

The Plan for North Lanarkshire

# PROGRAMME OF WORK



MARCH 2023



**LIVE  
LEARN  
WORK  
INVEST  
VISIT**

## **INTRODUCTION**

**SIGNIFICANT AND FAR-REACHING PROGRESS HAS BEEN ACHIEVED AGAINST THE AMBITION TO MAKE NORTH LANARKSHIRE **THE PLACE TO LIVE, LEARN, WORK INVEST AND VISIT.****

These successes, delivered against a backdrop of high levels of deprivation, a cost-of-living crisis and during a global pandemic, have led to more sustained, positive outcomes for children, communities, and the economy across North Lanarkshire, transforming lives and prospects.





# THE LATEST RESULTS FOR SOME HEALTH CHECK INDICATORS ARE STARTING TO SHOW A NUMBER OF SIGNIFICANT, ENCOURAGING POSITIVE TRENDS INCLUDING:

- The gross weekly pay for local residents is now higher than the national average for the first time ever - an increase of 10% (£63.90 per week) for North Lanarkshire residents from the previous year's results.
- The number of people claiming employment-related benefits has decreased by almost 48% from 14,195 as at December 2020 to 7,420 as at December 2022 – with the claimant count now lower than pre-pandemic levels.
- Recent figures show the local economy continues to grow, reflecting a positive position in North Lanarkshire compared to a negative growth position nationally.
- Educational attainment rates for all pupils gaining 5+ awards at level 6, and for pupils living in the 20% most deprived areas, have seen a steady year on year improvement.
- Improvements can also be evidenced in the number of leavers achieving a positive post school destination with North Lanarkshire achieving a high level of 94.2%. This reflects a drop in pupils not entering a positive destination from 8.2% to 5.5% - around 100 leavers - over the period of The Plan for North Lanarkshire.
- Overall school exclusion rates and exclusion rates for looked after children both show significant improvement with overall exclusion rates dropping by 56% and rates for looked after children dropping by almost 70%.
- Net migration has picked up again after a small dip in the trend and projections. Estimates predict that North Lanarkshire's population will grow and remain favourable up to 2028.



# £1.3BN\* OF CAPITAL INVESTMENT HAS IMPROVED THE PHYSICAL ENVIRONMENT OF NORTH LANARKSHIRE TO HELP CREATE THE ECONOMIC, SOCIAL AND COMMUNITY CONDITIONS THAT WILL ENABLE LOCAL PEOPLE AND COMMUNITIES TO THRIVE:

\*(over the five-year period from 2021/22 to 2025/26)

- 970 new affordable homes built through the council's new supply programme since 2010, with a further 421 on site. Additional sites have been identified and approved at committee for a further 1,346 homes across North Lanarkshire, including town centre and phase 1 tower re-provisioning sites.
- 736 properties across high-rise towers and low-rise blocks demolished as part of the phase 1 towers re-provisioning programme (since approved in May 2018). Work is currently on site at Coursington Towers in Motherwell and the Shawhead back flats where a further three towers and 11 low rise blocks are being demolished.
- Ongoing investment in town centres / edge of town projects, with 19 town centre projects completed and 10 currently being developed and delivered. Over 15 hectares of vacant and derelict land has been improved or enabled for future industrial use.
- Feasibility appraisals being taken forward for the new Town Hubs based on the list of preferred locations, and the next phase of the Community Hub programme progressed in line with the approved prioritisation model.





**THIS INVESTMENT HAS IMPROVED REGIONAL INFRASTRUCTURE AND JOINED UP TRANSPORT LINKS. IT HAS HELPED CONNECT LOCAL COMMUNITIES TO NEW HOUSING, BUSINESS INVESTMENT, AND EMPLOYMENT OPPORTUNITIES AS WELL AS ACCESS TO LEISURE, HEALTH AND WELLBEING ACTIVITIES.**



Through the hub programme, two establishments are currently in construction, five are at the design stage, and one is at the pre-design stage; this adds to the 63 new establishments (11 secondary, 36 primary, and 16 family learning centres, including 1140 hours related centres) that have been built since 1996. This also demonstrates the significant shift in designing multipurpose Town and Community Hubs bringing education together with other local services, local businesses, and partnership organisations.



£5.5m investment in local nature reserves, country parks, and key greenspace sites to create places where visitors are more active, share better experiences, and stay longer. They also provide opportunities to improve physical and mental health, environmental education, outdoor education, and heritage appreciation. The new outdoor education centre has seen almost 7,000 pupils experience exciting outdoor learning on site since it opened in 2021.



A ten-year Active Travel Strategy which (approved in 2021) puts in place - for the first time - a cohesive and holistic framework to prioritise and accelerate active travel interventions across North Lanarkshire.



The creation of high-level design concepts for Town Visions to inform the future investment strategy for North Lanarkshire's towns and enable the town centre Action Plans to be progressed. The next phase of public consultation is currently underway to develop each specific Action Plan and create vibrant and sustainable communities, offering a range of housing, business, community places, and green spaces that meet local needs.



City Deal investment has seen the completion of the first North Lanarkshire infrastructure project (Glenboig Link Road, in 2018), Motherwell Town Centre Interchange nearing completion, and the West Coast Main Line crossing due for completion in May 23. Feasibility and design work is progressing to take forward all remaining sub-projects including Orchard Farm roundabout, Ravenscraig Infrastructure Access North and South, East Airdrie Link Road, and Eurocentral Strategic Active Travel).

## HOUSING INVESTMENT OF £354M APPROVED OVER THE FIVE-YEAR PERIOD TO 2025/26 WILL SEE A WIDE RANGE OF PLANNED ENERGY EFFICIENCY AND IMPROVEMENT WORKS.

- Improvement works (including sprinkler systems) within four towers in Coatbridge, homes made available for 200 Ukrainian families, enhancements to energy efficiency in homes (including 201 PV solar panel installations and 3,415 render/external wall insulation works), and an ongoing repairs and maintenance programme (including 3,949 lead pipe replacements, 5,768 new kitchens, 9,087 new windows, 12,057 new bathrooms, 12,868 heating systems, and 35,829 smoke and CO2 alarms).
- Securing a Connectivity contract to transform the area's digital infrastructure and aim (by the summer of 2024) to ensure that 85% of homes across North Lanarkshire have access to gigabit capable broadband earlier than planned.

To date 196 of the planned 340 kilometres of Commsworld's ultrafast spine, full-fibre digital network has been laid.

- Development of a leadership and operating model to ensure that a unified approach is underway to maintain effective management, operation, and governance structures within each hub. The model aims to ensure that town and community hubs operate as a single entity and support a much wider integrated community offer - with communities having more direct access to the services they need and staff closer to the communities they work in.





## THIS WIDE RANGE OF ACTIVITY DEMONSTRATES SIGNIFICANT PROGRESS, BUT

## CONSIDERABLE CHALLENGES REMAIN.

For example, while there has been a reduction in the proportion of children in poverty (from 25.2% to 23.2%), this remains a concern as one in four children in North Lanarkshire are living in poverty, which is higher than the national average of one in five children. Although there is an ongoing downward trend in the number of the working age population with no qualifications, there still remains 12.8% of North Lanarkshire's working age population (around 27,600 people) who are restricted from accessing employment opportunities.

Five interdependent threads (**economy, health, environment, regeneration, and communities**) reframed the previous Programme of Work within the North Lanarkshire context. The new Programme of Work has an even greater focus on escalating the pace and depth of change through a more targeted approach to improving social conditions and outcomes as reflected in the five threads.



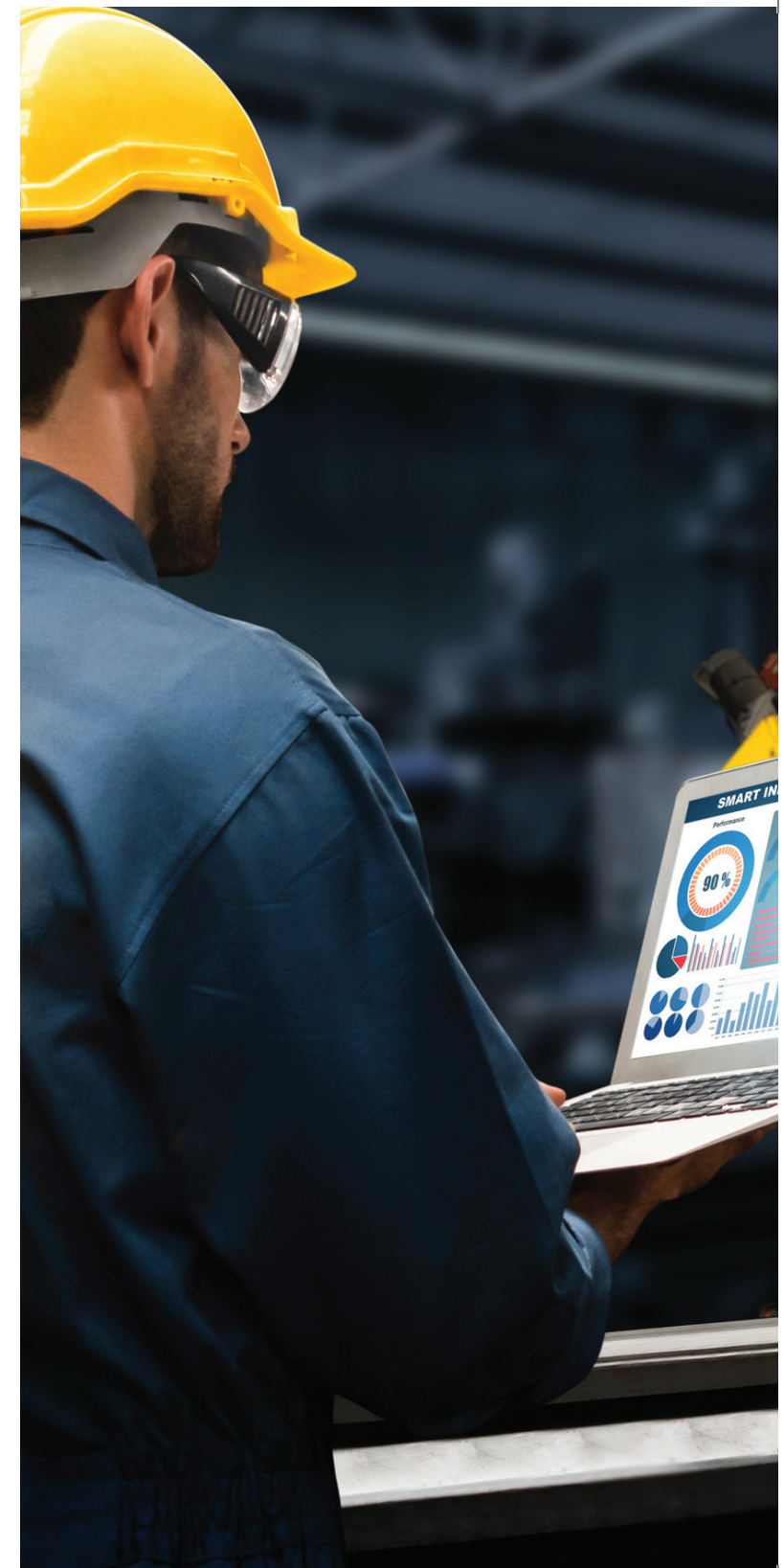
**There are clear opportunities to further concentrate efforts and increase the pace and scale of change.**

With the new Programme of Work, we will have the biggest possible impact where it is needed most while building evidence that projects and activities are having the desired effect on all the people of North Lanarkshire and their prospects.

# THE PROGRAMME OF WORK

**THE NEW PROGRAMME OF WORK WILL ENHANCE THE SCALE, IMPACT, AND COHERENCE OF ALL WORK AREAS.**

**THE NEWLY-DEVELOPED PROGRAMMES ARE INTERDEPENDENT: THE OUTCOMES DELIVERED WITHIN EACH WILL SUPPORT AND ENHANCE ALL OTHERS.**





The Plan for North Lanarkshire

# PROGRAMME OF WORK



## DIGITAL NL

Develop a skilled digital workforce, promote an innovative, sustainable culture and be the Digital Leader for a transformed North Lanarkshire.



### TRANSFORMING PLACES

An enhanced programme to accelerate transformation of town centres and communities.



### INVEST IN NORTH LANARKSHIRE

Accelerated outcome delivery and investment via a more streamlined advisory service and aligned operating model and infrastructure plan.



### SUSTAINABLE FUTURES

Focus commitments to Net Zero Carbon and climate resilience and the associated energy solutions and investments required to make it a reality.



### RESILIENT PEOPLE

Deliver whole family support locally, when families need it, in a way that addresses the impacts of poverty and reduces inequality.



### BRIGHTER FUTURES

Support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering.

## ONE SERVICE

Ensure services are delivered, regardless of owner, in a streamlined, efficient, and supportive model, with the overall vision of inclusive growth and prosperity for all.

## TRANSFORMING PLACES

# WE CAN DELIVER LASTING AND MEANINGFUL OUTCOMES BY ADAPTING TO LOCAL COMPLEXITIES AND TARGETING INVESTMENT.

This programme brings together all planned and future investment, centred on our towns and communities but with outcomes firmly focused on their delivery at pace and at scale. It builds on the work achieved through The Place, The Vision, bringing together all the existing programmes while fusing them with Glasgow City Region City Deal, asset development and rationalisation, the tower strategy, digital connectivity and the Economic Regeneration Delivery Plan (ERDP).

The aim of this enhanced programme is to move faster and go further in transforming towns and communities, to create accessible places with high-quality homes, vibrant town centres, integrated services, and unrivalled digital connectivity.

There are innovative health-driven open spaces and country parks, active travel routes, dynamic investment opportunities through Glasgow City Region City Deal, driving strong local economies and visitor destinations.

Central to transforming places is delivering a considerably expanded and integrated programme with efficiencies underpinned by a cohesive delivery model and collective investment decisions. It is this integration that will deliver in a better, more connected way for people and communities.

Fundamental to this, will be strengthening existing and building new alliances with community partners, the voluntary and private sector and creating a platform for innovative partnership to thrive, adding value, stimulating innovation and generating efficiencies.





## INITIAL ACTIONS

- Establish an integrated Transforming Places Board.
- Establish a multi-disciplinary town centre project team - with alignment to hub programme and to Invest in North Lanarkshire.
- Progress the development of the delivery model to ensure integration of work streams.
- Examine opportunities for synergies between capital investment programme, City Deal Programme, New Supply and business and industry strategy.
- Drive forward the delivery of programmes supported by Invest in North Lanarkshire.
- Implement the Active Travel Strategy with the development and delivery of its associated action plan that prioritises routes, associated infrastructure requirements, funding and resources and communication plan.
- Map existing partnerships and feasibility on future and innovative partnership models - examine partnership opportunities.
- Focus on community wealth building and the corporate approach to it, taking cognisance of full integration into investment decisions, procurement and delivery.
- Monitor project outputs and outcomes to inform future investment and ensure continued alignment with outcomes and required impacts.

## HEALTH CHECK INDICATORS

- Increase population and net migration.
- Improve neighbourhood ratings as a place to live.
- Growth in Gross Value Added (GVA) per head.
- Improve gross weekly pay for residents.
- Improve the percentage of all people economically active.
- Increase and sustain the number of VAT/PAYE registered businesses .
- Reduce dependency on employment-related benefits.
- Reduce the percentage of children living in poverty after housing costs.
- Improve life expectancy rates at birth.
- Increase employment in sustainable tourism and associated GVA per head.

## WHAT WILL BE ACHIEVED

- The expansion and acceleration of Transforming Places will have lasting and meaningful impact on existing communities and will attract more people to the region to create sustainable communities.
- Enhancing place, greenspace, housing and integrating services to impact on health and wellbeing of our communities.
- Delivering significant growth through direct and indirect benefits of investment and job creation.
- Stimulating inward investment in key sectors, positively impacting on pay levels, sustainability of business and supporting supply chains, reducing benefit dependency.
- Providing access physically and digitally to local and regional opportunities that support business but importantly urban and rural families, addressing travel poverty and exclusion, impacting positively on child poverty.
- Importantly, inclusive growth, community empowerment and community wealth building will be key pillars of Transforming Places.

## INVEST IN NORTH LANARKSHIRE

# INVESTMENT IN NORTH LANARKSHIRE LEADS TO BETTER OUTCOMES FOR PEOPLE IN TERMS OF EMPLOYMENT, WELLBEING, INCLUSIVE GROWTH AND IN IMPROVED INFRASTRUCTURE AND ECONOMIC CONFIDENCE.

Our local economy continues to grow faster than the national average and by capitalising on this through accelerated investment, it is anticipated that it will continue to grow.

To further enhance the existing action plan in the Economic Regeneration Delivery Plan and the existing campaign to Invest in North Lanarkshire, the creation of a unique service will give developers and investors greater confidence in the service we provide and, as much as possible, certainty of outcome.

This programme's goal is to establish a new, full-service, single point of contact vehicle using existing expertise within the council to accelerate investment and outcome delivery through a collaborative, cutting-edge advisory service, in which all development programmes will be filtered, from initial enquiry to delivery.

The new team will provide a conduit through which investment can be targeted and processes streamlined thereby maximising opportunities, improving certainty of outcome, and reducing cost. Much if not all the necessary experience and expertise for the new team already exists across several council services. Consequently, it is anticipated that the new service could be mobilised quickly.



# INVEST HERE



## INITIAL ACTIONS

- Engagement with Chief Officers and Service Managers to confirm key personnel and the Terms of Reference for the new service.
- Develop a pilot project for an initial period of six months with up to three developers, to establish and refine operational processes and procedures, and identify any gaps in service.
- During the six month pilot period, engage with the wider development business community to confirm levels of interest and willingness to pay a fee for the service.
- Undertake a formal review of the pilot project to confirm working arrangements for the new service and timeframe for full implementation.

## HEALTH CHECK INDICATORS

- Support continued population growth and net inward migration.
- It is anticipated that GVA per head of population will significantly improve.
- In turn, it will help to drive a positive increase in the percentage of all people economically active (aged 16-64 years).
- Improved neighbourhood ratings.

## WHAT WILL BE ACHIEVED

- Increased employment opportunities and associated infrastructure needed to support continued population growth and net inward migration.
- Increase in the number of businesses based in North Lanarkshire, the number of employees and turnover.
- Improvement in delivery of key projects, business development and investment opportunities.



## SUSTAINABLE FUTURES

# THE COUNCIL'S COMMITMENT TO ADDRESS THE CLIMATE EMERGENCY BY ENSURING NORTH LANARKSHIRE IS NET ZERO BY 2030 REQUIRES INVESTMENT AND ACTION.

The council's Climate Plan for North Lanarkshire – ACT 2030, outlines the council's important role in the reduction of greenhouse gases in addition to making sure we are climate-ready and acting as sustainably as we can.

The goal of this programme is to implement measures to mitigate climate change and actions to adapt to a changing climate.

In this programme, research will be undertaken with a potential energy partner to explore renewable energy and hydrogen generation projects as commercial opportunities in North Lanarkshire. This will include investigating both industrial and micro scale generation of renewable energy, including hydrogen, to support the requirement to decarbonise transport, heat, and industrial applications and to also identify commercial opportunities that benefit tenants, residents and communities.

This will be coupled with a programme to mitigate climate change including nature-based restoration, biodiversity enhancement, flood reduction, community empowerment, better asset design, and effective water management measures.

This will ensure residents of North Lanarkshire and the council's significant investments are properly protected for future generations.







## INITIAL ACTIONS

- Investigate potential to procure energy partner.
- Deliver Green Growth accelerator at Strathclyde Country Park.
- Develop climate adaptation plan for North Lanarkshire.
- Map flood and heat impacts against SIMD to tackle inequalities in climate impact.
- Trial nature based solutions with five interventions delivered across the area.

## HEALTH CHECK INDICATORS

- North Lanarkshire needs a sustainable energy framework and an environment well adapted to climate change to encourage continued growth in inward investment, inward migration and perceptions of neighbourhood and healthy lives.
- Contribute to an increase in population projections.
- Improved and increase in housing stock.
- Improved household recycling waste rates.
- Improved ratings of neighbourhoods and neighbourhoods as places to live.
- Contribute to a growth in Gross Value Added per head.
- Increase in the number of people economically active (aged 16-64 years).
- Improve rates of life expectancy at birth.

## WHAT WILL BE ACHIEVED

- North Lanarkshire has the ability to generate its own energy to fuel its fleet, power residents' homes and sell excess energy to industry.
- Importantly, North Lanarkshire will improve its resilience to the projected future impacts of climate change by lowering energy costs for the council and energy bills for our tenants, reducing flood risk, improving biodiversity and town centre desirability.
- The programme will also generate improved health and wellbeing of residents, leading to a better quality of life.

## RESILIENT PEOPLE

**THE PRINCIPAL AIM OF RESILIENT PEOPLE IS TO DELIVER WHOLE FAMILY SUPPORT LOCALLY, WHEN FAMILIES NEED IT, IN A WAY THAT IS CONSISTENT WITH THE PRINCIPLES OF THE PROMISE AND THE TACKLING POVERTY STRATEGY.**

The aim is to provide an integrated whole-council approach, working with partners, to provide an earlier and more effective response to need, that includes promoting the strengths and skills of individuals and families, improving their economic activity as well providing practical and emotional support.

Through this, children, young people and their parents/ carers will have increased resilience and ambition. Often the most direct, efficient and effective way of helping families is to provide responsive financial support and economic opportunities to achieve lasting change.

Resilient People will integrate family support with the roll out of community hubs to provide financial, practical, emotional, and economic opportunities, including volunteering, to reduce need and tackle inequalities.





## INITIAL ACTIONS

- Identify single points of contact for requests for early help through community hubs.
- Outline how the integrated offer of early practical, emotional and financial support accessed directly via community hub will be created.

## HEALTH CHECK INDICATORS

- Increase in the percentages of babies breastfed at 6-8 weeks.
- Improvement on the percentage of children reviewed at 27 to 30 months with no concerns recorded.
- Contribute to a reduction in school exclusions.
- Contribute to an increase in the percentage of pupils leaving school into positive destinations.
- An improvement in the percentage of all people economically active (aged 16-64 years).
- Contribute to a reduction in the percentage of working age people (aged 16-64 years) claiming one or more of the key benefits.

## WHAT WILL BE ACHIEVED

- Coming out of the pandemic there has been an increased demand for support, including a 15% rise in referrals to Children and Families social work, lengthy CAMHS waiting lists and a higher than average rate of children of coming into conflict with the law. In addition, some of the findings from the Strengths and Difficulties questionnaire highlighted higher difficulty scores for key groups of children, which indicated the need for effective whole family support. In the longer term, this programme of work will address these key issues affecting children and families, and reduce referrals to intensive services, specifically a reduction in the percentage of referrals to the Scottish Children's Reporter Administration.
- This programme is necessary to ensure that there is a focus on building the strengths of children, individuals, families to improve outcomes for children and their parents and reduce spend on expensive services that are accessed too late.
- Families will receive the right support when they ask for it, locally. This means that will families will be able to ask for help once and receive the help they need, through an integrated service at community hubs as they roll out. The approach will breakdown referral pathways built around the needs of systems that are experienced by families as at best confusing and at worst, stigmatising.
- The approach will involve parents having access to pathways to volunteering and/or employment in the provision of support to other families that both meets their needs as well as providing local and non-stigmatising support to others.



## BRIGHTER FUTURES

# BRIGHTER FUTURES WILL PREPARE YOUNG PEOPLE AND THE WIDER COMMUNITY FOR THE FUTURE THROUGH AN INTERCONNECTED PROGRAMME ENCOMPASSING SPECIALISED EDUCATION ROUTES, VOLUNTEERING AND ENTERPRISE.

The goal is to provide more inventive and achievable opportunities for children and young people to thrive through individual learning and training pathways so they develop real-world job talent and invaluable life-skills from day one.

This will give them the skills, knowledge, and confidence to successfully transition to further education, training or employment. The programme will shape innovative employment pathways and maximise key industry growth sectors to boost North Lanarkshire's economy.

Central to the programme is exploring the potential to start formal schooling at a later age with an invigorated focus on early years learning. Generating a core pathway for pupils in the key growth areas of Science, Technology, Engineering and Maths (STEM) and integrating digital technology through teaching.

Creating a formal volunteering programme that covers themed areas such as environment, communities and health and wellbeing, and developing an entrepreneurship vehicle that will encourage more young people into these growth industry areas to help attract business to or build businesses in the region.

### INITIAL ACTIONS

- Map the play-based approaches currently available within early years.
- Establish a focus group to develop play-based approaches to learning within the early years of childhood.
- Identify school and college/university STEM pathways available across North Lanarkshire.
- Develop the senior school pathways for young people through Digital School and Consortium.
- Identify a coordinator for the community volunteering programme who will explore operational arrangements.
- Map community partnerships who offer volunteering opportunities.
- Outline current entrepreneurship and self-employment provision within education.
- Develop an entrepreneurship programme to drive activity where gaps in provision from the mapping exercise have been identified.
- Increasingly skilled workforce employed in roles which fit industry needs and contributing to greater economic outputs.



## HEALTH CHECK INDICATORS

- This wide-ranging programme will help to reduce poverty, crime levels, unemployment, the number of residents on employment-related benefits and school exclusion rates.
- The programme will contribute to improved GVA growth and sustain new businesses, increase qualifications, improve the high levels of positive destinations for young people, as well as the improved perception of neighbourhoods within communities.
- Reduction in total crime recorded.
- Improving rating of neighbourhood and of neighbourhood as a place to live.
- Contribute to raising the percentage of pupils gaining 5+ awards at Level 6 as well as the percentage of pupils living in 20% most deprived areas (as per SIMD) gaining 5+ awards at Level 6.
- Improve the percentage of pupils entering positive destinations.
- Impact on school exclusion rates per 1,000 children and school exclusion rates, looked after children (rate per 1,000 pupils).
- Contribute to the growth in Gross Value Added per head (income approach).
- Improve the figure for the percentage of all people economically active (aged 16-64 years).
- Impact on the percentage of the VAT / PAYE registered businesses that survive for at least three years.
- Help to reduce the percentage of working age people (aged 16-64 years) claiming one or more of the key benefits.
- Improve on the percentage of the working age population (aged 16-64 years) that have no formal qualifications.
- Contribute to a reduction in the percentage of children in poverty after housing costs.

## WHAT WILL BE ACHIEVED

This programme will create impact. It will create neighbourhoods where people want to live and will contribute to removing disadvantages due to poverty for diverse groups and communities within North Lanarkshire. Every child leaving school will be equipped to enter the workplace (via qualifications or vocational experiences) and will be able to share equally in improving the economic picture and achieve the pathway they wish, which is often not through traditional education or Workforce for the Future academies.

- Economic value from volunteering can be demonstrated, together with the number of hours spent helping others. Uptake in number of volunteers and the number of projects and partners contributing to community empowerment can be monitored.
- Greater access to play based learning in the early years of life and school.
- Further develop targeted learning and career pathways in STEM based areas.
- Increased digital learning and skills for all children and young people.
- Increasingly skilled workforce employed in roles which fit industry needs and contributing to greater economic outputs.

## DIGITAL NL

# THE DELIVERY OF THIS PROGRAMME WILL HELP TO DEVELOP A SKILLED DIGITAL WORKFORCE, PROMOTE AN INNOVATIVE, SUSTAINABLE CULTURE, AND PROVIDE DIGITAL LEADERSHIP FOR AN EVOLVING NORTH LANARKSHIRE.

We will utilise council requirements, contracts, and knowledge to positively impact measurable indicators in the same way the connectivity framework is impacting fibre availability and affordability. This is critical in our drive to deliver growth as well as transforming the education of our learners.



This programme will embed digital thinking into our everyday delivery, embracing digital technology to do business significantly differently and always considering a digital-first approach. This will require a focus on skills, culture design and empowerment of the workforce. Digital NL has strong links to the One Service programme; both are enablers to facilitate the delivery of all other linked items.



### INITIAL ACTIONS

- Deliver on roll out of fibre availability and public wifi.
- Continue the work with suppliers to provide affordable internet access for all.
- Develop the digital offering for community hub use.
- Proof of concepts for Internet of Things in country parks and social housing.
- Establish business change model for the organisation.
- Develop role and train nominated Organisational Change Agents.
- Develop and establish an internal Citizen Developer programme.
- Leverage existing contracts to raise awareness of digital opportunities and ways of thinking, ie Accelerate North Lanarkshire event being hosted in Motherwell Concert Hall.
- Develop data intelligence model, promoting the use of holistic data-sets to inform decision making.
- Embed the adoption of Digital by Design model.



## HEALTH CHECK INDICATORS

Digital NL supports the other programmes of work to deliver positive impact against a range of health check indicators and will contribute to the more efficient delivery of services under severe financial pressure.

Improved digital practices can positively impact on a range of outcomes such as increased recycling rates, a reduction of crime rates and improved neighbourhood ratings, as well as supporting independent living, improved attainment and quality of life. Data analytics can identify opportunities for consolidation, intervention and service design.

- Improve the percentage of household recycled waste.
- Reduction in total crime recorded.
- Contribute to an improved rating of neighbourhood as a place to live.
- Support the percentage of pupils gaining 5+ awards at Level 6 and the percentage of pupils living in 20% most deprived areas (as per SIMD) gaining 5+ awards at Level 6.
- Assist with the growth in Gross Value Added per head (income approach).
- Help to improve gross weekly pay for residents.
- Impact on the percentage of all people economically active (aged 16-64 years).
- Improve the percentage of the VAT / PAYE registered businesses that survive for at least three years.
- Improve the percentage of people in supported independent living.
- Have a positive impact on the percentage of adults supported at home who agree their services and support had an impact on improving or maintaining their quality of life.

## WHAT WILL BE ACHIEVED

- This programme will have a significant impact on the ability of other programmes as they'll be delivered quicker, in an informed, holistic way. It will enable all services to respond faster, increase efficiency and productivity, reduce time spent on other tasks while maintaining governance over information and financial responsibilities.
- It will produce a more digitally skilled and enabled workforce, with the ability to self-design efficient process delivery. Using that knowledge, collaboration with partners and smart procurements will improve additional value and community benefits.
- Leveraging supplier relationships and joint working across other programmes of work will demonstrate technology-enabled solutions for local business, potentially identifying funding paths, opportunities and training pathways.

## ONE SERVICE

# THE ONE SERVICE PROGRAMME ACTS AS AN ENABLER FOR ALL OTHER PROGRAMMES OF WORK TO ENHANCE THE PLACE-BASED APPROACH THROUGHOUT NORTH LANARKSHIRE.

It considers how services will operate in the future to respond to the interconnected and intergenerational social, economic and health challenges faced locally. The programme will ensure a fully joined-up approach is taken to service delivery with a focus on combined solutions, resources, skills, relationships, and opportunities to improve outcomes for those that need it most.

This programme will consider strategic integration of specialisms and disciplines under single management structures, ensuring that multi-disciplinary teams can be at their most effective. Services will be aligned to community need and will be driven by strategic oversight, consistency and accountability while being allowed the space to innovate to achieve better outcomes. The programme will also examine the opportunity for closer collaboration with partners in specific service and system areas.







## INITIAL ACTIONS

- Work with services to review current service delivery arrangements in light of the new programme of work and ongoing projects.
- Consult with trade unions to discuss how services might adapt to support the new programme of work and how we can collectively support the changes required.
- Engage with employees on the new programme of work, emphasising the need for employees at all levels to have a say on future operating models.
- Start early conversations with communities and partners to ensure a whole system approach to engagement on future provision.

## HEALTH CHECK INDICATORS

Developing an outcome-based model to service delivery will help improve conditions for the most deprived areas to ensure that residents share equally in the improving picture, tackling healthy life expectancy, which remains below the Scottish average and understanding the impact on communities of the increasing number of adults aged 65+ by 2043 to 39.6%.

## WHAT WILL BE ACHIEVED

One Service provides the increased impetus for the council and its partners to increase collaboration and place-based service delivery, supporting a much wider integrated service offering and providing equal benefits to all communities. One Service will enable all programmes of work activities to offer equality of opportunity and allow individuals to be supported, encouraged, and cared for at each stage of their lives, enabling them and their communities to thrive. This programme of work will enable all other programmes of work to deliver on their ambitions to improve a range of health indicators for North Lanarkshire.

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