

Motherwell, 21 March 2019 at 2 pm.

A Meeting of the POLICY AND STRATEGY COMMITTEE

PRESENT

Councillor Logue, Convener; Councillor Kelly, Vice-Convener; Councillor Roarty, Vice-Convener; Councillors Beveridge, Burgess, Burrows, Carragher, Castles, Duffy, Fotheringham, Gallacher, Goldie, T. Johnston, Larson, Linden, McNally, McPake, H. McVey, Morgan, Stubbs, Alan Valentine and Watson.

ALSO PRESENT

In accordance with Standing Order 64(A) Councillors Jones, Kerr and Magowan attended as substitutes for Councillors Graham, Hume and Stocks respectively.

Councillor Di Mascio

CHAIR

Councillor Logue (Convener) presided.

IN ATTENDANCE

The Chief Executive; Executive Director (Enterprise and Communities); Joint Interim Executive Directors (Education and Families); Interim Chief Accountable Officer; Head of Legal and Democratic Solutions; Head of Asset and Procurement Solutions; Head of Business Solutions; Head of Communities; Head of Education (Central); Head of People and Organisational Development; Head of Strategic Communication; Audit and Risk Manager; Business Finance Manager (Strategy); Business Manager (Performance and Resource); Business Solutions Manager; Community Partnership Manager; Enterprise Manager; Enterprise Projects Manager; Expenditure Manager, and Democratic Services Manager.

APOLOGIES

Councillors Graham, Hume and Stocks.

CONVENER'S REMARKS

Prior to the commencement of the meeting, the Convener, congratulated Councillor T. Johnston and Councillor Linden on their appointment as Leader and Depute Leader of the SNP Group, respectively, and thanked Councillor Stocks for his contribution to the work of the Council as Leader of the SNP Group from 2011 until the new appointments earlier in the week.

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

1. Declarations of interests were received from Members, details of which are set out below:-
 - Councillor Kelly declared an interest in paragraph 13, by virtue of the nature of a family member's employment and left the meeting during consideration of the matter identified, and
 - Councillors Kelly and Logue each declared an interest in paragraph 14, by virtue of their membership of the Board of the Glasgow and Clyde Valley City Deal Cabinet and left the meeting during consideration of the matter identified.

MINUTES

(1) APPOINTMENTS SUB-COMMITTEE

2. There were submitted the Minutes of the meetings of the Appointments Sub-Committee held on 12 December 2018, and 7 and 25 February 2019.

Decided: that the Minutes be approved.

(2) AUDIT AND SCRUTINY PANEL

3. There were submitted the Minutes of the meetings of the Audit and Scrutiny Panel held on 13 December 2018 and 1 March 2019.

Decided: that the Minutes be approved.

THE PLAN FOR NORTH LANARKSHIRE

(1) PRESENTATION BY THE CHIEF EXECUTIVE

4. The Chief Executive gave a brief overview of (1) The Plan for North Lanarkshire which set out the direction for the Council, partners and stakeholders and, most importantly, for each of the communities and the people who Live, Learn, Work, Invest and Visit within North Lanarkshire; (2) the profile of North Lanarkshire as Scotland's fourth largest local authority area, highlighting some of its social, environmental and economic circumstances that shape North Lanarkshire; (3) the delivery of the Council's shared ambition of inclusive growth and prosperity with a focus on five complementary priorities; (4) the 25 high level ambition statements which collectively support the shared ambition, and which were aligned to the five priorities; (5) the Programme of Work to support The Plan which had been developed by the Council, partners, arm's length external organisations, and other agencies, and (6) the mechanisms in place to monitor and evaluate the delivery of the Programme of Work, and to assess progress towards achieving the shared ambition.

Decided: that the presentation be noted.

(2) PROGRAMME OF WORK

5. With reference to (1) paragraph 10 of the Minute of the meeting of the former Policy and Resources Committee held on 27 September 2018, when, *inter alia*, that Committee had approved "We Aspire – a Shared Ambition for North Lanarkshire" which outlined a vision for the future direction of the Council in terms of inclusive growth and prosperity for the people and communities of North Lanarkshire, and (2) paragraph 2 of the Minute of the Special meeting of this Committee held on 28 February 2019, when, *inter alia*, the Committee had approved the ambition statements in The Plan for North Lanarkshire which, collectively, support the shared ambition and underpin the intentions of We Aspire, there was submitted a report by the Chief Executive (a) advising (A) that, following the realignment of functions in Phase One of We Aspire, Phase Two had focused on maximising shared outcomes for the benefit of the people and communities of North Lanarkshire, and (B) that this was now depicted through a Programme of Work which aimed to deliver upon the intentions outlined in the new strategic plan, "The Plan for North Lanarkshire"; (b) stating that, in the long term, the cornerstone for the successful delivery of the shared ambition was an integrated approach to sustainable communities where challenges would be met through integrated solutions, and where skills and resources would be combined to develop sustainable solutions with, and for, communities; (c) providing 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;

(d) intimating that it was important that these elements were considered together, at this time, so that all programmes of work moving forward would be focused on, and aligned towards, achieving the shared ambition in the short, medium and long term; (e) outlining (A) in Appendix 1 to the report, an indicative timetable which mapped out when details on each programme of work would be reported to Committee meetings throughout the coming year and thereafter, and (B) in Appendix 2 to the report, a short descriptor on each programme of work to outline its purpose and provide added context, and (f) setting out details of the next steps, should the Committee approve the Programme of Work, which would include (A) the further alignment of the necessary financial and staffing resources required to underpin delivery of the Programme, and (B) the submission of reports from the Services to future meetings of Committees to ensure an ongoing review of progress in terms of achieving the intentions outlined in The Plan, and to facilitate a regular check of progress against, and alignment with, the shared ambition.

Councillor Logue, seconded by Councillor Kelly, moved that the Committee approve the recommendations set out in the report.

Councillor T. Johnston, seconded by Councillor Linden, moved that the 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), and agree further that individual reports authorising the progression of each programme of work including providing Elected Members with the opportunity to scrutinise proposed plans shall come to relevant future Committee meetings.
- (3) Note the indicative timetable of future reports to Committee Meetings in Appendix 1.”

On a vote being taken, 13 Members voted for the amendment and 13 Members voted for the motion.

On the accuracy of the count being questioned, the Convener requested that the vote be re-taken.

On a second vote being taken, 13 Members voted for the amendment and 12 Members voted for the motion. The amendment was accordingly carried.

Decided:

- (1) that the Programme of Work to support the shared ambition, as outlined in Appendix 1 to the report, and the detailed descriptors for each programme, as outlined in Appendix 2 to the report, be approved;
- (2) that individual reports on plans to progress each programme of work be submitted to relevant Committee meetings to afford Elected Members with an opportunity to scrutinise those plans;
- (3) that the indicative timetable for the submission of reports to meetings of Committees, as outlined in Appendix 1 to the report, be noted, and
- (4) that the report be otherwise noted.

DETAILED DESIGN: DIGITALNL TRANSFORMATION PROGRAMME

6. The Head of Business Solutions provided an overview of the development of the Council's DigitalNL Transformation Programme.

With reference to paragraph 4 of the Minute of the meeting of the former Transformation Sub-Committee held on 18 October 2017, when, following consideration of a report that illustrated how the DigitalNL Transformation Programme could assist North Lanarkshire to realise its place-based transformation, approval had been given to the next stage of detailed design, there was

submitted a report by the Executive Director (Enterprise and Communities) (1) intimating that, to deliver on the approved ambition where North Lanarkshire is the place to Live, Learn, Work, Invest and Visit, there was a need for the Council to make significant changes to the way it delivered services, connected communities, and enabled businesses; (2) advising that, following finalisation of the detailed design stage of the Programme, significant changes to the Council's operational and customer-facing infrastructure, IT services and culture were required for the Council to turn its Digital Vision and The Plan for North Lanarkshire into reality; (3) providing an overview on the proposed transformation, and illustrating the indicative five-year investment required; (4) stating that the DigitalNL Programme presented a significant opportunity for the Council to use technological advancement such as ultra-fast broadband, artificial intelligence and next generation smart devices to redesign services around the needs of communities and businesses in North Lanarkshire; (5) proposing that the following complementary and interdependent projects be taken forward: (a) "Digital Economy and Place" to stimulate economic growth through digital investment, and (b) "Digital Council Transformation", to establish North Lanarkshire as a smart digital Council; (6) attaching, as Appendices 1 to 7 to the report, a number of documents supporting the information contained in the narrative of the report in respect of (a) the Digital Economy and Place Projects; (b) the Service Design Principles; (c) Stakeholder Engagement; (d) the Benefits to Stakeholders; (e) the Illustrative Year One Work-Package; (f) the Cost/FTE Impact Breakdown, and (g) the Key Risk Assessment; (7) outlining the financial and human resources implications, and (8) recommending that a specialist team be established to implement the Council's digital transformation.

Decided:

- (1) that the presentation by the Head of Business Solutions be noted;
- (2) that the Executive Director (Enterprise and Communities) be authorised to establish a specialist team to implement North Lanarkshire's digital transformation, as outlined in the report;
- (3) that the indicative five-year investment for the Digital Transformation Programme, as detailed in the report, be approved;
- (4) that it be noted that the financial benefits to be realised from the implementation of the Programme would be confirmed on an iterative basis as services were redesigned to meet customer needs and deliver The Plan for North Lanarkshire, and
- (5) that the report, and the accompanying Appendices to the report, be otherwise noted.

INTERIM PROCUREMENT STRATEGY - SCHOOL ESTATE

7. There was submitted a report by the Head of Asset and Procurement Solutions (1) advising that the design and build framework agreements for the delivery of Phase 2 of the Schools and Centres 21 Investment Programme had terminated on 23 January 2019; (2) intimating that the Council had approved capital funding for the delivery of new build projects in Phases 2 and 3 of the Investment Programme; (3) setting out, in Appendix 2 to the report, details of three possible procurement routes to continue progress on delivery of approved projects, and (4) recommending that, for the reasons detailed therein (a) the existing Hub South West Scotland partnership agreement be utilised as the preferred procurement route for the Schools Investment Programme where those projects comply with the qualifying criteria set out in the Territory Partnering Agreement, subject to a check against the applicable Regulations to ensure compliance; (b) the current Scottish Procurement Alliance Framework for Schools and Community Buildings be utilised as a back-up procurement route, subject to approval being sought from the Strategic Capital Delivery Group prior to any call-off procurement being commenced, and (c) the procurement and contracts with Hub South West Scotland for the pre-construction design development stages of the previously approved projects listed in Appendix 1 to the report, with the exception of two projects which were currently being progressed, to a limited value, under the delegated powers of the Executive Director (Enterprise and Communities), be progressed with immediate effect.

Decided:

- (1) that the interim procurement strategy for the Schools and Centres 21 Investment Programme to provide a route for the Council to procure a range of current and future projects until a future alternative programme had been implemented, as outlined in the report, be approved;
- (2) that the immediate commencement of the procurements and contracts with Hub South West Scotland in respect of the pre-construction design development stages for the projects listed in Appendix 1 to the report, with the exception of the two projects which were currently being progressed under the delegated powers of the Executive Director (Enterprise and Communities), be approved, subject to any project and educational consultation approvals by Committee where required;
- (3) that an application be submitted to the current Scottish Procurement Alliance Framework for Schools and Community Buildings to provide a back-up procurement route, as outlined in Section 2 of the report, and
- (4) that it be noted that reports on all projects procured using this procurement strategy would be submitted to future meetings of the Finance and Resources for approval to enter into each agreement for construction.

ADVANCING PARTICIPATORY DEMOCRACY - ROLE OF COMMUNITY MATTERS (LOCALITY PARTNERSHIPS)

8. With reference to paragraph 12 of the Minute of the meeting of the former Policy and Resources Committee held on 6 December 2018, when that Committee had approved the new procedure for the consideration of petitions received by the Council, subject to clarification of the decision-making structures within the Local Area Partnerships, there was submitted a report by the Head of Communities (1) advising that, in order to realise the potential of Community Matters (Locality Partnerships) to provide leadership, and to promote citizen participation in local decision-making that goes beyond the current arrangements for consultation and locality planning, the Locality Partnership Terms of Reference and Standing Orders for Meetings had been reviewed; (2) providing details therein of the proposed amendments in relation to (a) membership of Community Matters (Locality Partnerships); (b) the Local Development Programme; (c) decision-making and voting protocols, and (d) the role of Locality Partnerships in relation to petitions, and (3) setting out, in Appendix 4 to the report, the draft Terms of Reference.

Decided:

- (1) that the amendments to the Community Matters (Locality Partnerships) Terms of Reference and Standing Orders for Meetings, as set out in Appendix 4 to the report, be approved;
- (2) that the clarification of the role of the Community Matters (Locality Partnerships) in respect of decision-making in relation to petitions, and the Local Development Programme, as outlined in the report, be noted, and
- (3) that the proposed revised Community Matters Terms of Reference and Standing Orders for Meetings be referred to the North Lanarkshire Partnership Board for consideration.

EARLY LEARNING AND CHILDCARE EXPANSION PROGRAMME

9. There was submitted a report by the Joint Interim Executive Directors (Education and Families) (1) providing details therein of the progress to date in the development of the infrastructure required to deliver the Early Learning and Childcare Expansion Programme to meet the requirements of the Children and Young People (Scotland) Act 2014 in respect of the provision of 1140 hours early learning and childcare by August 2020; (2) advising that nine new build nurseries would be delivered

by Hub South West, and that plans were being progressed to alter or extend existing properties, including seven existing primary schools; (3) indicating that, overall, the capital budget shortfall of £6.411m had been reduced to £3.486m, and that steps were being taken to target further savings; (4) outlining details of engagement with Early Learning and Childcare providers in relation to the implementation strategy for the provision of 1140 hours early learning and childcare, and (5) advising that the Scottish Government had recently issued its new National Standard which included requirements and specifications in areas, such as: (a) quality; (b) affordability; (c) accessibility, and (d) flexibility.

Decided: that the report be noted.

SCHOOL LEAVER DESTINATIONS 2017/18, THE PATHWAYS PROGRAMME

10. There was submitted a report by the Joint Interim Executive Directors (Education and Families) (1) providing details of initial school leaver destinations for young people who had left North Lanarkshire schools in the academic session 2017/18; (2) setting out a proposal to pilot a new model of curricular delivery, the Pathways Programme, from 1 April 2019 to 31 March 2020, to enhance the alignment of learning and training to labour market intelligence; (3) advising that the Programme (a) was specifically designed to support young people who traditionally would exit education as "winter leavers", and (b) would provide a package of learning and training in key employability skills, enable vocational pathways and facilitate participation in extended work-related learning experiences; (4) indicating that the Programme was part of a wider employability review which would support workforce development in North Lanarkshire, and the Developing the Young Workforce initiative; (5) intimating that young people at risk of labour market marginalisation, including those in such categories as: Winter Leavers, Looked after Children, and those with Additional Support Needs, who attend and engage with the Programme, would be supported directly into employment, or other relevant post-school pathways that would lead to employment, and would then be given a sustained programme of support to enable them to manage the transition from school to a guaranteed positive, sustainable destination; (6) informing that the estimated cost of the pilot was £478,000 which would be met from external grant funding, core service budgets, and a contribution from schools, and (7) stating that a report on the outcome of the pilot, including recommendations for a sustainable model to drive improved outcomes for targeted groups of young people, would be submitted to a future meeting of the Committee.

Decided:

- (1) that the information on school leaver destinations, as outlined in the report, be noted;
- (2) that the proposal to implement a curriculum redesign pilot for the Pathways Programme and the allocation of initial funding, as outlined in the report, be approved, and
- (3) that it be noted that a further report providing details of the outcome of the pilot, including recommendations for a sustainable model to drive improved outcomes for targeted groups of young people, would be submitted to a future meeting of the Committee.

REMIT FROM THE COMMUNITIES AND HOUSING COMMITTEE - HOUSING OUTLINE CAPITAL PROGRAMME 2019/20

11. With reference to paragraph 14 of the Minute of the meeting of the Communities and Housing Committee, held on 13 February 2019, when that Committee, following consideration of a report by the Head of Business (Housing Property and Projects) providing details therein of the proposed mainstream Housing Outline Capital Programme (excluding new build) for 2019/20, had (1) approved the Programme, and (2) remitted the report to this Committee, there was submitted the said report.

Decided: that the report be noted.

CAPITAL STRATEGY TO 2022/23

12. There was submitted a report by the Head of Financial Solutions setting out the proposed Capital Strategy to 2022/23.

Thereon the Convener intimated that this matter would be continued to the next meeting of this Committee.

Decided: that the matter be continued to the next meeting of this Committee.

The Convener exercised his discretion to vary the Order of Business as hereinafter Minuted.

Councillor Kelly, by virtue of the nature of a family member's employment, had declared an interest prior to consideration of the following item of business, left the meeting and took no part in the following two items of business.

GRANT AWARDS PROGRAMME 2019/20

13. There was submitted a report by the Head of Community Services (1) advising that the Grant Awards Programme provided support for community and voluntary organisations to achieve outcomes which were included in The Plan for North Lanarkshire; (2) intimating that the Council, at its meeting on 21 February 2019, had approved a package of budget reductions which included a reduction in the Grant Awards Programme budget of 20%; (3) providing, in the Appendix to the report, (a) details of the organisations which had requested discretionary funding from the 2019/20 Grant Awards Programme, together with recommendations for grant awards, and (b) details of recommendations on funding award allocations for Voluntary Action North Lanarkshire (VANL), and clubsportnl; (4) informing that the current approach taken to grant funding was now out of step with the Council's drive to achieve inclusive growth through involvement of communities and citizens in planning, self-determination and delivery of services and outcomes through empowerment mechanisms, such as, participation requests and participatory budgeting in line with the Community Empowerment (Scotland) Act 2015 duties and the Fairer Scotland Action Plan; (5) proposing that, in order to strengthen the Council's relationship with third sector community organisations, a new approach be explored which would comprise a commissioning model for third sector community organisations, with a small grants programme sitting alongside as part of the participatory budgeting framework, and (6) seeking authorisation to prepare a revised Service Level Specification with VANL on the basis that a report thereon would be submitted to a future meeting of the Youth, Equalities and Empowerment Committee for consideration.

Councillor Carragher, seconded by Councillor Larson, moved that the Committee (1) agree to recommendations 1, 3 and 4, as set out in the report, and (2) agree to amend recommendation 2, as set out in the report, as follows:-

"approve the review of the programme to explore the establishment of a commissioning framework to include a review of revised targets for the funded organisations to meet and to replace the current programme together with a small grants scheme to support participatory budgeting."

The Convener agreed to incorporate this text into recommendation 2 of the report.

Decided:

- (1) that the funding recommendations for the 2019/20 Grant Awards Programme for VANL and clubsportnl, as outlined in Appendix 1 to the report, be approved;
- (2) that the review of the programme to explore the establishment of a commissioning framework to include a review of revised targets for the funded organisations to meet and to replace the current programme, together with a small grants scheme to support participatory budgeting, be approved;

- (3) that the Head of Communities prepare a report on the proposed scope of the review for submission to a future meeting of the Youth, Equalities and Empowerment Committee, and
- (4) that the Head of Communities be authorised to prepare a revised Service Level Specification with VANL on the basis that a report thereon would be submitted to a future meeting of the Youth, Equalities and Empowerment Committee for consideration.

Councillors Kelly and Logue, by virtue of their membership of the Board of the Glasgow and Clyde Valley City Deal Cabinet, having each declared an interest in the matter prior to consideration of the following item of business, left the meeting and took no part in its determination.

Thereon, Councillor Logue demitted the Chair and Councillor Roarty assumed the Chair for the remainder of the meeting.

CITY DEAL UPDATED PROGRAMME PROPOSALS

14. There was submitted a report by the Chief Executive (1) intimating that, following the addition of the Ravenscraig Infrastructure Access Project to the Glasgow City Region City Deal Infrastructure in December 2017, the Council's City Deal proposals had been reviewed and re-aligned to ensure its Programme continued to deliver the maximum economic benefit for both North Lanarkshire and the wider region; (2) setting out modifications to the Council's City Deal Programme which would see the re-alignment of (a) £6.1m from the A8/M8 Corridor Access Improvements Strategic Business Case (SBC), and (b) £60.1m from the Gartcosh Community Growth Area SBC to the Pan Lanarkshire Orbital Transport Corridor SBC to deliver the transport infrastructure improvements needed to realise the full development potential of Ravenscraig and the wider area; (3) advising (a) that the Glasgow City Region City Deal Chief Executive's Group, at its meeting on 28 February 2019, had approved the proposed movement of funds from the two SBCs in favour of the Ravenscraig Infrastructure Access Sub-Project, as outlined above, and (b) that this approval would be progressed to the Glasgow City Region Cabinet on 9 April 2019 for a final decision, and (4) seeking approval for (a) a further capital contribution of £29.7m to the Council's City Deal Programme to address the funding gap to deliver the Ravenscraig Infrastructure Access Sub-Project, and (b) a further £264,000 of Council revenue funding to cover early feasibility costs incurred to date which would be utilised by the Council and partners in the development and delivery of the Gartcosh/Glenboig Community Growth Area.

Decided:

- (1) that it be noted (a) that the Glasgow City Region City Deal Chief Executive's Group, at its meeting on 28 February 2019, had approved the proposed movement of (A) £6.1m from the A8/M8 Corridor Access Improvements Strategic Business Case (SBC), and (B) £60.1m from the Gartcosh/Glenboig Community Growth Area SBC in favour of the Ravenscraig Infrastructure Access Sub-Project, and (b) that this approval would be progressed to the Glasgow City Region Cabinet on 9 April 2019 for a final decision;
- (2) that a further capital contribution of £29.7m to the Council's City Deal Programme to address the funding gap to deliver the Ravenscraig Infrastructure Access Sub-Project be approved;
- (3) that a further £264,000 of Council revenue funding to cover early feasibility costs incurred to date, which would be utilised by the Council and Partners in the development and delivery of the Gartcosh/Glenboig Community Growth Area, be approved, and
- (4) that the report be otherwise noted.