



North
Lanarkshire
Partnership

Community Plan for 2008-2012



North Lanarkshire Partnership



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Foreword



Councillor Jim McCabe (JP) -
Chair of North Lanarkshire Partnership

In North Lanarkshire there is a strong history of organisations working together to service the needs of our residents. North Lanarkshire Partnership is responsible for the development and implementation of the community plan. Community planning is the vehicle by which partners work together with our communities to plan and develop services to meet local needs and bring about improvements to the area.

Each partner organisation has a responsibility to ensure that the priorities and actions detailed in the community plan are reflected within the plans and strategies of their own organisation. The partners have signed a partnership agreement which demonstrates their commitment to develop effective community planning and illustrates how these organisations will work, together with communities, to improve the quality of life of all residents in North Lanarkshire.

This agreement, endorsed by members of the North Lanarkshire Partnership, commits each partner organisation to the achievement of identified shared outcomes and targets.

The new community plan builds on our achievements to date and demonstrates how we will continue to bring about improvements in our local communities and impact on the issues that affect them in the period 2008-2012.

A handwritten signature in black ink that reads "James McCabe J.P." in a cursive script.

North Lanarkshire Partnership

North Lanarkshire Partnership brings together the major 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**
- **NHS Lanarkshire**
- **Strathclyde Fire & Rescue**
- **Jobcentre Plus**
- **The Voluntary Sector**
- **Strathclyde Police**
- **Scottish Enterprise**
- **Consortium of Further Education Colleges**
- **Strathclyde Partnership for Transport**

North Lanarkshire Partnership 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. Our Partnership Agreement clearly defines the role of the board to:

- Act as a forum through which strategic economic, social and environmental issues affecting the area will be addressed in an integrated way and, in particular, to develop North Lanarkshire's community planning process.
- Co-ordinate the activity of partner agencies in the pursuance of agreed joint strategic objectives.

- Approve joint action plans which identify agreed priorities, and which set out the more detailed implementation arrangements for Partnership activity.
- Agree targets against which progress can be monitored.
- Provide a mechanism for debating issues of concern.
- Provide a strategic link with pan-Lanarkshire and national organisations and networks at a North Lanarkshire level.

Partnership Structures

Identified below are a number of groups that support the work of the North Lanarkshire Partnership Board. Terms of reference and operating procedures have been developed for each of the groups. We recognise that there are a number of other partnerships and groups that impact on the community plan outcomes, for example: Community Health Partnership (CHP); North Lanarkshire Alcohol and Drug Action Team; North Lanarkshire Leisure Trust and North Lanarkshire Health Care Partnership.

Themed Working Groups

The board is supported by a number of themed working groups made up of relevant representatives from partner agencies that are responsible for developing and managing an annual action plan for each of the community plan themes.

North Lanarkshire Partnership Officers Group

The Officers Group is made up of key officers from across the partner agencies. They have a key role in supporting the North Lanarkshire Partnership and for driving the community planning agenda forward within their organisations and across partners. The Officers Group also has a role to drive forward some of the cross-cutting themes and procedures that support community planning e.g. Risk Registers.

Information Sharing Group

The Information Sharing Group consists of officers from across the partner agencies who have a responsibility for data collection and analysis. The group also has a key role in co-ordinating surveys and consultation activity across partners and liaising with the theme working groups to ensure that relevant data is being used to inform the setting of baselines, targets etc.

Voluntary Sector Partnership Group

The Voluntary Sector Partnership Group, which comprises the key voluntary organisations including the local CVS, continues to be a key partner in driving the community planning agenda forward at both a community and strategic planning level. The key actions they will undertake to support community planning are outlined in the voluntary sector action plan.

Local Community Planning

Another key feature of the development of community planning in North Lanarkshire has been the creation of locality based decision-making and local service delivery structures that reflect the strategic objectives of community planning i.e. Local Area Partnerships, Local Area Teams and Local Community Forums.

These structures have been established in six local areas to help bring services closer to local people and to ensure their views are valued and influence local service planning. The six areas are: Airdrie, Coatbridge, North Area, Bellshill and District, Motherwell and District, and Wishaw and District. These reflect groupings of the new multi-member wards which were introduced in May 2007.

Local Area Partnerships

The Local Area Partnerships, supported by Local Area Teams consisting of officers from the council services and partner agencies, continue to build on the work at community level to deliver quality services. Their work is supported through the continued development of the local Neighbourhood Improvement Plans. These plans, guided by the community plan and developed following partnership and community consultations, outline the actions to be taken at a local level. The introduction of neighbourhood plans highlights our commitment to listen to our communities and take a lead role in their transformation.

Community Forums

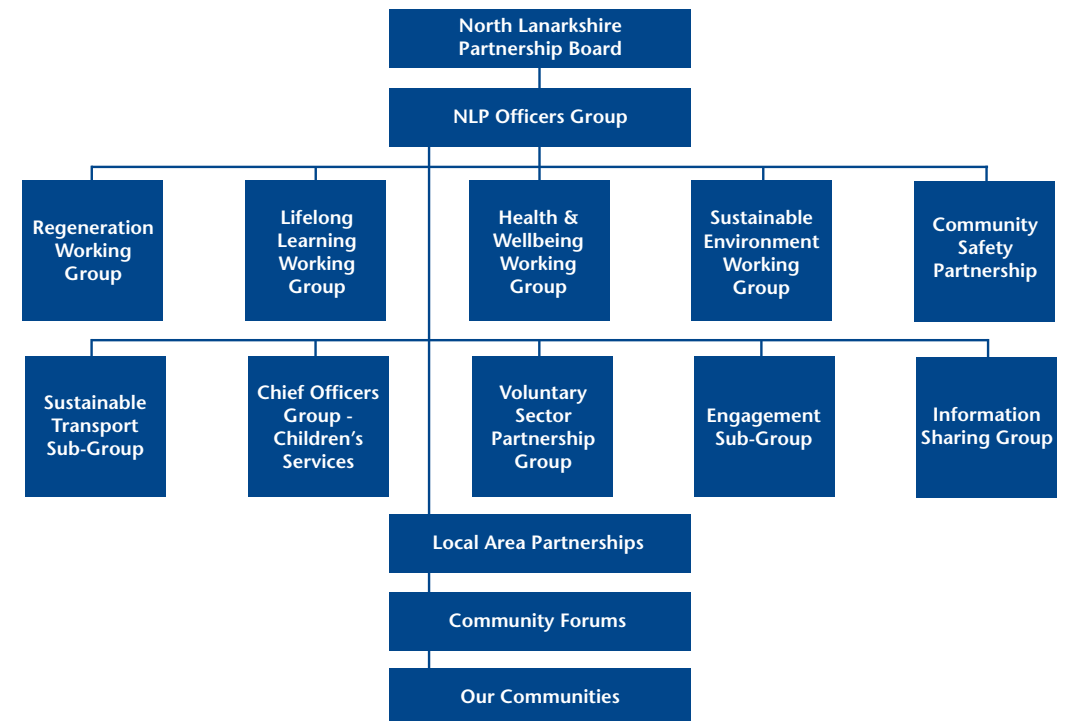
Community planning provides an opportunity to engage with communities in the shaping of local service delivery. The range of current community engagement activity in North Lanarkshire, undertaken by individual agencies and across partners, is vast.

Opportunities for local communities and local people to engage in decision-making are available through a range of mechanisms including the local Community Forums. We recognise that developing meaningful involvement is a challenge and one that requires considerable effort from everyone involved. Commitment from all parties is essential if we are to ensure that all forms of engagement, including our Community Forums, continue to be a key part of our community engagement landscape as identified in our Community Engagement Strategy.

Other Sub-Groups

Where appropriate other sub-groups will support the Board to drive forward the community planning agenda around particular themes, for example: Community Safety; Children's Services; Equalities, Engagement, Voluntary Sector, Information Sharing and Sustainable Transport.

The diagram below illustrates the key structures in place to support community planning. It also demonstrates the partnership's commitment to a 'bottom up' approach to ensure local residents have a key role in decision-making and the planning of services.



The Purpose of the Community Plan

The purpose of the community plan is to identify the key issues we aim to address over the next four years. It sets out how the partners will work together to achieve positive outcomes for our communities and how to achieve our vision for North Lanarkshire by 2015.



Vision

Our Vision is that North Lanarkshire in 2015 will be a place where people:

- Want to live because of the range, quality and affordability of the housing available, the safety of our communities, the quality and accessibility of the natural environment, and the quality of amenities and services in the area.
- Live well because the focus within the plan on improving health and reducing inequalities ensures their health, wellbeing, and life chances are as good as those elsewhere in Scotland.
- Choose to do business because support for new and existing businesses, business sites, the transport network, good transport connections and the quality of the workforce are second to none in Scotland.
- Participate in learning at all ages and stages of life to achieve their full potential.
- Have a fair chance in life and where factors that currently exist to limit people's opportunities and prospects are overcome.
- Particularly our children and young people are safe, nurtured, healthy, achieving, active, respected, responsible and included.

Local communities have the right to expect consistent commitment from all agencies in North Lanarkshire to bring about improvements to the area. Through existing plans and strategies partners have already set out the detail of the specific services they will provide.

The community plan therefore **does not** seek to address everything but it does:

- Provide an agreed agenda for North Lanarkshire Partnership.
- Enable partners to maximise existing and new resources and budgets to plan and deliver key services.
- Provide a framework for effective Partnership and joint working across the statutory public and voluntary sectors.
- Allow partners the opportunity to work towards common aims to ensure positive outcomes.
- Provide a framework for simplifying the many existing partnership and planning processes.

- Seek to influence and inform the development, implementation and review of all other plans and strategies.
- Provide opportunities for partners to engage and involve communities in decisions that affect them.



Values and Principles

In developing and delivering this plan, the Partnership will be guided by the same values and principles as outlined in our previous community plan (2004-2008):

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.

Many different organisations across North Lanarkshire provide services and it is recognised that addressing the wide range of issues affecting people's lives requires a joined up approach across key agencies.



Key Achievements

Community planning is the process through which key organisations across North Lanarkshire work together with local communities to identify and solve local problems and improve services. We are aware that partnership working is not always easy and can make demands on all community planning partners. Despite this, North Lanarkshire Partnership is committed to partnership working and has demonstrated success in a number of areas during the last community planning period 2004 to 2008.

Some examples include:

- Joint working is well established and widespread both at strategic and local level.
- Community engagement is progressing and structures have been established to support the involvement of local people.
- Use of performance information is improving.
- Development of new and improved services for local people is underway.
- Targeting resources to those communities who are more vulnerable is progressing.

Examples of some of the detailed key achievements are highlighted later in the plan under each of our community planning themes. This is not an exhaustive list but a snapshot of some of our successes to date. The partnership's performance reports also provide detailed information on our performance over the last four years.

Improvements have also been made in the way we plan together and how we work more effectively. For example by:

- Reviewing and simplifying our joint planning and monitoring arrangements.

- Streamlining and refocusing our partnership structures.
- Establishing support structures to aid information sharing, data and knowledge across agencies.

Building on our work to be carried out under the key themes, we are clear that there are a number of cross-cutting themes that need to be addressed if we are to achieve positive outcomes for our communities.

Cross-Cutting Themes

The Voluntary Sector

The North Lanarkshire voluntary sector plays a key role in driving the community planning agenda forward across a wide range of local organisations and communities.

The voluntary sector action plan sets out our aspirations for a vibrant and fully engaged voluntary and community sector, working in partnership to serve the people and communities of North Lanarkshire. The voluntary sector will be an equal partner at all levels and stages of community planning including policy, development, decision-making and service delivery.

Its contribution to improving the quality of life of the people and communities of North Lanarkshire will be characterised by its ability to play an active part in achieving community planning outcomes through effective engagement, capacity building, community development and social enterprise. Working collaboratively, both within the sector and across the sectors, and by taking the lead, when appropriate; the sector will play a key role in identifying, informing, and representing the interests of the voluntary sector in the structures and processes of North Lanarkshire Partnership and other associated partnerships.

It is understood that the voluntary and statutory sectors have different forms of accountability and answer to a range of different stakeholders. However, all partners will strive to ensure there is integrity, objectivity, accountability, openness, trust and honesty in all that they undertake.

Outcomes: The Voluntary Sector

Over the next four years we will achieve the following outcomes:

- Improved the quality of voluntary sector services by making them more responsive to the needs and aspirations of local communities.
- Improved the capacity of the voluntary sector to engage in community planning.



Community Engagement

Across partners a variety of mechanisms are used to consult and involve local people in issues that affect their lives. As part of the process for developing the plan, North Lanarkshire Partnership has undertaken a review of the Community Engagement Strategy, which includes our commitment to implementing the standards for community engagement.

The Community Engagement Strategy aims to provide greater clarity on the wide range of engagement activities that support the community plan. It also gives a clear commitment to involving local people to have a greater influence on the design and delivery of services through their involvement in the local Community Forums. To achieve this, North Lanarkshire Partnership wishes to engage the community by:

- involving them in the development of service provision;
- providing a means of communicating information; and
- commenting on and suggesting further service improvements.

We will continue to consult with service users through our Residents' Survey and Citizens' Panels and will seek to find other innovative ways to engage our communities. The Community Engagement Strategy outlines our key methods and vision for how we will work alongside local people to enable them to influence change and be active partners in the community planning process.

Outcomes: Community Engagement

Over the next four years we will achieve the following outcomes:

- Stronger and more participative communities.
- Improved capacity of local communities to engage in community planning.





Children and Young People

Regardless of their needs, children and families need to know where they can seek help, know what help is available and be confident that the services they access are to the highest standard.

'Getting It Right For Every Child' (2005) gives clear authority and responsibility to agencies and professionals who work with children, families, local communities and each other, to ensure that the services work together to provide positive outcomes for the child.



The partnership has decided that due to the important nature of this work the new Children's Services Plan will be integrated into the new community plan taking account of a full range of the Scottish Government's recommendations that support children. The plan will describe a series of actions that the council and other community planning partners intend to implement to improve and integrate services.

Outcomes: Children and Young People

Over the next four years we will achieve the following outcomes:

- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- Our children have the best start in life and are ready to succeed.
- We have improved the life chances for children, young people and families at risk.

Equalities

Everyone in North Lanarkshire regardless of race, ethnic or national origin, religious beliefs, social background, marital status, gender, disability, age or sexuality is entitled to equal choice and opportunity and a quality of life free from prejudice, discrimination and harassment.

North Lanarkshire has a number of migrant workers who contribute to the economy, the vast majority of whom are in employment. Partners will continue to track any changes to our migrant and ethnic population, thereby ensuring we meet their particular needs.

The challenge for partners is to make sure that equalities are central to planning and policy development for our employees and the community. We will take responsibility for considering how we promote positive attitudes towards equality and promote equal opportunities for all by:

- Assessing all policy proposals in terms of their impact on equalities.
- Engaging with equalities groups.
- Building up the capacity of community bodies.
- Monitoring and evaluating our performance in relation to our obligations in relation to equalities.

Outcomes: Equalities

Over the next four years we will achieve the following outcomes:

- All residents are given the same life opportunities and their backgrounds and circumstances are appreciated and positively valued.
- Improved processes of integration of equality and diversity into all our business and service delivery.



Sustainable Transport

Having effective and sustainable transport systems and infrastructure is crucial to our communities to allow access to jobs, local facilities and key services.

We will aim to improve the safety, sustainability and accessibility of our transport systems across North Lanarkshire and ensure that our infrastructure is of a quality that does not hamper development, the environment and economic growth. A transport sub-group has been established to drive this important agenda forward with our partners and to play a key role in the implementation of Strathclyde Partnership for Transport's Regional Transport Strategy, the council's Local Transport Strategy and our Sustainable Transport Action Plan.



Outcomes: Sustainable Transport

Over the next four years we will achieve the following outcome:

- Improved safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire.



Cross-Cutting Issues

There are a wide range of key actions that partners will address. A number of these actions are cross-cutting and require a more strategic and joined up approach across the themed working groups.

These actions may vary depending on the needs of our local communities and the issues that are identified by both partners and local residents. For example, partners require to work together to:

- Investigate the use of licensing powers to restrict alcohol sales.
- Consider the feasibility of the public and voluntary sectors providing food and drink that meet national nutritional guidelines.
- Consider the provision of healthy choices in our hospitals, schools and sports centres.
- Explore options to restrict access to retailers outwith schools.
- Ensure recycling of our waste within organisations.

Partners are committed to working together and co-ordinating their efforts and resources to achieve the outcomes set out in the community plan. Partners are also keen to explore ways to obtain maximum benefit from joint financial planning. For example, to explore the potential for greater leverage in jointly bidding for additional funds and also more co-ordinated spending on capital and future savings through shared services. Achieving joint financial planning across partners is a longer-term strategy for the partnership, therefore the focus initially will be on areas where partners can achieve more by joint working rather than by working on their own. The development of our risk register means there are mechanisms in place to monitor and mitigate any partnership risks and, where necessary, ensure that business continuity arrangements are in place.

There is a growing demand for impact assessments to be undertaken across a range of issues, for example, health impact assessment and equalities impact assessments. We will ensure that systems are in place to enable partner agencies to undertake these tasks effectively and the Officers Group and Themed Working Groups will consider how best to address such actions in their planning.



Key Themes

To achieve our vision we need to examine the issues that affect our communities. To further encourage joined up working across partners we have taken the positive step to identify five key themes for the community plan.

Building on the lessons learnt, the partners are committed to an outcome focused plan which demonstrates how we will impact on the lives of our local residents. The five key themes and related outcomes are detailed below:

- Health and Wellbeing;
- Community Safety;
- Sustainable Environment;
- Lifelong Learning; and
- Regeneration.

Our key themes are broadly aligned with those of the new Scottish Government's strategic objectives outlined in the monitoring and implementation section of the plan.



Health and Wellbeing

Life expectancy and health improvement is slowly rising in North Lanarkshire, although wide variations in the health of residents are reflected in some of our local communities.

Our challenge is to ensure that our most disadvantaged communities get the same, if not increased, opportunities to improve their health thus demonstrating our focus nationally and locally on tackling health inequalities. During the lifetime of the previous community plan (2004-2008), NHS Lanarkshire established the Community Health Partnership which reflects a renewed and greater focus on working with community planning partners and with communities themselves to address the wider determinants of health e.g. employment, housing, the economy, access to leisure etc.

Also many local residents, as a result of poor life circumstances, cannot take part in activities that lead to healthier lifestyles and are more vulnerable to negative factors that impact on their health and wellbeing. In our Residents' Survey 11% of the population of North Lanarkshire stated their health was poor and also do not follow the guidelines for issues such as alcohol consumption, physical activity, smoking and obesity. Supporting action that addresses the negative health impacts of such behaviour and life circumstances is required to enable people to make positive healthy life choices.

Targeting the early years is also essential to impact on longer term choices and behaviours so a concerted effort is required to ensure children and young people get the best possible start in life.

Better access to health and care support, enhancing life circumstances and the facilitation of the uptake of healthier lifestyles are essential if we are to make any progress. We recognise, for example, that it is important that older people and those with long term illnesses retain as much of their independence as possible and continue to live at home in their community for as long as possible. This will be an increasing challenge considering the ageing population and the increasing number of people living with long term conditions. As a result partners and services will need to plan effectively to meet this increased demand.

Although home ownership has increased significantly, bringing its own challenges, there are more council owned houses in North Lanarkshire than any other area in Scotland, but the location and type of housing available does not always meet local requirements. The overall condition of the public sector stock in North Lanarkshire is good, for the age and type of stock.

The council has identified that it can afford to meet the Scottish Housing Quality Standard (SHQS), with around £40m per year being invested over the next five years to achieve this. In comparison, the condition of some private sector stock is relatively poor. Often, housing stock in the poorest condition is former public sector housing and many of the owners are on relatively low incomes. There is an on-going requirement to provide targeted support and assistance to help improve conditions throughout the housing stock.

The council has increased duties in relation to homelessness and by 2012 the Scottish Government has stated that all those who are deemed to be homeless will be entitled to permanent accommodation, not just those who are in priority need. In some areas there is an acute shortage of affordable housing, while in other areas there is a mismatch in supply and demand. This means that the partnership faces considerable challenges to ensure that we meet local housing needs, fulfil our homelessness responsibilities and maintain balanced communities.

Key Achievements

- Improved homes through investment to date of more than £300 million in major housing improvements.
- Supported the joint NHS and Council's Keep Well Initiative which aims to improve the health of residents.
- Developed joint teams providing a new integrated drugs and alcohol service.
- Over 450 adults with disabilities have been supported to live independently.
- 117 schools and 90 nurseries have achieved 'Health Promoting' status.
- Provided 21,000 pieces of fruit each week in 134 nurseries.
- Provided free swimming and free sports programme for children during the school holiday period with North Lanarkshire Leisure.





Strategic Measures of Success

- Excellent health and care services that are timely, effective and centred around individuals.
- More people have the benefit of better physical and mental wellbeing and reduced health inequalities.
- Improved access to good quality and affordable housing in a safe and pleasant environment.

Outcomes

Over the next four years we will achieve the following outcomes:

- Increased the 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.
- Improved care and support through better quality of services.
- Improved care and support through faster access to services.
- Increased number of people able to make healthier choices for their diet and nutrition.
- Increased number of people enjoying the benefits of a physically active life.
- Reduced impact of alcohol and substance use.
- Reduced impact of smoking.
- Improved emotional wellbeing of North Lanarkshire residents.
- Improved housing choices in the size and types that people want in the areas they want to live and that they can afford.
- Improved housing conditions and progress towards achieving the Scottish Housing Quality Standard in our own stock.
- Improved range of housing and support options for those with particular needs.
- Improved services to prevent homelessness and help all households who are homeless to secure suitable accommodation.

Community Safety

Community safety continues to be a key concern for local residents and the North Lanarkshire Partnership. Disorder, antisocial behaviour, violence and abuse continue to affect an unacceptably high number of people in our communities each year.

The approach adopted thus far across North Lanarkshire to address these issues utilises a range of measures that comprise education, prevention, intervention, enforcement and rehabilitation. This strategy will continue, and by utilising a partnership approach we will continue to take measures to effectively tackle the perpetrators of such behaviour as community safety continues to be a key concern for local residents and the North Lanarkshire Partnership. In doing so we aim to reduce the number of complaints from the public and reduce repeat victimisation, ensuring that public protection arrangements are sound and responsive.

The threat from extremist activity is unfortunately very real for us all. We are working hard to protect, prepare and prevent our communities from the vulnerability of, or being vulnerable to, such threats and we realise that all sections of the community including public services, the private sector and the public alike have a role to play. By working effectively together we will hope to identify and nullify such threats quickly and effectively.

Community safety is not just about tackling crime, but also about preventing accidents, whether at home or on our roads. We will continue to work hard to reduce such 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.

Overall, we recognise that our efforts to tackle community safety issues will differ between different communities in North Lanarkshire. An analytical approach will be used to highlight trends and hot spots, thereby ensuring the appropriate deployment of resources. We will strive to shape our services to meet local needs.





Key Achievements

- Reduced the number of accidental house fires.
- Introduced an advisory 20 miles an hour speed limit in all qualifying residential areas.
- Opened a new state of the art CCTV central monitoring unit.
- Continued to achieve a reduction in certain crime types across North Lanarkshire and develop new ways of tackling crime.
- Introduced new services for victims of domestic abuse.

Strategic Measure of Success

- A safe, clean and attractive environment for the communities of North Lanarkshire.

Outcomes

Over the next four years we will achieve the following outcomes:

- Impact upon disorder, antisocial behaviour, violence and abuse within our communities
- Enhanced community safety and wellbeing within our local communities
- Reduced risk to the community from extremist activity

Sustainable Environment

Sustainable development is about ensuring we balance the needs of communities and the quality of the environment. In so doing, we will take account of the economic, social and environmental consequences of our actions and ensure that what we do to meet needs today does not limit the ability of others to meet their needs in years to come.

Community planning partners will work towards finding ways that build sustainable development into what we do to protect, care for and enhance our natural and built environment; and to promote and encourage sustainable transport.

Our key challenge is to increase and promote the natural built environment which is protected, cared for and looked after for our residents. Overall, residents considered the maintenance of roads, footpaths and street lighting to be the most important public service out of the 28 services we measured. In terms of improving the local environment 47% of our residents surveyed considered recycling to be very important. We will increase and promote recycling activities in line with European targets by introducing innovative and sustainable waste disposal and reduction processes. We are committed to the Climate Change Declaration and will aim to reduce greenhouse gas emissions, with targets and timescales, and to integrate greenhouse gas reductions and climate change adaptation measures into all new plans and strategies.

North Lanarkshire Council and Strathclyde Partnership for Transport (SPT) are the two main agencies responsible for transport issues in North Lanarkshire. However, partners will contribute fully in the development of and implementation of national, regional and the local North Lanarkshire transport strategies to ensure people are able to move from where they live to the services and facilities they need and to the places where they work, learn and use their leisure time.



Key Achievements

- Exceeded our targets each year for recycling rate in household waste.
- Over £2.3million invested in 104 locations addressing a variety of environmental improvements, public safety and health issues.
- £6million invested to remediate five derelict sites to provide opportunities for employment, development and recreation.

Strategic Measures of Success

- People live and work in a natural and built environment which is protected, cared for and enhanced.
- Negative impact on the environment is reduced through the development of sustainable services and actions.
- A safe, clean and attractive environment for the communities of North Lanarkshire.

Outcomes

Over the next four years we will achieve the following outcomes:

- Improved quality of our built and managed landscapes through measures including environmental design guidance.
- The extent and quality of environmentally designated sites is maintained.
- Reduction in the waste going to landfill sites.
- Improved air quality across North Lanarkshire.



Lifelong Learning

Schools, nurseries and centres play an essential role in ensuring that young people and adults achieve the highest level of academic and vocational qualifications.

We recognise residents of North Lanarkshire, particularly young people, will be competing in a competitive global economy and will require a range of skills that go beyond traditional academic qualifications. Business engagement, part of the national Determined to Succeed programme, is one way we aim to develop these skills in our young people.

Already the vast majority of North Lanarkshire schools have at least one local business partnership, encouraging young people to have a 'can do' attitude. The programme will now be challenging secondary schools and their business partners to improve young people's employment opportunities and prospects.

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.

We recognise that for those residents, who are often from disadvantaged backgrounds, a process of proactive engagement, confidence building and support is required before participation in a formal learning context is a realistic possibility.

We are keen to build on the many excellent learning, training, support programmes and employment opportunities that we have developed and specifically tailored to the needs of our local residents. 43% of residents surveyed indicated that assisting unemployed people into work was 'very important'. We will strive to ensure that our communities can realise their full potential and help them make informed learning and employment choices that will benefit them now and in the future

Worklessness remains a significant challenge and ensuring that people have the skills, confidence and motivation to return to work is a priority. Partners will also work to ensure that poor health is not a barrier to accessing learning opportunities and employment. Our economic growth will only be sustained if we ensure that our economy is supported by a skilled and productive labour force which meets existing and future business needs.

Key Achievements

- Delivered new schools and community facilities through 'Education 2010' programme.
- Increased the number of individuals receiving vocational training
- An increased number of supported vulnerable young people participated in intensive training programmes.
- Increased the number of local residents participating in a range of IT learning opportunities.

Strategic Measures of Success

- Improved access to quality learning opportunities.
- Raising achievement for all.
- Creating opportunities for all.

Outcomes

Over the next four years we will achieve the following outcomes:

- Improved buildings and facilities fit for 21st Century learning purposes.
- Improved curriculum and expanded vocational education opportunities.
- Improved access to E-learning.
- Increased number of learners achieving accreditation outwith national qualifications.
- Improved learner accreditation within national qualifications.
- Increased participation in alternative curricula options.
- Increased number of learning opportunities for adults.
- Increased number of young people in education, employment or training.
- Improved support to progress people towards learning and training opportunities and sustainable employment.
- Increased skill levels to improve productivity in work.



Regeneration

The regeneration aspiration of North Lanarkshire's community planning partnership is to develop North Lanarkshire as a place to live, work, visit and invest. Regeneration encompasses economic, social and environmental factors and is the way in which community planning partners will address the Scottish Government's key objective of sustained economic growth across the country and our region.

North Lanarkshire's recent history is one of transition and regeneration. Since the 80's and 90's, new growth industries have emerged following the demise of heavy industries. In recent years, North Lanarkshire has enhanced its image and renewed its physical infrastructure to give the region the look and feel of a dynamic and vibrant area. This re-invention has resulted in North Lanarkshire creating an additional 24,000 jobs over the last ten years.

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

North Lanarkshire's community plan sets out what public and voluntary sector agencies will do to continue to regenerate the area, however we recognise this will be delivered in partnership with the private sector. For North Lanarkshire to continue to transform and revitalise, regeneration requires to be underpinned by a strong, sustainable, growing local economy. Therefore, we will continue to work to progress the priorities set out in the Lanarkshire-wide Economic Strategy, Changing Gear: Towards 2010 i.e. growing business, skills, learning and providing an attractive place to live and work.

Attracting new businesses to the region and supporting our existing business community to grow and diversify will drive local regeneration, as strong local businesses play important roles in local communities, providing employment and services. We will continue to develop our infrastructure, be that community assets, transport networks, town centres, housing or business development sites, in order to facilitate continuing regeneration.

North Lanarkshire's progress has been positive in recent years but there is still more to be achieved. We are ambitious for the North Lanarkshire area, its people and also the business community. Economic growth will act as the catalyst for our regeneration efforts and it is only through a foundation of strong partnership working and commitment in addressing our priorities that we can realise our ambition.





Key achievements

- Created an overall growth in the number of jobs and the numbers of people re-entering the labour market.
- Commenced the development of the Ravenscraig site in one of the largest regeneration initiatives in Europe.
- Continued development of Strathclyde Business Park and Eurocentral into two of the most attractive business locations in Scotland.
- Transformation of vacant and derelict land into new economic opportunities as evidenced at Airdrie Business Centre and Drumpellier Business Park.
- Reduced the number of areas considered to be among the 15% most deprived in Scotland.
- Upgraded five neighbourhood shopping centres and invested significantly to enhance the environment of our town centres.

Strategic Measures of Success

- Increased sustainable economic growth by supporting new and existing business, social enterprises and providing appropriate investment opportunities.
- Enhanced physical and community infrastructure and further strengthened social networks to support the regeneration of local communities.

Outcomes

Over the next four years we will achieve the following outcomes:

- Improved support to North Lanarkshire's business and social enterprise sector.
- High quality infrastructure which attracts investment and drives regeneration.
- Development of Ravenscraig and our existing town centres as centres of economic activity.
- Strong sustainable communities and more attractive places to live.

Implementation and Monitoring

Single Outcome Agreement

The Scottish Government has identified five overarching strategic objectives to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. These objectives are:

Wealthier & Fairer: Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

Smarter: Expand opportunities for Scots to succeed from nurture through to lifelong learning, ensuring higher and more widely shared achievements.

Healthier: Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

Safer & Stronger: Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

Greener: Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

The outcomes and strategic measures of success identified in the community plan will inform the development of the Single Outcome Agreement and link to the government's strategic objectives.

From April 2008 North Lanarkshire will have a Single Outcome Agreement in place. This is an agreement between the council, community planning partners and the Scottish Government in return for consolidation of funding, planning and reporting requirements. The partners will be expected to have a comprehensive outcome approach to public service delivery for partnership activity and for delivering on these outcomes across a wide range of their responsibilities.

It is anticipated that a Single Outcome Agreement approach will bring a number of key benefits including:

- Greater clarity around priorities for service delivery and partnership action.
- Maximum flexibility at a local level to deliver on outcomes that reflect local needs and circumstances.
- Reduction of ring-fenced funding streams and associated reporting burdens.
- Reduced inspection/audit requirements.

This integrated approach will allow partners to effectively combine efforts and focus on achieving positive outcomes for local residents, while delivering on national priorities.

Action Plans

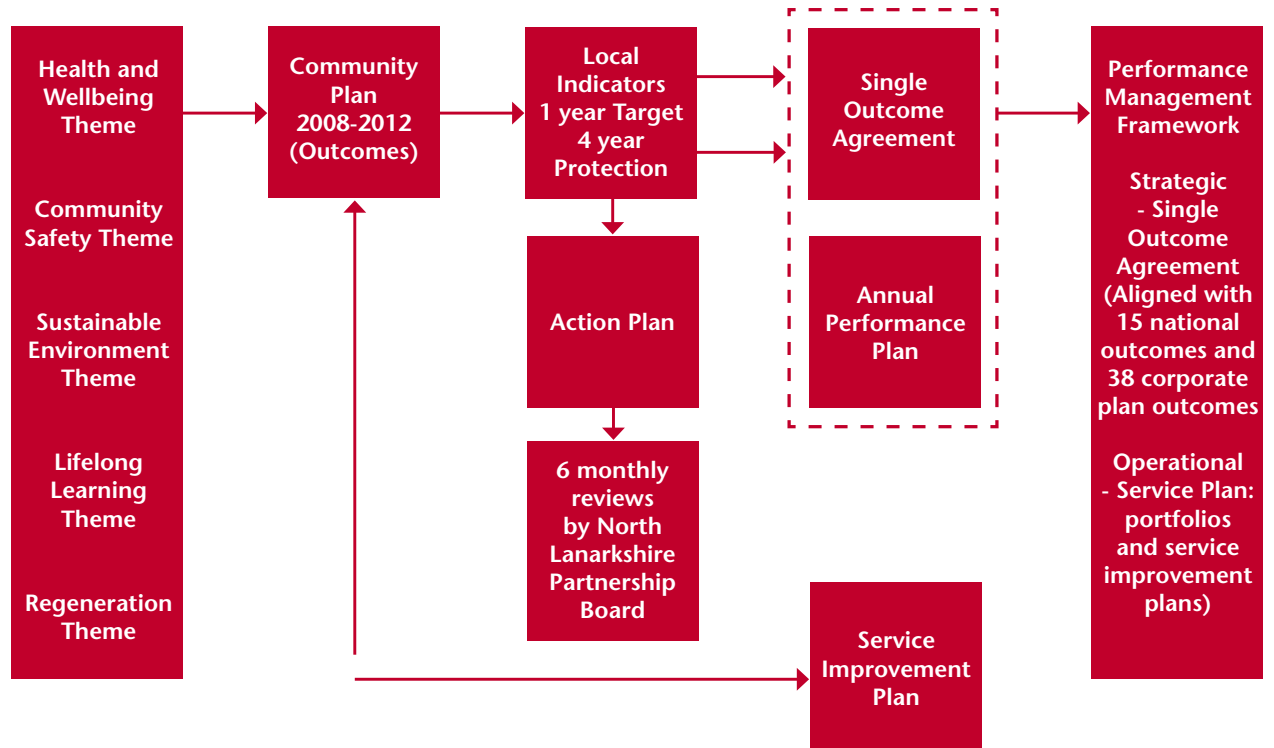
Our future priorities will be determined by the priorities set out in the plan and a working group has been attached to each of the key themes within this plan. The chairs of each of the working groups have developed an action plan which details all actions that partners will take to deliver on the outcomes laid out in this plan. The action plans will also detail a range of targets and indicators clearly linked to the outcomes to track progress and will highlight which partner is responsible for each of the actions and resources required. The working groups are responsible for the delivery of actions identified in their respective action plans.

Monitoring

To support this process the council will be developing a new performance management framework to enable partners to measure progress, monitor activity, identify under-performance and the actions required to remedy this and demonstrate how we have impacted on outcomes set out in the new community plan.

The chairs of the working groups will be responsible for reporting to North Lanarkshire Partnership Board annually on the actions and any progress made. Partners will have a responsibility to provide updated information to the council's service improvement team to inform this process. This will allow targets and indicators to be reviewed and refreshed accordingly. Annual performance reports will also be published highlighting the partnership's achievements and progress. The diagram below outlines the monitoring process.

Performance Management





Supporting Documents

Community Safety

- **Antisocial Behaviour Strategy 2006 - 2009**
North Lanarkshire Community Safety Partnership, 2006
- **Countering International Terrorism: The United Kingdom's Strategy**
Home Office, 2006
- **Domestic Abuse Strategy**
North Lanarkshire Community Safety Partnership, 2006
- **Lanarkshire Community Justice Authority Action Plan**
Lanarkshire Community Justice Authority, 2008
- **North Lanarkshire Policing Division Strategic Assessment and Control Strategy**
North Lanarkshire Policing Division, 2008
- **Strathclyde Police Strategic Assessment and Control Strategy 2008**
Strathclyde Police, 2008
- **Strathclyde Fire and Rescue North Lanarkshire Area Plan 2008 - 2011**
Strathclyde Fire and Rescue, 2008

Health and Wellbeing

- **Better Health, Better Care: Action Plan**
Scottish Government, 2007
- **Choose Life - North Lanarkshire Action Plan**
North Lanarkshire, 2003
- **Choose Life: The National Strategy and Action Plan to Prevent Suicide in Scotland 2002**
Scottish Executive, 2002
- **Community Care: A Joint Future**
Scottish Executive, 2000
- **Delivering for Health**
Scottish Executive, 2005
- **For Scotland's Children – Better Integrated Children's Services**
Scottish Executive, 2001
- **Glasgow and Clyde Valley Structure Plan 2006**
Glasgow and Clyde Valley Structure Plan Joint Committee, 2006
- **Healthy Communities: A Shared Challenge Final Report of the Community-led Supporting and Developing Healthy Communities Task Group**
Health Scotland, 2006
- **Hungry for Success: A Whole School Approach to School Meals in Scotland**
Scottish Executive, 2003
- **Homelessness Strategy 2006-2009**
North Lanarkshire Council, 2006
- **Improve Health in Scotland – The Challenge**
Scottish Executive, 2003
- **Joint Community Care Plan 2004/5 – 2007/8 - Older people with dementia or other mental ill health**
North Lanarkshire Council, 2004
- **Let's Make Scotland More Active – A Strategy for Physical Activity**
Scottish Executive, 2003
- **Living well in North Lanarkshire - A quality of life strategy for older people 2007–2012**
North Lanarkshire Council, 2007
- **Local Housing Strategy 2004 - 2009**
North Lanarkshire Council, 2004
- **Local Plan for North Lanarkshire**
North Lanarkshire Council, 2007
- **Public Health Annual Report 2006**
NHS Lanarkshire, 2006
- **Sports Pitch Strategy**
North Lanarkshire, 2006
- **Towards a Healthier Scotland - A White Paper on Health**
Scottish Executive, 1999

Health and Wellbeing (cont.)

- **The Mental Health of Children and Young People: A Framework for Promotion, Prevention and Care**
Scottish Executive, 2005
- **With Inclusion in Mind: The local authority's role in promoting Wellbeing and social development**
Scottish Government, 2007

Lifelong Learning

- **A Curriculum for Excellence - The Curriculum Review Group**
Scottish Executive, 2006
- **Changing Gear: Towards 2010**
Lanarkshire Local Economic Forum, 2003
- **More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Scotland**
Scottish Government, 2007
- **People and Place: Regeneration Policy Statement**
Scottish Executive, 2006
- **Report on the Scottish Adult Literacy and Numeric Strategy 2006/2007**
Scottish Government, 2007
- **Skills for Scotland: A Lifelong Skills Strategy**
Scottish Government, 2007
- **Workforce Plus - An Employability Framework For Scotland**
Scottish Executive, 2006

Regeneration

- **Changing Gear: Towards 2010**
Lanarkshire Local Economic Forum, 2003
- **Glasgow and Clyde Valley Structure Plan 2006**
Glasgow and Clyde Valley Structure Plan Joint Committee, 2006
- **Metro Glasgow City Vision 2008-2013**
Glasgow and Clyde Valley Community Planning Partnership, 2007
- **People and Place: Regeneration Policy Statement**
Scottish Executive, 2006
- **Regeneration Statement**
North Lanarkshire Council, 2008
- **Scottish Government Economic Strategy**
Scottish Government, 2007
- **Workforce Plus - An Employability Framework For Scotland**
Scottish Executive, 2006

Sustainable Environment

- **A Catalyst for Change: The Regional Transport Strategy for the West of Scotland 2007-2021**
Strathclyde Partnership for Transport, 2007
- **Inspection Strategy for the Identification of Contaminated Land**
North Lanarkshire, 2004
- **Local Plan for North Lanarkshire**
North Lanarkshire Council, 2007
- **Local Agenda 21 Strategy**
North Lanarkshire Council, 2002

- **Local Air Quality Management Action Plan 2007**
North Lanarkshire Council, 2007
- **Open Space Strategy**
North Lanarkshire Council, 2004
- **Scotland's National Transport Strategy**
Scottish Executive, 2006
- **Vacant and Derelict Land Strategy Local Delivery Plan**
North Lanarkshire Council, 2006
- **Woodland Action Plan**
North Lanarkshire Council, 1999

Cross-Cutting Themes

- **Community Engagement Strategy 2008 - 2012**
North Lanarkshire Council, 2007
- **Disability Equality Scheme 2006-2009**
North Lanarkshire Council, 2007
- **Disability Discrimination Act 1995**
- **Disability Discrimination Act 2005 - Disability Equality Duty**
- **Equality Act 2006 - Gender Equality Duty**
- **Equal Pay Act 1970**
- **Getting it Right for Every Child**
Scottish Executive, 2005
- **Local Government Scotland Act 2003**
- **Race Relations Act 1976**
- **Race Relations (Amendment) Act 2000 - Race Equality Duty**
- **Sex Discrimination Act 1975**

Glossary

Best Value	Making sure our services provide the best balance between quality and competitiveness.
CCTV	CCTV - Closed Circuit Television is the use of video cameras to transmit signals to a specific, limited set of monitors. CCTV is used for surveillance in a number of local areas that need to be monitored e.g. town centres. North Lanarkshire CCTV Limited (NL CCTV Ltd) is the company utilised to provide public space CCTV coverage.
CHP	Community Health Partnership (CHPs) have been established across Scotland to manage community health services. The principal aim for CHPs is to improve the long-term health and wellbeing of communities and enhance the quality of health and social care services. They develop links between community and hospital-based provision and local authority services; and seek to improve patient and public involvement in the development of services.
Citizens' Panel	North Lanarkshire's panel of approximately 2500 residents who are involved in surveys to establish their satisfaction and views on various issues.
Community	All those residents living in North Lanarkshire.
Community Planning	The process that enables better partnership working allowing key public and voluntary sector agencies, the business sector and the public to influence the future shape of our community and services.
Community Regeneration	Projects to improve disadvantaged neighbourhoods.
Financial Inclusion	Providing access for individuals to appropriate financial information, products and services, ensuring people have the skills, knowledge and understanding to make best use of those products and services.

Equal Opportunities	The prevention, elimination or regulation of discrimination between persons on grounds of sex, marital status, race, disability, age, sexual orientation, language or social origin, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions.
Economic growth	An increase in the capacity of North Lanarkshire's economy to produce goods and services.
Deprivation	A combination of linked problems such as unemployment and ill health.
Older people	Over 50s age group as defined by the Scottish Government.
Outcomes	The end result to be achieved.
Performance Management Framework	Our self-assessment process designed to help North Lanarkshire Partnership assess its achievements and identify areas that need improvement.
Public private partnerships	Our partnerships with the private sector.
Single Outcome Agreement	The agreement between the Scottish Government and the local authority that links national policy priorities and targets with local priorities and circumstances to reduce the reporting requirements and the ring-fencing of resources.
Stakeholder	Person, group or organisation that can influence or has an interest in or expectation of North Lanarkshire Partnership work.
Strategic measures for success	What the Partnership wants to achieve for North Lanarkshire.

Social Enterprise	The local community through the voluntary sector acting together to provide services needed by the local population, particularly where the service cannot be provided through the market economy.
Young People	4-25 age group as defined by the Scottish Government.
Voluntary Sector	Groups whose activities are carried out other than for profit but which are not public or local authorities.

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