

The Plan for North Lanarkshire



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One Place - One Plan

A shared ambition for inclusive growth and prosperity for all - where North Lanarkshire is *the* place to

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Introduction

This is a Plan which sets the direction for all of us - partners, the council, stakeholders and, most importantly, for each of our unique communities and the people who live, learn, work, invest, and visit within North Lanarkshire.

While trends show strong improvements in a number of key indicators relating to economic growth, investment, employment, and educational attainment, there are still unacceptably high levels of deprivation and child poverty, and clear areas of inequity and inequality remaining.

This means that not all of North Lanarkshire's people share equally in the improving picture, and there is an element of social exclusion across some of our towns and communities.

This is therefore a Plan with a vision of inclusive growth and prosperity. It's a Plan with a shared ambition that aims to ensure the benefits that this brings reach all our communities, and there is a fairer distribution of wealth.

We have big ambitions in terms of realising large-scale regeneration and infrastructure projects that will continue to bring fresh opportunities. In doing this, it is important that we put local people first in order to maintain and improve the facilities, services, and supports we secure for them.

This is a Plan which is committed to ensuring North Lanarkshire is the place where people are encouraged, supported, cared for, and feel safe at each stage of their life.

It is a Plan which means we will focus on the things that will significantly improve the quality of life and wellbeing of all the people who want to live, learn, work, invest, and visit here.

Achieving these big ambitions is not the sole responsibility of any one organisation; it will take a collective effort to build on the innovative partnerships already in place as we work together to serve our people and ensure North Lanarkshire is a place we can all be proud of.

Our people and communities have a significant part to play in developing and delivering this Plan and we will make sure we involve them in the decisions that affect them. We will focus on building their capacity and empowering our communities to help them help themselves.

The shared ambition is a long-term vision and, as a partnership, we have agreed the Plan should remain largely unchanged. As we move forward however, it will evolve as the programme of work is developed and delivered to achieve the vision for North Lanarkshire.

A vision where North Lanarkshire is *the* place to Live, Learn, Work, Invest, and Visit.



The North Lanarkshire story

This is North Lanarkshire.

*The place to **Live, Learn, Work, Invest, and Visit.***

This is our vision, and our shared ambition. It's what **We Aspire** to achieve.

It means economic regeneration and growth that benefits everyone in North Lanarkshire. It means responding to major social, economic, and technological change.

We are improving the lives of everyone who lives, works, or visits here by driving inclusive economic growth, increasing skills, and generating jobs and training opportunities. In doing this, we will reduce poverty and inequality.

We work in partnership to achieve this and we involve people in communities in what we do. We share our ambitions with them. We have big ideas and the vision to achieve them.

LIVE HERE

North Lanarkshire has welcoming, vibrant towns. Places where people want to live.

We have a history, but a much bigger future.

We have a great mix of housing, facilities and services. We're transforming our town centres. We're helping people live for longer in their own homes. We're improving transport links.

These are happy, connected, safe and resilient communities.



LEARN HERE

All young people in North Lanarkshire can achieve their full potential. They have the tools to make their way in life through quality, exciting, and challenging learning. That means improving attainment and closing the poverty-related attainment gap.

Learners of all ages have the skills to take advantage of the employment opportunities our growing economy brings. We have a flexible, resilient and skilled workforce for the future.

Everyone has access to quality learning and teaching. We make sure our schools are inclusive, energetic places which take into account the needs of all our young people. Young people have experiences which last a lifetime and a voice in their own learning.



WORK HERE

We have a dynamic, diverse and growing economy with a great mix of small, medium-sized and large businesses.

People in North Lanarkshire are connected to employment and have the support they need to access jobs. They have skills appropriate to the needs of employers. They are supported, no matter their background, personal needs or economic circumstances.

We provide great places to work, with engaged, ambitious people who are ambassadors for the services they provide.



INVEST HERE

North Lanarkshire is the best location for business. There are excellent transport links across Scotland and the UK, a strong employment market, a skilled workforce and flexible land and premises. There is an effective digital infrastructure.

Businesses have the support to grow and succeed, to develop new products and markets and to create and secure new jobs.

Existing businesses have the help they need and North Lanarkshire is attractive to new employers. Residents have job opportunities and our economy will continue to grow in a way that benefits all local people.



VISIT HERE

North Lanarkshire is the place to visit and play. Our tourism sector is growing with improved opportunities and better attractions and events.

We offer distinctive, authentic experiences which provide value for money and are accessible to all. Investment is generated by achieving the right mix of events hosted here, bringing additional money into the local economy and supporting jobs and business. We are building on our reputation for hosting world class events.

This is a place for active, healthy lives. A place where the right facilities are in the places they're needed. A place to enjoy.



The North Lanarkshire profile

North Lanarkshire is Scotland's fourth-largest local authority area.

It is ideally situated in the heart of Scotland with first-rate connectivity to the rest of Scotland, the UK and the world.

As the fifth most densely populated council area, North Lanarkshire is divided into 21 wards which are represented by 77 elected members.*

*(as at date of publication)

POPULATION

North Lanarkshire has an estimated resident population of 339,960 (2017):

Under 16	Adults of working age (16-64)	Pensioners (65+)
18.5%	64.7%	16.8%

Currently the population is predicted to increase by 1% (3,421 people) by the year 2026, compared to growth of 3.2% in Scotland.

The change in population by age group is shown below:

age 0-11	age 12-15	age 16-64	age 65+
-3,363	+530	-5,026	+11,280

The population is then predicted to decrease by 0.9% (3,188 people) from the years 2026 to 2041:

age 0-11	age 12-15	age 16-64	age 65+
-1,783	-1,329	-17,461	+17,385

Total net migration rate is +2.16 per thousand (2017) compared to +4.4 per thousand in Scotland; meaning more people are coming into North Lanarkshire than leaving, but this is at a lower rate than Scotland.

2.1% of our population belong to an ethnic minority, this equates to 7,048 people as at the 2011 census.

There are 151,000 households in North Lanarkshire (2017)

- 57% are owner occupied compared to national average of 58%
- 24% are local authority compared to national average of 12%
- 6% are housing association compared to national average of 11%
- 12% are private rented compared to national average of 15%
- 1% are vacant compared to national average of 4%

The council is the largest local authority landlord in Scotland with a stock of 36,315 homes (2018).

21,500 of residents live in the 5% most deprived areas of North Lanarkshire, according to the Scottish Index of Multiple Deprivation (SIMD); 75,000 of residents live in the worst 15% datazones (2016).

3.6% of working age people claim one or more benefits (2018) compared to a Scotland average of 2.8%.

21% of children live in households that experience both a low income and material deprivation:

- 32% live in a low income household (but not in material deprivation, although may still be at risk of poverty)
- 41% live in a household in material deprivation (but not on a low income and may have only recently moved out of poverty)

24.8% of children live in poverty (after housing costs), compared to a national average of 23% (2017).

EDUCATION

32% of pupils gained 5+ awards at level 6 compared to a Scotland average of 34% (2017/18). This is an improvement from 23% in 2011/12.

18% of pupils living in the 20% most deprived areas (according to the SIMD) gained 5+ awards at level 6 (2017) compared to a Scotland average of 16%. This is an improvement from 12% in 2011/12.

The literacy attainment gap in Scottish Attainment Challenge schools has reduced by 1.7% from 2016/17 to 2017/18. This means that pupils in the trial schools who were scoring below average in 2015/16 improved their reading and phonics scores following the increased support they received.

97.4% of all pupils achieved 1 or more qualification at SCQF level 3 or above in 2017 compared to a Scotland average of 98.7%. This rate drops to 78% for pupils who are looked after children, compared to a Scotland average of 86%.

35 pupils per 1,000 were excluded from school in 2016/17 compared to a Scotland average of 26.8 per 1,000. In 2017 there were 47,898 pupils in North Lanarkshire's schools (27,522 in primary schools and 20,376 in secondary schools).

North Lanarkshire has the highest rate of exclusion from school for looked after children with latest figures (2016/17) showing a rate of 137.1 exclusions per 1,000 pupils, compared to a Scotland average of 79.9 per 1,000.

79% of people were very or fairly satisfied with local schools (2015-18) compared to a Scotland average of 72.3%. This has reduced from 91% (2010-14) which is in line with the drop in the national average over this period from 82.4%.

91.8% of North Lanarkshire's pupils enter a positive destination upon leaving school (2016/17) compared to a Scotland average of 93.7%. This is an improvement from 87.6% in 2011/12. 8.2% of pupils not entering a positive destination include those children who are hardest to reach and engage with.

13.6% of North Lanarkshire's working age population (aged 16 to 64) have no formal qualifications (2017); this equates to 29,400 people. Despite showing improvement and dropping from 20.1% in 2011, this remains higher than the Scotland average of 8.7%.

ECONOMY

Latest GVA per head is £19,605 (2016) rising from £15,980 in 2010; this is the fastest growing GVA in Scotland. This means that North Lanarkshire's economy is expanding as can be seen from the latest growth figures which show growth of 3.7% per annum compared to 3.2% in Scotland overall.

GVA per head is £16,052 in sustainable tourism employment compared to a Scotland average of £19,314.

The sustainable tourism employment sector in North Lanarkshire saw 25.2% growth (from 2016 to 2017), compared to 28.7% in Scotland overall. This means that growth in this sector is slower than the national average and employment gain is less.

There are 9,930 enterprises located within the area. Almost 95% of these enterprises employ less than 50 employees. 12.5% of enterprises are in the wholesale and retail sector, 16.7% in construction (2018).

57.6% of VAT/PAYE registered businesses in North Lanarkshire survive for at least three years (2017) compared to a Scotland average of 60.4%.

77.8% of all people economically active are in employment (October 2017/September 2018) compared to a Scotland average of 77.6%

- 3.6% are unemployed (2019) compared to a national average of 2.8%
- 7.7% are self employed (the highest figure ever since 2004) compared to a national average of 8.2%

The average earnings per week of people who both live and work in North Lanarkshire is £548.90 (2018) compared to a Scotland average of £562.70. Earnings in North Lanarkshire have seen a year on year increase, but at a lesser rate than the national average.

75.8% of North Lanarkshire's population is estimated to live within 500 metres of a derelict site (2017) - this is land available for development. This is much higher than the Scotland average of 29.8% demonstrating the potential for investment opportunities in North Lanarkshire.

This profile highlights some of the social, environmental and economic circumstances that shape North Lanarkshire.

The figures provide a baseline which uses the most up-to-date information available at the time of publication. Progress will be monitored and reported against this baseline.

COMMUNITIES

Total recorded crime shows no increase in North Lanarkshire from 2016/17 to 2017/18, compared to a 1% increase in Scotland.

- Crime rates (493 per 10,000 population) are the seventh highest in Scotland and higher than the national average (451 per 10,000 population, 2017/18)
- The highest crime rates tend to relate to fire raising and vandalism and other crimes (e.g. drug related), and miscellaneous offences (such as common assault, breach of the peace, drunkenness and other disorderly conduct)

Residents recycle 41.1% of household waste each year compared to a national average of 45% (2016).

95% of residents living in accessible small towns rate their neighbourhood as a very good or good place to live, compared to an average rating of 97% in Scotland overall (2016).

77% of residents living in the 20% most deprived areas think their neighbourhood has improved, or stayed the same, in the past three years, compared to an average rating of 72% in Scotland overall (2016).

43.8% of North Lanarkshire's residents turned out to vote in the local elections in 2017; this compares to 46.9% nationally. This has reduced from 50.4% in 2010.

27% of adults provided unpaid help to a local organisation in the last twelve months (2017), an increase from 16% in 2014. This compares to 28% nationally. This type of unpaid help generally refers to formal volunteering, for example running a scouts group or coaching a sports team.

North Lanarkshire is home to a wide range of opportunities for the promotion of leisure activities that can benefit the health and wellbeing of individuals - this includes 6 country parks and gardens, 6 town parks, 9 local nature reserves, over 350 sites of importance for nature conservation, and 171 play areas.

HEALTH, WELLBEING AND CARE

Life expectancy at birth (as at 2015/17):

- male 75.3 (Scotland average 77.0)
- female 79.4 (Scotland average 81.1)

Mortality rates (for those aged under 75) are well above the Scottish average for cancer and coronary heart disease.

Hospitalisation rates for emergencies and chronic obstructive pulmonary disease are also well above the national rates.

The percentage of the population prescribed drugs for anxiety/depression/psychosis in 2016/17 was 20.2% against a Scottish figure of 18.5%. This has risen steadily from 2009/10 at 15.2% (14.4%) and the gap has widened.

When asking a sample of patients (adults) registered with general practitioners in North Lanarkshire they reported that:

- **75% of those supported at home agree they are supported to live as independently as possible** compared to the Scotland average of 81% (2017/18)
- **76% of those supported at home agree that their services and support has an impact on improving or maintaining their quality of life** compared to the Scotland average of 80% (2017/18)
- **33% of carers feel supported to continue in their caring role** compared to a Scotland average of 37%

23.1% of babies are breastfed at 6-8 weeks compared to a Scotland average of 41.7% (2017/18), suggesting fewer babies get the best start in life in North Lanarkshire.

81.1% of children reviewed at 27-30 months had no concerns recorded compared to a Scotland average of 82.4% (2017/18). Early identification of developmental issues is crucial to ensuring that children reach their full potential.

95% of looked after children are looked after in a community setting - this is one of the highest rates in Scotland. Of these, on average:

- 70% are looked after in a home setting
- 25% within another community setting, such as foster care
- less than 5% in residential setting, such as children's houses

In line with the national position, child protection registrations in North Lanarkshire have fluctuated but with a general upward trend.

- In 2006 there were 61 (approximately 0.9 per 1,000 of the 0-15 population) children's names on the child protection register compared to a total of 115 (approximately 1.8 per 1,000 of the 0-15 population) in 2017
- While North Lanarkshire continues to have one of the lowest rates of Child Protection Registration in Scotland, we have not experienced a fall in the rate which has been seen across Scotland as a whole



Successes and challenges

Ongoing analysis of the area profile shows North Lanarkshire has seen a number of successes in recent years. There are also challenges.

The analysis of the area profile provides the evidence that has informed the direction for **The Plan for North Lanarkshire**.

RECENT SUCCESSES

- One of the **strongest and fastest growing economies** in Scotland according to the Office for National Statistics, with Gross Value Added (the measure of the value of goods and services produced) increasing by 2.2% between 2015 and 2016, and rising from £6.38billion to £6.52billion.
- 465 jobs safeguarded **through support to businesses**, potentially another 148 jobs created with an expected turnover for the companies of £15,060,589. In addition, over 650,000 square feet of property leased or sold. Other major inward investment successes included Albert Bartlett, Bio-Images Drug Delivery Ltd BDD, Virgin Media and BioAscent.
- **Higher levels of employment** with unemployment figures reducing from a high in 2012 of 11.2% to 3.6% in 2019 and indeed during 2016, for the first time, the North Lanarkshire rate was equal to the Scottish rate.
- **Population growth** estimates for North Lanarkshire are the most favourable for 10 years, even before significant growth targets in the shared ambition have been factored in.
- More of our young people are achieving a **positive follow up destination** one year after leaving school - this steadily increased from 85.5% in 2011/12 to 91.8% in 2016/17 and the gap is narrowing against Scottish figures (89.6% and 92.9%).
- **Attainment rates** have steadily improved over the last 7 years to a point where just under 60% of school leavers are attaining SCQF level 6 and level 7 as their highest level of qualification.
- There have been increases in **attainment in reading and numeracy** at P3, P5, and P7 across all schools together with evidence that the poverty-related attainment gap is narrowing.

CURRENT CHALLENGES

- We still have significantly **higher levels of child poverty**; with all but two North Lanarkshire wards above the Scottish average (21.7%). In the worst ward, one third of children are living in poverty.
- While qualification levels have been rising in 2017, 13.6% of 16-64 year olds have **no qualifications** restricting their ability to access developing employment opportunities.
- **Education outcomes for looked after children** have improved however there are still large gaps compared with all children in North Lanarkshire. In 2017, 96.2% of all pupils in North Lanarkshire achieved 1 or more qualification at SCQF level 3 or above, but this rate dropped to 78% for pupils who are looked after.
- **Earnings lag** behind both Scottish and UK levels with weekly gross pay levels at £548.90, £562.70, and £571.10 respectively.
- North Lanarkshire's **population is expected to increase** in the period 2016 to 2026 by 3,421, but **thereafter to reduce** by 3,188 (from the years 2026 to 2041) resulting in an overall increase of 0.1%. This is against a Scottish increase of 5.3%.
- The **number of births is expected to fall** marginally each year, culminating in almost 60 fewer births each year by 2041. This trend means deaths may exceed births in North Lanarkshire around 2019. This will result in a population profile which shows a **reduction in children** (-9%) **and working age** (-10%) and an **increase in adults 65+** (+51%).
- While the rate of registration remains below the national average, the **number of children subject to child protection registration** has shown an overall increase in recent years. This is consistent with national trends.

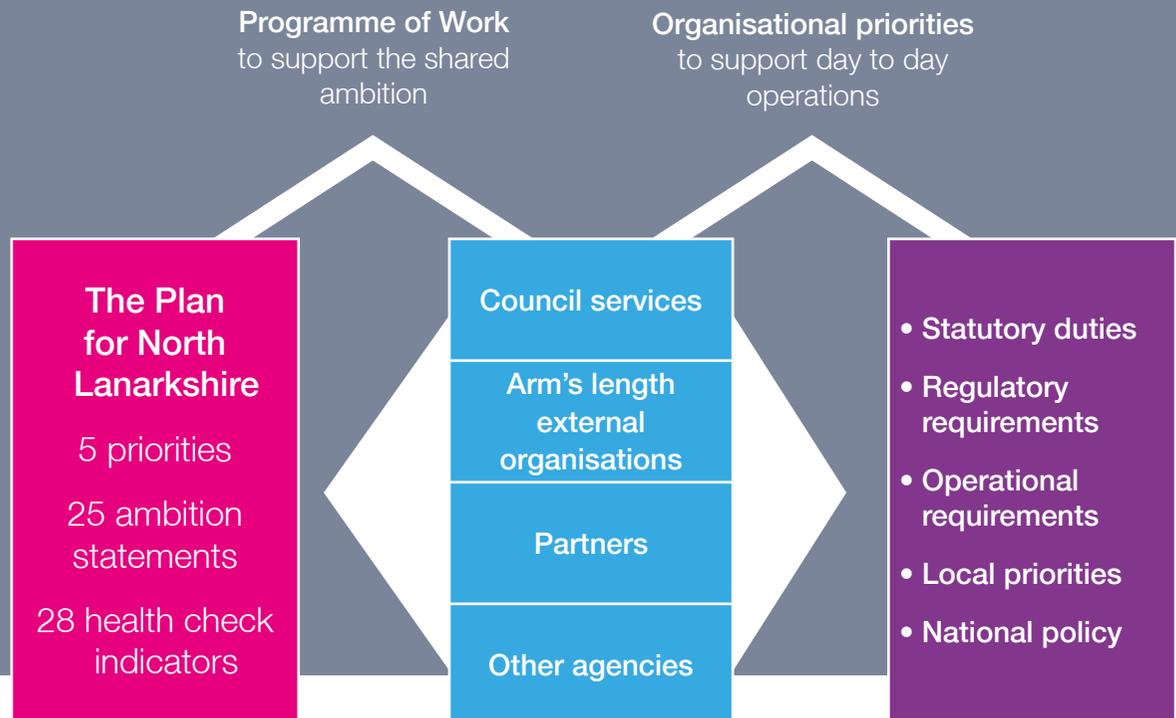
The Plan for North Lanarkshire

The Plan for North Lanarkshire is designed to communicate priorities and provide a focus for activities and resources.

This aims to ensure we work towards a shared ambition and challenges are addressed through integrated solutions.

The Plan is supported by a Programme of Work developed by the council, partners, arm's length external organisations, and other relevant agencies. The Programme of Work outlines the necessary financial and people resources required to underpin delivery of The Plan.

The Plan for North Lanarkshire does not capture all activities of each organisation; it focuses on the shared ambition. Each organisation will have its own priorities (and governance and accountability arrangements) to support day to day operations; these, for example, are based on statutory or regulatory requirements.



PRIORITIES

To deliver our **shared ambition** of inclusive growth and prosperity, our work will be focused on five complementary priorities:

1. Improve economic opportunities and outcomes.
2. Support all children and young people to realise their full potential.
3. Improve the health and wellbeing of our communities.
4. Enhance participation, capacity and empowerment across our communities.
5. Improve North Lanarkshire's resource base.

AMBITION STATEMENTS

25 high level ambition statements collectively support the shared ambition. These are aligned to the five priorities.

Improve economic opportunities and outcomes

1. Ensure a housing mix that supports social inclusion and economic growth.
2. Refocus our town centres and communities to be multi-functional connected places which maximise social, economic and environmental opportunities.
3. Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure.
4. Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit.
5. Grow and improve the sustainability and diversity of North Lanarkshire's economy.

Support all children and young people to realise their full potential

6. Raise attainment and skills for learning, life, and work to enhance opportunities and choices.
7. Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe.
8. Engage children and families in early learning and childcare programmes and making positive transitions to school.
9. Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people.
10. Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential.

Improve the health and wellbeing of our communities

11. Increase economic opportunities for adults by understanding, identifying and addressing the causes of poverty and deprivation, and the barriers to financial inclusion.
12. Ensure our residents are able to achieve, maintain and recover their independence through appropriate supports at home and in their communities.
13. Improve preventative approaches including self-management and giving people information and choice over supports and services.
14. Ensure the highest standards of public protection.
15. Encourage the health and wellbeing of people through a range of social, cultural, and leisure activities.

Enhance participation, capacity and empowerment across our communities

16. Transform our natural environment to support wellbeing and inward investment and enhance it for current and future generations.
17. Ensure we keep our environment clean, safe and attractive.
18. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need.
19. Improve engagement with communities and develop their capacity to help themselves.
20. Improve the involvement of communities in the decisions, and development of services and supports, that affect them.

Improve North Lanarkshire's resource base

21. Continue to identify and access opportunities to leverage additional resources to support our ambition.
22. Facilitate a North Lanarkshire-wide approach to asset rationalisation, including with communities and partners.
23. Build a workforce for the future capable of delivering on our priorities and shared ambition.
24. Review and design services around people, communities, and shared resources.
25. Ensure intelligent use of data and information to support fully evidence based decision making and future planning.

A shared ambition for inclusive growth and prosperity for all where North Lanarkshire is *the place to*

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Measuring success

STRATEGIC PERFORMANCE FRAMEWORK

This provides a clear framework that will enable us to monitor delivery of the supporting Programme of Work and activities, and assess our progress towards achieving the shared ambition.

Comprising a group of indicators at three levels, this framework will provide an overview of performance that helps us to understand the impact of our work on the people and communities of North Lanarkshire. The information gathered across these levels will inform, support, and influence future decision making - and the changes required - in order to achieve the shared ambition.



1. The North Lanarkshire context

This comprises a suite of 28 Health Check Indicators that collectively provide the North Lanarkshire context.

These indicators are designed to provide a high level impact assessment of the work of the council and partners on North Lanarkshire's economy, its people, and communities. The suite comprises a small number of wider landscape measures which focus, where possible, on outcomes rather than outputs.

To provide external verification, this suite is sourced externally (e.g. from the Scottish Government, NOMIS/Office of National Statistics, and the National Records of Scotland) and enables national comparisons of performance.

The indicators will be updated throughout the year as information becomes available.

2. Improving outcomes

This comprises a suite of indicators and information to enable an assessment of progress towards improving the priorities and ambitions outlined in The Plan for North Lanarkshire.

This will include the outcomes and targets we aim to achieve and areas for improvement identified through audit and inspection work.

3. Day to day operations

This comprises performance indicators that allow the quality, efficiency, and effectiveness of day to day operations to be assessed.

This will include the targets and standards we set for ourselves as well as appropriate national outcome and benchmarking comparators.

The Strategic Performance Framework is supported by a reporting schedule that provides elected members, partners and arm's length external organisations and their boards, council management teams, and the public with the information required to undertake regular reviews of performance and ensure appropriate challenge and scrutiny.

STRATEGIC POLICY FRAMEWORK

By regularly monitoring and evaluating the range of supporting strategies, policies, and plans, we will ensure work is continually aligned with the priorities and enables the required resources and working practices needed to facilitate delivery of the shared ambition.

STRATEGIC SELF-EVALUATION FRAMEWORK

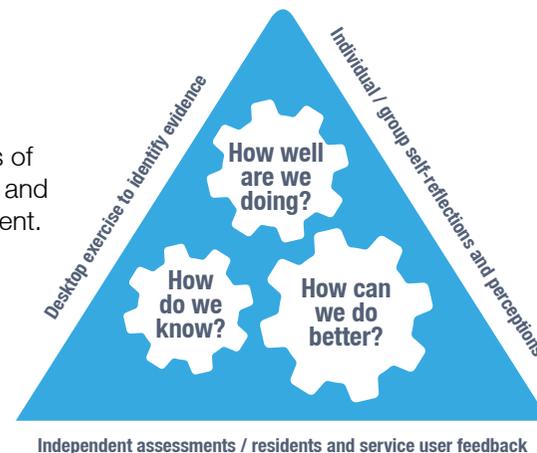
A regular schedule of self-evaluation will ask the questions:

- How well are we doing?
- How do we know?
- How can we do better?

This will enable an assessment of the success of The Plan and supporting Programme of Work and facilitate a fully aligned approach to improvement.

The self-evaluation model ensures a robust approach to scrutiny and improvement by cross-checking data from multiple sources. This approach helps us to gain greater understanding of complex issues while improving the reliability and relevance of the findings.

Existing and future external audit and inspection work (carried out by the various inspection bodies, e.g. the Care Inspectorate, HM Inspectorate of Education, Scottish Housing Regulator, etc) will be aligned to this Framework and the schedule to enhance the evaluation process and avoid duplication.





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