

# North Lanarkshire Council

## Draft Report

### Transformation and Digitisation Committee

approval  noting

Ref KH/LJ/JL

Date 13/05/19

### DigitalNL Business Partnerships – Community Benefit Framework

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#### Executive Summary

The council's DigitalNL business partners, PwC and Agilisys, are both required to deliver community benefits as part of their contractual arrangements with the council. This report confirms where community benefits have already been agreed and provides a summary of the status of each project. Members will appreciate that the Covid-19 emergency is impacting on the development of some projects, especially those which involve school or community focused initiatives and direct engagement with our workforce. Where this is the case, the report highlights preparatory work that is being undertaken to ensure projects may be rolled out as soon as is practicable once existing restrictions have been lifted.

The report also sets out the proposed monitoring and reporting arrangements to ensure that planned benefits are delivered and the council, our workforce and individual residents and communities can all benefit from the additionality and wider enhancements that our digital transformation will bring.

#### Recommendations

The Transformation and Digitisation Committee is requested to:

- 1) Approve the individual, high level Community Benefit workstreams that are being developed with PwC and Agilisys;
- 2) Approve the proposed monitoring and reporting framework, including the submission of a six monthly report to this Committee on Community Benefit outcomes achieved during the reporting period and proposed further developments; and,
- 3) Note the contents of this report.

#### The Plan for North Lanarkshire

Priority All priorities

Ambition statement (18) Ensure our digital transformation is responsive to all people's needs and enable access to the services they need

## 1. Background

- 1.1 Members will recall the update report in May last year that outlined progress by the council and our digital business partner Pricewaterhouse Coopers LLP (PwC) in taking forward our DigitalNL Strategy and ambitions to make North Lanarkshire a leading digital authority. Committee noted that activity included procurement by the council of a specialist system integrator to advise and support the design, build and implementation of the technology requirements and digital transitions which underpin our digital transformation.
- 1.2 Following the tendering and evaluation process, Committee subsequently approved the appointment of Agilisys Ltd as the council's system integrator in September 2019 for a two year period, up to October 2021, and with a total contract value up to a maximum of £11.9m. In approving the contract award, Committee noted that, as with the earlier digital business partner contract awarded to PwC in May 2018, both companies would be expected to deliver community benefits as part of their contractual obligations and in line with the Procurement Scotland Regulations 2016. As per the Procurement Scotland (Reform) Act 2014, contracting local authorities must consider inclusion of community benefit clauses in any contracts with an estimated value greater than £4m.
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## 2. Report

- 2.1 Community benefits clauses are contractual clauses which can be used to build a range of economic, social or environmental conditions into the delivery of public contracts. The inclusion of community benefits provides added value by requiring suppliers and service delivery partners to contribute towards achieving outcomes which benefit the local area or deliver wider social benefits. Examples may include:
- Training and employment opportunities for long term unemployed people or people considered to be furthest from the labour market;
  - Support for community initiatives;
  - Delivering against environmental targets.
- 2.2 Both PwC and Agilisys included community benefit proposals in their tender submissions. Generally the proposals from both business partners focus on:
- Initiatives to engage with children and young people to increase their digital skills and knowledge, thereby enhancing future career options in the technology sector and helping to deliver North Lanarkshire's workforce for the future;
  - Support for community and third sector organisations in increasing digital awareness and enabling and empowering individuals to engage fully in North Lanarkshire's digital transformation programme;
  - Supply chain initiatives to raise awareness amongst North Lanarkshire companies of emerging opportunities in the technology sector; and,
  - Employability initiatives to increase opportunities for local residents, at both entry and graduate levels, to secure employment in the technology sector.
- 2.3 The Agilisys tender application further stated that the company would invest the equivalent of 0.5% of the revenue associated with the digital transformation programme in technology to support initiatives with young people in North Lanarkshire. Using the actual contract value of just over £9.6m, this equates to a contribution in real terms equal to £48,262.

- 2.4 With both business partners now firmly established on-site, detailed engagement is taking place to formalise the community benefit proposals into clear delivery plans with measurable outputs, timeframes and also a mechanism to capture the actual and equivalent value of community benefits in cash terms, so far as possible.
- 2.5 Where direct expenditure is incurred by each of the business partners, the actual value will be reported. Where PwC and Agilisys team members are involved in direct delivery of community benefits, a corresponding value, reflecting their contribution and the benefits of their input and expertise, will be achieved by calculating their work rate multiplied by the equivalent number of hours or days provided.
- 2.6 Appendix 1 lists the community benefit programmes for both PwC and Agilisys along with a summary of the status of each and progress to date. Members will appreciate that the heightening severity of COVID-19 and the associated control measures, including school closures and social distancing requirements, are impacting significantly on the community benefit programmes. Where practicable meetings with the business partners are hosted remotely using tele-conferencing and all parties are using the time available to prepare training programmes, course materials and engagement models in order that full delivery of community benefit initiatives may be rolled out as soon as the restrictions are lifted and normal activities resume.

### **Monitoring and Reporting**

- 2.7 Separate Community Benefits Tracker spreadsheets have been developed for PwC and Agilisys. These describe in detail:

- Individual projects;
- Where there is a direct benefit to North Lanarkshire residents, partners or local community organisations; and,
- Indicative value using the '*Actual and Equivalent*' formula referenced above.

Anticipated outputs are quantified at the development stage of each community benefit and these are reviewed upon completion of the project with any further additionality or variances recorded as 'Actual Outputs.' A colour-coded assessment highlights the status of each project with explanatory narrative to describe any exceptions. Links to the 'Programme of Work 2020 and Beyond' are identified.

- 2.8 The Community Benefits Trackers are considered at an operational level by the Digital Skills and Inclusion Group, which is responsible for co-ordinating and developing digital skills across the council's workforce and within communities and local businesses. Consideration of the Community Benefit Trackers as a standing item at each meeting ensures that projects are appropriately targeted and their activity is aligned to existing workstreams in areas such as Employability Services, Community Learning and Development and Talent and Organisational Development.
- 2.9 Thereafter, formal monitoring takes place at the DigitalINL Delivery Board where business partners' performance in delivering against their contractual community benefit commitments is subject to scrutiny and review. To ensure adequate oversight by elected members, it is proposed that a six monthly report on community benefit developments, deliverables and outcomes by both business partners will be submitted to this committee.
- 2.10 The community benefits achieved through the council's contractual partnerships with PwC and Agilisys will also be reflected in the annual Procurement Report submitted to the Finance and Resources Committee in accordance with direction contained in the Procurement Reform (Scotland) Act 2014.

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### **3. Equality and Diversity**

#### 3.1 Fairer Scotland Duty

There is no requirement to complete a Fairer Scotland Duty assessment at this point.

#### 3.2 Equality Impact Assessment

Individual community benefit projects will be assessed to maximise inclusion and ensure that all sectors of the community benefit from the investment in digital transformation.

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### **4. Implications**

#### 4.1 Financial Impact

4.1.1 There are no financial implications arising from this report.

#### 4.2 HR/Policy/Legislative Impact

4.2.1 There are no HR, policy or legislative requirements arising from this report other than council compliance with the Procurement (Reform) Scotland Act 2014 and its associated directives as referenced above.

#### 4.3 Environmental Impact

4.3.1 There are no environmental impacts arising from this report.

#### 4.4 Risk Impact

4.4.1 The community benefit monitoring and reporting measures outlined in this report mitigate against the risk of community benefits failing to be delivered at the anticipated levels. Where potential failure to deliver a specific community benefit is identified, such as current constraints in relation to engagement with schools and young people arising through the Covid-19 emergency, alternative contingency plans are being considered. Where projects are able to proceed, individual risk assessments will be completed to identify any potential risks and develop suitable mitigation and control measures.

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### **5. Measures of success**

5.1 The digital transformation partnerships in place between the council and PwC and Agilisys deliver a range of community benefits and added value for the council, employees and communities across North Lanarkshire.

5.2 Committee has sufficient assurance and confidence that the community benefit management and reporting arrangements proposed in this report are suitably robust and provide a mechanism by which the council may monitor: community benefit deliverables; actual outputs; monetary value (actual and equivalent); and, added value and increased opportunities for North Lanarkshire Council, its employees, communities and individuals to share in the benefits of digital transformation.

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### **6. Supporting documents**

6.1 Appendix 1 – Summary of PwC and Agilisys Community Benefit Workstreams



**Head of Business Solutions**

## Summary of PwC and Agilisys Community Benefit Workstreams

PwC Community Benefit Initiatives				
Description	Timescale	Actual / Anticipated Outputs or Benefits	Current Status*	Delivery Partners
Provide annual internship opportunities for local students		<p><b>Actual outputs to date:</b> Internships for 2 students in 2018 and 2019.</p> <p><b>Future outputs:</b></p> <ul style="list-style-type: none"> <li>• Internship opportunity for 3 local graduates</li> <li>• Opportunity to improve individual skills and employment/career progression</li> <li>• Opportunity for council to benefit from students' technical expertise</li> </ul>	Discussion underway with New College Lanarkshire and UWS to match 2020, 2021 and 2022 internship opportunities to local students.	<ul style="list-style-type: none"> <li>• Strathclyde University</li> <li>• UWS New College Lanarkshire</li> </ul>
Develop local supply chain companies' capacity to benefit from opportunities created through the council's DigitalNL transformation programmes.	Summer 2020; 2021; and, 2022	<ul style="list-style-type: none"> <li>• Opportunity for local supplier(s) to gain experience in supporting large scale transformation programme</li> <li>• Market engagement through open days with local companies</li> <li>• Development of analytics and insight specialisms within local supply chains</li> </ul>	Desktop analysis underway to identify capacity in the business intelligence sector at a local level.	<ul style="list-style-type: none"> <li>• Enterprise and Communities</li> </ul>
Provide sponsorship of £6k and professional support to Lanarkshire Business Awards 2020	February and August 2020	<p><b>Actual outputs to date:</b> Involvement by PwC in judging panel and 'Meet the Finalists' event</p> <p><b>Future outputs:</b></p> <ul style="list-style-type: none"> <li>• Financial sponsorship towards overall costs of Awards' ceremony.</li> </ul>	Contribution and planning activity all committed.	<ul style="list-style-type: none"> <li>• Enterprise and Communities</li> </ul>
Transfer skills training of council staff to ensure and sustain service redesign activity within NLC post-contract.	Ongoing training in place to contract end-date - July 2022	<p><b>Actual outputs to date:</b> 4 Business Analysts at varying stages of training with 1 post-holder now accredited in UiPath service redesign.</p> <p><b>Future outputs:</b></p> <ul style="list-style-type: none"> <li>• Development of in-house Robotic Process Automation (RPA) resource and capability</li> </ul>	Initial cohort of council staff engaged in training.	<ul style="list-style-type: none"> <li>• Business Solutions</li> <li>• Financial Solutions - Revenues</li> <li>• Talent &amp; Organisational Development</li> </ul>
Engage with Education and Families to deliver a range of support and developmental opportunities for pupils.	31/12/20 30/06/21 31/12/21 30/06/22	<ul style="list-style-type: none"> <li>• Provision of generic and targeted sessions in support of Developing the Young Workforce including: Mentoring; Employability Skills; Mental Health awareness; and careers' talks.</li> <li>• Activities will extend to Pathways Programmes; Skills Academies; and Routes, Opportunities for Growth.</li> </ul>		<ul style="list-style-type: none"> <li>• Education and Families</li> <li>• Route to Work</li> <li>• Business Solutions</li> </ul>

<b>PwC Community Benefit Initiatives</b>				
<b>Description</b>	<b>Timescale</b>	<b>Actual / Anticipated Outputs or Benefits</b>	<b>Current Status*</b>	<b>Delivery Partners</b>
Promote training and networking opportunities for social entrepreneurs and social enterprise companies in North Lanarkshire.	Initial discussion by 30/06/20 and rollout by 31/12/20	<ul style="list-style-type: none"> <li>• Delivery of targeted training and support programmes</li> <li>• Networking opportunities</li> <li>• Start-up assistance to emerging North Lanarkshire Social Enterprise Forum</li> </ul>	Establishing baseline data and local contacts. Timescale is likely to be impacted by Covid-19 restrictions. Engagement and completion dates therefore extended.	<ul style="list-style-type: none"> <li>• Enterprise and Communities</li> </ul>
Examine potential to deliver PwC's Scale-up programme to businesses in Glasgow City Region area	By 31/12/20	<ul style="list-style-type: none"> <li>• Targeted business development support to companies in North Lanarkshire that are already operating at sufficient scale and have capacity for further expansion.</li> </ul>	Establishing baseline data to determine potential viability of project.	<ul style="list-style-type: none"> <li>• Enterprise and Communities</li> <li>• Glasgow City Region</li> <li>• Business Gateway</li> </ul>
Delivery of TechWeCan programme to support current home-schooling during Covid-19 emergency and TechSheCan to promote careers in the technology sector amongst girls.	By 30/06/20	<ul style="list-style-type: none"> <li>• Planned roll-out across identified primary and secondary schools</li> <li>• Increased awareness amongst female pupils of career opportunities in Technology</li> <li>• Increase in numbers of female pupils choosing Computing Science</li> <li>• Numbers of female pupils from NL attaining passes in Computing Science (N4, N5, Higher and Advanced Higher)</li> </ul>	Availability of TechWeCan resource being promoted to parents and teachers. NLC to consider longer term benefits and formal adoption of TechSheCan with further report to this Committee.	<ul style="list-style-type: none"> <li>• Education and Families</li> <li>• Enterprise and Communities</li> <li>• Business Solutions</li> </ul>
Support development of digital skills in local communities	31/12/20 30/06/21 31/12/21 30/06/22	<ul style="list-style-type: none"> <li>• Deliver digital skills training - 2 sessions per annum</li> <li>• Potential Social Media Masterclass</li> <li>• Continued engagement and consultation with community representatives and through NLConnect, as DigitalNL transformation is implemented.</li> </ul>	Developing training content. Although some training may be delivered remotely, the timescales are likely to be impacted by Covid-19.	<ul style="list-style-type: none"> <li>• Business Solutions</li> <li>• Enterprise and Communities</li> <li>• Voluntary Action North Lanarkshire (VANL)</li> </ul>

<b>PwC Community Benefit Initiatives</b>				
<b>Description</b>	<b>Timescale</b>	<b>Actual / Anticipated Outputs or Benefits</b>	<b>Current Status*</b>	<b>Delivery Partners</b>
PwC staff to provide volunteering activity within local community groups / charities	To contract end date - 16/07/22	<ul style="list-style-type: none"> <li>• Practical or professional support for community and 3<sup>rd</sup> sector organisations.</li> </ul>	Engagement required to identify organisations.	<ul style="list-style-type: none"> <li>• Enterprise and Communities</li> <li>• VANL</li> </ul>
Deliver activities as part of Cyber Awareness Week	February 2020 2021 2022	<p><b>Actual Outputs to date:</b> PwC delivered a range of briefings as part of Cyber Awareness Week 17 – 23 February</p> <p><b>Future outputs:</b></p> <ul style="list-style-type: none"> <li>• Increased awareness of cyber threats / attacks and safeguards</li> <li>• Increased awareness of career opportunities in cyber security</li> </ul>	Activity area now established. Plans to strengthen council programme year on year.	<ul style="list-style-type: none"> <li>• Business Solutions</li> </ul>

<b>Agilisys Community Benefit Initiatives</b>				
<b>Description</b>	<b>Timescale</b>	<b>Actual / Anticipated Outputs or Benefits</b>	<b>Current Status*</b>	<b>Delivery Partners</b>
Provide placement opportunity for 4 local graduates of FE colleges and universities	28/01/20	Involvement by students in the discovery workshops to inform digital service developments in Fleet and Build Environment for Customer Relationship Management.	Complete. Only 2 student placements were delivered due to lack of take-up.	Strathclyde University
Provide further placement opportunities for 4 students with recruitment focused on attracting students from within North Lanarkshire.	27/10/21	<ul style="list-style-type: none"> <li>• DigitalNL transformation will benefit from students' expertise and technical capabilities</li> <li>• Closer collaboration with New College Lanarkshire and University of West of Scotland (UWS)</li> <li>• Career development and progression opportunities for individual students</li> </ul>	Discussion underway with New College Lanarkshire and UWS to match placements to local students.	New College Lanarkshire and UWS
Provision of Developing the Young Workforce (DYW) sessions for NLC school pupils, especially those who may not be considering a career in the technology sector. Activity will include pupils engaging in the Pathways and Routes, Opportunities for Growth Programmes	Quarterly throughout contract	<ul style="list-style-type: none"> <li>• Increased awareness of career pathways and opportunities</li> <li>• Numbers of young people engaging</li> <li>• Individual outcomes and positive destinations as appropriate for pupils engaged through the Pathways and Routes, Opportunities for Growth Programmes</li> </ul>	Frequency and number of DYW inputs by Agilisys is likely to be impacted by Covid-19. Currently liaising with DYW Lead Officer re format and timescales.	<ul style="list-style-type: none"> <li>• Education and Families</li> </ul>

<b>Agilisys Community Benefit Initiatives</b>				
<b>Description</b>	<b>Timescale</b>	<b>Actual / Anticipated Outputs or Benefits</b>	<b>Current Status*</b>	<b>Delivery Partners</b>
Provision of an online training portal to deliver digital skills training for up to 200 young people aged between 13 and 15 and targeting young people living in areas of multiple deprivation.	28/10/20	<ul style="list-style-type: none"> <li>• Increase digital skills and confidence in new technologies amongst local young people</li> <li>• Raise awareness of career and job opportunities in technology sector</li> <li>• Support 'closing the gender' pay gap</li> <li>• Numbers and locations of young people engaging.</li> </ul>	Developing training content. Timescale is likely to be impacted by Covid-19 restrictions resulting in a later than anticipated completion date.	<ul style="list-style-type: none"> <li>• Enterprise and Communities;</li> <li>• Culture and Leisure;</li> <li>• Education and Families.</li> </ul>
Run a Scotland based graduate programme to recruit six graduate trainees for a two year period.	In place by 31/3/21 and up to 2 years from commencement date	<ul style="list-style-type: none"> <li>• Employment for two years for six graduates from North Lanarkshire area</li> <li>• Potential for conversion to permanent position with Agilisys or, provision of relevant experience to support future job searches / career progression</li> </ul>	Recruitment activity underway	Colleges and universities. Project will focus on identifying graduates from North Lanarkshire.
Delivery of digital skills training for Council's Digital Transformers	30/06/20	<ul style="list-style-type: none"> <li>• Cohort of digital ambassadors within NLC equipped with skills and confidence to deliver training to wider staff teams</li> <li>• Availability of in-house team to support rollout of Microsoft Office 365 (O 365)</li> </ul>	Developing training content. Although some training may be delivered remotely, the classroom sessions will be delayed due to social distancing.	<ul style="list-style-type: none"> <li>• Business Solutions</li> <li>• Talent &amp; Organisational Development</li> </ul>
Host Technology and Innovation Days	Minimum of 4 events at 6 monthly intervals to key stakeholders	<ul style="list-style-type: none"> <li>• Firm understanding amongst NLC elected members and officers of the planned design and rollout of DigitalNL</li> <li>• Opportunities for enhanced collaborative working with partners, businesses and community organisations via digital platform.</li> </ul>	1st event, scheduled for early May and targeting CMT, elected members, senior managers and partners, has been postponed.	<ul style="list-style-type: none"> <li>• Business Solutions</li> <li>• Enterprise and Communities</li> <li>• VANL</li> </ul>
Digital integration designed to enable collaboration, using O365, with key 3rd sector organisations.	30/04/21	<ul style="list-style-type: none"> <li>• Opportunities for enhanced collaborative working with community organisations via digital platform.</li> </ul>	Not yet due	<ul style="list-style-type: none"> <li>• Business Solutions</li> <li>• Enterprise and Communities</li> <li>• VANL</li> </ul>

\* Unless otherwise stated, any identified delays or rescheduling requirements are due to Covid-19 emergency.