils or unemployed prior to programme as per their registration form) were supported into employment, including self-employment. Digital academy - 24 participants were supported to gain a qualification and supported to engage in life skills throughout the programme. SPEN and Overhead Line Inspectors - 14 candidates are now in

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						<p>jobs.</p> <ul style="list-style-type: none"> - HNC Construction Management - 15 students are currently undertaking this qualification. • Portfolio of projects for 2025/26 drafted and funding levels agreed by UK Shared Prosperity Fund (UKSPF) Board - mobilisation will commence January to March 2025 for projects commencing from April 2025 onwards. • Progress towards developing university strategic partnerships and linking these to industry needs in order to provide pathways towards employment is being undertaken through the Built Environment Academy and Care Academy. University and college partners attend the Care Academy steering group to link into ongoing workstreams and priorities. • A review of future activities under this deliverable is underway to ascertain the next steps to 2028.
NL academies	Develop employer engagement within each model to ensure full participation and increased work opportunities.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • To implement this deliverable, a funding model is being developed to sustain the NL Academy model in working with industry and relevant partners. Progress continues in establishing a Built Environment Academy workstream as part of the Built Environment Sector Board which includes identification of a way of sustaining the Academy model, and development of a business case. • Industry led sector boards within each NL Academy area (Built Environment, Health and Social Care, and Digital) are in varying stages of development - workstreams have been agreed in relation to the Built Environment group, a group has been set up in respect of the Care Academy, with the Digital Academy Board still to be established.
NL academies	Enhance attraction and advance equalities across key industry sectors.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • Approval granted for the Modern Apprenticeship rate of pay aligned to Fair Work First principles which enables further discussions around collaborative apprenticeships with NHS Lanarkshire. • Attraction, recruitment, and retention workstreams have been established under the industry led sector board implemented in Built Environment and Care and are currently being progressed in respect of Digital.

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NL academies	<p>Maximise opportunities to enhance social value through the council's procurement activity.</p> <p><i>Change: Following a review at the Brighter Futures Board in November 2024, the Board agreed to establish this new deliverable to widen the scope of securing social value across the council. This new deliverable encompasses two other deliverables previously under the funding and social value theme (i.e. to identify different timescales for funding and any potential gaps and future opportunities and to identify community benefits opportunities linked to each theme).</i></p>	Nov-24	Mar-28	Green	At planning and set up stage.	<ul style="list-style-type: none"> To create and implement a Social Value Framework - to ensure current and new contract arrangements are maximised, integrated, and align to The Plan for North Lanarkshire and the supporting Programme of Work - activities are underway to draft a menu of community benefits. A review of current contracts has also commenced in conjunction with procurement to inform the analysis in terms of the extent to which social value is currently maximised.
Funding and social value	Identify all relevant funding streams and how they fit together.	Sep-23	Oct-23	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Desktop exercise complete in respect of identifying all funding streams to identify how they align and integrate.
Brighter futures curriculum and pathways	Expand pathways and progression routes within key industry sectors to connect to employment.	Jan-23	Jun-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Complete. Plan established (via the vocational education multi agency steering group) to refresh and relaunch the enterprise curriculum, pathways, and certification in order to progress and facilitate growth and expansion of Foundation Apprenticeships, Higher National Certificates, and vocational education in growth job sectors. 69 young people completed an HNC in S6. 171 young people completed a Foundation Apprenticeship in key industry sectors. There is also greater reference to labour market intelligence when secondary schools are designing curriculum rationale. As delivery relies on external partners, a quality assurance cycle has been introduced to monitor this.
Brighter futures curriculum and pathways	Grow full range of school vocational pathways for core sectors, including STEM (science, technology, engineering, and mathematics), digital skills, construction, and health and social care.	Jan-23	Jun-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Complete. For academic session 2023-24, all courses are completed in terms of other vocational pathways to increase wider achievement opportunities which target young people, increase additional opportunities available through Future Fridays, and build upon the existing progression pathways available for literacy, numeracy, digital literacy, and computing. As delivery relies on external partners, a quality assurance cycle has been introduced to monitor this.
Brighter futures	Advance equalities within	Jan-23	Jun-24	Blue	Completed or	<ul style="list-style-type: none"> Complete. Work to advance equalities within curriculum pathways has

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curriculum and pathways	curriculum pathways 3-18 years.				at closure stage.	<p>included the recruitment of job coaches for young people with additional support needs to prepare them for life beyond school and for the world of work, developing the National Certificate curriculum rationale to include equalities and providing training for all heads of establishment, and establishing an advancing equalities forum led by the council's education and employability services.</p> <ul style="list-style-type: none"> Group membership has been agreed and terms of reference created. Attendance at follow up meetings low. Curriculum rationale session offered on ensuring equality within the curriculum to all heads of establishment.
Brighter futures curriculum and pathways	Map, develop, and implement play-based approaches in early years to develop a full play-based learning offer.	Jan-23	Jun-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Complete. Play based approaches have been mapped across primary and are intrinsic to early years delivery. In collaboration with early learning and childcare, through 1140 hours funding, two education support officers have been appointed to take forward developments in play and enquiry and develop approaches to play across early level in first and second level during a 23 month secondment. An initial test of change will be conducted with a small, targeted, focus group of schools.
Employability and community learning and development	Address the current challenges of North Lanarkshire's labour market including the rise in economic inactivity alongside unemployment	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Updates from local employability partners on local labour market - including comparisons with pre covid labour market - are now completed. New activity reflects the rise in economic inactivity in the labour market and the actions of employability services to engage and support these residents alongside unemployed residents. New programmes are being designed for 2025/26 that also address economic inactivity; these will be launched in April 2025.
Employability and community learning and development	Ensure continued expansion of supported employment programmes, increase opportunities for North Lanarkshire Industries to diversify and integrate these with wider employability support.	Oct-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Development of an Action Plan for North Lanarkshire Industries for 2024-26 is underway with a view to assessing progress at six months. North Lanarkshire Industries has secured contracts in respect of the future council Hubs and with the State Hospital. As part of the development of North Lanarkshire Industries, training places will be created to provide support for individuals who are disabled.
Employability and community learning and development	Develop and embed the Employer Charter within a broader range of businesses.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Delivery of the charter continues with assessments of companies applying for charter status or increased status and support to new businesses to join the charter or upgrade their accreditation. Event is scheduled with the justice service. Review underway in terms of the delivery of the charter and networking events for employers to evaluate their success and identify next steps to 2028.

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Employability and community learning and development	Ensure integration of external employability funding with council led programmes via Local Employability Partnership.	Jan-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Both UKSPF programmes are entering their final phase with 529 unemployed or economically inactive residents entering employment from April to December 2024. In the final quarter of the programme, the focus will be on engaging high numbers of residents to capitalise on the usual uptick in referrals post-Christmas and support as many as possible into work before these programmes close in March 2025.
Employability and community learning and development	Create and implement a development plan focused on delivering numeracy programmes to adults aged 16+ to meet objectives of Multiply/UK Prosperity fund.	Jan-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> During the previous quarter, a further 10 learners have completed First Aid qualifications and 24 the Royal Environmental Health Institute of Scotland (REHIS) food hygiene course. 141 SQA certificates in numeracy have been achieved so far in 2024/25. In November 2024, a new National 4 Maths programme was launched which now has 15 candidates taking part. National 5 work is continuing in partnership with New College Lanarkshire. In 2025 a final cohort of staff will be completing the SQA Conduct the Assessment Process training to allow them to deliver SQA qualifications. The current cohort of staff participating in the SQA Internal Verification course are due to complete this before the end of 2024/25. Frontline delivery will continue around adult numeracy, with over 500 Sum It Up learners anticipated by the end of 2024/25.
Employability and community learning and development	Create a community based employment opportunity within the council for up to 18 young people aged 19-24 years who experience multiple barriers to learning and employment.	Apr-24	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> To support an increased skilled workforce, four staff have secured positive destinations (including university and employment). Nine staff have achieved ICT qualifications. A further three young adults have completed Walk Leader training (in addition to previous four) and 11 have passed First Steps to Youth Work (SCQF level 4). Two Young Adult Project staff gained temporary higher duty community learning and development support worker positions. All staff from the Young Adult Project are completing their Adult Achievement Award (including residential work) end of year evaluation and personal profiles, which has a strong focus on job search, applications, and interview skills. A celebration event is being planned to showcase the past year including the opportunity to share their learning and employability journey.
Employability and community learning and development	Develop and deliver employability pathway for Resettled Scots including Unaccompanied Asylum Seeking Children (UASC) building in accreditation through Scottish Qualification Authority (SQA) qualifications.	Feb-24	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> As part of the overall project to develop an English for Speakers of Other Languages (ESOL) pathway for employability programmes and implement a ESOL employability course in partnership with Routes to Work and New College Lanarkshire, 453 distinct learners have engaged in the Resettlement and UASC learning programmes. 2 ESOL employability classes were offered to beginner level ESOL learners from September 2024. This follows the success of 6 ESOL

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						<p>employability courses to intermediate level learners. 4 small business workshops have been delivered to 52 participants in partnership with Business Gateway to new Scots. The workshop provided new Scots with funding, guidance, and support to turn their ideas into reality.</p> <ul style="list-style-type: none"> • 4 Unaccompanied Asylum Seeking Children (UASC) young people attended the outward-bound week-long residential trip to build language skills and confidence. As a result of these and other interventions, 154 individuals engaging in Resettlement and UASC learning programmes have now progressed to positive destinations. • Following the success of the wider community employability programme, community learning and development are working with UASCs on a one to one basis to build their confidence and support them to write their CV. Community learning and development is also working with partners to identify potential work experience opportunities. • Future developments will include expanding ESOL opportunities for beginner level learners in particular, and continuing to work across the council on the Workforce for the Future programme.
Employability and community learning and development	Develop and implement a comprehensive learning programme where 50% of learners who achieve a core skills qualification will reside in the top Scottish Index of Multiple Deprivation (SIMD) 1 and 2 data zones.	Mar-24	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • By the end of Q2, 46% of learners achieving core skills lived in SIMD 1 and 2 data zones. The number of distinct learners gaining core skills across all five core skills areas were: IT 89, Communication 27, Numeracy 208, Working with Others 15, and Problem Solving 11. • A total of 920 youth accredited learning awards were achieved by 772 distinct young people by the end of Q2. • In relation to staff development, a further 5 staff have completed Adult Achievement Award training to support the future delivery of this award. • An Adult Achievement Award celebration event involving over 20 adult learners is planned for February 2025. Staff and volunteers will complete the current PDA in Adult Learning (Level 6) course by March 2025 to develop delivery skills and support quality adult learning.
Volunteering	Establish volunteer baseline, covering current activity, training received, and availability for broader opportunities.	May-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • Continued engagement across the council and with local voluntary groups including Voluntary Action North Lanarkshire. Second challenge fund finalised to continue to offer support / mentoring to a range of local groups. • Work is underway to increase engagement with Community Boards to explore options for volunteer projects and to continue to work with services on links to community benefit options. This includes ongoing discussions with Hochtiief.
Volunteering	Map community partnerships who	May-23	Mar-24	Blue	Completed or	<ul style="list-style-type: none"> • Complete. Volunteer role profiles developed and details gathered on

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	offer volunteering opportunities and the current offer (baseline).				at closure stage.	opportunities and forthcoming projects / events for signposting to interested volunteers.
Volunteering	Implement and maintain a system capable of capturing volunteers, skills, training, and opportunities available.	Oct-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Volunteer management system secured (Rosterfy) and development almost complete. Work continues to support accreditation options, particularly Satire Award, with young volunteers and is ongoing with New College Lanarkshire to explore qualification options for volunteers. Initial work is underway to establish Volunteer NL as SQA centre to deliver volunteer qualifications at 3,4, and 5 to continue to support existing volunteers with qualifications underway. 14 volunteers undertaking the Invest in Volunteering Open University programme.
Volunteering	Implement and maintain a front-end website (one stop shop) for volunteering in North Lanarkshire.	Oct-23	Mar-24	Blue	Completed or at closure stage.	<ul style="list-style-type: none"> Complete. QR codes for the Rosterfy volunteer management system developed to improve accessibility from a range of council venues and service delivery points.
Entrepreneurship	Map current entrepreneurship and self-employment provision across North Lanarkshire.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Mapping of all existing entrepreneurship support and activity taking place across North Lanarkshire - provision, geography, and target groups. Review underway of start-up funding and new scheme being developed. Report in terms of the outcome of a review of business support scheduled to go to committee in cycle 1. The business gateway service have implemented a new Business Support Bootcamp and discussion is underway with Routes to Work to develop routeways to self-employment as a joint project for clients. A guide is in development for a new start-up grant scheme which will include an online application form.
Entrepreneurship	Develop entrepreneurship activities to drive activity where gaps and provision from the mapping exercise have been identified.	May-23	Mar-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Review of operating model for business gateway underway. Performance to date for North Lanarkshire April to December 2024: <ul style="list-style-type: none"> - Start-ups - enquiries 798, new starts 217, high growth starts 36. - Existing businesses - 341 enquiries, 229 business engagements, 21 local priority supports, and 27 growth businesses. - Workshops - 500 attendees from North Lanarkshire (local and national), 90 expert helps delivered, 41 specialist surgeries delivered with experts. - Satisfaction - as at September 2024: 86% satisfaction overall, 86% expectations met/exceeded, 89% beneficial to business, 89% likely to recommend, 89% likely to keep using, 91% satisfaction with staff. Target across measures is 80%.
Entrepreneurship	Advance equalities and deliver targeted entrepreneurial support to under-represented groups through	Oct-23	Mar-28	Green	At delivery and ongoing management	<ul style="list-style-type: none"> In terms of delivering tailored business start-up and support programme to Black, Asian, and other Minority Ethnic people and groups a change is now being delivered by Scottish Asian Business

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	bespoke interventions.				and monitoring stage.	<p>Chamber with 250+ businesses engaged, 75+ new start businesses, and 30+ businesses referred to Business Gateway.</p> <ul style="list-style-type: none"> • 70+ businesses attended a session at New College Lanarkshire to hear about The Plan for North Lanarkshire and the work of New College Lanarkshire. Referrals are being followed up by business gateway team and 10 businesses have signed up for new degree course at New College Lanarkshire. • Dedicated co-working space established for women in Airdrie and a pilot is underway to establish dedicated co-working space for women in Airdrie (through UKSPF funding) and explore a sustainable business model. Key Achievements to date for project: <ul style="list-style-type: none"> - 360 women have registered on the HIVEs online platform. - 1,239 x 4 hrs of workspace bookings have been made (4,956 hours) during 11 months in 2024. - 37 female focused business events have been delivered with 272 female event attendees. - 31 referrals have been received into business gateway. - 11 women have accessed 121 mentoring and coaching services in the latter half of 2024. - 49 women were supported to be potential entrepreneurs through the HIVE. - 23 female led start-up businesses have been supported to start so far through the HIVE. - 50 pupils from S4-S6 schools in North Lanarkshire have visited the Hive for a Day to <i>Bee the Boss</i>. • Contract deliverables are underway to deliver a social enterprise support tender (through UKSPF funding) to support creation of 30 new social enterprises. 3 accelerator programmes have been completed since the outset, with 4 sector events delivered and one to one support being delivered to clients. A key challenge has been identifying start-ups, 6 start-up events were organised in localities across North Lanarkshire - take-up was especially low and actions are being identified to increase numbers. A crowd-funding event in January 2025 was well attended. Action plan under development, along with South Lanarkshire, for a joint Lanarkshire Social Enterprise Network. • Opportunities continue to be explored for alternative inclusive ownership models in North Lanarkshire (linked to community wealth building) with discussions ongoing with Business Gateway, Enterprise Development, and Co-operative Development Scotland to develop the programme to be implemented.

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						<ul style="list-style-type: none"> In respect of raising awareness of community wealth building, staff training and continuing professional development has been undertaken and business models are now embedded in business start-up workshops. Discussions with Health and Social Care and Co-operative Development Scotland have taken place on a localised programme to support people into care or other supporting roles to establish micro-businesses and collaborative business models
Entrepreneurship	Expand experiential entrepreneurial activities and pathway programmes within education curriculum.	Aug-23	Aug-24	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Work continues to deliver enterprise pathway and enterprising schools award model within education, this has included: <ul style="list-style-type: none"> Delivering Enterprising Schools Week where 54 schools were awarded an NLC Enterprising Schools Award that led to all receiving a Scotland Enterprising Schools Bronze Award. One of the highlights was Dragons' Lair final for S3s which took place at Biocity in September 2024. In total 23 teams across North Lanarkshire's secondary schools participated in the 2024 Dragons' Lair. 6 teams were selected to present to a panel of business experts (UKSE, BDD Pharma, Livn Manufacturing, and Indeglas) at the final. The winner was from Cardinal Newman High. 10 schools have participated in 17 financial education workshops with 354 pupils attending. 80 staff took place in numeracy workshops, the Youth Philanthropy Initiative continues across schools and the Kings Trust is seeing increasing numbers through ongoing engagement. At Cumbernauld Academy, S4 pupils won the Kings Award for Scotland for their App and are receiving support from a Business Gateway expert help provider to develop marketing for their App to support refugees and asylum seekers.
Digital North Lanarkshire						
Digital culture, leadership, and knowledge	Create a mature and sustainable culture across the organisation to ensure that digitisation of council services provided to the public successfully transition them to achieve the outcomes specified within The Plan for North Lanarkshire.	Sep-23	Dec-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> An overview of progress to date from the Digital Culture, Leadership and Knowledge theme was reported to Finance and Resources Committee in November 2024 (link). This focussed on the digital adoption work and the digital maturity assessment survey. Following on from the digital skills survey in 2021, the results of the 2023/24 survey examined digital adoption across services, (particularly the use of M365) and at various levels. This showed that: <ul style="list-style-type: none"> 70% understood the value of the digital workplace 41% found their work more interesting as a result of applying digital tools 73% actively supported change 73% have participated in learning

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						<ul style="list-style-type: none"> - 52% didn't feel they have opportunities to decide what tools to use for their jobs - 47% agreed with having opportunities to develop new skills and show capability - 76% agreed they found digital workplace tool useful in their jobs - 28% stated using the tools help them feel more valuable in their job; 55% agreed that IT does support personal development • Greater insight was also gained into the current thinking of employees across services in relation to digital maturity where, from an overall 16.1% response rate, 82% of respondents were positive about the council's readiness for change / digital adoption and recognised the alignment of change and transformation with the priorities set out in The Plan for North Lanarkshire. There was also a recognition that the tools available have enhanced team collaboration as well as enhancing individual efficiency and productivity. Accessing support for the adoption of new technologies, particularly those under-25, has been highlighted an area to be further investigated, as well as further support that could be given to employees as part of the digital culture change activities. • Having established a baseline measurement for digital adoption a digital maturity assessment is under development to further help the council to understand the current state of technology use and extent of digital maturity, and to identify gaps in digital capabilities. • Workshops have been held over the winter to develop the next steps and agree a development plan, this includes a focus on engagement and communication, digital champions / leaders, training and support, competencies, and etiquette (for which a NL Announcement was cascaded in January 2025 implementing a Microsoft Teams Calls Etiquette to be adopted across the organisation).
Digital culture, leadership, and knowledge	Develop digital leaders to facilitate behavioural change required to enable service transformation within existing resources.	Nov-23	Sept-25	Amber	At planning and set up stage.	<ul style="list-style-type: none"> • Initial discussions have taken place on the specific programme currently in existence and aligning this to the needs of a council wide leadership programme to incorporate digital capabilities, including cognitive transformation (thinking differently), behavioural transformation (acting differently), and emotional transformation (reacting differently). • Research work continues to understand the future state requirements for the organisation with digital leadership core competencies and approaches. However, due to competing demands, the end date has been moved to September 2025 to enable a more in-depth and co-ordinated approach; a subsequent risk review considered there was

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						no significant impact on the overall work plan in this respect. Rescheduling of this work was addressed at the aforementioned workshops to create the development plan for digital culture, leadership, and knowledge.
Digital culture, leadership, and knowledge	Develop and deploy a self-adapting redesign framework to accelerate digital business transformation of critical council functions.	Sep-23	Mar-24	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Upon completion, the change management toolkit portal was demonstrated at the Programme of Work Board in December 2024 prior to a formal training programme and launch for a council wide roll out by the end of 2024/25.
Digital culture, leadership, and knowledge	Support development of a skilled workforce to foster consistent knowledge, improve digital adoption, and accelerate digital-first business capabilities.	Mar-24	Apr-26	Amber	At planning and set up stage.	<ul style="list-style-type: none"> Work has commenced on identifying the appropriate format for a self-assessment tool to allow staff to understand their current level of digital skills and undertake further learning, as appropriate. This aims to upskill the council's workforce to be more digitally capable. Modules on LearnNL are available to all staff and investment continues in the flexible workforce development fund in digital skills. The existing education programme has been shared and an assessment of a test of change is now under consideration. Other areas of activity at the initial stages include identifying leadership capabilities and conclusion of the self-assessment. Both of these items have been discussed in line with the development plan noted above.
Improved customer experience	Ensure a connected / integrated digital experience to facilitate users to transition to efficient digital and hub-based services and become empowered to be self-managing and digitally active.	Apr-23	Dec-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Chat bot functionality went live on the council's website in October 2024 to enable residents to receive automated responses or to chat to an advisor. Processes / services available for public interaction on the council website now expanded to include MOT / taxi compliance, roads and streetlighting reports and requests, waste service requests, traffic signal reports, and the ability to apply and pay for permits and business grant applications online. Redevelopments of the customer relationship management (CRM) system are underway to enhance processes for staff to route enquiries to the relevant service and improve cross service working and thereby a one council approach. Priorities are being reprofiled to ensure all outstanding development work is completed and the CRM Development Board and its supporting action plan have been refocussed to support delivery, monitoring, and governance of the priority actions identified. The council's purchase to pay system - as reported to the Finance and Resources Committee in September 2024 (link) - has been

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						redesigned to introduce a standardised approach that ensures a consistent way of working across the council, maximises system integration opportunities, removes / reduces paper based processes, implements electronic invoicing and three way matching, and improves management information. Purchase to Pay refers to the end to end process in which goods and services are purchased and ultimately paid for; this includes all steps from identifying the need for goods and services through to paying a supplier. Final developments are underway in respect of training and awareness sessions, completing all communications with Pecos users, concluding all configurations within Pecos, and developing plans for a soft launch by the end of 2024/25.
Improved customer experience	Implement smart community hubs to improve access to omni-channel, digitally enabled services, and experiences.	Sep-23	Mar-26	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Public consultation on the resources and services required in the digital zone is now complete and data is being reviewed to establish requirements within digital zones for individuals with additional needs and to integrate these into the digital zone offer. Next phase of the corporate booking system about to start with a digital zones working group leading on integrating the corporate booking system into the digital zone development. Report submitted to Communities Committee in October 2024 (link) provided an update on immersive room developments and the impacts. Work to expand community use of immersive experience pods and enhance digital experiences within a community and beyond has now seen the fourth immersive room, based in Airdrie library, completed and operational. Six monthly reports to the Communities Committee - in August 2024 (link) and February 2025 (link) - provided regular updates to support wider public and stakeholder engagement. This includes information in respect of progress of the Driving Digital Locally working group, the intergenerational projects which bring together elderly residents and local primary schools, engagement for the digital zones, the public wi-fi project, online chatbot tool, and status of the new booking system implementation.
Improved customer experience	Ensure an accessible and single source approach to data that supports the organisation by providing insights and evidence that support decision making, planning, delivery, and continuous improvement as well as public	Oct-24	Dec-25	Green	At planning and set up stage.	<ul style="list-style-type: none"> This deliverable previously comprised four activities which were reconfigured into one to ensure a more streamlined, focussed, integrated, and value adding approach to data across the organisation. To date development work has scoped out the purpose and content of the strategy and identified the relevant existing component parts which require to be incorporated as well as any gaps which require to be filled. By developing a single Data Strategy

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	reporting and transparency.					with a single approach to data, this aims to set the foundations in respect the council's data practices in order to unlock the potential of data and create meaningful insights that support the council in managing services and demand and delivering the Programme of Work in line with The Plan for North Lanarkshire. This incorporates all related aspects of data, including governance, quality, data maturity, spatial mapping, open data, and the supporting architecture and technology.
Digital first operations	Ensure useful, secure, compliant, and digital first applications are available to support critical but streamlined service delivery.	Jan-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • In September 2024, Policy and Strategy Committee considered the new Automation and Generative Artificial Intelligence (GenAI) Framework (link). This sets out the council's AI vision for deploying the technology in an efficient and effective manner in order to support implementation of the AI vision through new digital service delivery models and solutions designed to meet the needs of modern businesses and communities. Next steps developments are underway to develop a plan to identify opportunities for AI functions and deliver the framework. • Contract award for a new housing and asset management system - to improve data management, monitoring, and service delivery across housing - approved at the Housing Committee in November 2024 (link). Next steps developments and finalisation of the implementation plan is now underway. • New case management and scheduling systems - to meet statutory obligations and to improve service delivery and performance management across social care - is progressing with staff training now complete and plans in the final stages to implement the first phase of Mosaic before the end of 2024/25. • Implementation of a leisure and facilities booking systems, including integration with hub place bookings and introduction of compliant and secure payment facilities that accommodate home and agile working arrangements, are progressing with a contract in place and initial supplier meetings held. Services have been migrated to latest version of cloud system with rollout of new pay terminals and installation of gated entry systems across a number of sites is underway. • A report in respect of the asset management practices across the organisation was submitted to the Finance and Resources Committee in September 2024 (link). This updated on progress in respect of consolidating as many assets on to a single solution as possible and reducing the number of business systems used across the council to

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						<p>manage assets. This also advised of the next steps in respect of a review underway to drive forward the consolidation of assets, both physical and technology (system) related.</p> <ul style="list-style-type: none"> Implementation of a new cloud-based Microsoft Teams integrated solution, incorporating virtual voice and digital assistant functionality is underway in relation to the build and testing of a new unified comms platform and migrations of 25 school sites.
Digital first operations	Facilitate fibre-enabled innovation to maximise the full potential of Internet of Things (IoT) and Artificial Intelligence (AI) technologies in service delivery.	Apr-23	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Implementation of procured Wide Area Network solution and associated technical functionality (such as internet breakout services and continued development and deployment of fibre across North Lanarkshire) is ongoing in respect of corporate requirements. Around 80 sites are now live with a public wi-fi service, and the roll out continues to migrate the remaining 50 sites into the solution. Implementation is however impacted by site surveys and asbestos checks by the external contractor. Discussions are underway with legal and the supplier to develop and implement a plan to enable internet access for temporary accommodation properties. Work is also underway in respect of enhancing fibre availability across North Lanarkshire to provide internet access to residents with a strategy being drafted for options appraisal. Smart Park schemes to gather data within park settings now operational at Palacerigg Country Park and Strathclyde Country Park with units active (and on renewables) and fibre connected, meaning that the data capture process is now underway to enable an initial review from the sensors. Immersive rooms now live at Airdrie Library, Motherwell Library, Summerlee Museum, and Muirfield Community Centre with services available to the public and partners. Work to create a digital infrastructure development toolkit and associated processes to enable third party commercial connectivity providers to deliver services across the council involves discussions with Glasgow City Council to investigate the potential to re-use an existing process used in their infrastructure model.
Digital first operations	Transition from using paper-based storage to a digital solution for retaining appropriate council information.	Sep-23	Sep-25	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Tender issued, responses received, and the evaluation process is underway with a view to awarding the tender by the end of 2024/25.

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Performance optimisation	Develop an efficient digital and IT cost model to ensure scarce financial resources are aligned to vital enabling technologies.	Oct-23	Sep-26	Amber	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • Work is progressing to identify digital and IT spend across the council and develop a model to establish whether this is essential and priority spend but this is a complex process as the council's environment sees hundreds of applications being used council-wide, with detailed knowledge of individual items (users, contractual basis) varying across services and ICT, particularly for long-standing products, purchased without ICT involvement. Additional time is therefore necessary for data capture, as such is critical for the analysis stage of this project. • Baseline financial information has been sourced for matching with Business Continuity / Disaster Recovery Plans and CMDB (configuration management database) and work is underway to capture non-financial information regarding individual products. Expertise has been sought from Gartner to support next steps development in terms of a model to identify priority products to retain, as well as those to terminate or migrate. • Work has progressed to develop and deploy structures and processes that aid the identification and development of operational innovation and that facilitates beneficial service transformation in respect of developing supplier relationships. Funding re-profiled to ensure effectively used once business cases begin to arrive, and eligibility criteria developed and approved. Further details, including information in respect of promoting the Innovation Fund and associated application process, are scheduled to be reported to committee in cycle 1 of 2025.
Performance optimisation	Enhance security monitoring to maintain effective access and control over council data as the council delivers the anticipated increase in its digital footprint.	Feb-24	Dec-27	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> • To consider areas in relation to security that can be monitored in terms of service delivery and to be able to assess performance against these elements, a range of performance metrics have been drafted and are in the final approval stages prior to implementing the supporting processes to ensure the metrics reach appropriate audience at required intervals. • Work is progressing to review data assets and solutions delivered by or in conjunction with third party providers to ensure that suppliers are consistently assessed and reported upon to enable operational performance to be effectively managed throughout the duration of any engagement and a supplier framework has been drafted. This will be finalised in line with the new Corporate Procurement Supplier Framework scheduled to be launched soon. • Work to develop security standards continues to progress to support existing cyber security controls. This aims to support processes to

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						manage and secure council data and systems, assess the risk associated with data loss, and create an assessment model to provide meaningful, insightful, and simple representation of the cyber rating of data control. Recruitment is under way for a temporary Senior ICT Security Officer post to support the development of improved ICT technical vulnerability management processes.
One Service						
Workforce	Further develop workforce plans to ensure appropriate succession planning and alignment to the overall Programme of Work.	Apr-23	Apr-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> To support the delivery of all ongoing workforce and structure changes arising from agreed operating model revisions and future savings (along with ongoing service realignments linked to the future operating model), the HR business partner team have supported Chief Officers and service leads in delivering the changes required. This includes service reviews for waste (for which an update was provided to Environment and Climate Change Committee in October 2024 link) and the review of community learning and development (link) for which next steps approvals were received from the Policy and Strategy Committee in December 2024. Ongoing HR support also includes ensuring appropriate Trade Union and employee consultations. Work continues with organisation and workforce mapping to identify plans to support the transition to the council's future operating model. This includes a modelling exercise to review service proposals for employee numbers to operate from a hub base. Actions from 2023-25 service workforce plans are in delivery. This follow updates to plans in advance of the Best Value thematic audit in relation to workforce innovation in 2024 - for which the outcome report was positive for the council (link). A full refresh of service workforce plans for 2025/26 is underway for roll out early in 2025. An annual update on One Workforce was presented to the Policy and Strategy Committee in December 2024 (link). This also sets out a progress update on the One Workforce Plan and strategic workforce priorities to 2028, as well as new areas of work aligned to the recommendations for improvement from the Best Value thematic audit report in relation to workforce innovation.
Shared services and public service reform	Explore opportunities for shared services both within the council and with partners, where appropriate, to maximise efficiency.	Feb-24	*	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> * Timescales and actions are determined by the Improvement Service. Representatives from the council are participating in all of the shared services workstreams which are being led by the Improvement Service, i.e. procurement, local government statutory and discretionary services, development of a digital to-be state for local government, new digital shared services that could be delivered

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						<p>nationally or regionally, and developing examples of active communities / participatory design.</p> <ul style="list-style-type: none"> Through participation in the subgroups supporting the workstreams, representatives from the council respond to requests for information and feedback as required and continue to provide support and critically review / input to the project activities.
Shared services and public service reform	Maintain oversight of public service reform developments and ensure co-ordinated response to external decision making which has a bearing on council service delivery.	Sept-23	*	Green	<p>Crerar review - at delivery and ongoing management and monitoring stage.</p> <p>Democracy matters - complete.</p>	<ul style="list-style-type: none"> * Timescales and actions are determined by the Improvement Service. Council representatives are participating in all the public sector reform workstreams which are being led by the Improvement Service, i.e. full implementation of Crerar for local government and the development of Democracy Matters 2 as part of the Local Governance Review. Through participation in the subgroups supporting the workstreams, representatives from the council respond to requests for information and feedback as required and continue to provide support and critical review and input to the project activities.
Working with other Boards	Work with other Boards to support delivery of priorities across the Programme of Work.	Jun-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Pilot approach complete to maintain strategic oversight of Delivery Plan dependencies and interdependencies to reduce the risk of delayed projects, friction projects, and duplication of effort - this is now being rolled out across the whole Programme of Work. Hot spots impacting on the effective delivery of the Programme of Work are being identified through the quarterly monitoring reports which are being submitted to each Programme of Work Strategic Board and the Corporate Management Team. Only two significant hot spots were identified during 2024 which required to be escalated for discussion at the Corporate Management Team. Ongoing oversight through the quarterly monitoring reports enables resources to be kept under review to support delivery of both individual programme of work projects and activities, and also those that cut across the whole Programme of Work thus enabling best use of scarce, and often the same, resources. A resource impact assessment is also monitored through the quarterly monitoring reports which are submitted to each Board and the Corporate Management Team. As at 31/03/24 the Resources dimension showed the greatest variation across all seven Programme of Work priorities in terms of whether it was (or was not) an issue - this showed that 13.8% of the overall Programme of Work highlighted an issue with resources; this decreased to 11.1% as at 30/06/24, 7.1% as at 30/09/24, and 7.6% as at 31/12/24 - this is continuing to be kept under review by the One Service Board in line with wider workforce discussions.

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Working with other Boards	Ensure practical implementation of Change Management Framework.	Jun-24	Mar-28	Green	At planning and set up stage.	<ul style="list-style-type: none"> As noted against the Digital North Lanarkshire deliverable, a Change Management Toolkit has been developed to serve as a self-service mechanism and dynamic online resource able to evolve along with new practices, new learning, and learning from experience as progress is made in delivering the Programme of Work. As project management (with its focus on the organisational aspect of change) and change management (with its focus on the people aspect of change) naturally have complementary processes with the same basic underlying aim - to ensure the long-term success of a programme / project (and its impact) - this development supports the council's overall approach to the changes required to deliver the Programme of Work. Once the closure stage is completed for the corporate toolkit under the Digital North Lanarkshire Programme of Work, this moves to the One Service Board for deployment across the organisation.
Working with other Boards	Lead engagement with staff, trade unions, and partners about the Programme of Work to ensure understanding and alignment.	Apr-24	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> During 2024, a programme of staff roadshows took place to inform staff of the council's strategic vision. The roadshows received considerable investment, with 72 events held across 21 venues in North Lanarkshire. Over 2,200 staff attended the roadshows. The sessions were used to engage with staff on ambitions from The Plan for North Lanarkshire. Engagement from the sessions highlighted positive staff buy-in, e.g. 81.9% of respondents agreed that the Programme of Work was getting it right to achieve the right outcomes.
Leadership and operating model and asset rationalisation	Deliver the continued roll out of the Leadership and Operating Model to ensure an effective community leadership approach, working with partners, as the hub approach develops.	Jun-22	Mar-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> Completion certificate received for phase 1 works at Broadwood Hub in Cumbernauld which now allows phase 2 to commence. Phase 2 is proceeding following recruitment for two Hub Co-ordinator roles which took up post at the end of January 2025 and next steps will include a position review with the technical design team on works required. Kildonan Street redevelopment delivered successfully from end to end in 10 weeks. Delivery in respect of phase 2 hub space at Calderhead behind schedule due to resource capacity and volume of projects and same teams involved in the same aspects across the programme. Options for out of hours access being taken forward following need to address supplier issue. Recent recruitment noted above will help to bring this back on schedule. Work in respect of continuing to expand the number of integrated hubs across the existing estate is progressing in line with the Strategic Asset Review and Investment Strategy (SARIS) report approved at Policy and Strategy Committee in September 2024 (link). As part of the development of the Cumbernauld Hub, the Housing

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						<p>team has successfully relocated from Fleming House to Bron Way; awaiting decision following facility support services review / required consultation before further moves within Bron Way. Town hub proposals at early stages.</p> <ul style="list-style-type: none"> • Work to gather a baseline understanding of future service delivery arrangements / requirements as part of phase 2 for the 3-5 year transition to council's future operating model is complete. To tie into the direction set by the aforementioned SARIS report, further modelling work will be undertaken to review and update the baseline to provide the intelligence needed to inform next steps investment. • The One Service Strategic Board has now concluded reviews of all service areas in respect of workforce planning; this was reflected in the One Workforce report in December 2024 (link). A summary of common issues arising from the presentation (in relation to workforce gaps, services transitioning towards the future operating model, and digital transformation) is being collated to inform the next steps which - along with the overall aims of the Programme of Work - are also being considered within the context of the year three Best Value thematic audit in relation to Transformation. This will inform One Service Board discussions on next steps to support the transition to the council's future operating model in line with approved service reviews, ongoing service redesign, and transformation. An update on delivery of the One Service programme of work was presented to Policy and Strategy Committee in December 2024 (link). • Work is ongoing with the Health and Social Care Partnership around GIRFE (Getting it Right for Everyone) to strengthen early access to supports and services through new ways of working within a community hub model. Initial scoping session held to determine requirements and capacity to deliver from hubs in support of four large screening areas. Focus group completed with Active 60 group to engage in digital zone work. Next steps will be to work on a proof of concept using the Chryston Hub. • To develop a proof-of-concept model to implement early and inclusive family support enabled through the community hub model with a no wrong door approach, work has commenced on scaling up across communities the model in place at Newmains and St Brigid's Hub. • To operationalise a model for new community hubs to support the transition to future operating model, phase 2 has been accelerated following the report to Policy and Strategy Committee in June 2024 (link) and subsequent approval in December 2024 (link) for hub direction. Next update scheduled to be submitted to Policy and

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
						Strategy Committee in June 2025.
Leadership and operating model and asset rationalisation	Align the asset rationalisation strategy with the Leadership and Operating Model to ensure coherent phasing and maximise efficiency.	Apr-23	Jul-28	Green	At delivery and ongoing management and monitoring stage.	<ul style="list-style-type: none"> To support the redesign of home support services to enable locality integrated teams and a phased approach, engagement with the service is complete and needs for Bellshill have been identified. Proposal for first floor space has been prepared and work is underway with teams transitioning into the new space to assess usage and further reconfiguration opportunities. Further engagement planned with housing and home support regarding proposals in line with needs. To create a One Service operating model within the remaining estate a number of areas of activity are underway, including work on asset rationalisation projects and the redesign of Bron Way and Dalziel Building with the schedule of works now confirmed. Implementation of the hybrid model for the Civic Campus is now complete. Work to identify technology priorities using the digital framework aligned to the future operating model and its phased approach is now complete. Implementation has moved to the Digital North Lanarkshire programme of work where activities underway include identifying the solution for MFD (multi-functional device) access for staff, progression of digital zones (including taking forward the zones at Buchanan Centre and Chryston Community Hub), testing remote access solutions and rolling this out across identified hub spaces, and developing a solution for external partners' access. Work is ongoing to implement a corporate telephony solution to support the introduction of a single contact number and secure payment portal for the council, with basic functionality currently being delivered (including dashboard, skills based routing, messaging, directory) which will allow system rollout to commence. To widen the scope of the current Community Asset Transfer Policy to include all requests from communities to use, manage, lease, or take ownership of council owned assets, a Community Ownership and Management of Assets Policy was approved at Policy and Strategy Committee in June 2024 (link). Community requests are now being assessed under the new policy. Since then, mapping has been completed to identify community interest in facilities. Review is complete in respect of the role of the corporate and leadership groups (including updated terms of reference and a policy implementation plan, capital funding criteria developed, and recruitment and appointment of two dedicated officers to promote the new policy and build community and voluntary sector capacity around community ownership and management of assets). New community asset capital

Theme / programme	Deliverables	Start date	End date	Overall delivery RAG assessment	Completed status	Position as at December 2024 (including narrative where RAG status is Red or Amber)
						<p>fund launched on social media.</p> <ul style="list-style-type: none"> The move to a cloud based service to support the council's approach to customer facing communications around more coherent marketing of assets (linked to corporate booking system) has been delayed but discussions continue to be able to move forward with this as soon as possible, this includes developing a proof of concept for the hub model that uses Coatbridge assets in the pilot.

Key to completed status		
Key stages for the project / activity in the Programme of Work		Indicative % completed assessment
At initiation stage	Project / activity still at proposal stage, and not yet approved by the relevant SRO / Chief Officer or approved to Project Brief (or equivalent) stage or approved to Project Brief (or equivalent) stage, but still in development / at feasibility stage.	>0% and <15%
At planning and set up stage	Project / activity approved to Project Business Case (or equivalent) stage or Project or Delivery Plan developed.	>=15% and <25%
At delivery and ongoing management and monitoring stage	Project / activity underway and delivery is categorised as: < =25% completed or > 25% but < =50% completed or > 50% but < =75% completed or > 75% but < 100% completed.	>=25% and <95%
Completed or at closure stage	Project / activity completed and closed off or final evaluations, handovers, etc still to be undertaken.	>=95% and =100%

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

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