

POLICY AND STRATEGY - 1 OCTOBER 2020

1 October 2020 at 10 am.

A Remote Meeting of the **POLICY AND STRATEGY COMMITTEE**

PRESENT

Councillor Logue, Convener; Councillors Kelly and Roarty, Vice-Conveners; Councillors Barclay, Beveridge, Brannan-McVey, Burrows, Gallacher, Goldie, Graham, Hume, T. Johnston, Lennon, Linden, Magowan, McPake, Morgan, Alan Valentine, Watson and Wilson.

ALSO IN ATTENDANCE

In accordance with Standing Order 64(A), Councillors J Ashraf, Gourlay and Jones substituted for Councillors Di Mascio, Duffy and McNally respectively.

CHAIR

Councillor Logue (Convener) presided.

IN ATTENDANCE

The Chief Executive; Executive Director (Education and Families); Executive Director (Enterprise and Communities); Head of Legal and Democratic Solutions; Head of Financial Solutions; Head of Business Solutions; Head of Communities; Head of People and Organisational Development; Head of Asset and Procurement Solutions; Head of Performance, Planning and Quality Assurance; Head of Strategic Communication; Audit and Risk Manager; Business Strategy Manager; Business Manager (Performance and Resource); Forward Planning and Specification Manager; Group Manager (Estates); Community Partnership Manager and Democratic Services Manager.

APOLOGIES

Councillors D Ashraf, Di Mascio, Duffy, Fannan and McNally.

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

1. There were no declarations of interest.

MINUTES

(1) APPOINTMENTS SUB-COMMITTEE

2. There were submitted the Minutes of the meetings of the Appointments Sub-Committee held on 24 August and 16 September 2020.

Decided: that the Minutes be approved.

(2) AUDIT AND SCRUTINY PANEL

3. There was submitted the Minute of the meeting of the Audit and Scrutiny Panel held on 3 September 2020.

Decided: that the Minute be approved.

POW11: 5 YEAR MEDIUM TERM FINANCIAL PLAN 2021/22 to 2025/26

4. There was submitted a report by the Head of Financial Solutions providing an update on the five year financial forecast and an outline of the challenges facing the Council in maintaining medium term financial stability, whilst achieving the strategic priorities of the Council and also reflecting the potential impact of operating in a Covid-19 environment (1) advising that the envisaged scenario going forward indicates a budget gap of £87.069m over the five year planning period; (2) explaining that for the three year budget period 2021/22 to 2023/24 a £46.700m budget gap was anticipated; (3) outlining the planning assumptions used when determining a Medium Term Financial Plan (MTFP); (4) indicating that cost pressures in relation to Adult Health and Social Care were now fully integrated within the various financial forecasts; (5) reminding the Committee that it had, in January 2020, agreed to in source Culture and Leisure NL (CLNL) and that this would take effect from 1 April 2021 and the potential financial impact of this decision has been included in the MTFP; (5) outlining the strategic approach to budgeting; (6) informing the Committee of the assumed resources that would be made available to the Council during the planning period; (7) projecting the Council's expenditure requirements during the planning period; (8) summarising, taking into account the assumptions outlined within the report, the Council's projected financial planning position for the following five years including previously approved savings; (9) providing a narrative on risks and uncertainties during the period, and (10) attaching, as Appendices to the report, further detail to support the contents of the report.

Decided:

- (1) that the Medium Term Financial Plan 2021/22 to 2025/26 be approved, and
- (2) that it be noted that this Plan would be subject to ongoing review with changes reported through future Financial Outlook reports.

INVESTIGATORY POWERS COMMISSIONER'S OFFICE INSPECTION – JUNE 2020

5. There was submitted a report by the Head of Legal and Democratic Solutions informing of the findings of an inspection carried out in June 2020 by the Investigatory Powers Commissioner's Office (IPCO), the body responsible for regulating the use by public bodies of powers of directed surveillance and covert intelligence sources under the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) (1) informing the Committee that the Council had been previously inspected in December 2016 by the Office of Surveillance Commissioner's, with that role now having been assumed by the IPCO; (2) providing information on the inspection that was carried out in June 2020, which due to the Covid-19 pandemic took place remotely; (2) detailing the findings of the inspection; (3) listing the actions arising from the inspection, and (4) confirming that Parts 1 and 2 of the Surveillance Policy have been updated to reflect the most recent Codes of Practice with these changes being approved by the Head of Legal and Democratic Solutions, as permitted by his delegated authority to maintain the policy.

Decided:

- (1) that the contents of the report be noted;
- (2) that the decision of the Head of Legal and Democratic Solutions, amending the updated "Policy and Procedure on Directed Surveillance, Use of Covert Human Intelligence Sources and obtaining Communications Data" in line with the delegated authority to maintain policy, be noted, and
- (3) that it be noted that further reports would be provided on a quarterly basis for member oversight and for any approvals as may be necessary, and that in terms of the revised Codes of Practice Elected Members would set the Council's Policy on an annual basis.

CONTRACT AWARD FOR EXTERNAL LEGAL ADVISERS FOR ENTERPRISE AND STRATEGIC PARTNERSHIP

6. There was submitted a report by the Head of Legal and Democratic Solutions providing details of the actions taken by the Executive Director (Enterprise and Communities) to approve the award of a call-off contract for external specialist legal advice and support in relation to the Enterprise and Strategic Partnership to Pinsent Masons LLP.

Decided: that the actions of the Executive Director (Enterprise and Communities) to approve the award of a call-off contract for external specialist legal advice and support in relation to the Enterprise and Strategic Partnership to Pinsent Masons LLP be noted.

ACCESS TO FREE SANITARY PRODUCTS - CONTRACT AWARD TO SUPPLY SANITARY PRODUCTS CONTRACT 2020/2024

7. There was submitted a report by the Head of Communities providing an update of the further development of a plan to extend access to free sanitary products to community outlets, schools/community hubs, early learning and childcare centres and NHS Lanarkshire (North) establishments across North Lanarkshire (1) detailing a joint procurement process between Enterprise and Communities and Education and Families which ensured that there would be optimum reach in terms of outlets for products; (2) advising that an agreement has been put in place to provide products within NHS Lanarkshire health centres and GP surgeries, and (3) indicating that the contract was for an initial period of two years plus an additional two one year periods, commencing in November 2020 with the Council reserving the right to extend the contract for the additional two years to 2024 subject to continuation of Scottish Government funding.

Decided:

- (1) that the award of the contract for the supply of sanitary products to Fast Aid Limited, covering the period 2020 to 2024, with a contract value of £1,084,000 be approved, and
- (2) that the continuation of funding from the Scottish Government for the provision of free sanitary provision in schools and community facilities in North Lanarkshire over a two year period 2020/2021 to 2021/2022 be noted.

TOWN AND COMMUNITY HUB UPDATE - PROGRAMME OF WORK (PO47.1)

8. There was submitted a report by the Head of Asset and Procurement Solutions reminding the Committee of a presentation and report submitted to it in March 2020 entitled "One Place – One Plan" and that, at that meeting, "Guiding Principles" and a "Prioritisation Matrix", both linked to the Town and Community Hub Programme, were both approved and providing a further update to the Committee on the next stage in the process including the identification and subsequent engagement with communities around the potential locations for the town hubs across the authority and the proposal for the Abronhill Community Hub to move forward for feasibility and engagement, due to the project's alignment with both the guiding principles and prioritisation elements with the project business case being attached as an Appendix to the report (1) detailing the impact which the Covid-19 pandemic has had upon the Council's Programme of Work, and (2) attaching, as an Appendix to the report, maps detailing potential locations of town and community hubs.

Decided:

- (1) that the engagement with local elected Members, and thereafter communities, regarding the potential locations for town hubs to inform the process be approved, and
- (2) that the proposed feasibility study and engagement for the Abronhill Community Hub, subject to available funding, be approved.

IMPLEMENTATION OF COMMUNITY BOARDS AND POTENTIAL FUTURE LOCALITY PLANNING AND COMMUNITY BOARD ARRANGEMENTS

9. There was submitted a report by the Head of Communities providing an overview of the initial implementation arrangements for the nine Community Boards established as a key delivery element of the new Engaging with Communities Framework and also outlining the outcome of the recent engagement exercise carried out in the Coatbridge and Northern Corridor Community Board Areas to determine the final area composition of the specific boards (1) reminding the Committee that Community Matters – A Framework for Working with Communities sets out the Community Planning Partnerships commitment to engaging with communities which is underpinned by a set of principles and approaches designed to deliver on a number of key priorities associated with working with communities and that this included the creation of nine Community Boards approved by the Committee on 19 March 2020; (2) explaining that the nine Boards support community participation and provide a single coordinated approach to governance for local planning which reflects statutory and regulatory requirements; (3) indicating that the first meeting for all nine Boards had now taken place; (4) providing feedback from the initial meetings of each Community Board including details of participants at each meeting; (5) outlining the future operation arrangements for the Coatbridge and Northern Corridor Boards following a community engagement exercise, which included a survey of residents and focus groups, and (6) informing the Committee of the role which Community Boards have which remains pivotal for communities in providing an interface with statutory and key voluntary agencies supporting a number of key decisions.

Councillor Linden, seconded by Councillor Lennon, moved as an Amendment to the recommendation contained within the report that an additional third recommendation be inserted to read “agree that a further additional update be provided to Committee and to Elected Members outlining the participant feedback on the initial meetings of the Community Boards as referenced at Section 2.1.5 of the report.”

Thereon, the Convener agreed to incorporate the terms of the Amendment into the recommendations contained within the report.

Decided:

- (1) that the outcome of the Community Engagement and Consultation Exercise carried out in the Coatbridge and Northern Corridor Community Board Areas, as outlined in Section 2.2 and Appendix 3 of the report, be noted;
- (2) that, on the basis of the consultation findings as set in Appendix 3 to the report, the future operational arrangements for the Coatbridge and Northern Corridor Boards be amended to reflect this with immediate effect and that the Northern Corridor Board comprises Wards 5 and 6 and the Coatbridge Ward comprise Wards 7, 10 and 11, and
- (3) that further additional updates be provided to Committee and to Elected Members outlining the participant feedback on the initial meetings of the Community Boards as referenced at Section 2.1.5 of the report.

POW003.1 DIGITAL NL TRANSFORMATION PROGRAMME: UPDATED INVESTMENT PROFILE

10. There was submitted a report by the Head of Business Solutions reminding the Committee that at its meeting on 21 March 2019 it had considered the Full Business Case (FBC) in respect of the Digital Transformation Programme, and it had subsequently approved the indicative five year investment of £28.8m which had been illustrated within that report (1) explaining that, following engagement of the System Integrator in October 2019 and a deeper understanding of costs associated with deploying the key technology components, a number of the original business case assumptions had been reviewed and updated with details of movements and implications upon the indicative investment and budgetary requirement being detailed within the report; (2) providing a narrative on the cumulative impact on the Council, and Business Solutions as a service, of the Covid-19 pandemic which had not been known at the time of resetting year 2 of the Digital NL Programme in April 2020; (3) intimating that the Covid-19 pandemic did provide an opportunity to review the capital and revenue investment required

for the remainder of the programme, and (4) providing details of the review process and the assumptions made to reach a revised investment profile for year 2 onwards.

Decided:

- (1) that it be noted that the adjustment of the legally committed spend remained to be reported to the Strategic Capital Delivery Group, as per Section 2.2.3 of the report;
- (2) that the updated investment profile contained within Appendix 1 to the report be approved and the assumptions contained therein be noted;
- (3) that the benefits tracker, as detailed in Appendix 2 to the report, which will be used to monitor and measure savings anticipated from digital service redesign, be noted;
- (4) that it be noted that a number of other considerations and uncertainties still remain with the Digital NL programme, and
- (5) that otherwise, the contents of the report be noted.

COUNCIL RESPONSE TO COVID-19

11. There was submitted a report by the Chief Executive detailing the processes and structures in place within the Council during the Covid-19 lockdown between March and August 2020 to permit the organisation to respond and recover from the crisis and providing the Committee with the conclusions of a desktop review of the Council's response to the pandemic to date (1) advising that the review was structured around a set of criteria developed independently by the Improvement Service comprising 20 assessment statements across all sections, namely (a) the Council's response to Covid-19; (b) governance of the Council during Covid-19; (c) support for staff during Covid-19, and (d) new ways of working; (2) highlighting that the review aims to capture lessons learned from the pandemic to support the Council through the recovery and renewal of planning processes, and to move to a platform of stability from which available resources can be redirected to fulfil the ambitions set out in The Plan for North Lanarkshire, and (3) commending that The Plan for North Lanarkshire contains a vision for inclusive growth and prosperity for all and indicating that this remains as relevant in the new environment as prior to the pandemic.

During consideration of this matter, the Committee wished to record its gratitude to all staff, volunteers, the voluntary sector and communities for their hard work and efforts during the lockdown period.

Decided:

- (1) that the contents of the report, and accompanying Appendices, be noted;
- (2) that the information presented in Appendix 2 to the report, detailing the Council's response to Covid-19 and forming the evidence base for the review of resilience planning undertaken using an independent assessment framework, be noted;
- (3) that the conclusions contained in paragraph 2.8 of the report summarising the Council's response to Covid-19, and highlighting the lessons learned to be addressed in case of any second wave of significant outbreak, and to inform future ways of working, be noted;
- (4) that the commitment made by the Chief Executive at the Council meeting on 13 August 2020, now fulfilled through this review, be noted, and
- (5) that it be noted that Internal Audit will, as part of its 2020/21 Plan, seek to provide independent assurance on the adequacy and effectiveness of the Council's resilience arrangements and

its response to the Covid-19 pandemic with the results of that review to be reported to the Audit and Scrutiny Panel in due course in line with the Internal Audit Charter.

COVID-19 RECOVERY AND RENEWAL PLAN

12. There was submitted a report by the Executive Director (Enterprise and Communities) highlighting that the emergency of the Covid-19 pandemic required the Council to respond quickly, efficiently and collectively with Partners and local organisations to support their surrounding communities with the report highlighting how the Council adapted to new ways of working throughout the response and recovery phases and that it concludes the current recovery phase and moves the Council's focus onto renewal of services and continuation of business as usual towards achieving the ambitions and priorities set out in The Plan for North Lanarkshire (1) detailing the impact Covid-19 had upon the organisation and its ability to deliver services; (2) identifying the key business objectives of the Council's response, together with its planning assumptions; (3) informing the Committee of support put in place for the workforce since March 2020 including in relation to Health and Safety, Staff Wellbeing, HR Policy Guidance and Partnership Working with Trade Unions; (4) summarising the activities undertaken within Adult Health and Social Care where most services were maintained throughout the crisis, or have recovered following reductions in services; (5) summarising activities within each Council Directorate in relation to service recovery; (6) noting that, despite the Covid-19 pandemic, the future Council Operating Model remains unchanged from that previously considered and agreed by the Committee and that, in many cases, has facilitated the acceleration of elements of The Plan for North Lanarkshire and subsequent Programmes of Work, and (7) outlining a number of next steps.

Decided:

- (1) that the contents of the report be noted, and
- (2) that it be noted that the report has been presented to the Covid-19 Working Group on Recovery.

It was agreed, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, that the public be excluded from the meeting for the following item on the grounds that the business involved the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 7A of the Act.

ONE PLAN: ONE SHARED CAMPUS

13. There was submitted a report by the Head of Asset and Procurement Solutions reminding the Committee that at its meeting on 19 March 2020 it had considered a report entitled "Asset Review and Rationalisation" in respect of which it had been agreed to rationalise and review the main Civic Office portfolio to a single shared campus.

During consideration of the matter, it was suggested that consideration of the final agreement should be undertaken by the Council, and not a Committee. The Convener agreed that the recommendations contained within the report be amended to reflect this position.

Decided: that the contents of the report be noted.