

North Lanarkshire Council Report

Policy and Strategy Committee

Does this report require to be approved? Yes No

Ref DM/SL Date 11/06/26

Programme of Work midpoint review - outcome and next steps

From Des Murray, Chief Executive

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Executive Summary

In February 2026, Council approved a motion setting the direction for the next phase of the council's transformation journey, including the redesign of services to maximise effectiveness and efficiency. This report responds directly to that direction. It captures the intent set by Council, reflects the evidence and learning generated through delivery of The Plan for North Lanarkshire to date, and provides a clear and coherent basis for the next phase of the Programme of Work and the transformation of North Lanarkshire.

This direction builds on the long-term vision set out in The Plan for North Lanarkshire, which established a commitment to inclusive growth and prosperity for all, with the aim of delivering a fairer distribution of wealth across communities. Since 2019, this vision has been taken forward through the Programme of Work, providing a stable yet flexible framework to integrate policies, services and systems, enhance local places, and respond to increasing social complexity.

The current Programme of Work (2023-28), approved in March 2023, aligns activity to accelerate transformation and deliver meaningful change for local communities through seven interrelated priorities (Transforming Places, Invest in North Lanarkshire, Sustainable Futures, Resilient People, Brighter Futures, Digital North Lanarkshire, and One Service). At its midpoint, a Review Group was established to assess whether these priorities and the Delivery Plan remain current, relevant, and deliverable within an evolving and increasingly challenging local and national context.

While half of the 28 Health Check Indicators showed improvement at the outset of the midpoint review, deep-rooted and intergenerational social, economic, and health challenges persisted, compounded by ongoing fiscal pressures, national policy reform, and increasingly complex patterns of demand. Drawing on a strengthened evidence base - including progress in delivering the Programme of Work, performance trends across the 28 Health Check Indicators, and ongoing stakeholder engagement - the review presented an opportunity to further refine priorities, enhance organisational resilience, and adopt a more integrated approach to transformation and service redesign.

The review concluded that the Programme of Work has delivered significant and tangible progress (as reported to the Policy and Strategy Committee every six months) and is demonstrating increasing maturity. As at March 2026, 40% of the Delivery Plan has been completed, a growing proportion of activity is transitioning to business as usual, and over two-thirds (68%) of the Health Check Indicators have improved over the lifetime of The

Plan for North Lanarkshire. This reflects a shift from transformation initiation to transformation embedding. However, delivery remains vulnerable to wider economic, policy, and environmental factors beyond local control, and without a stronger, more focused approach there is a risk that these pressures could slow progress or dilute impact.

This report therefore sets out the outcome of the midpoint review, refocusing the existing Programme of Work and integrating six new strategic deliverables designed to drive more ambitious, high-impact, and cross-cutting transformation at scale. This is not a reset, but an evolution grounded in evidence and delivery experience, with a stronger emphasis on integration, prioritisation, prevention, and service redesign to ensure sustainable and continuous improvement. It provides a clear way forward, as directed by Council. It builds on progress to date, sustaining momentum in a challenging environment, and supporting the next phase of transformation with enhanced clarity and purpose to accelerate meaningful change and improve the lives of people across North Lanarkshire.

Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Note the outcome and conclusion of the midpoint review of the Programme of Work set out in this report,
- (2) Approve the integration of the six new strategic deliverables (listed in paragraph 2.5 and illustrated in Appendix 1) into the existing Programme of Work,
- (3) Recognise that the information in Appendix 1 represents a high level overview and future reports presented to committee will provide more detail on individual Programme of Work items to allow for Members' further consideration and approval,
- (4) Note the next steps outlined in paragraphs 2.6 to 2.9 to refresh the existing Programme of Work Delivery Plan, formalise the supporting governance arrangements, and progress the service redesign programme,
- (5) Endorse the ongoing role of the Policy and Strategy Committee in supporting delivery of The Plan for North Lanarkshire through the Programme of Work, and
- (6) Continue to provide strategic oversight of the transformation projects and activities that underpin the Programme of Work, ensuring their ongoing development, co-ordination, and monitoring.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	All Programmes of Work

1. Background

- 1.1 Members of the Policy and Strategy Committee are well versed in The Plan for North Lanarkshire and its vision for North Lanarkshire to be a place of inclusive growth and prosperity for all, with equal benefits and a fairer distribution of wealth for all North Lanarkshire's people and communities.
- 1.2 As the delivery vehicle for The Plan for North Lanarkshire, the Programme of Work has, since 2019, provided a stable yet flexible framework for delivery, supporting the effective management of complex, inter-connected programmes, projects, and activities. The continued commitment of the Policy and Strategy Committee to the

Programme of Work, and its *one place, one plan, one council* approach, has driven significant progress and enabled meaningful transformation across North Lanarkshire.

- 1.3 As reported to Policy and Strategy Committee in March 2025, while half of the 28 Health Check Indicators showed improvement over the lifetime of The Plan for North Lanarkshire (as at February 2025), many deep-rooted, complex, and inter-generational social, economic, and health challenges persist and continue to prove difficult to shift. Economic growth across North Lanarkshire also remains uneven, with some areas benefiting more than others. This contributes to a fragile overall position, vulnerable to wider economic or environmental factors largely beyond local control.
 - 1.4 In parallel, the national and local government context continues to evolve and have an impact on council operations. Ongoing national fiscal and policy pressures, the public sector reform agenda, and sustained constraints within the local government settlement mean that the context for delivering the Programme of Work has changed significantly since The Plan for North Lanarkshire was established.
 - 1.5 Against this backdrop, Policy and Strategy Committee were advised in March 2025 that a midpoint review of the Programme of Work 2023-28 would be undertaken. A Review Group was therefore established to assess the existing Programme of Work to (a) ensure it remains current, relevant, and deliverable, and (b) identify opportunities to build on progress to date while refocusing efforts to accelerate delivery and drive transformational change across North Lanarkshire. Central to this renewed focus is reinforcing a one-council approach that maximises collective impact, supports meaningful change at pace, and strengthens organisational and community resilience over the long-term.
 - 1.6 With 40% of the 2023-28 Programme of Work delivered and activity increasingly transitioning into business as usual, the direction to integrate a comprehensive programme of service redesign was set by Council in February 2026. In doing so, it establishes the next phase of the council's transformation journey, including redesigning all services to maximise effectiveness and efficiency, to sustain momentum and maintain a clear strategic focus throughout the remainder of the programme and beyond.
 - 1.7 This report summarises the outcome of the midpoint review of the Programme of Work, including the stakeholder engagement programme which formed a core component of the review. It sets out proposals for six new strategic deliverables to be integrated within the existing Programme of Work. These high-impact, cross-cutting programmes will complement the existing Programme of Work by adopting a single, council-wide approach to driving transformation at scale across the council and North Lanarkshire, enabling more effective use of resources and accelerating the pace of change.
 - 1.8 The report also incorporates the Approach and Timeline for the integrated service redesign programme. While the Programme of Work continues to provide a coherent, strategically managed portfolio for transformation at scale, the transition from programme activity into business as usual will be strengthened through a more consistent and co-ordinated approach to service redesign. This will ensure that legacy ways of working do not constrain future resilience, sustainability or impact, and that resources are focused effectively on agreed priorities. Embedding comprehensive service redesign alongside delivery of the Programme of Work will be fundamental to reinforcing a strong one council approach, fully integrating transformation into core operations, and securing lasting improvements for the people and communities of North Lanarkshire.
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2. Midpoint review of the Programme of Work

2.1 To identify the challenges, demands, and gaps in delivery to be addressed to accelerate transformation across North Lanarkshire, the review adopted an evidence-based approach. This considered not only the current operating context and the underlying social, economic, education, and health problems to be addressed, but also the nature and scale of the response required and the intended impact of new interventions. In doing so, the review considered:

- Progress achieved to date in delivering the Programme of Work 2023-28, including the contribution of associated strategies, policies, and plans in addressing identified challenges.
- The latest performance results and trends across the 28 Health Check Indicators, to identify key issues, areas of persistent underperformance, and matters requiring a systemic, co-ordinated, cross-service response.
- The current and evolving national context within which local government is operating, including fiscal pressures, reform agendas, and anticipated future changes, and the implications these have for local delivery and organisational capacity.
- Current and future needs across the ages and stages of a person's life, assessing gaps in provision, defining the challenges to be addressed, as well as the scale and scope of transformation required, and the range of potential solutions needed to maximise positive outcomes for people and communities.
- Opportunities to develop a small number of strategic, high-impact, cross-cutting programmes or projects that adopt a single council-wide approach to driving transformation at scale, and complement the existing Programme of Work.

2.2 Recognising the scale and ambition of the Programme of Work midpoint review, stakeholder engagement was a central component of the process. This ensured the review was informed by a broad range of perspectives, experiences and evidence, helping to build a shared understanding of key challenges, test emerging priorities, and identify what is working well and where improvements are needed. A programme of engagement was undertaken throughout to inform its findings and conclusions, including:

- Engagement offered to Elected Members through formal forums and business as usual activities between January and May 2026, supporting ongoing involvement in the strategic planning process.
- One-to-one discussions with Programme of Work Senior Responsible Officers to gather structured feedback on delivery progress, challenges, future priorities, and programme impact.
- Targeted engagement with subject matter experts to strengthen the evidence base and support effective delivery of place-based priorities (e.g. in housing and local regeneration) and people-based priorities (e.g. around employability and tackling poverty).
- Formal input from all Chief Officers through a dedicated senior management team session in January 2026.
- Specific agenda items at Programme of Work Board meetings in February and March 2026, to update on progress, outline next steps, and enable discussion and challenge.
- An online survey of Programme of Work Strategic Board members to capture feedback on what is working well and where improvement is needed, including views on Board purpose, governance and oversight, leadership, effectiveness, and impact.

- 2.3 As reported to the Policy and Strategy Committee in March 2026, the review identified a range of both immediate and longer-term pressures which, while significant, also presented a clear opportunity to reshape priorities, strengthen organisational resilience, and accelerate progress. Financial constraints, national policy pressures, and increasingly complex demand across service areas (including health and social care, education and additional support needs, housing and homelessness) - alongside demographic change, workforce challenges, and the evolving landscape between central and local government - collectively underline the need for a more integrated, council-wide approach to service redesign and transformation. In response, it was recognised that the Programme of Work must evolve, with a more co-ordinated and prioritised focus that embeds sustainable improvement, maximises impact, and positions services to meet future need.
- 2.4 Taken together, these factors strengthen the case for change and support ambitious, council-wide action focused on prevention, integrated service redesign, and sustained delivery that has a lasting impact for the people and communities of North Lanarkshire. This requires North Lanarkshire to set and drive its own strategic direction through strong place-based leadership and a locally led approach to transformation.
- 2.5 To support this strategic shift - ensuring continued financial sustainability and effective service delivery - the existing Programme of Work and its priorities (Transforming Places, Invest in North Lanarkshire, Sustainable Futures, Resilient People, Brighter Futures, Digital North Lanarkshire, and One Service) have been refocused and will be further enhanced through the integration of six new strategic deliverables (set out below). These are designed to complement and build on existing activity and further detail is provided in Appendix 1, including initial high-level delivery priorities and alignment with the 28 Health Check Indicators.
1. **Whole family additional support needs hub** - to ensure children and young people with additional support needs are given the right start.
 2. **Curriculum innovation** - to disrupt the sector norm and deliver alternative pathways.
 3. **Preventative public services** - to improve health and wellbeing through a single focus.
 4. **Mid-market rent** - to improve housing now, and in the future.
 5. **Connectivity** - to deliver smart, enabled service transformation.
 6. **Artificial intelligence** - to drive innovation and be digitally ready and able.

Next steps

Programme of Work

- 2.6 To ensure effective integration and alignment of the new strategic deliverables within the existing Programme of Work - and to establish that they are affordable, deliverable, and impactful - the Review Group is progressing three interrelated strands of activity, as set out below. Together, these strands provide the strategic foundation to align priorities, sharpen focus, and strengthen arrangements to support delivery of transformation at scale, reinforcing a strong one-council approach.
1. **Defining and shaping the strategic deliverables**
This activity focuses on translating each new strategic deliverable from ambition into a clearly defined and deliverable plan, setting out its scope, intended outcomes and contribution to priorities, alongside phased short, medium and long-term actions. This work provides clarity on sequencing, interdependencies and indicative resource requirements, ensuring each deliverable is realistic, affordable,

and capable of being delivered at pace. It also establishes a clear, shared understanding of each deliverable, its intended outcomes, scope, priorities, timing, and resources to support informed decision-making and effective delivery.

2. Refreshing and realigning existing Programme of Work commitments

This activity realigns the existing Programme of Work to maximise strategic impact, refocussing effort on the most significant priorities, clarifying purpose, and supporting an effective transition, where appropriate, from programme activity into business as usual. The overall aim is to strengthen strategic coherence, reduce unnecessary complexity, and ensure organisational capacity is concentrated where it delivers the greatest value.

3. Strengthening strategic governance and oversight

This activity focuses on ensuring that governance and oversight arrangements continue to provide clear accountability and transparency, support effective co-ordination, and enable informed strategic decision-making. The emphasis is on reinforcing the role of Programme of Work Boards as strategic enablers of delivery, with strong alignment to The Plan for North Lanarkshire, alongside transformation and service redesign activity that is outcome-focused, well co-ordinated, and sustainable over the longer term. Already agreed corporate arrangements for Benefits Realisation will be consolidated across the new Boards structure, ensuring a single, coherent approach to defining, capturing, and reporting benefits and improved outcomes across the Programme of Work.

Service redesign

- 2.7 With 40% of the five-year Programme of Work to 2028 delivered, the review identified a growing proportion of activity that is progressing towards business as usual. This reflects the scale and success of delivery to date, with new approaches, practices, and ways of working increasingly embedded within core operations. It signals a maturing programme, where delivery is becoming less reliant on dedicated programme structures and more able to be sustained through everyday service delivery.
- 2.8 To support this transition and direct organisational capacity towards the next phase of transformation, a planned and proportionate movement of appropriate activity into business as usual will be undertaken. In parallel, the Programme of Work will integrate a council-wide service redesign programme, applying a one-council service redesign Approach (see Appendix 2). This will ensure momentum is sustained while strengthening strategic focus across delivery of the remainder of the Programme of Work and beyond.
- 2.9 This next phase will be underpinned by a robust evidence base, bringing together insight on demand, performance, cost, quality, and user and stakeholder experience to establish a clear baseline for improvement, while recognising the council's achievements over its 30 years. The focus will be on end-to-end service redesign around people and communities, simplifying pathways, embedding preventative approaches, improving outcomes, and enabling more efficient and consistent ways of working, supported where appropriate by digital solutions. Delivery will be reinforced through clear Chief Officer accountability, effective user and stakeholder engagement, strong governance and assurance, and a phased, prioritised Timeline (see Appendix 3) to secure sustainable continuous improvement for the people and communities of North Lanarkshire.

3. Measures of success

- 3.1 Measures of success will be demonstrated through progress in delivering the

Programme of Work and ensuring that the council's portfolio of programmes, projects, plans, and activities has a positive impact on the North Lanarkshire context, as evidenced by the 28 Health Check Indicators. This will support achievement of the long-term vision of inclusive growth and prosperity for all, as set out in The Plan for North Lanarkshire.

4. Supporting documentation

4.1 Appendix 1: Six new strategic deliverables to be integrated within the existing Programme of Work.

Appendix 2: One Council Approach to Service Redesign.

Appendix 3: Service Redesign Programme and Timeline.



Des Murray
Chief Executive

5. Impacts

5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and

Democratic?

Yes No

If Yes, please provide a brief summary of the impact?

The legal impact in this report is only in relation to supporting demonstration of the council's compliance with the relevant legislation listed below. It does not introduce new legal duties or changes to the council's statutory duty in this respect.

- The Local Government in Scotland Act 2003 which introduced the duty of Best Value; this requires that councils "*make arrangements to secure continuous improvement in performance*".

5.5 Data protection impact

Does the report / project / practice contain or involve the processing of personal data?

Yes No

If Yes, is the processing of this personal data likely to result in a high risk to the data subject?

Yes No

If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk

Yes No

5.6 Technology / Digital impact

Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?

Yes No

If Yes, please provide a brief summary of the impact?

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes No

5.7 Environmental / Carbon impact

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes No

If Yes, please provide a brief summary of the impact?

5.8 Communications impact

Does the report contain any information that has an impact on the council's communications activities?

Yes No

If Yes, please provide a brief summary of the impact?

5.9 Risk impact

Is there a risk impact?

Yes No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

Work to ensure ongoing review, monitoring, and reporting of Programme of Work delivery - and ensure that all stakeholders are informed of progress in line with their respective oversight role - contributes towards mitigating the risks on the Corporate Risk Register for the *governance, leadership, and decision making* risk and the risk in relation to *delivery of the approved programme of work*.

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e.

does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).
If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

The Plan for North Lanarkshire **PROGRAMME** **OF WORK**



New Strategic Deliverables

WHOLE FAMILY

ASN HUB

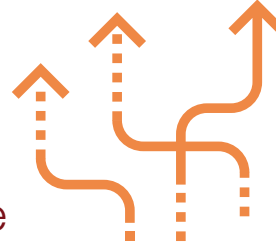
To ensure children and young people with additional support needs are given the right start



CURRICULUM

INNOVATION

To disrupt the sector norm and deliver alternative pathways



PREVENTATIVE

PUBLIC SERVICES

To improve health and wellbeing through a single focus



MID-MARKET RENT

To improve housing now, and in the future



CONNECTIVITY

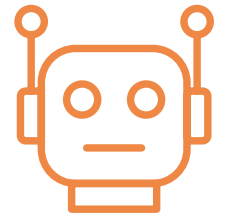
To deliver smart, enabled service transformation



ARTIFICIAL

INTELLIGENCE

To drive innovation and be digitally ready and able





WHOLE-FAMILY ADDITIONAL SUPPORT NEEDS HUB

To ensure children and young people with additional support needs are given the right start

Key to colour of 28 Health Check Indicator icons:

- * Green - economy indicators
- * Orange - education indicators
- * Blue - health indicators
- * Pink - social indicators

PROBLEM

Evidence demonstrates a growing mismatch between the increasingly complex Additional Support Needs (ASN) of children and young people in North Lanarkshire and the limited capacity and suitability of the current ASN estate.

Nationally, ASN has increased by 43%, with rising numbers of children requiring sustained, integrated education, health, and care support. Locally, this pressure is reflected in rising ASN applications, reliance on out-of-authority placements, and significant recurring costs.

The current system remains dependent on mainstream provision and lacks the specialist, multi-agency infrastructure required to support the approximately 7% of children who need specialist provision.











As a result, an under resourced and overstretched ASN system is unable to consistently meet complex needs within local communities, leading to poorer outcomes for children and young people, financial inefficiencies for the council, and barriers to delivering a whole family, multi-service model of support.

SOLUTION

A whole family ASN hub will deliver sector leading, integrated support for children and young people aged 3-18 with complex needs, while also providing co-ordinated, wrap around support for their families through co-located services and multi-agency working, ensuring all children get the right start in life.

This model will strengthen local provision, reduce reliance on out-of-area placements, accelerate improvements across the ASN estate, and act as a cornerstone of a long-term strategy that ensures children, young people, and their families can learn, grow, and thrive within their own communities.

IMPACT ON THE 28 HEALTH CHECK INDICATORS

 <p>Qualifications of all pupils: at 5+ highers</p>	 <p>Qualifications of pupils facing socioeconomic challenges: at 5+ highers</p>	 <p>Positive post-school destinations</p>	 <p>School exclusion rates</p>
 <p>School exclusion rate (looked after children)</p>	 <p>Economically active population</p>	 <p>Average gross weekly pay for residents</p>	
 <p>Children at 27-30 months with no wellbeing concerns</p>	 <p>Children living in poverty</p>	 <p>Breastfeeding rates</p>	

INITIAL STRATEGIC DELIVERY PRIORITIES

Short-term (2026/27 - 2027/28)

- Confirm demand, need, and the case for change, including preferred site and delivery approach.
- Develop strategic scope, service model, and target cohorts.
- Establish governance and stakeholder engagement to progress approvals.

Medium-term (2028/29 - 2030/31)

- Secure capital funding and statutory approvals.
- Formalise governance and multi-agency delivery arrangements.
- Progress procurement and mobilisation for delivery.
- Recruit and train specialist, multi-disciplinary staff.
- Pilot integrated delivery and referral pathways.

Long-term (2031/32 and beyond)

- Open the hub and realign wider ASN provision.
- Fully operational ASN hub embedded within community provision.
- Review impact and sustainability to ensure improved outcomes over time.



CURRICULUM INNOVATION

To disrupt the sector norm and deliver alternative pathways

PROBLEM

Evidence shows a growing mismatch between North Lanarkshire's traditional, one-size-fits-all curriculum and the diverse needs, aspirations, and future labour market demands facing its population. This contributes to high levels of economic inactivity (24.5%), around 200 young people entering negative destinations each year, and limited pathways for adults without formal qualifications to access employment.

The current curriculum does not sufficiently prepare learners for emerging growth sectors - including AI, automation, digital, health and social care, and the built environment - nor does it redefine success in ways that enable all learners to flourish. As a result, dependence on benefits and public services increases, workforce readiness for inward investment is constrained, and the area's ability to attract and retain residents is weakened.

The core problem is an outdated and insufficiently flexible curriculum that does not consistently equip young people and adults with the skills, qualifications, and confidence required to participate in a changing economy and reduce long-term poverty and inactivity in North Lanarkshire.

SOLUTION

Curriculum innovation in North Lanarkshire will disrupt sector norms by replacing the traditional one-size-fits-all model with bold, flexible, future focused pathways that are co-designed with industry, colleges, universities, and employers, ensuring young people and adults develop the skills needed for new and emerging labour market opportunities.

This transformative approach will improve positive destinations and reduce economic inactivity, strengthen work readiness, support families out of poverty, and help attract new investment and residents by building a highly skilled, adaptable workforce aligned to North Lanarkshire's economic growth.

INITIAL STRATEGIC DELIVERY PRIORITIES

Short-term (2026/27 - 2027/28)

- Establish a cross-council and partner governance group and agree a shared vision for curriculum innovation.
- Review the existing curriculum and identify priority gaps aligned to future labour market demand.
- Examine options with partners to establish a shared sector approach.

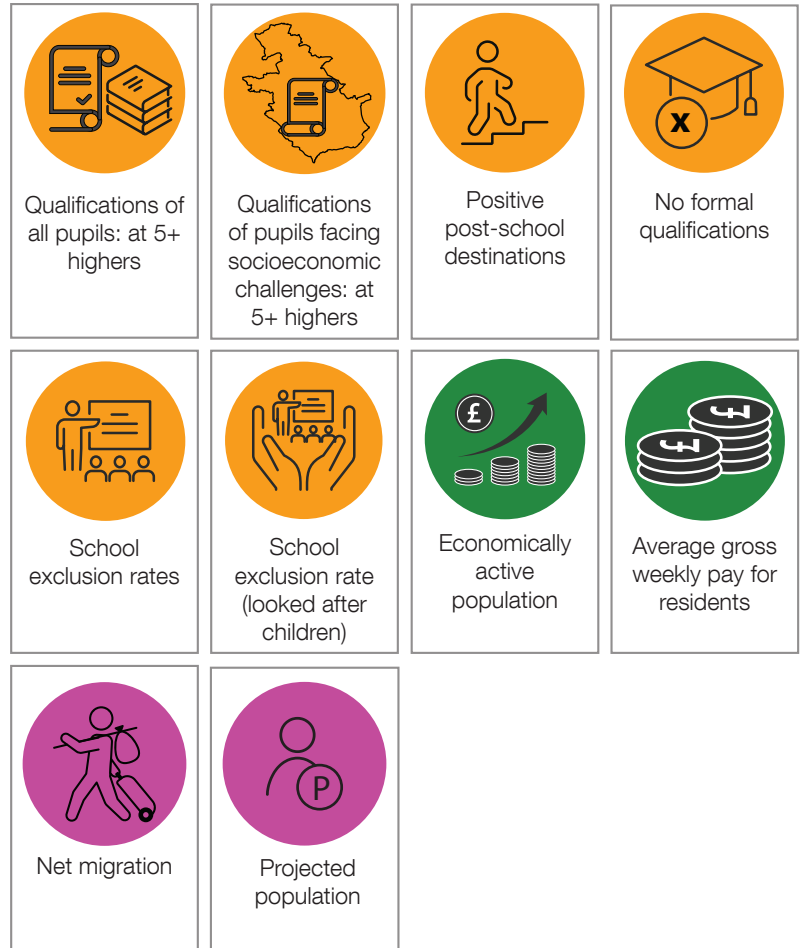
Medium-term (2028/29 - 2030/31)

- Expand and diversify curriculum pathways in priority growth sectors, including digital, health and social care, and the built environment.
- Develop enabling environments and a progressive aged 3-18 skills framework aligned to economic priorities.

Long-term (2031/32 and beyond)

- Embed new, flexible curriculum pathways across North Lanarkshire.
- Sustain strong partnerships with education providers and employers to strengthen progression and employment outcomes.

IMPACT ON THE 28 HEALTH CHECK INDICATORS





PREVENTIVE PUBLIC SERVICES

To improve health and wellbeing through a single focus

PROBLEM

Increasing reliance on acute and crisis-driven services is placing growing and unsustainable pressure on health, social care, and wider public services, while many people and communities - particularly those experiencing the greatest disadvantage - continue to experience poor outcomes. Services are often fragmented and reactive, responding after harm has occurred rather than preventing it.

As a result, resources are not consistently focused on early intervention, whole family support, or the wider social factors that shape health and wellbeing. This limits progress in improving healthy life expectancy, tackling poverty related outcomes, and breaking persistent cycles of disadvantage.

SOLUTION

This will establish a single, integrated public service approach that focuses on prevention by embedding population health and its determinants alongside whole family support as the core delivery model, shifting from fragmented responses to early, co-ordinated intervention.

By aligning strategy, funding, and workforce practice around health and wellbeing, it will address local social economic challenges and improve outcomes while creating more efficient, sustainable services and stronger community resilience.

INITIAL STRATEGIC DELIVERY PRIORITIES

Short-term (2026/27 - 2027/28)

- Establish shared, whole-system governance and agree a single preventative framework.
- Identify priority cohorts, communities, and place-based interventions
- Identify opportunities to shift existing activity and resources towards early intervention.
- Test integrated, place-based preventative models focused on communities most in need.

Medium-term (2028/29 - 2030/31)

- Scale effective preventative approaches and embed them as business-as-usual across localities. Reprofile funding, commissioning, and workforce practice to prioritise prevention.
- Strengthen information sharing, outcomes measurement, and service alignment to support early intervention and learning.

Long-term (2031/32 and beyond)

- Deliver sustained reductions in avoidable crisis demand and measurable improvements in population health and wellbeing.
- Embed a fully integrated, preventative public services model that underpins long-term sustainability.
- Ensure prevention remains central to future policy, investment, and service redesign decisions.

IMPACT ON THE 28 HEALTH CHECK INDICATORS

<p>Life expectancy at birth</p>	<p>Supported at home to live independently</p>	<p>Supported at home to improve or maintain quality of life</p>	<p>Carers supported to continue in caring role</p>
<p>Children living in poverty</p>	<p>Breastfeeding rates</p>	<p>Benefits claimants</p>	<p>Economically active population</p>
<p>Projected population</p>			



MID-MARKET RENT

To improve housing now, and in the future

PROBLEM

North Lanarkshire faces a growing affordability gap in its housing system. Low and modest income households who do not qualify for social housing but cannot afford rising private rents are left without suitable, secure housing options.

Households in the lowest income quintile spend approximately 51% of their income on private rent, compared to 37% in social rent. With four applicants for every available social rented home, many working households - particularly those on modest incomes - have little realistic prospect of accessing social housing.

As a result, these households are increasingly forced either to absorb unaffordable private rents or to leave the area altogether. This contributes to population decline, limits town centre regeneration, weakens the local economy, and reduces North Lanarkshire's attractiveness to employers and investors.

The absence of a mid-market rental option therefore represents a significant structural gap in current housing provision, leaving those caught between social and private housing with no sustainable solution.

SOLUTION

This will deliver an offer for local homes that bridges the gap between unaffordable private rents and high demand social housing, enabling households on modest incomes to spend a significantly lower proportion of their disposable income on housing and remain in North Lanarkshire.

In doing so, a mid-market rent approach will support local population growth and town centre regeneration as well as inward investment that attracts more people of a working age to live and work in the area, while strengthening the local economy and providing alternative options for the provision of sustainable local homes.

INITIAL STRATEGIC DELIVERY PRIORITIES

Short-term (2026/27 - 2027/28)

- Establish a clear policy (with operating practices and target audience), governance, and delivery model for Mid-market Rent, informed by pilot activity.
- Confirm a viable pipeline of properties and funding arrangements to enable early delivery.
- Secure committee approval to move the programme into implementation.









Medium-term (2028/29 - 2030/31)

- Scale delivery of Mid-market Rent in priority locations to support population retention and regeneration.
- Review and refine the model based on performance, affordability, and outcomes.
- Secure capital investment to progress delivery of the model.

Long-term (2031/32 and beyond)

- Embed Mid-market Rent as a sustainable, business-as-usual housing tenure within the wider housing system.
- Continue to grow and adapt the offer in response to housing need, market conditions, and strategic priorities.

IMPACT ON THE 28 HEALTH CHECK INDICATORS

 <p>Neighbourhood rating as a place to live</p>	 <p>Neighbourhoods facing socioeconomic challenges: rating as a place to live</p>	 <p>Housing by tenure</p>	 <p>Net migration</p>
 <p>Projected population</p>	 <p>Estimated population</p>	 <p>Average gross weekly pay for residents</p>	 <p>Gross value added per head of population</p>



CONNECTIVITY

To deliver smart, enabled service transformation

PROBLEM

Evidence shows deep-rooted digital exclusion in North Lanarkshire, preventing many residents - particularly low-income and socially isolated households - from accessing essential services. This contributes to poorer health outcomes, reactive and costly housing maintenance, and barriers to deploying telecare, telemedicine, and other assistive technologies.

Limited digital connectivity constrains the council's ability to promote channel shift, restricts access to digital enablers, and increases pressure on already overstretched health, social care, and housing services at a time of rising demand, workforce challenges, and constrained budgets. As a result, inequalities widen, economic inactivity persists, and services struggle to redesign effectively to focus capacity on residents with the most complex needs.

Without improved connectivity, the council cannot fully deliver smart, technology-enabled homes or modernise services to support independent living at home, improve safety, reduce costs, or provide more efficient, joined-up access to support and housing services.

SOLUTION

Enhanced connectivity will enable digitally inclusive, smart homes and services that reduce demand, release capacity, and improve the health, wellbeing, and independence of residents.

By removing barriers to digital access, it will support more efficient service delivery, enhance security and maintenance, and open up new economic, education, and leisure opportunities for all.

INITIAL STRATEGIC DELIVERY PRIORITIES

Short-term (2026/27 - 2027/28)

- Identify priority households and communities experiencing digital exclusion.
- Improve baseline digital connectivity in council-owned homes.
- Embed connectivity requirements within new housing and retrofit programmes.
- Strengthen partnerships with telecoms, health, and technology providers.

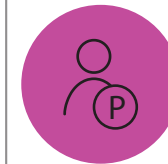
Medium-term (2028/29 - 2030/31)

- Roll out smart home technologies, telecare, and digital housing management systems.
- Expand digital access and skills support for residents.
- Integrate connectivity with health, social care, and housing service redesign.
- Realise early benefits through reduced reactive maintenance and service demand.

Long-term (2031/32 and beyond)

- Embed smart, connected homes as the standard housing offer.
- Achieve sustained reductions in demand on health and care services.
- Support long-term improvements in independence, safety, and wellbeing.
- Enable a digitally inclusive, technology-enabled public service model.

IMPACT ON THE 28 HEALTH CHECK INDICATORS



Projected population



Neighbourhood rating as a place to live



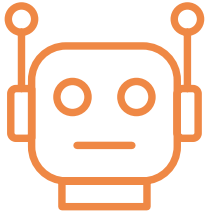
Housing by tenure



Supported at home to live independently



Supported at home to improve or maintain quality of life



ARTIFICIAL INTELLIGENCE

To drive innovation and be digitally ready and able

PROBLEM

Evolving service demands, rising public expectations, and rapid advances in digital capability are highlighting the need to strengthen how the council translates strategic ambition into day-to-day delivery. Differences in digital maturity, readiness across services, siloed working practices, and use of AI enabled automation and digital self-service reflect both the complexity of the current operating environment and clear opportunities for modernisation.

As pressures continue to increase - alongside ongoing budget constraints, workforce challenges, and the wider public sector reform agenda - the organisation must continue to adapt to operate more efficiently, scale capacity, and respond with greater agility. Addressing these challenges will support faster delivery of strategic outcomes, improved value for money, and a more consistent, simple, digital-first, and joined-up experience for residents.

Expanding the use of AI-enabled optimisation, smarter triage, integrated systems, and redesigned end-to-end processes will enable the council to strengthen execution capability, improve outcomes for residents, and build the resilience and efficiency needed to manage future pressures.

SOLUTION

Enhanced use of AI will enable the organisation to modernise services by connecting information, systems, and service user interactions to close the gap between strategic intent and day-to-day delivery.

By deploying intelligent automation, digital self-service, and integrated operating models, the organisation can improve the user experience, reduce operational costs, enhance workforce capacity, and strengthen its ability to deliver faster, more reliable outcomes in an increasingly demanding public sector environment.

INITIAL STRATEGIC DELIVERY PRIORITIES

Short-term (2026/27 - 2027/28)

- Establish strong corporate foundations for AI, including readiness, governance, ethics, and risk.
- Pilot a small number of high-value AI use cases to demonstrate impact and build confidence.
- Set a clear, multi-year AI delivery roadmap aligned to one council priorities.

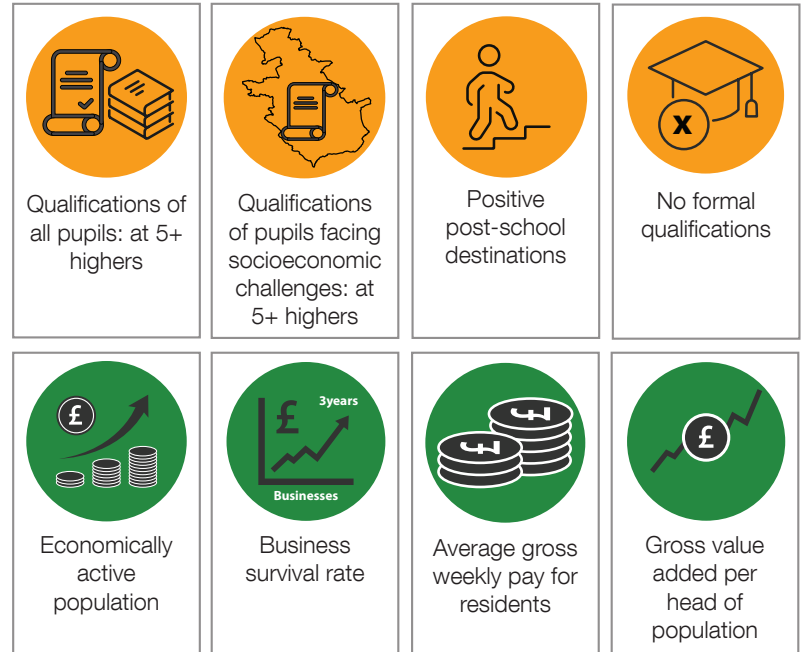
Medium-term (2028/29 - 2030/31)

- Scale AI-enabled automation, self-service, and predictive insight across priority services.
- Embed AI within redesigned end-to-end service models and workforce practices.
- Strengthen enterprise data and skills capability to support AI at scale.

Long-term (2031/32 and beyond)

- Embed AI as a core operating capability across the organisation.
- Use AI to support long-term planning, demand management, and organisational resilience.
- Sustain benefits through continuous assurance, learning, and improvement.

IMPACT ON THE 28 HEALTH CHECK INDICATORS



One Council Approach to Service Redesign

Approach

This one-council approach to service redesign provides a structured and consistent framework to support continuous improvement and best value in delivering the council's strategic priorities (in line with The Plan for North Lanarkshire) while maximising ongoing efficiency and effectiveness in service delivery. The approach also supports implementation of the Council direction to progress a series of reviews in respect of the "next phase of the council's transformation journey to redesign all services to maximise effectiveness and efficiency".

- 1. Discover:** Build a robust evidence base that establishes a clear and shared understanding of the current operating context, the state of play, and the successes achieved to date, providing a strong foundation on which to further enhance services through future service redesign. This will bring together evidence on demand, performance, cost, quality, and user and stakeholder feedback to develop an objective and balanced picture of how services are currently operating, what is working well, and where there are opportunities to further strengthen performance. In doing so, it will positively reflect and recognise the achievements of the council over its 30 years, while clearly defining a baseline from which informed decisions can be made to enhance services and support ongoing, continuous improvement.
- 2. Define:** Use the evidence gathered through the Discover phase to shape a clear and shared vision for the future, setting out an ambitious but realistic future service model. This will involve clearly defining the key issues, pressures, and opportunities that need to be addressed, informed by a robust understanding of what is working well and where services can be further enhanced. Building on this, proportionate, outcome-focused redesign options for change will be formally developed that are aligned to strategic priorities and grounded in evidence. This stage will result in a clear, coherent, and actionable plan that provides direction, clarity, and momentum for service redesign and continuous improvement.

* **STAGE GATE CHECK-IN** * Evidenced outputs from the **Discover** and **Define** stages must be captured in a report and plan of action which requires to be submitted to the Corporate Management Team by the end of each phase (as set out in the Timeline), including an indication of the timing of subsequent reports to Committee. This ensures that decisions are robust, evidence-based, proportionate, and justifiable, with appropriate oversight and challenge being undertaken before moving into delivery.

- 3. Deliver:** Implement the agreed service redesign and improvement plan in a structured and phased way, translating evidence-led decisions into practical service improvements. This stage will embed refined ways of working, supported by strong leadership, ongoing staff engagement, and efficient systems and processes. Delivery will focus on further improving performance, realising efficiencies, and enhancing outcomes for people, communities, and the organisation, while actively capturing learning and building on good practice throughout implementation.
- 4. Diligence:** Maintain ongoing assurance that delivery remains on track and that redesigned services are achieving the intended benefits, strengthened outcomes, and improved experiences. This will be supported through existing governance arrangements, regular monitoring of demand, performance, cost, quality, and outcomes, and timely review of progress. The diligence stage will promote continuous learning and refinement, ensuring services remain effective, resilient, and sustainable over the longer term, with improvements embedded and sustained for the benefit of communities and services.

1. Discover

Key activities

- Analyse demand, volumes, trends, and drivers of service use.
- Review performance, cost, and impact data.
- Map current service journeys and processes (the *as-is* state).
- Collate and analyse insight from users, staff, partners, and wider stakeholders.
- Identify inequalities, barriers, duplication, and failure demand.

Examples of key questions

- Who uses the service, and why?
- What demand is predictable -v- preventable?
- Where are costs incurred, and what drives them?
- Where are outcomes falling short, especially for those most vulnerable and/or priority groups?

Key outputs

- Evidence and insight pack setting out a baseline profile, supported by relevant data and analysis.
- As-is service journey or process map.
- Baseline statement of issues, pressures, risks, dependencies, and opportunities.
- Indication of redesign priorities.

2. Define

Key activities

- Synthesize evidence into clear insights.
- Define the core problems to be addressed (not just symptoms).
- Define the ultimate purpose of the service redesign.
- Establish the desired future service vision and principles (the *to-be* state).
- Identify scope, dependencies, constraints, and assumptions.
- Develop outline options and assess feasibility at a high level.

Examples of key questions

- What is the problem to be solved?
- What outcomes matter most for people and communities?
- What does success look like in a redesigned service?
- What should stop, start, or change?

Key outputs

- Agreed service vision - where the service wants to be in 3 - 5 - 10 years time.
- Principles of the future operating model(s).
- Defined scope and success measures.
- High-level options and recommended approach(es).
- Plan of action, with delivery timescales and responsibilities identified.

Governance control point

* **STAGE GATE CHECK-IN** * Evidenced outputs from the **Discover** and **Define** stages must be captured in a report and plan of action which requires to be submitted to the Corporate Management Team by the end of each phase (as set out in the Timeline), including an indication of the timing of subsequent reports to Committee. This ensures that decisions are robust, evidence-based, proportionate, and justifiable, with appropriate oversight and challenge being undertaken before moving into delivery.

3. Deliver

Key activities

- Develop detailed implementation and transition plans.
- Redesign processes, roles, and ways of working.
- Enable change through digital, workforce, and partner alignment.
- Test and refine solutions where appropriate (testing plans / pilots / phased rollout).
- Embed new service models and operational arrangements.

Examples of key questions

- How will change be implemented safely and at pace?
- How will service users continue to be supported and get the service they need during the transition?
- What support do staff, partners, and other stakeholders need?
- How will risks be managed during transition?

Key outputs

- Detailed delivery and implementation plan.
- Redesigned (to-be) service model(s) and processes.
- An enabled and supported workforce.
- Clear and proportionate governance arrangements.
- Defined go-live and transition milestones.

4. Diligence

Key activities

- Ensure key deliverables are aligned to The Plan for North Lanarkshire and can demonstrate improved outcomes in support of its priorities.
- Integrate key deliverables from action plans with the Programme of Work Delivery Plan to enable one-council monitoring, supported by streamlined corporate reporting that includes finance, savings, and growth updates (aligned to the Medium-Term Financial Plan).
- Ensure regular strategic management and governance oversight through (a) the Transformation and Assurance Board (the reconfigured merger of the One Service and Digital North Lanarkshire Boards), (b) Business and/or Corporate Management Team, and (c) relevant Service Committee(s).
- Monitor performance, cost, and outcomes against agreed baselines, with reporting to stakeholders aligned to the Strategic Performance Framework and the Local Government Benchmarking Framework (LGBF) priorities which support The Plan for North Lanarkshire.
- Track and report benefits realised (in line with the agreed process) and assess impact.
- Provide assurance on delivery progress, risk management, and sustainability.
- Capture learning from delivery activity, adapting approaches where required and embedding continuous improvement through regular review and evaluation cycles.

Examples of key questions

- Is the redesigned service delivering improved outcomes?
- Is demand reducing or changing as intended?
- Is the service financially and operationally sustainable?
- What learning should inform future redesign activity?

Key outputs

- Progress monitoring reports.
- Performance and assurance results.
- Benefits realisation and outcome reports.
- Continuous improvement plan, informed by learning for wider transformation activity.

Design principles

1. **Start with evidence**, don't assume, ensure a clear understanding of the problem before developing solutions.
2. **Design around people and communities**, not organisational structures or boundaries.
3. **Focus on outcomes and prevention**, not just efficiency or short-term cost reduction.
4. **Take a whole-system, one-council approach**, recognising interdependencies across services, processes, and partners.
5. **Apply an iterative, non-linear approach**, allowing learning, testing, and refinement across stages rather than treating redesign

as a one-off or sequential exercise.

6. **Prioritise early intervention**, designing services to reduce future harm and demand.
7. **Design with the workforce**, ensuring ongoing staff involvement and capacity, capability, and readiness for change are addressed.
8. **Redesign services end-to-end**, not simply by introducing new IT systems, but by rethinking processes, ways of working, and roles.
9. **Embed strong governance and assurance early**, with clear decision points, responsibilities, and accountability.
10. **Plan for sustainable and continuous improvement**, with clear success measures and learning built in from the outset.

Readily available corporate tools to support the delivery of a consistent and evidence-based approach to service redesign

- Project Management Framework
- Options Appraisal
- Self-Evaluation
- Benchmarking
- Change Management
- LearnNL

Reasons why to Redesign - examples

<p>1. Improve efficiency and reduce processing times</p> <p>Why redesign: Current processes are slow, manual, overly complex, resource-intensive, or duplicative.</p> <p>Examples:</p> <ul style="list-style-type: none"> Streamlining workflows and removing unnecessary hand-offs. Introducing automation or self-service. Reducing end-to-end turnaround times and queues. <p>Typical triggers:</p> <ul style="list-style-type: none"> Breaches of service-level agreements (SLAs). Growing backlogs or waiting lists. High volumes of rework or duplicate activity. Performance reports showing declining productivity. 	<p>2. Reduce costs, improve value for money, make better use of resources</p> <p>Why redesign: Service is financially unsustainable or inefficient, or there is a need to redirect spend to priority areas.</p> <p>Examples:</p> <ul style="list-style-type: none"> Reducing reliance on temporary or agency staff. Consolidating teams or functions. Shifting spend from low-value to high-impact activity. Implementing models that prioritise need. <p>Typical triggers:</p> <ul style="list-style-type: none"> Budget reductions or funding settlements. Overspends or cost pressures. Requirements to deliver savings. Need to realise value-for-money. Requirement to implement audit findings. 	<p>3. Improve outcomes for service users</p> <p>Why redesign: The service may be efficient, but there is evidence it is not effective in making a difference.</p> <p>Examples:</p> <ul style="list-style-type: none"> Shifting from reactive to preventative or early-intervention - to intervene earlier, preventing issues escalating. Redesigning services around whole service user journeys. Improving longer-term outcomes rather than short-term fixes. <p>Typical triggers:</p> <ul style="list-style-type: none"> Outcome measures not improving despite high activity. Evidence of recurring or escalating issues. Feedback from inspections or others. Strategic shift toward prevention or early help. 	<p>4. Respond to changing demand or demographics</p> <p>Why redesign: Demand has increased, reduced, or changed in nature and/or volume.</p> <p>Examples:</p> <ul style="list-style-type: none"> Shifting capacity towards areas with increasing or more complex demand. Reducing provision where demand has fallen. Introducing new service offers for emerging needs, e.g. rising demand from an ageing population. <p>Typical triggers:</p> <ul style="list-style-type: none"> Growth in demand exceeding current capacity. Demographic change (e.g. ageing population, migration to an area). New patterns of behaviour or service use, or multi-complexities. Forecasts show future demand and capacity risks. 	<p>5. Improve user experience and accessibility</p> <p>Why redesign: Services are hard to access or navigate, and/or are confusing or not inclusive.</p> <p>Examples:</p> <ul style="list-style-type: none"> Reducing contacts / hand offs so users tell their story only once. Improving accessibility for people with differing needs. Making the service more inclusive for people with multiple / complex needs. <p>Typical triggers:</p> <ul style="list-style-type: none"> Consistent complaints or negative feedback. Poor satisfaction survey results. Evidence of disengagement or drop-off. Equality impact assessments highlighting barriers to access.
<p>6. Enable digital and modern ways of working</p> <p>Why redesign: Legacy systems and processes limit productivity and flexibility.</p> <p>Examples:</p> <ul style="list-style-type: none"> Moving from paper-based to digital end-to-end processes - reducing reliance on paper records and manual data entry. Introducing end-to-end digital case management or shared systems. Supporting hybrid and remote working models. <p>Typical triggers:</p> <ul style="list-style-type: none"> Outdated or unsupported IT systems. Digital transformation programmes or strategies. Staff productivity issues linked to poor tools. 	<p>7. Improve quality, consistency, and compliance</p> <p>Why redesign: Service quality is variable, poses risk, or means non-compliance for the council.</p> <p>Examples:</p> <ul style="list-style-type: none"> Standardising decision-making processes. Strengthening governance and audit trails. Audit trails and documentation. Reducing errors, complaints, or appeals. <p>Typical triggers:</p> <ul style="list-style-type: none"> Internal or external audit findings. Inspection reports or other feedback. High levels of variation between teams or locations. Legal challenges or upheld complaints. 	<p>8. Respond to policy, legislative, or strategic change</p> <p>Why redesign: External requirements have changed.</p> <p>Examples:</p> <ul style="list-style-type: none"> Redesigning eligibility, assessment, or delivery models to comply with new legislation or inspection requirements. Aligning services to a new organisational strategy or priorities. Introducing new reporting or accountability measures or mechanisms. <p>Typical triggers:</p> <ul style="list-style-type: none"> New legislation or statutory guidance. Changes in national or local policy. New organisational strategy or operating model. National or local policy direction / commitments. 	<p>9. Increase resilience and sustainability</p> <p>Why redesign: The current model is fragile or overly dependent on individuals.</p> <p>Examples:</p> <ul style="list-style-type: none"> Redesigning processes to remove single points of failure. Building flexible staffing models / capacity to cope with peaks in demand. Improving handovers, knowledge sharing, and succession planning. <p>Typical triggers:</p> <ul style="list-style-type: none"> High sickness or staff turnover rates. Reliance on specialist roles. Difficulty maintaining services during absences or crises. Previous service disruptions or near-misses. 	<p>10. Address staff performance issues or poor feedback</p> <p>Why redesign: Evidence shows the service / function isn't performing as intended.</p> <p>Examples:</p> <ul style="list-style-type: none"> Missing targets or negative user feedback / increasing number of complaints. Redesigning workflows to reduce pressure points and burnout. Improving supervision, support, and career pathways. <p>Typical triggers:</p> <ul style="list-style-type: none"> High levels of staff turnover, sickness absence, vacancies. Recruitment issues. Staff survey results on levels of morale or engagement. Stress or wellbeing concerns. Skills gaps / issues with quality of work.

Appendix 3

Service Redesign Programme and Timeline

Notes:

- This represents the initial Service Redesign Programme and Timeline as at May 2026. It is expected that the programme will evolve over time, and the phasing may be subject to change to accommodate additional requirements and associated timescales, or to enable Chief Officers to collaborate across the programme to maximise synergies and realise efficiencies of scale and purpose. There may also be crossover between phases, particularly where cross-cutting workstreams span multiple redesign areas, ensuring co-ordinated delivery of shared improvements. In some instances, the phasing of priorities has been staggered to ensure sufficient capacity for each redesign exercise.
- The phased timescales relate to completion of the *Discover* and *Define* stages of the Service Redesign process, with a report and plan of action to be submitted to the Corporate Management Team by the end of each phase that includes a timetable for subsequent reporting to Committee. This will be followed by a high-level report to Committee outlining the outcome of the *Discover* and *Define* stages, alongside proposed actions for change, delivery timescales, and arrangements for ongoing reporting to the respective Committee.
- Service areas in each phase have been prioritised based on a combination of the following:
 - Strategic alignment / contribution to the Programme of Work.
 - Risks in the council's Corporate Risk Register with the highest residual risk score.
 - Direct alignment to the 28 Health Check Indicators which have not improved over the lifetime of The Plan for North Lanarkshire.
 - Prioritisation matrix (see over) which focuses on primary service role and demand volume and reach, with prioritisation based in order of impact on people, prevention, outcomes, and cost.

	Service area <small>Note: Chief Officer reports to Committee will define specifically which services / functions are undergoing service redesign once they have completed the <i>Discover</i> and <i>Define</i> stages.</small>	Lead Chief Officer	Prioritisation				Committee oversight for Chief Officer updates on progress of service redesign activity <small>Note: The oversight Committee will be based on the services / functions being redesigned.</small>
			Strategic alignment / contribution to the Programme of Work To the current Programme of Work and to the new strategic deliverables.	Corporate Risk and Residual risk score (>= 16 : Red)	28 Health Check Indicators (areas with direct links to indicators which have not improved from The Plan for North Lanarkshire baseline)	Prioritisation matrix (see over)	
Phase 1 June - December 2026	Adult Health and Social Care	Claire Rae	<ul style="list-style-type: none"> Resilient People Preventative Public Services <i>new strategic deliverable</i> 	Home support (20) Public protection (16)	health	priority 1	Adult Care and Social Work Committee
	Education	Barry Smedley / James McParland	<ul style="list-style-type: none"> Brighter Futures Curriculum Innovation <i>new strategic deliverable</i> Whole Family Additional Support Needs Hub <i>new strategic deliverable</i> 	Improving educational outcomes (16)	economy	priority 1	Education, Children, and Families Committee
	Children, Families, Justice, and Integrated Practice - Employability	Alison Gordon	<ul style="list-style-type: none"> Resilient People Brighter Futures Curriculum Innovation <i>new strategic deliverable</i> 	Improving educational outcomes (16)	economy	priority 1	Education, Children, and Families Committee / Enterprise and Fair Work Committee
	People Resources - Brighter Futures	Fiona Whittaker	<ul style="list-style-type: none"> Resilient People Brighter Futures Curriculum Innovation <i>new strategic deliverable</i> 	Improving educational outcomes (16)	economy	priority 1	Education, Children, and Families Committee / Enterprise and Fair Work Committee
Phase 2 January - June 2027	Children, Families, Justice, and Integrated Practice - Tackling Poverty	Alison Gordon	<ul style="list-style-type: none"> Resilient People Whole Family Additional Support Needs Hub <i>new strategic deliverable</i> Preventative Public Services <i>new strategic deliverable</i> 	Tackling poverty (20)	health social	priority 2	Wellbeing and Tackling Poverty Committee / Education, Children, and Families Committee
	Housing and Communities - Housing and Homelessness	Gillian Whitehead	<ul style="list-style-type: none"> Resilient People 	Tackling poverty (20)	health social	priority 2	Housing Committee
	Finance and Technology - Technology	Greg Telfer	<ul style="list-style-type: none"> One Service / Digital North Lanarkshire All Connectivity <i>new strategic deliverable</i> Artificial Intelligence <i>new strategic deliverable</i> 	Cyber security (20) ICT operational capability (20) Digital adoption (16) Information security (12) Digital and IT Strategy (12)	-	priority 3	Finance and Resources Committee
	Legal, Democratic, and Strategy - Legal	Rachel Blair	<ul style="list-style-type: none"> One Service / Digital North Lanarkshire All 	Information governance (16) Information security (12) Serious organised crime, fraud, and corruption (9)	-	priority 3	Finance and Resources Committee
	Housing and Communities - Housing property, investment, and repairs	Cameron Barr	<ul style="list-style-type: none"> Transforming Places 	RAAC (12)	-	priority 4	Housing Committee

Service area <small>Note: Chief Officer reports to Committee will define specifically which services / functions are undergoing service redesign once they have completed the <i>Discover</i> and <i>Define</i> stages.</small>	Lead Chief Officer	Prioritisation				Committee oversight for Chief Officer updates on progress of service redesign activity <small>Note: The oversight Committee will be based on the services / functions being redesigned.</small>	
		Strategic alignment / contribution to the Programme of Work <small>To the current Programme of Work and to the new strategic deliverables.</small>	Corporate Risk and Residual risk score (>= 16 : Red)	28 Health Check Indicators <small>(areas with direct links to indicators which have not improved from The Plan for North Lanarkshire baseline)</small>	Prioritisation matrix (see over)		
People Resources - Workforce management	Fiona Whittaker	<ul style="list-style-type: none"> One Service / Digital North Lanarkshire All 	Human resources workforce planning (16)	-	priority 5	Finance and Resources Committee	
Children, Families, Justice (including Whole Family Support)	Alison Gordon	<ul style="list-style-type: none"> Resilient People Whole Family Additional Support Needs Hub <i>new strategic deliverable</i> Preventative Public Services <i>new strategic deliverable</i> 	Tackling poverty (20) Public protection (16)	health social	priority 2	Wellbeing and Tackling Poverty Committee / Education, Children, and Families Committee	
Assets and Procurement - Assets	James McKinstry	<ul style="list-style-type: none"> Transforming Places Sustainable Futures One Service 	RAAC (12) Enterprise contract management (10) Climate change (12)	-	priority 6	Finance and Resources Committee	
Assets and Procurement - Procurement (including contract management)	James McKinstry	<ul style="list-style-type: none"> All 	Procurement (12)	-	priority 6	Finance and Resources Committee	
Community Operations	Lyll Rennie	<ul style="list-style-type: none"> Transforming Places Sustainable Futures 	Enterprise contract management (10)	-	priority 6	Environment and Climate Change Committee	
Place	Pamela Humphries	<ul style="list-style-type: none"> Transforming Places Mid-Market Rent <i>new strategic deliverable</i> 	-	economy	priority 6	Enterprise and Fair Work Committee / Housing Committee / Planning Committee / Environment and Climate Change Committee	
Housing and Communities - Communities	Gillian Whitehead	<ul style="list-style-type: none"> Resilient People 	Engagement and consultation (9)	-	priority 7	Communities Committee	
Legal, Democratic, and Strategy - Democratic	Rachel Blair	<ul style="list-style-type: none"> All 	Governance, leadership and decision making (12)	-	priority 8	Finance and Resources Committee	
Phase 3 July December 2027	Strategic Communications	Carolynne Coole	<ul style="list-style-type: none"> All 	Engagement and consultation (9)	-	priority 7	Policy and Strategy Committee
	Legal, Democratic and Strategy - Strategy	Rachel Blair	<ul style="list-style-type: none"> All 	Governance, leadership and decision making (12)	-	priority 7	Policy and Strategy Committee
	People Resources - Talent and Leadership Development	Fiona Whittaker	<ul style="list-style-type: none"> All 	-	-	priority 8	Finance and Resources Committee
	Finance and Technology - Finance	Greg Telfer	<ul style="list-style-type: none"> All 	Financial sustainability (15)	-	priority 8	Finance and Resources Committee
	Audit and Risk	Francis Scott	<ul style="list-style-type: none"> All 	Serious organised crime, fraud, and corruption (9)	-	priority 8	Audit and Scrutiny Panel
Phase 4 January - June 2028							

Prioritisation matrix for service redesign
(prioritised by people, prevention, outcomes, and cost)

		Primary service role (note the services listed in the table below under each priority are for illustration purposes)			
		Experiential Complex journeys with high impact on outcomes. <i>Prioritised for end-to-end redesign, prevention, and quality.</i>	Enabling Provides platforms, systems, and capacity for other services, includes technology and HR. <i>Redesign unlocks benefits across multiple services simultaneously.</i>	Transactional Rules-based, repeatable interactions. <i>Prioritised for demand reduction and service redesign.</i>	Direction-setting Sets strategy, policy, governance, and assurance, includes legal, audit, risk. <i>Redesign focuses on alignment, clarity, decision-making, and assurance rather than volume or automation.</i>
Interaction and demand volume / reach	High volume / high reach	<p><u>High-impact experiential services</u></p> <ul style="list-style-type: none"> Adult health and social care pathways. Children and family support. Employability and skills support. Complex additional support needs provision. <p>People: Greatest direct impact on people's lives (health, family wellbeing, employment, housing stability).</p> <p>Prevention: Enables early intervention and avoids crisis.</p> <p>Outcomes: Strong improvement in long-term social and economic outcomes.</p> <p>Cost: Savings realised over time through reduced acute demand.</p> <p><i>Redesign focus: end-to-end journeys, prevention, outcomes.</i></p> <p style="text-align: right;">priority 1</p>	<p><u>System and platform enablers</u></p> <ul style="list-style-type: none"> Integrated ICT platforms (including customer relationship management and case management). Connection and integration capability. Digital access and service channels. Advanced digital capacity (including AI tools). Legal as an enabler (for legal and security). <p>People: Indirect but wide-reaching impact across many services.</p> <p>Prevention: Enables early identification, triage, and joined-up support.</p> <p>Outcomes: Improves consistency and quality at scale.</p> <p>Cost: Medium-term efficiency gains across the system.</p> <p><i>Redesign focus: standardisation, scalability, interoperability.</i></p> <p style="text-align: right;">priority 3</p>	<p><u>High-volume transactional services</u></p> <ul style="list-style-type: none"> Council tax and benefits processing. Waste and environmental requests. Customer contact and enquiries. Housing applications and allocations. <p>People: Improves access and experience but does not directly change life circumstances.</p> <p>Prevention: Limited direct prevention; benefits mainly through releasing capacity.</p> <p>Outcomes: Indirect improvements only.</p> <p>Cost: Direct influence on value for money and efficiencies.</p> <p><i>Redesign focus: automation, self-service, demand reduction.</i></p> <p style="text-align: right;">priority 4</p>	<p><u>Strategic direction and policy</u></p> <ul style="list-style-type: none"> Council strategy and policy development. Transformation and reform programmes. Strategic commissioning and planning. <p>People: Indirect impact only.</p> <p>Prevention: Sets intent, but does not itself prevent harm.</p> <p>Outcomes: Enables better outcomes through alignment and prioritisation.</p> <p>Cost: Indirect influence on value for money.</p> <p><i>Redesign focus: clarity, alignment, decision-making speed.</i></p> <p style="text-align: right;">priority 7</p>
	Low volume / specialist reach	<p><u>Targeted experiential services</u></p> <ul style="list-style-type: none"> Specialist care and support services. Targeted safeguarding interventions. Housing management and sustainment. <p>People: Very high impact for the most vulnerable individuals.</p> <p>Prevention: High prevention of escalation, placement breakdown, and long-term harm.</p> <p>Outcomes: Significant improvement in life chances for smaller cohorts.</p> <p>Cost: Avoids very high individual costs, though not system-wide savings.</p> <p><i>Redesign focus: quality, consistency, person-centred support.</i></p> <p style="text-align: right;">priority 2</p>	<p><u>Corporate enablers</u></p> <ul style="list-style-type: none"> Finance and budget management. HR and workforce planning. Procurement and contract management. ICT and cyber security. <p>People: Indirect impact through workforce and service capability.</p> <p>Prevention: Enables sustained investment in prevention.</p> <p>Outcomes: Supports reliable delivery of outcome-focused services.</p> <p>Cost: Supports financial sustainability rather than direct savings.</p> <p><i>Redesign focus: efficiency, assurance, enabling delivery.</i></p> <p style="text-align: right;">priority 5</p>	<p><u>Low-volume transactional services</u></p> <ul style="list-style-type: none"> Licensing and permits. Regulatory approvals. One-off assessments. <p>People: Limited impact on lives.</p> <p>Prevention: Minimal preventative effect.</p> <p>Outcomes: Procedural improvements only.</p> <p>Cost: Low system-wide impact.</p> <p><i>Redesign focus: simplification, proportionality.</i></p> <p style="text-align: right;">priority 6</p>	<p><u>Governance, assurance, and capability</u></p> <ul style="list-style-type: none"> Audit and inspection. Risk and performance management. Legal and democratic services. Organisational development and learning. <p>People: Indirect but essential for safety and equity.</p> <p>Prevention: Supports long-term prevention through risk management and learning.</p> <p>Outcomes: Enables consistent decision-making and organisational maturity.</p> <p>Cost: Protects value rather than reducing cost.</p> <p><i>Redesign focus: assurance, coherence, enabling transform.</i></p> <p style="text-align: right;">priority 8</p>