

# North Lanarkshire Council Report

## Policy and Strategy Committee

approval  noting

Ref DM

Date 19/03/20

## The Plan for North Lanarkshire : Programme of Work for 2020 and beyond

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### Executive Summary

Members will recall approving the Programme of Work in March 2019. This set the priorities for action in order to deliver on the shared ambition articulated through The Plan for North Lanarkshire by translating the long-term vision into day to day activities, and providing a consistent focus for resources and working practices in the short to medium term.

The long-term ambition of The Plan for North Lanarkshire coupled with the fast moving, unpredictable, and increasingly complex local government environment, means the council no longer has the luxury of a traditional *once and done* approach to strategic planning and change. Planning and change need to constantly evolve, with ongoing visibility into all programmes of work and their interconnections and associated impacts on business processes and infrastructure.

Within the solid foundations and clear direction set by The Plan for North Lanarkshire, the Programme of Work process provides a clear roadmap for work across council services and with partners. It allows for plans of action to be developed that inform the projects, activities, services, technologies, and resources that need to be harnessed in order to seize the most and best opportunities to deliver on the long-term strategy, while achieving value for money in the here and now.

This report provides the Policy and Strategy Committee with an overview of progress made against the Programme of Work for 2019 and the updated *Programme of Work for 2020 and beyond* for review and approval.

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### Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Note the contents of this report,
- (2) Agree the updated *Programme of Work for 2020 and beyond*, recognising this is a high level overview and future reports presented to committee (as outlined in the timetable in Appendix 1) will provide more specific and detailed information on each individual element within the Programme of Work to allow for Members further consideration and approval, and
- (3) Note the indicative timetable of future reports to committee meetings which is presented in Appendix 1.

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## The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

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### 1. Background

- 1.1 Members will recall The Plan for North Lanarkshire, approved at committee in February 2019, articulates the long-term vision for North Lanarkshire that focuses on inclusive growth and prosperity for all.
- 1.2 Having set the strategy for the long-term vision, a Programme of Work for 2019 was approved at Policy and Strategy Committee in March 2019. This cascaded the strategic vision down to day to day activities to provide a consistent focus for resources and working practices.
- 1.3 Aligned to the committee structure, the Programme of Work timetable covered the four cycles of 2019, with an indicative reference made for reports in 2020.
- 1.4 Throughout 2019 services have ensured that reports are submitted to the respective committee in line with the timetable. This has enabled Elected Members an ongoing review of progress in terms of delivering upon the ambitions outlined in The Plan for North Lanarkshire. This has also facilitated transparent and informed decision making by ensuring a regular and robust presentation of information to committee that included resource implications, timetabling, and impact on stakeholder groups.
- 1.5 Towards the end of 2019 and beginning of 2020, the Corporate Management Team carried out various pieces of work to review the content and quality of reports on the Programme of Work for 2019, and also the progress made in terms of delivering against the shared ambition articulated through The Plan for North Lanarkshire. These processes informed development of the *Programme of Work for 2020 and beyond*.
- 1.6 This report presents Members with the updated *Programme of Work for 2020 and beyond*. This is aligned to the accompanying report, *One Place - One Plan*, at this committee meeting.

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### 2. Strategic planning

#### Programme of Work for 2019

- 2.1 The introduction of the Programme of Work for 2019 was a significant change in the council's approach to strategic planning. By connecting strategy to delivery, this approach makes strategic planning for The Plan for North Lanarkshire a continuous and evolving process that ensures that the long-term strategic vision is connected to an agile and responsive roadmap for implementation and delivery.
- 2.2 The Programme of Work for 2019 comprised 75 high level elements, with 99 reports scheduled to be submitted to the respective committee during the year.
- 2.3 85% of reports were submitted to committee as per the timetable. Of the remaining 15%, two reports were processed through the Corporate Management Team in line

with the Scheme of Delegation, and nine were submitted to a later committee cycle than originally planned to ensure appropriate interconnections and alignment due to the fast moving pace of delivery.

2.4 The inaugural Programme of Work for 2019 achieved a number of significant successes that have been instrumental in securing the foundations required to allow work to progress towards the next phase of delivery of The Plan for North Lanarkshire. These include:

- Development and approval of a **range of corporate strategies and plans** to translate the shared ambition articulated through The Plan for North Lanarkshire into aligned goals and objectives reflecting what services will deliver. This includes the Revenue Resources Budget Strategy, Risk Management Strategy, Procurement Strategy, Financial Strategy, Digital and IT Strategy, Economic Regeneration Delivery Plan (ERDP), Mental Health Strategy, Carbon Management Plan, Communications Strategy, Events Strategy, Internal Audit Strategy, and Community Matters - a Framework for Working with Communities.
- Establishment of the **Community Investment Fund** as part of the council's revenue budget, with reports in 2019 updating on the assumptions around potential funding available through the fund. Robust monitoring and review processes are being implemented to ensure that investment plans are prudent, affordable, and sustainable throughout the life of the fund. The fund will, in effect, require to be approved at each future Council budget setting meeting.
- Approval of the **DigitalNL business case** to mobilise a specialist team to implement North Lanarkshire's digital transformation and indicative five year investment for the digital transformation programme. This aims to take a holistic whole place approach regarding the current and future potential of council employees, communities, businesses, and partners.
- Development and approval of phase 1 of the **digital workforce and skills programme** to build a digital ready workforce across North Lanarkshire.
- Securing approval of the contract award to appoint specialist advisers who will support the development of the new **strategic enterprise partnership**.
- Progress on the **review of the council's office accommodation portfolio**.
- Delivery of the **new supply programme** with 762 new homes built to date, and a further 156 on site and over 500 at the design development/consent stage. In addition 335 homes have been purchased through the Empty Homes and Open Market Acquisition Schemes, with the vast majority of these homes being former council/Cumbernauld Development Corporation stock
- £68m **invested back into council housing stock** through a wide range of programmes including energy efficiency (window and door replacements, roofing and rendering, heating, and external and cavity wall insulation); internal upgrades (kitchens, bathrooms, lead pipe replacement, and large scale smoke detector upgrades to ensure compliance with new legislation); tower strategy (fire stopping measures, demolition, and re-provisioning); major repairs; and home safety and security.
- Progression of the **1140 early learning and childcare expansion programme** from planning to the implementation stage and completion of phase 1 and 2 of the phasing plan in terms of establishments being staffed to operate 1140 hours.
- Completion of a comprehensive review of policy, practice, and provision in meeting the **Additional Support Needs of children and young people**. This involved a programme of stakeholder engagement, it looked at the deployment of resources (including staffing and finance), and considered the suitability and condition of the ASN estate (to be upgraded within the new Community Investment Fund) prior to developing a new model of service delivery linked to the future development of community hub proposals.

- Completion of the annual review/refresh exercise of the **Corporate Risk Register** in line with the Programme of Work elements and ambitions set out in The Plan for North Lanarkshire.
- The importance of the successes achieved was reflected in a **positive Best Value Assurance Report (BVAR)** by the Accounts Commission, who commended the ambitious and well-articulated vision of The Plan for North Lanarkshire and recognised that realising this vision would lead to significant regeneration and change in North Lanarkshire, an area with some acute socio-economic challenges. The Accounts Commission also noted they were pleased to report that the council has progressed since the previous Best Value audit in 2008.

2.5 Moving forward, the Programme of Work, including the significant and ambitious plan of action outlined in the accompanying report at committee (*One Place - One Plan*), will continue to require dynamic strategic planning and decision making processes. As such, an annual review and refresh will continue to be undertaken to ensure continued and consistent alignment with The Plan for North Lanarkshire.

### Programme of Work for 2020 and beyond

2.6 In developing the *Programme of Work for 2020 and beyond*, services have ensured a consistent approach to mapping out their intent and the areas of key focus required to deliver upon the shared ambition articulated through The Plan for North Lanarkshire by focussing on a clear structure for strategic planning. This comprises three components:

<b>1. Principles</b>	<b>2. Rationale</b>	<b>3. Quality control</b>
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#### 1. Principles

2.7 In this respect it was agreed that development of the *Programme of Work for 2020 and beyond* should reflect the principles of the following:

- **Financial Strategy** - Approved at committee in June 2019, this strategy is pivotal in ensuring the council has strong financial governance and robust, affordable, and sustainable financial plans underpinning the shared ambition and investment programme.
- **Community Investment Fund (CIF)** - Investment linked to CIF will be targeted towards tackling 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. The aim of the new investment is to accelerate delivery of the ambitious plans for North Lanarkshire underpinned by community involvement and partnership, while supporting the generation of future budget savings and supporting economic regeneration activity throughout North Lanarkshire.
- Accelerated technological changes are driving innovation in many areas of life. **DigitalNL** has a pivotal role to play in exploiting and integrating new technologies into current operating models and systems in order to improve digital connectivity and skills across North Lanarkshire, and transform the way council services are delivered.
- Ensuring the potential for true innovation is maximised within **simplified structures**.
- The role and **expectations of local communities and engagement** in line with the strategy, *Community Matters - a Framework for Working with Communities*.
- Maximising on **combined resources and integrated approaches** through collaborations across council services and externally with partners.

## 2. Rationale

2.8 In addition, a clear rationale was established for decisions in terms of which elements should be included in the *Programme of Work for 2020 and beyond*. This rationale requires that elements in the Programme of Work:

- Contribute significantly to one or more of the ambition statements in The Plan for North Lanarkshire.
- Underpin what the council is delivering in order to achieve the ambition.
- Involves activities that promote a *one council* approach and cut across functions, services, and (where appropriate) partner organisations.
- Comprise projects and activities that are deliverable, with demonstrable measures of success.
- Do not contain management information, or do not contain recommendations which are devolved to management in accordance with the Scheme of Delegation. This is to maintain the clear delineation of decision making between the Scheme of Delegation and Scheme of Administration.

## 3. Quality control

2.9 A quality control process, implemented in 2019, ensures that reports to committee on Programme of Work elements remain on an ongoing programme of evaluation. This aims to ensure reports are timely and contain information that is expected in line with the original Programme of Work outline and The Plan for North Lanarkshire.

2.10 This process also includes an assessment of delivery against the ambition statements set out in The Plan for North Lanarkshire. Moving forward, it will bring in the relevant information identified through the four complementary frameworks (Strategic Policy, Performance, Self-Evaluation, and Governance Frameworks). Members will recall these have been designed to enable a regular structured approach to assessing progress, measuring success, and identifying (where necessary) areas requiring improvements in order to support delivery of The Plan for North Lanarkshire and maintain statutory Best Value required and good governance principles.

## Programme of Work for 2020 and beyond

2.11 The updated *Programme of Work for 2020 and beyond* (up to the end of the current committee timetable in cycle 1 of 2022) is attached as Appendix 1.

2.12 Notwithstanding the specific decision(s) each report requires and the differing decision making powers of committees, the elements within the updated *Programme of Work for 2020 and beyond* have been aligned to one of the following five priorities in The Plan for North Lanarkshire. This alignment shows the interconnected nature of many Programme of Work elements.

1. Improve economic opportunities and outcomes.
2. Support all children and young people to realise their full potential.
3. Improve the health and wellbeing of our communities.
4. Enhance participation, capacity, and empowerment across our communities.
5. Improve North Lanarkshire's resource base.

2.13 It should be noted that as these priorities are complementary, many Programme of Work elements support delivery of more than one priority. Each has only been listed under one priority for ease of reference.

## **Next steps**

- 2.14 The ongoing and evolving approach of the Programme of Work process means that reports on each Programme of Work element will be regularly presented to the respective committee, in line with the approved timetable. This will allow for Elected Members' consideration and approval to support the delivery of The Plan for North Lanarkshire.
- 2.15 An annual review of the Programme of Work is built into the timetable in Appendix 1; this will provide Members with a composite overview of progress along with the future roadmap to ensure strategy remains connected to delivery and the Programme of Work enables the ongoing delivery of programmes, projects, activities, and services in support of The Plan for North Lanarkshire.

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## **3. Equality and Diversity**

### **3.1 Fairer Scotland Duty**

- 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 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 social-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 report in itself does not require an assessment to be undertaken. However, specific Fairer Scotland Duty assessments will be undertaken by services (where appropriate) when developing each Programme of Work element outlined in the appendix to this report.

### **3.2 Equality Impact Assessment**

- 3.2.1 This report in itself does not require an equality impact assessment to be undertaken. Specific equality impact assessments will be undertaken by services (where appropriate) when developing each Programme of Work element outlined in the appendices to this report.
  - 3.2.2 In terms of the overarching equality outcomes, these require to be updated every two years and, as such, this is a specific element in the *Programme of Work for 2020 and beyond*.
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## **4. Implications**

### **4.1 Financial impact**

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

### **4.3 Environmental impact**

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

### **4.4 Risk impact**

Identification of what the risk is, and where it is being managed (i.e. the corporate risk register, service risk register, or project specific risk registers) will be outlined in each of the subsequent reports to committee that will outline details on each Programme of Work.

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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.

5.2 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 North Lanarkshire is the place to *Live, Learn, Work, Invest, and Visit*.

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## **6. Supporting documents**

6.1 Appendix 1 - Indicative timetable outlining when details on each Programme of Work element for 2020 and beyond will be reported to the respective committee.

A document containing the descriptors, summarising each Programme of Work element and providing added context, is available in the Members' library.



**Des Murray**  
**Chief Executive**

## Programme of Work

Indicative timetable outlining when details on each Programme of Work element will be reported to the respective committee.

2020 PoW ref number	Programme of Work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES										2020-22 Committee	Ref number(s) from 2019 PoW		
			Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1	April 2022 onwards				
			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022					
<b>Improve economic opportunities and outcomes</b>																
<b>P001</b>	<b>Strategic commercial partnership for the enterprise project</b>															
	(1) Report to seek approval of Outline Business Case which will identify the finalised scope, duration, pipeline value, procurement method, delivery, and operating models that will be taken forward to establish the programme.	2, 3, 5, 6, 17, 21, 22, 24, 25	(1)												Policy and Strategy Committee	P001
	(2) Report to seek approval of Full Business Case (at conclusion of procurement) and establishment of partnership with successful bidder.	2, 3, 5, 6, 17, 21, 22, 24, 25											(2)		Policy and Strategy Committee	P001
<b>P013</b>	<b>New housing supply programme</b>															
	(1) Report on progress to deliver 5,000 new council homes by 2035, including estimated split between off the shelf purchases from developers, open market purchase scheme acquisitions (buy back), and traditional new build on council sites.	1, 2		(1)					(1)				(1)		Housing and Regeneration Committee	P013
	(2) Update on open market purchase scheme to enable 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.	1, 2		(2)		(2)			(2)				(2)		Housing and Regeneration Committee	P013
	(3) Report on progress with delivery of the current Strategic Housing Investment Plan (SHIP), and approval of priorities for the new SHIP to help deliver Local Housing Strategy (LHS) priorities and maximise resources from the Affordable Housing Supply Programme.	1, 2				(3)							(3)		Housing and Regeneration Committee	P013
<b>P014</b>	<b>Tower strategy</b>															
	(1) Report on progress within tower strategy and demolition programme.	1, 2		(1)		(1)			(1)				(1)		Housing and Regeneration Committee	P014
<b>P015</b>	<b>Housing investment programme</b>															
	(1) Annual budget report to secure approval of HRA capital programme.	1, 2	(1)					(1)					(1)		Housing and Regeneration Committee	P015
	(2) Annual financial progress report on deliverables from HRA capital programme.	1, 2				(2)							(2)		Housing and Regeneration Committee	P015
	(3) Outline of 5 and 30 year long-term financial plan for housing investment.	1, 2		(3)											Housing and Regeneration Committee	P015
<b>P018.1</b>	<b>Economic Regeneration Delivery Plan (ERDP)</b>															
	(1) Report on finalised town visions, following stakeholder consultation and further development, presented for approval to allow development of associated action plans.	1, 2, 3, 4, 5				(1)									Policy and Strategy Committee	P020
	(2) Report on development of delivery programme for town visions and update on current town centre projects.	1, 2, 3, 4, 5						(2)							Enterprise and Growth Committee	P020
	(3) Report on annual review and update of the ERDP action plan.	1, 2, 3, 4, 5						(3)					(3)	(3)	Enterprise and Growth Committee	P018
	(4) Report on plans to improve and develop business / industrial areas.	1, 2, 3, 4, 5						(4)							Enterprise and Growth Committee	P020
<b>P019.1</b>	<b>Planning and place making</b>															
	(1) Report on outcome of statutory consultation and next steps, and to seek approval of adopted Local Development Plan, the 5-10 year strategy for physical local development.	1, 2, 3, 4, 5, 16	(1)					(1)							Planning Committee	P019

2020 PoW ref number	Programme of Work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES										2020-22 Committee	Ref number(s) from 2019 PoW	
			Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1	April 2022 onwards			
			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022				
	(2) Commence development of the new Local Development Plan; to take account of the changes in legislation to be implemented through the Planning (Scotland) Act 2019.	1, 2, 3, 4, 5, 16							(2)					Planning Committee	-
	(3) Develop policies, procedures, and protocols in response to regulations and guidance to implement the Planning (Scotland) Act 2019.	1, 3, 4, 5, 16, 20, 21			(3)									Planning Committee	-
	(4) Report on development of <i>Connecting North Lanarkshire: A Blueprint</i> , the overarching framework to facilitate the creation of a network of connected places and spaces. This includes an audit of open space provision and an assessment of current and future requirements in line with P076.	4, 5, 16, 22					(4)					(4)		Policy and Strategy Committee	-
<b>P021</b>	<b>City Deal</b> (1) Progress delivery of the realigned City Deal programme, including development and approval (by GCR Cabinet) of outline and full business cases for all remaining projects, alongside associated feasibility, design, and procurement activity: - East Airdrie Link Road (EALR) - Ravenscraig Infrastructure Access (RIA) North and South - Motherwell Town Centre Interchange (MTCI) - Orchard Farm roundabout - Eurocentral Park, Ride, and Share	3, 5	(1)		(1)		(1)			(1)		(1)	(1)	Enterprise and Growth Committee	P021
<b>P022</b>	<b>Business development and support</b> (1) Manage delivery of the Business Gateway contract and progress procurement arrangements for future delivery of Business Gateway services post February 2021. (2) Report on support for local businesses, including proposed use of West of Scotland Loan Fund resources to identify and develop opportunities to support growth of local businesses. (3) Develop and implement a new social enterprise framework to support social enterprises. (4) Develop and implement a film charter to support and facilitate requests from film production companies and support growth of the creative sector in North Lanarkshire.	4, 5	(1)			(1)								Enterprise and Growth Committee	P022
		5, 19		(2)										Enterprise and Growth Committee	P022
		5, 19				(3)								Enterprise and Growth Committee	-
		4, 5				(4)								Enterprise and Growth Committee	-
<b>P023</b>	<b>Marketing and tourism</b> (1) Approve the updated Lanarkshire Area Tourism Strategy (linking in with the approved Events Strategy).	4, 5				(1)								Enterprise and Growth Committee	P023
<b>P025</b>	<b>Country parks for the future</b> (1) Report on the business case to seek approval of next phase of delivery. (2) Update report on implementation of the country parks for the future delivery plan. (3) Report on further development of the use of greenspace to improve health, wellbeing, and social outcomes. (4) Report on study into feasibility of Strathclyde Park as a source of renewable energy.	4, 5, 16, 17, 22		(1)										Environment and Transportation Committee	P025
		4, 5, 16, 17, 22							(2)				(2)	Environment and Transportation Committee	P025
		4, 5, 13, 15, 16, 19						(3)					(3)	Environment and Transportation Committee	P025
		16, 17, 21, 22					(4)							Environment and Transportation Committee	-
<b>P047.1</b>	<b>Hub development and delivery programme</b> (1) Update report on the implementation of the town / community hub strategy. (2) Update on progress of the hub development and delivery programme.	2, 3, 4, 5, 6, 7, 11, 22, 24			(1)									Policy and Strategy Committee	P046
		2, 3, 4, 5, 6, 7, 11, 22, 24	(2)		(2)		(2)		(2)			(2)		Education and Families Committee	P047
<b>P076</b>	<b>One Place - One Plan</b> (1) Report to seek approval of the overarching approach for the economic, social, and environmental regeneration of North Lanarkshire; this includes approval of the guiding principles and prioritisation matrix for the town / community hubs strategy, town vision concepts, and development of a phased	2, 3, 4, 5, 6, 11, 15, 16, 22, 24	(1)											Policy and Strategy Committee	P020, P025, P046, P047

2020 PoW ref number	Programme of Work to support the shared ambition	Ambition statement reference	COMMITTEE MEETING DATES										2020-22 Committee	Ref number(s) from 2019 PoW	
			Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1	April 2022 onwards			
			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022				
	programme of delivery for the parks masterplans. This will enable work to move to the next phase to allow engagement to take place with all stakeholders to inform the development of the respective business case and delivery plans and move to the implementation phase.														
	(2) Provide an annual report updating on the delivery of P076 as a composite programme of work (note - individual components within this will continue to be reported under the respective Programme of Work elements (i.e. P018.1, P047.1, P025, P019) to the relevant committee.	2, 3, 4, 5, 6, 7, 11, 15, 16, 22, 24						(2)					(2)	Policy and Strategy Committee	P020, P025, P046, P047
<b>P077</b>	<b>Workforce for the Future</b>														
	(1) Report on the outcomes of the employability review with phase 1 priorities and deliverables and the Workforce for the Future strategy.	5, 23	(1)											Policy and Strategy Committee	P024, P036, P037
	(2) Report on progress with delivery of the Workforce for the Future priorities (including workforce plans presented to service committees) and approval of future priorities / actions.	5, 6, 10, 11, 23						(2)				(2)	(2)	Policy and Strategy Committee	-
<b>P078</b>	<b>Local Housing Strategy</b>														
	(1) Develop, consult, and implement on the new Local Housing Strategy 2021-26, to provide a strategic plan for North Lanarkshire that aims to meet current and future housing needs and demand and ensure effective delivery of housing related services over the lifetime of the strategy.	1, 2, 12, 13, 18		(1)					(1)				(1)	Housing and Regeneration Committee	-
<b>Support all children and young people to realise their full potential</b>															
<b>P030.1</b>	<b>1140 early learning and childcare expansion programme</b>														
	(1) Report on progress made against the programme to phase in the delivery of 1140 hours across early learning and child care settings by August 2020.	7, 8	(1)	(1)	(1)									Education and Families Committee	P030
	(2) Report on delivery thereafter.	7, 8						(2)		(2)		(2)		Education and Families Committee	P030
<b>P031.1</b>	<b>Getting it Right for Every Child (GIRFEC)</b>														
	(1) Report on refresh of GIRFEC systems as part of the wider review of planning for the health and wellbeing of all children and young people in conjunction with the Children's Services Partnership.	7, 9		(1)										Education and Families Committee	P031, P042
	(2) Report on delivery thereafter.	7, 9						(2)				(2)		Education and Families Committee	P031, P042
<b>P032.1</b>	<b>Mental health, well-being, and resilience</b>														
	(1) Report on implementation of the mental health, well-being, and resilience delivery plan to help address the growing concerns of mental health in children and young people.	7, 10, 15			(1)									Education and Families Committee	P032
	(2) Report on delivery thereafter.	7, 10, 15						(2)		(2)				Education and Families Committee	P032
<b>P034.1</b>	<b>Improving outcomes</b>														
	(1) Annual Standards and Quality report on educational outcomes in line with priorities and statutory legislation.	6, 7, 8, 9, 10				(1)						(1)		Education and Families Committee	P033, P034
<b>P035.1</b>	<b>Additional Support Needs (ASN) provision</b>														
	(1) Report on implementation of the new ASN programme following review and remodelling of the service provision, strategic approach, systems, processes, and the ASN sector estate.	6, 7, 8, 9, 10		(1)										Education and Families Committee	P035
	(2) Report on delivery thereafter.	6, 7, 8, 9, 10						(2)				(2)		Education and Families Committee	P035
<b>P039</b>	<b>Scottish Attainment Challenge (SAC) and Pupil Equity Fund (PEF)</b>														
	(1) Annual report on the redeveloped SAC and PEF plan to ensure an increased focus on research and evidence based practice and a more explicit outcomes focus.	6, 7, 8, 9, 10, 11		(1)					(1)					Education and Families Committee	P039
<b>P044.1</b>	<b>Care experienced children and young people</b>														
	(1) Report on development of a delivery plan with a range of linked initiatives aimed at improving outcomes for children experiencing care, and care experienced and young people at risk.	7, 10		(1)					(1)					Education and Families Committee	P043, P044
	(2) Report on delivery thereafter.	7, 10						(2)				(2)		Education and Families Committee	P043, P044

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			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022						
<b>P079</b>	<b>Curricular review</b>																
	(1) Conduct review to inform a revised curricular model to enable a more effective set of pathways for young people, with greater emphasis on tackling bureaucracy and school week alignment to meet priorities.	6, 7		(1)		(1)			(1)							Education and Families Committee	-
	(2) Report on delivery thereafter.	6, 7											(2)		Education and Families Committee	-	
<b>P080</b>	<b>Support for families</b>																
	(1) Conduct review to inform an overview of support for families to ensure a planned approach to providing holistic support is in place.	7, 8, 10			(1)										Education and Families Committee	-	
	(2) Report on delivery thereafter.	7, 8, 10								(2)				Education and Families Committee	-		
<b>P081</b>	<b>Leadership Model</b>																
	(1) Report on the development of the Leadership Model to support co-production and ensure effective management, operation, and governance structures within each hub.	6, 7, 8, 9, 10, 11, 15, 20, 22, 24			(1)										Education and Families Committee	-	
	(2) Provide an update on the implementation of the Leadership Model.	6, 7, 8, 9, 10, 11, 15, 20, 22, 24							(2)				(2)	Education and Families Committee	-		
<b>Improve the health and wellbeing of our communities</b>																	
<b>P005.1</b>	<b>Tackling poverty</b>																
	(1) Seek approval of the Tackling Poverty Strategy as the overarching corporate and partnership approach to tackling poverty. This will demonstrate the commitment to reduce poverty and ensure activities have a positive impact upon local people. Includes key activities such as financial inclusive, food poverty, money advice, club 365, sanitary provision, and employability.	11, 14, 15		(1)											Policy and Strategy Committee	P005, P006, P017, P041	
	(2) Report on implementation of Tackling Poverty Strategy and demonstrate improved outcomes achieved.	11, 14, 15			(2)					(2)				(2)	Policy and Strategy Committee	P005, P006, P017, P041	
	(3) Produce an annual Child Poverty Action Report, which covers previous year's activities and outlines future plans, in line with The Plan for North Lanarkshire and statutory requirements.	7, 11, 14, 15			(3)				(3)				(3)	Policy and Strategy Committee	P006		
<b>P016</b>	<b>Homelessness and related support</b>																
	(1) Deliver on the intentions laid out in the Rapid Rehousing Transition Plan (RRTP) which aims to rehouse people that have experienced homelessness by ensuring settled housing as an option as soon as possible, rather than lengthy stays in temporary homeless accommodation.	1, 11, 14	(1)					(1)					(1)		Housing and Regeneration Committee	P016	
<b>P045.1</b>	<b>Tackling domestic abuse and gender based violence - support for adults and families</b>																
	(1) Development of local strategy and delivery plan focusing on enhancing prevention, reducing harm and improving outcomes through a coherent cross service and partnership.	7, 14		(1)		(1)								Education and Families Committee	P045		
	(2) Complete review of commissioned domestic abuse services.	7, 14		(2)		(2)								Education and Families Committee	P045		
	(3) Report on delivery thereafter.	7, 14										(3)	(3)	Education and Families Committee	P045		
<b>P048</b>	<b>Framework for physical activity</b>																
	(1) Report on the physical activity strategy, in light of the decision to insource culture and leisure services.	15			(1)									Community Empowerment Committee	P048		
<b>P049</b>	<b>Prevention and early intervention</b>																
	(1) Report on progress across a wide range of activities implemented to maximise independence and support individuals to remain active members of their communities; this will involve prioritising work in	11, 12, 13, 14, 15				(1)							(1)	Adult Health and Social Care Committee	P049		

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			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022				
	terms of prevention, early intervention, and community capacity building and focusing on promoting health and well-being, and addressing inequalities.														
<b>P050.1</b>	<b>Do the right thing, first time</b>														
	(1) Report on the progress of work at both locality and area-wide levels to further develop frontline services that are integrated at the first point of contact and at delivery; 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.	11, 12, 13, 14, 15			(1)					(1)			Adult Health and Social Care Committee	P050	
	(2) Report on progress to create a range of prevention and early interventions set within a wider multidisciplinary approach, in line with the Primary Care Improvement Plan and Lanarkshire Mental Health and Wellbeing Strategy 2019-24.	11, 12, 13, 14, 15		(2)					(2)				Adult Health and Social Care Committee	P053	
<b>P051</b>	<b>Focus on what matters to people (outcomes)</b>														
	(1) Report on the re-tender of the self-directed support and home support frameworks (within the next two year cycle) to ensure a wide range of quality providers are available for people to choose locally.	11, 12, 13, 14, 15				(1)							Adult Health and Social Care Committee	P051	
	(2) Report on work to monitor the impact of local responses to improve the support and recognition of unpaid carers.	11, 12, 13, 14, 15							(2)				Adult Health and Social Care Committee	P051	
<b>P052</b>	<b>Support people to live well connected lives</b>														
	(1) Report on progress of further developments to maximise the use of electronic scheduling and remote working, in line with DigitalNL, to improve both the quality and efficiency of the service on offer.	11, 12, 13, 14, 15			(1)								Adult Health and Social Care Committee	P052	
	(2) Report on progress of the relocation of the home support management to a central base; this will enable development work to commence on the next stages of the evolving model.	11, 12, 13, 14, 15							(2)				Adult Health and Social Care Committee	P052	
	(3) Report on a whole system approach to supporting people effectively to minimise use of hospital or care settings and maximise support at home.	11, 12, 13, 14, 15				(3)							Adult Health and Social Care Committee	P052	
<b>P054</b>	<b>Technology and sustainable solutions</b>														
	(1) Report on progress of developments of information and digital technology, and digital access and solutions as they support transformational change. Detail will include the further development of self-help platform Making Life Easier, development of integrated communications, and upgrade of the eCare system.	12, 13, 18	(1)					(1)				(1)	Adult Health and Social Care Committee	P054	
<b>P082</b>	<b>Work, volunteer, and care</b>														
	(1) Report on the progress of the development of the Care Academy for Health and Social Care.	5, 12, 13, 18, 23				(1)						(1)	Adult Health and Social Care Committee	-	
	(2) Report on the progress of the requirements of the Carers Act.	12, 13, 14				(2)						(2)	Adult Health and Social Care Committee	-	
<b>Enhance participation, capacity, and empowerment across our communities</b>															
<b>P003.1</b>	<b>Transformation programme</b>														
	(1) Outline of DigitalNL work packages which aim to deliver service, business, and technological changes internally and externally, to improve service delivery, drive efficiencies, and realise the benefits to the council and the people and communities of North Lanarkshire.	18, 19, 24	(1)	(1)						(1)			(1)	Transformation and Digitisation Committee	P003, P068, P070, P071
	(2) Report on the implementation and alignment of other emerging technologies, in line with the Digital and ICT Strategy, to deliver on the council's wider service redesign and transformation programme including Programme of Work elements for 2020 and beyond.	18, 19, 24				(2)						(2)	(2)	Transformation and Digitisation Committee	P003, P038, P068, P070, P071
	(3) Update of changes implemented as a result of service redesign to transform the way services are delivered and integrate within the digital and wider council transformation programme.	18, 19, 24				(3)						(3)	(3)	Transformation and Digitisation Committee	P003, P068, P070, P071
	(4) Report on the delivery of the projects within the Digital Economy and Place (SmartNL) programme to improve connectivity within the council's own estate and across North Lanarkshire's communities to	2, 4, 5, 18, 19		(4)						(4)			(4)	Transformation and Digitisation	P003, P067

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			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022				
	support inward investment and economic regeneration.												Committee		
<b>P007.1</b>	<b>Annual corporate communications plan</b> (1) Report on outputs from the annual communications plan from the previous year (in line with the council's Communication Strategy), and present the new annual plan for the year ahead stating the priority campaigns for delivery under the <i>Live, Learn, Work, Invest, and Visit</i> themes.	All		(1)						(1)			(1)	Policy and Strategy Committee	P007
<b>P056.1</b>	<b>Working with communities model and supporting governance structure</b> (1) Report on proposals to establish Boards to empower communities as key partners and enable local people to have a direct say in the design, development, and delivery of services and the town and community hubs strategy outlined in P076.	19, 20, 21	(1)											Policy and Strategy Committee	P056, P057
	(2) Report on development of governance structure to support the Boards.	19, 20, 21		(2)										Community Empowerment Committee	P056, P057
	(3) Report on establishment and integration of locality delivery plans (in line with the town visions) into the democracy / governance model.	19, 20, 21			(3)									Community Empowerment Committee	P056, P057
	(4) Report on further development of approaches to participatory budgeting in localities in line with statutory requirements.	19, 20, 21				(4)								Community Empowerment Committee	P056, P057
<b>P066</b>	<b>Modernisation and long-term sustainability of the electoral structure</b> (1) Report on completion of work to review current resources and processes to ensure modernisation and long-term sustainability of the electoral system.	20			(1)									Policy and Strategy Committee	P066
<b>P069</b>	<b>Digital NL communication and engagement activity</b> (1) Report on the implementation of a communication and engagement plan with a rolling programme of activity for 2020 and beyond, to enable people to be involved, informed, and committed to the programme of change.	18, 19, 20	(1)				(1)						(1)	Transformation and Digitisation Committee	P069
	(2) Provide an update on the communication and engagement plan.	18, 19, 20			(2)		(2)		(2)		(2)		(2)	Transformation and Digitisation Committee	P069
	(3) Provide feedback to show how communication and engagement has improved the knowledge, involvement, and appetite for change internally with staff and externally with communities.	18, 19, 20					(3)				(3)		(3)	Transformation and Digitisation Committee	P069
<b>P083</b>	<b>Customer services hub</b> (1) Report on the development and implement of an online hub as the focal point for all customer activities, supporting the initial point of contact for enquiries regarding all council services, offering a range of channels to improve customer contact and provide self-service options, and supporting local community engagement.	18, 20, 24, 25	(1)											Transformation and Digitisation Committee	-
	(2) Report on the impact of the customer services hub on council policies and operating models.	18, 20, 24, 25		(2)										Policy and Strategy Committee	-
	(3) Provide an update on the design and implementation of the technology for the customer services hub.	18, 20, 24, 25			(3)									Transformation and Digitisation Committee	-
	(4) Report on the progress to implement the customer services hub and the integration, as appropriate, with the BI hub.	18, 20, 24, 25									(4)			Transformation and Digitisation Committee	-
<b>P084</b>	<b>Building community capacity and capabilities</b> (1) Report on implementation of national Adult Learning Strategy which includes adult literacy and numeracy and english as a second language; this will inform a delivery plan for adult learning in North Lanarkshire that contributes to the Workforce for the Future strategy.	5, 10, 11, 15, 18	(1)											Community Empowerment Committee	-
	(2) Develop and implement an Adult Learning Delivery Plan and report on outcomes achieved; focused on improving North Lanarkshire's community based adult learning offer. This is targeted at adults aged 16-64 with no formal qualifications and aims to contribute to the Workforce for the Future strategy.	5, 10, 11, 15, 18			(2)					(2)			(2)	Community Empowerment Committee	-
	(3) Co-produce, with young people, a strategic approach to Working with Young People in line with the National Youth Work Strategy 2020-25.	7, 9, 10		(3)										Community Empowerment	-



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			Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021	Apr - Jun 2021	Aug - Sept 2021	Oct - Dec 2021	Jan - Mar 2022				
	(1) Produce annual Community Investment Fund progress report outlining updated financial projections linked to emerging economic trends.	21	(1)					(1)				(1)	(1)	Policy and Strategy Committee	P012
	(2) Provide an update on the development and delivery of capital investment plans supported by the Community Investment Fund.	21					(2)					(2)		Policy and Strategy Committee	P012
<b>P059</b>	<b>Improve procurement capacity and capability</b>														
	(1) Report on work to improve procurement capacity and capability across council services, and review and update the Procurement Strategy and annual procurement report.	5, 21			(1)							(1)		Finance and Resources Committee	P059
<b>P061.1</b>	<b>Employee learning and development programmes - LearnNL</b>														
	(1) Report on phase 2 of LearnNL plans to introduce a new Leadership Academy and transform the employee learning and development offering and delivery through implementation of Totara, the council's new Learning Management System.	23			(1)									Finance and Resources Committee	P061
	(2) Provide an update on the implementation of Totara and the success and impact of the new Leadership Academy designed to improve manager capacity and capability. This report will also provide an update of progress against the Graduate and Modern Apprenticeship programmes and how they are enabling the council to build the workforce for the future.	23									(2)			Finance and Resources Committee	P061
<b>P062.1</b>	<b>Digital workforce and skills</b>														
	(1) Report on phase 2 of the digital workforce and skills programme to build a digital ready workforce across North Lanarkshire.	5, 23			(1)									Finance and Resources Committee	P062
	(2) Provide an update on the progress of the digital workforce and skills programme and details of continued direction and further planned activity.	5, 23										(2)		Finance and Resources Committee	P062
<b>P064.1</b>	<b>Employee engagement and wellbeing</b>														
	(1) Provide an update on the consolidated feedback from the full council Investors in People recommendations and the employee engagement and wellbeing programme.	23			(1)									Finance and Resources Committee	P064
	(2) Provide a progress report on the employee engagement and wellbeing programme and associated impact on Investors in People feedback.	23			(2)						(2)			Finance and Resources Committee	P064
<b>P072.1</b>	<b>Business intelligence model</b>														
	(1) Report on the outline design for an automated platform with integrated systems to provide a single source of data with a range of business intelligence (BI) tools that facilitates improved analysis, interpretation, and forecasting to inform evidence based decision making and service improvements.	25	(1)											Transformation and Digitisation Committee	P072
	(2) Provide an update on the implementation of the BI hub.	25				(2)					(2)			Transformation and Digitisation Committee	P072
<b>P075.1</b>	<b>Strategic oversight and accountability</b>														
	(1) Update on the monitoring and evaluation programme for the Strategic Policy Framework to ensure services and activities remain aligned to The Plan for North Lanarkshire and enable the required resources and working practices needed to facilitate delivery of the shared ambition.	All		(1)		(1)			(1)			(1)		Policy and Strategy Committee	P009
	(2) Seek approval of the Strategic Governance Framework to bring together legislative requirements, governance principles, management processes, and a regular programme of review to ensure delivery of The Plan for North Lanarkshire is supported by excellence in governance, accountability, and transparency.	All	(2)											Audit and Scrutiny Panel	P075
	(3) Update on the review programme to ensure each element in the Strategic Governance Framework is up to date, on a timetable for review at an appropriate interval, and subsequently reported to the relevant committee.	All			(3)		(3)			(3)		(3)		Audit and Scrutiny Panel	P075
	(4) Annual review of The Plan for North Lanarkshire, incorporating updates arising from the Strategic Self-Evaluation Framework programme of reviews for 2020, level 1 context indicators, level 2 and 3 performance results, and the Programme of Work for 2020 and beyond.	All			(4)						(4)			Audit and Scrutiny Panel	P075
	(5) Annual review and update of the Programme of Work to provide Members with a composite overview of progress to date, along with the future roadmap to ensure strategy remains connected to delivery	All	(5)				(5)					(5)		Policy and Strategy Committee	-

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	and the Programme of Work enables the ongoing delivery of projects, activities, and services in support of The Plan for North Lanarkshire.														
	(6) Report on arrangements to ensure the council maintains adequate oversight of service delivery and governance while demonstrating where arm's length external organisations are supporting delivery of The Plan for North Lanarkshire.	21	(6)		(6)			(6)			(6)			Audit and Scrutiny Panel	P010
	(7) Regularly assess the effectiveness of the risk management arrangements which the council has in place to assist the identification and management of risks, strengthen organisational resilience, improve governance and stakeholder confidence and trust, and increase the likelihood of the council achieving its planned outcomes, priorities, and ambitions and report the results of that assessment to key stakeholders.	All	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)		Audit and Scrutiny Panel	P074
	(8) Review and update of the Risk Management Strategy to ensure it remains up to date and consistent with the council's expectations.	All	(8)									(8)		Policy and Strategy Committee	P074
	(9) Provide a range of assurance outputs, in line with the approved Internal Audit Strategy and annual plan, focused on cyclical coverage of core corporate governance processes, key strategic priorities and programmes of work, corporate risks, and key financial systems.	All	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)		Audit and Scrutiny Panel	P073
<b>P087</b>	<b>Climate change : climate emergency declaration</b>														
	(1) Outline plans for North Lanarkshire's COP26 event (i.e. the 26 <sup>th</sup> conference of the parties/the major United Nations climate change summit which will take place in Glasgow from 9-19 November 2020).	16, 21, 22	(1)											Environment and Transportation Committee	P029
	(2) Outline proposals for action linked to the council's climate change emergency declaration made in June 2019, and provide regular progress updates.	16, 21, 22		(2)					(2)			(2)		Environment and Transportation Committee	P029

Notes: PoW ref numbers

- Where a Programme of Work is ongoing from 2019, the same PoW ref number has been used.
- Where a 2019 Programme of Work has moved onto the next phase, or been amalgamated with other elements, the original PoW ref number has been appended by .1
- Where a Programme of Work is new, or has been reconfigured, a new PoW ref number has been applied.
- The Programme of Work for 2019 was structured against the relevant service committee and, as such, the PoW ref numbers ran in sequence.
- As the Programme of Work for 2020 and beyond is structured against the five priorities, the PoW ref numbers do not run in sequence.
- Where Programme of Work elements have been amalgamated, the original 2019 PoW ref number(s) have been noted in the end column to ensure a clear audit trail.

### **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.