

North Lanarkshire Council Report

Community Empowerment Committee

approval noting

Ref LMcM/MC/PMcC/LP Date 31/01/22

PO56.2 (1, 2 & 4) Working with Communities Model and Supporting Governance Structure

From Lizanne McMurrich, Head of Communities

E-mail mcmurrichl@northlan.gov.uk **Telephone** 07939 280203

Executive Summary

This report provides an updated position on the work that has been carried out in line with the Programme of Work item P056.2 areas (1) (2) and (4) respectively to report on progress relating to the implementation on the 9 Local Outcome Improvement Plans (LOIPs), the establishment of a Community Board Development Programme and the creation of Participatory Budgeting Task/Reference Groups.

These areas of work have been covered previously through 3 separate reports. On this occasion a composite report has been produced which will update on these elements of the Programme of Work

A previous report which was presented to the Community Empowerment Committee on 1st November which detailed the outcomes of the Training Needs Analysis (TNA) conducted with the nine Community Boards to assess the development needs of the Board members. This report provides an update on the key activities which have taken place in line with the implementation plan, which was presented, as well as an update on the new proposed timescales for launch of the programme to all nine Community Boards.

This report also seeks to outline progress being made in the development and implementation of the Council's Participatory Budgeting (PB) process, in line with the Programme of Work Action P056.2 - (4) Establish Participatory Budgeting task reference groups by Community Boards with implementation supported through the Community Board development programme.

The 9 Local Outcome Improvement Plans (LOIPs) have now been published and can be accessed via this [link](#). The composite summary of LOIP priorities across North Lanarkshire is attached as Appendix 1. An update is also provided within this report regarding work with Community Planning partners, through the North Lanarkshire Partnership Strategic Leadership Board, to better align operational partnership support for delivery.

Recommendations

It is recommended that the Community Empowerment Committee endorse the approach to date in respect of Programme of Work areas PO56.2 (1, 2 & 4) Working with Communities Model and Supporting Governance Structure as set out in section 2 of the report.

The Plan for North Lanarkshire

Priority	Enhance participation, capacity, and empowerment across our communities
Ambition statement	(20) Improve the involvement of communities in the decisions, and development of services and supports, that affect them

1. Background

1.1 Local Outcome Improvement Plans

1.1.1 The Local Outcome Improvement Plan priorities provide the key focus for agendas and the work of each of the 9 Community Boards reflecting the ambitions and Programmes of Work associated with the Plan for North Lanarkshire at a locality level. The 9 Local Outcome Improvement Plans have now been launched and published and work is underway to ensure mechanisms to continue to develop and implement local action for delivery under each priority and ensuring links to strategic approaches where cross cutting themes have emerged.

1.1.2 The North Lanarkshire Partnership Strategic Leadership Board recognise the need to build on existing partnership approaches to ensure a clear supporting delivery model specifically to support and ensure implementation of the Community Boards and their LOIP's. It is crucial that the work of the North Lanarkshire Partnership is organised in a way that ensures shared ownership, accountability, and empowerment of staff at all levels and that enables deployment of adequate resource to plan with and respond to community need.

1.2 Community Board Development Programme

1.2.1 A Training Needs Analysis (TNA) was conducted with all nine Community Boards to establish a programme of development for board participants with the aim of providing support for participants to fully undertake and execute their roles as Board members to optimum effect. The outcome of the TNA was presented to Committee on 1st November 2021. The results from which highlighted that there was confidence in communication skills, the role of the Community Board chair and IT skills. In terms of development priorities, 40% of respondents indicated that they would like development on; participatory budgeting, the Council's budget process, community asset transfer, local development programme, local outcome improvement plans and partnership working.

1.3 Participatory Budgeting Task/Reference Groups

- 1.3.1 In May 2021 Local Authority Leaders renewed their commitment towards PB and mandated COSLA officers to work with Scottish Government to review the 1% Framework Agreement. The revised framework agreement extends the timeframe to deliver on the 1% commitment to the end of March 2022 in response to delay caused by the COVID -19 pandemic. Subsequently Leaders were asked to review and sign off on the renewed framework agreement whilst seeking further flexibility on timescales for meeting the 1% target. CoSLA recognised that during 2020/21 most planned PB activity across councils was directly impacted by the work needed to respond to the pandemic, resulting in delays in meeting the target. Whilst the target to allocate at least 1% via PB remains, there is a degree of flexibility available to councils as to when the target can be practicably met or exceeded.

2. Report

2.1 Local Outcome Improvement Plans

- 2.1.1 The Local Outcome Improvement Plans (LOIP's) covering each of the 9 Community Board areas have now been launched and published on the Council's website. The plans can be accessed via this [link](#). Work is now underway with partners and community representatives, and in some cases through the creation of subgroups, to progress with key priorities. Work is ongoing with council services and partners to ensure coordinated approach to the work linked to key cross cutting themes such as:

- Tackling Poverty;
- Digital Inclusion;
- Mental Health and Wellbeing; and
- Young People.

- 2.1.2 Community Boards are provided with regular updates on progress against LOIP priorities. Progress is reflected within North Lanarkshire Partnership's Working with Communities Programme Progress Tracker, a copy of which is included in Appendix 2. An annual report will be prepared for committee and published in line with the requirements of the Community Empowerment (Scotland) Act 2015.

- 2.1.3 At its December 2021 meeting, the North Lanarkshire Partnership Strategic Leadership Board approved an implementation plan for the creation of partnership teams organised around the delivery of LOIP's. The proposed approach has been designed to build on positive and productive partnership approaches already in existence and will be organised in a manner that will secure alignment to the nine Community Boards, but, at the same time reflecting the area-based responsibilities of partnership agencies. Reflecting feedback from the North Lanarkshire Partnership session regarding resource implications and trying to maintain a natural fit for officers through alignment with their operational remits. However, it is not the intention to create nine teams, rather the aim is to provide officer support from partners for Community Board operations across all nine areas. These core Support Teams will provide support for more than one Community Board. For illustrative purposes these teams could be organised as follows:

- Cumbernauld, Northern Corridor and Kilsyth;
- Airdrie and Coatbridge;
- Motherwell and Bellshill; and

- Wishaw and Shotts.

2.1.4 Terms of reference are in development. Membership of the teams will be confirmed at a future meeting. The emerging remit areas include:

- development and capacity building –Community Board members and officers;
- action planning to ensure ownership and delivery of LOIP priorities;
- local accountability for the role of partner agencies (engagement and representation);
- focusing on, and responding to, local community priorities; and,
- clear reporting and dialogue across service areas and with senior management teams within individual organisations.

2.2 **Community Board Development Programme**

2.2.1 Members will recall the report presented to Committee on 1st November which detailed the outcome of the Training Needs Analysis (TNA). The Talent and OD team (TOD) worked closely with the Community Partnership Team to develop the TNA which concentrated on the following eleven key priority areas:

- the role of Community Board Members;
- the role of the Community Board Chair;
- partnership working;
- community engagement;
- identifying areas of improvement;
- Participatory Budgeting;
- Local Outcome Improvement Plans;
- the Local Development Plan;
- IT skills;
- Community Asset Transfer; and
- the Council budget process.

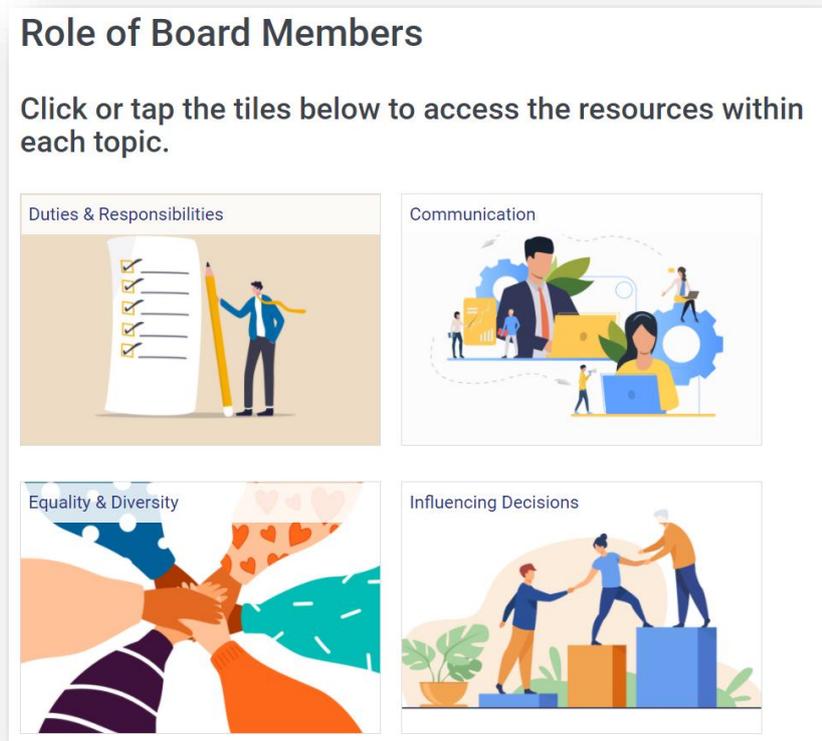
2.2.2 The results of the TNA were analysed and the key areas for development identified. As agreed, an area has now been developed on the Council's Learning Management System LearnNL which will house all learning resources for members of the Community Boards to access. This area will be known as the Community Board Member Development Hub. The Hub offers all Board Members access to a wide range of learning resources with a focus on the key requirements identified through the TNA. The resources have been developed in such a way as to offer a blended learning experience to support a variety of preferred learning styles. Examples of resources include e-learning modules, videos, webinars and online masterclasses. Image 1.0 below shows the dashboard which participants will see when they first log in to the system.

Image 1.0 – Community Boards Hub on LearnNL



2.2.3 All Community Board members will receive a log in to access the Hub. Where required, virtual introductory sessions will be offered to help members navigate their way around the Hub which has been created to make the resources easily accessible and aligned to the key subject areas identified within the TNA. Within each tile, there will be relevant resources available. As an example, Image 2.0 below shows the content within the Role of Board Members section.

Image 2.0 – Learning Resources within a category



- 2.2.4 The TOD team will continue to develop the Hub on LearnNL for launch to the Community Boards. Members of the Board will be invited to test the site and provide feedback for the further development of the site. Any feedback received will be used to amend the site in advance of the launch.
- 2.2.5 The Community Boards Development Hub was originally scheduled to be launched in January 2022. This has now been pushed back to April 2022 to allow sufficient time for the site to be built and members to be trained in the use of it. Both TOD and the Community Partnership team will work with Corporate Communications to agree a communications plan for the launch of the site. A copy of the updated implementation plan for the Community Board Development Programme can be found in Appendix 3 of this report.

2.3 Community Board Participatory Budgeting Task / Reference groups

- 2.3.1 It was previously agreed by the Community Empowerment Committee to proceed with the establishment of Participatory Budgeting task/reference groups to support the programme of work delivery P056.2 - (4). A briefing paper outlining the role and requirements of such groups was presented to each of the 9 Community Boards during the November/December 2021 cycle of meetings. Each Community Board has been tasked with identifying the most appropriate local structure to put in place, supported by council officers, to progress Participatory Budgeting at a local level. A copy of the briefing paper is included in Appendix 4 of this report.
- 2.3.2 Following presentation of the briefing paper to each community board, the mainstream PB action plan has been updated and will be used to finalise the initial timelines that the task and reference groups will work towards. A copy of the North Lanarkshire Mainstream PB Action Plan – Update is included in Appendix 5 to this report.
- 2.3.3 As part of the ongoing development of PB at a local level, the new task and reference groups will be asked to identify a portion of budget to deliver a locality PB exercise. At present the funding for this will be via current Local Development Programme budgets. Each Community Board will be able to shape PB to most suit the needs of their area focussing on local issues and LOIP priorities
- 2.3.4 A short animation explaining PB for communities is currently available via a dedicated PB page on the Council Website which includes further supporting information: [Participatory Budgeting \(northlanarkshire.gov.uk\)](https://www.northlanarkshire.gov.uk/participatory-budgeting).

3. Public Sector Equality Duty and Fairer Scotland Duty

3.1 Fairer Scotland Duty

- 3.1.1 The Community Board Development Programme contributes towards our responsibility by increasing capacity and capability of board members to address wider community and strategic priorities relative to reducing inequalities of outcome.

- 3.1.2 An integrated Fairer Scotland/Equality Impact Assessment has been prepared considering the findings of the initial phases of the roll out of PB. Groups representing people with protected characteristics were involved in the pilot PB activity during the initial phases and have (and will continue to) inform the development of the process. PB has the potential to enable community led projects which have a positive impact on all types of socio-economic disadvantage experienced by people within specific community locations and communities of interest.
- 3.1.3 Fairness and reducing inequalities is embedded in the approach to LOIP's and Community Planning and relevant assessments are undertaken for specific areas of work or priorities as required

3.2 Equality Impact Assessment

- 3.2.1 In relation to the Community Board Development programme the initial EQIA will be informed through the needs analysis and ongoing engagement with Community Board members. In addition, through the needs analysis, any accessibility requirements, reasonable adjustments or a requirement for alternative delivery methods have been identified to ensure that no-one is excluded.
- 3.2.2 An integrated Fairer Scotland/Equality Impact Assessment has been prepared considering the findings of the initial phases of the roll out of PB.

4. Impact

4.1 Financial impact

- 4.1.1 The LOIPs and wider locality planning processes will continue to be delivered within the available resources of the Council and Community Planning Partners.
- 4.1.2 The Community Boards development programme will mainly be delivered within the available resources of the Council and Community Planning Partners. However, from time to time there may be some additional costs for specialist input or to secure relevant resources – these will be met from existing budgets.
- 4.1.3 Mainstream PB should be delivered within existing budgets and requires no additional financial resource. There are no additional costs associated with the creation of Task/Reference groups through community boards

4.2 HR policy / Legislative impact

- 4.2.1 None identified at present.

4.3 Technology / Digital impact

- 4.3.1 In line with the Council's digital transformation, a digital first approach will underpin all aspects of the approach to these areas of the Programme of Work. Through the needs analysis any accessibility requirements, reasonable adjustments, or a requirement for alternative delivery methods have been identified to ensure that no-one is digitally excluded.

4.3.2 In relation to PB development work continues on the Consul engagement platform at a national level. The existing version of the site will move to a new version over the coming 12 months which integrates My Account sign up in the platform. Digital Inclusion is a key priority across the 9 LOIP's. Engagement is ongoing with the Community Boards which feeds directly in to the Council's DigitalNL programme

4.4 **Environmental impact**

4.4.1 Positive environmental impact by maximising digital technologies to facilitate and deliver learning and development. Various actions within the LOIPs and the approach to PB support environmental improvements and encourage wider community participation in expanding this positive input.

4.5 **Communications impact**

4.5.1 A bespoke communications plan will underpin the Community Board Development Programme, whilst communications regarding PB will be mainly locally driven and co-ordinated via Community Boards' communication channels. LOIPs have been published online and links shared across all community boards and with community planning partners

4.6 **Risk impact**

4.6.1 The proposals outlined in this report will support the controls and actions identified in respect of the Community Engagement Corporate Risk in relation to the ongoing work related to PB.

4.6.2 In relation to Delivering for Communities and the ongoing delivery of the LOIPs, the Progress Tracker (see Appendix 2) will ensure improved compliance with the Community Empowerment (Scotland Act) 2015 and will function as a further mitigation measure in line with the corporate Community Engagement risks. The action plans being devised in relation to the LOIPS will also indicate positive progress and highlight areas where additional resources may be required.

4.6.3 In developing the community board development programme, a number of high-level risks have been identified, e.g.

- ensuring that the needs of all Board members are understood;
- Board members invited to provide feedback on their strengths and limitations;
- Board members engage with the resources and development in place; and
- development programme stays relevant and topical.

4.6.4 The programme, in general is sufficiently flexible to deal with these risks and appropriate measures are in place to mitigate any issues. Governance will provide confidence in this area. There will be a mechanism for annual review and input on a regular basis from Board members.

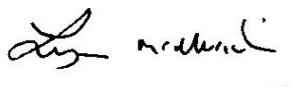
5. **Measures of success**

5.1 LOIPs adopted across 9 Board areas with measurable actions and milestones agreed and implemented with outcomes tracked and reported on accordingly.

- 5.2 In relation to PB approach, Community Boards progressing Task/reference groups is a measure of success particularly where seldom heard voices are participating and along with other groups are supported to get involved in decisions over how public budgets are spent.
- 5.3 Services are delivered that meet the needs of the residents of North Lanarkshire.
- 5.4 1% of the total estimated expenditure for revenue, as per the local government finance circular, less assumed council tax intake, is delivered via PB.
- 5.5 Effective Community Board PB task/reference groups are established and community representatives receive appropriate training to support their activities in this area of work.
- 5.6 Positive feedback from Board members relating to Community Board development portal.
- 5.7 Evidence of input to the development through the year from partner and subject matter experts.
- 5.8 Uptake and usage of resources and demonstrable evidence of increased contribution from Board members.
- 5.9 Impact of Boards on the ground against priorities and outcomes as set out in the Plan for North Lanarkshire.

6. Supporting documents

- 6.1 Appendix 1 - Summary of LOIP Priorities across All Community Boards
- 6.2 Appendix 2 – North Lanarkshire Partnership Working with Communities Programme Progress Tracker
- 6.3 Appendix 3 - Updated Implementation Plan for the Community Board Development Programme
- 6.4 Appendix 4 - PB Briefing Note
- 6.5 Appendix 5 - PB Action Plan



Lizanne McMurrich
Head of Communities

Summary of LOIP Priorities Across All Community Boards

Airdrie	Bellshill	Coatbridge	Cumbernauld	Kilsyth	Motherwell	Northern Corridor	Shotts	Wishaw
Poverty	Mental Health & Emotional Wellbeing	Mental Health	Public & Community Transport	Digital Inclusion	Community Engagement	Children & Young People	Community Engagement	Community Engagement
Covid-19 Recovery and Renewal	Poverty & Food Insecurity	Poverty	Greenspace Maintenance & Environmental Quality	Food & Financial Insecurity	Community Safety	Social Integration & Inclusion	Community Safety	Community Safety
Mental Health & Emotional Wellbeing	Covid-19 Impact	Digital Inclusion	Youth Engagement & Consultation	Health & Wellbeing	Digital Inclusion	Community Transport	Mental Health & Wellbeing	Mental Health & Wellbeing
	Digital Inclusion		Digital Inclusion	Improving the environment with a focus on Kilsyth town centre	Environment	Moodiesburn West	Tackling Poverty & Inequalities	Tackling Poverty & Inequalities
	Community Safety		Targeted action within identified communities across the Board area	Youth Engagement	Mental Health & Wellbeing	Building local relationships trust & communication	Digital Inclusion	Digital Inclusion
			Food & Financial Insecurity	Public & Community Transport	Tackling Poverty & Inequalities	Health Inequalities	Environment	Environment
			Communication & Engagement	Targeted action within identified communities across the Board area	Town & Community Hubs & Town Vision		Town & Community Hubs & Town Vision	
							Transport	

Local Outcome Improvement Plan – Progress Tracker		Report From	11/09/2021	31st Dec 2021	Green	Appendix 2
Project Stage	Implementation Phase		Project Manager	Leanne Pollock/Matt Costello		
Current Baseline Start Date	01/04/2020	Current Baseline End Date	31/03/2022			
Actual Start Date	01/04/2020	Current Projected End Date	N/A			
Progress Update						
Progress this Period			Outlook for Next Period			
<p>1. 6th cycle of Community Board meetings complete Nov/Dec 2021</p> <p>2. Community Board development portal is under development and has been reported to Boards at cycle 6. Further work will be undertaken prior to launch in April 22. Work ongoing with the Council's Talent and Organisational Development Team to continue progress and finalise</p> <p>3. LOIPs now published and community board reporting template agreed with work underway to launch and raise awareness of LOIPs with online links highlighted through social media.</p> <p>4. Council leadership approved in principle the proposed Mainstream Participatory Budgeting (PB) approach. Task and Finish Group has developed a PB routemap for services. Community Boards have been updated in relation to this at Cycle 6 and volunteers sought for inclusion on groups. This will be included in community board development process</p> <p>5. NLP Partnership Development session delivered 25th August 2021 and work is ongoing to finalise proposals</p> <p>Council Budget Setting Engagement</p> <p>6. Work continuing to support the developing role of the Community Champions relating to Community Boards and local activity and priorities</p>			<p>Focus between now and cycle (Feb/March 2022) is on planning and finalising the board development for launch in April following testing with community reps and officers. Local Development Programme projects continue to be delivered and support being provided to support local sub groups where appropriate and/or ensure delivery through existing mechanisms to take forward LOIP priority actions. A template for ongoing reporting re LOIPs is now in place.</p> <p>Testing will be carried out and preparation for launch of online portal</p> <p>Focus on finalising the local partnership delivery approach following SLB approval. Continue to support local activity to develop the actions to support priorities</p> <p>Work ongoing to confirm inscope budgets and implementation across 9 Board areas in conjunction with 9 Community Champions, progress feedback provided to CoSLA, work also ongoing in relation academic study with Warwick University in relation to implementation of PB and use of online tools such as Consul.</p> <p>Implementation of agreed local partnership approach</p> <p>Update on outcome of local activity reported to Community Boards and overview report being prepared to inform budget setting with Elected Members</p> <p>Support Implementation of priorities agreed as part of the Delivering for Communities approach linked to the role of Community partnership Team,, community champions and boards.</p>			
Project Slippage and Remediation			Decisions for Strategic Leadership Board			
Nothing to report at this time.			No approval required at this time			
Key Communication/messages to be shared						
Launch and promotion of LOIPs and opportunities for wider involvement in development of individual priorities. Share updates on action plans re LOIP priorities through next community board cycle. Encourage communities to influence and engage in resource through available grant and capital resource. Finalise and launch Community Board Development Plan. Continue to raise awareness of Community Boards and encourage local attendance and participation. Encourage project proposals relating to future delivery of LDP						
Target Indicators						

BRAG Status	Previous Report	Current Report	Update and Proposed Path to Green
Budget			PB resources require to be finalised following the work of the Task and Finish Group
Resource			Work to finalise and agree partnership arrangements to support delivery of LOIPs and Community Boards locally following NLP development session. As outlined in separate report to Strategic Leadership Board.
Benefits			Work underway to ensure that Community approaches are embedded across all Community Benefit activity (further discussion required with partners at a later stage) and to consider measuring Community Benefit across local activity
Relationships			No Issues to report at this time

Risk Summary			
No of Open Risks		3	No of Open Issues

Highlighted Risks / Issues

Risk/Issue ID	Risk / Issue Description	Risk Rating	Risk / Issue Owner	Action / Mitigation Currently in Place	Escalate (Yes/No)	Action Required from the Board
	The Council and partners do not appropriately engage and consult with communities, partners and stakeholders in the shaping and delivery of services resulting in action, service and use of resource that does not meet community need.		Lizanne McMurrich	Framework for Working with Communities, Community Board model, LOIP engagement programme Workshop held 25.08.21 with good attendance by all partners	No	Finalisation of support for future and ongoing delivery of the locality approach to working with communities and supporting the LOIP and Community Board priorities - due December 2021
	The Council and NLP does not comply with statutory obligations and put in place robust approaches to community empowerment in line with the Community Empowerment (Scotland) Act 2015) therefore fails to maximise opportunities for local community and partnership action to support delivery of the priorities within TPFNL		Lizanne McMurrich	LOIP engagement programme and delivery approaches , Development of LOIP and wider Communities Framework tracking and performance and reporting arrangements Consideration by NLP SLB of annual review and reporting proposals	No	Finalisation and implementation of aligned partnership approaches across the 9 Community Board areas to support delivery of LOIPs with local communities

	The Council and partners fail to adequately plan to resource approaches to Working with Communities resulting in ineffective and inefficient use of shared resource, missed opportunity for an integrated approach and the potential for duplication and mistargeted approaches		NLP Strategic Leadership Board	LOIP engagement programme and delivery approaches, Development of LOIP and wider Communities Framework tracking and performance and reporting arrangements, Development of processes for supporting and developing the relationship between the statutory, community and voluntary sector	No	Further discussion through NLP re joint resourcing opportunities to support key Working with Communities priorities and around aligning locality approaches and structures to delivery. Partnership input to the development of the localised (vision) engagement plans across the 9 areas. Recommendation included in separate report that Strategic Leadership Board convenes a separate workshop to consider partnership support structures and joint resourcing opportunities.
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Project Timelines / Revisions					
Start Date	End Date	Revision Date	Approved Date	Approved By	Reason For Revision

Key Events Calendar (4 Week Forecast)						
Subject	Attendees			Date	Time	Location
Community Boards cycle 6	Matt Costello, Leanne Pollock, assigned HoS, Elected Members, Community Board members, local partners			Nov/Dec 2021	6.30/7pm	Webex
Launch of LOIPs	Matt Costello, Leanne Pollock, locality staff, assigned HoS, Elected Members, Community Board members, local partners			01/12/2022	TBC	Webex
Testing of Community		Matt Costello, Leanne Pollock, locality staff, assigned HoS, Elected Members, Community Board members, local partners			TBC	Webex
Ongoing PB Task and Finish Group meetings	Matt Costello, Council Services (HoS), Lizanne McMurrich,			01/03/2022	TBC	Webex

Key Milestones / Deliverables				
Milestone Description	Baseline Due Date	Forecast / Actual Due Date	Progress Status	Reason For Deviation
Community Boards initial meetings	01/08/2020	August/Sept 2020	Complete	complete
Community Boards governance, reporting and ongoing meeting cycles established	01/08/2020	01/12/2020	Complete	complete
LOIP Community and stakeholder engagement programme delivered	01/08/2020	01/12/2020	Complete	Complete
9 LOIPs finalised and approved for delivery	01/08/2020	01/06/2021	Complete	Complete
Digital Communities Framework	01/01/2021	01/09/2021	On Track	work ongoing and now reflected in the 2021/22 PoW for Communities Team to progress with Digital NL Team

Partnership approach/structure to support delivery of LOIPs and Community Boards	01/07/2020	01/09/2021	On track	On track . Partnership session taken place and approach being finalised for implementation
Community Asset Mapping process	01/08/2019	01/08/2021	Complete	complete
1% of eligible NLC budget aligned to Participatory Budgeting processes by 2021	01/04/2021	01/04/2022	On track	Work of Task and finish group ongoing with mainstreaming PB approaches under development. Action Plan approved to allow mainstreaming of PB to progress

Project Controls

Control Records	Current Version	Current Status	Last Updated By	Authorised Date	Authorised By	Comments
Project Brief - Community Boards	v001	draft	Matt Costello			
Project Brief - LOIP's	v001	Draft	Leanne Pollock			
Project Brief - Participatory Budgeting	v001	Draft	Matt Costello			
Project Brief - Community and Voluntary Sector Support	v001	Draft	Leanne Pollock			
Project Brief - Community Engagement programme for Community Hubs	tba		Leanne Pollock			
Project Brief - Digital Communities	v.001	Draft	Leanne Pollock			
Preliminary Risk Assessment	v0.1	under development	Leanne Pollock/Matt Costello			
Change Control Template	N/R	N/R	N/R	N/R	N/R	No Change Requests as yet
Project Business Case	N/R	N/R	N/R	N/R	N/R	
Project Initiation Document	v.001	Draft	Leanne Pollock/Matt Costello			
Communications Matrix	v1.0	under development	Leanne Pollock/Matt Costello			
Risk and Issue Registers		under development	Leanne Pollock/Matt Costello			
Interim Report (<i>This Report</i>)		Live Document	Leanne Pollock/Matt Costello			Reviewed and updated monthly
Project Plan		Live Document				Reviewed and updated weekly

BRAG Status Indicator

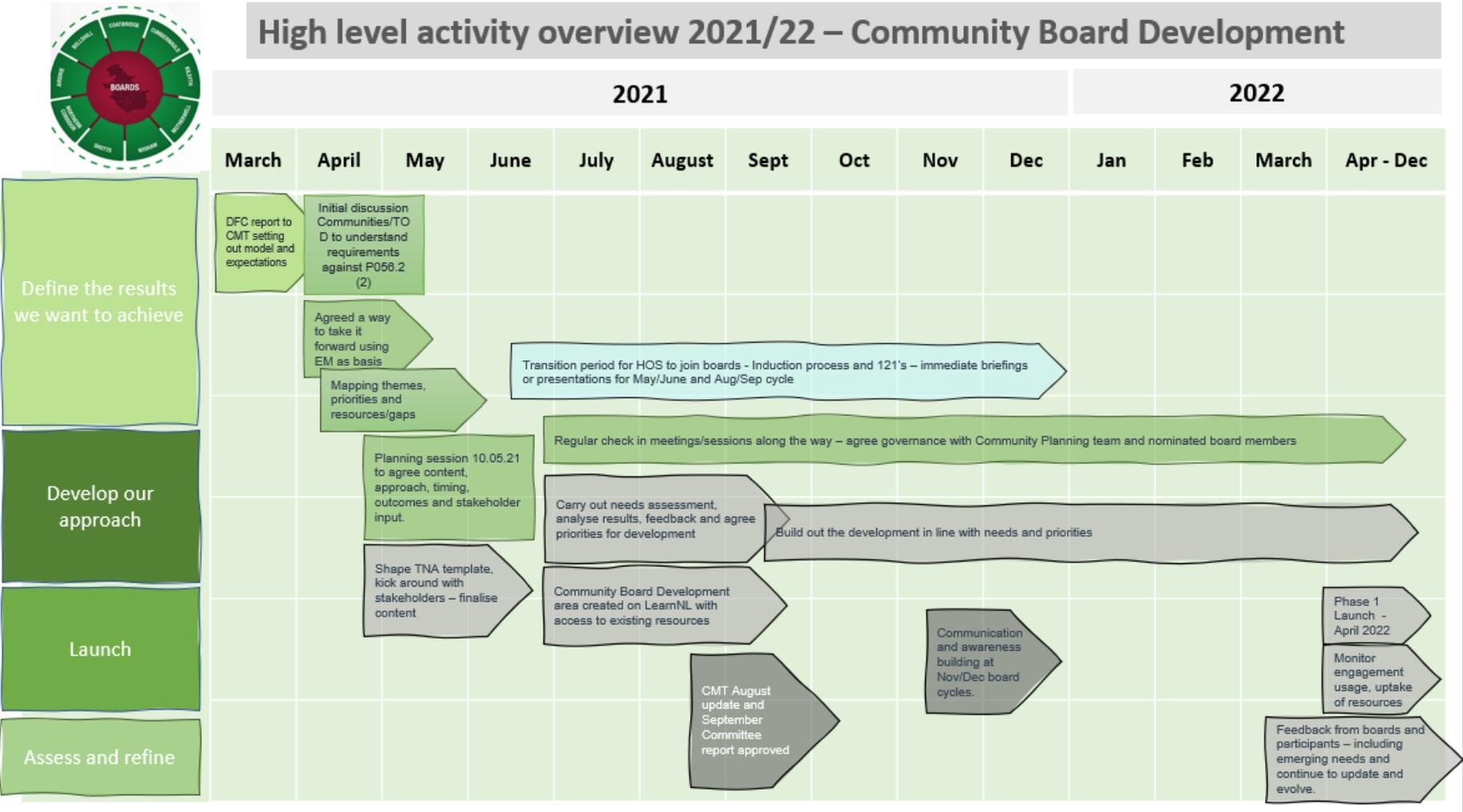
Status	Overall / Milestone Status	Budget	Resources	Benefits Realisation	Relationship
GREEN	On schedule, projected milestone dates all OK	On budget and forecast to complete on budget	No current project resource issues	No current issues re achieving benefits targets	Relationship good with open honest communication and 'one team' approach and focus across all parties
AMBER	In jeopardy of missing a milestone date – but recovery plan / action in place	Currently > 5%* over budget or forecast > 5% over budget at completion (* lower figure of 5% or 10K)	Some (non critical) issues – but plan in place to address	Minor problems known or projected in meeting agreed benefits targets – recovery plan in place	One Team approach working, occasional disparity requiring client escalation to resolve
RED	Has missed or is projected to miss a key milestone against the current plan	Currently > 10%* over budget or forecast > 10% over budget at completion (* lower figure of 10% or 20K)	Critical project resource issues likely to effect delivery dates, quality or costs	Problems known or projected in meeting agreed benefits targets	Issues in meetings, missed meetings, focus on one team not evident, escalation required for resolution
BLACK	Reliable information not currently available	Reliable information not currently available	Reliable information not currently available	Reliable information not currently available	Relationships broken down
GREY	Complete	Complete	Complete	Complete	

Direction of Travel

Direction	Explanation
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	No change from last reporting period
	Progress has improved since last period
	Progress has worsened since last period

Updated Implementation Plan



PB Briefing Note for Community Boards

Establish Participatory Budgeting (PB) Task/Reference Groups

Community Board Briefing Paper

Board Cycle 6

1. Purpose

Following approval of Mainstream PB proposals at Council Committee, there is now a requirement for Community Boards to consider how PB will best work in their local area and to establish a suitable task/reference group to take this forward. The Committee report which provides in depth detail on PB and the associated Mainstream PB Action Plan can be viewed here:

<https://mars.northlanarkshire.gov.uk/egenda/images/att97061.pdf>

The establishment and operation of this group will be supported through Community Board development sessions to ensure all members have the required skills and knowledge to fully participate.

2. Background

Participatory Budgeting (PB) is about local people having a direct say in how public money is spent. PB also supports active citizenship in North Lanarkshire, helping build more active and stronger communities that are:

- better able to take decisions on where public funds are spent.
- more likely to take part in community activities.
- better informed about public budgets and decision-making processes.

Additional information on participatory budgeting can be found on the Council website here: [Participatory Budgeting \(northlanarkshire.gov.uk\)](https://www.northlanarkshire.gov.uk/participatory-budgeting) which also includes a short animation explaining how a PB process can work.

Local investment has been identified as a key theme through the development of Local Outcome Improvement Plan through community boards and we now need to establish task/reference groups at a Community Board level to consider local investment issues in line with The

Plan for North Lanarkshire and associated Programme of Work. Where appropriate, and subject to available budgets being agreed by the Community Boards, PB is one mechanism that can be used to prioritise and deliver projects and will be deployed when required and suitable for local circumstances.

Community Boards will direct PB delivery funded by the Local Development Programme (LDP) budget for each Community Board Area. It is important to remember that PB is a mechanism for delivering projects with greater local input and is not a separate funding source. No additional funding out with the previous reported LDP budgets is currently available for PB delivery.

3. Current Position

Whilst PB can involve a public vote on projects, importantly it also includes the ongoing engagement with Community Boards on budget allocation decisions. It is important to be clear that the Community Boards Local Development Programme will not be fully delivered via a PB mechanism involving voting on projects and will include community conversations and discussions where appropriate to support PB delivery.

Certain project types that are supported through the Local Development programme such as parking to relieve local congestion issues and CCTV to address identified community safety concerns will continue to be delivered through the existing Community Board process and Committee approval process and will not be in scope for inclusion for PB. This is to ensure that the Local Development Programme retains the ability to proactively target issues within communities as and when they arise and deliver projects in a reactive and timely manner.

As such, PB may not be the most appropriate delivery mechanism on every occasion and will instead become part of a suite of delivery options. Each Community Board will lead on deciding such priorities for their area.

Appropriate governance documentation to enable PB task/reference groups to progress has been prepared by the Community Partnership Team and delivery of future projects will be financed via the Community Boards Local Development Programme and where possible, community benefits and other sources of internal and external funding.

Where appropriate, Community Boards may decide that an existing subgroup can take on the PB delivery role and there is no requirement to establish a new task/reference group. This decision will be made locally by each Community Board to best reflect their local structure and needs.

Whether an existing subgroup or new task/reference group is used to take PB forward, there is a requirement that a Council officer is a member of this to both provide guidance and advice on the PB process and to ensure appropriate financial governance is in place.

Each Community Board will contribute towards the decision making on how PB operates within their area and how this is focussed to meet local place based and thematic priorities.

4. Next Steps

Community Boards need to consider this briefing paper and appropriate approve the establishment of an appropriate participatory budgeting task / reference groups (or similar) along with governance processes with implementation supported through the Community Board development programme and by the Community Partnership Team.

For further information please contact:

Ross Dunn (Motherwell, Wishaw, Shotts): dunnr@northlan.gov.uk

Christine Boyle (Bellshill, Airdrie, Coatbridge) boylech@northlan.gov.uk

Gary Stark (Cumbernauld, Kilsyth, Norther Corridor) starkga@northlan.gov.uk

Updated PB Action Plan

Mainstream PB Action Plan

Stage	Task	Actions	Comments	Due
Review and Approval	Review PB Pilot and report to committee	Full review of phase 1 pilot to capture lessons learned and critically evaluate process	Short term task and review group established to complete review. Outcomes and recommendations presented to Community Empowerment Committee Feb 20.	Complete
	Prepare mainstream discussion paper	Produce paper for Heads of Service	Research carried out on mainstream delivery potential. Paper produced presenting a suite of options to achieve 1% target.	Complete
	Seek approval for Mainstream PB proposals from CMT	CMT report required to seek approval for mainstream PB	Report produced which also captures outcomes of recent internal audit.	Complete
	Seek approval for Mainstream PB proposals from Community Empowerment Committee	Committee report required to seek approval for mainstream PB	Report produced which also captures outcomes of recent internal audit.	Complete
Development	Establish a senior level task and finish group with terms of reference	Identify appropriate officers (third tier)	Provisional list compiled. PB budget streams need to be clarified urgently to allow appropriate officers to be invited. Induction and training on different PB methodologies to be provided as required.	Complete
	Establish project management structure for delivery of Mainstream PB	Prepare Project Brief and Preliminary Risk Assessment for project for approval.	Head of Communities will be Project Sponsor and sign off required to proceed.	Complete
	Establish expert delivery support team	Set up team from CPT and Finance.	Officers from CPT and finance to be identified to progress. Lead for delivery support team to be identified.	Complete
	Develop project management model, action plan and risk register in line with audit outcome report	Produce PB delivery action plan and risk register. Complete project management documents	Working group to lead on action plan and risk register. Risk and Issue log to be created as part of Project Management documents. Create communication matrix and set up lessons learned log.	Complete

	Prepare final documentation for Community Boards	Produce full suite of PB documents	Draft documents have already been produced in relation to project led PB. To be finalised and signed off. Guidance to be produced on service level PB and Community Board role in influencing local spend priorities. Mainstream PB will be focussed on service wide delivery rather than individual projects. Anticipated that service level PB spend will be agreed for 3-year period to avoid process repetition.	Complete
	Support colleagues to establish service level PB	Expert team to support set up of PB at service level.	Task and action will be dependent on approved budget streams. Individual services will be expected to provide a delivery team and directly support Community Boards to identify and direct localised spend priorities.	Ongoing
Initiation	Present PB process to Community Boards to seek buy in	Formal presentation of Mainstream PB	Corporate presentation to be produced with We Aspire/One Plan thematic. Will require graphics support to produce. Presentation should clearly identify various PB mechanisms and be clear that not all PB delivery relates to capital build projects. Presentation to emphasise the important role community boards have in identifying and reaching agreement on local spend priorities. Presentation should highlight what budgets are in scope with justification. Be clear what elements are consultation and what are informing.	Complete
	Present PB to partner services as approved to commence roll out of programme	Formal presentation of Mainstream PB	Internal presentation to be produced suitable for delivery to services and schools (Head teachers/staff). Presentation should clearly identify various PB mechanisms and be clear that not all PB delivery relates to capital build projects. School presentation to focus on PEF option for PB delivery with relevant examples (e.g. lowering cost of school day)	Nov 21-March 22
	Establish Community Board PB Task	Briefing paper to be presented to 9 community boards outlining	Briefing paper produced and presented to each Board during meeting cycle in Nov/Dec 2021. Paper outlines options to localise	Complete

	Reference Groups	requirement to establish PB task reference group following decision of Community Empowerment Committee.	PB delivery and requests that each board decides on the best structure at a local level to progress PB development. Groups will be formalised in advance of Feb/Mar 2022 board cycle	
	Provide support to partner services during establishment of Mainstream PB	Expert delivery team input	Team to support PB processes and organise training as required. Ensure appropriate documentation shared. Partner service PB concept can be launched publicly at this stage through community boards and Corporate Communication channels. CPT to provide ongoing community engagement to support embedding of mainstream PB process.	Nov 21-March 22
	Publicise process via Corporate Communications and seek projects (only if required for PB mechanism)	Corp Coms to promote PB and call for projects across all digital platforms (should relevant budget be available). CPT to do likewise directly with community orgs.	<p>Call for project proposals to be open for a minimum of 6 weeks to allow time for submission.</p> <p>Promotion of service level PB to run alongside this to focus communities' attention on need to identify local spend priorities within relevant budget allocations. (available budget allocation should be identified prior to this, considering any future efficiencies which may need to be achieved)</p> <p>Set up CONSUL platform for PB voting across 9 board areas</p>	April 2022
	Support and lead sub-group of Community Board to short list projects for consideration	Community Board to form sub-group	<p>CPT will produce documents to support short listing of projects for consideration by Community Board.</p> <p>Partner services will assess response to service level PB and feasibility to deliver.</p> <p>Viability checks to be carried out on all projects and service level options to ensure deliverability and sustainability.</p>	April/May 2022
	Community Board to finalise local PB lists	Community Board to finalise and announce projects included in voting process and service led options.	<p>Board consensus to be given following short list process.</p> <p>To include any direct project voting results, compilation of service level PB focussed on local spend priority and school-based proposals related to PEF.</p>	June 2022

Delivery	Report identified PB spend to COSLA	Pro Forma to be completed across services identifying PB spend for 2021/22 in relation to 1% target.	Pro Form circulated to all relevant services to update identified PB resources. Overall value of Councils 1% target calculated by Financial Solutions. Pro Forma completed for COSLA return.	Complete
	Publicise projects via a series of local roadshows in partnership with community organisations	Individual roadshow required for each PB area (virtual or otherwise)	Liaise with identified community anchor organisations to host. Promotion should clearly outline identified Community Board spend priorities for each of the 9 areas alongside any standalone PB projects.	July 2022 (two weeks)
	Open project voting on CONSUL or alternate online platform	Utilise platform for online voting	Platform has previously been used and has been further tested to ensure suitability. CONSUL will host PB project voting similar to phase 1 pilot alongside. Consideration to be given to alternate online offering such as MS Forms. Mainstream PB voting to identify local spend priorities for three-year period.	July/August 2022 (three weeks)
	Run voting sessions in local schools	Utilise schools for young people votes	All schools to be offered live voting event. Will require support of wider Communities team (CLD schools' staff and youth work team alongside CCB staff) to fully deliver in timescale.	Aug/Sep 2022 (three weeks)
	Host a community voting event in each Board area. (dependent on current tier restrictions)	Engage directly with communities	This action will include the placement of ballot boxes at strategic community locations to maximise participation. Support from Electoral Services required to access ballot boxes. Public event will include attendance by relevant service representatives to answer technical questions on mainstream PB options.	Aug/Sep 2022 (three weeks)
	Close vote and collate results	All online and offline votes to be collated	Results collation should be carried out by each locality-based team across the 9 board areas to ease administrative burden. Possibility to involve Community Board sub-group in this process. Additional admin support from across Communities team may be required for quick turnaround. Service level PB assessment to be carried out by individual service owners.	September 2022
	Results announced and	Corporate/Community Board	Projects to be passed to delivery service for action in financial year	October 2022

	projects commenced.	announcement of results	2022/23. Commencement of delivery of aspirational 1% target.	
	Project completion and evaluation exercise	Projects to be brought to completion by delivery service	Project evaluation questionnaire to be produced for all PB projects to record impact and value that is brought to the community.	March 2023
	Review of Mainstream PB process	Full review of Phase 2 PB process to capture lessons learned	Review to be carried out by working group in two stages (post vote and end stage) with report and recommendations prepared for future actions.	March/April 2023