



North Lanarkshire Partnership

**Single Outcome Agreement
2011/2012 – 2013/2014**

North
Lanarkshire
Partnership

SINGLE OUTCOME AGREEMENT 2011/12 – 2013/14

The Single Outcome Agreement sets out our priorities for the area for the period 2011-2014. These priorities are expressed as outcomes to be delivered by the partners either individually or jointly, and all contribute directly to the Scottish Government's relevant National Outcomes.

This Outcome Agreement is based on mutual trust and respect and offers the opportunity to deepen and improve our established arrangements for partnership working in North Lanarkshire.

As partners in the community planning process, we are signing up to the whole of this Outcome Agreement and will support its delivery in all possible ways compatible with our duties and responsibilities.

Signed: _____ Leader North Lanarkshire Council	Signed: _____ Depute Leader North Lanarkshire Council	Signed: _____ Director, Company Growth, West Scottish Enterprise	Signed: _____ Scottish Government
Signed: _____ Chief Executive North Lanarkshire Council	Signed: _____ Chief Executive NHS Lanarkshire	Signed: _____ District Manager Jobcentre Plus	Signed: _____ Voluntary Action North Lanarkshire
Signed: _____ Chairman NHS Lanarkshire	Signed: _____ Divisional Commander Strathclyde Police	Signed: _____ Principal Consortium of Further Education Colleges	Signed: _____ Chair CVS North Lanarkshire Voluntary Action North Lanarkshire
Signed: _____ Area Commander Strathclyde Fire & Rescue		Signed: _____ Senior Transport Adviser Strathclyde Partnership for Transport	

Section 1: Purpose of the Agreement

This Outcome Agreement has been revised and updated based on North Lanarkshire Partnership's previous SOA 2009 - 2011. This takes into account the updated information from the Improvement Service and further local developments in the review of our supporting partnership arrangements and, crucially, the outcomes, indicators and targets which make up the body of this Agreement.

It remains the purpose of this Outcome Agreement to identify areas for improvement and ultimately deliver better outcomes for the people of North Lanarkshire. The resources available to the Partnership and how we use these resources within the organisation are key considerations, which will influence our success over the next three years. Our forward financial planning and service planning continues to take place against the most challenging environment for public sector spending since the Second World War. What is abundantly clear from this situation is that all parts of the public sector will need to significantly reduce spending plans to align these with an overall projection of a real terms reduction in public sector spending, excluding health, of 19% between now and 2014/15 and the targets within this SOA are reflective of this situation.

The Single Outcome Agreement (SOA) reflects the Scottish Government National Performance Framework and also the Performance Management Framework for the North Lanarkshire Community Plan 2011-14.

The SOA approach to public service delivery has already begun to deliver the following for North Lanarkshire Council, its partners, its communities and the Scottish Government:

- *Connect local and national outcomes*

This approach allows North Lanarkshire Council and its partners the freedom to deliver on outcomes that reflect local needs and circumstances, while making the appropriate connections between those local outcomes and the most relevant national outcomes.

- *Less monitoring and reporting*

The performance reporting system associated with the SOA has replaced the myriad of existing systems and provides regular, timely and transparent reporting to the Scottish Government on both national and local outcomes and it is anticipated that this will develop further over the lifetime of this SOA.

- *Better partnership working*

Many of the outcomes we are seeking to achieve in North Lanarkshire are dependent on effective partnership working – particularly in relation to cross-cutting issues such as health inequalities, community safety and employability. For this reason, our SOA is a commitment between the members of the North Lanarkshire Partnership, based on outcomes which will be delivered jointly by the community planning partners.

Section 2: Scope of the Agreement

The North Lanarkshire Outcome Agreement is based on a set of shared local outcomes between all partners of the North Lanarkshire Partnership (NLP) and as such covers all services which are the responsibility of each partner organisation. The NLP brings together public and voluntary sector agencies in the area and has a responsibility for taking forward the development and implementation of the Community Plan in North Lanarkshire.

The Community Planning Partners are:

- North Lanarkshire Council
- Strathclyde Fire and Rescue
- The Voluntary Sector
- Scottish Enterprise
- Consortium of Further Education Colleges
- NHS Lanarkshire
- Jobcentre Plus
- Strathclyde Police
- Strathclyde Partnership for Transport

North Lanarkshire Partnership (NLP) is structured in a way that provides direction, makes decisions, and considers thematic strategies and cross-cutting issues that affect the Partnership as a whole. The Partnership is led by a Board made up of senior representatives from the public agencies and representatives elected by the voluntary sector.

All partners aim to deliver services which fit the needs of our communities and we will jointly commit to making equality a regular part of the mainstream policy process by ensuring that equality issues are integrated into the services we deliver to the public and our employees.

The SOA is also underpinned by several commitments made by the partnership in relation to sustainable development and joint financial planning and resources.

The development of the SOA has been fully supported by all community planning partners and is informed by the development of our new Community Plan 2011 – 2014 and the strategic planning documents of all the partners including North Lanarkshire Council's Corporate Plan 2011-2014.

Section 3 - Local Context for National Outcomes

This Outcome Agreement aligns the Partnership's local outcomes with the 15 national outcomes. Inevitably, however, our local outcomes cut across several of the national outcomes. This section aims to demonstrate the connections between the five community planning themes, our local outcomes and their fit with the national framework. This section is further supported by the local context presented within each of the national outcomes in Section 5.

Theme 1 - Health and Wellbeing

Our priorities for health improvement in North Lanarkshire all fit neatly within National Outcome 6. However, it should be noted that in order to tackle the significant health inequalities regarding our most deprived communities our health improvement outcomes also contribute to National Outcome 7. Our Health & Wellbeing theme also incorporates our priorities for care and support services which fit with National Outcome 6. Our commitment to improve housing conditions, and the housing choices available to North Lanarkshire residents connect with National Outcomes 10 and 12 and tackling homelessness is a priority in North Lanarkshire and is attached to National Outcomes 7 and 8.

Local Outcome	National Outcome
Increased proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working	6
Improved care and support through better quality of services	6, 8
Improved care and support through faster access to services	6, 8
Increased number of people able to make healthier choices for their diet and nutrition	5, 6, 7
Reduced impact of alcohol and substance use	6, 7
Reduced impact of smoking	6, 7
Improved emotional wellbeing of North Lanarkshire residents	6, 7, 8
Improved range of housing and support options for those with particular needs	10, 12
Improved housing conditions and progress toward achieving the Scottish Housing Quality Standard in our own stock	10, 12
Improved housing choices in the size and types that people want in the areas they want to live and that they can afford	10, 12
Improved services to prevent homelessness and help all households who are homeless to secure suitable accommodation	7, 8

Theme 2 - Environment

Our Environment outcomes recognise the need to protect, care for and enhance our natural and built environment and also to reduce the environmental impact of our consumption and production. These outcomes connect with National Outcomes 12 and 14. We continue to deliver our community planning outcomes of 'Improved quality of our built and managed landscapes' through measures including 'environmental design guidance' and 'The extent and quality of environmentally designated sites is maintained', but our performance indicators for these outcomes are output-based and therefore sit 'below the waterline' of this Agreement.

Local Outcome	National Outcome
Reduction in the waste going to landfill sites	12, 14
Reduce climate change impact of operations	12, 14
Improved safety, effectiveness and accountability of our transport systems across North Lanarkshire	12, 14

Theme 3 – Lifelong Learning

Our Lifelong Learning theme incorporates our commitment to learning from early years through to adult learning opportunities and recognises the importance of ensuring the provision of support to progress those most in need toward learning and training opportunities and ultimately, sustainable employment. Our lifelong learning outcomes therefore contribute largely to National Outcomes 3 and 4 with our focus on raising attainment, improving our vocational education opportunities and our commitment to adult learning. It should also be noted that we are committed to ensuring that we provide support to those young people and adults most in need to ensure they can access education, training and employment opportunities, and, as such, some local outcomes contribute to National Outcome 7, as well as 2, 5, 8 and 10. We continue to deliver our community planning outcomes of 'Improved curriculum and expanded vocational education opportunities' and 'Increased participation in alternative curricula options', but our performance indicators for these outcomes are output-based and therefore sit 'below the waterline' of this Agreement.

Local Outcome	National Outcome
Improved buildings and facilities fit for 21 st Century learning purpose	3, 4, 5, 10
Improved learner accreditation within national qualifications	3, 4, 5
Increased number of learning opportunities for adults	3, 7, 8
Increased number of young people in education, employment and training	3, 4, 7, 8
Improved support to progress people towards learning and training opportunities and sustainable employment	2, 3, 7
Increased skill levels to improve productivity in work	2, 7
Our children have the best start in life and are ready to succeed	5

Theme 4 – Regeneration

Our Regeneration outcomes focus on improving the support to the business and social enterprise sectors in North Lanarkshire, developing and maintaining a high quality infrastructure which attracts investment and drives economic and social regeneration, and developing Ravenscraig and our existing town centres. These local outcomes fit comfortably within National Outcomes 1 and 2.

Our focus on developing strong and sustainable communities incorporates the regeneration of our most disadvantaged communities and as such connects with National Outcomes 7 and 10. Strong local transport links are also a key focus for regeneration, whilst minimising the environmental impact and this outcome also connects with National Outcome 14.

Local Outcome	National Outcome
Improved support to North Lanarkshire's business and social enterprise sector	1, 2
High quality infrastructure which attracts investment and drives regeneration	1, 2
Development of Ravenscraig and our existing town centres as centres of economic and social activity	1, 2
Strong sustainable communities and more attractive places to live and visit	1, 7, 10
Improved safety, effectiveness and accountability of our transport systems across North Lanarkshire	12, 14

Theme 5 – Community Safety

Our priority is to tackle disorder, antisocial behaviour, violence and abuse within our communities and also to ensure we reduce accidents through a variety of means as we seek to ensure that our residents are safe and can enjoy living and working in North Lanarkshire to the full. Our local outcomes for our Community Safety theme are both aligned with National Outcome 9 – We live our lives safe from crime, disorder and danger and our efforts to tackle disorder and antisocial behaviour are aligned with National Outcome 8, consistent with our focused approach on children, young people and families at risk.

Local Outcome	National Outcome
Impact upon disorder, antisocial behaviour, violence and abuse within our communities	8, 9
Enhanced community safety and wellbeing within our local communities	9

Cross-cutting theme – Community Engagement

Community Engagement is a cross-cutting theme within our Community Plan and commits the Partnership to involving local communities to have a greater influence over the design and delivery of services. Our local outcomes for community engagement impacts primarily on National Outcome 11.

Local Outcome	National Outcome
Improved residents' involvement in decision making linked to community planning	11
Improved residents' involvement in community life	11
Stronger more resilient community organisations	11

Cross-cutting theme – Children and Young People

We have identified Children and Young People as a cross-cutting theme within our Community Plan and have fully adopted National Outcome 5 as a local outcome. Our priority of supporting positive outcomes for children impacts upon National Outcomes 4, 7 and 8.

Local Outcome	National Outcome
Our children have the best start in life and are ready to succeed	4, 5, 7, 8
Our young people are successful learners, confident individuals, effective contributors and responsible citizens	4, 5, 7, 8
We have improved the life chances of children, young people and families at risk	4, 5, 7, 8

Cross-cutting theme – Sustainable Transport

We have identified Sustainable Transport as a key cross-cutting theme and impacts on our commitments to community safety, sustainability and regeneration. Our local outcome therefore impacts upon several national outcomes as detailed below.

Local Outcome	National Outcome
Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire	1, 2, 9, 10, 12, 14

All our local outcomes are included within Section 4 with supporting indicators. Where local outcomes contribute to more than one national outcome they are referenced within each template.

Section 4: Outcomes and Commitments

National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe

Local Context

The recent economic recession has significantly altered the climate in which businesses are operating. North Lanarkshire has been particularly badly affected by the recession with recent falls in business growth and a large number of companies announcing redundancies and/or ceasing trading. Nevertheless developing and regenerating the local economy remains a key priority and commitment for North Lanarkshire Council and its partners and this SOA sets out how we will work to achieve this.

Attracting new businesses to the area and supporting our existing business community to grow and diversify drives local regeneration, as strong local businesses play important roles in local communities, providing employment and services.

Since 2003, the total number of VAT registered businesses in North Lanarkshire has increased by 18%¹ and in 2008 there were 5,710 businesses in total in North Lanarkshire². Our local targets for business development and jobs growth have been revised in the SOA 2011-2014 to reflect the current economic circumstances. During 2009/2010 our target was to increase the number of VAT registered business to 5,600 with a small reduction again during 2010/2011 to reflect the economic downturn. Our targets for 2011-2014 show an increase in the overall business base in North Lanarkshire of 1% each year.

The development of our town centres in North Lanarkshire is also vital for the continued growth of our local economy. With this in mind, we will continue to engage with our residents through surveys and focus groups in order to ensure our town centre improvements meet their needs and priorities. The Council's Town Centre Capital Programme continues to invest in North Lanarkshire's town centres and in our Residents' Survey provides an indication of our residents' satisfaction with these works and our town centres in general. Our satisfaction rates have increased from 37% to 46% - our new baseline for 2009/2010. We are committed to ensuring that these satisfaction levels increase throughout the duration of the SOA and beyond.

The amount of vacant and derelict land continues to remain high in North Lanarkshire with 1,439 hectares on the register in 2010. The council and its partners are aware of the potential obstruction this poses for future economic growth and as such, are committed to reducing the amount of vacant and derelict land within the area by bringing 31 hectares of land back into use each year.

Both Eurocentral, Strathclyde Business Park and Gartcosh have been identified as key investment locations in North Lanarkshire and are central to our

¹ Source: DTI – Small Business Service

² Source: Office of National Statistics 2011

efforts to regenerate the North Lanarkshire's economy. Fusion Assets, North Lanarkshire's property development company, continues to focus primarily on engaging with the private sector to deliver new investment in physical regeneration projects in areas of established market failure. There is a particular focus on diversifying town centre usage, regeneration of brownfield sites for economic development and land assembly for strategic regeneration projects. Our actual developed space at the end of 2009/2010 amounted to 260,000 sqm at Eurocentral, 137,917 sqm at Strathclyde Business Park and 11,250 sqm at Gartcosh reflecting our continued commitment to ensure an adequate supply of high quality sites to attract inward investment. These figures represent our new baseline for 2009/2010 with new targets set for 2011 onwards.

During the period of the last SOA several milestones were reached in the development of Ravenscraig. Motherwell College developed a new campus in the southern part of the site; the Regional Sports Facilities developed by SportsScotland, North Lanarkshire Council and Ravenscraig Limited is now operational and will be a venue for the 2011 Children's Games which will be held in Lanarkshire and it has also been accepted as a potential training venue for the 2012 Olympic Games. Work also commenced on the first phase of housing development on the site. During 2009/2010 a first stage bid to secure a Tax Incremental Funding scheme for Ravenscraig was submitted to the Scottish Government and a key target will be to ensure the success of this bid and then deliver the agreed scheme. Area planning briefs are being finalised currently and they will direct the ongoing development. An accurate target cannot be calculated at this time but this target will be reviewed as part of the Annual Report.

Development of events is included within the Lanarkshire Tourism Action Plan to 2015 (LTAP), where events are seen as key drivers to attract visitors to the area and to promote the area as a destination. The aim is to utilise events to enhance the image of the area, promote North Lanarkshire and its venues as an event destination and, to provide a range of events, activities and things to see and do to attract new audiences and enhance the overall visitor experience of those visiting the area. All events and activities aim to increase economic and social benefits to the area. In the period 2007 to 2010 the number of visitors rose from 1,596,500 to 1,655,000 and the associated revenue from £136,010,000 to £142,230,000 and we are committed to maintaining and where possible increasing these levels during the period of this SOA and beyond.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved support to North Lanarkshire's business and social enterprise sectors	Number of employee jobs in North Lanarkshire (<i>Annual / Annual Business Inquiry /Office for National Statistics</i>) *Data source changed to Office for National Statistics for more frequent updates	126,000 (2006)	125,510	125,510	tbd	tbd
	Number of active enterprises in North Lanarkshire (<i>Annual / Office for National Statistics</i>)	6,060	6,660	6,720	1% increase	1% increase
High quality infrastructure which attracts investment and drives regeneration	Derelict land reclaimed and urban vacant land brought back into use since 2009 (<i>Annual / North Lanarkshire Council</i>)	0 ha	31ha	31ha	31ha	31ha

	Percentage of respondents who rate their town centre improvements as 'very good' or 'good' (3 years / NLP Residents' Survey)	37%	46%	47%	n/a	49%
Development of Ravenscraig and our existing town centres as centres of economic and social activity	<p>Square metres of developed space at key investment locations (including Ravenscraig) (Annual / North Lanarkshire Council)</p> <p>* Outcome from TIF application awaited. An accurate target cannot be calculated at this time but this target will be reviewed as part of the Annual Report. ** The SSOCA building is now under construction and will be completed in 2012/13 amounting to 2,300 sqm</p>	<p>Eurocentral 200,000 sqm</p> <p>Strathclyde Business Park 130,000 sqm</p> <p>Ravenscraig 0</p> <p>Gartcosh</p>	<p>Eurocentral 260,000 sqm (2010/11)</p> <p>Strathclyde Business Park 141,700 sqm (2010/11)</p> <p>Ravenscraig 8 ha</p> <p>Gartcosh 0 sqm</p>	<p>Eurocentral 320,000 sqm</p> <p>Strathclyde Business Park 155,000 sqm</p> <p>Ravenscraig 0 ha*</p> <p>Gartcosh 0 sqm**</p>	tbd	tbd
Strong, sustainable communities and more attractive places to live and visit	Number of visitors to North Lanarkshire and tourism revenue (Annual / STEAM)	<p>1,596,500 visitors (2007)</p> <p>£136,010,000 (2007)</p>	<p>1,655,000 visitors</p> <p>£142,230,000</p>	<p>4% visitor increase</p> <p>1% expenditure increase</p>	tbd	tbd

The following local outcomes also contribute to this national outcome:

- **Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire** – as detailed in National Outcome 12

Links to relevant plans and commitments to support delivery of these outcomes:

- Regeneration Working Group Action Plan 2011/2012
- North Lanarkshire Council Regeneration Statement 2008 – 2012
- Scottish Enterprise Business Plan 2008 – 2011
- The Council's Local Transport Strategy 2010 – 2012
- North Lanarkshire Local Plan (to be adopted 2011)

National Outcome 2 – We realise our full potential with more and better employment opportunities for our people

Local Context

Previous employment forecasts had suggested employment in North Lanarkshire would grow rapidly between 2007 and 2017 at a rate of 5% or an additional 7,000 jobs. This was faster than the predicted rate of growth for Scotland as a whole (+4%) The impact of the recent economic downturn suggests that these forecasts are highly unlikely. Our efforts are now focused on ensuring we can sustain the number of jobs within North Lanarkshire and ensuring that our employment rate is maintained, while also closing the gap with the Scottish average. Over the period of the last SOA we have seen an increase in the percentage of the working age population that is economically active and an increase in the number of North Lanarkshire residents in employment.

However the impacts of the economic recession have gathered pace over the last year, with a particularly significant increase in the numbers claiming Job Seekers Allowance (JSA). The rate of the increase in JSA rates has important implications for employability services delivered by the council and partners. Since January 2008, JSA claimant numbers in North Lanarkshire have increased from 4,926 to 12,294 in February 2010. This is an increase of 150%. This is the sixth highest increase in Scotland and far higher than areas such as Glasgow. This has accounted for more than 10% of the overall increase in Scotland.

The unemployment issue is compounded by the falling number of vacancies that are advertised at Jobcentre Plus. These vacancies are a crucial source of employment opportunity for individuals claiming JSA, so any reduction in their number will make it more difficult for people to find work. The number of vacancies in North Lanarkshire have fallen since January 2008, decreasing by 52% overall but there has been a slight upturn over the past month with the number of posted vacancies increasing by almost 50%, from 633 vacancies in January to 904 vacancies in February 2010.

Over the past 3 years, NLP has delivered our new employability service, North Lanarkshire's Working. This service has provided a comprehensive, co-ordinated model for the delivery of advice, training and support to unemployed individuals in North Lanarkshire bringing together a range of key partners including the three colleges, Routes to Work and the Third Sector to deliver a range of targeted training programmes alongside an employer engagement process which aims to maximise employment opportunities. The North Lanarkshire's Working employability service has performed well in 2009/2010, exceeding most of its main targets during extremely difficult labour market conditions. 1323 people were supported into employment during the year and 1060 accessed training through the programme.

The number of job opportunities for school leavers has reduced during 2009/2010 as a result of the recession. In response, North Lanarkshire Council developed and quickly implemented the Xtra Hands programme. The programme offers local businesses the chance to give a young person an opportunity to prove themselves over 6 months – at minimal cost to the employer. Employers are encouraged to convert an Xtra Hands placement into

an apprenticeship or other permanent position. 85 young people (16-19 years) have now secured employment for six months through the scheme.

We are aware, from our residents' survey, that the residents feel that North Lanarkshire Council does well in assisting unemployed people back to work and will continue to actively participate in and promote initiatives to bring employment rates up to national levels and continue to develop opportunities to gain employment. The Partnership will work together to support our economically inactive population to access employment, education and training. We will review our services to align it with the new employability provision delivered as part of the new Work Programme. We will also negotiate with Work Programme prime contractors to deliver the Work Programme and maximise the linkages with North Lanarkshire's Working infrastructure and services. The impact of the current economic downturn will inevitably impact on our projected growth in jobs and employment opportunities. We have therefore revisited our targets for benefit claimant reduction to reflect this.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved support to progress people towards learning and training opportunities and sustainable employment	Reduction in individuals claiming DWP benefits (<i>Quarterly / Office for National Statistics</i>) *Data source changed to Office for National Statistics for more frequent updates	36,050 (May 2007)	40,220	38,050	38,050	tbd
	Percentage of working age population that is employed (<i>Quarterly / NOMIS NLC</i>)	New indicator	69.5%	71.2% (Scottish average)	71.2% (Scottish average)	tbd

The following local outcomes also contribute to this national outcome:

- **Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire** – as detailed in National Outcome 12
- **Increase skill levels to improve productivity in work** – as detailed in National Outcome 3
- **Improved support to North Lanarkshire's business and social enterprise sectors** - as detailed in National Outcome 1
- **High quality infrastructure which attracts investment and drives regeneration** - as detailed in National Outcome 1
- **Development of Ravenscraig and our existing town centres as centres of economic and social activity** – as detailed in National Outcome 1

Links to relevant plans and commitments to support delivery of these outcomes:

- Regeneration Working Group Action Plan 2011/2012
- North Lanarkshire Council Regeneration Statement 2008 – 2012
- Lifelong Learning Working Group Action Plan 2011/2012
- North Lanarkshire's Working – www.lanarkshiresworking.co.uk

National Outcome 3 – We are better educated, more skilled and more successful

Local Context

We recognise that investment in knowledge and skills brings direct economic returns to residents and collective economic returns to society. Access to training even after an individual has entered employment is also a key component in future progression. Lifelong learning also contributes to the development of North Lanarkshire through the achievement of other social goals such as civic participation and greater social cohesion. Partners recognise that for those residents who are often from disadvantaged backgrounds, a process of proactive engagement and confidence building and support is required before participation in a formal learning context is a realistic possibility.

It is expected that 25% or 24,000 of all job opportunities in North Lanarkshire over the next decade will require people to be educated to degree level and around two-thirds or 60,000 posts will need people with intermediate level qualifications (Levels 1-3). The qualifications levels within the local population continue to rise steadily from 76.0% being educated to NVQ 1 and above in 2007/08 and 63.8% being educated to NVQ 2 and above to 76.6% achieving NVQ 1 and 67.3% NVQ 2 in 2009/2010.

Also during the period of the last SOA, the number of adults in learning opportunities has risen and has in fact exceeded the target set. The number of informal certification opportunities accessible through public libraries has increased significantly. Additionally, the number of new learners accessing adult literacy and numeracy courses has also increased.

There has been a marked increase in the number of students accessing e-learning programmes. The 2009/2010 target of 3256 was exceeded with actual figures achieved reaching 7,303. Each college student now utilises Blackboard from enrolment stage. Learning Centres have updated all online learning materials which have been utilised to add to the increase in numbers.

The challenge over the next 3 years will be to build on the progress made to ensure our residents have access to as wide a range of learning opportunities as possible in as wide a selection of settings as possible.

Local Outcomes	Indicators	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Increased number of learning opportunities for adults	Number of learners successfully completing individual learning programmes (Annual / North Lanarkshire Council)	3,420	3,490	3,560	tbd

Increase skill levels to improve productivity in work	Percentage of people successfully achieving work-based accreditation (<i>Annual / SDS</i>)	72%	maintain	maintain	tbd
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The following local outcomes also contribute to this national outcome:

- **Improved buildings and facilities fit for 21st Century learning purpose** – as detailed in National Outcome 5
- **Improved learner accreditation within national qualifications** – as detailed in National Outcome 4
- **Increased number of young people in education, employment and training** – as detailed in National Outcome 3
- **Improved support to progress people towards learning and training opportunities and sustainable employment** – as detailed in National Outcome 2

Links to relevant plans and commitments to support delivery of these outcomes:

- Lifelong Learning Working Group Action Plan 2011/2012
- North Lanarkshire Council Regeneration Statement 2008 - 2012

National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Local Context

In order to achieve our attainment targets it is important that our buildings and facilities are fit for purpose. By October 2008 we had provided 24 new schools and nurseries. Our Schools and Centres 21 Programme is now underway to provide a further 14 new and refurbished schools, nurseries and community facilities. This indicator is reported under National Outcome 5.

Through 'A Curriculum for Excellence' we want all our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens. We are committed to providing an educational environment that is relevant to children and provides them with the skills and resources they need through their primary and secondary school years and allows them to reach their full potential.

Educational attainment levels in North Lanarkshire have consistently improved over the past ten years and at a faster rate than the national average. We are keen to continue raising educational attainment levels with a view to closing the gap between our performance and the national average. In 2010, North Lanarkshire Council's attainment figures for pupils in National Qualifications examinations were better than 2009, which improved its standing in relation to comparator authorities. 2009-10 saw the best overall attainment performance in over 10 years. Attainment improved significantly upon previous performance across all seven National Priority indicators for national qualifications. 32% of the fourth year roll gained five or more awards at Credit or Intermediate 2 level. This was the highest percentage for this measure in six years. Also, by the end of S5, 20.2% achieved three or more awards at Higher Level, with 8.1% achieving five or more. These two measures again represent the best performance in six years and show significant improvement on last year's figures.

One of our key actions has been to increase the number of schools offering vocational education opportunities. By the middle of 2008 we had already achieved our target of 22 secondary schools and a further 6 special needs schools, and indeed surpassed our target of 30 adapted areas of vocational skills in schools by at least 2. Of the 2386 pupils in 2009-10 who participated in vocational education, 1528 were in Skills for Work accredited courses. 80% of vocational courses are SQA Skills for Work courses which are designed to focus on the generic employability skills that are needed for success in the workplace. Attainment in vocational courses has continued to increase year on year. In school session 2006-07 only 54% of pupils completed their vocational courses successfully. Attainment in 2010 at 87.1 % represented the highest performance since the programme began.

In relation to positive inspection, North Lanarkshire schools have performed well overall under HMIE's revised inspection model, achieving very good reports from inspectors and some have achieved 'excellent' for examples of outstanding performance.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved learner accreditation within national qualifications	Pupils attaining English and Maths @ level 3 or better by end of S6 as % of original S4 cohort - 3 year average (Annual / North Lanarkshire Council)	91%	93%	93.6%	93.7%	tbd
	Pupils attaining 5 awards or more @ level 5 or better by end of S6 as % of original S4 cohort – 3 year average (Annual / North Lanarkshire Council)	42%	44%	44.6%	44.7%	tbd
	Pupils attaining 3 awards or more @ level 6 or better by end of S6 as % of original S4 cohort – 3 year average (Annual / North Lanarkshire Council)	25%	27%	27.6%	27.7%	tbd
	Increase the proportion of schools receiving positive inspection reports (Annual / North Lanarkshire Council)	85%	91.3%	100%	100%	tbd

The following local outcomes also contribute to this national outcome:

- **Improved buildings and facilities fit for 21st Century learning purpose** – as detailed in National Outcome 5
- **Increased number of young people in education, employment and training** – as detailed in National Outcome 8
- **Our children have the best start in life and are ready to succeed** – as detailed in National Outcome 5

Links to relevant plans and commitments to support delivery of these outcomes:

- Lifelong Learning Working Group Action Plan 2011/2012
- Integrated Children's Services Plan 2009 - 2012

National Outcome 5 – Our children have the best start in life and are ready to succeed

Local Context

NLP is committed to giving every child and young person the best possible start in life. Helping children to realise their potential will equip them for the future. We acknowledge the importance of the role of parents, carers and families in children and young people's well being and development and we aim to provide a service to ensure that families' needs are met by building capacity and resilience.

As part of our contribution to this National Outcome, it is important to ensure that our buildings and facilities are fit for purpose. Having provided 24 new schools through our previous programme, during 2009/2010 we started our Schools and Centres 21 programme which aims to provide a further 14 new and refurbished schools, nurseries and community facilities. North Lanarkshire Council has a framework agreement to the value of around £200m in place with Balfour Beatty, Graham Construction and Morgan Sindall to deliver ten projects. Planning permission has been granted for 10 major projects within the current programme

One of the key delivery vehicles for the council's early intervention strategy for children and young people is the Early Years sub-group of the Children's Services Partnership and a key focus for this group has been the delivery of training to our children and young people's workforce to meet new legislative requirements. Additionally work is underway to implement a multi-agency parenting strategy. During 2008/09 work took place jointly with South Lanarkshire through the Getting It Right For Every Child (GIRFEC) group to develop a joint model for early identification and support of vulnerable children and families and this model has been piloted at a locality level and the results of this will inform the future roll out across the North Lanarkshire area.

Following extensive consultation, this new IT system, 'Family Information System' went live in September 2010. Families and professionals who work with the families and their children can now access a range of up to date support, advice and information through a single gateway. Easier access to information will help to make a positive impact on the lives of our children and families.

In consultation with local partners, we have developed three childcare plans for south, central and north areas of North Lanarkshire. The three local area networks have developed local plans for the three key priorities approved by the Children's Services Partnership in May 2010. There is a clear emphasis on early intervention, local capacity building and a commitment to a 'bottom up' multi-agency service development. The priorities are:

- To support parents and carers to provide a positive environment for their young children
- To ensure improved outcomes for young children and their families through the implementation of the Early Years Framework aligned to GIRFEC practice model and principles
- To ensure the agreed strategic direction for early years is communicated at local level.

Our commitment to ensuring every child has the best start in life is connected to several national and local outcomes which are covered in separate sections of this agreement. It is worth noting that the following indicators also contribute to our early years outcomes:

- Increase proportion of new born children exclusively breast fed at 6 weeks
- Proportion of Primary 1 children who are overweight

A key aim both of NLP and the Scottish Government is to lift children and their families out of poverty. However the impact of the recession has seen an increase in the number (and proportion) of children who are living in households dependent on out of work benefits or Child Tax Credit more than the family element. It is unclear as yet what the impact of changes in the benefit system will have on these figures but it is an issue which will be closely monitored by the Partnership over the life of this SOA.

Local Outcomes	Indicators	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved buildings and facilities fit for 21st Century learning purpose	Percentage of establishments which are graded very good (A) or good (B) for condition (<i>Annual / North Lanarkshire Council</i>)	56%	56%	56%	tbd
	Percentage of establishments which are graded very good (A) or good (B) for suitability (<i>Annual / North Lanarkshire Council</i>)	62%	62%	62%	tbd
Our children have the best start in life and are ready to succeed	Increase the proportion of pre-school centres receiving positive inspection reports (<i>Annual / North Lanarkshire Council</i>)	100%	100%	100%	tbd

The following local outcomes also contribute to this national outcome:

- **Increased number of people able to make healthier choices for their diet and nutrition** – as detailed in National Outcome 6
- **Improved learner accreditation within national qualifications** – as detailed in National Outcome 5

National Outcome 6 – We live longer, healthier lives

Local Context

Behavioural and social issues that impact on health include smoking, diet, physical activity and alcohol which together account for many premature deaths (for example, from coronary heart disease, cancer, and alcohol-related illnesses). Tackling health inequalities in North Lanarkshire is a long-term priority and it will take a considerable amount of time to fully realise some of our health outcomes. The aim is for people in North Lanarkshire to have a healthy life as well as a long life with the gap between life expectancy and healthy life expectancy indicating the length of time that people are likely to spend in 'not good health'. According to the most recent estimates Healthy Life Expectancy for males in North Lanarkshire is 63.1 years (Scottish average is 66.3) and for females in North Lanarkshire it is 66.4 years (Scottish average is 70.2 years).

North Lanarkshire Council and NHS Lanarkshire have successfully developed several joint initiatives and programmes aimed at improving various aspects of health. This includes a range of healthy living initiatives including 97 projects across priority themes (early years, young people, mental health, food and nutrition) using innovative, community based approaches. Our Equally Well initiative has trained 1,323 people in promoting employability at all levels via Equally Well. The development of a Health and Wellbeing Outcomes Framework has begun to provide a framework for monitoring the impact differing approaches, initiatives and services are having collectively.

Towards a Mentally Flourishing Lanarkshire (mental health improvement) action plan has been agreed and has now moved to the implementation stage, including advance planning for social prescribing (mechanisms and pathways for linking people with non-medical support within the community) in seven areas: exercise and leisure, volunteering, employment, arts, creativity and culture, welfare and benefit advice, lifelong learning, and parenting support.

The partnership continues to support older people with intensive needs at home. Recent developments include the establishment within the home support service of an overnight visiting service in each locality and we continue to support a large number of adults aged 18-65 with high support needs to live independently in the community, for example through supported living, supported employment and day opportunities.

Evidence demonstrates that an inactive lifestyle has a negative effect on health. Whilst population measures of physical activity are difficult to obtain, the partnership, in conjunction with other partners including North Lanarkshire Leisure, are committed to providing initiatives which promote the health benefits of activity. At the same time the partnership is developing a sport and physical activity performance framework focusing on the 3 key objectives of:

- Increased access and levels of lifelong participation in physical activity and sport
- Helping sport and physical activity organisations to be stronger, more inclusive, fairer and better run, and
- Strengthening partnerships.

In addition, work is ongoing with the Lanarkshire Alcohol and Drug Partnership to develop additional indicators linked to reducing the impact of drug and alcohol misuse with work underway on collection of possible baseline information.

It is anticipated that the outcomes, indicators and targets from this work will be incorporated in the SOA for 2012/13. We have included within this theme a number of indicators and targets from our Citizens' Panel which has a sample size of 2,400 people. We recognise that the information obtained may therefore not be reflective of the whole North Lanarkshire population and therefore, the use of these indicators will be reviewed annually.

Also, one of our care indicators - average time between first identification and first service start date - is being revised to fit with the Scottish Government requirement for national eligibility criteria reporting. In future, it will be split into two time intervals: (i) first contact to completion of community care assessment; and (ii) completion of community care assessment to personal and nursing care service delivery. System developments are taking place to facilitate this reporting. It is anticipated that the baseline and targets from this indicator will be incorporated in the SOA for 2012/13.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Increased number of people able to make healthier choices for their diet and nutrition	Percentage of school children in P1 with no signs of dental disease with specific focus on those living in deprived areas (Annual / NDIP; Scottish Public Health Observatory)	47.5% (2006/07)	60.8% (Lanarkshire 2010)	+1%	+1%	+1%
	Increase proportion of new born children exclusively breast fed at 6 weeks (Annual / Child Health Surveillance Programme; ISD)	18.8%	16% (June 2010)	maintain	maintain	tbd
	Proportion of Primary 1 children who are overweight (Annual / Child Health Surveillance Programme; ISD)	18.7%	18.5%	maintain	maintain	tbd
Reduced impact of smoking	Number of successful quits for people residing in the 40% most-deprived datazones in the NHS Board (ie the two most-deprived quintiles) (Annual / NHS Lanarkshire)	New indicator	n/a	1366 4-week quits	1366 4-week quits	1366 4-week quits
Reduced impact of alcohol and substance use	Number of alcohol brief interventions using the FAST screening tool in line with SIGN 74 Guidelines by 2010/11 (Annual / NL Alcohol and Drug Partnership)	New service Baseline = 0	7,278	6,167	tbd	tbd

Reduced impact of alcohol and substance use	Percentage of adults who score 2 or more on the CAGE tool (a score of 2 or more indicates a possible alcohol dependency in the previous 3 months) (Annual / Citizen's Panel)	New indicator	11.8%	8.3%	tbd	tbd
Improved emotional wellbeing of North Lanarkshire residents	Score on the Warwick Edinburgh Mental Wellbeing Scale (Annual / Citizen's Panel)	New indicator	25.7 (May 2010)	maintain	tbd	tbd
	Mean adult score of how satisfied individuals are with their life as a whole nowadays (Annual / Citizen's Panel)	New indicator	8.12% (May 2010)	maintain	tbd	tbd
Improved emotional wellbeing of North Lanarkshire residents	% of adults who score 4 or more on the GHQ 12 (a score of 4 or more indicates a possible mental health problem) (Annual / Citizen's Panel)	New indicator	20.00% (May 2010)	17.9%	tbd	tbd
Increased proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working	Increase proportion of older people (aged 65+) with intensive needs receiving care at home (Annual / North Lanarkshire Council)	41.7%	41.3%*	maintain at 38% or above	tbd	tbd
	Increase proportion of older people (aged 65+) receiving personal care at home (Annual / North Lanarkshire Council)	90.8%	88%	maintain at 88% or above	tbd	tbd
	Number of occupied emergency bed days in acute specialties for patients aged 65 plus per 1000 population aged 65 plus (Annual / NHS Lanarkshire)	3,398	3,254	3,164	tbd	tbd
Improved care and support through faster access to services	Number of patients waiting more than six weeks for discharge to an appropriate setting (Annual / ISD)	3	0	0	tbd	tbd
Improved care and support through better quality of services	Number of adults aged 18 to 65 with a high level of support needs to live independently in the community (using supported living arrangements only) (Annual / North Lanarkshire Council)	647	634	640	tbd	tbd

Notes:

* This indicator has been reviewed and is being updated to reflect recent developments in support services in the community. The revised indicator will take account of a wide range of services, including home support, assistive technology, integrated day services and wider locality supports. The baseline for the revised indicator is being developed and, in the meantime, the previous, more limited definition will continue to be used.

Links to relevant plans and commitments to support delivery of these outcomes:

- Health and Wellbeing Working Group Action Plan 2011/2012
- Equally Well site
- Living Well in North Lanarkshire – a quality life strategy for older people 2008 – 2012 (North Lanarkshire Council)
- North Lanarkshire Council Diet and Nutrition Policy
- Healthy Working Lives
- Lanarkshire Alcohol & Drug Partnership – Recovery Strategy 2010 – 2014
- Lanarkshire Strategy for Carers 2009 - 2012

National Outcome 7 – We have tackled significant inequalities in Scottish society

Local Context

Despite recent progress, the challenges and variations across our local communities remain significant. Some of our communities suffer disproportionately from worklessness, low incomes, poor quality environments and poor health. These issues have worsened as a result of the economic recession. This can mean that some of our communities are less able to access economic and social opportunities. The challenge is to ensure that these communities are transformed as we spread the benefits of economic growth.

Between 2004 and 2006, North Lanarkshire saw a relatively large decrease in its share of data zones in the 15% most deprived areas in Scotland. In 2004, North Lanarkshire had 103 data zones within the 15% most deprived. This had reduced to 84 data zones by 2006. The Scottish Index of Multiple Deprivation (SIMD) was last updated in October 2009 with a resultant drop in the number of North Lanarkshire data zones. Nevertheless, we continue to focus much of our efforts in tackling poverty and deprivation, particularly within our most deprived communities. Due to the economic recession and its impact on our deprived communities we anticipate that the number of datazones within the worst 15% will increase to 84 at the next biennial Scottish Index of Multiple Deprivation.

A key indicator with reference to this outcome is how people feel about their neighbourhood. From our Residents' Survey, we are able to ascertain that 88% of those surveyed rate their neighbourhood as a 'very good' or 'good' place to live, up from 82% in 2006/07 and we will strive to maintain this satisfaction level through the next three years.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Strong, sustainable communities and more attractive places to live and visit	Number of data zones within 15% most deprived in Scotland (<i>Biennial / SIMD</i>)	84 (2006)	89	n/a	84	n/a
	Increase the percentage of respondents who rate their neighbourhood as a 'very good' or 'good' place to live (<i>3 years / NLP Residents' Survey</i>)	82%	88%	maintain	n/a	maintain

Links to relevant plans and commitments to support delivery of these outcomes:

- **Increased number of people able to make healthier choices for their diet and nutrition** – as detailed in National Outcome 6
- **Reduced impact of alcohol and substance use** – as detailed in National Outcome 6
- **Reduced impact of smoking** – as detailed in National Outcome 6

- **Improved emotional wellbeing of North Lanarkshire residents** – as detailed in National Outcome 6
- **Improved services to prevent homelessness and help all households who are homeless to secure suitable accommodation** – as detailed in National Outcome 7
- **Increased number of learning opportunities for adults** – as detailed in National Outcome 3
- **Increased number of young people in education, employment and training** – as detailed in National Outcome 8
- **Improved support to progress people towards learning and training opportunities and sustainable employment** – as detailed in National Outcome 2
- **Increase skill levels to improve productivity in work** – as detailed in National Outcome 3
- **Our children have the best start in life and are ready to succeed** – as detailed in National Outcome 5
- **Strong, sustainable communities and more attractive places to live and visit** – as detailed in National Outcome 1

Links to relevant plans and commitments to support delivery of these outcomes:

- Lifelong Learning Working Group Action Plan 2011/2012
- Integrated Children's Service Plan 2009 – 2012
- Regeneration Working Group Action Plan 2011/2012
- North Lanarkshire Council Regeneration Statement 2008 - 2012

National Outcome 8 – We have improved the life chances for children, young people and families at risk

Local Context

Children, young people and families at risk should be assisted to overcome the social, educational, physical environmental and economic barriers that limit life chances. Improved health and educational outcomes are key and should be inclusive of young people who are:

- Looked After
- Young Offenders
- At Risk of Harm
- Leaving Care
- Young Carers
- Affected by disability

We are committed to ensuring that all partners and services have plans that take responsibility for the delivery of this key outcome. North Lanarkshire Council and its partners will continue to prioritise the needs of these children and develop services and resources in partnership with families and young people themselves. We will ensure the ongoing implementation of Child Protection Standards and Children's Charter.

The most acute form of housing need, homelessness, continues to present challenges to the council and its partners. Over the four-year period 2004-2008 the number of applicants found to be homeless or threatened with homelessness has ranged between 2,600 and 3,000. This represents approximately three out of every four homeless assessments carried out. Of these, the number in priority need has ranged from just under 2,000 to nearly 2,350 or 75-80% of all those who are homeless or threatened with homelessness.

This year has seen a reduction in homeless applications which indicates improved sustainability in housing outcomes and over 1,100 homeless households have secured permanent accommodation via the social rented sector within the past year. Additionally, the increased supply of temporary accommodation has also incorporated improvement in the quality of this accommodation.

In 2008/2009, the percentage of school leavers who entered positive destinations increased from 82.97%% to 87%, and this was maintained in 2009 - 2010. The Partnership, aware of changing economic conditions, hopes to maintain this continuous improvement based on 3-year average figures through to 2011/12 and beyond. We are on target for achieving our attainment outcomes for Looked After and Accommodated Children with 100% attaining 1 or more Standard Grade at Level 3 in 2008/2009 taken as a single year. We intend to maintain continuous improvement based on the 3-year average figure through to 2011/12 and beyond.

During 2009/2010, numbers claiming benefits has risen dramatically across the UK as a result of recession. North Lanarkshire has suffered even more than some other areas for a variety of reasons. Unemployment among the 16-19 age group has followed this trend. When the original target was set, no-one anticipated the severity of the recession and subsequent objectives and targets have been required to reflect this reality.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved services to prevent homelessness and help all households who are homeless to secure suitable accommodation	Percentage of applicants found to be homeless assessed as being in priority need (Annual / North Lanarkshire Council)	76%	92% (2010/11)	95%	100%	n/a
Increased number of young people in education, employment and training	Percentage of school leavers entering employment, education or training – 3 year average (Annual / School Leaver Destinations Results / Skills Development Scotland)	82.97%	87%	85%	86% (review)	tbd
	Percentage of Looked After and Accommodated Children attaining 1 or more Standard Grade at Level 3 – 3 year average (Annual / North Lanarkshire Council)	75%	93%	90%	90.5%	tbd
	Number of 16-19 year olds claiming DWP benefits (Quarterly / Office for National Statistics)	710 (Oct 2006)	1,365	maintain 710	maintain 710	tbd

The following local outcomes also contribute to this national outcome:

- **Improved care and support through better quality of services** – as detailed in National Outcome 6
- **Improved care and support through faster access to services** – as detailed in National Outcome 6
- **Improved emotional wellbeing of North Lanarkshire residents** – as detailed in National Outcome 6
- **Increased number of learning opportunities for adults** – as detailed in National Outcome 3
- **Our children have the best start in life and are ready to succeed** – as detailed in National Outcome 5
- **Impact upon disorder, antisocial behaviour, violence and abuse within our communities** – as detailed in National Outcome 9

Links to relevant plans and commitments to support delivery of these outcomes:

- North Lanarkshire Local Housing Strategy 2009 -2011
- Integrated Children's Services Plan 2009 - 2012

National Outcome 9 – We live our lives safe from crime, disorder and danger

Local Context

Community safety and antisocial behaviour continue to be key priorities for local residents and partner organisations across North Lanarkshire. Public safety also includes preventing accidents, whether at home or on our roads. Our approach to continuously improving community safety comprises a number of strands, including prevention, intervention, education and reassurance.

We have placed a particular emphasis on how safe members of the public in North Lanarkshire feel in relation to their exposure to crime, disorder, and danger. Our indicators reflect the incidents of anti-social behaviour (which includes youth disorder, disturbances, petty assaults and vandalism), violent crime (which includes murder, attempted murder, culpable homicide, serious assault and robbery) and domestic abuse. Tackling these issues effectively will contribute greatly towards providing a stable platform for regeneration and make North Lanarkshire a more attractive place in which to live, work and do business. In response, Strathclyde Police will continue to place as many officers as possible on the front line and ensuring the best use of these officers through the continued use of a community based policing model to help tackle anti-social behaviour problems. In order to ensure that the Partnership can effectively monitor these indicators it is proposed to provide the annual figures throughout the year to track performance with the five year average being considered at the year end.

The reduction of deliberate primary fires, all secondary fires, hoax calls and unwanted fire alarm signals (UFAS) remain a challenging priority across North Lanarkshire. We have adopted a partnership approach in addressing these issues and will build on the sustained reduction in activity over the last three years. The exception to this trend is the increase in unwanted fire alarm signals and Strathclyde Fire and Rescue will robustly enforce the measures within its UFAS policy. In addition, by maximising information received from our partners our Home Fire Safety Visits will result in a more targeted approach to those most at need aiming to continue the previous significant reduction of dwelling house fires and subsequent casualties.

Reducing re-offending is a key element in contributing to safer communities. Challenging offenders about their criminal activity by assessment, monitoring and supervision leads to rehabilitation and is the key objective of our partners, operating through the Lanarkshire Community Justice Authority (LCJA). Together we will work to ensure our citizens, particularly those who are the most vulnerable, are protected from violent and sexual offenders, that the courts and parole board are supplied with quality assessments about the dangers individuals pose and that community sentences offer the full range of services to stop offenders re-offending.

The number of fatal and serious road casualties in North Lanarkshire has gradually decreased. However we remain focused on improving the safety of our roads and meeting our long term targets. We will particularly focus on reducing the number of young people who are fatal or serious casualties on our roads.

Community safety does not just focus on crime and disorder. The partners are also responsible for ensuring our residents have access to safe food giving them the confidence to use the food retail outlets within North Lanarkshire. We will continue to increase the number of food premises who are 'broadly compliant' with all aspects of our inspection regime.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Impact upon disorder, antisocial behaviour, violence and abuse within our communities	Reported incidents of antisocial behaviour (Annual / Strathclyde Police)	55,210 (5-year annual average 2004-08)	53,609 (5-year annual average 2005-10)	maintain improvement against 2009/10 baseline	tbd	tbd
	Level of serious crime (Annual / Strathclyde Police)	677 (5 year annual average 2004-08)	683 (5-year annual average 2005-10)	show improvement against 2009/10 baseline	tbd	tbd
	Level of domestic abuse (Annual / Strathclyde Police) <i>This figure includes: physical, non-physical and non-crime incidents. There has also been improved reporting and recording mechanisms introduced in this area.</i>	3028 incidents of domestic abuse (5 year average 2004-2008)	3613 (5-year annual average 2005-10)	show improvement against 2009/10 baseline	tbd	tbd
Impact upon disorder, antisocial behaviour, violence and abuse within our communities	Percentage of respondents who state they have a fear of crime in their neighbourhood (Annual / Strathclyde Police)	34%	29%	below 2009/10 baseline	tbd	tbd

Impact upon disorder, antisocial behaviour, violence and abuse within our communities	Percentage of respondents who state that they have been affected by antisocial behaviour in the past 12 months <i>(Annual / Strathclyde Police)</i>	40%	35%	tbd	tbd	tbd
	Number of deliberate Primary Fires <i>(Annual / Strathclyde Fire and Rescue)</i>	n/a	469	453 (-3.5%)	430 (-5%)	419 (-5%)
	Number of Secondary Fires <i>(Annual / Strathclyde Fire and Rescue)</i>	n/a	2,212	1,980 (-10%)	1,782 (-10%)	1,604 (-10%)
	Number of Hoax Calls <i>(Annual / Strathclyde Fire and Rescue)</i>	n/a	238	226 (-5%)	215 (-5%)	204 (-5%)
	Number of unwanted Fire Alarm Signals <i>(Annual / Strathclyde Fire and Rescue)</i>	n/a	1,790	1,503 (-16%)	1,353 (-10%)	1,218 (-10%)
Enhanced community safety and wellbeing within our communities	Number of fatal and serious road casualties <i>(Annual / Scottish Government)</i>	n/a	127 (Baseline derived from 2004-2008 5 year average)	120	113	106
	Number of child fatal and serious road casualties <i>(Annual / Scottish Government)</i>	n/a	21 (Baseline derived from 2004-2008 5 year average)	20	18	17
	Reduce fire casualties <i>(Annual / Strathclyde Fire & Rescue)</i>	101	48	45 (-6%)	42 (-6%)	39 (-6%)
	Reduce accidental dwelling fires <i>(Annual / Strathclyde Fire & Rescue)</i>	274 (2006/07)	258	243 (-6%)	228 (-6%)	214 (-6%)
	Increase the number of 'broadly compliant' food premises (risk score for hygiene, structural issues and confidence in management is 10 or less) <i>(Annual / North Lanarkshire Council)</i>	n/a indicator not operational	84%	86%	87%	88%
	Number of working days lost due to absence caused by workplace accidents or ill health <i>(Annual / HSE)</i>					
North Lanarkshire Council	204,000 days	131,960 Days	-1%	-1%	-1%	

Links to relevant plans and commitments to support delivery of these outcomes:

- Community Safety Partnership Action Plan 2011/2012
- Community Safety Partnership Strategic Assessment 2010
- Strathclyde Fire and Rescue North Lanarkshire Area Plan 2008 – 2011
- Lanarkshire Alcohol & Drug Partnership – Recovery Strategy 2010 – 2014
- Lanarkshire Community Justice Authority Area Plan 2011 - 2014

National Outcome 10 – We live in well-designed, sustainable places where we are able to access the amenities and services we need

Local Context

The current economic situation across Scotland and North Lanarkshire is having a major impact on the housing system. Some of the main issues include:

- A decrease in new house building activity in the private sector
- A contraction of the availability of mortgage finance for households seeking to access the owner occupied market
- A reduction in sales transactions and house prices in the owner occupied market
- A reduction in overall value associated with housing market transactions
- The resulting pressure and contraction of construction and service industries (estate agents, solicitors) reliant on the housing market
- A general rise in unemployment across the economy
- Potential additional pressures on the affordable and private rented sectors through mortgage repossessions displaced demand from owner occupation and increased need for housing advice and support.

The council and its partners will seek to ensure through the North Lanarkshire Local Plan that adequate sites are provided to support the housing market as it recovers.

Overall, condition of the public sector stock is considered to be good for the age and type of the stock. In comparison, the condition of stock in parts of the private sector is relatively poor. The SHQS compliance rate for all tenure dwellings based on 2007/2008 survey was 32.1% and by 2009/2010 had risen to 37.1%. Also during 2009/2010 North Lanarkshire Council improved its own housing stock quality which resulted in an increase of more than 15% in terms of achievement of the Scottish Housing Quality Standard.

In recognition of the affordable housing supply issues in the North Area, the Scottish Government has conferred pressured area status on the Cumbernauld and Moodiesburn Local Housing Market Areas (LHMAs). This new measure compares the supply of social rented properties (new lets) with expressed demand through the housing list. The level of housing pressure in both these areas is considerable with 19 applicants for every let in Cumbernauld and 11 in Moodiesburn. These figures are well above the average demand measure across North Lanarkshire which is around 4 applicants for every let.

In addition, as part of the capital programme, the council has facilitated a new build programme of 500 units over 5 years.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved housing conditions and progress towards achieving the Scottish Housing Quality Standard in our own stock	Percentage of council stock meeting Scottish Housing Quality Standard (Annual / North Lanarkshire Council)	35%	49.7% (2010/11)	67%	75%	87%
	Percentage of all social rented stock meeting SHQS (Annual / North Lanarkshire Council)	n/a	32%	68.7%	tbd	tbd
Improved range of housing and support options for those with particular needs	Total number of new build completions across all tenures (Annual / North Lanarkshire Council)	n/a	tbd*	tbd	tbd	tbd
Improved housing choices in the size and types that people want in the areas they want to live and that they can afford	* The target for new build completions across all tenures will have to be added later as they will be part of the new LHS housing supply target that we need to agree through the finalisation of the new LHS	n/a	tbd*	tbd	tbd	tbd

The following local outcomes also contribute to this national outcome:

- **Improved buildings and facilities fit for 21st Century learning purpose** – as detailed in National Outcome 5
- **Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire** – as detailed in National Outcome 12
- **Strong, sustainable communities and more attractive places to live and visit** - as detailed in National Outcome 1

Links to relevant plans and commitments to support delivery of these outcomes:

- North Lanarkshire Local Housing Strategy 2009 -2011
- North Lanarkshire Council Regeneration Statement 2008 - 2012

National Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Local Context

We recognise the importance of effective partnership working across all of our partners, to achieve meaningful engagement in the decisions made on public services, which affect and shape our communities and bring about improvements to the area. The more opportunities people have to make a difference, the better they feel about the services they have helped to shape.

We are determined to give our communities the opportunity to be involved in improving their own neighbourhood and we will continue to involve and consult with residents on issues which affect them.

NLP has set priorities and measurable targets through which it works to deliver the SOA and vision of the Community Plan. In North Lanarkshire there is a commitment from all partners to engage with our communities and involve them in the development of services.

One measure of strong communities is how involved residents feel in local decision making. To determine this we will measure how aware our residents are of how they can become involved in local decision making linked to community planning using both our Residents' Survey and our Citizens' Panel. The Residents' Survey results will be available in April and they will provide the baseline for this indicator.

Vibrant communities have active volunteers and strong resilient community groups. In North Lanarkshire we aim to maximise the volunteering opportunities for all our residents and support our key community organisations to be as sustainable as possible. A key partner in this is Voluntary Action North Lanarkshire (VANL) who, on behalf of the partnership, provides support to individuals wishing to volunteer and will, on the partnership's behalf, seek to maximise the number of volunteers. We currently have over 9,000 volunteers registered and we seek to increase this number over the coming years. In parallel, we will seek to maximise the potential volunteering opportunities by increasing the number of community groups operational in North Lanarkshire.

The partnership is anxious to support key local voluntary sector organisations to become sustainable and to grow. North Lanarkshire already has a vibrant voluntary sector with over one thousand organisations operational throughout the area. These organisations vary both in their size and in their role within their local community. The partnership is anxious to support key voluntary sector organisations to deliver high quality services within their communities. To aid in this process, the partnership, through VANL will work with 50 key organisations to help ensure their sustainability and aid in their ability to seek other funding through grants and contracts. We will monitor this improvement through the use of organisational health checks.

Local Outcomes	Indicators	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Improved residents' involvement in decision making linked to community planning	Percentage of Residents' Survey participants who are aware of how they can be involved in local decision making in their area (3 years / North Lanarkshire Residents' Survey)	n/a	baseline tbd (April 2011)	n/a	(+15%)
	Percentage of Citizens' Panel participants who are aware of how they can be involved in local decision making in their area (Annual / North Lanarkshire Citizens' Panel)	Baseline tbd (April 2011)	(+5%)	(+5%)	(+5%)
Improved residents' involvement in community life	Number of volunteers registered with Voluntary Action North Lanarkshire (Annual/ VANL Volunteer database)	8949 (2010/2011)	+179 (+2%)	+268 (+3%)	+268 (+3%)
	Number of community based organisations (Annual / Infobase – Volunteer Centre Database)	1011 (2010/2011)	+101 (+10%)	+101 (+10%)	+101 (+10%)
Stronger more resilient community organisations	Number of healthchecks undertaken with key voluntary sector organisations (Annual / VANL database)	0 (2010/2011)	120	120	120
	Number of top 50 key voluntary sector organisations with healthchecks containing reds (Annual / VANL database)	50 (2010/2011)	40	20	0

Links to relevant plans and commitments to support delivery of these outcomes:

- North Lanarkshire Partnership's Community Engagement Strategy

National Outcome 12 – We value and enjoy our built and natural environment and protect it and enhance it for future generations

Local Context

We are committed to improving and sustaining our natural and built environment, ensuring it is protected, cared for and looked after. We have a long term commitment to provide accessible and high quality open spaces across our communities. Our public parks and open spaces will be safe, well-cared for and accessible.

A priority in North Lanarkshire is to improve the transport system as both a driver of economic growth, but also to improve public transport choices as a sustainable and attractive alternative to car use. We recognise the importance of achieving a modal shift in our population's transport use as key to delivering a sustainable transport infrastructure. We are therefore keen to ensure that we increase the proportion of children who walk or cycle to school.

Local Outcomes	Indicators	Target 2011/12	Target 2012/13	Target 2013/14
Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire	Satisfaction with public transport (<i>Biennial / Scottish Household Survey</i>)	73%	maintain	maintain
	Satisfaction with public transport: (<i>Annual / Residents' Survey</i>)	72%	maintain	maintain
	Percentage of children walking or cycling to school (<i>Biennial / Scottish Household Survey</i>)	49%	maintain	maintain
	Percentage of children walking or cycling to school (<i>Annual/ North Lanarkshire Council HUS</i>)	46%	47%	48%
	Percentage of road network that should be considered for maintenance treatment (<i>Annual/ RCI</i>)	36.7%	38.2%	39.7%

The following local outcomes also contribute to this national outcome:

- **Improved range of housing and support options for those with particular needs** – as detailed in National Outcome 10
- **Improved housing conditions and progress toward achieving the Scottish Housing Quality Standard in our own stock** – as detailed in National Outcome 10
- **Improved housing choices in the size and type that people want in the areas they want to live and that they can afford** – as detailed in National Outcome 10
- **Reduction in the waste going to landfill sites** – as detailed in National Outcome 14
- **Reduce climate change impact of operations** – as detailed in National Outcome 14

Links to relevant plans and commitments to support delivery of these outcomes:

- Environment Working Group Action Plan 2011/2012
- North Lanarkshire Council Carbon Management Plan 2011
- North Lanarkshire Council Local Transport Strategy 2011

National Outcome 13 – We take pride in a strong, fair and inclusive national identity

Local Context

North Lanarkshire is an increasingly diverse community both culturally and demographically. We will promote inclusion and work towards reducing inequalities which impact on our most disadvantaged groups and communities. We will continually work to ensure equality of opportunities for all who live and work in North Lanarkshire. We are committed to delivering services which fit the needs of all individuals within our communities.

In developing and delivering this SOA, the Partnership is guided by the same values and principles as outlined in our Community Plan:

Working with Communities: The partners are committed to developing Community Planning in a way that reflects the concerns and aspirations of the communities we serve and we will provide opportunities for individuals and communities to participate in the process.

Respecting Difference: All people will have an equal right to advice, support, access to services, and be involved in decisions affecting their lives, irrespective of gender, ethnic origin, age, sexual orientation, economic circumstances and state of health. The Partnership will ensure it actively monitors equal opportunities, adheres to its statutory duties and reports on its performance.

Transparency: The performance of the Partnership will be honestly reported back to the public providing not only opportunities but support for individuals and communities to question and challenge its decision and performance.

Best Value: The Partnership will use all the resources managed on behalf of the communities of North Lanarkshire both efficiently and effectively by working together to continuously improve our services.

Rights and Responsibilities: The Partnership will fully respect the rights of individuals and communities in developing and implementing Community Planning. In return, support will be provided to individuals and communities who will be expected to take responsibility for their own behaviour and lifestyles to help contribute to achieving the overall vision.

We aim to capitalise on opportunities to promote North Lanarkshire's identity through a range of cultural and sporting activities including our joint delivery of the International Children's games with South Lanarkshire. This event gives the opportunity to showcase North Lanarkshire and associated with the Games offer a range of volunteering experiences to our residents. We will also aim to maximise the opportunities arising from the Commonwealth Games taking place in Glasgow in 2014 including volunteering opportunities and participation in sport at a local level.

Development of events is included within the Lanarkshire Tourism Action Plan to 2015 (LTAP), where events are seen as key drivers to attract visitors to the area and to promote the area as a destination. The aim is to utilise events to enhance the image of the area, promote North Lanarkshire and its venues as an event destination and, to provide a range of events, activities and things to see and do to attract new audiences and enhance the overall visitor experience of those visiting the area.

Part of the 2014 Commonwealth Games Legacy Plan, the development of Community Sports Hubs (CSHs) aims to increase the number of people of all ages participating in sport and physical activity in local communities across Scotland. The project is still evolving nationally and North Lanarkshire is one of only 7 Local Authorities who are leading the way in the development of the initiative. North Lanarkshire Council is currently among the first local authorities scheduled to have the project delivering outcomes in 2011. North Lanarkshire Council's CSH proposals have been approved by sportscotland who have confirmed a total investment of up to £397,215 over a five year period commencing in 2010 towards implementation of establishing a network of local CSHs across North Lanarkshire.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Strong, sustainable communities and more attractive places to live and visit	Increase the percentage of respondents who rate their neighbourhood as a 'very good' or 'good' place to live (3 years / NLP Residents' Survey)	82%	88%	maintain	n/a	maintain

The following local outcomes also contribute to this national outcome:

- **Improved residents' involvement in decision making linked to community planning** – as detailed in National Outcome 11
- **Improved residents' involvement in community life** – as detailed in National Outcome 11
- **Stronger more resilient community organisations** – as detailed in National Outcome 11

National Outcome 14 – We reduce the local and global environmental impact of our consumption and production

Local Context

Our aim is to continually develop and improve waste management practices and arrangements which will best serve our residents and contribute effectively towards sustainable development.

We are committed to meeting our obligations under the Climate Change Declaration and, through its Sustainable Development Framework, will seek to put in place policies, programmes and strategies with the aim of reducing the negative impacts our operations have on the environment and supporting those which would be beneficial for the environment. We will aim to reduce carbon emissions through setting targets and timescales. North Lanarkshire's ecological footprint which measures the relative impact of consumption and production in North Lanarkshire on the planet's resources, has been measured at 4.99 global hectares per person and while this is well below the Scottish and UK averages of 5.34 and 5.30, we will take action to positively influence this figure through assessing our policies, programmes and strategies using footprint analysis tools. We will similarly seek to positively influence our carbon footprint, which is a wider measure than the carbon reduction targets contained in this agreement.

Through our Carbon Management Plan we will seek to identify appropriate projects and methodologies to maximise the efficiency of our use of energy and to develop alternative energy sources which will further reduce the environmental impact of our operations. We will also seek to implement environmental projects aimed at increasing the potential of our natural environment to capture carbon and contribute to the reduction of the effects our operations have on greenhouse gas levels.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Reduction in the waste going to landfill sites	Percentage of waste produced which is recycled by weight (Annual/ EU Target)	27.7%	43%	43.5%	44%	45%
	Kilograms of municipal waste collected per capita (Annual / EU Target)	-	681	681	681	681
	Tonnage of biodegradable municipal waste landfilled (Annual / EU Target)	-	79,513	61,839	53,000	44,163
Reduce climate change impact of operations	Reduce council CO2 emissions (Annual / North Lanarkshire Council)	134, 913 tonnes	128,000 tonnes	reduce by 2%	reduce by 2%	reduce by 2%

The following local outcomes also contribute to this national outcome:

- **Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire** – as detailed in National Outcome 12

The following local outcomes also contribute to this national outcome:

- Scotland's Climate Change Declaration
- North Lanarkshire Council Sustainable Development Delivery Framework
- Glasgow and Clyde Valley Structure Plan
- North Lanarkshire Local Plan (Finalised Draft)
- Local Housing Strategy
- Climate Change (Scotland) Act 2009
- Public Bodies Climate Change Duties 2011
- Environment Working Group Action Plan
- North Lanarkshire Council's Carbon Management Plan
- North Lanarkshire Council's Local Transport Strategy

National Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people’s needs

Local Context

The Partnership’s vision of North Lanarkshire is a place where opportunities and choices are available to all. A major factor which impacts on our ability to deliver on all our outcomes relates to how we are able to develop as organisations, both individually and as part of a partnership. The resources that are available to the partners and how we use them are key considerations which will influence our success over the next 3 years. Our forward financial and service planning continues to take place against a background of the most challenging environment for public sector spending since the Second World War. This is coupled with a fast changing policy landscape reflecting decisions made by both the UK and Scottish Governments. It is clear that all parts of the public sector will need to significantly reduce spending plans to align these with an overall projection of a real terms reduction in public sector spending, excluding health, of 19% between now and 2014/15.

To achieve this, all of the community planning partners will need to work together to maximise resources. Audit Scotland’s report – An Overview of Local Government in Scotland 2010 highlights that more progress is needed by councils to develop joint asset management planning with community planning partners and that councils need to continue to develop collaboration and joint working to deliver more efficient and user focused services. They recommend that councils work with their community planning partners to recognise the potential of community planning structures in setting out the shape of future provision of services in their local areas and to improve their performance management, monitoring and reporting processes of partnerships. Over the period of this SOA we aim to develop a range of indicators which will aid in these processes.

We are committed to developing our workforce to support our consistent drive for continuous improvement. We will work in partnership to support them to deliver the best services they can to the people of North Lanarkshire. We aim to provide flexible, high quality partnership services which utilise our workforces and resources to the best of our ability.

Our existing indicators focus primarily on North Lanarkshire Council and we will widen these to include partner information over the coming year.

Local Outcomes	Indicators	Baseline (2006/07)	Baseline 2009/2010	Target 2011/12	Target 2012/13	Target 2013/14
Delivery of effective and efficient public services	Delivery of savings package for North Lanarkshire Council (<i>Annual / North Lanarkshire Council</i>)	n/an	£10m	£34m	£21	£25m

Ensuring best use of highly motivated and skilled workforce	Sickness/Absence Levels – Average number of working days per employee lost through sickness absence					
Improved access to public services	North Lanarkshire Council (<i>Annual / North Lanarkshire Council</i>)	11.1	10.4	tbd	tbd	tbd
Improved customer satisfaction levels with particular monitoring of services delivered in partnership	Percentage of respondents citing services as 'good' or 'very good' (<i>Annual / NLP Residents' Survey</i>)	70%	88%	maintain	n/a	maintain

Links to relevant plans and commitments to support delivery of these outcomes:

- North Lanarkshire Council's Customer Services Strategy 2008

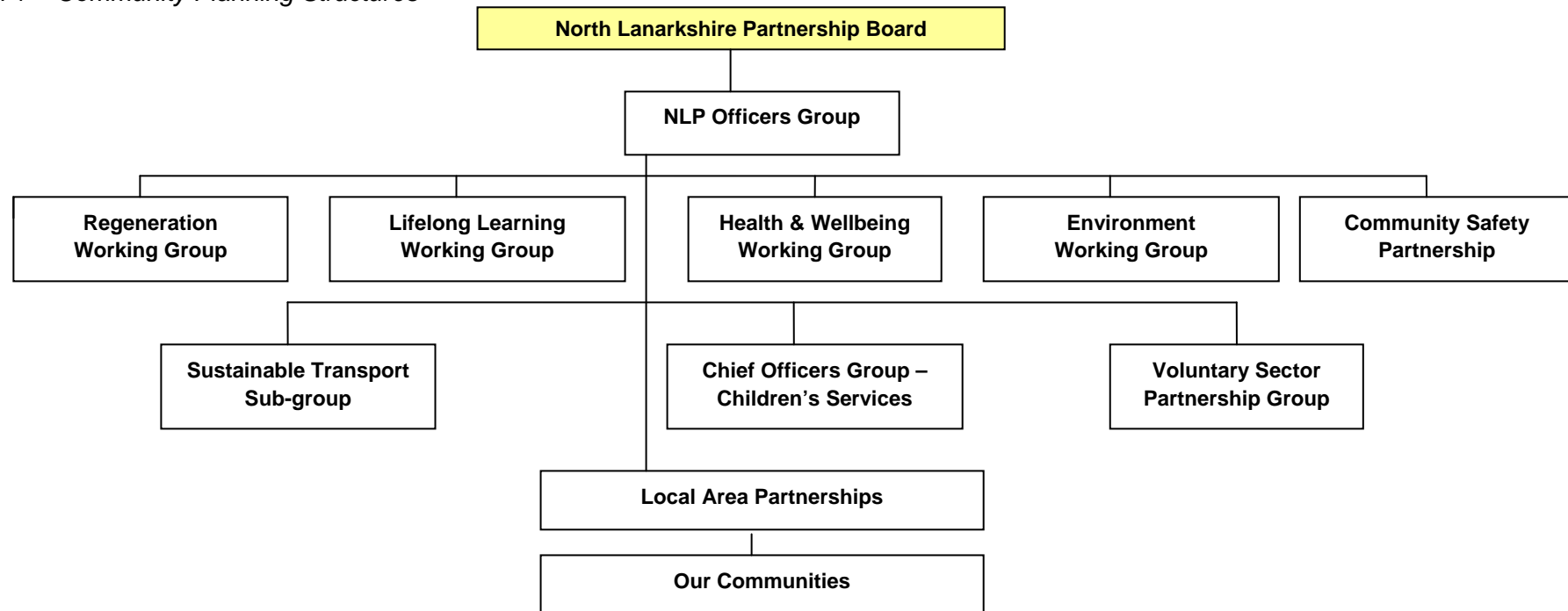
Section 6: Governance

In North Lanarkshire, we have developed robust and strategic management arrangements to support our community planning processes. We recognise the importance of demonstrating, and being able to evidence high standards of governance.

This SOA represents a shared commitment between the NLP members. Each member organisation of the NLP is signed up to this SOA in its entirety and has adopted the SOA as a formal corporate commitment. There is a shared commitment among all community planning partners to support the delivery of this SOA and to support the structures, processes and resource deployment required for the achievement of our local outcomes.

Our local community planning structures are based on the five key themes presented within our Community Plan, and are supported by key cross-cutting themes, dealing with priorities such as community engagement, sustainable transport and the Third Sector Partnership. The supporting structures have a clear role in driving forward the priorities in the new plans and also have responsibility for impacting on the outcomes detailed in the SOA at a strategic level. Our community planning structure is detailed below in Diagram 1 and further information relating to their performance management role.

Diagram 1 – Community Planning Structures



Section 7: Ongoing Development of SOA

The Partnership is committed to an ongoing programme of engagement throughout the duration of the SOA (2011-14) and the Corporate and Community Plans (2011-14). We will seek to ensure that our local communities and stakeholders continue to support our local outcomes. Our Local Area Partnerships, in conjunction with our Community Forums and local residents, will review our action plans and ensure that we are impacting on our outcomes at a local level and are meeting the needs of our local communities.

We recognise that there will still be a need for ongoing work on the development of local indicators, the suitability of identified data sources and the frequency of data collection. With this in mind we will further develop our approach to co-ordinating a programme of surveys and research, incorporating our own Residents' Survey and Citizens' Panel. This activity will provide valuable information and will be essential for the ongoing monitoring of the SOA. These mechanisms will also be used throughout the duration of the SOA to support our community engagement commitments.

We are also keen to be involved where possible in the work led by the Improvement Service on the improvement of local indicators, ensuring appropriate indicators are put in place to ensure we are able to measure our long-term impact.

Section 8: Performance Management

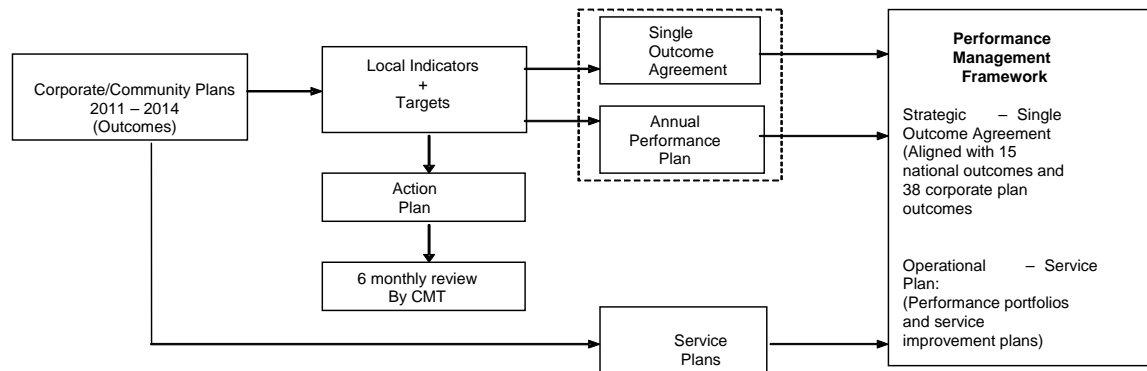
The Partnership's Performance Management Framework incorporates all the outcomes, indicators and actions that support the new Community Plan (2011-14) and the SOA.

Working Groups have been established to drive forward the outcomes detailed in the community plan and to develop action plans. Each Working Group is responsible for demonstrating the link between the partnership activity, the local outcomes contained in the Community Plan and the national outcomes detailed in the SOA. A range of targets and indicators clearly linked to the outcomes will be used to track progress and action plans will be monitored annually.

The Performance Management Framework will allow partners to measure progress, monitor activity, identify areas of over and under performance and the actions required to remedy this and demonstrate how we have impacted on the outcomes set out in the new Community Plan and SOA. The diagram overleaf outlines the monitoring process.

In line with the guidance we have sought to keep the outcomes and indicators at a high level and indicators at a minimum. Accordingly there will be a number of other indicators and targets which will be included 'below the line' of the SOA and subject to ongoing performance monitoring and review. Where an outcome target is annual and performance information is not available for the six monthly performance report then appropriate milestones will be identified in the corporate working group action plans to allow performance to be considered.

Figure 2 - Corporate/Community Plans and SOA



Section 9: Reporting

The NLP will submit an annual report on the SOA by the end of September each year which will detail progress against national and local outcomes. This will be carried out in conjunction with our public reporting responsibilities with regard to our Performance Plan for both the Corporate and Community Plans.

In addition to the annual report, there will be regular reports to the North Lanarkshire Partnership Board, Policy & Resources Committee, and other partner management structures, for consideration.