1. **Purpose of Report**

1.1 The purpose of the report is to provide an update to the Local Area Partnership on the development of the draft Corporate and Community Plan for period 2008-2012, to get feedback on the draft plans and to seek approval for proposed future actions.

2. **Draft Corporate Plan and Community Plan 2008-2012**

2.1 The Draft Corporate and Community Plans provide the strategic direction for the council and partners. The plans outline our strategic measures of success and provide information on the key outcomes that partners will aim to impact on.

2.2 Action Plans will be developed to describe how the outcomes will be achieved. These action plans provide the detail on:

- Outcomes as detailed in the Corporate and Community Plan
- Indicators which will measure progress
- Targets and baselines which will be set to allow us to determine progress and;
- Actions which will be undertaken, together with who is responsible for progressing these actions.

2.3 There should be nothing in these action plans which cannot be directly linked through an indicator to the targets and outcomes within the Corporate Plan and / or Community Plan.

3. **Engagement Process**

3.1 As part of the process for developing our new plans it is essential that we engage with a wide range of key stakeholders to ensure they have the opportunity provide comment on the draft plans and to help shape our priorities.

3.2 It is therefore proposed that the Local Area Partnership provide feedback on the draft plans and offer support to disseminate the plans within their services / organisations to ensure that staff and any relevant decision-making groups get the opportunity to comment.

3.3 We are keen to get views generally on the draft plans however we are particularly keen to get feedback on a number of specific areas. A questionnaire is attached as Appendix 1 for members and staff within services and organisations to complete.
3.4 Attached as Appendix 2 is a draft copy of the Corporate and Community Plans. Opportunities will also be available for people to access the draft plans through North Lanarkshire Councils website.

4. Timescales

4.1 Attached as Appendix 3 is a copy of the timetable to support the engagement process. To ensure that we meet our target for completion of the final draft by end of January 08, it is proposed that the Local Area Partnership provides comments on the draft plans no later than 7 January 08.

5. Recommendations

5.1 It is recommended that the Local Area Partnership:

(i) Complete the questionnaires and provide comments on the draft plans no later than 7 January 2008.
(ii) disseminate the draft plans within local council services and partner organisations and encourage staff and key decision-making forums to provide comments; and
(iii) otherwise note the content of the report

Assistant Chief Executive
22 November 2007
## DEVELOPMENT OF NEW CORPORATE AND COMMUNITY PLAN 2008-2012

### ENGAGEMENT PROCESS - TIMESCALES

<table>
<thead>
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<th>Proposed Actions</th>
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<tr>
<td>Council Services</td>
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<td>Partner Organisations</td>
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<td>Circulate Draft Plan to Community Forums</td>
<td>November 07</td>
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<td>Community Forums Meetings</td>
<td>January 08</td>
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<td>Voluntary Sector Strategy Group including community and voluntary organisations</td>
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<td>Citizens Panel – Focus Groups</td>
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<td>Bellshill – 13 Dec 07</td>
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<td>North Area – 13 Dec 07</td>
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<td>All convener meetings are held on the 28 November 07.</td>
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<td>Consultation with young people</td>
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<td>Engagement with Businesses - possible Chamber of Commerce and Local Economic Forum</td>
<td>November – January 08</td>
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<td>Press - advertorial</td>
<td>December 07</td>
<td>7 January 08</td>
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<tr>
<td>Web-site – document and comment sheet</td>
<td>November 07 – January 08</td>
<td>7 January 08</td>
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COMMUNITY PLAN for 2008-2012
DRAFT 2 - NOVEMBER 07

North Lanarkshire Partnership
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  • Safe, Sustainable Environment
  • Lifelong Learning
  • Regeneration

Monitoring Our Progress
Foreword – By Leader of the Council

North Lanarkshire Partnership is responsible for the development and implementation of the Community Plan. Each partner organisation has a responsibility to ensure that the priorities and actions 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 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. Partnership Agreement.

<table>
<thead>
<tr>
<th>Organisation and title</th>
<th>Name</th>
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<tbody>
<tr>
<td>Leader,</td>
<td>Cllr Jim McCabe, Chair</td>
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<td>North Lanarkshire Council</td>
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<td>Area Commander</td>
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<td>Principal Motherwell College and NLP</td>
<td>Hugh Logan</td>
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<td>Representative for:</td>
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<td>Consortium of Further Education Colleges</td>
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<td>Crawford Kirkwood</td>
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<td>NL Voluntary Sector</td>
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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 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 health, well-being, and life chances of its people are as good as those elsewhere in Scotland;
- Choose to do business because support for new and existing businesses, business sites, the transport network, and the quality of workforce are second to none in Scotland;
- Participate in learning at all ages and stages of life, and achieve their full potential;
- Have a fair chance in life and where factors that presently limit some people's opportunities and prospects are overcome; and
- 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 their vision for 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:

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 and service, and an equal right to be involved in decisions affecting their lives, irrespective of their 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. The Partnership will provide opportunities, and support for individuals and communities to question and challenge its decision and performance.

Best Value: Will use all the resources we manage on behalf of the communities of North Lanarkshire efficiently, effectively and work 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, individuals and communities will be expected and supported to take responsibility for their own behaviour and lifestyles, to help contribute to achieving the overall vision.

Developing the Partnership
The 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 and Rescue Service
Jobcentre Plus
The Voluntary Sector
Strathclyde Police
Communities Scotland
Scottish Enterprise Lanarkshire
Consortium of Further Education Colleges
Local People and Communities

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 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 Partner agencies activity 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; and
- provide a North Lanarkshire level strategic link with pan-Lanarkshire and national organisations and networks.
The Board is supported by a number of thematic planning groups made up of relevant representatives from partner agencies that are responsible for developing and managing an annual action plan for each theme. Community Plan Action Plans

Additionally the Voluntary Sector Strategy Group, which includes the local CVS, continues to be a key partner in driving the Community Planning agenda forward at both a community and strategic planning level as outlined in the Voluntary Sector Strategy. Voluntary Sector Strategy

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 neighbourhood areas to help bring services closer to local people, and to ensure the views of local people are valued and influence local service planning. The six neighbourhood areas are: Airdrie, Bellshill, Coatbridge, Motherwell, North Area and Wishaw. These neighbourhood areas 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. This introduction of neighbourhood plans highlights our commitment to listen to our communities and take a lead role in their transformation. Neighbourhood Improvement Plans

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, one that requires considerable effort from everyone involved. Commitment from all 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. Community Engagement Strategy

Through these decision-making structures organisations and individuals are provided with opportunities to work across agencies and with local communities to combine, maximise and share existing and new resources.
Key Achievements
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.

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. This way of working 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.

For example:
- 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 of 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 snap shot of some of our successes to-date. The Partnership's Performance Reports also provide detailed information on our performance over the last four years. Performance Reports

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 allow for the sharing of information, data and knowledge across agencies.

We will continue to develop our detailed Community Planning Action Plans to support the work carried out across the key themes. These enable us to be explicit about what we intend to do and how we measure our progress and they will be reviewed on an annual basis. Community Planning Action Plans

Our Challenges

Scottish Government
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 life long 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

Outcome Agreement and financial planning
From April 2008 North Lanarkshire will have a Single outcome agreement in place. This will be led by the council, all Community Planning partners where appropriate and the Scottish Government, in return for consolidation of our revenue funding streams and planning and reporting requirements. This will be achieved through the delivery of national and local priorities identified in the Community Plan, the Councils Corporate Plan and the partner's plans.

There will be ongoing budget pressures as a consequence of lower financial settlements from the Scottish Government as they strive to offer Scotland better value services and deliver continuous improvements and efficiencies across the public sector.

The challenge in this is that our financial arrangements will change accordingly and setting a three-year budget will allow us to plan with more certainty. Our spending plans therefore will be in line with the outcomes outlined in this plan.

Cross Cutting Issues
Building on our work that will 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.

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.

Community engagement is not the same as community consultation, although we will continue to consult with service users through our Residents Survey and Citizens Panels we 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.

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. The Children's Services (Scotland Bill) - 'Getting It Right For Every Child' gives clear authority and responsibility to agencies and professionals to work with children, families, local communities and each other, to ensure that the services work together and ensure positive outcomes for the child. Children's Services Scotland Bill / Getting It Right For Every 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 Executive'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. *Children's Services Action Plan*

**Equalities**
Everyone in North Lanarkshire regardless of race, ethnic or national origin, religion, 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.

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: accessing all policy proposals in terms of their impact on equalities, engaging with equalities groups, building up the capacity of community bodies and monitoring and evaluating our performance in relation to our obligations in relation to equalities.

**Joint Financial Planning and Resources**
Partners are committed to working together and pooling their efforts and resources to achieve the objectives set out in the Community Plan. There is already substantial collaborative working with joint projects at partnership level. Partners are keen to explore other ways to get maximum benefit from joint financial planning. For example, to explore the potential for greater leverage in jointly bidding for additional funds, more synchronised 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 jointly 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.

**Other Cross-Cutting Actions**
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. For example, partners require to work together to investigate into the use of the Licensing Powers to restrict alcohol, consider the feasibility of the public and voluntary sector providing food and drinks that meet national guidelines, consider the provision of healthy choices in our hospitals, schools and sports centres, explore options to restrict access to retailers out with schools, ensure accessible transport for local communities and recycling of our waste within organisations. 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 merge our previous Community Planning themes from five to four and review their content. 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 four key themes and related outcomes are detailed below:

- Health and Well-being
- Safe and Sustainable Environment
- Lifelong Learning
- Regeneration

Our key themes are broadly aligned with those of the new Scottish Governments strategic objectives previously outlined in 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. 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, 4% do not eat any fruit or vegetables on a daily basis, 11% males and 3% of females drank over 22 units within a week and 25% do not participate in any moderate physical activity. Suggest inclusion of life circumstance returns from the resident’s survey to balance the interplay of lifestyle and life circumstances in order to make any significant impact on health and wellbeing. Supporting action that addresses the negative health impacts of these behaviours and providing support to enable people to make positive healthy life choices is essential.

Better access to health and care support, enhancing life circumstances and the facilitation of the uptake of healthier lifestyles is 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.

The overall condition of the public sector stock in North Lanarkshire is considered to be good, for the age and type of the stock. The council has identified that it can afford to meet the Scottish Housing Quality Standard (SHQS), and around £40m per annum will be invested over the next 5 years to achieve this. In comparison the condition of stock in parts of the private sector is relatively poor. Often, particularly in Cumbernauld, the housing stock in the poorest condition is former public sector housing, and many of the owners are on relatively low income. There is therefore an on-going requirement for the council to provide targeted support and assistance to help improve conditions throughout the housing stock.

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 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, as is currently the case. In some areas there is an acute shortage of affordable housing to rent, while in other areas there is a mismatch in supply and demand with limited choice in terms of the type, size and/or tenure of housing available. This means that the Partnership faces considerable challenges to ensure that we can meet local housing needs, fulfil our homelessness responsibilities and maintain balanced communities with a mix of private ownership, rented and low cost housing.

Key Achievements:
- Improved homes by investing more than £300 million in major housing improvements.
- Supported the joint NHS and Council's Keep Well Initiative which aims to improve resident’s health.
- 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.
Strategic Measures of Success
- More people having healthier lifestyles and opportunities resulting in better physical and mental wellbeing and reduced health inequalities
- Excellent health and care services that are timely, effective and centred around individuals
- Improved access to good quality and affordable housing in safe and pleasant environments

Outcomes 2008 -2012:
- More people able to make healthier choices for their diet and nutrition
- More people enjoying the benefits of having a physically active life
- Reduction in the harmful consequences and impact of alcohol and substance use
- Reduction in the consequences and impact of smoking
- Improve the emotional wellbeing of North Lanarkshire residents
- More people are supported at home, as an alternative to institutional care
- People receive improved care and support through better quality and faster access to services
- 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
- Fully developed services to prevent homeless and help all households who are homeless to secure suitable accommodation

Safe and Sustainable Environment

Community safety and antisocial behaviour continues to be a key concern for local residents. We believe that prevention is the key and that public safety is not just about tackling crime, but also about preventing accidents, whether at home or our roads. We recognise that our efforts to tackle public safety, and antisocial behaviour will differ between different communities in North Lanarkshire, we will therefore continue to shape our services to meet local needs. Community Safety Strategy

Sustainable development is about ensuring we balance economic growth and development with the needs of communities and the quality of the environment. In so doing, taking account of the economic, social and environmental consequences of our actions and ensuring 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 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 and make progress to introduce 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 Passenger 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 play. Local Transport Strategy and SPTE Regional Transport Strategy

Key Achievements:
- Exceeded our targets each year for recycling rate in household waste.
- 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 tackling crime.
- Introduced new services for victims of domestic abuse.

Strategic Measures of Success
- People live and work in a natural and built environment which is protected, cared for and enhanced
- North Lanarkshire is a safe place to be for residents and visitors
- Reduce our negative impact on the environment through the development of sustainable services and actions

Outcomes 2008-2012:
- The quality of our built and managed landscapes is improved through measures including environmental design guidance
- Maintain the extent and quality of environmentally designated sites
- Reduce disorder and antisocial behaviour whilst enhancing community safety and wellbeing
- Reduce the levels of recorded crime
- Reduce the threat of sexual, physical and emotional abuse to children and vulnerable people
- Achieve a sustainable reduction in alcohol misuse through problem solving and innovation
- Reduce risk to the community from the threat of extremist activity
- Reduce the number of accidents in North Lanarkshire
- Reduce the amount of waste going to landfill sites
- Improve 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.

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.
Partners are keen to build on the many excellent learning, training, support programmes and employment opportunities that we have developed that are specifically tailored to the needs of our local residents. 43% of residents surveyed said 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 and their communities now and in the future.

**Key Achievements:**
- Delivered new schools and community facilities through ‘Education 2010’ programme.
- Increased the number of individuals receiving vocational training.
- Supported vulnerable young people to participate in intensive training programmes.
- Increased the number of local residents participating in range of IT learning opportunities.

**Strategic Measures of Success:**
- Improving access to quality learning opportunities
- Raising achievement for all
- Closing the opportunity gap

**Outcomes 2008 - 2012:**
- Improved buildings and facilities making them fit for 21st Century learning purpose
- A more developed flexible curriculum and expanded vocational education opportunities
- Improved management information systems to link learning to employment
- Improved access to E-learning
- More learners achieve alternative attainment success
- Improved pupil attainment at national qualifications
- Increased participation in alternative curricula options
- Improved support to progress adults and young people towards learning opportunities and sustainable employment
- Increased number of 16-19 year olds in education, employment or training
- Improved future prospects for pupils with additional support needs
- Improved work experience and taster programmes for pupils

**Regeneration**

North Lanarkshire’s recent history is one of transition and regeneration. Much of the region has restructured its economic base following the demise of heavy industries in the 80s and 90s. Since then new growth industries have emerged to take their place. 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. Progress is evident in the growth at key employment sites such as Strathclyde Business Park and the Eurofreight terminal.

The challenges and variations across our local communities can be significant. 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 and can both contribute to and benefit from economic growth.

The regeneration of our area will depend on our people and our place. Attractive environments are essential if we are to promote a positive image of North Lanarkshire for local people, business and visitors. Vibrant town centres, local high streets and attractive rural areas play an essential part in the economic and social well-being of the area. Strong communities that provide attractive and safe places to live are vital to our areas future progress. Strong local
businesses play important roles in local communities, providing employment and services. Our investment in our infrastructure and business space is designed to provide business with the best possible environment in which to thrive.

We will continue to invest in our people to ensure that they are equipped to take a full and active part in our economy and communities. Worklessness remains a significant challenge. Partners will work to build on the progress made in recent years to ensure that people have the skills, confidence and motivation to return to work and will work closely with employers to ensure that our economy is supported by a skilled labour force.

Key achievements:

- Created an overall growth in the number of jobs
- Increased the number of people in employment
- Supported the regeneration of the former Ravenscraig site to become a new town centre and economic and social hub.
- 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.
- Grown the number of businesses
- Increased the number of people with degree level qualifications
- Reduced our 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

- Increasing economic growth by supporting new and existing business and providing appropriate investment opportunities
- Enhance physical and social networks and infrastructure to support the regeneration of local communities

Outcomes 2008-2012

- North Lanarkshire as a place in which to live, work, visit and invest
- Improved support to North Lanarkshire's business community
- Commence the development of Ravenscraig and our existing town centres as centres of economic and social activity
- Strong communities and attractive places to live
- High quality infrastructure which attracts investment and drives regeneration
**Monitoring Our Progress**

The Scottish Government will be working with each local authority to develop a Single Outcome Agreement. The council will receive a single unhypothecated sum from the Government, with which it and the Community Planning partners will be expected to have a comprehensive outcome focused approach to public service delivery and 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.

To support this process the council will be developing a new performance management framework that will enable partners to measure progress, monitor activity and demonstrate and how we have impacted on outcomes set out in the new Community Plan.
How does North Lanarkshire compare with Scotland?

CP Indicators % difference between North Lanarkshire and Scotland

-80 -60 -40 -20 0 20 40 60 80 100

Housing benefit recipients
Housing / council tax benefit recipients
Income support claimants (persons aged 16 to 59)
Pension credit claimants (persons aged 60+)
Free school meals
Volunteering
Voting in Scottish Parliamentary elections
Gross Value Added (per head @ current prices)
Average weekly earnings - employees workplace
Average weekly earnings - employees residence
Full-time jobs (as a % of all jobs)
Self-employment
Job seekers allowance claimants
Incacity benefit claimants
Educational attainment (5+ awards @ level 4+)
Smoking in pregnancy
Young smokers (% of population aged 13 & 15)
Breastfeeding
Deaths from CHD (average age)
Deaths from cancer (average age)
Re-let turnover in Council house stock
Mode of travel to school - walking
Percentage of municipal waste recycled
All road accident casualties (rate per 100,000)
Child road accident casualties (rate per 100,000)
Crimes of violence (rate per 10,000)
Drug related crime (rate per 10,000)
Vehicle related crime (rate per 10,000)
Housebreaking (rate per 10,000)
Vandalism (rate per 10,000)
Accidental fires (rates per 10,000)

NL lagging behind Scotland
NL performing better than Scotland
Improving relative to Scotland over 3 to 5 years
Getting worse relative to Scotland over 3 to 5 years
Static relative to Scotland over 3 to 5 years
Other Partnerships and Plans- Appendix 1

The challenges we face in making North Lanarkshire a place where people want to live, work and visit cannot be met by one agency alone. It requires joint working and planning across a wide range of partners to bring improvements to the lives of our local residents. Below are the details of the key partnerships and plans that play a significant role in bringing about the changes we require. This is not an exhaustive list but an example of the key partnerships and plans that impact on our community plan themes.

Key Partnerships

Alcohol Drug Action Team (ADAT)
Changing Gear Strategy
Children's Services Strategy Group
Community Health Partnership (CHP)
Community Safety Partnership
Corporate / Thematic Working Groups
Child Care Strategy Group
Health Care Partnership
Local Economic Forum (LEF)
Voluntary Sector Strategy Group

Key Plans

Children's Services Action Plan
Community Engagement Strategy
Community Plan Action Plans
Community Safety Strategy
Getting It Right for Every Child
Local Housing Strategies
Local Plans
Local Transport Strategy
Neighbourhood Improvement Plans
Regional Transport Strategy
Voluntary Sector Strategy
Our Corporate Plan for 2008 to 2012

North Lanarkshire is Scotland’s fourth largest local authority and intends to deliver the best public services in Scotland.
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Our Corporate Plan

We are delighted to present the North Lanarkshire Council Corporate Plan for 2008 – 2012.

The plan sets out what we expect to achieve in the next 4 years for the people and the area of North Lanarkshire.

North Lanarkshire is Scotland's fourth largest local authority and we intend to deliver the best public services in Scotland.

Our organisation has responsibility to contribute to the achievement of this plan. Our Corporate Plan will last for 4 years and will be subject to review and refreshment on an annual basis with outcomes set for 4 years. Our Performance Management Framework will enable us to manage our performance during the year and our progress towards implementing the Plan.

The organisation has responsibility to contribute to the achievement of outcomes and targets. The Leader of the Council and the Chief Executive have signed this section to demonstrate their commitment.

Title
Leader, North Lanarkshire Council
Chief Executive, North Lanarkshire Council

Name
Cllr Jim McCabe, Chair
Gavin Whitefield

Signed

Our **mission** is to put ‘Service and People First’ to maximise the benefits of North Lanarkshire’s location creating prosperity, achieving social justice and meeting local needs by providing best value quality services. We have a positive **vision** for North Lanarkshire and its communities.

We will provide high quality, efficient and effective services for everyone. This will be achieved through a system of streamlining and modernising to provide local services that will work in partnership with the community and all those committed to making North Lanarkshire a better place to live.

Our **Vision and Values** is our commitment to build on the foundations of our past success where everyone has access to:

- Good quality housing;
- A pleasant safe environment;
- The very best employment, education and training opportunities;
- Caring and co-ordinated support and health service that meet people’s needs; and
- Attractive and varied leisure and cultural facilities

We will:

- Serve and involve our communities;
- Plan ahead and lead the way in working with our partners;
- Promote equal opportunities and social inclusion;
- Make the most of opportunities for economic and environmental improvements;
- Provide best value services;
- Work to the highest standards, and be open and accountable;
- Value people, treat them with dignity, respect, and meet their needs; and
- Be forward thinking and aim to be the best in all we do
Our area, people and economy
* insert map
North Lanarkshire, situated in Central Scotland, has a population of 323,780 which is increasing, against the national trend. We are centrally located on the main national rail and motorway networks, approximately 36 miles from Edinburgh, 13 miles from Glasgow and 27 miles from Stirling.

Two thirds of our residents live in the main towns (Airdrie, Bellshill, Coatbridge, Motherwell, Wishaw, Cumbernauld and Kilsyth). We are the 5th most densely populated local authority area in Scotland.

Population estimates to 2024 indicate that our total population will increase by 0.3%. The following figure shows the significant changes, which will take place in our client groups.

Population change by client group 2004-2024

Our population is getting older. Projections predict overall declines in all age groups from 0 - 44 and increases in the older age groups including a 30% increase in the 60/75 age group and a 63% increase in those aged 75 and over. Services for the elderly will be a critical consideration for this plan. As at the 2001 census 95% of our resident population was born in Scotland, the highest ratio of all Scotland’s councils. Only 1.3% of our population is from a non-white ethnic background. Our Pakistani community is the largest non-white group (0.5% of our population) followed by the Chinese and Indian communities (each 0.2% of our population). With the expansion of the European Union we also now have a recognised Eastern European population.

The number of households is projected to increase a further 9.7% by 2016, again exceeding predictions for the national average (8.9%).
The important considerations for the future planning of services are the drop in the proportion of 2 adult households with children, the increase in lone parent families and the increase in the proportion of our population living alone. It is estimated that around 17% of our population were living alone in 2006, this proportion is predicted to rise to 21% by 2016.

**Life expectancy** is gradually increasing, but North Lanarkshire's remains among the lowest in the UK and Scotland. In 2003-2005 life expectancy was 72.7 years for men, the 6th worst in Scotland and 77.6 years for women, the 3rd worst in Scotland and the UK.

The industries of coal, steel and heavy engineering have largely been replaced by a modern business infrastructure and newly formed sectors. Construction has increased by 24.3% from 1997 to 2005 and the service sector by 44.2% in the same period. Key growth areas were in banking, finance and insurance; and public administration, education and health – showing an overall 63% increase in jobs.

**Employment** forecasts predict a further 5% growth over the period from 2007-17. In the past 5 years the number of employees in employment in North Lanarkshire has increased by almost 11%, more than twice the national rate of growth.

The **unemployment** claimant rate is marginally above the national rate – 3.1% compared to 2.7%. North Lanarkshire has improved against the Scottish average on this measure over the last 5 years. Our overall unemployment rate is affected significantly by the high proportion of working age people on incapacity benefit – 11.1% compared to 8.4% nationally.

A significant number of our households (22.5%) receive housing benefit. 17.8% of primary/secondary school pupils received free school meals in 2006/07.

**Deprivation** North Lanarkshire continues to have the second largest national share (9%) of the 15% most deprived areas in Scotland, behind only Glasgow City (34%).
North Lanarkshire's **productivity**, as measured by Gross Value Added per head. It is currently below that of south west Scotland and Scotland as a whole at £12.8k, £15.6k and £16.3k respectively.

North Lanarkshire has substantially reduced the area of derelict land by 52% since 1996 compared to a reduction of 20% in Scotland overall.
Key achievements

Since our inception we have made significant progress and are proud of what we have achieved working with our service users, communities and partners.

We have:

- maintained one of the lowest council tax increases year on year since 1996
- maintained one of the lowest council housing rent levels in Scotland
- established approved regeneration plans of the former Ravenscraig steelworks site to become a new community. The approved plans include major parkland areas, up to 3,500 new homes, up to two million square feet of business and industrial accommodation, new transport links, two new primary schools and the new Sportscotland regional sports facility and Motherwell College building
- achieved £55m efficiency savings between 2000 - 2006
- £127 million of new schools, nursery and community facilities from the £150 million investment service modernisation programme which has been delivered through the Education 2010 Public Private Partnership in conjunction with our private partner, Transform Schools (North Lanarkshire) Ltd. To date the partnership has now provided two secondary schools and 13 primary sector projects which involve 6 stand-alone schools and 14 schools on 7 joint campus sites, including nursery provision, a cultural centre and public library.
- invested more than £2.3 million in 104 locations for environmental improvements, public safety, access and health
- increased the numbers of S4 pupils gaining five or more Standard Grades by 34% and increasing the number of S5 pupils achieving five or more Highers by 65%.
- 75 schools have been awarded their first Eco-School green flag, 31 have achieved their second, 8 have their third and 1 school has gained permanent green flag status
- invested £10.4M each year improving roads, lighting and footpaths
- improved our tenants homes by investing more than £300 million in major improvements to our housing stock
- over 500 people being supported to control their own arrangements to meet their needs with the planning, design, delivery and funding based on individual needs
- established robust partnership working arrangements across the public sector in North Lanarkshire
What our residents told us

We undertook the North Lanarkshire Residents Survey during 2006. The main aim was to seek representative and reliable information on the views and perceptions of local residents. This was in regard to the main Council services, on the service they receive when they contact the council or make a complaint and how the council tackles a range of key issues affecting the local area. In addition, for this survey, the questionnaire has been extended to look at key aspects of community safety, community engagement and health and lifestyle.

Responses to the survey have been analysed and the results have been used in the production of this plan at a strategic and local level. We will undertake further surveys over the course of the Corporate Plan timeframe to ensure that we continue to listen to what our residents want.

Strategic Challenges

Like all organisations, we are affected by international, national and local influences. Climate change, the world economy, international trade, economic agreements and Scottish, United Kingdom and European laws all impact on our efforts to deliver services and meet local needs.

Following the Scottish Government and Local Government Elections in May 2007, the SNP gained a majority vote. The newly formed Scottish Government is currently implementing their new programme and from this we will have to anticipate policy and legislative changes which will affect the way we deliver services.

The new 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

We are fully supportive of the agenda for reform and recognise the potential to deliver better services to the Scottish public. We have a responsibility to deliver our services according to the Public Sector Reform in Scotland, Shared Services and Efficient Government programmes.
The Corporate Plan will demonstrate our contribution to the achievement of national priorities. The Community Plan will demonstrate the commitment and joint action by the public sector to deliver national priorities.

From April 2008 North Lanarkshire Council will have a **Single Outcome Agreement** in place. This will be an agreement between us, our Community Planning partners where appropriate and the Scottish Government, in return for consolidation of our revenue funding streams and planning and reporting requirements. This will be achieved through the delivery of national and local priorities identified in this Corporate Plan.

There will be ongoing budget pressures as a consequence of lower financial settlements from the Scottish Government as they strive to offer Scotland better value services. There are significant additional costs associated with the implementation of equal pay and single status agreements as well as the ongoing challenge to achieve best value and deliver continuous improvement.

The challenge in this is that our financial arrangements will change accordingly and setting a three-year budget will allow us to plan with more certainty. Our spending plans therefore will be in line with the outcomes outlined in this plan.

We began implementing our major change management programme **‘Service & People First’** in April 2007. This programme has a number of actions, which will be delivered under the following headings:

- Efficiency measures
- Workforce development
- Organisational culture

We have already begun work to implement the actions by implementing the new organisational structure in April 2007. This structure aims to streamline and modernise the existing structures, which were put in place based on a major review in 1999. We have introduced ‘Service & People First’ in order to produce stability and put our customers and service delivery at the forefront of the Council. The new structure has regrouped services into Corporate Services, Finance & Customer Services, Environmental Services, Learning & Leisure Services and Housing & Social Work Services. The Chief Executive’s Office has amalgamated Economic Regeneration with Community Regeneration to form Regeneration Services.

*insert Structure Diag

We are using ‘Service & People First’ to drive our commitment to best value and continuous improvement. We are audited each year by an external organisation so we can be sure that we are making good progress towards continuous improvement. The detail of this plan provides our strategic focus to ensure we have delivered best value to our customers and that we work continuously to improve our service.

We will continually work to improve **equal opportunities** for all our communities in North Lanarkshire. One size does not fit all. We all have different needs because of differences in our gender, culture, religion, ability, race, sexuality, age and a whole range of other factors. Services need to be delivered in a way that takes account of our needs.

We are committed to delivering services, which fit the varying needs of our communities and we will endeavour to make equality a regular part of the mainstream policy process by ensuring that equality issues are part of every stage of the services we deliver to the public.
We are currently working to streamline our Disability, Race and Gender Equalities plans into a single Equality Plan, which will align our equalities commitment with the new national Equalities and Human Rights Commission which replaces the previous commissions for Equal Opportunities, Race and Disability.

We work very closely with our Community Planning partners through the North Lanarkshire Partnership (NLP). Our partners include Strathclyde Police, Strathclyde Fire & Rescue, NHS Lanarkshire, Jobcentre Plus, Voluntary Sector, Communities Scotland, the consortium of North Lanarkshire Colleges, Strathclyde Partnership for Transport and Scottish Enterprise Lanarkshire. This partnership ensures that we are working together to provide joined up public services.

We are preparing this plan in parallel with the Community Plan 2008 – 2012. Our commitment to the partnership will ensure that we and our partners are undertaking the actions and meeting the targets set out in both the plans to make real progress in improving life in North Lanarkshire.

Community Engagement

It is important for us to achieve service delivery that takes into account what the people of North Lanarkshire want. We, as a Council currently offer a range of community engagement structures and mechanisms which operate at a North Lanarkshire-wide, Local Area Partnership-level, and neighbourhood level. In addition to this is a range of forums and groups, which have been developed over several years, which represent communities with a particular interest such as carers or young people.

We have used the results of the Residents’ Survey carried out in 2006 to facilitate the development of service planning which not only delivers local and national priorities but also delivers what the residents of North Lanarkshire have told us what they want. Out Tenants Participation Strategy outlines how we are developing our communication and consultation processes with our tenants.

We have recently refreshed our Community Engagement Strategy for North Lanarkshire and it is important to identify the strengths in our current approach and seek, where possible, to build on existing mechanisms and ensure that the Strategy complements the existing work of partners.

During April and early May 2007 a large random sample of residents from across North Lanarkshire were invited to become founder members of the North Lanarkshire Citizens’ Panel. Just under 2,500 residents have voluntarily agreed to become members of the Citizens’ Panel and take part in a programme of consultations. The Panel is broadly representative of North Lanarkshire’s entire population and is of a sufficient size to draw reliable findings at a Local Area Partnership level. Three postal surveys have been included in the outline programme of activity for 2007/08.

We currently have a team of 6 Community Engagement Officers dedicated to the implementation of the Community Engagement Strategy, delivering the National Standards for Community Engagement and to facilitate the development of networks of communication with our communities.

We will use all the mechanisms available to us to ensure our communities are fully involved and engaged in the decision making and development process and that we take into consideration local issues identified by local people.
Our Key Themes

We have identified five key themes which cover the range of work undertaken by the Council. Within each theme we have identified overall outcomes which we expect to achieve by 2012 and an indication of the key actions we will take to reach these outcomes.

Our key themes are broadly aligned with those of the new Scottish Government strategic objectives noted in the strategic challenges section of this plan.

Health and Wellbeing

In recent years we have seen a gradual increase in life expectancy. This has been accompanied by an increased use of council services and sports facilities. Significant investment has improved our private and public housing stock.

The population of North Lanarkshire still experiences significant health inequalities, particularly individuals and families in areas of poverty and concentrated deprivation, which is exacerbated by additional complex needs. Life expectancy and health improvement is slowly rising and we have an ageing population in that the proportion of elderly residents is increasing with fewer people being born and people living longer. This creates a need for better more joined up care and support services.

We will take action to facilitate improvements to reduce the inequalities in health by promoting physical activity, healthy eating, mental wellbeing and raise awareness and increase initiatives that promote healthy lifestyles and impact positively on life circumstances. Community planning partners are working together to challenge health inequalities by promoting more joined up planning and service delivery with a special focus on deprived areas.

We will work together to reduce the risk to children and vulnerable adults from experiences of abuse and neglect and wherever possible, support people to remain in their own homes with their families and the community. People will have access to services and support that will enable them to live independently and participate within the community. We continue to develop flexible and adaptable support services for younger and older people.

We will provide residents with access to a good quality, affordable and suitable range of housing that meets their requirements. We will improve further the satisfaction levels of tenants and tackle issues around homelessness, fuel poverty and provide information and welfare advice services that are accessible to all. Our commitment is to prevent and alleviate homelessness in all its forms through further developing our services. We will continue to provide targeted support and assistance to help improve conditions throughout the housing stock.

This Council is committed to providing our residents with health and wellbeing and housing services that give them the best opportunities and choices for all.
Strategic Measures of Success

- More people having healthier lifestyles and opportunities resulting in better physical and mental wellbeing and reduced health inequalities
- Excellent health and care services that are timely, effective and centred around individuals
- Improved access to good quality and affordable housing in safe and pleasant environments

Outcomes 2008-2012

Over the next 4 years we expect to achieve the following:

- More people able to make healthier choices for their diet and nutrition
- More people enjoying the benefits of having a physically active life
- Reduction in the harmful consequences and impact of alcohol and substance use
- Reduction in the consequences and impact of smoking
- Improve the emotional wellbeing of North Lanarkshire residents
- More people are supported at home, as an alternative to institutional care
- People receive improved care and support through better quality and faster access to services
- 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
- Fully developed services to prevent homelessness and help all households who are homeless to secure suitable accommodation

Flagship Projects

We have identified some of the key activities in which will support the achievement our strategic outcomes for health and wellbeing:

- Health promoting schools and nurseries
- New House Building Programme and improvement programme
- Day opportunities for younger and older adults
Environment

Our crime rates are reducing, significant amounts derelict and vacant land have been brought back into use and our recycling rates are improving.

The past image of North Lanarkshire has been influenced by industrial use, lack of green space and the need for more attractive developments. This has improved over the last decade and our natural advantages are now being realised. We continue to use landfill sites as our main disposal methods for waste but we are in the process of developing alternative disposal methods in order to meet European targets. We have invested large amounts in our road and footpath infrastructure, repairing the damaged suffered in the past from high levels of industrial use and bringing them up to a standard which supports our drive to reduce the impact of our local and global climate. People continue to be concerned about crime levels and antisocial behaviour. We will continue to reduce these levels in addition to reducing accidents at home and on our roads.

We are committed to improving and sustaining our natural and built environment, ensuring it is protected, cared for and looked after for our residents. We will increase and promote recycling activities in line with European targets and make progress to introduce innovative and sustainable waste disposal and reduction processes. Our aim is to continually develop and improve waste management practices and arrangements which will best serve the citizens of North Lanarkshire and contribute effectively towards sustainable development. We have signed up to the Climate Change Declaration and will commit to publishing a plan aimed at reducing greenhouse gas emissions, with targets and timescales, and to integrate greenhouse gas reduction and climate change adaptation measures into all new plans and strategies.

We will protect, enhance and create habitats and ecological resources throughout North Lanarkshire and incorporate these ecological resources into new developments. This will contribute to the local and area-wide landscape, the aquatic environment and the community resource and well-being. We continue to protect our rivers and lakes and will ensure that their aesthetic and recreational value is maintained. 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. We will ensure that these are enjoyed by all and assist in making North Lanarkshire a vibrant and attractive place to live, work and play.

Our transport strategies will tackle the issues of congestion and reliability through a combination of public transport, smarter choices, information provision and demand management measures as well as measures to improve facilities for freight in the area and by ensuring that the infrastructure is of a quality that does not impede development and economic growth. We are working with Strathclyde Partnership for Transport (SPT) and others to develop our existing road networks and fully implement national, regional and local transport strategies to ensure people are able to move between the areas where they live, work and play and access the services and facilities they need. This work will also support our drive to decrease our impact on the environment. We continue the shift away from modes of transport which exclude groups, create unwelcome environmental impact or impose unnecessary costs on society. We will improve connectivity within North Lanarkshire, focus on making bus and rail services more attractive and viable journey options, enhance park and ride facilities, improve journey times of public transport and maintain our transport infrastructure to ensure it remains fit for purpose and provide sustainability.
We will continue to make North Lanarkshire a safer place to live. Our residents’ survey showed that our citizens are aware of how we are improving safety. We will act early to prevent and minimise the impact of anti-social behaviour and will continue to work in partnership to increase people's confidence in their community and to promote active citizenship and pride in their area. We recognise the need to keep all our residents safe from harm and will target our efforts at protecting the most vulnerable individual’s in our community including those at risk. We support Community Safety initiatives related to substance use and alcohol related problems through our Licensing functions. We will monitor accident rates and act to develop road traffic management programmes to reduce the incidents of road traffic accidents. We will provide our community with information and raise awareness on the causes and prevention of accidents to ensure an ongoing reduction in injuries due to preventable fires and home accidents.

North Lanarkshire’s environment offers many opportunities to make the area safer, more attractive and sustainable.

**Strategic Measures of Success**

- **People live and work in a natural and built environment which is protected, cared for and enhanced**
- **North Lanarkshire is a safe place to be for residents and visitors**
- **Reduce our negative impact on the environment through the development of sustainable services and actions**

**Outcomes 2008-2012**

Over the next 4 years we expect to achieve the following:

- The quality of our built and managed landscapes is improved through measures including environmental design guidance
- Maintain the extent and quality of environmentally designated sites
- Reduce disorder and antisocial behaviour whilst enhancing community safety and wellbeing
- Reduce the levels of recorded crime
- Reduce the threat of sexual, physical and emotional abuse to children and vulnerable people
- Achieve a sustainable reduction in alcohol misuse through problem solving and innovation
- Reduce risk to the community from the threat of extremist activity
- Reduce the number of accidents in North Lanarkshire
- Reduce the amount of waste going to landfill sites
- Improve air quality across North Lanarkshire

**Flagship Projects**

We have identified some of the key activities in which will support the achievement our strategic outcomes our environment:

- Joint Lanarkshire Waste Management Procurement to develop a residual waste facility
• Broadwood Development to provide a state of the art Community Sport and Leisure Facility
• Summerlee Museum upgrading including purpose built displays, state of the art facilities and added educational value
Lifelong Learning

The number of secondary aged school children gaining standard grades and highers has increased. Our rates for reading and writing performance in primary schools, according to national standards, are increasing and the number of people in employment in North Lanarkshire has increased by more than twice the national rate of growth in the last 5 years.

We will continue our improvements and raise our educational attainment levels with a view to achieving and exceeding the national average. Recent changes in the area’s industrial structure are expected to continue with significant shifts away from primary, manufacturing and extraction industries towards the service sector, particularly finance and business and health and education. There will be a need to provide skills and training that encompasses the requirements of the service sector as well and the manufacturing sector. We have a need to establish sustainable pathways to employment and support our school leavers into post-school education, training, or employment. We are aware, from our residents’ survey, that our residents feel that we do well in assisting unemployed people back to work but we recognised there is further development required.

We are committed to providing an educational environment that is relevant to children and provides them with the skills and resources they require to gain the highest possible achievement through their nursery, primary and secondary school years to allow them to reach their full potential. In order to increase achievement level of pupils, we will tailor our services to match our educational aspirations. We are working with the private sector through Public Private Partnerships and framework agreements to provide a modernised education service and will continue to work towards fulfilling the School and Centres 21 initiative. We will ensure that our staff work more closely with Community Learning and Development to direct resources to more vulnerable young people.

We will work with our partners to increase opportunities and pathways to sustainable employment by providing better access to lifelong learning and support young people of school age in order that they make a positive transition to post-school education, training, or employment. Our drive will be towards further development of vocational education in schools, targeted work experience programmes and referral arrangements to Community Learning and Development. We will also continue to provide education, employment and training opportunities and support to young people aged between 16 and 19 years of age who are not in education, employment or training. We will work towards proactive engagement with the community to encourage participation in formal learning with achievable outcomes. Our close partnership with the voluntary sector and other agencies will promote a range of employment opportunities for all people within our community.

As our local economy is moving towards finance and business and health and education this requires us to further develop the breadth of the courses on offer to provide service sector skills and training to support employment in growing sectors. We will actively participate in and promote initiatives to bring employment rates up to national levels and continue to maintain opportunities to gain employment. We will work with our partners to close the opportunity gap for adults in North Lanarkshire through supporting our economically inactive population to access employment, education and/or training.

This Council is committed to making North Lanarkshire a place where people are able to learn and work, realise their full potential and take up the opportunity to make a contribution to their community.
Strategic Measures of Success

- Improve access to quality learning opportunities
- Raising achievement for all
- Closing the opportunity gap

Outcomes 2008-2012

Over the next 4 years we expect to achieve the following:

- Improved buildings and facilities making them fit for 21st Century learning purpose
- A more developed flexible curriculum and expanded vocational education opportunities
- Improved management information systems to link learning to employment
- Improved access to E-learning
- More learners achieve alternative attainment success
- Improved pupil attainment at national qualifications
- Increased participation in alternative curricula options
- Improved support to progress adults and young people towards learning opportunities and sustainable employment
- Increased number of 16-19 year olds in education, employment or training
- Improved future prospects for pupils with additional support needs
- Improved work experience and taster programmes for pupils

Flagship projects

We have identified some of the key activities in which will support the achievement our strategic outcomes for lifelong learning:

- Schools and Centres 21
Regeneration

We have continued to invest considerable amounts in restructuring our area and improving our economic, social and environmental conditions. Economic growth and employment rates are continuing to rise and according to Government statistics, we have fewer areas classed as being the most deprived.

The closure of the Ravenscraig steel works in 1992 caused considerable challenges for North Lanarkshire with a knock on effect of the loss of some 10,000 jobs and created one of the largest brown field sites in Europe. Since this time we have invested a large amount of resources into regenerating our communities through the development of the Local Area Partnerships and it is with our continued commitment to look forward that we will drive our regeneration efforts further. The vibrancy and sustainability of our town centres remains a high priority for our residents and is a major factor in driving the future regeneration of the area. We are working with public and private partners to bring new uses into our town centre environments to support us in realising our full economic potential. The range of available business premises must be suitable and capable of meeting the needs of different sectors. While there has been an significant increase in employment growth in the area the gross weekly pay of residents is currently below the national average for Scotland and our unemployment rates, although decreasing are still higher than the national average.

Working with Fusion Assets, our regeneration company we will continue to invest in brown field sites to create quality developments to support the growth of our business community and meet the needs of our residents. The Ravenscraig regeneration will see approximately 3500 new homes, a high quality business and industrial quarter, an innovation centre, a vibrant town centre with leisure, retail and arts facilities and transport links to serve the surrounding area. We are committed to continue investment in our town centres to ensure they become vibrant, sustainable focal points for economic, recreational and cultural activities with improved paving, landscaping, traffic management and street furniture, offering first class retail facilities for the wider area. This will enable new investments and allow us to realise the potential to further expand our local economy and provide the appropriate, attractive setting that people want to live and work in.

In North Lanarkshire we are committed to supporting local businesses and encouraging new business development start ups. Working in partnership we provide a dedicated business support service offering a range of flexible products to help access funding, training, development and marketing support. By supporting the continued restructure of our economy and the expansion of the local business base we will reduce the gaps between the most deprived areas and communities and regional and national averages to create the conditions for economic and employment growth. We will work together with social enterprises to support them in developing processes for public procurement. We recognise that we, as a council have role to play in providing best value public procurement.

We are determined to give our communities the opportunity to be involved in improving their own surroundings and we will continue to involve and consult with residents on the issues that affect them. Our Local Area Partnerships are committed to providing a conduit to transform what the communities want into tangible, visible results through the introduction of the Neighbourhood improvement plans. Our physical and environmental improvements will be linked to strengthening and developing our communities further with enhanced infrastructure in our parks, open spaces, roads and services available. We continue to invest in our communities to deliver environmental improvements such as the installation of seating and fencing, verge improvements, paving and surfacing, tree and shrub planting/removal and visual works of art. This programme of work highlights our commitment to neighbourhood regeneration and the value of the Local Area Committees. Not only will this improve the quality of the environment in communities across North Lanarkshire, but the quality of life for local residents will also be enhanced.
Strategic Measures of Success

- Increasing economic growth by supporting new and existing business and providing appropriate investment opportunities
- Enhance physical and social networks and infrastructure to support the regeneration of local communities
- Increase residents skills and ability to take up opportunities within the area

Outcomes 2008-2012

Over the next 4 years we expect to achieve the following:

- North Lanarkshire as a place in which to live, work, visit and invest
- Ravenscraig and our existing town centres as centres of economic and social activity
- Strong communities and attractive places to live
- High quality infrastructure which attracts investment and drives regeneration
- Improved support to North Lanarkshire’s business community

Flagship Projects

We have identified some of the key activities in which will support the achievement our strategic outcomes for regeneration:

- Town Centre Regeneration
- Ravenscraig Regeneration Development
- Gartcosh Business Interchange developed to provide a leading sustainable business location
Developing the Organisation

The key themes we have laid out in this plan detail how we will ensure that 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 strategic objectives, relates to how we are able to develop our organisation in the future. In order to deliver this, we as a council, need to ensure we are working in a visionary, modernised way. A number of changes have impacted on the work of the council over the last few years and will continue to do so. We have introduced the change management programme ‘Service and People First’ that provides us with the flexibility to adapt to national drivers and ensure we are delivering a high quality, efficient and effective service for every resident in North Lanarkshire.

The resources that are available to the Council and how we utilise these resources within the organisation are obviously key considerations, which will influence our success over the next 5 years. We are therefore looking to continue to target efficiency savings, which free up further resources to better support our key themes and frontline services. Over the next 4 years, through the implementation of the efficiency measures objective of ‘Service and People First’ we aim to achieve a savings target of at least £50 million. We will drive down overhead costs and maximise resources for frontline services. As well as driving our own internal programme of efficiency savings we will also work with other Councils and public sector organisations to explore ways in which new methods of working and organisational arrangements will further improve services and reduce costs.

We will develop our workforce to support our consistent drive for continuous improvement. We will work in partnership with Trade Unions to continue to develop our conditions of service, pay and grading model and Human Resources to best support our workforce to deliver high quality services to the people of North Lanarkshire. We will continue to improve training and development opportunities and physical working conditions to ensure our workforce is applying best practice and knowledge to the services and are able to carry out their role to the best of their ability.

We need to ensure that consistently across all parts of the Council, we focus first and foremost on the service users and we respond to their needs and operate to put the services and people at the forefront of service delivery. The driver for this is to embed an organisational culture that will deliver high quality services, which are supported by a "can do" attitude at all levels throughout our organisation. We will achieve better corporate working and improve service co-ordination and exploit the tremendous opportunities that are available through the introduction and development of new technology. We want our services to have improved ownership of the corporate strategy and therefore will have improved corporate identity and this is achieved through aligning our services under the new structure of Finance and Customer Services, Corporate Services, Environmental Services, Learning & Leisure Services and Housing & Social Work Services.

We will be a Council that develops a consistent and positive approach to service delivery and focuses on service users at all times. We aim to provide a flexible, high quality local government service, which will utilise our workforce and resources to the best of our ability.

Strategic Measures of Success

- The Council, working in partnership, will provide high quality, customer focused, accessible services making best use of a committed effective and organised workforce
Outcomes 2008-2012

Over the next 4 years we expect to achieve the following:

- Improve and continue efficiency savings
- Improve access and provide better joined up services
- Develop our workforce
- Introduce positive organisational culture

Flagship Projects

We have identified some of the key activities in which will support the achievement our strategic outcomes to develop our organisation:

- Service and People First Change Management Programme
- Scott Street Offices/Coatbridge Baths Site/Airdrie Resource Centre
Implementation and Monitoring

The implementation of a monitoring framework for the Corporate Plan requires to be linked directly to the planning and performance management systems within the Council.

The establishment of this joint process to develop and manage the Community Plan, the Corporate Plan and Single Outcome Agreement, will ensure that we fully reflect the actions of the council. Therefore the Corporate Plan and Community Plan can be clearly linked to the outcomes, measurable indicators and targets. This Corporate plan will be supported by the 5 themed-corporate working groups’ action plans. The action plans will link individual service’s actions to the indicators and outcomes contained in this document. Targets are set against each indicators aligned under each outcome. This is detailed in the diagram.
Performance Management

Scottish Government Strategic Objectives

and Fairer

Healthier

Safer and Stronger

Greener

Smarter

SINGLE OUTCOME AGREEMENT

CORPORATE PLAN

- Annual Performance Plan informed by corporate working group action plans and service plans
- Annual Performance Report

Regeneration Themed/ Corporate Working Group Action Plan
- 4 year
- Reviewed Annually
- Flagship Projects

Health & Wellbeing Themed/ Corporate Working Group Action Plan
- 4 year
- Reviewed Annually
- Flagship Projects

Environment Themed/ Corporate Working Group Action Plan
- 4 year
- Reviewed Annually
- Flagship Projects

Lifelong Learning Themed/ Corporate Working Group Action Plan
- 4 year
- Reviewed Annually
- Flagship Projects

Developing the Organisation Themed/ Corporate Working Group Action Plan
- 4 year
- Reviewed Annually
- Flagship Projects

PERFORMANCE MANAGEMENT FRAMEWORK
Finance

Our main sources of funding are from the Scottish Government and Council Tax. Our future spending plans will be determined by the priorities set out in this plan. The Single Outcome Agreement is currently under negotiation. This section of the plan will be finalised once negotiations have been concluded. Our main commitment set out in our financial planning is to:

- deliver our efficiency saving target of £50 million over the next 4 years
- tbc
- tbc

Revenue Budget - TBC

Capital Budget - TBC