

# North Lanarkshire Council Report

## Policy and Strategy Committee

approval  noting

Ref DM

Date 21/03/19

## The Plan for North Lanarkshire : Programme of Work

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### Executive Summary

Members will recall *We aspire - A Shared Ambition for North Lanarkshire*, approved at Committee in September 2018. This outlined a shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire.

The ambition statements in *The Plan for North Lanarkshire* were subsequently approved at Committee in February 2019; collectively these support the shared ambition and underpin the intentions of *We aspire*.

Following realignment of functions in Phase One, Phase Two has focused on maximising shared outcomes for the benefit of the people and communities of North Lanarkshire. This is now depicted through a *Programme of Work* which aims to deliver upon the intentions outlined in the new strategic plan, *The Plan for North Lanarkshire*.

In the longer term (as articulated through the *We aspire* report), the cornerstone for successful delivery of the shared ambition is an integrated approach to sustainable communities - communities that address challenges through integrated solutions (rather than fragmented approaches), and where skills and resources are combined to develop real and sustainable solutions with, and for, our communities.

This report therefore provides an outline of the *Programme of Work* for the immediate future, as well as an outline of the longer term changes envisaged in the role and shape of future public services in North Lanarkshire and its communities. It is important that these elements are considered together, at this time, so all programmes of work moving forward are appropriately focused on, and aligned towards, achieving the shared ambition in the short, medium, and long-term.

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### Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Note the contents of this report,
- (2) Agree the *Programme of Work*, as summarised in Appendix 1 (with the detailed descriptors for each programme in Appendix 2),
- (3) Note the indicative timetable of future reports to Committee meetings in Appendix 1.

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### Supporting Documents

**The Plan for North Lanarkshire** All five priorities

**Appendix 1:** Indicative timetable outlining when details on each programme of work will be reported to Committee meetings.

**Appendix 2:** Descriptors to outline the purpose of each programme of work and provide added context.

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## 1. Background

- 1.1 Members will recall *We aspire - A Shared Ambition for North Lanarkshire*, approved at Policy and Resources Committee in September 2018.
  - 1.2 This outlines a vision for the future direction of the council in terms of a shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire. It defines all of our work across communities, stakeholders, and partners.
  - 1.3 The report also outlines the way ahead in terms of *We aspire* that North Lanarkshire is **the** place to *Live, Learn, Work, Invest, and Visit*.
  - 1.4 The report led to approval of a series of refinements in Phase One in terms of the senior management structure of the council and direct reports to the Chief Executive.
  - 1.5 The report also noted that Phase Two, to be undertaken during 2019/20, would aim to take advantage of the opportunities afforded by the realignment of services, including open and transparent consideration of new service and partnership models and maximising shared community outcomes.
  - 1.6 The ambition statements in *The Plan for North Lanarkshire* were subsequently approved at Policy and Strategy Committee in February 2019; collectively these support the shared ambition which underpins the intentions of *We aspire*.
  - 1.7 The ambition statements in *The Plan for North Lanarkshire* are supported by a *Programme of Work* which has been developed and approved by the Corporate Management Team (CMT) in line with Phase Two.
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## 2. A Shared Ambition

### Programme of Work

- 2.1 In developing its *Programme of Work*, the CMT has ensured a consistent approach to mapping out its intent and the areas of key focus required to deliver upon the shared ambition; this is based on the following considerations:
  - New strategic plans for investment and growth.
  - Future service models that reflect large scale transformational programmes, such as DigitalNL.
  - Ensuring the potential for true innovation is maximised within simplified structures.
  - The role and expectations of our communities.
  - Future capital and revenue budgetary requirements.
  - Maximising on combined resources and integrated approaches through collaborations with colleagues across the council and partners.
- 2.2 Information outlining the *Programme of Work* is presented to Committee in two appendices:

- **Appendix 1** - This contains an indicative timetable mapping out when details on each *Programme of Work* will be reported to Committee meetings throughout the coming year and thereafter. This information is listed under the relevant Committee.
  - **Appendix 2** - This summary provides Elected Members and officers with a short descriptor on each *Programme of Work* to outline its purpose and provide added context.
- 2.3 Once approved by Committee, the next steps will involve CMT further aligning the necessary financial and staffing resources required to underpin delivery of the *Programme of Work*. Where applicable, this will be carried out in line with the revised Scheme of Delegation.
- 2.4 Thereafter services will be required to report to Committee throughout the coming year and thereafter in line with the agreed timetable. This will ensure an ongoing review of progress in terms of achieving the intentions outlined in *The Plan for North Lanarkshire* and also facilitate a regular check-in of progress against, and alignment with, the shared ambition.
- 2.5 These reports will include the technical details for each *Programme of Work* along with the relevant resource (financial and staffing) implications.
- 2.6 In developing the series of reports for Committee for the *Programme of Work*, CMT will ensure an early, co-ordinated, and ongoing approach to engagement with Elected Members.

### **Integrated model**

- 2.7 The shared ambition is a significant opportunity to develop North Lanarkshire as the place to *Live, Learn, Work, Invest, and Visit* by mustering combined resources and delivering change in a dynamic way. This needs a consistent recognition of the need for, and importance of, a clear focus for the short, medium, and long-term, and partnership and co-operation that addresses challenges through integrated solutions.
- 2.8 The *Programme of Work* accompanying this report focuses on the immediate priorities for action; realising the shared ambition requires these to be framed within the longer term vision which is outlined in the *We aspire* September 2018 report and represented by *The Plan for North Lanarkshire*.
- 2.9 As approved through the *We aspire* report, a new integrated community programme (and associated fund) will leverage combined resources and expertise from all services and partners. The intent is to integrate all planning and investment activity, working in partnership across communities, to design how future services and assets will be delivered to support our shared ambition for North Lanarkshire.
- 2.10 The *We aspire* report also references that this approach will support the development of a fully integrated plan to be created for each town and the surrounding communities. This will aim to bring together all development planning activity, enterprise, investment, and capital programme delivery to support the regeneration of our towns, communities (and their shared facilities), and homes.
- 2.11 The accompanying Community Investment Fund (combined with the established resources in our housing investment and capital investment frameworks) aims to maximise the potential for a range of shared investment options to fund inclusive growth across North Lanarkshire (while maintaining clear separation between HRA and non-HRA elements). In addition, alternative sources of funding will be investigated to

complement and augment this fund. Potential opportunities (in areas such as collaborative working and attracting inward investment and planning gain) will be fully explored. Linked disinvestment activity will also be examined as we replace existing non-viable assets with modern community hubs which have been designed around the shared needs of education, economy, and community.

- 2.12 Incorporated in the new model will be the former Schools and Centres 21 programme (including all future planning), building of 5,000 new homes by 2035, town centre regeneration, and all future leisure and community infrastructure investment.
- 2.13 Finally the *We aspire* report noted that all existing community assets (including oversight of any associated arm's length external organisations) will be reviewed in partnership with community stakeholders. Any proposed rationalisation and/or transfer (savings from which will be aligned to fund the new investment needed) will be set against the context of an agreed costed plan for the area. This will aim to enable communities to shape the planned investments in a manner which supports full engagement, ownership, and empowerment without fragmentation.
- 2.14 The model, outlined in the *We aspire* report, requires a shared whole system approach to tackle the barriers to growth by unlocking the potential in the most deprived areas, breaking the cycle of poverty, and opening up opportunities to create more equal communities. It also requires moving individuals from dependence to independence, and enabling them to be part of the decisions that affect them.
- 2.15 Achieving more equal communities requires an approach that recognises the diverse nature of communities and the vast scale of the change required to improve individual outcomes over the longer term. Change needs to go hand in hand with what matters today to the people and communities of North Lanarkshire, so it is therefore important that the *Programme of Work* is framed within the appropriate context now and continually as it evolves over the coming years.
- 2.16 *The Plan for North Lanarkshire* aims to provide this context and ensure all activities are aligned towards achieving the shared ambition; the Community Investment Fund will realise the new resources for direct investment therein. This will be underpinned by clearly outlined intentions of the supporting model which include:
  - A shared approach to developing community hubs / integrated campuses - accessible multi-purpose buildings that provide a focal point and deliver a range of facilities, services, and supports that are unique to, and meet the needs of, each community.
  - Integrated shared public sector community hubs / integrated campuses - for example, for health, social care, community safety, education, financial advice and information, employment support, childcare, and leisure and recreation services and supports as well as touch down centres and bases for staff and partners.
  - A model that transforms local service provision by providing an alternative approach to service delivery underpinned by the principles of community involvement and partnership.
  - Greater community activity with residents, local businesses, and organisations coming together to identify and work on the issues that matter most to them in order to improve the quality of life in their areas.
  - Resources that extend beyond finance and the public sector, and bring in private sector and local investment as well as community assets, resources, and skills.
  - Further opportunities to reduce costs through community asset transfers and participatory budgeting.
  - Enhanced home and community based supports for the most vulnerable people in our communities.

- 2.17 A new strategic procurement model, approved at Policy and Strategy Committee in February 2019, will assist the council and provide the flexibility and capacity needed to ensure plans are designed with communities and delivered to meet local need.
- 2.18 This is a considerable opportunity to include the people and communities of North Lanarkshire in defining and designing their own future, but the complex scale of this type of community engagement, capacity building, and empowerment (and need to be able to sustain this activity) should not be underestimated. Nor should the ask upon staff.
- 2.19 The CMT will retain oversight of the strategic direction for the *Programme of Work* to develop, maintain, and align appropriate resources, capabilities, and cultures towards achieving the ambition statements laid out in *The Plan for North Lanarkshire*.
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### **3. Equality and Diversity**

#### **3.1 Fairer Scotland**

- 3.1.1 The intention underpinning The Fairer Scotland Duty is to reduce the inequalities of outcome caused by socio-economic disadvantage. Socio-economic disadvantage is defined as “*living on a low income compared to others in Scotland, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services*”.
- 3.1.2 The guidance also asserts that socio-economic disadvantage can be experienced by (a) communities of place - people who are bound together because of where they reside, work or visit, and (b) communities of interest - groups of people who share an identity, experience, or one or more of the protected characteristics listed in the Equality Act 2010.
- 3.1.3 The Fairer Scotland Duty is intended to reduce the inequalities of outcomes caused by socio-economic disadvantage. Inequalities of outcome mean any measurable differences between those who have experienced socio-economic disadvantage and the rest of the population.
- 3.1.4 The statutory focus of The Fairer Scotland Duty is on strategic decision making and, as such, this has been considered as part of the final development of *The Plan for North Lanarkshire*. The Fairer Scotland Duty will be considered further, as appropriate, in the subsequent reports to Committee that will outline details on each Programme of Work

#### **3.2 Equality Impact Assessment**

- 3.2.1 Specific equality impact assessments will be undertaken by services (where appropriate) when developing the Programme of Work outlined in the appendices to this report. This will be carried out in line with council policy and The Fairer Scotland Duty assessment process.
- 3.2.2 The councils Equalities Strategy will be kept under review to reflect new and updated legislation and ensure equalities are mainstreamed and integrated within the Programme of Work.
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### **4. Implications**

#### **4.1 Financial impact**

Financial impacts will be identified in the subsequent reports to Committee that will outline details on each Programme of Work.

4.2 **HR/Policy/Legislative impact**

HR / policy / legislative impacts will be identified in the subsequent reports to Committee that will outline details on each Programme of Work.

4.3 **Environmental impact**

Environmental impacts will be identified in the subsequent reports to Committee that will outline details on each Programme of Work.

4.4 **Risk impact**

Risks will be identified in each specific service report for the supporting Programme of Work. These will be managed in accordance with the council's agreed Risk Management Strategy to ensure that risks are managed at the appropriate level in the organisation and strategic assessments identify where risk can be tolerated.

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5. **Measures of success**

5.1 Measures of success will be evidenced through progress being made against the agreed *Programme of Work* that aims to deliver upon the ambition statements in *The Plan for North Lanarkshire*.

Evidence that these are having a positive impact on inclusive growth and prosperity for the people and communities of North Lanarkshire will realise the shared ambition where *We aspire* that North Lanarkshire is **the** place to *Live, learn, Work, Invest, and Visit*.

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**Des Murray**  
Chief Executive

## Programme of Work

Indicative timetable outlining when details on each programme of work will be reported to Committee meetings.

### Policy and Strategy Committee

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b><u>P001</u></b> <b>Enterprise contract - strategic procurement</b> Scope, develop, and establish a strategic partnership to deliver the shared ambition from initial feasibility, through design to delivery and construction, and then to lifecycle maintenance and management.	2, 5, 19,20					
<b><u>P002</u></b> <b>Asset review and rationalisation</b> Review the office accommodation portfolio and reduce the requirement for existing premises through flexible working practices and improved space utilisation.	22, 24					
<b><u>P003</u></b> <b>Detailed design : Digital NL Transformation Programme</b> Present business case and changes required to operational and customer facing ICT services, infrastructure, and culture.	18, 24					
<b><u>P004</u></b> <b>Review of Integration / Integration Scheme changes</b> Report on the statutory consultation exercise on the updated Integrated Scheme and the conclusion of the	10					

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		Cycle 1 January - March 2019	Cycle 2 April - June 2019	Cycle 3 August - September 2019	Cycle 4 November - December 2019	2020
review of integrated health and social care services.						
<b>P005</b> <b>Inclusive growth (tackling poverty)</b> Develop a Tackling Poverty Strategy for North Lanarkshire, capturing the Fairness Commission recommendations and national requirements, and linking to the employability services review.	11					
<b>P006</b> <b>Child poverty</b> Develop and implement a Child Poverty Delivery Plan in line with legal requirements. This will be an integral part of the Tackling Poverty Strategy.	10, 11					
<b>P007</b> <b>Communications Strategy</b> Develop and publish a new Communications Strategy (including media policy) with associated annual communications plan.	4					
<b>P008</b> <b>Events Strategy</b> Develop and publish a new Events Strategy for North Lanarkshire and associated action plan.	4					
<b>P009</b> <b>Strategic Policy Framework</b> Further develop the policy framework, aligned to The Plan for North Lanarkshire and Programme of Work, to support delivery of the shared ambition.	24, 25					
<b>P010</b> <b>Arms' length delivery to support the shared ambition</b>	21					

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
Develop arms-length delivery programme which describes how the arm's length external organisations will support the shared ambition.						
<p><b><u>P011</u></b> <b>Three year revenue budget strategy</b> Prepare the council to develop and implement a planned three year revenue budget strategy.</p> <p>Develop and seek approval for a revised strategy in relation to budgeting and the identification of future savings.</p> <p>Update the council's Medium-Term (5 year) Financial Plan and identify scenarios relating to the anticipated budget gap from 2020/21 to 2024/25.</p> <p>Set 3 year budget and budget 2020/21 to 2022 (full Council meeting).</p>	21					
<p><b><u>P012</u></b> <b>Community Investment Fund</b> Update financial plans to support the Community Investment Fund.</p>	21					

## Communities and Housing Committee

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<p><b>P013 New Supply Programme</b> Plan and deliver 5,000 new council homes by 2035. Update on open market purchase schemes.</p> <p>Update the Strategic Housing Investment Plan (SHIP) to help deliver Local Housing Strategy (LHS) priorities and maximise resources from the Affordable Housing Supply Programme.</p>	1					
<p><b>P014 Tower Strategy</b> Report on progress within tower strategy and demolition programme</p>	1					
<p><b>P015 Housing Investment Programme</b> Progress delivery of HRA capital programme of £50m p/a. 2019/20 capital programme. Outline of future capital programmes.</p>	1					
<p><b>P016 Homelessness and related support</b> Deliver on the intentions laid out in the Rapid Rehousing Transition Plan (RRTP).</p>	1, 11, 14					
<p><b>P017 Fuel poverty</b> Explore options to improve fuel poverty for those most vulnerable.</p>	11, 12					

## Enterprise and Growth Committee

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b>P018 Economic Regeneration Delivery Plan (ERDP)</b> Conclude development of the Economic Regeneration Delivery Plan (ERDP).	2, 3, 5					
<b>P019 Finalise updated Local Development Plan (LDP)</b> Report on outcome of statutory consultation and next steps and seek approval of adopted LDP.	3					
<b>P020 Town centre and community regeneration</b> Progress strategies for regeneration of town centres including development of 8 vision plans and implementation of strategic projects. - Project update in cycle 2 - Draft plans in cycle 4  Review and develop plans to improve and develop business / industrial areas.	2  2, 3					
<b>P021 City Deal / infrastructure</b> Deliver the business case priorities agreed through the City Deal process.	3					
<b>P022 Business and industry</b> Deliver the existing Business Gateway services and consider future delivery options.	5					

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
	Review loans and grants for local businesses.	19					
<b>P023</b>	<b>Marketing and tourism</b> Review Visit Lanarkshire Strategy and investigate how tourism will be taken forward beyond 2020 (linking in with the new Events Strategy).	4					
<b>P024</b>	<b>Employability services</b> Complete review of Employability services and implement new model.	5, 11					

## Environment and Transportation Committee

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b>P025</b>	<b>Parks master planning</b> Develop five year plan (with timetabling and resources) for master planning parks, initially focussing on Strathclyde, Drumpellier and Palacerigg Country Parks.  Ensure further development of the use of greenspace to improve health, wellbeing, and social outcomes.	16, 17, 22					
<b>P026</b>	<b>Co-ordination of environmental assets</b> Consolidate assets (e.g. trees, flower beds, open spaces, bridges, lighting columns, and carparks) across the council to enable a holistic overview of the management and maintenance of environmental assets.	16, 17, 22					
<b>P027</b>	<b>Rationalisation of operational base</b> Review and rationalise operational depots to maximise use of the central depot at Bellshill.	22					
<b>P028</b>	<b>Shared services</b> Develop Auchinlea as a dedicated waste transfer facility and investigate extension of shared Clyde Valley waste arrangements.	22					

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<u>P029</u>	<b>Energy and carbon management</b> Review council's fleet and property assets to reduce energy costs, and improve carbon management and air quality.	22					

## Education and Families Committee

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b>P030</b>	<b>Early year's expansion</b> Full implementation of the 1140 hours of early learning and childcare provision.	8					
<b>P031</b>	<b>Getting it Right for Every Child (GIRFEC)</b> Refresh GIRFEC systems as part of wider review of planning for the health and wellbeing of all children and young people in conjunction with the Children's Services Partnership.	9					
<b>P032</b>	<b>Mental health, well-being, and resilience</b> Develop and implement a Mental Health, Wellbeing, and Resilience Strategy for children and young people.	15					
<b>P033</b>	<b>Improve attainment and qualifications</b> Develop and implement a Raising Attainment Strategy focussing on improving teacher understanding of standards and improving learning.	6					
<b>P034</b>	<b>Performance and improvement</b> Develop self-evaluation towards improvement strategy in order to improve the performance of schools against national standards.	25					
<b>P035</b>	<b>Additional Support Needs (ASN) provision</b>	10					

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
Review ASN provision, including a remodelling of service provision, strategic approach, systems, and processes, and ultimately the ASN sector estate.						
<b>P036</b> <b>Developing the Young Workforce - curricular progression</b> Review curricular progression to ensure effective pathways to positive destinations; improving achievement in literacy and numeracy.	5, 11					
<b>P037</b> <b>Developing the Young Workforce - employability</b> Implement the Developing the Young Workforce Strategy to enable a comprehensive approach to school in relation to the wider employability services review.	5, 11					
<b>P038</b> <b>Digital NL classroom</b> Implement digital consortium arrangements to progress a more learner centred curriculum and enable young people to learn through digital and blended learning.	18					
<b>P039</b> <b>Scottish Attainment Challenge (SAC) and Pupil Equity Fund (PEF)</b> Effectively implement the SAC and PEF plan to ensure an increased focus on research and evidence based practice and a more explicit outcomes focus.	11					

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b>P040</b> <b>North Lanarkshire research lab</b> Develop a research lab to facilitate more effective support for schools in developing curricular and wellbeing strategies for children and young people.	6, 7, 8					
<b>P041</b> <b>Child poverty - anti-poverty approaches</b> Implement anti-poverty actions in line with the Child Poverty Delivery Plan and Tackling Poverty Strategy; including a clear focus on pedagogical practices and support to address food poverty.	10, 11					
<b>P042</b> <b>Local operating models</b> Report on the work to bring together education and children's services within local areas and further integrations regarding central support operations.	7, 10					
<b>P043</b> <b>Young people on the edges of care</b> Improve family support systems by rolling out approaches to transform pathways and establish more effective systems of prevention and enhanced support for children and young people on the edges of care.	7, 10					
<b>P044</b> <b>Looked after children and young people</b> Develop a range of linked initiatives aimed at improving outcomes for looked after children and young	7, 10					

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		Cycle 1 January - March 2019	Cycle 2 April - June 2019	Cycle 3 August - September 2019	Cycle 4 November - December 2019	2020
people at risk, including the Virtual School.						
<b>P045</b> <b>Support for adults</b> Develop and seek approval of new supports for adults who experience specific challenges and adversities including those affected by domestic abuse and people with convictions.	14					
<b>P046</b> <b>Integrated community hubs / campuses</b> Develop demonstration projects evidencing greater connectedness and integration of service provision, ensuring these are linked to town centre regeneration and wider vision plans.	22, 24					
<b>P047</b> <b>Schools new build programme</b> Ensure continued delivery of educational projects currently under construction and re-build the school estate constructed before 1996, ensuring these are linked to town centre regeneration and wider vision plans.	22, 24					
<b>P048</b> <b>Physical Activity Strategy framework 2018-30</b> Integrate and align partners' priorities to address a clear mission and suite of objectives focussed on improving levels of physical activity through active living, sport, recreation, dance, and play.	15					

## Adult Health and Social Care

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b><u>P049</u></b> <b>Inequalities, prevention, and anticipatory care</b> Report on progress across the wide range of activities addressing inequalities, prevention and anticipatory care.	11, 13, 15					
<b><u>P050</u></b> <b>Integrated multidisciplinary working</b> Progress work at both locality and area-wide levels with two key care groupings identified.  Develop and implement <i>First Point of Contact</i> approach.	11, 12, 13					
<b><u>P051</u></b> <b>Self-Directed and person centred Support</b> Seek approval for the market facilitation plan for self-directed support.	12					
<b><u>P052</u></b> <b>Home Support</b> Seek approval for Phase 1 of home support model.	12					
<b><u>P053</u></b> <b>Mental health and primary and community care</b> Report on the completion of the Lanarkshire Mental Health Strategy.	14					
<b><u>P054</u></b> <b>Technology enabled care</b> Report on progress across the range of technology enabled care.	18					

## Youth, Equalities, and Empowerment Committee

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b>P055</b>	<b>Community asset mapping</b> Undertake community asset mapping (on human, social, environmental, place, financial, and physical assets), and ensure this contributes to town centre regeneration and wider vision plans.	19, 20, 21					
<b>P056</b>	<b>Community matters / local governance system</b> Produce statutory annual report on community asset transfer and participation requests.	19,20, 21					
	Improve local democracy - review current Local Area Partnership (LAP) arrangements to enable local people to have a direct say in how public funds are used to address local needs within a clear participatory and engagement framework.	19,20, 21					
<b>P057</b>	<b>Community engagement / community visioning framework</b> Review Community Engagement Strategy and develop a revised framework to shape and guide future engagement with communities.	19, 20, 21					
<b>P058</b>	<b>Disability Confident Leader accreditation</b> Undertake review on how council is meeting its commitments against this accreditation's criteria.	11					

## Finance and Resources Committee

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b><u>P059</u></b> <b>Improve procurement capability</b> Improve procurement capability across council services and review and update the Procurement Strategy.	5					
<b><u>P060</u></b> <b>Framework for the delivery of legal professional services</b> Review the framework for the delivery of legal professional services to ensure this continues to be effective and facilitates delivery of The Plan for North Lanarkshire.	21					
<b><u>P061</u></b> <b>Employee learning and development programmes - Learn NL</b> Enhance leadership development and employee learning and development through further development of the Learn NL provision and supporting platform.	23					
<b><u>P062</u></b> <b>Digital workforce and skills</b> Develop and deliver digital workforce strategy / skills programme to build a digital ready workforce across North Lanarkshire.	23					
<b><u>P063</u></b> <b>Trade Union consultative framework</b> Develop revised framework and approach for Trade Union consultation arrangements.	23					

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b><u>P064</u></b> <b>Employee engagement and wellbeing</b> Develop employee engagement and wellbeing programme, including roll out of Investors in People and evaluation of impact.	23					
<b><u>P065</u></b> <b>Living Wage consolidation</b> Develop proposals for full consolidation of the Living Wage and wider review of pay and grading model.	23					
<b><u>P066</u></b> <b>Modernisation and long-term sustainability of the electoral structure</b> Review current resources and processes to ensure modernisation and long-term sustainability of the electoral structure.	20					

## Transformation and Digitisation Committee

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			Cycle 1 January - March 2019	Cycle 2 April - June 2019	Cycle 3 August - September 2019	Cycle 4 November - December 2019	2020
<b><u>P067</u></b>	<b>Digital economy and place</b> Develop Digital Economy and Place programme to improve connectivity within towns and communities; engage infrastructure and network provider.	2					
<b><u>P068</u></b>	<b>Digital and ICT Strategy</b> Develop Digital and ICT Strategy to guide the council's digital transformation journey over a 5-year period.	18					
<b><u>P069</u></b>	<b>Digital NL Stakeholder Engagement and Communication Strategy</b> Finalise Stakeholder Engagement and Communication Strategy to ensure service design reflects stakeholder needs, views, and aspirations.	18					
<b><u>P070</u></b>	<b>Digital self-management and self-service opportunities</b> Improve the self-service offering and promote self-management and self-service opportunities.	19					
<b><u>P071</u></b>	<b>Digital wireless services</b> Ensure Digital NL assists in the development of community hubs; scope delivery of wireless services to all school and council buildings in preparedness for transition to community hubs.	22					

Programme of work to support the shared ambition		Ambition statement reference	COMMITTEE MEETING DATES				
			<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b>P072</b>	<b>Digital business intelligence model</b> Design a digital model which facilitates data sharing and use of automated Business Intelligence tools.	25					

**Audit and Scrutiny Panel**

Programme of work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES				
		<u>Cycle 1</u> January - March 2019	<u>Cycle 2</u> April - June 2019	<u>Cycle 3</u> August - September 2019	<u>Cycle 4</u> November - December 2019	2020
<b><u>P073</u></b> <b>Internal audit Strategy and Internal Audit Plan</b> Submit revised Internal Audit Strategy, along with the 2019/20 Internal Audit Plan.	25					
<b><u>P074</u></b> <b>Risk management arrangements</b> Ensure ongoing monitoring and oversight of the council's risk management arrangements.	25					
<b><u>P075</u></b> <b>Best Value audit</b> Implement recommendations from the Best Value audit aligned to the intentions of The Plan	25					

## **Ambition Statements**

1. Ensure a housing mix that supports social inclusion and economic growth.
2. Refocus our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities.
3. Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure.
4. Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit.
5. Grow and improve the sustainability and diversity of North Lanarkshire's economy.
6. Raise attainment and skills for learning, life, and work to enhance opportunities and choices.
7. Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe.
8. Engage children and families in early learning and childcare programmes and making positive transitions to school.
9. Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people.
10. Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential.
11. Increase economic opportunities for adults by understanding, identifying, and addressing the causes of poverty and deprivation and barriers to financial inclusion.
12. Ensure our residents are able to achieve, maintain, and recover their independence through appropriate supports at home and in their communities.
13. Improve preventative approaches including self-management and giving people information and choice over supports and services.
14. Ensure the highest standards of public protection.
15. Encourage the health and wellbeing of people through a range of social, cultural, and leisure activities.
16. Transform our natural environment to support wellbeing and inward investment and enhance it for current and future generations.
17. Ensure we keep our environment clean, safe, and attractive.
18. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need.
19. Improve engagement with communities and develop their capacity to help themselves.
20. Improve the involvement of communities in the decisions, and development of services and supports, that affect them.
21. Continue to identify and access opportunities to leverage additional resources to support our ambitions.
22. Facilitate a North Lanarkshire wide approach to asset rationalisation, including with communities and partners.
23. Build a workforce for the future capable of delivering on our priorities and shared ambition.
24. Review and design services around people, communities, and shared resources.
25. Ensure intelligent use of data and information to support fully evidence based decision making and future planning.

### Programme of Work

Descriptors to outline the purpose of each programme of work and provide added context.

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### Policy and Strategy Committee

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**P001: Enterprise contract - strategic procurement**

Through *We aspire*, the shared ambition, the council has articulated a vision for change which aims to revitalise North Lanarkshire's communities and accelerate inclusive economic growth. To support the vision, the council will invest in excess of £2bn in improved infrastructure, facilities, and services over the next 10 years.

To deliver the ambition, a strategic partnership will be established to assist the council and provide the flexibility and capacity needed to ensure plans are designed with communities and delivered to meet local need. This partnership will encompass all aspects of the programme - from initial feasibility, through design to delivery and construction, and then to lifecycle maintenance and management.

The initial report to Committee in February 2019 saw approval to scope and explore options for an innovative new approach to delivery for a full range of interconnected property, community asset, and infrastructure investments. This will potentially include the repair and investment in current and new build housing and council assets, as well as delivery of new community assets (including the campus model), infrastructure, and town centre regeneration programmes.

A progress report will be presented to Committee in cycle 3, providing an update on the appointment of external and internal support for the project, as well as detailed information on the options appraisal required to identify the preferred delivery model.

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**P002: Asset review and rationalisation**

The council has been successful in delivering £2.66m of asset management savings through a variety of activities in the last two years, including property rationalisation, reduction in energy costs, disposals, and demolitions.

To deliver on the shared ambition and improve North Lanarkshire's resource base requires a one council approach to property management and a property estate that meets the needs of communities and services, while ensuring the sustainability of ongoing property costs. This review aims to radically change how the council uses its office accommodation portfolio, and reduce the requirement for many existing premises through more flexible working practices and improved space utilisation.

It is intended that this will be achieved in conjunction with the development and introduction of the community campus model in localities and roll out of DigitalNL.

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**P003: Detailed design: DigitalNL Transformation Programme**

The shared ambition acknowledged a need for the council and its partners, businesses, and communities to embrace technology and integrated solutions when addressing challenges and designing and delivering services. Through the DigitalNL programme, the council has an opportunity to become a leading digital authority in Scotland, while adapting to the impact of rising service demand and decreasing resources.

The DigitalNL Business Case will be considered by the Policy and Strategy Committee in March 2019. This will, if approved, see the council working with a range of specialist partners to procure and implement the future requirements for North Lanarkshire to

realise its place based ambition.

Changes to the council's operational and customer facing IT services, infrastructure, and culture will be significant, and will require to be taken forward on an iterative basis through two complementary projects - Digital Economy and Place (stimulating economic growth through digital investment), and Digital Council Transformation (establishing North Lanarkshire as a smart digital council).

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**P004: Review of Integration / Integration Scheme changes**

Following the September 2018 *We aspire* report, a statutory consultation exercise has commenced on an updated Integration Scheme, which has been amended to reflect the changes in Children and Families and Justice Social Work Services.

A Section 44 review of the Integration Scheme has also commenced between North Lanarkshire Council and NHS Lanarkshire, building on the learning to date, with a view to setting out how integrated health and social care services (and the Integration Joint Board) contribute to a whole system approach moving forwards. The review will report in May 2019 to the Policy and Strategy Committee and NHS Lanarkshire Board.

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**P005: Inclusive growth (tackling poverty)**

Following consideration of a wide range of evidence, the Fairness Commission (created to examine issues of fairness, inequality, and poverty) recommended actions that challenge poverty and inequality in North Lanarkshire.

The focus on poverty means tackling some of the greatest hardships experienced by people living in North Lanarkshire - such as low pay, expensive fuel, or inadequate support to meet life's challenges. The focus on inequality means action that reduces the gaps between people living in different circumstances - gaps in relation to health and wellbeing, educational achievement, having a decent job that pays a decent wage, transport to get to work, and good quality services and facilities.

While the Fairness Commission recommendations are integrated within The Plan for North Lanarkshire / supporting Programme of Work, full governance and oversight will be maintained through the Member / officer Fairness and Wellbeing Action Group.

In support of this, and to tackle poverty and promote inclusive growth, officers from across the council and a range of partner organisations are committed to producing a Tackling Poverty Strategy for North Lanarkshire. The development and implementation of this strategy will encapsulate the Fairness Commission recommendations as well as the intentions outlined in a range of national strategies. This work will also link to the review of employability services.

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**P006: Child poverty**

The Scottish Government's national strategies (such as the Tackling Child Poverty Delivery Plan 2018 -2022, Closing the Attainment Gap, and the Fairer Scotland Action Plan) add to the complexities faced by the council and partners in delivering a co-ordinated approach to tackling child poverty.

The Child Poverty (Scotland) Act 2017 has introduced statutory targets to reduce child poverty in Scotland by 2030, together with provisions that:

- Place a duty on Ministers to publish child poverty delivery plans at regular intervals and to report on progress annually.
- Place a duty on local authorities and health boards to report annually on what they are doing to contribute to reducing child poverty.
- Establish a Poverty and Inequality Commission.

To this end, the council will ensure the development and implementation of a Child Poverty Action Report in line with legal requirements. This will align to the shared ambition and be an integral part of the Tackling Poverty Strategy.

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**P007: Communications Strategy**

A new Communications Strategy will be developed setting out how the council will communicate its vision through ongoing brand development within the *Live, Learn, Work, Invest, and Visit* themes and the strategic deployment of campaigns. In particular, this will set out how the council will continue to maximise the use of digital and social media to its fullest potential.

The strategy will support the shared ambition for North Lanarkshire and the delivery of evaluated, strategic, and targeted communication activity to support service delivery. An annual communications plan will be published clearly stating the priority campaigns for delivery during 2019/20 under the *Live, Learn, Work, Invest, and Visit* themes.

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**P008: Events Strategy**

Events play a key role in attracting visitors to North Lanarkshire and the council has been successful in attracting major events such as the British Transplant Games, Tour Series, and Commonwealth Games.

A new Events Strategy will be developed, aimed at enhancing North Lanarkshire as a place where attractive events happen. The strategy will set out how the council approaches the hosting of events and how it will maximise its offer to external events organisers, making full use of the council's assets and the ability of staff across the organisation to work together. This work will be explicitly tied to ongoing developments under the *Visit* theme.

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**P009: Strategic Policy Framework**

Work has already been undertaken to assess the strategies, policies, and plans in place to support achievement of the council's priorities and develop a Strategic Policy Framework. This reduced duplication, closed gaps, rationalised the number of strategies, and ensured alignment with the priorities.

All strategies have now been mapped with the ambition statements in The Plan for North Lanarkshire. This will continue with further work to evaluate the impact of the Programme of Work on the Framework, and ensure the council's strategies and policies continue to align with, and enable, the required resources and working practices needed to facilitate delivery of the shared ambition.

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**P010: Arms' length delivery to support the shared ambition**

Work is already underway to revisit, refresh, and finalise the plans, strategies, and frameworks that define the council's approach to communicating and working with partners and users. This will continue with a delivery programme which describes how the arm's length external organisations (ALEOs) will support the shared ambition. This will be aligned with The Plan for North Lanarkshire and Strategic Policy Framework, and implemented to ensure effective delivery of the shared ambition.

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**P011: Three year revenue budget strategy**

To support the ongoing delivery of the council's services and shared ambition, work will be undertaken to prepare the council for the development and implementation of a planned three year revenue budget strategy. A revised strategic approach to budgeting, and the identification of future savings, will be developed and approval will be sought from Committee in June 2019.

If approved, work will commence to implement this revised strategy and identify budget options for three years (2020/21 to 2022/23) which will result in future plans for the

shared ambition which are affordable and sustainable.

The assumptions in the council's Medium-Term (5 year) Financial Plan will be reviewed. This will allow updated scenarios, relating to the anticipated budget gap from 2020/21 to 2024/25, to be identified and reported to Committee in September 2019.

In January 2019, the Scottish Government committed to providing Local Government with three year funding settlements from 2020/21. Funding announcements from Scottish Government, expected late in December 2019, will allow for the completion of detailed budget options, which will then allow the Council to set a three year budget in February 2020.

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**P012: Community Investment Fund**

A critical element of The Plan for North Lanarkshire is the identification of funding streams which are available to support the shared ambition and further develop projections for the Community Investment Fund. The Strategic Capital Delivery Group will identify and consolidate funding streams available to support the ambition, incorporating the 2019/20 budget decisions.

Further work will be undertaken to update capital financial plans to support the shared ambition through the Community Investment Fund and will be reported to Committee in June 2019, demonstrating affordability and sustainability.

The terms of reference for the Strategic Capital Delivery Group will be updated to reflect the future focus on supporting the council's ambition. A prioritised work plan will be established in line with available funding and will ensure alignment with wider strategic plans for North Lanarkshire's communities.

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## Communities and Housing Committee

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### **P013: New Supply Programme**

The revised target to deliver 5,000 new homes by 2035, approved in May 2018, includes over 500 homes to be acquired through the Open Market Purchase scheme. This has proved successful and enabled the council to extend off the shelf purchases, buy back ex council stock to meet identified need, and progress common property works by purchasing flats which give the council 100% (or at least majority ownership) within a block.

In the short-term the new supply programme will be delivered using existing national frameworks, but a key priority is to establish a longer term delivery vehicle to help accelerate the programme and maximise benefits for local people and businesses.

The Strategic Housing Investment Plan (SHIP), which helps deliver Local Housing Strategy (LHS) priorities, will be updated annually to help maximise resources in the Affordable Housing Supply Programme.

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### **P014: Tower Strategy**

The first phase of the re-provisioning programme was approved in May 2018; this will potentially see all of the council's tower blocks demolished, together with a number of low rise blocks of flats, over the next 20 to 25 years. The first phase of the programme comprises over 1,700 flats, including 15 tower blocks.

Tenants in Phase 1 were consulted regarding the planned demolition of their homes and over 80% were in favour of the proposals. Re-housing of existing tenants will take a number of years, but already just over 27% of the flats are empty. It is anticipated that the three multi storey flats in Holehills and the flats at Northburn Place (both in Airdrie), will be the first to be demolished, with work potentially starting in 2019/20.

The preparation of tender documents for the demolition of the flats is already underway, along with plans for the re-development of the cleared sites as part of the new supply programme.

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### **P015: Housing Investment Programme**

Work is currently ongoing to deliver the £50m per annum housing capital programme. This includes renewal and replacement of heating systems, kitchens, bathrooms, windows, doors, and external roof and rendering packages.

As a result of the commissioned structural survey works in the multi-storey blocks, a programme of planned investment works was approved in February 2018. This includes all stage 1 and 2 remedial works, as well as the stage 3 retro fitting of automatic sprinkler systems. Plans are progressing to install sprinkler systems and undertake other fire safety work within the multi storey flats in order to enhance fire safety within the tower stock.

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### **P016: Homelessness and related support**

The council has been proactive in developing supports to mitigate the impact of welfare reform and Universal Credit on some of the most vulnerable residents in North Lanarkshire. This includes supporting people to maximise their income, help sustain tenancies, minimise rent arrears, and reduce potential homelessness. Tackling homelessness and dealing with related support needs is also central to any strategy in addressing inequality.

To this end the council submitted its Rapid Rehousing Transition Plan (RRTP) to the Scottish Government at the end of December 2018, which aims to see more settled and

longer term housing options made available to those facing homelessness.

The council's Rapid Rehousing plans will see close working with partners in health, social care, housing associations, and other services in order to implement plans to provide (as quickly as possible) suitable, settled accommodation to families that are homeless. This will be carried out along with the necessary support package (including a social work care management model) to enable them to sustain their tenancies in the future, and minimise time spent in temporary accommodation.

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**P017: Fuel poverty**

Work is currently underway to determine the best way forward, following the Fairness Commission recommendations, to refocus and extend the council's fuel switching campaign and improve the provision of information and advice to better help those most vulnerable.

Options being explored include collective switching, improving online information and marketing approaches, and energy advice training for frontline staff to be able to provide more effective face to face guidance. This work will be aligned with the Tackling Poverty Strategy and an outline is scheduled to be provided to Committee in cycle 3.

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## **Enterprise and Growth Committee**

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### **P018: Economic Regeneration Delivery Plan (ERDP)**

Approval was granted in May 2018 to develop a comprehensive, long-term Economic Regeneration Delivery Plan (ERDP). The purpose of this will be to co-ordinate the physical and economic regeneration of North Lanarkshire, increase economic output, and help address social and economic inequality.

The key themes of the ERDP will focus on:

- Increasing housing supply across all tenures to meet current and future housing requirements and support wider regeneration objectives.
- Supporting the regeneration of town centres through the development of long-term vision plans and strategic projects.
- Developing strategic infrastructure to support the physical and economic regeneration of North Lanarkshire, primarily through the Glasgow City Region City Deal programme.
- Enabling and promoting the provision of good quality industrial and office space in the right locations to help attract and retain businesses and improve economic output.

Work is ongoing to develop this as the framework for delivering inclusive growth in North Lanarkshire, and an update will be provided to Committee in cycle 3.

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### **P019: Finalise updated Local Development Plan (LDP)**

To maximize use of North Lanarkshire's marketable land and assets through improved development in business and industrial infrastructure, production of a new Local Development Plan (LDP) is underway. This is key to ensuring the availability of the right amount of land in the right places in order to encourage and support growth through investment (industrial, commercial, and residential), while at the same time protecting the valuable natural and built environment.

Following external consultation, commencing in February 2019, the outcome will be reported to Committee in cycle 2, with final adoption of the LDP anticipated in 2020.

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### **P020: Town centre and community regeneration**

A key priority within the Economic Regeneration Delivery Plan (ERDP) is the regeneration of North Lanarkshire's town centres and their redevelopment as modern, high quality, mixed use spaces with a much stronger focus on residential provision. To support and guide the long-term transformation of the town centres, work is underway to develop vision plans for each.

These plans will be underpinned by wider community and stakeholder engagement, and will link to the wider area asset plans. The eight draft town centre vision plans will be reported to Committee in cycle 4 in advance of public consultation thereafter.

The wider area asset plans will drive investment in the development of community hubs to provide services at the point of need (and based on the needs of each unique community). Based primarily in the wider secondary school estate, these hubs will provide local touch points for communities to access a range of locality based council services, as well as workspace for council and partnership staff to work and collaborate at a local level. It is expected that this will include a wide range of council services and be shared with partners, such as Police Scotland, and third sector organisations. This work will incorporate the progression and implementation of the Sports Pitch Strategy.

It is recognised that there are a number of strategic buildings or sites within town centres

which are currently vacant and/or derelict that impact negatively on the quality of the town centre environment. Therefore, running in parallel to the development of town centre vision plans, a number of approved strategic town centre projects are currently being progressed. These mainly involve the acquisition of buildings / land assembly for the purposes of new housing development. An update on progress with these projects will be reported to Committee in cycle 2.

Although North Lanarkshire has a significant amount of industrial land and premises, some are not suitable for today's needs. It has been previously agreed that three industrial areas (Blairlinn in Cumbernauld, and Newhouse and Braidhurst in Motherwell) should be subject to feasibility studies to determine the intervention required to bring them to an appropriate standard for businesses to invest and grow. The preparation of the feasibility studies will be subject to a tender process commencing in spring 2019.

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**P021: City Deal / infrastructure**

City Deal aims to increase Gross Value Added (GVA) across the entire Glasgow City Region by providing increased access to jobs through improved connectivity to centres of employment and opening up development opportunity. It is estimated that North Lanarkshire will benefit from 2,000 new workplace jobs, in addition to a share of 15,000 construction jobs which are expected to be created by the £1.13bn infrastructure programme.

Initial feasibility work has progressed across the entire North Lanarkshire infrastructure programme and necessary business case approvals are in development. The £6.4m Glenboig Link Road is the first council City Deal infrastructure project to be completed, with the focus for future construction activity now moving onto Motherwell Town Centre and improvements to enhance the transport interchange at Motherwell Railway Station.

Following a successful regional Infrastructure Summit in September 2017, the council held its own summit in November 2018 with all infrastructure providers. This event was well received and all providers are keen to work together more closely to provide the infrastructure needed for investment and development at the appropriate time.

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**P022: Business and industry**

Business Gateway services provide free business support for start-up and existing businesses. The service is delivered by a contractor on behalf of both North and South Lanarkshire Councils. The contract is due to end in 2021 and options for future delivery will be considered by both councils during 2019 and reported to Committee in early 2020.

The council operates a loans and grants scheme to local small businesses, which has operated successfully over a number of years. With changes in the market, the time is considered right to carry out a review of the scheme to ensure it remains relevant and achieves best value.

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**P023: Marketing and tourism**

To promote tourism in the area, Lanarkshire has an existing tourism strategy agreed by North and South Lanarkshire Councils, VisitScotland, and local industry.

The aim of the strategy is to increase spend on tourism by 2.5% annually for the period of the plan (up to 2020). Through 2019, work will continue to ensure the aims are met, but at the same time investigate how tourism will be taken forward beyond 2020. This work will tie into the development of the new Events Strategy.

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**P024: Employability services**

A review of employability services is underway to ensure that the council's activities, and those of its arm's length external organisations, and strategic partners, are aligned

to address current and future economic opportunities and maximise outcomes for young people and unemployed / underemployed adults within North Lanarkshire's communities. The review encompasses the full spectrum of employability activities ranging from:

- Advisory, guidance, and support services.
- Specialised support services (e.g. criminal justice, care experienced, and people with disabilities).
- Careers advice.
- The school curriculum.
- Positive destinations for school leavers.
- The apprenticeship family (foundation, modern, and graduate).
- Further education and training provision.
- The council's own workforce and leadership development plans.

Working across the council and with partners, the Employability Working Group will aim to shape a new approach to deliver meaningful improvement in key employability outcomes. Key areas of focus will include a reshaped school curriculum, a focus on sustained positive destinations for all school leavers, the increased uptake of apprenticeship programmes and other post school vocational activities at all levels, and focus on alignment with key growth sectors (such as construction, and health and social care) to support the development of North Lanarkshire's labour force aligned to future economic growth.

Options for the establishment of a single integrated employability and training academy will be brought forward focussing on opportunities for employment (sectoral and occupational), and addressing key skills gaps and shortages.

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## Environment and Transportation Committee

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**P025: Parks master planning**

A five year plan for master planning parks is in development, focussing initially on Strathclyde, Drumpellier, and Palacerigg Country Parks. This will include town parks as the plan develops.

The intention is to create a shift in the way communities in North Lanarkshire use their parks and greenspaces from passive, leisure use to active, engaged community involvement that delivers improvements in specific health, wellbeing, and social outcomes. In addition, a governance structure with communities at the centre will be developed to help the council to understand local priorities and unlock the potential for community input to local spaces.

A structured approach to the master planning of parks, with timetabling and resourcing, will ensure a clear vision for investment in each park developed by way of stakeholder, user, and community consultation. This will be tied into the five year capital plan and externally available funding.

Further work between the council and NHS Lanarkshire will continue to drive forward the profile and effectiveness of exercise in green spaces and the benefits for health. This includes where the council is one of four national pilots whereby different models, that recognise the value and cost of greenspace as an effective health intervention, are being evaluated.

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**P026: Co-ordination of environmental assets**

The consolidation of assets across the council will enable a holistic overview of the management and maintenance of environmental assets such as trees, flower beds, open spaces, bridges, lighting columns, and car parks.

This will also reduce inter service recharging, rationalise management focus across services, improve health and safety and risk management around these assets, and provide a more informed basis for asset management, improvement, and investment, where appropriate.

Carried out in conjunction with the DigitalNL programme, the introduction of technology will enhance the levels of management and maintenance of each asset type.

This work will link to the development of parks master planning.

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**P027: Rationalisation of operational base**

The waste service will continue to develop through a process of transformational change over the next two years and this will include the rationalisation of the number of depots from two to one.

This will involve the closure of the existing Southerhouse Depot (Coatbridge) and Albert Street Depot (Motherwell) with the entire service operating from a single base within the existing transport facility at Bellshill.

It is expected that this move (subject to appropriate planning consent, etc.) will take place at the end of financial year 2019/20.

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**P028: Shared services**

There will be an ever increasing demand on the council to increase its levels of recycling to move towards the Scottish Government's recycling figure of 60% by 2020. In order to mitigate the risk of market volatility, the council will seek to maximise the potential of

the former Auchinlea landfill site as a Waste Transfer Station.

In addition, through discussions with neighbouring and local authorities, and partners on the existing Clyde Valley Residual Waste contract, discussions will take place to determine how the council and its partners could achieve the maximum potential from their waste resource.

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**P029: Energy and carbon management**

The council has an obligation to continually improve its carbon management and also to improve the air quality of the environment. A significant contributing factor to air pollution within North Lanarkshire is from its own vehicles and properties.

It is proposed therefore to review the council fleet to ensure that, wherever possible, a cleaner form of engine is deployed. This will include the provision of alternative fuel sources, including electrical vehicles. Further to this will be an increase in the overall number of electrical charging locations throughout the council area. This will help to ensure that the necessary facilities and encouragement are provided to residents to move towards electrical vehicles, which in turn will have a positive effect on the local environment.

In terms of properties, further reductions in the council's carbon footprint can be achieved as a consequence of the asset review and rationalisation work underway and by rolling out energy saving measures. This will include improvements to heating and lighting, insulation of buildings, installation of more fuel efficient boilers, and installation of building energy management systems (BEMS) across all the council's major buildings.

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## Education and Families Committee

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**P030: Early year's expansion**

The national programme, agreed with Scottish Government, is to provide a full entitlement of 1140 hours of early learning and childcare for all 3 to 4 year olds, annually, as well as for some two year old pupils, based on deprivation factors. As part of this approach an effective partnership with funded providers requires to be established.

Giving young people the best start in life is a crucial means of breaking the cycle of disadvantage, therefore a plan for 0 to 2 year old provision (for those most disadvantaged) will be brought forward. It will prioritise those who need the most help to succeed, integrating practice with that developed through the Scottish Attainment Challenge (SAC). Specific programmes of learning and capacity building for parents and staff will be incorporated.

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**P031: Getting it Right for Every Child (GIRFEC)**

To ensure effective planning for all children and young people, a refresh of GIRFEC systems will be progressed as part of a wider review of planning for health and wellbeing.

The wider approach to encouraging and promoting effective provision for family learning and support will also be progressed. This will ensure that the conditions in which young people learn and grow are addressed by programmes of learning and support. This work will be done in conjunction with the Children's Services Plan 2017-20.

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**P032: Mental health, well-being, and resilience**

In line with the planned Lanarkshire Mental Health Strategy and the work of the national taskforce, the council intends to implement a progressive strategy to address the mental health and well-being of children and young people. This will be delivered through a range of curricular and support approaches to address needs and promote resilience in collaboration with the wider Children's Services Partnership.

This will involve training for staff in approaches that aim to support young people in identifying and addressing mental health issues and integrating counselling services with practice. It will also address the needs of parents and carers and focus on building the capacity of young people to support one another.

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**P033: Improve attainment and qualifications**

The requirement to improve attainment is part of the national driver to deliver Excellence and Equity in Scottish education. This is based on the importance of systems that raise the bar for everyone, while closing the poverty related attainment gap.

To this end, the council will develop a Raising Attainment Strategy. This will also focus on improving teacher understanding of standards and a strategy for improving learning. A National Improvement Framework (NIF) strategy group (which is led by a head teacher) oversees this, and a core group of head teachers oversee the *What's the Story?* data system.

The approach will involve a greater emphasis on improving classroom practice and pupil ownership of learning. A network of support will be developed to increase the confidence of teachers and this will be subject based in secondary education and comprise literacy and numeracy champions in primary education.

Matters relating to improving uptake and outcomes in Gaelic medium education will also be progressed as part of this.

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**P034: Performance and improvement**

A self-evaluation towards improvement strategy will bring a greater coherence and efficiency to systems for self-evaluation. This will be based on an increased shared ownership of national standards by teachers, head teachers, and social work colleagues. It will involve greater engagement with colleagues across the West Partnership and the sharing of good practice and learning lessons from experiences in preparing for inspections.

This will have a strong focus on evaluative writing, and a more forensic approach to Validated Self-Evaluation, as well as ensuring co-ordinated support mechanisms that enable practitioners to improve practice effectively.

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**P035: Additional Support Needs (ASN) provision**

A major review of ASN provision is being progressed to revise the approach taken to meeting the additional support for learning needs of young people. This will include a remodelling of service provision, strategic approach, systems, and processes, and ultimately the ASN sector estate.

There is a Member / officer working group overseeing this work. This group will examine workforce development, policy and practice, future delivery models, and capacity building, and will consider future ASN estate upgrade.

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**P036: Developing the Young Workforce (DYW) - curricular progression**

Developing the young workforce is a national strategy based on the Wood Commission report, Education Working for All. It is a core curricular element and figures in all inspections in schools. It is a key component of the National Improvement Framework (NIF) as well as a driver for improvement in education and economic development.

To ensure all young people achieve positive outcomes from education, it is important to enable effective pathways and packages of learning and support. Therefore a review of curricular progression, leading to improved practice, will be brought forward; this will include further and higher education and Gaelic medium education. This work will link to the review of employability services underway.

Progressed through National Improvement Strategy groups incorporating practitioners, this work will ensure links between aspects of curricular innovation, as well as scaling up of good practice incubated in the Scottish Attainment Challenge (SAC) and Pupil Equity Fund (PEF). Through SAC, a pedagogy team is being established to enable improvements in curricular progression to be spread throughout the system.

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**P037: Developing the Young Workforce (DYW) - employability**

Implementation of a Developing the Young Workforce (DYW) Strategy will enable a comprehensive approach to support schools through three principles:

- Universal - this principle refers to the offering (i.e. supports and services) for all young people (enterprising learning).
- Additional - this principle refers to the offering for particular young people who need support to achieve (pathways to employment and work related learning).
- Intensive - this principle refers to the offering to young people most at risk (mentoring for the most vulnerable and the family firm).

It is important that the needs of young people, and the future employment requirements of North Lanarkshire, drive this provision. Part of this work will be a STEM Strategy for North Lanarkshire schools, as part of the pan-Lanarkshire approach.

This work will link to the review of employability services underway.

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**P038: Digital NL classroom**

To progress a more learner centred curriculum, based on national best practice, the council will develop an e-learning model to enable young people to learn through digital classrooms.

This will enable remote access to learning and more effective deployment of resources across schools. Virtual learning environment platforms will be established to enable improved access.

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**P039: Scottish Attainment Challenge (SAC) and Pupil Equity Fund (PEF)**

Further roll out of the Scottish Attainment Challenge (SAC) and Pupil Equity Fund (PEF) work will have an increased focus on research and evidence based practice and a more explicit outcomes focus. The emerging innovations which have been successful will be shared across the service, as the council learns from its experiences and future sustainable systems evolve.

Work will continue to ensure that the governance for these programmes, which have differing origins and funding approaches, align and facilitate teacher / head teacher empowerment.

This work will be based on lessons emerging nationally, and from within the West Partnership, and will focus on a sustainable future landscape beyond SAC and PEF.

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**P040: North Lanarkshire research lab**

A comprehensive overview of research based practice, along with an effective suite of training and development resources, will be developed to ensure that future practice is clearly informed by research and evidence.

Having a research based practice model will enable more effective support for schools in developing their curricular and support offering for young people. This will help to align future programmes and projects within an overarching *What Works* approach. This will also ensure a solid foundation for future planned programmes of improvement and establish mechanisms for measuring success that include the use of benchmarking to drive improvement.

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**P041: Child poverty - anti-poverty approaches**

In response to the Fairness Commission recommendations, there will be a comprehensive approach to building programmes to promote equity. These will include the roll out of anti-poverty approaches, including pedagogical practice and support programmes to address food poverty. This work will be carried out in line with the Child Poverty Delivery Plan and Tackling Poverty Strategy.

Evidence based planning will govern the development of these programmes, including a more forensic approach to measuring success in a quantifiable way. Resources will aim to be maximised through an enhanced partnership approach.

In addition, working with partners to improve data to support the new child poverty duties, the council will develop local action plans and measure progress against child poverty targets. This will take cognisance of recent comparative research linking poverty and inequalities with significantly enhanced rates of statutory child welfare interventions (Nuffield Foundation).

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**P042: Locality operating models**

Fundamental to driving the integration of education and children's services is a clear strategic focus that enables more effective collaboration and ownership of transformational practice and system development that significantly improves outcomes for children and families.

This requires building a shared understanding of the change required by mapping the business (universal, additional, and intensive - i.e. the level of support and service required) to provide an overview of strategic planning (vision and values, key systems and processes, outputs and outcomes) and establish integrated locality delivery models which support improvement at school and local authority level (National Improvement Framework (NIF)) which is underpinned by a clear focus on vulnerable groups.

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**P043: Young people on the edges of care**

A major advantage of integrated service provision is being able to align planning for those who are most vulnerable, from young people who are on the edges of the care system to those who are looked after formally, and those who have convictions or suffer from the impact of domestic abuse.

Work with CELCIS (the Centre for Excellence for Looked After Children in Scotland), on reconfiguration of services for young people on the edges of care, includes the Transforming Pathways pilot in the North area of North Lanarkshire. This is a critical means by which effective systems of prevention can be established and support can be enhanced for young people and families identified as experiencing challenges.

This work has identified risks for children in the upper stages of primary education and is focused on improving support packages and pathways, based on a multi-agency approach. The proposal is to roll out such systems as part of the area model of support around the child. The opportunity to develop a business case for support to facilitate this change (via the Robertson Trust) will be part of the process.

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**P044: Looked after children and young people**

A number of linked programmes aimed at improving outcomes for care experienced children and young people are being brought forward. This includes the Virtual School to facilitate a comprehensive package of support for this group and ensure a focus on:

- Education planning.
- Building the capacity for improved engagement with education.
- Providing greater monitoring of educational journeys.
- Enabling more effective data about progress.
- Providing more effective advocacy and mentoring support.

In addition, there will be a specific focus on supports for the families of those who are looked after at home, or through Kinship Care arrangements. Alongside this, the wider service support arrangements for kinship families will be reconfigured and this will aim to establish a new continuing care service and further develop the whole system approach for young people at risk of involvement in offending and anti-social behaviour.

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**P045: Support for adults**

Growing awareness of the impact of adverse childhood experiences has highlighted how high risk and intergenerational behaviours can affect the lives of individuals, and their children and communities, and lead to them experiencing poor outcomes. One key element is ensuring there are effective pathways for people with convictions, in terms of opportunities for meaningful engagement with the labour market.

The council will also build on work already undertaken to enhance parenting support to this group, and better support the needs of young people with family members involved in the justice system, through a new collaboration with Families Outside.

Domestic abuse is another area of specific focus and, in line with the aspirations of Equally Safe, work will continue to embed the Safe and Together Model and complete a planned review of commissioned Domestic Abuse Services.

The Solihull Approach is being embedded in practice across North Lanarkshire, providing practitioners, with a deeper understanding of trauma, its impact on individuals and a theoretical framework, to respond in a sensitive and attuned way. A particular early intervention focus is to identify and support families at risk in their parenting, promoting a secure parent / child relationship to break the generational cycle.

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**P046: Integrated community hubs / campuses**

Demonstration projects which embody *We aspire* for greater connectedness and integration of service provision will be brought forward. These projects will allow lessons to be learned regarding the relationship between mainstreams schools and Additional Support Needs (ASN) establishments, early learning and childcare, primary and secondary provision, skills academies and community learning and development, and social work.

Hubs will require new operating models to be established, which enable more effective support around the child at individual pupil level, more effective systems of support to build up around secondary school clusters (resource following the child), and more effective strategic oversight and governance at area level. This will be supported by improved council wide systems for managing transitions of young people to and from specialist provision, as required, as well as more effective inreach and outreach.

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**P047: Schools new build programme**

The schools new build programme will ensure continued delivery of educational projects currently under consideration.

This will deliver more modern buildings which will replace less efficient community type facilities and ensure that in most communities the school will become the focus of education and community activities. This will allow the closure of less efficient under-utilised community buildings. Going forward the programme will align with other strategic programmes of the council, and the proposed community hub / campus model.

This model aims to rebuild / build the school estate which was constructed before 1996, introducing community campuses in towns and upgrading science and home economic labs in line with requirements and the new build programme.

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**P048: Physical Activity Strategy framework 2018-30**

This Framework seeks to integrate and align partners' priorities to address a clear mission and suite of key objectives, focussed on improving levels of physical activity through active living, sport and recreation, dance, and play. The ambition is to deliver the many benefits of physical activity for all residents of North Lanarkshire. This will demand increased opportunities for engagement, new approaches, and different ways of delivering services.

Ensuring that access to physical activity is equitable for all will require not just the co-ordination of effort through the ActiveNL framework, but the targeting of resources and increased support. New service delivery models, which provide modern, fit for purpose, targeted, and accessible services, will help to create an effective, efficient, and economic service blueprint.

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## Adult Health and Social Care Committee

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### **P049: Inequalities, prevention, and anticipatory care**

North Lanarkshire has a long history of innovative practice which aims to maximise independence and support individuals to remain active members of their community. Approaches prioritise prevention, early intervention, and community capacity building, with a focus on promoting health and wellbeing and addressing inequalities. Core within this is tackling poverty and ensuring that all developments aim to reduce inequalities. Further activities being developed under this work stream, include:

- Development of routine enquiry to include a range of health improvement and inequality focused topics (including financial inclusion enquiries) into the formal assessments by all health and social care professional groups. This work strand will be developed in tandem with First Point of Contact.
- Expansion of the content and usage of Making Life Easier, North Lanarkshire's self-help portal, to enhance access to appropriate information and low level supports.
- Development of a support and information service, piloted in the atrium of the Houldsworth Centre in Wishaw, with the aim of providing person centred support for local people and improving access through use of local assets and supports.
- Building on the current uptake of around 60% to continue to support the roll out of the Healthy Schools approach in North Lanarkshire's primary schools.
- Development of targeted self-help programmes to enable individuals to proactively manage their own health and the day to day practicalities of living with a long-term condition, including being able to identify and act on the signs of exacerbation. New programmes will include the use of technology to enable monitoring of conditions.
- Further development of Anticipatory Care Plans (ACPs) which allow individuals to make informed choices about how and where they wish to be treated and supported. While the use of ACPs has expanded, further work is required to ensure the process is more integrated in approach and electronically hosted to maximise impact.
- Expanding physical activity programmes to include home support and to tie in closely with the reablement and rehabilitative ethos. This has arisen from the pilot in North Lanarkshire for the Care About Physical Activity (CAPA) programme which aims to support older people in care homes to move more often.

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### **P050: Integrated multidisciplinary working**

A key aim of the Integration legislation is to develop frontline services that are integrated at the point of delivery, simplifying the service landscape and removing the frequent hand-offs and duplication between services. Work underway in this respect is twofold.

Two key care groupings have been identified - (1) frailty and long-term conditions, and (2) addictions, learning disability, and mental health, and within these, partnership teams will be formed at both locality and area-wide levels.

The integration review will cover the future delivery arrangements for these care groupings within the community. In addition, strong links with the acute sector in NHS Lanarkshire will be maintained as this is vital in order for targets to be met for unscheduled care and delayed discharge, and for the work to make a positive impact on individual outcomes.

Another key development is the First Point of Contact; this aims to ensure that, wherever people make contact with the system as a whole, they receive a consistent and correct response which has a focus on preventative and anticipatory care approaches.

At present there are numerous potential entrances to the system - from walk-in at a range of sites to separate service telephone numbers and websites. Collectively health and social care practitioners hold a wide range of information and potential responses,

but facilitating the correct engagement can prove challenging.

The project seeks to build a system which empowers people to be as healthy, safe and independent as possible but ensures that when they need help, treatment or care, they are able to access the correct supports efficiently and effectively. The project will link with DigitalNL developments and work in relation to General Medical Services.

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**P051: Self-Directed and person centred Support**

Self-Directed Support (SDS) aims to improve people's lives by empowering them to be equal partners in the design, delivery, and evaluation of their support.

In line with legislation, there is a clear duty on authorities to give people more choice and control over how they achieve agreed outcomes. This includes increased transparency around how much money is available to put individualised support arrangements in place, and make services and supports much more specifically designed to meet individual needs and be able to achieve important outcomes.

North Lanarkshire has been at the forefront in developing the model, with significant progress having been made for children affected by disability, and younger adults, but less so for older adults to date. The recent Joint Inspection of Adult Services by Healthcare Improvement Scotland and the Care Inspectorate identified this as an area for improvement, and plans are in place, including the developing home support model, to bring older adult services in line with others in the area.

The success of promoting increased choice and control is dependent upon a wide range of local authority, third, and independent sector providers being available to meet the wide and varied needs of children, adults, and older people. VANL plays an important role in this respect and therefore an independently supported review of the community capacity building and carer support work, undertaken by VANL, is currently underway.

This work links to aspirations to create a framework for outcome based assessment and planning that spans professional groups. This will be supported by the adoption of a multi-dimensional outcome monitoring tool, such as the Outcome Star already used in Justice and Integrated Addictions Services. Doing so will create a more integrated and person-centred approach to service delivery, reducing duplication of assessment and planning, and offering the opportunity to use aggregated information on individual outcomes to monitor the effectiveness of interventions.

The Carers (Scotland) Act 2016 set out a range of new duties on Local Authorities and Health Boards to improve the support and recognition of unpaid carers. The Act is designed to support carers' health and wellbeing within each Health and Social Care Partnership area. Requirements include:

- A duty to provide support to carers, based on their assessed needs in line with locally developed eligibility criteria.
- Ensuring that adult carers and young carers will be at the centre of decision making on how services are designed, delivered, and evaluated.
- Ensuring carers are fully involved in the process of hospital discharge.
- Developing a specific Adult Carer Support Plan (ACSP) and Young Carer Statement (YCS) to identify carers' needs and personal outcomes including a break from caring.
- Having an information and advice service for carers to include emergency and future care planning, advocacy, income maximisation, and carers' rights.

Regular updates will be brought to Committee on progress against the requirements of the Act.

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**P052: Home Support**

The implementation of the new model of home support has been ongoing throughout 2018/19, creating a greater focus on Reablement and introducing the option of Self-Directed Support for older people. The new approach has started to see significant performance gains, particularly around delayed discharge, with a reduction of around 40% in home support related bed days.

In line with the DigitalNL programme, further developments are planned to maximise the use of electronic scheduling and remote working, which will improve both the quality and efficiency of the service on offer.

Phase 1 of the programme will see the re-location of the home support management to a central base. This will enable development work to commence on the next stages of the evolving model.

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**P053: Mental health and primary and community care**

Two of the main national strategic developments are around the Primary Care Improvement Plan (tied into the new General Medical Services contract) and the Mental Health Strategy. Pan-Lanarkshire strategies are in development for both areas, with associated action plans setting out the key deliverables for the next five years. The Lanarkshire Mental Health Strategy will include a section on children and young people's mental health, which will require ongoing collaboration between the council and partners.

An aim within both programmes of work is to create a range of prevention and early interventions, set within a wider multidisciplinary approach.

In conjunction with the Third Sector Interface, the partnership will continue to expand the volume and range of community supports on offer in North Lanarkshire. The third sector plays a pivotal role in supporting people to access information, community assets, and low level supports, which prevent or delay the need to use more resource intensive services, while enabling people to lead positive and fulfilling lives within their community.

Providing practical supports to reduce barriers and facilitate engagement is a key requirement in enabling individuals to self-manage and access low level supports within the community. Link Worker roles will play a vital part in this approach and require to be developed in an integrated way across programmes to maximise their impact.

Where the impact of mental health has a significant effect on a person's ability to live independently in their local community or adversely affects their ability to make decisions in their best interest, work is also being done to respond appropriately to increased demand as a result of the Mental Health and Adults With Incapacity legislation. The statutory functions of the council include the requirements to ensure the right number and availability of Mental Health Officers (who are qualified social workers with additional qualifications in mental health), recognised currently as being problematic both nationally and locally.

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**P054: Technology enabled care**

Within the world of health and social care, technology enabled care is an ever expanding feature of developing models. In North Lanarkshire, there are many examples of how innovative use of technology has supported individuals to access services and supports, remain in the community, and manage their condition.

In conjunction with South Lanarkshire Health and Social Care Partnership, the pan-Lanarkshire Technology Enabled Care group has been awarded funding from the national work stream to support development of a blueprint from which to develop future

service provision.

In conjunction with housing, a project will be developed to fully embed the wide range of technological supports within a Very Sheltered Housing Complex, with the aim of supporting new models of support and care and evaluating the impact for potential wider roll out.

Opportunities will also be maximised around the community alarm service, with a move to digital opening up potential for further innovative practice.

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## Youth, Equalities, and Empowerment Committee

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**P055: Community asset mapping**

In order to release the inclusive growth potential of North Lanarkshire, improved integration of consultation and engagement processes is required between Community Planning Partners (CPPs) and communities in order to develop and deliver the broadest possible range of inclusive services and space planning.

In order to provide a platform of data on which to establish a proactive system to support and empower community engagement and involvement on locality priorities, community asset mapping will be undertaken (on human, social, environmental, place, financial, and physical assets). This will help to better understand and resource the ongoing ask from the community in terms of delivering developments, spatial planning, and services.

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**P056: Community matters / locality governance system**

To nurture and support a bottom up, community led approach to inclusive growth, an improved and fully integrated community engagement and locality / community governance structure will be required across the Community Planning Partnership (CPP). This will enable a more focussed approach to delivering on Community Empowerment legislation and areas of work such as participatory budgeting, community asset transfers, and participation requests.

Work to develop Community Matters will also enable determinations to be made in terms of not only the council's new process for considering petitions, but also in respect of the Local Development Programme (LDP) and associated participatory budgeting. In this respect local people will have a direct say in how public funds are used to address local needs within a clear participating framework.

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**P057: Community engagement / community visioning framework**

This review of the former North Lanarkshire Partnership (NLP) Community Engagement Strategy is required to align activity with The Plan for North Lanarkshire.

A revised framework to shape and guide engagement with communities will be developed to ensure that all citizens and communities are involved, ambitious, and empowered to work with the council and partners to shape future public services.

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**P058: Disability Confident Leader accreditation**

Following successful accreditation as a Disability Confident Employer, helping disabled people and those with health conditions to work in good jobs and achieve their full potential, work will be undertaken during 2019 to review how the council is meeting its commitments against the criteria for the Disability Confident Leader accreditation.

By stepping up to being a Disability Confident Leader, the council can gain recognition from disabled staff within and outwith the council, other businesses, customers, and the wider community.

This means the people and communities of North Lanarkshire, and the local business community, will know that the council has carried out an assessment of how Disability Confident the organisation is, and submitted the assessment to allow for external challenge.

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## Finance and Resources Committee

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**P059: Improve procurement capability**

Good progress has been made in rolling out a more efficient and effective means of procuring goods and services required by the council. This has been achieved by working with services through the Category Manager approach and ensuring that procurement methodology and activities become embedded across the council.

Further development will involve a review and update of the Procurement Strategy, taking account of progress made, along with the external Scotland Excel assessment to be completed in 2019.

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**P060: Framework for the delivery of legal professional services**

Managing a growing list of obligations and duties, balancing budgets, and delivering the priorities creates pressures for the council to innovate and rethink service provision. This leads to challenges around a range of joint working arrangements and partnerships with private sector organisations. Getting the right legal support to help the council to perform its many roles, and deliver on the priorities (without compromising on quality or resources), is vital to support the programmes of work moving forward.

To this end, the framework for delivery of legal professional services will be reviewed to ensure this continues to be effective and facilitate delivery of The Plan for North Lanarkshire. This will include consideration of the future role of the paralegal resource.

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**P061: Employee learning and development programmes - Learn NL**

To further develop the next phase of the Workforce for the Future Strategy, work will be undertaken to enhance leadership development and employee learning and development. This will involve further development of the Learn NL provision and supporting platform across the council.

As part of this work, plans will be brought forward for the introduction of an improved learning platform with enhanced functionality, a full appraisal of future learning curriculum requirements (including Digital NL), the introduction of new leadership and management programmes and content to meet future needs, and a focus on reviewing the existing range of learning assets to ensure that they are fit for purpose and aligned to deliver on the shared ambition.

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**P062: Digital workforce and skills**

A programme of digital skills, to build a digital ready workforce across North Lanarkshire, will be developed in partnership with the Scottish Government's Digital Office team and other partners. A full curriculum of digital learning pathways will be developed for Leaders, Elected Members, and employees during 2019. This includes responding to needs highlighted in the council's recent digital skills survey, investing in training to meet specific gaps identified, raising awareness of Digital Safety and Security through a broad communications campaign, and leveraging the group of 35 Digital Transformers recruited from across council services. Engagement across all services during *Digital Skills Week* in May 2019 will offer support on digital skills and further understand what support employees need as the Digital NL programme gathers pace.

Work will also be aligned with the Digital Economy programme to help shape and deliver a wider curriculum of digital skills awareness and skills development for residents across North Lanarkshire, working in partnership with community based learning resources. As part of this work, and linked to the phase 2 roll out of the Learn NL offering, a significantly improved digital learning platform will be introduced that will enable learning to be made more accessible for all employees and service users, including those furthest removed from the labour market. This will allow for improvements in terms of the council's reach

into the community to offer high quality digital learning content, digital skills pathways, and tailored support to enable maximum use of learning resources across all learner groups.

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**P063: Trade Union consultative framework**

Delivery of the shared ambition will drive significant levels of workforce change within all services across the council, and it is critical that there is a strong healthy working partnership with Trade Union colleagues.

To support and enable this, a review of existing Trade Union consultation arrangements will be undertaken. This will shape a revised consultative framework and approach with clear guidelines for officers and Elected Members on timelines and expectations around consultation relating to organisational changes. An overview of the negotiating / consultative arrangements with teaching unions will also be included.

This will be set within the context of the council's Managing Workforce Change Framework which includes an agreed position on how the council will work with Trade Unions and the commitment to consultation / transparency.

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**P064: Employee engagement and wellbeing**

As part of the ongoing focus on employee engagement, the roll out of Investors in People frameworks will continue alongside development of the next phase of Reward and Recognition and employee wellbeing provisions under the banner of NL Life.

This will include enhanced offerings and support for employees in areas which have been identified as new priorities, such as financial advice and signposting links to the use of Credit Unions through employee payroll deduction.

This work fully aligns with recommendations set out in the Fairness Commission report.

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**P065: Living Wage consolidation.**

The council will take forward its plan to fully consolidate the Living Wage into its pay and grading model by April 2019. This will deliver a further salary enhancement for the council's lowest paid employees across grades NLC1, NLC2, and NLC3.

The completion of this work fully meets the council's commitment to its Joint Trade Unions to achieve consolidation before 2021, and it is also fully in line with recommendations set out in the Fairness Commission report.

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**P066: Modernisation and long-term sustainability of the electoral structure**

In line with the planned investments, asset rationalisation, and improvements outlined in The Plan for North Lanarkshire, the council's election management arrangements will be reviewed to ensure best use of resources and community facilities, effective use of digital solutions, and continued involvement of the people and communities of North Lanarkshire moving forward.

This work will require further clarity being received in respect of the UK leaving the European Union.

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## **Transformation and Digitisation Committee**

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**P067: Digital economy and place**

Developing a Digital Economy and Place programme will improve connectivity within North Lanarkshire's towns and communities, and support inward investment and economic regeneration.

The first step towards achieving this involves procuring an infrastructure partner to implement and manage an infrastructure and network capable of facilitating envisaged economic growth. In the longer term this will involve developing proposals for digital incubation and innovation hubs.

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**P068: Digital and ICT Strategy**

The vision of delivering integrated services from community hubs brings about a need for the council to fundamentally change the way it currently operates and delivers services to customers and communities.

In recognising that DigitalNL is likely to underpin the council's modernisation, rationalisation, and transformation commitments, a new Digital and ICT Strategy will be introduced to guide services to transition from the current / traditional ICT estate to a new and agile digital service delivery model.

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**P069: Digital NL Stakeholder Engagement and Communication Strategy**

Stakeholder engagement is key to the success of Digital NL to ensure service design reflects stakeholder needs, views, and aspirations. To ensure stakeholder views and service aspirations are appropriately captured and aligned, a Stakeholder Engagement and Communication Strategy will be developed.

Roll out of this strategy will involve developing and delivering initial digital awareness and stakeholder training, together with training aligned with system and technology releases.

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**P070: Digital self-management and self-service opportunities**

A key element of Digital NL is helping North Lanarkshire's residents and communities to help themselves. To this end work will be progressed to promote self-management and self-service opportunities by improving the self service offering for customers and residents.

In the longer term this will involve developing and delivering artificial intelligence and the Internet of Things (IoT) to provide proactive council services with pilots and proofs of concept.

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**P071: Digital wireless services**

Digital NL will play a key role in assisting the development of community hubs. The initial priority will be to scope delivery of wireless services to all school and council buildings in preparedness for transition to community hubs.

In the longer term, work will include implementing digital solutions which are aligned with the asset rationalisation plans.

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**P072: Digital business intelligence model**

Designing a digital model will facilitate data sharing and use of automated Business Intelligence (BI) tools to support the assessment of council activities and programmes of work against the council's priorities.

The initial steps will involve engagement of a BI provider, followed by implementation of

reporting and data analytics services and the introduction of technology to assist in monitoring and signposting of social media information.

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## **Audit and Scrutiny Panel**

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**P073: Internal Audit Strategy and Internal Audit Plan**

The Internal Audit service has commissioned an External Quality Assurance Review (EQAR) to assess compliance with the Public Sector Internal Audit Standards (PSIAS) and to identify areas for further improvement in the delivery of the service. These will be reflected, along with the need to respond to the changing internal and external environment within which the council is operating, in a revised Internal Audit Strategy.

Both the revised Internal Audit Strategy, and the 2019/20 Internal Audit Plan, will fully reflect the shared ambition, priorities, and planned outcomes included within The Plan for North Lanarkshire and supporting Programme of Work.

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**P074: Risk management arrangements**

Risk management activities will require to respond to ongoing changes, but will continue to remain focused on ensuring that the council has in place robust and effective arrangements to identify, assess, and manage risks in the achievement of the council's objectives, priorities, and planned outcomes.

The current Risk Management Strategy will be reviewed during 2019 to ensure it remains up to date and consistent with the council's expectations. The Corporate Risk Register is currently being reviewed and will be updated to ensure appropriate alignment of the council's strategic risks (in line with The Plan for North Lanarkshire and supporting Programme of Work), as well as including relevant cross cutting and other significant operational risks. This will ensure that risk registers identify and assess the appropriate risks and that these risks are monitored and managed at the appropriate level in the organisation and within the relevant context.

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**P075: Best Value audit**

Following completion of the audit and publication of the Best Value Assurance Report (BVAR), the council will be required to implement a number of recommendations for improvement.

It is intended that this work will be aligned to the intentions of The Plan for North Lanarkshire, and the accompanying planning / performance / improvement arrangements to ensure an integrated one council approach.

All councils are currently part of a five year national audit programme. The current five year external audit term ends in 2020/21 and any new Best Value audit arrangements will be advised by the Accounts Commission at that time.

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