

DRAFT

APPENDIX 1

**North Lanarkshire Single Outcome
Agreement
2009/2010**



Section 1: Purpose of the Agreement

This Outcome Agreement for 2009/10 has been revised and updated based on North Lanarkshire Partnership's original Single Outcome Agreement of 2008/09, taking into account the key points of the Guidance Notes 2009/10 and further local developments in the review of outcome indicators and targets.

It remains the purpose of this Outcome Agreement to identify areas for improvement and ultimately deliver better outcomes for the people of North Lanarkshire. The Outcome Agreement forms the basis of a new relationship between Scottish Government and North Lanarkshire Council based on trust and mutual respect.

The Concordat put in place between the Scottish Government and COSLA in November 2007, sets out the terms of a new relationship between the Scottish Government and local government and underpins the funding to be provided to local government over the period 2008-09 to 2010-2011.

A central proposal of the Concordat was the creation of a Single Outcome Agreement (SOA) between each Council and the Scottish Government, based on 15 key national outcomes. The National outcomes reflect the Scottish Government National Performance Framework and also reflect the corporate and community plan commitments across Scotland's Councils and Community Planning Partnerships.

The Single Outcome Agreement approach to public service delivery is beginning to deliver the following for North Lanarkshire Council, its partners, its communities and the Scottish Government:

- *Connect local and national outcomes*

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

- *Reduced ringfencing*

As a result of the Concordat, elements of previously ring-fenced funding have been transferred into the Council's financial settlement. There remain a small number of resources which continue to be distributed as specific grants. This is largely accounted for by the Council's share of the new Fairer Scotland Fund. The reduction of ring-fencing reinforces the Council and its partners' ability to align its spending priorities to a set of shared local outcomes relevant to the communities of North Lanarkshire.

- *Less monitoring and reporting*

The performance reporting system associated with the SOA replaces the myriad of existing systems and provides regular, timely and transparent reporting to the Scottish Government on both national and local outcomes.

- *Better partnership working*

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

Section 2: Scope of the Agreement

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

The Community Planning Partners are:

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

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

The Outcome Agreement is underpinned by several commitments made by the Council and its partners in relation to equalities, sustainable development, and joint financial planning and resources.

The development of the Outcome Agreement has been fully supported by all community planning partners and is informed by the outcomes of our review of the Council's Corporate Plan and the NLP Community Plan for period 2004-2008 and development of our new Corporate and Community Plans 2008-2012.

This process was underpinned by a comprehensive engagement and consultation process where a range of mechanisms were put in place to seek the views of partners and local residents. Citizens Panel members were engaged through a series of area-based focus group sessions; community consultation events were held; many local partners, voluntary sector organisations and community groups were involved through presentations and workshop sessions; and members of our local community forums participated in a weekend residential to focus on future priorities for their local communities.

During 2008/09, all community planning partners have engaged in the further development of the Outcome Agreement, contributing to a full review of our local outcomes and indicators, and ensuring the priorities of each partner organisation fully align with those expressed within this agreement. In light of the recent economic downturn, we have revisited our targets related to business development and economic opportunities to take account of the potential impact that financial instability will have on investment, costs and incomes.

We have also sought to fully incorporate our commitments made to national pieces of work, such as Equally Well, Early Years Framework, and the National Community Care Outcomes Framework.

This Outcome Agreement therefore represents Year Two of a three year rolling programme. The Outcome Agreement will be subject to annual review.

Section 3: Local Context for National Outcomes

This outcome agreement aligns the Partnership's local outcomes with the 15 national outcomes. Inevitably, however, our local outcomes cut across several of the national outcomes. This section aims to demonstrate the connections between the five community planning themes, our local outcomes and where they fit with the national framework. This section is further supported by the local context presented within each of the national outcomes in Section 4.

Theme 1 – Regeneration

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

Our focus on developing strong and sustainable communities incorporates many of our priorities for the Fairer Scotland Fund programme in terms of regenerating our most disadvantaged communities and as such connects with National Outcomes 7 and 10.

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

Theme 2 – Lifelong Learning

Our lifelong learning theme incorporates our commitment to learning from early years through to adult learning opportunities and recognises the importance of ensuring the provision of support to progress those most in need toward learning and training opportunities and ultimately, sustainable employment. Our lifelong learning outcomes therefore contribute largely to National Outcomes 3 and 4 with our focus on raising attainment, improving our vocational education opportunities and our commitment to adult learning. It should also be noted that we are committed to ensuring that we provide support to those young people and adults most in need to ensure they can access education, training and employment opportunities, and, as such, some local outcomes contribute to National Outcome 7.

Local Outcome	National Outcome
Improved buildings and facilities fit for 21 st Century learning purpose	3, 4, 5
Improved curriculum and expanded vocational education opportunities	3, 4
Improved access to E-learning	3, 4
Increased number of learners achieving accreditation outwith national qualifications	3, 4
Improved learner accreditation within national qualifications	3, 4
Increased participation in alternative curricula options	3, 4
Increased number of learning opportunities for adults	3, 7, 8
Increased number of young people in education, employment or training	3, 4, 7, 8
Improved support to progress people towards learning and training opportunities and sustainable employment	2, 3, 7
Increased skill levels to improve productivity in work	2, 7

Theme 3 – Community Safety

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

Local Outcome	National Outcome
Impact upon disorder, antisocial behaviour, violence and abuse within our communities	9, 7
Enhanced community safety and wellbeing within our local communities	9

Theme 4 - Environment

Our Environment outcomes recognise the need to protect, care for and enhance our natural and built environment and also to reduce the environmental impact of our consumption and production. These outcomes connect with National Outcomes 10, 12 and 14.

Local Outcome	National Outcome
Improved quality of our built and managed landscapes through measures including environmental design guidance	10, 12
The extent and quality of environmentally designated sites is maintained	10, 12
Reduction in the waste going to landfill sites	12, 14
Improved air quality across North Lanarkshire	12, 14

Theme 5 - Health and Wellbeing

Our priorities for health improvement in North Lanarkshire all fit neatly within National Outcome 6. However, it should be noted that in order to tackle the significant health inequalities regarding our most deprived communities our health improvement outcomes also contribute to National Outcome 7, and incorporate the priorities of the Fairer Scotland Fund programme. Our Health & Wellbeing Theme also incorporates our priorities for care and support services which fit with National Outcome 6 and 11. Our commitment to improve housing conditions, and the housing choices available to North Lanarkshire residents connect with National Outcomes 10 and 12. Tackling homelessness is a priority in North Lanarkshire and is attached to National Outcomes 7 and 8.

Local Outcome	National Outcome
Increased proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working	6, 11
Improved care and support through better quality of services	6, 8, 11
Improved care and support through faster access to services	6, 8
Increased number of people able to make healthier choices for their diet and nutrition	5, 6, 7
Increased number of people enjoying the benefits of a physically active life	6, 7
Reduced impact of alcohol and substance use	6, 7
Reduced impact of smoking	6, 7
Improved emotional wellbeing of North Lanarkshire residents	6, 7, 8
Improved range of housing and support options for those with particular needs	10, 12
Improved housing conditions and progress toward achieving the Scottish Housing Quality Standard in our own stock	10, 12
Improved housing choices in the size and types that people want in the areas they want to live and that they can afford	10, 12
Improved services to prevent homelessness and help all households who are homeless to secure suitable accommodation	7, 8

Cross-cutting theme – Sustainable Transport

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

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

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

Fairer Scotland Fund

The Outcome Agreement incorporates our commitments made via the Fairer Scotland Fund in respect of regenerating the most disadvantaged communities, improving the life chances of individuals and groups experiencing poverty and disadvantage, tackling health inequalities and improving employability, particularly for young people and other hard to reach groups.

The strategic deployment of the Fairer Scotland Fund in North Lanarkshire is an integral part of this Outcome Agreement and is linked to the following local outcomes and associated indicators:

- Improved support to progress people towards learning and training opportunities and sustainable employment
- Strong, sustainable communities and more attractive places to live and visit
- Increased number of young people in education, employment and training
- Increased number of learning opportunities for adults
- Impact upon disorder, antisocial behaviour, violence and abuse within our communities
- Increased number of people able to make healthier choices for their diet and nutrition
- Reduced impact of smoking
- Increased number of people enjoying the benefits of having a physically active life
- Reduced impact of alcohol and substance use
- Improved emotional wellbeing of North Lanarkshire residents

Section 4: Outcomes and Commitments

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

Local Context

Attracting new businesses to the area 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.

Since 2003, the number of New Business Starts in North Lanarkshire has increased by 23% and in 2006 there was a total of 1,262 new businesses created in North Lanarkshire (Source: Scottish Clearing Banks). Similarly, the total number of VAT registered businesses in North Lanarkshire has increased by 18% since 2003 (Source: DTI – Small Business Service) and in 2007 there was 5710 businesses in total in North Lanarkshire. The recent developments in the economy at a local, national and international level are impacting on the level of investment and business development within North Lanarkshire. We are committed to off-setting the impact of the credit crunch by further developing our support to businesses to help them strengthen and grow. Our local targets for business development and jobs growth have been revised to reflect these developments.

The number of hectares of vacant and derelict land in North Lanarkshire continues to remain high in North Lanarkshire with 1,399 hectares on the register in 2007. The Council and its partners are aware of the potential obstruction this poses for future economic growth and as such are committed to reducing the amount of vacant and derelict land within the area by remediating 100 hectares per annum.

The development of our town centres in North Lanarkshire is also vital for the continued growth of our local economy. With this in mind, we will continue to engage with our residents through surveys and focus groups in order to ensure our town centre improvements meet their needs and priorities. In our last Residents' Survey of 2006, 37% of respondents stated their satisfaction with town centre improvements. We are committed to ensuring that these satisfaction levels increase throughout the duration of the Outcome Agreement and beyond.

During 2008/09 two major developments have commenced on Ravenscraig. One of these, the replacement of Motherwell College is progressing well and is due for completion in the new summer of 2009. The other, the development of the new Sport Scotland regional facility, has now commenced but its progress has been delayed by the impact of the changing economic circumstances. Over the last year we have increased our focus on the town centre improvement with further investment in town centre improvements. Our available business space continues to increase with the development on additional provision of developed space at our key investment locations of Eurocentral and Strathclyde Business Park.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Improved support to North Lanarkshire's business and social enterprise sectors	Number of jobs in North Lanarkshire (<i>Annual / Annual Business Inquiry /NOMIS</i>) *Data source changed to NOMIS for more frequent updates	126,000 (2006)	128,000	130,000	
	Number of VAT registered businesses in North Lanarkshire (<i>Annual / NOMIS</i>)	5,470	5,600	6,270	
High quality infrastructure which attracts investment and drives regeneration	Number of hectares of vacant and derelict land remediated (<i>Annual / North Lanarkshire Council</i>)	0 ha	200 ha	300 ha	
Development of Ravenscraig and our existing town centres as centres of economic and social activity	(4) Square metreage of developed space at key investment locations (inc Ravenscraig)	Eurocentral 200,000 sqm Strathclyde Business Park 130,000 sqm Ravenscraig 0	240,000 sqm 136,900 sqm	260,000 sqm 141,700 sqm	57.49 hectares at Ravenscraig by 2013
	Percentage of respondents who rate their town centre improvements as 'very good' or 'good' (<i>Annual / NLP Residents' Survey</i>)	37%	47%	55%	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					
Regeneration Action Plan (North Lanarkshire Partnership, 2008-12) Regeneration Statement (North Lanarkshire Council, 2008) Glasgow and Clyde Valley Structure Plan (Glasgow and Clyde Valley Structure Plan Joint Committee, 2006)					

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

Local Context

Employment in North Lanarkshire is forecast to grow rapidly between 2007 and 2017 at a rate of 5% or an additional 7,000 jobs. This is faster than the predicted rate of growth for Scotland as a whole (+4%), but slower than the UK (+6%) (Source: SLIMS). Between 2004 and 2007, the number of jobs in

North Lanarkshire increased by 8% which is the equivalent of 9,300 jobs (Source: NOMIS) In 2007/08, there was 128,500 jobs in North Lanarkshire.

The number of individuals claiming worklessness-related benefits has decreased steadily over the past 4 years. Indeed the overall number of individuals has fallen by 17% between May 2004 and May 2007, when 36,260 individuals were claiming worklessness-related benefits.

In November 2008, North Lanarkshire Partnership launched our new employability service, North Lanarkshire's Working. This service aims to provide a comprehensive, co-ordinated model for the delivery of advice, training and support to unemployed individuals in North Lanarkshire. This model brings together a range of key partners including the three colleges, Routes to Work and the Third Sector delivering a range of targeted training programmes alongside an employer engagement process which aims to maximise employment opportunities.

The impact of the credit crunch will inevitably impact on our projected growth in jobs and employment opportunities. We have therefore revisited our targets for benefit claimant reduction to reflect this.

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

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Improved support to progress people towards learning and training opportunities and sustainable employment	Reduction in individuals claiming DWP benefits (<i>Quarterly / NOMIS</i>) *Data source changed to NOMIS for more frequent updates	38,050 (May 07)	39,000	30,000	
	Percentage of working age population that is economically active (<i>Annual / NOMIS</i>)	77.6% (2006/07)	77%	79.1%	
Increase skill levels to improve productivity in work	Qualification levels within the local workforce (<i>Annual / NOMIS</i>)	NVQ 1 73.7%	NVQ 1 75.7%	NVQ 1 76.3%	
		NVQ 2 61.6%	NVQ 2 64.1%	NVQ 2 64.9%	

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)

Regeneration Statement (North Lanarkshire Council, 2008)
CPP Programme

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

Local Context

Educational attainment levels in North Lanarkshire have consistently improved over the past ten years and at a faster rate than the national average. We are keen to continue raising educational attainment levels with a view to closing the gap between our performance and the national average.

In order to achieve our attainment targets it is important that our buildings and facilities are fit for purpose. During 2008/09 we completed our Education 2010 programme ahead of schedule in October. This programme has provided 24 new schools and nurseries and will be followed now by our Schools and Centres 21 programme which aims to provide a further 14 new and refurbished schools, nurseries and community facilities. In relation to positive inspection, Dalziel High School in Motherwell has been given an outstanding report by inspectors. It was one of the first schools to be reviewed under the new model of inspection and received three ‘excellent’ ratings and two ‘very good’ in the five areas reviewed.

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.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	‘End’ target & timescale
Improved learner accreditation within national qualifications	Pupils attaining English and Maths @ level 3 or better by end of S6 as % of original S4 cohort - 3 year average <i>(Annual / North Lanarkshire Council)</i>	91%	93%	93%	
	Pupils attaining 5 awards or more @ level 5 or better by end of S6 as % of original S4 cohort <i>(Annual / North Lanarkshire Council)</i>	42%	44%	44%	
	Pupils attaining 3 awards or more @ level 6 or better by end of S6 as % of original S4 cohort <i>(Annual / North Lanarkshire Council)</i>	25%	27%	27%	
	Increase the proportion of schools receiving positive inspection reports <i>(Annual / North Lanarkshire Council)</i>	N/A	All inspections to score adequate or more for key quality indicators	All inspections to score adequate or more for key quality indicators	

Increased number of learning opportunities for adults	Number of adults in learning opportunities (<i>Annual / NL Colleges & North Lanarkshire Council</i>)	2,050	3,000	4,512	
Improved access to e-learning					
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					
Lifelong Learning Action Plan					

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

Local Context

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

In 2008/09 one of our key actions was to increase the number of schools offering vocational education opportunities. By the middle of 2008 we had already achieved our target of 22 secondary schools and a further 6 special needs schools, and indeed surpassed our target of 30 adapted areas of vocational skills in schools by 2. All of this work will allow us to ensure that our S3/S4 targets for vocational education are met and thereby contributing to our target for percentage of school leavers entering employment, education or training.

In the 2007 Scottish Qualification Authority (SQA) diet of exams, 98 North Lanarkshire pupils gained a Skills for Work award at Intermediate 1. Next session we expect a significant increase in the number of young people achieving Skills for Work awards. In addition to accreditation through SQA Skills for Work and SVQ's young people are also certified through professional bodies such as City and Guilds, ASDAN, Vocational Training Charitable Trust (VTCT) and the Institute of Motor Industry (IMI).

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Improved curriculum and expanded vocational education opportunities	Percentage of school leavers entering employment, education or training (<i>Annual / School Leaver Destinations Results / Skills Development Scotland</i>)	82.97%	88%	89%	
Increased participation in alternative					

curricula options Increased number of learners achieving accreditation outwith national qualifications	Percentage of Looked After and Accommodated Children attaining 1 or more Standard Grade at Level 3 <i>(Annual / North Lanarkshire Council)</i>	75%	100%	100%	
	Number of adults in learning opportunities <i>(Annual / NL Colleges & North Lanarkshire Council)</i>	2,050	3,000	4,512	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

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

Local Context

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

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

- Percentage of children breast fed at 6 weeks with specific focus on those living in deprived areas
- Percentage of school children in P1 with signs of dental disease with specific focus on those living in deprived areas

One of the key delivery vehicles for the Council's early intervention strategy for children and young people is the Early Years sub-group of the Children's Services Strategy Group. A key focus for this group has been the delivery of training to our children and young people's workforce to meet new legislative requirements and this will continue throughout 2009/10. Additionally work is underway to implement a multi-agency parenting strategy. During 2008/09 work has been ongoing jointly with South Lanarkshire through the GIRFEC group to develop a joint model for early identification and support of vulnerable children and families.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Improved buildings and facilities fit for 21st Century learning purpose	Number of new and refurbished schools, community centres, libraries, cultural centres and nurseries <i>(Annual / North Lanarkshire Council)</i>	14	35	47	
Our children have the best start in life and	Increase the proportion of pre-school centres	N/A	All inspections	All inspections	

are ready to succeed	receiving positive inspection reports (<i>Annual / North Lanarkshire Council</i>)		to score adequate or more for key quality indicators	to score adequate or more for key quality indicators	
	Proportion of obese children in primary 1 (<i>Child Health Surveillance Programme; ISD</i>)	19.6%	18.9%	18.6%	
	Percentage of children walking or cycling to school (<i>Biennial / Scottish Household Survey</i>)	55%	57%	59%	
	Number & proportion of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element (<i>Annual / HMRC</i>)	41,800 67.4%	Demonstrate year-on-year reduction	Demonstrate year-on-year reduction	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

National Outcome 6 – We live longer, healthier lives

Local Context

Tackling the health inequalities in North Lanarkshire is a long-term priority and it will take a considerable amount of time to fully realise some of our health outcomes. The aim is for people in North Lanarkshire to have a healthy life as well as a long life with the gap between Life Expectancy and Healthy Life Expectancy indicating the length of time that people are likely to spend in “not good health”. According to the most recent estimates Healthy Life Expectancy for males in North Lanarkshire is 63.1 years (Scottish average is 66.3) and for females in North Lanarkshire it is 66.4 years (Scottish average is 70.2 years). Between 2004 and 2006, North Lanarkshire also had the largest increase in the number of data zones in the 15% most health deprived data zones.

In 2008/09, North Lanarkshire Council and NHS Lanarkshire have successfully developed several joint initiatives and programmes aimed at improving various aspects of health. This includes the development of joint oral health programmes in schools within our most deprived areas, breast-feeding awareness sessions/promotions, School Aged Fitness Programme, Health Promoting Hospitals Scheme, awareness raising of NHS Lanarkshire’s Stop Smoking Service and the development of a local plan for Towards a Mentally Flourishing Scotland.

We have, where appropriate, sought to reflect the Community Care Outcomes Framework in our outcomes and indicators as the most effective tool in understanding our performance in improving outcomes for people who use community care services or support, and their carers.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	‘End’ target & timescale
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Increased number of people able to make healthier choices for their diet and nutrition	Percentage of school children in P1 with signs of dental disease with specific focus on those living in deprived areas (<i>NDIP; Scottish Public Health Observatory</i>)	47.4% (Lanarkshire)	Demonstrate year-on-year reduction	Demonstrate year-on-year reduction	
	Percentage of children breast fed at 6 weeks with specific focus on those living in deprived areas (<i>Child Health Surveillance Programme; ISD</i>)	23.7%	Demonstrate year-on-year increase	Demonstrate year-on-year increase	
	Proportion of Primary 1 children who are overweight (<i>Child Health Surveillance Programme; ISD</i>)	19.6%	18.9%	18.6%	
Reduced impact of smoking	Percentage of adult population who smoke with specific focus on those living in deprived areas (<i>Biennial / Scottish Household Survey</i>)	33% (2005/06)	32%	30%	
Reduced impact of alcohol and substance use	Achieve 16,057 screenings using the setting appropriate screening tool and appropriate alcohol brief interventions in line with SIGN 74 Guidelines by 2010/11	New service Baseline = 0	TBC	16,057	
	Improve speed of access to treatment for drug misusers towards anticipated target of 28 days from referral by 2010/11	Not available	40 days	28 days	
Improved emotional wellbeing of North Lanarkshire residents	Reduce the percentage of adults who score 4 or more on the GHQ-12 (<i>Scottish Health Survey</i>)	16%	14%	13%	
	Deaths by suicide per 100,000 adults in the last year by intentional self harm and by undetermined death (<i>Annual / GROS</i>)	16.4 per 100,000 population	15 per 100,000 population	14 per 100,000 population	
Increased proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working	Increase proportion of older people (aged 65+) with intensive needs receiving care at home (<i>Annual / North Lanarkshire Council</i>)	41.7%	Maintain position of at least 5% above national average of 30%	Maintain position of at least 5% above national average of 30%	
	Increase proportion of older people (aged 65+) receiving personal care who receive it at home (<i>Annual / North Lanarkshire Council</i>)	90.8%	90%+	90%+	90%+
Improved care and support through faster access to services	Number of patients waiting more than six weeks for discharge to appropriate setting	3	0	0	0

	<i>(Annual / ISD)</i>				
	Average time between first identification and first service start dates	24	25	25	25
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					
<p>North CHP Local Delivery Plan (NHS Lanarkshire)</p> <p>Equally Well Test Site</p> <p>Health & Wellbeing Action Plan</p> <p>Living Well in North Lanarkshire – A quality of life strategy for older people 2007-2012 (North Lanarkshire Council)</p> <p>NLC Diet & Nutrition Policy</p>					

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

Local Context

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

Between 2004 and 2006, North Lanarkshire saw a relatively large decrease in its share of data zones in the 15% most deprived areas in Scotland. In 2004, North Lanarkshire had 103 data zones within the 15% most deprived. This had reduced to 84 data zones by 2006. However, North Lanarkshire continues to have the second largest national share (9%) of the 15% most deprived in Scotland, behind only Glasgow City (34%).

Despite a drop of 16,000 people since 2000, there were still 46,000 economically inactive residents in North Lanarkshire in 2006 – 23% of the working age population. However, the gap between North Lanarkshire and Scotland has narrowed greatly over this period – North Lanarkshire is now just 2% above the Scottish average.

In 2007/08, the percentage of school leavers who entered positive destinations had increased from 83% to 87%. This surpasses our target for 2011, so it is the intention of the partnership to maintain this continuous improvement through to 2010/11. We are on target for achieving our attainment outcomes for Looked After and Accommodated Children with 100% attaining 1 or more Standard Grade at Level 3 in 2007/08.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Strong, sustainable communities and more attractive places to live and visit	Number of data zones within 15% most deprived in Scotland <i>(Biennial / SIMD)</i>	84 (2006)	82	79	

	Increase the percentage of respondents who rate their neighbourhood as a 'very good' or 'good' place to live (<i>Annual / NLP Residents' Survey</i>)	82%	Demonstrate year-on-year increase	Demonstrate year-on-year increase	
Increased number of young people in education, employment and training Improved curriculum and expanded vocational education opportunities	Percentage of school leavers entering employment, education or training (<i>Annual / School Leaver Destinations Results / Skills Development Scotland</i>)	82.97%	88%	89%	
	Number of 16-19 year olds claiming DWP benefits (<i>Quarterly / NOMIS</i>)	1,530 (2005)	1,300	1,200	
	Percentage of Looked After and Accommodated Children attaining 1 or more Standard Grade at Level 3 (<i>Annual / North Lanarkshire Council</i>)	75%	100%	100%	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

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

Local Context

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

- Looked after
- Leaving care
- Young offenders
- Young carers
- At risk of harm
- Affected by disability

We are committed to ensuring that all services have plans that take responsibility for delivery of these key outcomes. North Lanarkshire Council will continue to prioritise the needs of these children and to develop services and resources in partnership with families and young people.

We will ensure ongoing implementation of the child protection standards and children's charter and a priority will be to progress opportunities arising from the recent child protection inspection and emerging action plan.

We are focused on ensuring individuals and families at risk of homelessness are able to access permanent accommodation. The rate of homelessness in

North Lanarkshire in 2007/08 stood at 2.46% of households, which is a small reduction on the previous year. 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. This means that the Partnership faces considerable challenges to ensure that we fulfil our homelessness responsibilities.

This year (2009/09) we are on target to reduce the percentage of households applying to the Council as homeless and are on target for increasing the percentage of applicants found to be homeless assessed as being in priority need.

Our progress for school leaver destinations and attainment outcomes for Looked After and Accommodated Children are reported more fully within National Outcome 7.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Improved services to prevent homelessness and help all households who are homeless to secure suitable accommodation	Percentage of applicants found to be homeless assessed as being in priority need <i>(Annual / North Lanarkshire Council)</i>	76%	84%	91.5%	
Increased number of young people in education, employment and training	Percentage of school leavers entering employment, education or training <i>(Annual / School Leaver Destinations Results / Skills Development Scotland)</i>	82.97%	88%	88%	
	Percentage of Looked After and Accommodated Children attaining 1 or more Standard Grade at Level 3 <i>(Annual / North Lanarkshire Council)</i>	75%	100%	100%	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

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

Local Context

We have placed a particular emphasis on the incidence of antisocial behaviour (which includes breach of the peace, racial offences, fire-raising and vandalism), violent crime (Group 1 & Group 6 – petty assault and offensive weapons) and domestic abuse as our key priorities. The overall number of crimes and offences recorded in North Lanarkshire continues to reduce year-on-year and is almost in line with the Scottish average. We are committed to ensuring this trend continues having rolled out the Community Policing and Public Reassurance Models in North Lanarkshire in 2008. The ability to retain officers within community posts for longer periods will allow relationships and trust to develop between local police officers and communities with the

intention of increasing local communities' positive perceptions of safety. The development of the Tasking & Co-ordinating Model at a local level will contribute to the delivery of our outcomes related to antisocial behaviour, violence, and domestic abuse.

The rate of domestic abuse in North Lanarkshire has shown a decrease for the first time in several years, with 2007/08 showing a rate of 96.5 incidents per 10,000 population. This brings North Lanarkshire in line with the Scottish average.

The number of fatal and serious road casualties in North Lanarkshire has gradually decreased from 1994-98 average of 276 casualties to 117 casualties in 2006. This figure increased slightly in 2007 to 133 casualties and, as a result, we remain focused in improving the safety of our roads and meeting our long-term targets.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Impact upon disorder, antisocial behaviour, violence and abuse within our communities	Reduce incidence of antisocial behaviour (Annual / Strathclyde Police)	23,256 (2006/07)	Being considered by Strathclyde Police	Being considered by Strathclyde Police	
	Reduce the levels of violent crime (Annual / Strathclyde Police)	5,519	Being considered by Strathclyde Police	Being considered by Strathclyde Police	
	Rates of domestic abuse incidents per 10,000 population (Annual / Scottish Government)	99.2 per 10,000	Being considered by Strathclyde Police	Being considered by Strathclyde Police	
Enhanced community safety and wellbeing within our communities	Number of fatal and serious road casualties (Annual / Scottish Government)	117 (2006)	110	96	
	Reduce fire casualties (Annual / Strathclyde Fire & Rescue)	106	94	90	
	Reduce accidental dwelling fires (Annual / Strathclyde Fire & Rescue)	279	266	262	
	Reduce number of premises in specified risk categories <ul style="list-style-type: none"> • Food safety • Health and Safety (Annual / North Lanarkshire Council)	1760 323	1588 292	1,496 275	

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)

- Community Safety Partnership Action Plan
- Community Policing Model
- Local Tasking & Co-ordinating Model
- Strathclyde Police N Division Strategic Assessment

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

The overall condition of the public sector stock in North Lanarkshire is considered to be good, for the age and type of the stock. In comparison the condition of stock in parts of the private sector is relatively poor. 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.

In 2008/09 the Council is on target to invest over £43m into its own stock to undertake repairs, improve home safety and energy efficiency, and upgrade the interior of tenants’ homes. We are also on target to assist 800 owners to undertake repairs or improvement works to their own homes.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	‘End’ target & timescale
Improved housing conditions and progress toward achieving the Scottish Housing Quality Standard in our own stock	Percentage of houses in NL overall meeting Scottish Housing Quality Standard <i>(Annual / North Lanarkshire Council)</i>	35%	Demonstrate year-on-year improvement	Demonstrate year-on-year improvement	
Improved range of housing and support options for those with particular needs	Supply number of new build housing stock enabled <i>(Annual / North Lanarkshire Council)</i>	0	To enable 1000 new houses per annum	To enable 1000 new houses per annum	
Improved housing choices in the size and types that people want in the areas they want to live and that they can afford					

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)

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

they affect others

Local Context

The more opportunities people have to make a difference, the better they feel about the services they have helped to shape. We are determined to give our communities the opportunity to be involved in improving their own neighbourhoods and we will continue to involve and consult with residents on issues that affect them. By promoting best practice in community engagement methods and encouraging the empowerment of local communities we are seeking to break through entrenched patterns of poverty, poor health, and economic disadvantage.

We are keen to be involved in work to be led by the Improvement Service at a national level, examining possible improvements to outcome indicators related to the issues such as social cohesion/social capital.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)

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

Local Context

The number of hectares of vacant and derelict land in North Lanarkshire continues to remain high in North Lanarkshire with 1,399 hectares on the register in 2007. The Council and its partners are aware of the potential obstruction this poses for future economic growth and as such are committed to reducing the amount of vacant and derelict land within the area. During 2008/09 we have agreed the delivery of £7.65m worth of projects up until 2011 which will focus on the remediation of 41 sites and 413 hectares of land.

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

A priority in North Lanarkshire is to improve the transport system as both a driver of economic growth, but also to improve public transport choices as a sustainable and attractive alternative to car use. We are therefore keen to ensure that we reduce proportion of North Lanarkshire residents who travel to work by car and increase the proportion of children who walk or cycle to school.

Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Improved quality of our built and managed landscapes through measures including environmental design guidance	Number of hectares of vacant and derelict land remediated (<i>Annual / North Lanarkshire Council</i>)	0 ha	200	300	
	Percentage of residents stating their neighbourhood is 'good' or 'very good' place to live (<i>Annual / NLP Residents' Survey</i>)	82% (2006)	Demonstrate year-on-year increase	Demonstrate year-on-year increase	
Improved the safety, effectiveness, sustainability and accessibility of our transport systems across North Lanarkshire	Increase the proportion of journeys to work made by public or active transport (<i>Biennial / Scottish Household Survey</i>)	69.6%	71%	72%	
	Proportion of passengers satisfied with public transport: <ul style="list-style-type: none"> • Information Provision • System • Reliability (<i>Biennial / Scottish Household Survey</i>)	<ul style="list-style-type: none"> • 83.6% (bus) • 86.1% (train) • 74.8% (bus) • 85.1% (train) • 73.9% (bus) • 90.5% (train) 	<ul style="list-style-type: none"> • 85% (bus) • 87% (train) • 76% (bus) • 86% (train) • 75% (bus) • 92% (train) 	Maintain	
	Percentage of children walking or cycling to school (<i>Biennial / Scottish Household Survey</i>)	55%	57%	59%	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

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

Local Context

We aim to capitalise on opportunities to promote our identity through our bid to host the International Children's Games in 2011, the role we will play in Scotland hosting the 2014 Commonwealth Games, and through the development of the Lanarkshire brand with our colleagues in South Lanarkshire. We are also committed to hosting one major event within North Lanarkshire every year. No local outcomes have been identified at this stage but we would

welcome further discussion with the Scottish Government regarding the future development of local outcomes and indicators pertaining to pride in a national/local identity.					
Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

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

Local Context					
Our aim is to continually develop and improve waste management practices and arrangements which will best serve our residents and contribute effectively towards sustainable development. In 2007/08, the recycling rate was 31.8% which shows an improvement on 2006/07 but we are committed to achieving a more accelerated growth in our recycling rates as we approach 2011. In 2008/09 we introduced the Alternate Weekly Collection for domestic waste and have increased the amount of recyclable materials that can be collected from kerbside recycling bins.					
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.					
Local Outcomes	Indicators	Baseline (2006/07)	Target to 2009-10	Target to 2010-11	'End' target & timescale
Reduction in the waste going to landfill sites	Percentage of waste produced which is recycled (Annual / SEPA)	27.7%	40%	42%	
	Reduce the amount of biodegradable municipal waste produced in North Lanarkshire sent to landfill (Annual / SEPA)	104,159 tonnes	80,513 tonnes	84,711 tonnes	
Improved air quality across North Lanarkshire	Reduce the amount of energy consumed by the Council (Annual / North Lanarkshire Council)	188,647.7 Mwh	Reduce by 1%	Reduce by 2%	

	Reduce our ecological footprint	5.09 gha/per person	Demonstrate year-on-year reduction	Demonstrate year-on-year reduction	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					
NLC Carbon Management Plan					

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

Local Context

The Council, in recognising the importance of the provision of high quality services that meet the needs of the community, has embarked on a council-wide initiative – “Service and People First”. This 5 year change management programme focuses on three strategic areas; Efficiency Measures aligned with re-directing resources to frontline services; Organisational Culture to focus on improving performance and responsiveness; and Workforce Development to support the above priorities.

Over the period 2003/04 – 2006/07, the Council was consistently in the top 10 of the most improved councils in Scotland as determined by the ratio of improving to declining SPIs. In addition our Efficiency Plan articulates how we will maximise efficiency savings in future years.

The Council has slightly exceeded the efficiency target of £10m for 2008/09 and is on schedule to deliver a further £10m in 2009/10. In terms of sickness absence, rates have been reduced in 2008/09 to date and it is anticipated that we will achieve our target set for 2008/09.

Local Outcomes	Indicators	Baseline at 2006-07	Target to 2009-10	Target to 2010-11	‘End’ target & timescale
An efficient and effective council	Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum (<i>Annual / North Lanarkshire Council</i>)	£8.5m	£10m	£10m	
A competent, highly motivated and skilled workforce	Sickness/Absence Levels – Percentage of available working days lost (<i>Annual / North Lanarkshire Council</i>)	6.07%	5.3%	5.0%	
Improved customer satisfaction levels	Percentage of respondents citing services as ‘good’ or ‘very good’ (<i>Annual / NLP Residents’ Survey</i>)	70%	75%	80%	
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)					

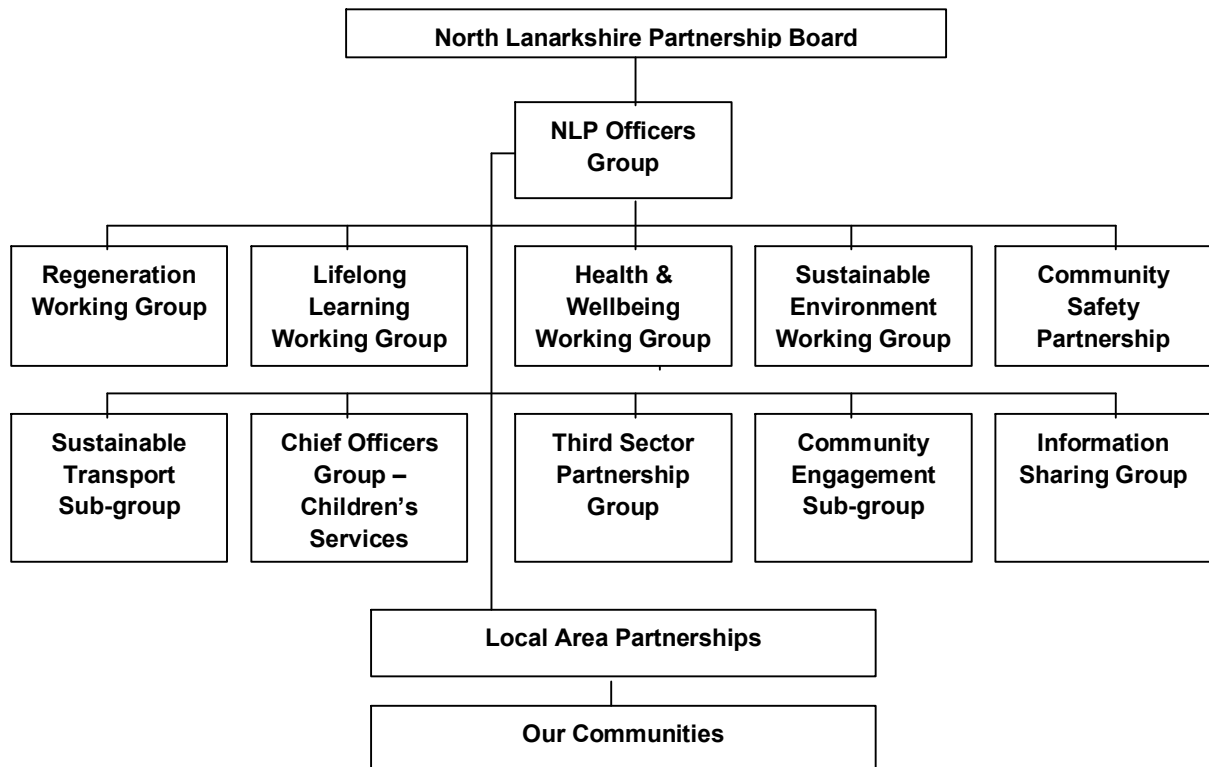
Section 5: Governance

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

This outcome agreement represents a shared commitment between the Scottish Government and the North Lanarkshire Partnership. Each member organisation of the North Lanarkshire Partnership is fully signed up to this outcome agreement and, through our local partnership structures, can demonstrate their significant contributions to the collective delivery of our local outcomes.

Our local community planning structures are based on the five key themes presented within our Community Plan, and are supported by key cross-cutting themes, dealing with priorities such as community engagement, sustainable transport and the Third Sector Partnership. The supporting structures have a clear role in driving forward the priorities in the new plans and also have responsibility for impacting on the outcomes detailed in the SOA at a strategic level. Our community planning structure is detailed below in Diagram 1 and further information relating to their performance management role is detailed in Section 7.

Diagram 1 – Community Planning Structures



Section 6: Ongoing Development of SOA

The Council and the Partnership is committed to an ongoing programme of engagement throughout the duration of the Outcome Agreement (2008-11) and the Corporate and Community Plans (2008-12). We will seek to ensure that our local communities and stakeholders continue to support our local outcomes. Our Local Area Partnerships, in conjunction with our Community Forums and local residents, will review our Neighbourhood Improvement Plans and ensure that we are impacting on our outcomes at a local level and are meeting the needs of our local communities.

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

We are also keen to be involved where possible in the work led by the Improvement Service on the improvement of local indicators. The development of our Outcome Agreement throughout 2008/09 has highlighted the need to ensure appropriate indicators are put in place, particularly in the areas of early years, cultural services, economic development and social cohesion/social capital, to ensure we are able to measure our long-term impact.

Section 7: Performance Management

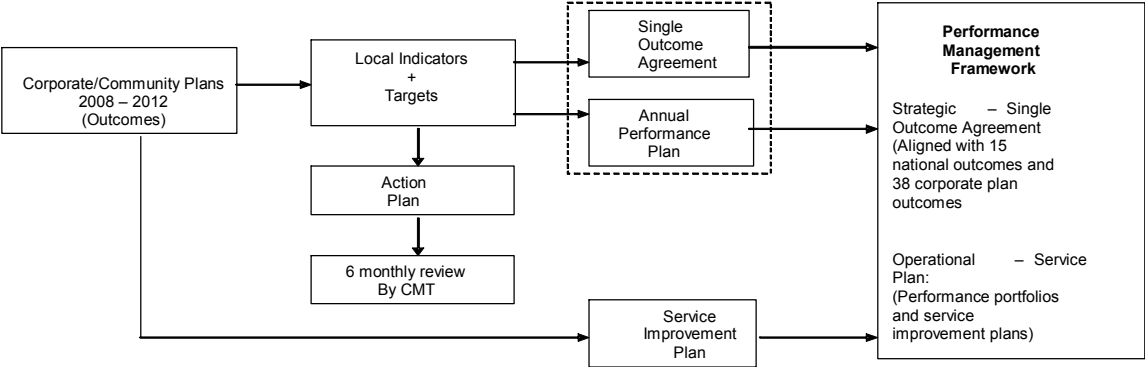
The Partnership's Performance Management Framework incorporates all the outcomes, indicators and actions that support the new Community Plan (2008-2012) and the Single Outcome Agreement.

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

From April 2009, the Performance Management Framework will allow partners to measure progress, monitor activity, identify areas of over and under performance and the actions required to remedy this and demonstrate how we have impacted on the outcomes set out in the new Community Plan and Single Outcome Agreement. The diagram below outlines the monitoring process.

In line with the guidance we have sought to keep the outcomes and indicators at a high level and indicators at a minimum. Accordingly there will be a number of indicators within the 08/09 SOA and a number of other indicators and targets which will be included 'below the line' of the SOA and subject to ongoing performance monitoring and review.

Figure 2 - Corporate/Community Plans and SOA



Section 8: Reporting

The North Lanarkshire Partnership will submit a single report on the SOA by the end of September each year which will detail progress against national and local outcomes. This will be done in conjunction with our public reporting responsibilities with regard to our Performance Plan for both the Corporate and Community Plans.

In addition to the annual report there will be regular reports to the NLP Board, P&R Committee, and other partner management structures for consideration.