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1 May 2024

**Members of the  
Enterprise and Fair Work Committee**

**Chief Executive's Office**

Archie Aitken  
Chief Officer (Legal & Democratic)  
Civic Centre, Windmillhill Street,  
Motherwell ML1 1AB  
[www.northlanarkshire.gov.uk](http://www.northlanarkshire.gov.uk)

Notice is given that a Meeting of the **Enterprise and Fair Work Committee** is to be held in the Council Chamber, Civic Centre, Windmillhill Street, Motherwell, ML1 1AB on Friday, 10 May 2024 at 10:00 AM which you are requested to attend.

The agenda of business is attached.

**Archie Aitken**  
**Chief Officer (Legal & Democratic)**

**Members :**

A McVey, F McKay, A Bustard, D Crichton, P Di Mascio, K Docherty, K Duffy, A Duffy-Lawson, H Dunbar, W Goldie, L Jarvie, J Leckie, F MacGregor, A Masterton, A McCrory, B McCulloch, M McPake, L Mitchell, L Nolan, L Roarty, G Robinson, R Sullivan, J Toner, S Watson, C Williams.



## Agenda

- 1      **Declarations of Interest In Terms of the Ethical Standards In Public Life Etc. (Scotland) Act 2000**
  
- 2      **Terms of Reference - Enterprise and Fair Work**      5 - 6  
Submit a copy of the remit/delegated functions of the Committee following agreement of the Policy and Strategy Committee held on 7 December 2023
  
- Operational**
  
- 3      **City Deal Programme Update**      7 - 20  
Submit report by the Chief Officer (Place) providing an update on the current status of North Lanarkshire City Deal Infrastructure Programme Sub Projects
  
- 4      **City Deal Programme- Community Benefits Update**      21 - 30  
Submit report by the Chief Officer (Place) providing an update on the Community Benefits delivery related to the City Deal programme over financial year 2023/24 and providing details on community benefits received to date
  
- 5      **North Lanarkshire Employer Charter**      31 - 40  
Submit report by the Chief Social Work Officer (Education, Families, Justice and Integrated Practice) advising of the implementation of the North Lanarkshire Employer Charter and its role in the promotion of local economic development and work with local employers encouraging fair work practices
  
- 6      **External Funding Update**      41 - 62  
Submit report by the Chief Officer (Place) providing an update on the progress in developing and securing external funding for physical regeneration projects across North Lanarkshire and seeking approval to use of the Council's 2024/25 Vacant and Derelict Land Fund allocation
  
- 7      **Town Action Plan Update**      63 - 208  
Submit report by the Chief Officer (Place) providing an update on the development of Town Action Plans following the approval of Town Visions for each of the Council's eight town centres

8	<b>Routes to Work Service Level Agreement 2024/25</b> Submit report by the Chief Social Work Officer (Education, Families, Justice and Integrated Practice) seeking approval of the Service Level Agreement with Routes to Work Ltd for 2024/25  <b>Performance</b>	209 - 242
9	<b>Routes to Work Ltd Performance and Finance Report</b> Submit report by the Chief Social Work Officer (Education, Families, Justice and Integrated Practice) outlining Routes to Work Ltd's performance against its charitable objectives and priorities for Quarters 2 and 3 of 2023/24, along with wider achievements during that period	243 - 256
10	<b>Fusion Assets' Performance Financial Monitoring Report</b> Submit report by the Chief Officer (Place) outlining operational targets set for Fusion Assets Ltd during 2023/24 and performance against the targets to 31 March 2024	257 - 274

### ENTERPRISE AND FAIR WORK COMMITTEE

- (1) To plan, set targets for and monitor the performance of all services, including those delivered through partners and external bodies, within the remit of this Committee and to be responsible for the supervision and oversight of the Enterprise group of services.
- (2) To approve strategy and business plans in relation to the activities of supported enterprise services.
- (3) To oversee and monitor the performance of supported enterprise services.
- (4) To direct, oversee and discharge the functions of the Council in relation to the physical and economic regeneration of North Lanarkshire.
- (5) To identify and oversee the strategic policies and programmes that will improve the performance of the North Lanarkshire economy and provide a lead for physical and economic regeneration within the area.
- (6) To ensure that North Lanarkshire fully benefits from public and private investment in its businesses, services and infrastructure.
- (7) To approve and monitor the Council's economic regeneration policies and plans that drive the physical and economic regeneration of North Lanarkshire.
- (8) To use the authority of the Council to facilitate the generation, attraction, retention and expansion of private, public, voluntary and social economy enterprises within North Lanarkshire in order that resident employment opportunities are maximised.
- (9) To oversee engagement with Regional, National and European partners to ensure that North Lanarkshire's needs and opportunities are understood and prioritised, with targeted policies, programmes and funding identified.
- (10) To approve proposals to maximise and ensure the strategic targeting of external funds related to Enterprise and Growth on behalf of the Council, including Vacant and Derelict land.
- (11) To gather, disseminate and monitor data relating to the economy of North Lanarkshire and review and publish the performance of the local economy inclusive of development and trends.
- (12) To promote regeneration and inclusion for rural communities.
- (13) To develop, implement and monitor service level agreements with all bodies obtaining funding in respect of regeneration services within North Lanarkshire.
- (14) To promote and publicise a positive image of North Lanarkshire as a place to live, work and locate business.
- (15) To grant authority to Members to attend seminars, conferences and other visits concerning matters within the areas of responsibility of this Committee.
- (16) To consider reports on Revenue and Capital Schemes coming within the remit of this Committee within approved Revenue and Capital Programmes.

- (17) To consider and agree action in relation to petitions received by the Council relative to the business of the Committee.
- (18) To accept tenders for previously approved projects within the responsibility of this Committee.
- (19) To monitor and approve expenditure falling within the remit of this Committee consistent with approved Council objectives.
- (20) To consider reports on Revenue and Capital Schemes coming within the remit of this Committee within approved Revenue and Capital Programmes.
- (21) To scrutinise and approve the submission of all business cases relating to the City Deal Infrastructure Fund to the Glasgow City Deal Region Cabinet, in accordance with the Assurance Framework.
- (22) To approve and monitor the implementation of City Deal projects.
- (23) To oversee the development of alternative and new infrastructure proposals and business cases for consideration by the Glasgow City Deal Region Cabinet.
- (24) To grant authority to Members to attend seminars, conferences and other visits concerning matters within the areas of responsibility of this Committee.
- (25) To invite representatives (Board members and/or senior management) of ALEOs to attend to provide information and assurance on relevant matters as requested
- (26) To consider and agree action in relation to petitions received by the Council relative to the business of the Committee.
- (27) To oversee the development and monitoring of the Council's employability policies and plans that support the economic regeneration of North Lanarkshire.
- (28) To oversee the work being undertaken with partners charged with reducing/minimising unemployment levels within North Lanarkshire.
- (29) To minimise workforce skill shortages by developing, monitoring, supporting and improving access to training and skill development programmes within North Lanarkshire.
- (30) To develop, implement and monitor service level agreements with bodies obtaining funding in respect of employability services.
- (31) To oversee engagement with Regional, National and European partners to ensure that the employability needs and opportunities of North Lanarkshire are understood and prioritised, with targeted policies, programmes and funding identified.
- (32) To monitor the development of legislation that can effect employability within North Lanarkshire and advise the Council with a view to influencing such legislation in line with the needs of North Lanarkshire.
- (33) To review progress, for its information, and determine future strategy and benefit realisation in respect of Developing the Young Workforce and associated sustainable youth training and employment initiatives.

# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref LN/PH

Date

10/05/24

## City Deal Programme Update

**From** Pamela Humphries, Chief Officer (Place)

**E-mail** NobleLy@northlan.gov.uk

**Telephone**

Lyndsay Noble  
07970 016256

### Executive Summary

The North Lanarkshire City Deal Programme Update Report seeks to inform the Enterprise and Fair Work Committee of the current status of North Lanarkshire City Deal Infrastructure Programme subprojects.

The report outlines the proposed changes to the City Deal Programme, mainly due to increased costs, including the proposed deferment of parts of the Ravenscraig Access Infrastructure project for consideration as part of a future capital programme.

This report importantly also seeks the agreement of Committee to support the East Airdrie Link Road (EALR) Outline Business Case (OBC) for submission to the Cabinet for approval on 6 August 2024. The approval of the OBC would allow for a significant governance milestone to be met and for the project to proceed to Full Business Case, which is required to access City Deal Funding.

### Recommendations

It is recommended that the Committee:

- (1) Acknowledges the status and recent progress of North Lanarkshire City Deal infrastructure subprojects.
- (2) Approves the deferment of the Ravenscraig North project to be considered as part of a future North Lanarkshire Council Strategic Capital Investment Programme.
- (3) Acknowledges the reprofiling of the delivery of the Airbles Road Improvement Project as part of the Ravenscraig South Project.
- (4) Agrees to support the submission of the East Airdrie Link Road Outline Business Case to the Glasgow City Region Cabinet for Approval on 6 August 2024.

## The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(5) Grow and improve the sustainability and diversity of North Lanarkshire's economy
Programme of Work	Transforming Places

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### 1. Background

- 1.1 The Glasgow City Region (GCR) City Deal is an agreement between the UK and Scottish Governments and the eight GCR Local Authorities, with the sole focus of creating additional economic growth. The 20-year GCR Deal was accepted by GCR Council Leaders on 20 August 2014 and incorporated:
- implementing a £1.13bn Infrastructure Fund to improve the regional transport network, regenerate sites for economic use and improve public transport provision;
  - supporting growth in the life sciences sector;
  - helping small and medium enterprises to grow and develop;
  - establishing programmes to support the unemployed; and
  - piloting new ways of boosting the incomes of low wage employees.
- 1.2 The City Deal programme for North Lanarkshire as part of the Infrastructure Fund at present comprises the following projects:
- A8/M8 Corridor Access Improvements
    - Strategic Active Travel
    - Orchard farm Roundabout
  - Glenboig Link Road (complete)
  - Pan-Lan Orbital Transport Corridor
    - East Airdrie Link Road
    - Ravenscraig Access Infrastructure (North and South)
    - Motherwell Town Centre Transport Interchange (complete)
- 1.3 As with all infrastructure projects, construction costs have been escalating in recent years due to the impact of inflation, increased costs of materials and challenges in the labour market. As the level of City Deal grant funding is fixed any increase in project costs would need to be met by additional member contributions. A strategic review and prioritisation of all projects within the City Deal programme has therefore been undertaken which formed part of the consideration of the council's Strategic Capital Investment Programme 2024/25 to 2028/29 approved by Policy & Resources Committee on 14 March 2024.

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### 2. Report

#### City Deal Programme and Budget Review

- 2.1 As part of the Glasgow City Region reprogramming exercise, both at a Regional and North Lanarkshire level, a review has taken place of the City Deal Programme to manage project delivery and, importantly, to assess cost pressures on the projects. The impacts on inflation, suppliers and materials and risk uncertainties resulting from a combination of Brexit, Covid, and the Ukraine war has all led to a significant increased

pressure on infrastructure projects. This is being experienced across the 8 Member Authorities.

- 2.2 The most notable impact on costs for the North Lanarkshire City Deal Programme is the East Airdrie Link Road. The estimated cost of the East Airdrie Link Road has increased from the original 2014/15 figure of £84.7M to £185.3M. This increase has arisen largely due to changes in Programme and further ground investigation surveys including more detailed information on ground conditions and subsequently, further design work, the impact of high inflation, scale of the infrastructure with significant cost rises in road development and in particular, bridges and structures, and additional design work to realign the route to accommodate the replacement Monklands Hospital. The revised cost estimate includes a contingency allowance and inflation increases.
- 2.3 As agreed at Policy and Strategy Committee in December 2023, consideration was to be given to the potential to re-profile the phasing of the Ravenscraig Access Infrastructure programme, in particular RAI North (the upgrade to the A723), to be delivered later in the City Deal Programme. Following approval of the new five-year capital programme in March 2024, it is now proposed to defer the RIA North sub project and remove it from the City Deal Programme. Assuming this is approved by GCR Cabinet, this will allow the RAI North funding allocation of the City Deal grant to be reallocated to further support the remaining Pan Lanarkshire Corridor sub projects (Ravenscraig South and East Airdrie Link Road) and for the significant committed NLC additional contributions from RAI North (in the region of £50m) to be re-profiled over existing City Deal projects enabling the council to prioritise resources on the new sections of road and potentially consider active travel provision along the A723 to create the Pan Lanarkshire Transport Corridor supporting vehicle movement, public transport and active travel. This will importantly also support investment in remediation and servicing infrastructure within the Ravenscraig site to facilitate future development in the proposed new community hub. This has the benefit of bringing forward the delivery of economic and place making outcomes earlier than planned by the City Deal Programme investment.
- 2.4 As part of the overall programme review and the approved 5-year Capital Programme (2024/25-2028/29), the delivery of the works to Airbles Road has been re-profiled and are now programmed to take place later in the Capital Programme. This is to manage cost risks for the Ravenscraig south sub project and importantly, manage the disruption to the main road network through Motherwell and Motherwell town centre.
- 2.5 The approval of the council's Strategic Capital Investment Programme (2024/25-2028/29) at Policy & Resources Committee on 14 March, identified the need for a longer-term financial consideration for City Deal projects beyond the approved 5-year programme.
- 2.6 The proposed deferment of Ravenscraig North (dualling of A723) and the reprofiling of the works programme for the dualling of Airbles Road allows for phasing the required North Lanarkshire additional contributions over the life of the City Deal programme to lessen the impact on the council over the next 5 years. This not only manages the cost impact of the City Deal Programme but enables the wider delivery of the Programmes of Work under the Plan for North Lanarkshire.
- 2.7 A funding reallocation process is also taking place within the GCR City Deal Programme. Funding will be reallocated from an existing project that will no longer be delivered under the City Deal arrangements, and it is likely that the council will receive a further £11.29m to lessen the impact of increased project costs due to inflation and market pressures.

- 2.8 Any additional opportunities for external funding to reduce the council's contribution over the life of the City Deal Programme will continue to be fully explored.

## **Project Updates**

### **2.9 East Airdrie Link Road**

As Committee is aware, the East Airdrie Link Road (EALR) will provide a new strategic link between the M8 and south Cumbernauld. The proposed link road will also provide access to the New Monklands Hospital at Wester Moffat, Airdrie. The Scottish Government approved The Monklands Replacement Project (MRP) Outline Business Case in July 2023 and subsequently, NHS Lanarkshire (NHS L) submitted a planning application to North Lanarkshire Council in early August 2023. NHS L have appointed Laing O'Rourke as their preferred contractor who will work alongside their design team to progress the detailed design and project to Full Business Case.

- 2.10 As previously reported to committee, the EALR project team continue to liaise with NHS Lanarkshire through regular technical meetings and a Project Interface Board has been established to ensure coordination, manage risk, secure efficiencies, and maximise benefits.
- 2.11 In line with previous Committee approvals, the Design Manual for Roads and Bridges (DMRB) Stage 3 procurement (Preliminary Design and Planning) has been awarded. In moving into DMRB Stage 3, the agreed previously reported programme can progress at pace and further consultation will take place with key stakeholders including local communities and residents.
- 2.12 As committee is aware, to secure approval to move forward with the EALR project to Full Business Case and to release the next tranche of City Deal Funding, an Outline Business Case (OBC) requires to be submitted to Glasgow City Region (GCR) Cabinet for Approval. It is proposed to submit the OBC to the 6 August 2024 GCR Cabinet. The Committee is therefore asked to support the submission of the EALR OBC which will reflect the increased estimated budget of £185M. The OBC is based on the currently reported delivery timescales with the EALR being both critical to the Pan Lanarkshire Orbital Transport Corridor and for the opening and operation of the Monklands Replacement Hospital.

### **Motherwell Town Centre Transport Interchange**

- 2.13 The Motherwell Town Centre Transport Interchange project, comprising Motherwell Station and Muir Street improvements, is complete and performing well as an integrated transport hub. The Station has undergone transformational change with the improvements providing a high-quality experience for rail passengers and railway employees at Motherwell. A Traffic Regulation Order for the new infrastructure created at Muir Street is now in place and is being enforced by the council's Infrastructure and Transportation Service.
- 2.14 The Partnership between Scotrail, NLC, SPT and Transport Scotland in delivering the joint project has been a success and is now driving forward related active travel projects to connect Motherwell Rail Station and surrounding communities to leisure facilities, employment and training opportunities at Strathclyde Country Park, Braidhurst Industrial Estate, Ravenscraig and local services in Motherwell.

- 2.15 Whilst the Muir Street contract works are complete and the new facilities are now open and in use, there remain defects which require to be rectified by the contractor on sections of the public realm and surfaced areas of Muir Street. Discussions are ongoing with the contractor and once the timing and duration of the rectification works has been agreed this will be communicated to local members, stakeholders, local businesses and residents.

### **Ravenscraig Access Infrastructure**

- 2.16 The Ravenscraig Access Infrastructure project currently comprises three projects:
- a new road connection between Motherwell and Ravenscraig from Airbles Road, passing under the West Coast Main Line railway, and on to the Regional Sports Facility
  - completing the dualling of Airbles Road between Airbles Farm Road and Hamilton Road and improving facilities for pedestrians and cyclists
  - upgrading the A723 for three kilometres from the New Craig Road junction at Ravenscraig to the M8 at Holytown to create a dual carriageway and shared footway/cycleway
- 2.17 As committee is aware, the West Coast Mainline bridge crossing and reinstatement works are complete. The long-term agreements for the future management and maintenance of the bridge have been agreed and an associated Bridge Agreement has been put in place with Network Rail.
- 2.18 A revised procurement strategy for the development of the new road between Windmillhill Street and the Ravenscraig Sports Facility is now being taken forward as a series of related work phases. The first phase of work comprises the demolition of the buildings acquired for the scheme – at Manse Road (formerly Cook & Indis and Yesss Electrical), the existing Evans Halshaw dealership and the adjacent vacant commercial unit. The demolition contract was awarded in April with the works taking place from late May 2024 (subject to approval of a building warrant). It is intended that a contract for advance groundworks within the Ravenscraig site itself will form a second package of works. Advance Public Utility works may also take place with the final phase of works being the construction of the road and associated works.
- 2.19 The advancement of the demolition contract, subsequent groundworks contract and advanced utilities works will assist in maintaining progress, minimising the impact on Motherwell Town Centre and local road network and will de-risk the main works contract. The phased works to completion is intended to take place as discrete contracts from Spring 2024 to Summer 2026.
- 2.20 The phasing of the works packages also allows further consideration of a wider strategic and local drainage strategy to potentially help support further works to improve the drainage network in the vicinity, which is significantly constrained and may inhibit future redevelopment and regeneration of council and other sites.
- 2.21 Design work will continue for the Airbles Road Improvement sub project including completing the dualling of this section with the delivery of the works now programmed for February 2028 to March 2029.
- 2.22 For Ravenscraig North, as outlined earlier in this report, it is proposed to remove the RAI N sub project from the City Deal Programme to be considered as part of a future capital programme. Further consideration will be given on the provision of active travel to support the A723 and will be reported to Committee in due course.

## **Orchard Farm Roundabout**

- 2.23 The 'A8/M8 Corridor Access Improvements' Outline Business Case (OBC) including the Orchard Farm Roundabout was approved by the GCR Cabinet on 30 August 2022. As reported, the scope of the Orchard Farm Roundabout project comprises a financial contribution of £2m to the developer for the construction of the junction on the A8. The Orchard Farm Roundabout is a new junction on the A8 All Purpose Distributor Road and critically supports the development of the Mossend International Rail Freight Park (MIRP) and provides important access to a number of development sites to the north of the A8/M8.
- 2.24 The proposed Full Business Case (FBC) for the new junction will be underpinned by a funding agreement between the council and the developer/s and will establish funding arrangements, obligations and key milestones. The remainder of the costs and any associated delivery risks relating to the delivery of the infrastructure will be met by the developer/s. The infrastructure will form part of the strategic road network and will fall under the responsibility of Transport Scotland.
- 2.25 It is proposed to submit the FBC for the Orchard Farm Roundabout for approval to the GCR Chief Executive's Group in September 2024, subject to sufficient procurement progress by the developers. The FBC will report on the procurement outcome of the new junction and associated works and is the final stage in the funding approvals to allow for contract award and the delivery of the infrastructure. Agreement will be sought from Committee to submit the FBC to the GCR Chief Executives Group for approval in due course. This would allow for works to commence in Quarter 4 2024/25 (Jan 25), with the intention that the works would be complete by Quarter 4 25/26 (Jan 26).

## **A8/M8 Corridor Strategic Active Travel**

- 2.26 The provision of Strategic Active Travel Links, connecting Eurocentral/Maxim Office Park/Newhouse and Mossend to surrounding local communities and local rail stations was approved by GCR Cabinet on 30 August 2022 as the new preferred option for the Eurocentral sub-project.
- 2.27 The routes identified are to the south of Eurocentral between Bellshill Rail Station/town centre and the M8 cycle route at North Road; Bellshill town centre, Mossend and Holytown, connecting into Eurocentral from Holytown and between Holytown and Newhouse. To the north of Eurocentral, a route has also been identified from Whifflet rail station to the M8 cycle route at Shawhead. These routes are designated as Strategic Network Routes within the North Lanarkshire Active Travel Strategy.
- 2.28 In total, it is aimed to deliver c10km of shared use walking and cycling routes with City Deal investment and other external funding. The routes link with other planned active travel route improvements as part of the Ravenscraig Infrastructure Access and East Airdrie Link Road projects and with other projects being developed by the Infrastructure and Transportation team.
- 2.29 Due to the scale of the project, a phased approach will be taken to design and delivery. Options appraisal, consultation and concept design work for the first phase of the project, focussing on the route into Eurocentral from Holytown has been completed. Concept design work has also progressed on the Newhouse to Holytown and Whifflet Corridor routes. Detailed design work will be progressed over 2024 with it then intended, subject to Committee agreement, to submit a first phase sub-project. Full

Business Case in spring 2025 and commence construction soon after, with completion of the first phase in early summer 2026.

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### **3. Measures of success**

- 3.1 The North Lanarkshire City Deal Programme construction timescales have been updated following a programme review and approval of the Strategic Capital Investment Programme are as follows (construction only):

#### **Glenboig/Gartcosh Community Growth Area:**

- Glenboig Link Road – May 2017 to June 2018 (complete)

#### **Pan Lanarkshire Orbital Transport Corridor:**

- Muir Street – January 2022 to June 2023 (complete)
- Ravenscraig Access Infrastructure – March 2022 to March 2029 (no longer including RAI N but including the reprogramming of Airbles Road)
- East Airdrie Link Road – Sept 2027 to Sept 2030

#### **A8/M8 Transport Corridor:**

- Orchard Farm Roundabout – January 2025 to January 2026
- Eurocentral Strategic Active Travel – June 2025 – March 2027 (delivered in phases)

- 3.2 The Programme and its sub projects have been developed to ensure that at a North Lanarkshire level, North Lanarkshire's residents and businesses will directly benefit through:

- creation of significant opportunities for new workplace jobs,
- Substantial temporary construction jobs anticipated to be generated by the development of the Infrastructure Investment Fund projects – construction being a predominant local employment sector;
- estimated 9.2% of North Lanarkshire working age residents having heightened access to employment opportunities within the wider GCR area;
- additional tender opportunities as a result of GCR City Deal investment for North Lanarkshire Business and SME's;
- community benefits derived from all GCR City Deal contracts awarded over £50,000; and
- a proportionate share of the £2.2bn per annum Gross Value Added (GVA) increase in the GCR area over the lifetime of City Deal, equivalent to 4% uplift in the region.

- 3.3 Each project at Outline Business Case stage and at sub-project at Full Business Case stage has to demonstrate how it will contribute the high-level benefits/impacts above. As part of the business case process, through the Economic Impact Assessment, outputs and wider benefits are identified and are set out in a Benefits Realisation Profile. The Business Cases identify the economic impacts and the Benefits Profile quantify and details when outputs will be delivered and achieved as a result of the specific project investment. This approach is in accordance with the GCR City Deal Assurance Framework. The benefits will be measured over a 10-year period, reporting as part of the GCR Gateways until 2035.

- 3.4 All North Lanarkshire City Deal contracts seek to maximise community benefits from contracts awarded for the Project. Community Benefits will be secured for both sub-projects comprising the Project, through the procurement of services and works in line with the City Deal Community Benefit Strategy. The Community Benefits will be delivered through the design, planning and implementation phases, through contracts directly awarded by North Lanarkshire Council and where relevant its partners. The community benefits menu within the City Deal Community Benefits Strategy will be used to target benefits that support the Council's key aims and objectives and deliver against priorities.
- 3.5 The type and number of community benefits to be delivered at a project and contract level will be determined with reference to the nature and duration of each contract and supplier. Community benefit outcomes for the Project will be linked to the Council's Single Outcome Agreement and Corporate Outcomes and the relevant local outcomes which underpin these at a Service level. Community Benefits can be reported as part of the sub projects updates.

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#### **4. Supporting documentation**

- 4.1 Appendix 1 - Location plan of Pan Lanarkshire Orbital Transport Corridor.



**Pamela Humphries**  
**Chief Officer (Place)**

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## 5. Impacts

### 5.1 Public Sector Equality Duty and Fairer Scotland Duty

Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?

Yes ☒ No ☐

If Yes, please provide a brief summary of the impact?

The City Deal Cabinet has agreed that Inclusive Growth is to be fully embedded within the GCR City Deal programme delivery and that it is also committed to supporting the delivery of the Fairer Scotland Action Plan. Future NLC subproject OBC/FBC development will be scrutinised to ensure it meets the duties of the Fairer Scotland Action Plan.

If Yes, has an assessment been carried out and published on the council's website? <https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments>

Yes ☒ No ☐

### 5.2 Financial impact

Does the report contain any financial impacts?

Yes ☒ No ☐

If Yes, have all relevant financial impacts been discussed and agreed with Finance?

Yes ☒ No ☐

If Yes, please provide a brief summary of the impact?

The current approved North Lanarkshire Glasgow City Region City Deal Programme is as follows:

- |                                      |                |
|--------------------------------------|----------------|
| • A8/M8 Corridor Access Improvements | £6.5m          |
| • Glenboig Link Road (complete)      | £6.2m          |
| • Pan-Lan Orbital Transport Corridor | £215.7         |
| • <b>Total</b>                       | <b>£228.4m</b> |

This is funded £149.0m by the GCR City Deal Infrastructure Fund and £79.4m by North Lanarkshire Council.

The anticipated £50m saving from the proposed removal of the RAI North sub project from the City Deal Programme, together with any additional reallocation as part of the wider GCR Reprogramming, will substantially offset the estimated additional cost for EALR.

The financial implications of the City Deal Programme with the additional £40m North Lanarkshire Council contribution will be considered within the council's Long-term Financial Plan. To date budgetary implications over the next 5 years have been approved by the Policy and Strategy Committee.

5.3	<p><b>HR policy impact</b></p> <p>Does the report contain any HR policy or procedure impacts?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.4	<p><b>Legal impact</b></p> <p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The City Deal Team work closely with Legal Services on all sub projects focusing on land acquisition and CPO, procurement and contract preparation and management, funding agreements and any other related matters.</p>
5.5	<p><b>Data protection impact</b></p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.6	<p><b>Technology / Digital impact</b></p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.7	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>All infrastructure projects developed by the council as part of the GCR City Deal will be subject to relevant environmental and sustainability appraisal and as part of the design process and subsequent planning application approvals and procurement.</p>

Furthermore, to adhere with HM Treasury Greenbook best practice, each iteration of project business case seeking GCR City Deal funding will include a review of the sustainability considerations, this will include carbon management, involving categorisation, assessment and mitigation.

**5.8 Communications impact**

Does the report contain any information that has an impact on the council's communications activities?

Yes ☒ No ☐

If Yes, please provide a brief summary of the impact?

The City Deal programme and the delivery of the projects will continue to be promoted through Corporate Communications and the Glasgow City Region's Communications team.

Specific to Muir Street Improvements, a joint communications group with Scotrail, Transport Scotland and North Lanarkshire Council has been set up to coordinate communication and promote the Motherwell Station redevelopment and the City Deal Muir Street improvements.

In terms of East Airdrie Link Road, a joint communication plan will be developed with NHS Lanarkshire and North Lanarkshire Council to coordinate communication, stakeholder engagement and promote the projects as they develop.

**5.9 Risk impact**

Is there a risk impact?

Yes ☒ No ☐

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

A key risk for the City Deal Programme is the current global economic climate and its short and long term impacts on the delivery of the city deal projects. This risk is becoming a live issue for the Programme and will be assessed and recorded within the City Deal Issues Register. This is not unique to City Deal and the approach to this risk and issue management will be carried out in conjunction with Finance and the Glasgow City Region Project Management Office.

Risk management of North Lanarkshire's City Deal activity is incorporated within the council's City Deal programme risk register which is reviewed by the City Deal Manager and reported to the council's City Deal Board. The City Deal risks are also integrated in the Planning and Regeneration Service Risk Register. Each City Deal sub project has a detail risk register and is managed by the Project Manager.

**5.10 Armed Forces Covenant Duty**

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes ☐ No ☒

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

**5.11 Children's rights and wellbeing impact**

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

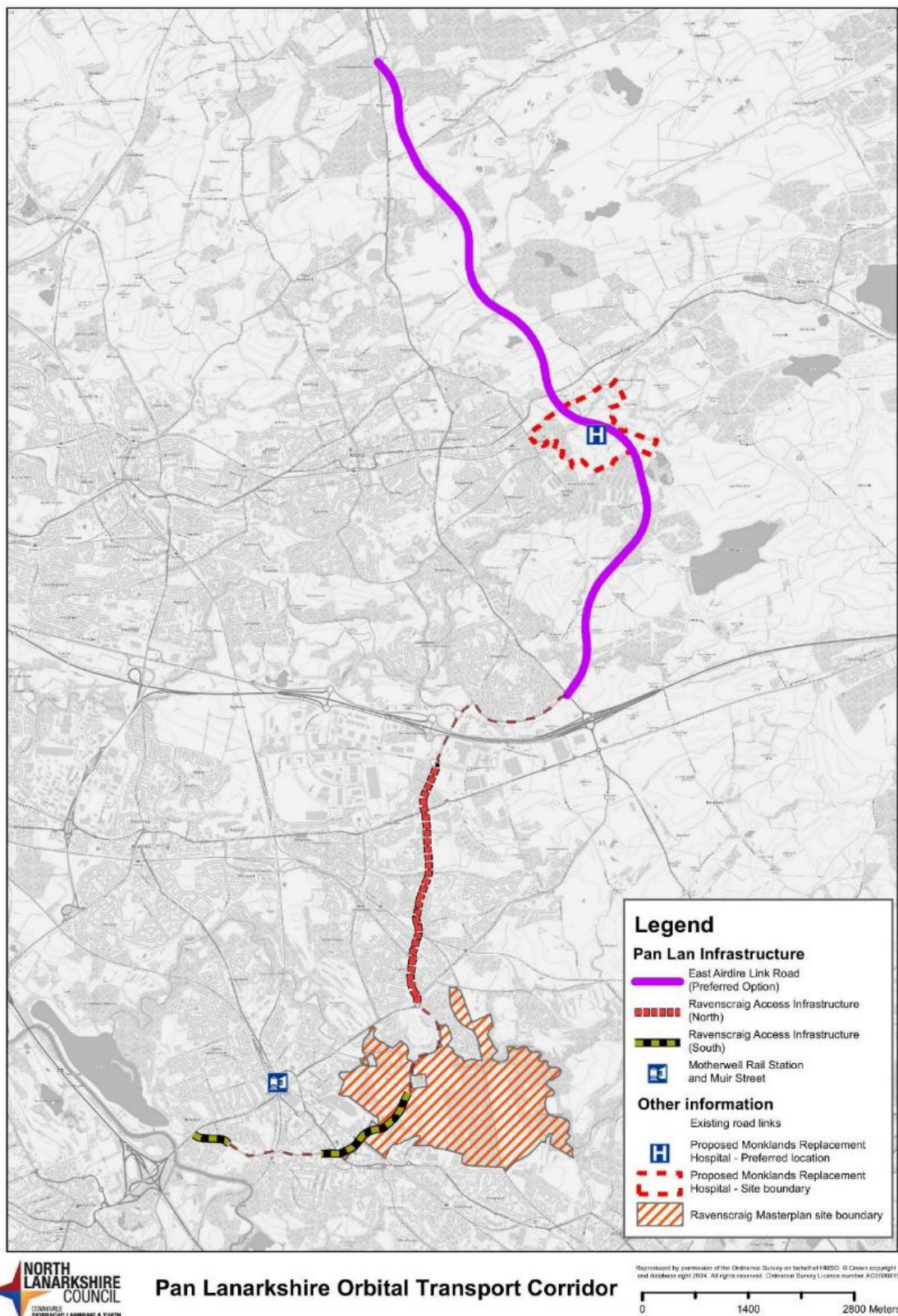
Yes ☐ No ☒

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☐

## Location plan of Pan Lanarkshire Orbital Transport Corridor





# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved?

☐ Yes ☒ No

Ref PH/LN/DB

Date

23/05/24

## City Deal Programme – Community Benefits Delivery Update

**From** Pamela Humphries, Chief Officer (Place)

**E-mail** [balfourd@northlan.gov.uk](mailto:balfourd@northlan.gov.uk)

**Telephone**

Dorothy Balfour, 07583  
669609

### Executive Summary

The purpose of this report is to provide the Committee with an update regarding Community Benefits delivery related to the City Deal programme over financial year 2023/24 with highlights on community benefits to date.

### Recommendations

It is recommended that the Committee:

- 1) Consider the contents of the report regarding the delivery of community benefits related to the NL City Deal programme.
- 2) Acknowledge that an update on community benefits related to the NL City Deal Programme will be submitted annually, aligned to financial years.

### The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(5) Grow and improve the sustainability and diversity of North Lanarkshire's economy
Programme of Work	Transforming Places

## **1. Background**

- 1.1 In 2015, the Cabinet approved the Glasgow City Region City Deal Procurement Strategy and Community Benefits Strategy (2015 to 2020) which put in place a shared approach to procurement and community benefits across the eight councils for the delivery of their City Deal funded project.
- 1.2 In June 2021, the Glasgow City Region (GCR) Cabinet approved the replacement Regional Sustainable Procurement Strategy for the Region that would:
- combine and build upon the successful collaboration achieved under the previous, separate procurement and community benefit strategies
  - improve social, environmental, and economic wellbeing
  - consider developments in the wider policy landscape, such as Fair Work First, Grow Local, Community Wealth Building, the circular economy, how public sector procurement can contribute to carbon reduction and climate adaptation
  - extend the collaborative approach to progressive procurement objectives beyond the scope of the City Deal projects to include wider infrastructure investment; and
  - to broaden the reach of the strategy to include capital investment by wider Regional economic partners and key anchor institutions.
- 1.3 Strategic Objectives and Priorities

Within the Strategy's strategic objectives includes an action plan with key tasks, reported quarterly and annually. The 5 objectives align to 7 key priorities - \*Priority Groups; Tackling Inequality; Community Wealth Building; Skills; Employment; Business, and Place / Environment.

\*Priority Groups were identified from the findings of the Tackling Child Poverty Delivery Plan 2018-22 and through consultation with the Scottish Government, Glasgow City Region City Deal Member Authorities, Supplier Development Programme and Construction Industry Training Board (CITB).

The 5 strategic objectives based upon the priorities are detailed below:

### **1. Encouraging Collaboration across the Glasgow City**

- Alignment of approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners.
- Implementation of a shared system for recording contract and community benefits information for City Deal projects

### **2. Supporting Local Businesses to Thrive**

- We will aim to develop resilient local supply chains, providing clear advice and consistent approaches by way of procurement and community benefits.

### **3. Creating Opportunities for Employment and Jobs**

- Pioneering the use of procurement to maximise and target employment opportunities by embedding the community benefits menu into all our City Deal

procurements with a focus on priority groups including those protected under the Equality Act 2010.

- supporting young people to enter the labour market, addressing the gender pay gap, and encouraging opportunities for career progression.

#### **4. Skills, Training and Fair Work**

- To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers through community benefits with a focus on priority groups e.g., via work experience placements.

#### **5. Mitigating the Impact of Climate Change and Reducing Carbon Emissions**

- To maximise the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to reduce carbon emissions, incentivise climate resilience and mitigation efforts and build their capability. We will explore how we can do this through our community benefits menu in support for relevant projects and activities that support our objectives i.e. Clyde Climate Forest.

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## **2. Report**

2.1 The Glasgow City Region City Deal (GCRCD) and the council have mechanisms in place to support the implementation of Community Benefit outcomes within City Deal contracts via support from the groups identified below, following the guidelines throughout the procurement process.

### **2.2 Collaborative Groups**

The council established a Community Benefits Development Group and the GCRCD has a Procurement Support Group (PSG), whereby both groups enable collaboration, development and implementation in taking Community Benefits.

#### **2.2.1 The Council's Community Benefits Development Group**

The group involves various stakeholders i.e. Education, Early Careers, Virtual Schools, Developing the Young Workforce, Supported Enterprise, the Apprenticeship team, Employability services and Routes to Work, to help co-ordinate and maximise opportunities.

The aim of the group is to:

- Assist in the delivery of the Council's objectives and the Plan for North Lanarkshire Council.
- Establish a collaborative approach with clear lines of communication.
- Develop plans to deliver and achieve Council targets in line with policy.
- Assist in the implementation of the GCRCD Community Wish List

#### **2.2.2 Glasgow City Region Procurement Support Group**

The role of this group is to translate the Strategic Objectives and Priorities into action and delivery by monitoring performance and undertaking reviews. The remit of the group in relation to community benefits is to:

- Develop standards / guidance
- Target City Deal priority groups
- Maximise community benefit opportunities
- engage early with communities, delivery partners, project leads and suppliers.
- Monitoring and manage the supply chain.
- Consider collaborative opportunities within the group and the region for procurement and Community Benefits.

2.2.3 In addition to these groups, a Community Wish List Group was established to facilitate an online wish list to be accessed by Community Groups to request support whether it be financial or non-financial.

### 2.3 Glasgow City Region Guidelines

The following operational guidelines have been established by the Community Benefit Strategy 2015 to 2020 and have been built upon more recently by the revised Strategy:

- Create a consistent approach, terminology and clauses for Community Benefits
- Incorporate community benefits either by adopting a contractual or voluntary approach into all City Deal contracts.
- Consider a contractual approach, to target specific community benefit outcomes for all contracts over £50,000, where it is considered proportionate and relevant.
- Seek voluntary community benefit outcomes to maximise the benefits delivered from all contracts.
- Ensure a points-based evaluation model will be used to assess Community Benefit proposals for all contractual evaluated Community Benefits;
- Utilise the community benefit menu and points matrix to identify community benefit outcomes to ensure alignment with key priorities across the Region and make a contribution wherever possible to wider objectives included within the following:
  - Inclusive Economic Growth;
  - Community Wealth Building;
  - Equality Outcomes; and
  - National Performance framework (Scotland)
  - [www.nationalperformance.gov.scot](http://www.nationalperformance.gov.scot); and United Nations – Department of Economic and Social Affairs.
- Utilise the Standard contractual clauses to place an obligation on tier 1 contracts to advertise relevant sub-contracting opportunities and to ensure appropriate contract conditions are included to provide a remedy for failure to deliver contractual community benefits.
- Ensure quarterly monitoring and reporting is done at contract, project and City Deal Programme level. This forms part of the project status reporting process.
- Manage and record community benefits within a common, shared portal currently Cenefits system.

### **3. Measures of success - North Lanarkshire**

3.1 The delivery of Community Benefits is a Key Performance Indicator on City Deal Contracts and outcomes are regularly monitored. Progress on the delivery of community benefit outcomes through City Deal contracts is reported quarterly to the Glasgow City Region City Deal Programme Management Office as part of project status reporting by the Enterprise Project Team and are subsequently reported to the GCR Cabinet in quarterly performance reports.

3.2 The community benefits achieved to date from the City Deal inception totals 145 benefits that include:

- New jobs (priority and non-priority groups)
- Apprenticeships
- Work Experience placements school and non-school students
- Careers Events
- Workplace visits
- Supply chain briefings
- Taster sessions
- Community engagement (financial and non-financial)

3.3 The approach followed as set out above and the benefits that have been achieved since the creation of the council's Community Benefits Development Group have allowed the project team to target:

- Specific community groups
- Identify the right schools and students.
- Identify the most appropriate training requirements.

This approach benefits the local community by ensuring that residents, particularly students and community groups, receive the assistance and placements they need. It enables individuals and communities to flourish, targets outcomes and enhances economic growth regionally and locally in the North Lanarkshire area.

This approach also improves contractor efficiency, allowing them to meet their contractual obligations more effectively.

3.4 In financial year 2023/2024, spanning May to October 23, we have fulfilled 20 outcomes that include:

- 5 new employees full time jobs from non-priority groups
- 2 new employees full time jobs from priority groups
- 2 new entrant graduate full time positions from priority groups
- 4 apprenticeships transferred from another contract (2 part time and 2 full time)
- 1 work experience placement – Foundation apprenticeship student
- 1 carers event
- 1 workplace visit
- £1000 of financial benefits and an estimate of 15 hours (3 outcomes) for community groups

Note: the number above is from a point in time, there will be other outcomes that will have been fulfilled yet to be uploaded / evidenced on our community benefits platform, Cenefits.

- 3.5 The Ravenscraig Infrastructure Access South: West Coast Mainline Crossing contract started in March 2022 with completion in September 2023 and fulfilled 52 outcomes. The benefits achieved in that period in each of the themes are shown below:

Recruitment & Employment

- 6 permanent employee positions were created because of this contract.
- Trainee engineer on a 4-year programme being supported to continue studying part time at university
- A quantity surveyor employed for the duration of the contract.

Skills & Training

- 9 work experience placements – school and non-school (students from various schools within the Motherwell area)
- 4 taster sessions (e.g. Women in Construction event, Ravenscraig industrial day)
- 2 careers events (Routes to Work's 'Destination Unknown' and Forgewood Community Centre)
- 2 workplace visits (Site visit for 20 students from North Lanarkshire College, school leavers from the Routes to Work career event, who were interested in construction careers, attended a site visit to see the bridge being constructed).

Supply Chain Development

2 events took place where the contractor engaged with plant hire companies, consultants, welding and aggregate material businesses.

Community Engagement – non-financial

20 non-financial outcomes were fulfilled where the contractor carried out a number of clean-up operations / repairs / gardening work at various Simon Community locations.

- 3.6 The Ravenscraig Infrastructure North and South – Multidisciplinary Project Services contracts span across financial years and therefore there will be Community Benefits outcomes to be delivered in 24/25, 26/27 and potentially into 27/28 of a similar nature to those outcomes listed in section 3.2 above.
- 3.7 In addition to the above, a new contract has been awarded for East Airdrie Link Road - Preliminary Design, DMRB Stage 3 Assessment and Statutory Procedures with a further 16 outcomes to be fulfilled during 24/25.
- 3.8 The Regional Sustainable Procurement Strategy embraces the principles of Community Wealth Building (CWB) and sets out the ambition to maximise the impact of procurement spend on the region's most deprived communities by ensuring the Region's approach to Community Benefit is tailored to the specific needs of local communities.
- 3.9 In order to achieve this the Glasgow City Region Project Management Office in consultation with the 8 Member Authorities have procured a web developer to create an online platform for community groups to request a wish which will identify tangible benefits. In the first instance wishes shall be fulfilled via City Deal projects with the view to expanding this out to all services on business-as-usual contracts and beyond. This process is being done at present on an offline basis, having a platform should allow the Council to reach more community groups and thus increasing the number of community groups requests.

**4. Supporting documentation**

None, all details are included within the report.

A handwritten signature in black ink, appearing to read 'P. Humphries'.

**Pamela Humphries**  
**Chief Officer (Place)**

## 5. Impacts

<b>5.1</b>	<p><b>Public Sector Equality Duty and Fairer Scotland Duty</b></p> <p>Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The Regional Sustainable Procurement Strategy will be in compliance with both duties.</p> <p>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<b>5.2</b>	<p><b>Financial impact</b></p> <p>Does the report contain any financial impacts?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant financial impacts been discussed and agreed with Finance?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.3</b>	<p><b>HR policy impact</b></p> <p>Does the report contain any HR policy or procedure impacts?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.4</b>	<p><b>Legal impact</b></p> <p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.5</b>	<p><b>Data protection impact</b></p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>

<b>5.6</b>	<p><b>Technology / Digital impact</b></p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p>
<b>5.7</b>	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes    <input checked="" type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The Regional Sustainable Procurement Strategy includes a strategic objective to address Climate Change.</p>
<b>5.8</b>	<p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.9</b>	<p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p>
<b>5.10</b>	<p><b>Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<b>5.11</b>	<p><b>Children's rights and wellbeing impact</b></p> <p>Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p>



# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved?

☐ Yes ☒ No

Ref (AG/PK)

Date

10/05/24

## North Lanarkshire Employer Charter

**From** Alison Gordon, Chief Social Work Officer (Education, Families, Justice & Integration)

**E-mail** gordonal@northlan.gov.uk

**Telephone** 01698 332001

### Executive Summary

Within the current Plan for North Lanarkshire the Brighter Futures programme of work is delivering activities across several workstreams and an update on the achievements across all Programmes of Work was reported to the Policy and Strategy Committee on 14 March 2024.

One of the achievements featured within the report was the implementation of the North Lanarkshire Employer Charter. This work is relevant to the remit of the Enterprise and Fair Work Committee in its promotion of local economic development and work with local employers encouraging fair work practices in our local economy. A detailed description of the charter and its work to date are provided within the report for Committee to consider.

Lastly, the report lists all businesses accredited and gives examples of the tangible benefits that the charter has brought to both employers and the Council.

### Recommendations

It is recommended that the Committee:

- (1) Recognise the role the North Lanarkshire Employer Charter has in supporting the engagement of employers with Council services and in aligning local employers with the aims of the Council.

### The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(5) Grow and improve the sustainability and diversity of North Lanarkshire's economy
Programme of Work	Brighter Futures

#### 1. Background

- 1.1 Brighter Futures is one of the seven strategic Programme of Work areas approved by the Policy and Strategy Committee in March 2023 which will guide the work of the

Council until 2028. Within the Brighter Futures Programme of Work there are a number of workstreams and activities being led and delivered by a broad range of teams and operational programmes. These inform the One Council Delivery Plan which sets out the portfolio of programmes, projects, and activities to support delivery of the Programme of Work to 2028. Brighter Futures aims to achieve the following:

*To support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering and prepare young people and the wider community for the future through specialised education, voluntary work and enterprise. This programme will give them the skills, knowledge, and confidence to successfully transition to further education, training or employment. This will shape innovative employment pathways and maximise key industry growth sectors to boost economic growth. This will provide opportunities to develop real-world job skills that add value and pathways to specific industries and help to offer choice and inclusive access to jobs and training.*

- 1.2 Given the aims of Brighter Futures it was identified early in the programme that engagement with employers would be a significant factor in its effective development. It was agreed that one of the ways this could be facilitated was through the development of formal recognition for the work of employers that support the Council in achieving its ambitions and this led the development of the North Lanarkshire Employer Charter.
  - 1.3 The Employer Charter was therefore designed to maintain and support a network of employers across North Lanarkshire, to engage and influence local employers to work fairly and responsibly and to formally acknowledge those employers that already work in a such a manner. At its core the employer charter is an employer accreditation scheme, developed to drive forward improvements across North Lanarkshire's labour market, benefiting employers, employees and the local community and with accreditation assessed objectively on four core areas. The scheme is currently the only employer accreditation scheme offered by a local authority in Scotland, membership is free and open to businesses of all sizes within North Lanarkshire and to those outwith the local authority area that contribute to the local community and economy.
- 

## **2. Report**

### **Charter Design and Operating Principles**

- 2.1 The Employer Charter is designed and managed by the employability team to offer tangible benefits to employers in return for measuring their business against key areas that the Council would like to drive improvements. These benefits include:
  - Recognition as an exemplar local employer, committed to helping the North Lanarkshire economy recover and grow, through adopting the highest employment standards and practices.
  - Access to support, expertise and, where appropriate, funding to help develop and grow a capable and resilient future workforce which supports their business goals and aims.
  - To boost the company profile through publicity, promotion and attracting new talent to the labour market.
  - To gain access to contacts via scheme networking and partnership opportunities, helping to demonstrate the quality of the business when seeking new business opportunities.

- To be recognised as a business which is contributing to wider economic prosperity and sustainability and helping to keep consumer spend in North Lanarkshire.
- Public recognition of businesses support for the Scheme or having been recognised as a Scheme Mark holder.

2.2 Accreditation focuses on compliance with four key principles, which are aligned to positive developments in the local economy, and which are reflected in the pillars of the scheme. These are:

- **Fair Pay:** increasing our average weekly wage in line with the Fairer Scotland Duty
  - all directly employed staff are being paid the Real Living Wage (currently £12 per hour) and this can be confirmed by evidence.
  - Employer is actively working towards paying the Real Living Wage within the next 12 months.
- **Employ North Lanarkshire** – ensuring that job opportunities go to NL residents.
  - Employer is committed to engaging with North Lanarkshire's Working employability service when new employment and apprenticeship opportunities arise within the organisation.
  - Employer promotes and provides apprenticeship / work experience / work placements and actively engages with local schools and developing the young workforce.
  - Employer promotes volunteering and volunteering opportunities within the wider community.
- **Buy North Lanarkshire** – enhancing supply chain / procurement / community benefits.
  - Employer commits to including North Lanarkshire businesses in its supply chain wherever possible within the next 12 months.
  - Employer is involved in providing community benefits and/or social value through public sector procurement of goods and services.
- **Be the Best** – ensuring fair work practices which attract and retain employees.
  - Employer offers flexible working and family friendly working practices.
  - Employer offers workforce training, development, and progression.
  - Employer has a health and well-being policy.
  - Employer has an equality and diversity policy.

2.3 Awards are made on the level of compliance to the above specific criteria and sign up in principle to the scheme to work towards meeting the specific criteria outlined under each of the four pillars.

- Bronze Award winners will be able to evidence meeting criteria in two of the pillars
- Silver Award winners will meet some of the criteria in each of three pillars and be working towards meeting all.
- Gold Award winners will be able to evidence meeting each of the specific criteria in all four pillars.

Employers achieving the highest level of accreditation would be seen as having a strategic level of engagement with high participation and contribution to the North Lanarkshire labour market.

## Operation of the Employer Charter

2.4 Prior to its official launch the charter scheme was promoted to a small number of existing partner businesses to serve as a pilot, and to give them an opportunity to help the Council further shape the principles, levels, and overall operation of the scheme. These early adopters were awarded initial accreditation and are the founder partners in the scheme. These companies were:

- Pulp Tec Ltd, Cumbernauld – Bronze
- Active Access Ltd, Bellshill – Silver
- Hair Design Airdrie, Airdrie – Silver
- Emarr Telecoms, Motherwell – Bronze
- GCN Ltd, Wishaw – Bronze
- Indeglas, Cumbernauld – Silver

Initial feedback was extremely positive with a real commitment and enthusiasm from employers for the scheme. Following the initial soft launch a marketing campaign was undertaken which included a video advert campaign and various press releases, with the scheme being widely promoted through all Council networks, media platforms, Community Boards and Champions.

2.5 To date 37 businesses have been accredited, 9 have achieved a Gold Award, 15 Silver and 13 Bronze. A list of these businesses is included at Appendix 1 alongside three example case studies from local employers describing their engagement recognised by the charter. There are currently 30 businesses at pending stage, that have expressed an interest and are at various stages of the process. There are 15 businesses that have applied for accreditation and not met the criteria for a Bronze Award and are being supported to meet at least all of the criteria within two pillars to meet the minimum requirement for an award.

2.6 Accredited members are case managed within the Employability Services Team. Following the panel review and award decision, recommendations are made for areas of improvement with support provided, to reach the highest level of accreditation possible. Feedback from accredited members has been incredibly positive with one of the benefits of the scheme being providing an extra point of contact for businesses with the Council. There have been numerous enquiries from businesses not based in North Lanarkshire. These businesses are assessed on their contribution to North Lanarkshire's local economy and on their interaction with the local community. To date one of these businesses have become a member, McTaggart Construction, securing a Gold Award.

2.7 Businesses who have been granted awards are sent a digital logo to display on their email signatures, website, and social media platforms. They are also presented with a plaque to display within the organisation and a marketing pack. Accreditation is for a period of three years and evidence is refreshed on an annual basis and businesses that have been granted awards have their logos / details displayed on North Lanarkshire's Working and NLC website pages. Finally, As part of the marketing for the charter, and to demonstrate to businesses the high level of recognition within which the Council views the awards, many businesses have been visited by The Provost, with photographs and a press release created to promote their achievement.

### **3. Measures of success**

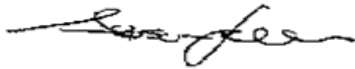
#### **3.1 Measures of success include:**

- The NL Employer Charter supports a growing network of fair and responsible employers across North Lanarkshire and encourages positive developments in the local labour market benefiting employers, employees and the local community.

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### **4. Supporting documentation**

#### **4.1 Appendix 1 – Employer Charter Companies and Case Studies.**



**Alison Gordon**  
**Chief Social Work Officer (Education, Families, Justice & Integration)**

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## 5. Impacts

5.1	<p><b>Public Sector Equality Duty and Fairer Scotland Duty</b>  Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.2	<p><b>Financial impact</b>  Does the report contain any financial impacts?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, have all relevant financial impacts been discussed and agreed with Finance?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
5.3	<p><b>HR policy impact</b>  Does the report contain any HR policy or procedure impacts?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, have all relevant HR impacts been discussed and agreed with People Resources?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
5.4	<p><b>Legal impact</b>  Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
5.5	<p><b>Data protection impact</b>  Does the report / project / practice contain or involve the processing of personal data?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, is the processing of this personal data likely to result in a high risk to the data subject?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a>  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.6	<p><b>Technology / Digital impact</b>  Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>

	<p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<b>5.7</b>	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.8</b>	<p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.9</b>	<p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>Managing and monitoring service performance supports the ongoing monitoring of the service's risk register.</p>
<b>5.10</b>	<p><b>Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<b>5.11</b>	<p><b>Children's rights and wellbeing impact</b></p> <p>Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>

## APPENDIX 1 Employer Charter Companies and Case Studies

### Gold:

Glass Systems  
Belac Group Ltd  
Secureshield Ltd  
Antibody Analytics  
Mears  
DMI Fire & Security  
Cumbernauld Theatre Trust  
All Star Joinery  
McTaggart Construction

### Silver

Hair Design Airdrie  
Active Access  
The Power Within Training  
Antibody Company  
ACS Clothing  
Preah Building Services  
Andersen Caledonia  
Newmains Community Trust  
Enevate  
Indeglas

Door & Gate Engineering Services  
CD Architects  
DMG Services Group  
Swagelok Scotland  
Moock  
Balfour Beatty

### Bronze

Pulp Tec Ltd  
GCN Ltd  
WH&R McCartney Insurance Brokers  
Inex Works  
Clarke Fire Protection Products Ltd  
Equal Say  
Paradigm Reinstatements Ltd  
Netzero Facades  
SRB Wealth Management  
Premier Property Solutions  
WQS Wonderseal  
Emarr Telecoms Ltd  
Thistle Networks Ltd T/A Telecom Networks

### Case Studies

**All Star Joinery**, a Gold member, were experiencing issues acquiring property, which was impacting the growth of their business. The business was also facing challenges engaging with local schools, which they were keen to do and to make use of the training space they had built. The Employability Services Team were able to progress a query the business had with the Planning and Place Team, and the business are now in a position to ascertain which site from the identified lots would be best suited and develop a proposal. Further to this the team facilitated a meeting with Education & Families colleagues, which subsequently led to the development of a work placement calendar for four local schools.

**Moock Environmental Ltd**, a Silver member, were also supported to link in with other Council departments. The business was keen to develop a Social Enterprise arm and rehabilitate criminal justice offenders back into society. The owner of the business has a commitment to supporting the rehabilitation of offenders. The team facilitated a meeting with the Community Justice Coordinator and a relationship is developing which will lead to engagement with other employers. A referral was also made to Social Enterprise Accelerator for startup support. In addition to this, the Director, a finalist in the recent Great British Entrepreneur awards, was keen to support young people to develop entrepreneurial skills, a meeting was facilitated with the DYW Lead, Curriculum Manager and Head Teachers from local schools to develop a plan to deliver Entrepreneur workshops.

**DMG Services Group**, also a Silver member, recently launched a training academy in response to industry demands to tackle the growing skills shortage and provide specialist training. They were keen to not only use this for apprentices and qualified tradesmen, but also

to roll out to local schools and provide an Introduction to Roofing course, giving pupils an insight into the world of construction and qualifications that would support them when applying for work or further education. The Employability Services Team facilitated a meeting with the Curriculum Manager and DYW Lead, and this led to a proposal being developed for schools and the business becoming an approved supplier, enabling schools to utilise the course. The first cohort of pupils from Brannock High School completed their course in December, with a small celebration event to showcase their achievement. This was attended by The Provost, and Convenor of Education, as well as staff from the school.



# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved? ☒ Yes ☐ No

Ref PH/CB/EF

Date 10/05/24

## External Funding update

From Pamela Humphries, Chief Officer (Place)

E-mail [Hodges@northlan.gov.uk](mailto:Hodges@northlan.gov.uk)

Telephone Stuart Hodge  
07583 091571

### Executive Summary

This report provides an update to Committee on the Council's recent progress in developing and securing external funding for physical regeneration projects across North Lanarkshire including the UK Government's Long-Term Plan for Towns; Scottish Government's Vacant and Derelict Land Fund, and heritage funding programmes managed by Historic Environment Scotland and National Lottery Heritage Fund.

The report also seeks approval for the proposed use of the council's 2024/25 Vacant and Derelict Land Fund (VDLF) allocation of £1.231m, which was confirmed by the Scottish Government in February, subject to approval of a Local Delivery Plan.

### Recommendations

It is recommended that Committee:

- (1) Approves the projects for inclusion within the 2024/25 Vacant and Derelict Land Fund Local Delivery Plan for submission to the Scottish Government as outlined in section 2.7 of this report.
- (2) Acknowledges the update on progress regarding the allocation of £19.51m over 10 years to Coatbridge through the UK Government's Long-Term Plan for Towns.
- (3) Approves the Governance arrangements for the Coatbridge Town Board as set out in Appendix 2.
- (4) Acknowledges progress with progressing heritage funding bids for projects in Airdrie, Summerlee Museum and Palacerigg Country Park.
- (5) Acknowledges the award of £250,000 from National Lottery Heritage Fund to establish a new heritage network for North Lanarkshire
- (6) Acknowledges the current position regarding the Scottish Government's Regeneration Capital Grant Fund and the Vacant and Derelict Land Investment Programme.
- (7) Acknowledges the award of £2.345m from the Public Sector Heat Decarbonisation Fund for the redevelopment of Strathclyde Park
- (8) Acknowledges the anticipated allocation of funding from the Scottish Government's Place Based Investment Programme for 2024/25.

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## The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(2) Refocus our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities
Programme of Work	Transforming Places

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### 1. Background

- 1.1 The Council aims to secure external funding to support the physical, social and economic regeneration of North Lanarkshire, with regular updates made to committee.
- 1.2 There has been significant recent activity across a range of funding streams. This report provides an update on progress towards securing a range of funds to support the social, physical and economic regeneration of North Lanarkshire.

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### 2. Report

- 2.1 This report provides an update on current external funding activity, including recent funding bid submissions and decisions.

#### Vacant and Derelict Land Fund (VDLF)

- 2.2 Since 2006, North Lanarkshire Council has received funding through the Scottish Government's Vacant and Derelict Land Fund (VDLF) Programme to support the remediation and re-use of long-term vacant and derelict land sites within North Lanarkshire. The award of this annual grant is subject to the submission of a VDLF Local Delivery Plan (LDP) and its approval both by committee and the Scottish Government.
- 2.3 The VDLF is a ring-fenced annual capital grant allocation which provides financial support from the Scottish Government to assist with the regeneration of registered vacant and derelict land (V&DL) sites across selected local authority areas. Funding provided through the VDLF Programme is subject to the submission and approval by the Scottish Government of a LDP which sets out local authority investment proposals to meet the objectives of the VDLF Programme.
- 2.4 These objectives are to:
- tackle long term vacant and derelict land (and in particular sites which have been registered as vacant or derelict for at least 15 years);
  - stimulate economic growth and job creation;
  - develop a diverse sustainable environment with a focus on temporary and permanent greening; and
  - support communities to flourish and tackle inequalities
- 2.5 There is a range of activity which this fund cannot support including major infrastructure works, retail and housing projects.

- 2.6 On the 9 February 2024, and following the Scottish Government Budget announcement in December 2023, £1.231M capital grant funding was awarded to North Lanarkshire Council subject to the submission and approval of a 2024/25 VDLF LDP.
- 2.7 The Local Delivery Plan is currently being progressed and the following projects are proposed for inclusion for delivery via Fusion Assets, the council's arm's length regeneration company: -
- External works at Phase 4, Links Park, Newhouse (£895,000) – remediating 1Ha of land to facilitate a new 1800m<sup>2</sup> industrial unit.
  - Improving access, parking and addressing abnormal ground conditions at Phase 2, Gartcosh Industrial Park (£336,000) – remediating 0.6Ha to facilitate new 1950m<sup>2</sup> industrial unit.

### **Long-Term Plan for Towns Programme**

- 2.8 As reported to Committee in November 2023, Coatbridge was awarded funding from the UK Government through its Long-Term Plan for Towns programme (this was reported as £20m at the time however UK Government has confirmed that the award total is £19.51m). North Lanarkshire Council is the accountable body for these funds however decision-making responsibility will rest with an independent Town Board, which the council will support.
- 2.9 A Coatbridge Town Board has now been established and an independent chair appointed, as outlined in Appendix 1. Draft governance documents, including Terms of Reference, Code of Conduct for Board members and a Declaration of Interest policy have been prepared for committee approval (see Appendix 2). Work is now progressing on the development of a ten-year vision for the town and associated three-year investment plan, building on the Town Vision for Coatbridge which was approved at Policy and Strategy Committee in September 2021. External consultants Page Park have been appointed to support the development of the Long Term Plan and facilitate community engagement to ensure the Plan can be submitted to the UK Government in August 2024, subject to endorsement by Committee in Cycle 3.

### **Rediscovering Airdrie**

- 2.10 During 2022, Historic Environment Scotland (HES) and National Lottery Heritage Fund (NLHF) aligned funding for place-based heritage interventions and invited applications from constituted organisations and local authorities under their respective Grants for Heritage (NLHF) and Heritage and Place (HES) programmes.
- 2.11 The council successfully submitted expressions of interest to both funds for support to deliver the heritage-led regeneration of Airdrie and were invited to make 'development phase' applications by both funders, which were submitted in late 2022. These bids sought a total of £150,000 funding to resource the council to develop full 'delivery phase' bids over a 12-month period, with an indicative £2.65m sum identified for delivery phase bids.
- 2.12 The 'Rediscovering Airdrie' project aims to take a heritage-led approach to regenerating Airdrie. The project secured an initial £150,000 in 'development phase' funding from complementary programmes run by Historic Environment Scotland and National Lottery Heritage Fund in 2023. This has enabled early preparatory work to be undertaken.

- 2.13 The project formally started in January 2024. The full 'delivery phase' application which is seeking £2.65m in funding will be submitted in December 2024. Subject to approval of the delivery phase application, the project would run until 2029 and cover a wide range of physical interventions – including repurposing Airdrie Town House as a creative sector hub, improving access to the Public Observatory in Airdrie Library and grant funding schemes to improve shopfronts and for tenement repairs – and heritage activities, like oral history and traditional skills development.
- 2.14 The council will continue to engage with heritage funders with a view to submitting further bids for these funding streams should they continue in 2024.

### **Summerlee redevelopment**

- 2.15 'New Stories, New Audiences, Better Lives', a project which aims to redevelop parts of Summerlee Museum of Scottish Industrial Life and deliver a programme of activities aimed at engaging new audiences and extending the museum's collections, secured £127,000 in 'development phase' funding from National Lottery Heritage Fund in 2023.
- 2.16 The project formally started in February 2024. A full 'delivery phase' application, seeking £3.4m in funding will be submitted by June 2025.

### **Palacerigg redevelopment**

- 2.17 A bid seeking £270,000 in 'development phase' funding for 'New Roots, Old Roots', a project aiming to redevelop Palacerigg Country Park has been submitted to National Lottery Heritage Fund, with a funding decision expected during summer 2024.
- 2.18 The project, led on by the council's Greenspace Projects Team, will improving trails and natural heritage and reopening the Visitor Centre (for community management) If successful, it is expected that a full 'delivery phase' application seeking £2.79m will be submitted in autumn 2025.

### **North Lanarkshire Heritage Network**

- 2.19 The council was awarded £250,000 from National Lottery Heritage Fund to manage a North Lanarkshire heritage network. This funding will principally be used to employ a new Heritage Outreach Officer who will be responsible for establishing and supporting the network and working with individuals and groups to develop heritage projects and secure external funding for these. This will include intensive engagement works across each of North Lanarkshire's nine Community Board areas on a rolling basis across a three-year period.

### **Regeneration Capital Grant Fund (RCGF)**

- 2.20 The Scottish Government's Regeneration Capital Grant Fund (RCGF) supports physical regeneration projects in local communities. It is open to local authorities, which can apply for funding for Council projects and on behalf of community groups.
- 2.21 In October 2023, the council submitted a 'Stage 2' bid to Round 11 of the RCGF seeking funding for 'The Cairnlea Centre' project, which aims to develop a new venue for community use adjoining Cairnlea Parish Church in Airdrie. A decision on the outcome of this application was expected in January 2024.

- 2.22 In November, the Council issued a call for projects for an anticipated twelfth round of RCGF and has received six expressions of interests from community groups for eligible projects. Officers have subsequently met with each of these groups and provided initial feedback on their proposals.
- 2.23 In March 2023, Scottish Government advised that Round 11 of RCGF has been withdrawn (with no projects funded through it) and that it is not currently in a position to advise on whether the Fund will be relaunched for future rounds. No further development work will be undertaken until future rounds of funding are confirmed.

### **Vacant and Derelict Land Investment Programme (VDLIP)**

- 2.24 Launched in 2022, the Vacant and Derelict Land Programme is a five-year £50 million competitive fund to bring abandoned sites back into use for community and environmental benefit. It aims to help:-
- enhance places and regenerate communities
  - tackle disadvantage and inequality
  - meet climate change targets
  - attract private investment and create economic growth
- 2.25 In October 2023, the council submitted two 'Stage 2' bids to Round 4 of the VDLIP seeking funding for new greenspace projects at Cumbernauld Village and in Glenboig.
- 2.26 In November 2023, the Council began the process of identifying potential future VDLIP applications and engaged with Framework Consultants to undertake two initial feasibility studies assessing the viability of projects in Motherwell and Shotts.
- 2.27 In March 2024, the Scottish Government however advised that Round 4 of the VDLIP has been withdrawn (with no projects funded through it) and that it is not currently in a position to advise on whether the Fund will be relaunched for future rounds.
- 2.28 The Council has continued with the feasibility studies and these will progress to conclusion to ensure we have "shovel ready" projects should the fund recommence or for potential inclusion within future rounds of VDLF.

### **Strathclyde Country Park**

- 2.29 The Scottish Government has also paused the Green Growth Accelerator funding programme, through which the council expected to receive up to £10m towards the low-carbon redevelopment of Strathclyde Park.
- 2.30 A bid for £2.345m from the Scottish Government's Public Sector Heat Decarbonisation Fund towards the low-carbon redevelopment of Strathclyde Country Park was submitted in December 2023, with funding secured in March. This funding will contribute towards the 'fabric first' elements of the retrofit of the Watersports Centre in the Park.
- 2.31 A further round of the Fund is expected to be launched during 2024, with the council planning to submit a further bid for up to £2.5m in additional funding. While this project is supported through the strategic capital programme, additional funds may need to be secured to enable the project to proceed as originally planned, and officers are liaising with potential funders with a view to securing the necessary additional funds.

## **Place Based Investment Programme (PBIP)**

- 2.32 The Scottish Government committed to the establishment of a Place Based Investment Programme (PBIP) allocating £140M to local authorities over 5 years commencing in 2021/22.
- 2.33 This fund is used to take forward place-based initiatives focused on a range of key themes including place making, town centre regeneration, 20 minute neighbourhood, community led regeneration and ownership, tackling inequalities, accelerating goals for net zero carbon, and promoting community wealth building.
- 2.34 Now approaching the fourth year of operation, North Lanarkshire Council is expected to receive £1.698m in 2024/25 with all funds requiring to be contractually committed by 31<sup>st</sup> March 2025. It is expected to receive formal confirmation of this funding in late April. This funding was included within the assumptions as part of the council's Strategic Capital Investment programme approved by Policy and Strategy Committee in March 2024 and will support delivery of a range of town centre and place making projects that contribute to the council's Plan for North Lanarkshire and Transforming Places Programme of Work.

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### **3. Measures of success**

- 3.1 The primary measure of success arising from the work and updates outlined in this report is to maximise external funding for investment in the regeneration of North Lanarkshire and its places.
- 3.2 Future economic and employment benefit gained from the investment of the council's allocated 2024/25 VDLF award made from the Scottish Government.

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### **4. Supporting documentation**

- Appendix 1 Coatbridge Town Board membership  
Appendix 2 Coatbridge Town Board Governance arrangements



**Pamela Humphries**  
**Chief Officer (Place)**

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## 5. Impacts

5.1	<p><b>Public Sector Equality Duty and Fairer Scotland Duty</b>  Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?   If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a>  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.2	<p><b>Financial impact</b>  Does the report contain any financial impacts?  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  If Yes, have all relevant financial impacts been discussed and agreed with Finance?  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?  Positive impacts as a consequence of receiving external funding to support regeneration projects in North Lanarkshire.</p>
5.3	<p><b>HR policy impact</b>  Does the report contain any HR policy or procedure impacts?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, have all relevant HR impacts been discussed and agreed with People Resources?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
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<p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.7 Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The investment in Strathclyde Park watersports centre will contribute to the council's plans to reduce carbon emissions.</p>
<p><b>5.8 Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>There will be some communications activities required related to funding awards, in particular the award to Coatbridge. These will be fully scoped out and discussed with Corporate Communications colleagues.</p>
<p><b>5.9 Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p>
<p><b>5.10 Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
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**Coatbridge Town Board Members**

<b>Name</b>	<b>Position</b>
Gavin Whitefield (Chair)	Deputy Lord-Lieutenant for Lanarkshire
Allan Stubbs	Councillor for Coatbridge North
Geraldine Woods	Councillor for Coatbridge South
Fulton MacGregor	MSP for Coatbridge and Chryston
Steven Bonnar	MP for Coatbridge, Chryston and Bellshill
Graeme McLaughlin	Area Commander, Police Scotland
Christopher Moore	Chief Executive and Principal, New College Lanarkshire
Jackie Smith	Coatbridge Locality Manager, NHS Lanarkshire
Kirsty Struthers	Senior Manager (Community Development), VANL
Liz McCutcheon	Chief Executive, Inspirent
Michael Connolly	Lecturer, University of Stirling
Yvonne Lindsay	Managing Director, Telecom Networks
Willie McBride	Chair, Coatbridge Community Board

**Coatbridge Long Term Plan Town Board**

**Terms of Reference**

**April 2024**

**1 1. INTRODUCTION**

- 1.1 These Terms of Reference (“the Terms”) set out how the Coatbridge Long Term Plan Town Board (“the Town Board”) operates, how decisions are made and the procedures that are followed to ensure that the Board operates efficiently, effectively and is both transparent and accountable.
- 1.2 Any reference to “the Council” is a reference to North Lanarkshire Council and its statutory successors. Any obligation or requirement on the Council to do something will be satisfied if the Council procures that it is done.
- 1.3 A reference to “paragraph(s)” and “Annex” is to the paragraphs and annexes of the Terms.
- 1.4 Copies of all codes of conduct, policies, guidance and any other documents referred to in the Terms can be made available on request to the Council.

**2. OBJECTIVES**

- 2.1 The Town Board, supported by the Council, will develop, agree and produce a Long Term Plan for the town of Coatbridge (“the Long Term Plan”). The Long Term Plan will consist of a 10 year vision which will include a 3 year investment plan which should recognise and seek to build on work that is underway, or has been undertaken already, in Coatbridge. The Long Term Plan, and the 3 year investment plan, should build on and align with the Council’s strategies, plans and objectives as set out in the Plan for North Lanarkshire or any future strategic plans which the Council may introduce. The 3 year investment plan will be reviewed and updated on an annual basis and approved by the Board.
- 2.2 The Town Board will bring together community leaders, local employers, public agencies and local elected representatives to develop a shared 10 year vision for the town of Coatbridge and oversee the delivery of funding across three broad investment themes of Safety and Security; High Streets, Heritage and Regeneration; and Transport and Connectivity.
- 2.3 The Town Board will drive the priorities for investment, convene powers and responsibilities for making change, and steer the long-term vision for Coatbridge hand-in-hand with local people.

### **3 RESPONSIBILITIES**

3.1 The Town Board will be responsible for:

- 3.2.1 identifying the issues and priorities to focus on for the Long Term Plan, including supporting a process of ongoing community engagement.
- 3.1.2 working with the local authority to develop the Long Term Plan, setting out how local partners will use their knowledge, powers, assets and new funding to deliver for their communities.
- 3.1.3 identifying opportunities to bring in additional philanthropic or private investment to support the Long Term Plan.
- 3.1.4 submitting the Long Term Plan to the Department for Levelling Up, Housing and Communities on, or before 1 August 2024 or by a mutually agreed date.
- 3.1.5 overseeing the delivery of projects set out in the Long Term Plan.

3.2 The Chair, the Town Board Members and the Council will ensure that the Nolan Principles, set out in Annex A, are upheld in the carrying out of all business and activities of the Town Board.

### **4. GOVERNMENT GUIDANCE**

4.1 The Town Board will undertake its responsibilities in accordance with guidance issued, and subsequent guidance that may be issued, by the Department for Levelling Up, Housing and Communities (or its successors), including:

- 4.2.1 Our Long Term Plan for Towns, guidance published 1 October 2023.
- 4.2.2 Long Term Plan for Towns: guidance for local authorities and Town Boards published 18 December 2023.
- 4.2.3 Supplementary guidance and FAQs dated 20 March 2024.

### **5. CHAIR OF THE TOWN BOARD**

5.1 The Council is responsible for the appointment of an independent chair of the Town Board ("the Chair"), following consultation with the relevant Member of Parliament.

5.2 The Chair must be a prominent local community leader or local businessperson. They should act as a champion for the town of Coatbridge and provide leadership for the Town Board, ensuring it is community-led and embedded within the local area.

- 5.3 Elected representatives, such as Members of Parliament, Members of the Scottish Parliament or local councillors, must not chair the Town Board.
- 5.4 The role of the Chair is voluntary. The Chair will not be entitled to any remuneration. Reasonable expenses incurred in connection with the fulfilment of the role of Chair may be reimbursed.
- 5.5 The appointment of the Chair will be held until the three year check in point at the end of each investment period cycle. The Chair whose appointment expires under this provision is not excluded from re-appointment.
- 5.6 Notwithstanding the provisions of paragraph 5.5, the Council, at its sole discretion, may terminate the appointment of the Chair before the end of the three year check in point at the end of each investment period.

## **6. TOWN BOARD MEMBERSHIP**

- 6.1 The Town Board will have a maximum of fifteen members ("Town Board Members"). Reference to Town Members includes the Chair.
- 6.2 Two Town Board Members will be local councillors from the Council. The Council will confirm the appointment of the local councillors to the Chair and the Town Board following completion of the Council's process for the appointment of representatives to outside organisations.
- 6.3 The Member of Parliament whose constituency sits within the boundary of the town of Coatbridge must sit on the Town Board.
- 6.4 The Town Board must have a senior representative from Police Scotland.
- 6.5 The Town Board will comprise representation from local organisations. This may include, but is not restricted to:
  - 6.5.1 Community partners, such as community groups, faith groups, local charities, neighbourhood forum, youth groups, and the Third Sector Interface.
  - 6.5.2 Local businesses and social enterprises, such as the chair or board members for the Business Improvement District where these exist, and key local employers or investors in the town of Coatbridge.
  - 6.5.3 Community and small businesses.
  - 6.5.4 Cultural, arts, heritage and sporting organisations, such as local sports club directors and local heritage groups.
  - 6.5.5 Public agencies and anchor institutions, such as local schools, higher education and further education institutions, relevant government agencies for the Coatbridge area.

- 6.6 Membership of the Town Board will be kept under review by the Council to ensure that it is consistent with guidance from the Department for Levelling Up, Housing and Communities and aligned to achieving the Town Board objectives.

## **7. APPOINTMENT OF TOWN BOARD MEMBERS**

- 7.1 The Council, in consultation with the Chair, is responsible for the appointment of Town Board Members.
- 7.2 The Council will notify the Department for Levelling Up, Housing and Communities of any changes to the Town Board membership.
- 7.3 With the exclusion of the required Town Board memberships detailed at paragraphs 6.2, 6.3, and 6.4, appointments to the Town Board will be held until the three year check in point at the end of each investment period cycle. Any Town Board Member whose appointment expires under this provision is not excluded from re-appointment.
- 7.4 Notwithstanding the provisions of paragraph 7.3, the Council, at its sole discretion, may terminate the appointment of any Town Board Member before the end of the three year check in point at the end of each investment period.
- 7.5 Town Board Members may resign from the Town Board by serving notice, in writing, on the Chair, or in the event that the Chair is the member resigning, on the Council.
- 7.6 If a Town Board Member is a representative of an organisation and resigns from that organisation, they automatically resign from being that organisation's named representative on the Town Board and as a Town Board Member.

## **8 MEETINGS AND PROCEDURE**

- 8.1 The Town Board will meet quarterly. Additional meetings may take place should the need arise at the discretion of the Chair in consultation with the Council.
- 8.2 A minimum of two weeks' notice will be given for a meeting of the Town Board. Board papers will be issued to Town Board Members, and all other Board attendees, 5 working days before any meeting of the Town Board.
- 8.3 The Town Board will follow the Council's governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.
- 8.4 The Chair will ensure that minutes of meetings of the Town Board are made. The minutes will include any conflicts of interest reported to the Town Board.
- 8.5 Draft minutes should be issued to the Town Board Members, and all other Board attendees, within 10 working days of the meeting. Once approved by the Town Board, final minutes will be published on the Council website within 10 working days.

## **9. QUORUM AND DECISION MAKING**

- 9.1 Decisions of the Town Board will be made by majority vote of Town Board Members present at the meeting at which the decision is made or, if following the written decision procedure, by the majority of all members for the time being signifying in writing their support for a decision or proposal.
- 9.2 The Chair will not have a second or casting vote and in the event of an equality of votes, the vote is deemed not to have been carried.
- 9.3 The Town Board will not be entitled to take any decision relating to expenditure that will, or may reasonably be expected to, conflict with the Council's obligations as the Accountable Body or the Council's Section 95 Officer's duties.
- 9.4 Notwithstanding the establishment of any sub-groups in terms of paragraph 11, authority for any decision of the Town Board will remain vested in the Town Board in accordance with the Terms.
- 9.5 The quorum for a meeting of the Town Board will be 8 Town Board Members. The quorum must include:
  - 9.5.1 at least one Town Board Member who is a representative of the Council in terms of paragraph 6.2;
  - 9.5.2 at least one Town Board Member who is a representative of local businesses and investors or a representative of the Community/local voluntary community sector;
  - and
  - 9.5.3 The Chair.
- 9.6 A duly convened meeting of The Town Board at which a quorum is present will be competent to exercise all or any of the authorities, powers, and discretions for the time being vested in or exercisable by the Town Board.
- 9.7 Council Officers will attend Town Board meetings to ensure the Council's duties as accountable body for the Long Term Plan are met and to provide the Town Board with secretariat support.
- 9.8 If a Town Board Member ceases to be a member at a Town Board meeting, he or she can continue to be present and to act as a member and be counted in the quorum until the end of the meeting if no other member objects and if otherwise a quorum of members would not be present.
- 9.9 Each meeting of the Town Board, and any sub-group, will be conducted in accordance with the Council's Code of Conduct.

## **10. MEMBERS' INTERESTS**

- 10.1 When accepting membership to the Town Board, each Town Board Member must complete a register of interests in the form and in accordance with the instructions set out at Annex B and accept the membership code of conduct in accordance with the Council's Code of Conduct.
- 10.2 Each Town Board Member must ensure that the register of interests is up to date before the start of each Town Board meeting they attend.
- 10.3 Each Town Board Member must complete the register of gifts and hospitality, which is set out in Annex C, and circulate to the Council on an ongoing basis.
- 10.4 If a proposed decision at a meeting of the Town Board is concerned with an actual or proposed transaction or arrangement with which a Town Board Member is interested, that member is not to be counted as participating in the decision making process for quorum or voting purposes. The Town Board Member will declare an interest at any meeting of the Town Board and will absent themselves from the discussion of and or making decisions relating to the transaction or arrangement unless it is agreed by the Chair and the Council that the member's interest cannot reasonably be regarded as likely to give rise to a conflict of interest.
- 10.5 A Town Board Member should notify the Chair of any interests occurring in terms of paragraph 10.4 as soon as the member becomes aware of the potential conflict of interest. The Town Board Member should not wait until a meeting of the Town Board to notify the Chair. The Chair will provide details of the interest to the Council for consideration in terms of paragraph 10.4.
- 10.6 A Town Board Member who becomes aware of an interest which potentially conflicts with the business of the Town Board, is not obliged to disclose information that is confidential and where to do so would amount to a breach of confidence. The Town Board Member will make arrangements with the Chair not to receive documents and information relating to the conflict.

## **11. SUB-GROUPS**

- 11.1 The Chair, in consultation with the Council, may set up sub-groups of the Town Board to focus on specific aspects of the Long Term Plan.
- 11.2 Approval of the Chair and the Council will be required for the participation of non-board members in any sub-group.
- 11.3 Sub-groups will report their findings and insights back to the Town Board. They will not have any decision making function.

## **12. FINANCIAL, CONTRACTUAL AND LEGAL MATTERS**

- 12.1 The management of the Town Board's financial affairs will be conducted by the Council in its capacity as the Accountable Body and will follow the Council's Financial Procedure Rules.

- 12.2 The management of the Town Board contracts will be conducted by the Council in its capacity as the Accountable Body and will follow the Council's Contract Procedure Rules.

**13. LEGAL STATUS**

- 13.1 The Town Board is not a legal entity. It is not the accountable body for any grant or funding regime.
- 13.2 The Terms constitute the formal constitution of the Town Board.

**14. REVIEW AND REVISION OF THE TERMS OF REFERENCE**

- 14.1 The Council may, in consultation with the Chair, amend the Terms where necessary as the work of the Town Board progresses.

**15. DISSOLUTION**

- 15.1 The Council will dissolve the Town Board after the end date of the Long Term Plan or when the function of the Board is no longer required.

## Annex A: Nolan Principles

### Nolan Principles: The Seven Principles of Public Life

- **Selflessness:** Holders of public office should act solely in terms of the public interest;
- **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships;
- **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias;
- **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this;
- **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing;
- **Honesty:** Holders of public office should be truthful; and
- **Leadership:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support

## **Annex B: Register of Declarable Interests**

The Town Board is obliged to hold an open register of members' declarations of financial and personal interests to ensure that all decisions reached are open and fair and to enable the Town Board to decide what steps to take in accordance with paragraph The Town Board Terms of Reference.

### **Declaration**

I have read The Town Board Terms of Reference and Code of Conduct and wish to declare my interests as follows.

#### **Personal Interests:**

<b>ORGANISATION</b>	<b>NATURE OF INTEREST</b>	<b>DATE COMMENCED</b>

#### **Financial Interests:**

<b>ORGANISATION</b>	<b>NATURE OF INTEREST</b>	<b>DATE COMMENCED</b>

I wish to declare the following interests / employment of my family as I feel there is a potential conflict of interest with my membership of the Board:

<b>ORGANISATION</b>	<b>NATURE OF EMPLOYMENT OF FAMILY</b>	<b>INTEREST/ DATE COMMENCED (IF KNOWN)</b>

I undertake to notify the Chair of the Town Board of any changes to the above without delay.

**Signed:**

**Name (CAPITALS):**

## Annex C: Register of Gifts and Hospitality

### REGISTER OF GIFTS AND HOSPITALITY – Coatbridge Long Term Plan Town Board Members

I, (full name) (capitals)

a Member of The Town Board

**GIVE NOTICE**, as I am required to do under The Town Board Terms of Reference that I have been offered gifts and/or hospitality (all gifts and hospitality must be disclosed within 28 days)

<b>Please insert nature of gift / hospitality with an estimated value of at least £10.00</b>

<b>Name of person or body making or offering the gift / hospitality</b>	

<b>The gift was:</b>	<b>Declined / Accepted</b> (Delete as necessary)
<b>Date of gift / hospitality</b>	

**MEMBER'S SIGNATURE – Please note that physical signatures are required on this form.**

<b>Date</b>	
<b>Member's signature</b>	

**RECEIPT ON BEHALF OF NORTH LANARKSHIRE COUNCIL**

<b>Date received on behalf of the Council</b>	
<b>Signature on behalf of the Council</b>	
<b>Print Name</b>	

**ENTERED IN REGISTER**

<b>Date entered</b>	
<b>Entered by (sign)</b>	
<b>Print Name</b>	



# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref TAP/CM

Date

10/05/24

## Town Action Plans Update

**From** Pamela Humphries, Chief Officer (Place)

**E-mail** HodgeS@northlan.gov.uk

**Telephone**

Stuart Hodge, Growth  
Programme Manager

### Executive Summary

This report provides an update on the development of Town Action Plans following the approval of Town Visions for each of the council's eight town centres in September 2021.

Since then, extensive engagement work has been undertaken to ensure that the concepts and ideas being proposed within the visions truly reflect future community needs. Town Action Plans for Airdrie, Motherwell and Wishaw were approved at Committee in November 2023 and this report seeks approval for the Town Action Plans (TAPs) for Kilsyth, Bellshill and Shotts.

Following acquisition of The Centre, Cumbernauld in June 2023, the Council has been overseeing the ongoing management of the property alongside the preparation of a capital investment plan and developing proposals for the long term management of the Centre.

The report also outlines the process and timelines for taking forward the Town Action Plan for Coatbridge following the award of £19.5m from the UK Government's Long-Term Plan for Towns.

### Recommendations

It is recommended that the Committee:

- (1) Acknowledges the findings of the engagement work undertaken on the development of the draft Town Action Plans for Kilsyth, Bellshill and Shotts;
- (2) Approves the Town Action Plans for Kilsyth, Bellshill and Shotts which provide a framework to support future investment within North Lanarkshire's Towns; and
- (3) Endorses the approach to develop the Long Term Plan for Coatbridge to secure the £19.5m funding from the UK government for Coatbridge.
- (4) Acknowledges the update provided on Cumbernauld town centre.

## The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(2) Refocus our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities
Programme of Work	Transforming Places

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### 1. Background

#### Town Action Plans

- 1.1 In August 2019 the Enterprise and Growth Committee approved the Economic Regeneration Delivery Plan (ERDP) 2019-23 as the high level framework which aims to co-ordinate the physical and economic regeneration of North Lanarkshire, increase economic output, and help address social and economic inequality.
- 1.2 In September 2021 the Policy & Strategy Committee approved the Town Visions for all eight town centres within North Lanarkshire (Kilsyth, Cumbernauld, Airdrie, Coatbridge, Bellshill, Motherwell, Wishaw and Shotts).
- 1.3 The development of the Town Visions was not an end in itself as they are conceptual in nature and were intended to stimulate debate and set a direction of travel towards an ambitious and sustainable future for our towns. Following the approval of the Visions, we embarked upon the task of identifying specific development proposals for each town to reflect the corporate priorities in the Plan for North Lanarkshire.
- 1.4 The draft Town Action Plans which stem from the vision were produced in consultation with the community, including engagement with the Community Boards and their sub groups. Site specific investment and development proposals were identified and discussed in partnership with the Community Boards to ensure that the community are directly involved in the development of the draft Town Action Plans.

#### The Centre, Cumbernauld

- 1.5 Built primarily over the 1960/70s, the Centre Cumbernauld (including car parks) extends to over 5 hectares in size and is architecturally the most prominent structure within the town centre. However, a lack of investment over a number of years has meant that the centre itself is in relatively poor condition and would require extensive repair and improvement if it was to be retained as an operational asset in the longer term.
- 1.6 Through consultation work undertaken to develop the draft Cumbernauld Town Vision and the subsequent community engagement work carried out to seek feedback on this proposal, the acquisition of the Centre Cumbernauld, its demolition and its redevelopment was identified as central to community aspirations and ambitions for a new, successful and attractive town centre (as part of wider plans for town central renewal that would open up opportunity to regenerate land currently occupied by Fleming House and collective public buildings such as, the Tryst, the Link, Bron Way, Cumbernauld New Town Hall and Cumbernauld Health Centre).
- 1.7 Following approval in principle by the Policy and Strategy Committee in September 2021, the Council acquired the Centre, Cumbernauld in June 2023 with the support of levelling Up Funding from the UK Government and has been overseeing the

management of the Centre since this time whilst commencing preparatory work for the longer-term redevelopment for the town centre.

## **Long Term Plan for Towns - Coatbridge**

- 1.8 In late 2023, the UK Government announced £20m in funding had been awarded to each of 55 towns across the UK through its Long-Term Plan for Towns programme. This included Coatbridge, one of seven towns in Scotland to be awarded funding. Since then further guidance has been published outlining the conditions that must be met to draw down the funding (now confirmed at £19.5m), including the governance requirements.

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## **2 Report**

### **2.1 Town Action Plans**

#### **Consultation and Engagement**

- 2.2 The public engagement on the Draft Town Action Plans for Kilsyth, Bellshill and Shotts began with a public meeting in each town (there were two meetings in Shotts) in October 2023 to promote the concept of a Town Action Plan and explain how it relates to the parent Town Vision document. The purpose of the meeting was to listen to the concerns and issues from the local community so that the content of the draft Town Action Plan document reflects the needs and ambitions of the local community. Presentations were also given at the Community Board meetings in each town to generate interest in the forthcoming draft Town Action Plans.
- 2.3 The formal public consultation for the Draft Town action Plans ran between the 15<sup>th</sup> of January and the 2<sup>nd</sup> of March 2024 and included:
- press releases and information provided on council website and social media platforms;
  - on-line consultation via Community Boards and at Tenants & Residents Association events.
  - the production of a physical exhibition for each of the three towns, located in the local public library plus an online exhibition (accessible via the council's website) providing local residents with the opportunity to explore, review and comment on the proposals via an online comments board; and
  - Eighteen Drop-In sessions were held in the local libraries throughout the six weeks of the consultation period to allow people to come in and discuss the proposals directly with officers.
- 2.4 The table below summarises the level of engagement achieved during the six week publicity and consultation period:

<b>Publicity &amp; Consultation Summary Table</b>	<b>Total</b>	<b>Kilsyth</b>	<b>Bellshill</b>	<b>Shotts</b>
Number of Views to the TAP landing page on the Council's Website	913	86	215	612
Number of Views of the TAP Documents	601	63	145	393
Online Comments	14	1	3	10
Emails/Postcards/Letters	26	7	7	12
Visitors to Drop-In Sessions	114	9	25	80

The outcome of the consultation programme can be summarised as follows:

- 2.5 The response from the Community Boards was positive with some issues raised on reliance upon buy-in and support from the private sector. The overriding concern here was the timescale for the delivery of the Town Hub investment and how this could either add value to the town centre or damage the footfall over time. Every Community Board recognised that retail trends are such that there needs to be an alternative to the traditional function of our high streets, moving towards a more mixed use service and leisure based economy. The Community Boards were particularly supportive of the Council's promotion of new Town Centre Living developments as pilot projects to persuade the private sector to invest in town centre living.
- 2.6 The public consultation generated over 570 views of the online exhibition in addition to the 114 people who engaged in discussion with officers at the drop-in sessions at the physical exhibitions in the local libraries. The council have received 14 written responses to the public consultation through the online survey – 1 Kilsyth, 3 Bellshill and 10 Shotts. The majority of responses supported the production of the Town Action Plans and their content as it was recognised that as a Council we need to identify both mitigation and alternative forms of development to replace the more traditional uses of the high street. The importance of heritage buildings to the sense of civic pride was a key concern for the public. A consistent message from the public consultation was the importance of investment in core activities to maintain public services and facilities including roads maintenance and street lighting which was considered to be a higher priority than investment in new developments and activities.
- 2.7 Despite a leaflet drop to commercial and retail businesses within each town centre, there was little or no response from the business community, retailers or landlords/landowners which was disappointing given the important role that they will play on the future transformation that we are seeking to promote. One possible explanation for this is the lack of an established traders association or business association within each town which the Council could tap into and use as a platform to promote events and distribute information. This is not unique to Kilsyth, Bellshill and Shotts but reflects the current position across North Lanarkshire.
- 2.8 Full details of the engagement and consultation findings, and the amendments to the Town Action Plans which have been put in place as a result of this, are outlined in Appendix 1 - The Report on the Consultation for the Draft Town Action Plan. The final versions of the Town Action Plans for Kilsyth, Bellshill and Shotts are contained in Appendix 2.

## **Delivering the Town Action Plans**

- 2.9 Further to Committee approval of the finalised Town Action Plans, the delivery of the high level proposals for each town will be taken forward as follows:-
- Roll out of the Council's New Supply Programme to deliver new town centre living opportunities across all three towns over the next five years.
  - Continued engagement with the private sector owners of the land, buildings and businesses within the town centres to identify partnership projects and ways to support the private sector in contributing to the delivery of the action plan.
  - Engagement with the Scottish Government to identify funding mechanisms to provide grant assistance to businesses and residents to improve the physical condition and energy efficiency of their properties, and
  - the co-production with the Community Boards of an annual performance report for each town that will be used to measure progress against plans.
- 2.10 The Town Action Plans will be reviewed and updated on an annual basis and be flexible to reflect changes in Council priorities, the availability of internal and external funding and to deal with unknowns such as the fallout from the pandemic, post Brexit trade issues and the cost of living crisis.

## **The Centre, Cumbernauld**

### **Operational Management**

- 2.11 To enable Town Centre Cumbernauld (TCC) to continue operating as a viable shopping destination in the short term following acquisition, the council had to ensure that appropriate management arrangements were in place prior to the purchase of TCC. The management of TCC is split over two areas as detailed below:
- The Asset Manager's role is to optimise the commercial viability of TCC during the transition period prior to demolition\_by actively managing the leases on behalf of the council; and
  - The Property Manager's role is to collect rental and service charges from leaseholders on behalf of the council whilst also being responsible for TCC's operation i.e. cleaning, security, repairs, maintenance etc.
- 2.12 It was agreed by Committee that following acquisition, under a Negotiated Tender Procedure, Gatehouse would be retained as Property (PM) and HAMCAP as Asset Managers (AM) to manage the centre as an interim transition measure. This was undertaken to provide the Council with sufficient time to develop suitable tender documentation to procure long-term managing agents. This process is now underway, although it is currently anticipated that the procurement process will not conclude until Summer 2025 although every effort will be made to shorten this timescale.
- 2.13 Avison Young were appointed in a Client Interface role to oversee the work of the Asset Manager and Property Manager and provide advice and information, and ultimately, protect the council's interest.
- 2.14 The initial Client Interface contract expired on 31 March 2024. Following this contract's expiry, a new Client Interface contract was awarded via a direct award from the Crown Commercial Services framework agreement This contract commenced on 01 April 2024 for a period of 12 months with a further 6-month extension available if required.

- 2.15 Recognising the overall condition of the property, a programme of necessary investment is being developed to ensure the Centre can continue to operate effectively. This has seen external car park resurfacing works undertaken in late 2023 with lift and roofing works currently in development and planned for Summer 2024.
- 2.16 Due to considerable storm damage suffered by the Centre in January 2024, plans for capital investment were temporarily delayed whilst focussing on completion of remedial repairs to ensure the Centre was wind and watertight and to enable affected businesses to re-open as quickly as possible.

### Long Term Plans

- 2.17 It was estimated that following acquisition, the demolition of the Centre would occur in two stages over a period of up to 10 years. Redevelopment could also occur in a phased manner following demolition. However, full demolition of the centre within 10 years could result in cashflow savings and reduce potential future capital liabilities for the Council.
- 2.18 The table below shows the key milestones and current estimated timescales for the rundown and demolition of the Centre, Cumbernauld: -

Milestones	Estimated timescales
Engagement with businesses regarding future options and development of a phased demolition strategy	2024
Progress development of proposals for the phased redevelopment of the town centre, including traffic/transportation assessments	2024 - 2025
Initial public engagement commences with various stakeholders	2024 - 2026
Public consultation commences on draft proposals	2025 - 2026
First-phase demolition of The Centre Cumbernauld begins. This will be to the most recently developed part of the shopping centre at Teviot Walk / Teviot Square. Temporary greenspace will then be put in place until the centre is fully demolished.	2027 - 2028 (Estimated start date)
Demolition of The Centre Cumbernauld continues to the older part of the shopping centre (on both sides of Central Way, around Tweed Walk and Tay Walk).	2031 - 2033 (Estimated start date)

- 2.19 Initial engagement has begun with a survey of all businesses within the Centre, Cumbernauld being undertaken in January and February 2024.

- 2.20 Surveys were issued to all tenants operating within The Centre Cumbernauld. Just over 100 surveys were issued with 35 responses received at the time of analysis - a return rate of roughly one third (33%).
- 2.21 Some key findings are: -
- 83% of respondents said they were extremely likely to continue trading within The Centre Cumbernauld (TCC) over the next 3-5 years.
  - 16 respondents (43%) are based within the area of TCC referred to as Phase 4 - around Teviot Walk, Teviot Square, Ettrick Square and Ettrick Walk. These tenants are located within areas under consideration for the first phase of demolition which is currently estimated to begin around 2027 or 2028. Of these 16 businesses, 88% said they were extremely likely to continue trading within TCC over the next 3-5 years (to Dec 2028).
  - Only 5 respondents said they had intentions to relocate over the next 3-5 years. Four of these respondents are currently based within Phase 4 of TCC but intend to continue trading within Cumbernauld town centre in the long-term.
  - 85% of respondents said they would like to continue trading within Cumbernauld town centre in the long term rather than trading in an out-of-town location or moving to an alternative town.
  - Almost half (45%) of respondents have been operating within TCC for 10 years or more.
  - Almost a third (31%) said they employed between 3-5 people at their Cumbernauld site. Around a fifth (21%) employ 10 people or more.
  - Almost a third (32%) operate within the retail sector, a quarter (25%) provide professional services such as solicitors and estate agents. Food & drink businesses and hair & beauty businesses represented 12% and 15% of survey respondents respectively. The third sector also accounted for 12% of respondents.
- 2.22 An information point is being developed and will be situated within the library to enable customers and businesses alike to discuss any issues they might have regarding demolition and redevelopment.
- 2.23 Additional information in the form of window graphics are being placed in vacant shop units within the Centre to provide information. This will be alongside additional signage to the library to try to help increase footfall.

### **The Coatbridge Town Action Plan**

- 2.24 As outlined in a separate report to this committee, Coatbridge has been awarded £19.5m through the UK Government's Long-Term Plan for Towns programme, which provides funding across a ten-year period for capital and revenue projects which deliver on the programme's three key themes: -
- safety and security
  - high streets, heritage and regeneration
  - transport and connectivity
- 2.25 North Lanarkshire Council is the accountable body for the funding award, with the Council required to provide UK Government with assurance that funding is used for the intended purposes and achieves best value.

- 2.26 The Council is also required to establish an independent Town Board which is responsible for developing and delivering a Long-Term Plan for Coatbridge alongside an associated Investment Plan.
- 2.27 To avoid any confusion or duplication of effort, the Long-Term Plan for Coatbridge and the Town Action Plan will be developed as a single document, which is developed and published in line with UK Government guidance. The Long-Term Plan for Coatbridge will be subject to significant community engagement and will include consideration of the key proposals noted at 2.2.1 above.

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### **3. Measures of success**

- 3.1 The performance monitoring of the Town Action Plans, Cumbernauld Town Centre Strategy and Coatbridge Long-Term Plan, will be incorporated within the annual Performance Framework for the Economic Regeneration Delivery Plan, of which Town Centre regeneration is a key strand.

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### **4. Supporting documentation**

- 4.1 Appendix 1 The Report on the Publicity & Consultation
- 4.2 Appendix 2 The final versions of the Kilsyth, Bellshill & Shotts Town Action Plans



**Pamela Humphries**  
**Chief Officer (Place)**

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## 5. Impacts

<p><b>5.1</b></p>	<p><b>Public Sector Equality Duty and Fairer Scotland Duty</b>  Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?   If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a>  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.2</b></p>	<p><b>Financial impact</b>  Does the report contain any financial impacts?  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  If Yes, have all relevant financial impacts been discussed and agreed with Finance?  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?   Coatbridge - NLC will hold and manage funds on behalf of Coatbridge Town Board. Drawdown mechanism to be agreed once Investment Plan approved by UK Government  Cumbernauld - Funding from Council's Capital Programme will be used alongside income from the Centre to support investment proposals and deliver the milestones outlined within the report.</p>
<p><b>5.3</b></p>	<p><b>HR policy impact</b>  Does the report contain any HR policy or procedure impacts?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, have all relevant HR impacts been discussed and agreed with People Resources?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.4</b></p>	<p><b>Legal impact</b>  Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.5</b></p>	<p><b>Data protection impact</b>  Does the report / project / practice contain or involve the processing of personal data?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, is the processing of this personal data likely to result in a high risk to the data subject?  Yes <input type="checkbox"/> No <input type="checkbox"/>  If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a>  Yes <input type="checkbox"/> No <input type="checkbox"/></p>

5.6	<p><b>Technology / Digital impact</b></p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes    <input type="checkbox"/>                      No                      <input type="checkbox"/></p>
5.7	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.8	<p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.9	<p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes    <input checked="" type="checkbox"/>                      No                      <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>All relevant projects risk are contained within the relevant project risk register for Cumbernauld Centres and Coatbridge Long Term Plan for Towns. These are reviewed on a regular basis.</p>
5.10	<p><b>Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
5.11	<p><b>Children's rights and wellbeing impact</b></p> <p>Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p>

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐

No ☐

## **Report on the Town Action Plan Publicity & Consultation for Kilsyth, Bellshill and Shotts**

### Introduction

The following report sets out the publicity and engagement process to communicate the draft Town Action Plans for Kilsyth, Bellshill and Shotts.

### Background

The draft Town Action Plans which stem from the Town Visions were co-produced with the community through the relationships we have built with the Community Boards and their sub groups. Site specific investment and development proposals were identified and discussed in partnership with the Community Boards to ensure that the community are directly involved in the development of the draft Town Action Plans.

### Publicity & Consultation

The consultation on the Draft Town Action Plans for Kilsyth, Bellshill and Shotts has involved a wide programme of engagement which ran between the 15<sup>th</sup> of January and the 2<sup>nd</sup> of March 2024 and included:

- press releases and information provided on council web and social media platforms;
- on-line consultation via, Community Boards and at Tenants & Residents Association events.
- the production of a physical exhibition for each of the three towns, located in the local library plus an online exhibition (accessible via the council's website) providing local residents with the opportunity to explore, review and comment on the visions and proposals via an online survey; and
- Eighteen Drop-In sessions were held in the local libraries throughout the six weeks of the consultation period to allow people to come in and discuss the proposals directly with officers, offering each town 18 hours of access to officers.

The table below summarises the level of engagement achieved during the six week publicity and consultation period:

<b>Publicity &amp; Consultation Summary Table</b>	<b>Total</b>	<b>Kilsyth</b>	<b>Bellshill</b>	<b>Shotts</b>
Number of Views to the TAP landing page on the Councils Website	913	86	215	612
Number of Views of the TAP Documents	601	63	145	393
Online Comments	14	1	3	10
Emails/Postcards/Letters	26	7	7	12
Visitors to Drop-In Sessions	114	9	25	80

The outcome of the consultation programme can be summarised as follows:

- The response from the Community Boards was positive with some issues raised as to the reliance upon buy-in and support from the private sector with the overriding concern being the timescale for the delivery of the Town Hub investment and how this could either add

value to the town centre or damage the footfall over time. Every Community Board recognised that retail trends are such that there needs to be an alternative to the traditional function of our high streets, moving towards a more mixed use service and leisure based economy. The Community Boards of Kilsyth and Bellshill were particularly supportive of the Council's promotion of new Town Centre Living developments as pilot projects to persuade the private sector to invest in town centre living.

- The public consultation generated over 570 views of the online exhibition in addition to the 114 people who engaged in discussion with officers at the drop-in sessions at the physical exhibitions in the local libraries. The council have received 14 written responses to the public consultation through the online survey – 1 Kilsyth, 3 Bellshill and 10 Shotts. The majority of responses supported the production of the Town Action Plans and their content as it was recognised that as a Council we need to identify both mitigation and alternative forms of development to replace the more traditional uses of the high street. The importance of heritage buildings to the sense of civic pride was a key concern for the public. The overriding response from the public consultation was that the council should focus on delivering its core activities of maintaining public services and facilities including roads maintenance and street lighting before seeking to invest in new developments such as Active Travel.
- There was little or no response from the business community, retailers or landlords/landowners which is disappointing as they hold the key to the delivery of the transformation that we are seeking to promote.

The following tables set out the comments received from the public.

### **Town Action Plan Phase 2: Public Comments**

<b>Public Comments</b>
<b>Kilsyth</b>
<b>Active Travel:</b> Clearly efforts to aid public to walk more must be assisted and encouraged by maintaining areas like pavements. We regularly walk all over town and green areas and I have to say that some of these areas are appalling, especially Glasgow Road towards Queenzieburn. Some of these pavements are hazards due to weeds and traffic dirt taking over.
<b>Road Safety:</b> The whole of the road from Shell garage to Queenzieburn is a speedway. I regularly see traffic speeding both directions def over 40 -50 mph and if coming up from Dumbreck Nature reserve on foot to main road at Lairdshill it's very dangerous trying to cross the main Glasgow Road there. Clearly needs some sort of road calming as this area is very busy with traffic since Craigmarloch Plant Nursery expanded on Gavell Road.  The recent permission to a recycling plant on the way out of Twechar will be encouraging more heavy trucks coming through Kilsyth. Help the Pedestrians please
<b>Town Hub:</b> The proposed Town Hub should be developed within Burnside Industrial Estate off Garrell Road and not located adjacent to the existing Kilsyth Academy building as the new Town Hub needs to be centrally located and accessible to all. The co location of the proposed Town Hub with the NHS Health Centre, NLC Swimming pool and town centre is better than taking the easy option and building up the hill adjacent to the existing Kilsyth Academy.
<b>Public Transport:</b> The public transport connections to and from Kilsyth are very poor and the Council should work with the private bus operators to seek to improve the number and frequency of bus services.

<b>Anti-Social Behaviour:</b> The passive policing aspect of new build housing will not work in Kilsyth. Existing flats above shops within the Main Street of Kilsyth has not deterred anti social behaviour from teenagers.
<b>Flood Prevention:</b> Blue/Green infrastructure is important and the proposed scheme to divert water from the Garrell and Colzium burns into the canal lade is welcomed, however, maintenance of existing waterways and drains should also be a priority to minimise flooding to residents.
<b>Roads Maintenance:</b> The Council should take direct action to maintain the number of blocked and non-functioning road side gulleys. Local flooding occurs due to ongoing neglect and failure to maintain these structures.
<b>Mobile Connectivity:</b> The mobile signal strength across Kilsyth needs to be improved as part of the digital economy.
<b>Town Hub:</b> The Town Hub should be located on Garrel Road adjacent to the Town centre not built next to Kilsyth Academy, however, it should be a stand alone hub and not incorporate a new school building.
<b>Public Transport:</b> Sustainable transport is all well and good but people in Kilsyth are heavily dependent upon private cars due to the inadequacy of public transport provision.
<b>Roads Maintenance:</b> The Council should focus on maintaining the existing road network rather than promote sustainable transport, just fix the potholes and clear the gulleys.
<b>Council Performance:</b> Kilsyth is a bit of a dump, everything seems to be focussed on ideology rather than practicality, the Council needs to focus on the basics, sort our roads, pavements, drains and the anti social behaviour.
<b>Public Infrastructure:</b> The town population is getting older, facilities should not just focus on the needs of the young but on the needs of the older population.
<b>Digital Connectivity:</b> Kilsyth needs improved digital connectivity, with a focus on improving the quality of the mobile phone signal across the town.
<b>Anti Social Behaviour:</b> Kilsyth needs an increased Police presence to counter anti social behaviour on Main Street.
<b>Public Engagement:</b> The Council needs to return to engaging with the community in person rather than push everything on-line.
<b>Public Infrastructure:</b> I hope the new library will be centrally located with the proposed Town Hub or closer to Main Street.
<b>Built Heritage &amp; Place:</b> Heritage is important to me, a Management Plan is being proposed for the Antonine Wall by Historic Environment Scotland (HES), perhaps working in partnership with HES a Management Plan could be developed for the retention and maintenance of heritage assets within Kilsyth?
<b>Green Infrastructure:</b> More green space, trees and shrubs, plant boxes should be located in retail areas to encourage people to enjoy and spend time downtown. There is too much concrete, too much grey and no trees or shrubs, this is a simple fix.
<b>Green Infrastructure:</b> The new build flats on the former Police Station at Parkfoot Street by Clyde Valley Housing association would have been improved by the introduction of trees and shrubs to the frontage, much more attractive.
<b>Housing Design:</b> The exemplar modern housing image on p25, is too bleak, prison like, too large at 4 storeys. Take inspiration from existing older architecture in order to blend the new with the old/existing.
<b>Housing Design:</b> New flatted development should incorporate window boxes, trees and shrubs with good attractive street lighting.

<b>Bellshill</b>
<p><b>Car Parking:</b> Parking is a problem in the town centre, therefore as we have very wide pavements, why not change the layout of current bays, making them deeper, allowing cars to park at 90 degrees to the shops, doubling the amount of car spaces, while still leaving decent pavements, at a very low cost to produce?</p> <p>Also, some extra disabled parking spaces would be most welcome. A major large car park would also need to be built, if people can't park their cars, they won't return.</p>
<p><b>General Comment:</b> The draft Town Vision for Bellshill shows a change that is needed to bring people back to the area.</p>
<p><b>General Comment:</b> The draft isn't a dramatic transformation of Bellshill, but it is needed to bring the area into the 21st Century.</p>
<p><b>Car Parking:</b> I propose that parking on the Main Street is limited to People with Blue Mobility Badges and delivery drivers only. This will allow shoppers with limited mobility to frequent local business and increase footfall with all other drivers parking in Bellshill's convenient car parks which are all a short walk from the Town Centre.</p>
<p><b>Street Furniture:</b> Seating areas for people with limited mobility should be included. This will allow people to stop within the Town Centre to rest and converse with local residents. Some older adults are becoming very isolated. Seating areas may motivate more older adults to leave their home.</p>
<p><b>Play Areas:</b> Play areas for children are nearby to encourage parents/ guardians to shop with their children. Children tend to have limited interest in shopping or walking so having a play area nearby will encourage them to accompany their parents on what they would probably think of as a boring experience.</p>
<p><b>Public Engagement:</b> Local services Housing, Social Work, Employment &amp; Benefit Agencies should all continue to provide a face to face service. Not everyone has the ability or motivation to utilise the internet and their only form of communication is in person. We are witnessing a change of practice which is further isolating some already vulnerable residents.</p>
<p><b>General Comment:</b> Why is the Council continuing to build houses when one primary school has been closed and two are being combined?</p>
<p><b>Public Infrastructure:</b> Existing residents can't see their GP's at either Bruce Medical Centre or the John Street Surgery and can't get dental appointments. Do not build more houses as the facilities within the town can not cope with the existing population.</p>
<p><b>Housing Design:</b> What does passive policing mean?</p>
<p><b>Public Transport:</b> How does enabling people to move to and from the town centre throughout the day help the nighttime economy?</p>
<p><b>Grounds Maintenance:</b> Litter on the streets and public areas is a big problem, the Council should focus on the basics before seeking to develop new facilities or houses.</p>
<p><b>Active Travel:</b> The proposed Active Travel route does not go anywhere near the proposed Town Hub.</p>
<p><b>Built Heritage &amp; Place:</b> The former registry office/burgh primary school building on Motherwell Road needs to be retained and refurbished for residential use not demolished for new build flats.</p>
<p><b>Public Facilities:</b> The Matt Busby Centre should be retained and maintained. The Bellshill Cultural Centre and Library should be retained for public use.</p>
<p><b>General Comment:</b> Just leave Bellshill alone, whatever ideas you have came up with just do the opposite.</p>

<b>Public Facilities:</b> Existing Health facilities such as the John Street Surgery are struggling to cope with the health needs of the existing population without the burden of additional flats/houses increasing the population and demands upon existing public services.
<b>Public Transport:</b> Additional public bus services to and from the town centre especially in the evening/night would encourage more people to use the town centre.
<b>Development Proposals:</b> New leisure facilities such as a cinema would attract people to the town centre.
<b>Shotts</b>
<b>Town Hub:</b> Using Calderhead high school at the town hub is not correct as it is situated in the wrong location within a residential area of the town.
<b>Built Heritage &amp; Place:</b> Can the Council consider the introduction of heritage style Shotts Iron Works Cast Iron Lighting Columns to replace the modern street lighting along both sides of Station Road, Shotts. This would be a physical development project to be delivered directly by the Council that would assist the community in seeking Conservation Area status for Station Road."
<b>St Patricks PS:</b> Under no circumstances should St Patrick's primary be demolished as this building is over 100 years old and is the last original school building within the town. The school has large classroom and provides loads of daylight which are all in excess of what will be provided at Calderhead. If this was to go ahead it would once again show the short sightedness of NLC to save a few pounds.
<b>Retail Core:</b> I do not believe the creation of a new town centre will work as this is not the natural centre of Shotts. More attention should be given to the existing town centre including pedestrianisation.
<b>General Comment:</b> Overall, the master plan of the site looks ill thought out with no account of topography and should be looked at again from first principles.
<b>Retail Infrastructure:</b> I feel that due to the increase in population within the town, the lack of shops and in particular, a supermarket such as Aldi or Lidl, needs to be addressed.
<b>Play Facilities:</b> We would love to see more places for younger kids and ideally protected or watched. The skate park at the new community hub is amazing BUT the kids who come there take the joy away. My kids are scared to go there. So, more outdoor places like this but perhaps with CCTV or some guards. And someone to clean the grounds from rubbish left over by the naughties (sic) mentioned earlier.  The small playground is great on the end of Station Road but again same issue as with skate park but not as bad. So we would love to see more outdoor points for kids to enjoy and perhaps something to keep the young and medium teenagers busy and away from kids places.
<b>Active Travel:</b> I like it. Thank you. I live in Bowhousebog and would love a safer route to be able to walk/cycle into Shotts
<b>General Comment:</b> Net zero and EV charging points... net zero is a joke as are EV charge points... waste of money.
<b>Town Centre Living:</b> Why encourage flats in banks? Surely we have enough houses but lack of facilities shopping. Should be inviting Farmfoods, Morrisons, Poundland, Asda, Tesco, Lidl and Aldi for a walk around, someone might be interested in investing in the town.
<b>Play Facilities:</b> Table Tennis Scotland have a shop in Livi - offer them a venue for kids to go to there's nothing for kids to do.
<b>Public Transport :</b> The train station should have had a lift, who passed the plans for that? Busses - the service to Livi has been fantastic although now we have to change on the 23 route, we only have

1 company during day time hours and 1 in evenings this would be acceptable if we had facilities and didn't need to travel outwith Shotts.
<b>Town Hub:</b> Why the hub at Calderhead high school? That's not a central area people in Stane, Springhill and Torbothie forgot about again? It should be at the works corner which years ago was a hive of activity, bring it back.
<b>General Comment:</b> Our councillors should be fighting for what the people of Shotts want. We have nothing and can't expect current shop owners to tidy up. Make it look better the community want facilities shopping. Heritage is great but we have a library and community centre at a good location that can be used, spend money more wisely. The plans for me are useless, nothing exciting.
<b>Housing Development:</b> As a resident in Torbothie - no further building of houses as it is removing the quiet country feel of this end of town.
<b>Retail Infrastructure:</b> The Council needs to find space for a supermarket and encourage more businesses in - not take aways.
<p><b>Active Travel on Station Road:</b> This road has two undertakers and other businesses on it, hairdressers, barbers, dentist, a restaurant pub, a beauty shop and the street is lined with houses. The undertakers have regular services and require the parking that is available on that part of the road. The dentist is looking to extend the practice. The active travel route will undoubtable disrupt these businesses and the people accessing the businesses. We need these businesses to survive for the benefit of the public as we have little enough amenities. There is no scope for these businesses to relocate to the retail area as was suggested. Where would they go? And why should they be expected to relocate when they are suitably sited.</p> <p>It was explained the Active Travel route would be on one side of the road. How can an active travel route go in one direction? How will people get back from where they came from? How can the roads accommodate two pavements, an active travel route and a two-way car / vehicle route? This will be made more difficult with the distance cars need to keep from cyclists. How will this not all affect businesses</p>
<b>Active Travel on Rosehall Road:</b> This road is very dangerous and has had many accidents on it. People have died. On some parts of the road two cars can't pass at the same time. I do not see how many parts of this road could be extended for an active travel route and land would need to be bought from farmers for other parts. This suggestion is not suitable for what the council is proposing.
<b>Council Housing Allocations Policy:</b> We need a safer community to live in as certain parts of Shotts has become a dumping ground from the surrounding villages. People with substance misuse are relocated to Shotts. There are certain parts of Shotts people will not go into for these reasons. People with problems need help but having everyone in the one area is a recipe for disaster.
<b>Retail Core:</b> I agree that new businesses should be directed towards the current shopping area in Dykehead.
<b>Road Infrastructure and Network:</b> The roads in Shotts were not built or designed for the heavy traffic that we now have. This is also attributed to heavy goods vehicles transporting building materials for new housing developments. We do not need any more private houses, social housing is needed. The Torbothie / Springhill area is overdeveloped with new housing creating traffic problems. The road infrastructure is inadequate and we lack other basic services such as medical and transport links. Infrastructure should be a priority before houses are built.
I object to these proposals – the roads are not fit for the purpose proposed by the Council
<b>Active Travel:</b> I object to this draft plan on the basis of the Active Travel proposals along Station Road, Rosehall Road and the expectation that businesses will relocate to Shottskirk Road.
Active travel routes require lanes both ways not one - travel needs a return route. The streets identified cannot accommodate two pavements, two active travel lanes and a two-way traffic system. All this infrastructure is necessary now and in the future regardless of what will happen with private car use. It is not for the council to tell people they will have cars or not in the future. It is highly unlikely car manufacturers will not come up with an alternative to accommodate private car use. To not do this will incur lose of jobs with a knock on effect on petrol stations, car mechanics etc.
<b>Public Transport:</b> Travel access is terrible in Shotts. This maybe a reason why businesses do not want to come to the area.

The housebuilding is overdeveloped for the roads and other infrastructure. There is an imbalance between private and social housing. Even if the population increases there is no guarantee private companies will come to Shotts.
<b>Gateway proposals:</b> We do not need silly signs telling us we are in a shopping area
<b>Retail Core:</b> I strongly object to the council putting out a plan for public consultation telling the public incentives will be offered to businesses to relocate premises without first having this discussion with business owners. It is wrong to put this pressure on businesses to accommodate a scheme the council wants to implement. What happens if the public want this plan (although that is not the feedback I hear) and businesses do not want to move? A compulsory purchase order? The council has no right to put ideas into people's heads without seeking the opinion of the people most involved in the plan in the first instance. Where exactly will these businesses move to just a few hundred yards up the road?
<b>Town Vision:</b> I object to the inclusion of the town vision in this document - this vision was not supported by the public but the Council just decides to include it. People in Shotts do not need this paternalist attitude.
<b>General Comment:</b> Shotts people do not need the Council to give us a sense of place - the Council is doing a good job in destroying the sense of place we have.
<b>Public Consultation &amp; Engagement:</b> This consultation is actually promoted as a public exhibition. This has had an impact on participation. These are different concepts. There are too many variables, which are not clearly defined. One aspect of the consultation is to gather information on what people in Shotts would like to see developed in Shotts. Suggestions are being sought. This is lost within the information promoting the action plan.  I would suggest (as I have done in the past but the Council does not appear to welcome suggestions from the public) utilizing focus groups would in some way assist the council in the materials they produce for the public before going out into the public domain, this would be helpful and would be a show of joint working. My experience is, materials are not always user friendly, open to misunderstanding and as happened with the town vision create a lot of upset and distress, which could have been addressed before it reaching the public. A focus group could help clarify and minimize potential negative feedback and turn it around into a positive experience. The example I will give is the town vision. The Councils promotion of the town vision gave people the impression that the Council was developing a town centre and bringing retail to the area. This misunderstanding could have been avoided if a focus group was involved. It is no use blaming the public for the misunderstanding, the council is responsible for the way in which the information is presented.
<b>Transport Infrastructure:</b> Travel access is terrible in Shotts. This maybe a reason why businesses do not want to come to the area. The housebuilding is overdeveloped for the roads and other infrastructure.
<b>Housing Development &amp; Tenure:</b> There is an imbalance between private and social housing. Even if the population increases there is no guarantee private companies will come to Shotts.
<b>Public Infrastructure:</b> Listen to what people want, swimming and leisure facilities, improved infrastructure (roads). Give people some hope these issues will be dealt with.
<b>Town Hub:</b> Can the existing community centre be used as the town hub?
<b>Public Realm :</b> Can we improve the public realm, think of the character and quality of the public realm in Aberfeldy, Dunkeld and Birnam, why can Shotts be more like these places?
<b>Built Heritage &amp; Place:</b> Consideration should be given to the establishment of a Conservation Area within Station Road, to protect the heritage properties along this route and enable improved public realm.
<b>Built Heritage &amp; Place:</b> The Council should develop an arts proposal to promote Shotts contribution to the world, "Shotts Lights the World" by developing a project that celebrates the Shotts cast iron lighting column and the fact it was marketed and distributed all around the world (e.g. Mumbai/Bombay, Australia etc.) Research how many countries still use the cast iron column and then in a suitable public place erect a column for each of these countries painted in the local colours,

with an interpretation panel to inform people as to the success of the export of these lighting columns.
<b>Grounds Maintenance:</b> The Council needs to refurbish/improve the land on Bon Accord Crescent that was dug up and then abandoned after cancellation of the proposed NLC residential development.
<b>Street Lighting:</b> We need lighting on the ash park at Stane Gardens and the path into Stane.
<b>Public Infrastructure:</b> The Council needs to ensure that local schools and nurseries have sufficient capacity to accommodate the additional population/demand from all of the proposed new build housing in Shotts.
<b>Scope of Document:</b> There needs to be a stronger recognition of the needs of areas beyond Dykehead and Calderhead. The proposals map does not include Springhill or Torbothie areas.
<b>Active Travel:</b> Active travel won't work if key Council buildings are centralised further away from areas like Belmont Drive.
<b>Active Travel:</b> The proposals do not take account of the needs of the disabled or the hills around Shotts.
<b>General Comment:</b> We need a better ambition than simply attracting a new supermarket to the town (as outlined in the Town Vision) the ambition for the town should be bigger and better than this.
<b>Public Engagement:</b> There should be some form of deliberate youth involvement in the consultation on the draft TAP e.g. school assemblies etc.
<b>Youth Facilities:</b> There should be a building outwith the school buildings/town hub for the youth to occupy/congregate.
<b>General Comment:</b> The Council should guarantee the delivery and development of new community assets before closing and knocking any existing public facilities down.
<b>General Comment:</b> It would have been good if the speech bubbles on the draft TAP exhibition board had links to explicit actions on how the Council has followed through on these points e.g. the teens comment on how NLC are engaging with young people, listening is good but action is better.
<b>Public Realm:</b> Can lighting be provided along the public footpaths within Stane Gardens recreational area, as a female this area is not safe to walk through at night.

## **Town Action Plan Phase 2: Response to Public Comments**

While a range of comments were received and a variety of views expressed, the council's response to some of the common themes raised can be summarised as follows under each of the main themes of the Town Action Plans:

### **Town & Community Hubs**

**Kilsyth:** Support for the proposed Town Hub at Garrell Road adjacent to the town centre and the Health Centre is welcomed.

**Bellshill:** The community of Bellshill had no adverse comments on the ambition set out for the Town & Community Hubs in the Draft TAP, other than to ensure they are connected to the town centre via active travel routes.

**Shotts:** The challenges to the decision to locate the Town Hub at the site of the existing Calderhead High School are noted, however, there are no suitable alternative sites within Shotts for the delivery of the Town Hub model which is predicated on modern education infrastructure with the addition of facilities to promote enhanced community use by the Council

and its partners such as NHS Scotland and Police Scotland. Calderhead High school is a modern (2012) centrally located building, with sufficient space around the building to enable alterations to remodel the building to its enhanced community use.

The concern about the future of St Patrick's Primary School buildings is noted and will be given careful consideration when the design development for the school is worked on in the future. As previously stated, the Council is committed to engagement with the school community and diocese over the plans for St Patrick Primary School and no decisions have been taken at this time.

### **Economic Prosperity**

**Kilsyth:** The community of Kilsyth had no adverse comments on the ambition set out for the economic prosperity of Kilsyth in the Draft TAP.

**Bellshill:** The community of Bellshill had no adverse comments on the ambition set out for the economic prosperity of Bellshill in the Draft TAP.

**Shotts:** People agreed with the principle of the retail core within the existing town centre at Dykehead, however, others were of the view that the Council should identify a site to enable the development of a supermarket to provide competition to the existing Co-Op Store on Station Road. The Council is keen to support the retail core on Station Road with a view to supporting existing businesses and to promote uptake of any vacant units as and when they occur. The Council has no intention of forcibly moving existing businesses from out with the retail core area into the retail core.

However, it is clear that there is no development land within the existing town centre at Dykehead to accommodate any substantial inward investment for the likes of an Aldi, Lidl, Morrisons Local, Tesco Express etc. therefore the Town Vision identified an area for retail inward investment off Benhar Road on part of the Vics Park. It will be for the retail operators to determine whether Shotts is a suitable place for investment, our role as a Council is to identify suitable sites for development through the Local Development Plan. The private sector will determine when conditions are right to make this investment, e.g. when the population grows and local spending power increases.

### **Town Centre Living**

**Kilsyth:** The comments made in relation to the promotion of town centre living were not against the principle and benefits that this form of development will bring but a request for the design of any new buildings to take account of their context within the traditional town centre and for them to incorporate natural features such as trees and shrubbery to soften their appearance.

**Bellshill:** The key concern from the community of Bellshill with regards to town centre living was the need to protect and retain the former Registry Office/Burgh Primary school building on Motherwell Road when we investigate development options for the building/site being developed for residential use. The Council are committed to investigating the possibility of refurbishing the building, however, the decision on whether the building is refurbished, partially demolished with a façade retention or completely demolished and new build thereafter will be dependent on overall viability.

**Shotts:** There was a minority view that the Council should not be promoting the residential conversion of the former Royal Bank of Scotland building which is in a vacant and derelict condition but instead seek to retain the building in a retail/commercial use. The Council are of the view that there is no market demand for this building to be retained as a retail/commercial use and that a residential use is the only alternative use that will save this building from falling

into further disrepair. This view is shared by private investors who are seeking planning permission for the residential refurbishment of the building in order to secure its future.

The concerns about the tenure of planned housing developments within Shotts being imbalanced between private and social housing is noted. The majority of new housing developments in Shotts have been promoted by the private sector for sale as they perceive a market for this type of tenure. The Council's attempt to develop new houses for rent on its land holdings in Shotts has encountered issues with regards to ground conditions that have made sites unviable to develop. The Council has recently purchased 12 houses from Keepmoat at Torbothie to provide additional homes to rent. There are approximately 1,970 Council owned properties (30% 4 in a block flats, 10% low rise flats and 55% houses) in Shotts, representing 5% of all Council housing stock in North Lanarkshire. Shotts is not considered a pressurised housing area and therefore there is not sufficient justification to require new private developments to allocate a percentage of their development for affordable housing/public sector housing.

### **Movement & Active Travel**

**Kilsyth:** The community of Kilsyth were supportive of the Active Travel proposals to link the town centre to the town's various environmental and leisure assets, however, it was clear that the importance of proactive and regular roads and drainage maintenance was the key priority. The Council recognises the importance of its operational maintenance requirements with regard to roads and drainage and we will continue to undertake planned and emergency maintenance as and when required to ensure the flow of traffic and road safety. The issues around public transport are familiar across all of our towns, however, as public transport is run by private operators our role is to continue to engage with bus and rail operators to encourage them to maintain existing services and invest in new routes to allow people the choice in how they travel.

**Bellshill:** The need for an active travel route between the town centre and the proposed town hub is accepted and the proposals map will be amended to include a link to the town hub site. The comments with regards to the position, number and layout of on street car parking spaces within Main Street will be considered by the Transportation Service. The issues around public transport are familiar across all of our towns, however, as public transport is run by private operators our role is to continue to engage with bus and rail operators to encourage them to maintain existing services and invest in new routes to allow people the choice in how they travel.

**Shotts:** The communities response to the Active Travel proposals was mixed, a number of comments focused on the physical constraints of Rosehall Road and how it would not be easy to deliver an active travel route from the town centre to Allanton on this road. This view is accepted by the Council and this proposal will be deleted from the action plan proposals map. The Council are of the view that the concerns set out in the comments regarding the proposed active travel route along Station Road to link the town centre with the proposed Town Hub and beyond to Hartwood can be addressed and this route will be retained. Vehicular access to businesses and residential properties along Station Road will not be impacted by this proposed active travel route. The importance of proactive and regular roads and drainage maintenance was identified as a key priority. A number of comments stated that the existing road network was insufficient to accommodate the planned residential expansion of the town with several pinch points identified in the Torbothie area. The Council recognises the importance of its operational maintenance requirements with regards to roads and drainage and we will continue to undertake planned and emergency maintenance as and when required to ensure the flow of traffic and road safety. With regards to the impact of new development on the road capacity

the Council is quite clear that additional road infrastructure required by new development will have to be funded by the developer and no development can take place until such times as this additional infrastructure is in place.

### **Built Heritage & Place**

**Kilsyth:** The community of Kilsyth have requested that the Council liaise with Historic Environment Scotland to produce a management plan for the retention and maintenance of heritage assets in Kilsyth. The Council has a close working relationship with Historic Environment Scotland and we consult with them on a regular basis, however, the production and maintenance of management plans to protect and promote heritage assets is the prime responsibility of the Council. The Council has a Conservation Area Management Plan (SPG 06 Kilsyth CAAMP) for Kilsyth. The protection of heritage assets beyond the Conservation Area is covered by supplementary planning guidance (SPG 05 Rescuing a Listed Building) which outlines how private owners of heritage assets can maintain and develop their properties to protect them for the future. The Council is aware of the potential merger of the Church of Scotland parishes within Kilsyth into a single building and that this will result in one of the churches being declared surplus to requirement, we would welcome engagement with the Glasgow Presbytery and parishes over the future of these heritage assets.

**Bellshill:** Concern has been raised about the retention of the former registry office/burgh primary school on Motherwell Road. The Council are committed to investigating the possibility of refurbishing the building for residential use, however, the decision on whether the building is refurbished, partially demolished with a façade retention or completely demolished and new build will be dependant on overall viability.

**Shotts:** The request for a Conservation Area to be established to protect the heritage assets along Station Road will be considered by the Council. The proposal to develop an arts project to recognise Shotts contribution to lighting the world will also be given active consideration.

In response to the request to the Council to maintain existing public facilities such as schools, nurseries, leisure centres and swimming pools, the council has made a commitment not to close any community facilities at this time and we will continue to review the operational needs and costs associated with each facility in determining its long term future. In towns where significant new residential development is planned it will be for the developer to contribute to the consequential increased demand on public services such as schools and nurseries. Frustrations at the ease of access to NHS facilities such as GP and Dental practices will be passed on to NHS Lanarkshire.

### **Transition to Net Zero**

**Kilsyth:** The community of Kilsyth had no adverse comments on the ambition set out for the transition to net zero of in the Draft TAP.

**Bellshill:** The community of Bellshill had no adverse comments on the ambition set out for the transition to net zero of in the Draft TAP.

**Shotts:** A few comments queried the transition to Net Zero however the Council believes that in order for Shotts and our other town centres to remain competitive and attract people we need to provide EV charging points within our public car parks to cope with the transition from petrol/diesel cars to EV's.

## **General Comments**

**Kilsyth:** The request for the Council to focus its energies and limited budgets on delivering the basics in terms of maintaining public facilities, roads, street lighting and drainage is noted, however, the Town Action Plan has a role in looking beyond service delivery by promoting the town and focussing both the Council and the private sectors interests on delivering positive change over the longer term.

**Bellshill:** The Council recognises the public support for the Town Action Plan and the recognition that the actions are pragmatic rather than dramatic in terms of their scope.

**Shotts:** Some comments advocated a more dramatic course of action for Shotts however the Council considers the Town Action Plan and the decision to focus on pragmatic projects as having the best opportunities for delivery in the current economic climate. The focus on the town centre in Dykehead rather than the residential neighbourhoods of Springhill and Torboothie at this time is due to the availability of competitive external funding for town centre projects and this creates the best opportunity to secure as much of this competitive external funding as possible for Shotts.

The request for enhanced public engagement in the form of targeted youth workshops and the establishment of a representative focus group within each town is noted and will be considered for future public consultation and engagement programmes. However, the key conduit for the dissemination of information to local communities is through the Community Board for each town.

The above response recognises that the publicity and consultation for the Draft Town Action Plan was an opportunity to have a dialogue with the communities in each town on how we can collectively move forward to achieve the shared goal of an improved town for all members of the community.

## **Conclusion**

The public response to the draft Town Action Plans saw low levels of engagement (on-line and physically) in Kilsyth and Bellshill compared to the large physical turn-out at the drop-in sessions in Shotts.

The comments from the public generally did not relate to the proposed actions within the draft Town Action Plan but to operational issues with day to day management and maintenance of public infrastructure. There were very few comments seeking changes in the proposed list of actions or presenting new development proposals for the Council to address.

As such it is not proposed to make any substantive changes to the content of the draft Town Action Plan documents which are presented for approval in Appendix 2.

# Town Action Plan Kilsyth



# LIVE HERE

Written, designed and produced by Corporate Communications, North Lanarkshire Council.

Design concepts provided by:

Ironside Farrar Ltd, Environmental Consultants - Town Vision design concepts

Norr, Architecture, Engineering, Planning and Design - Town and community hub design concepts

Mast Architects - Town living Design Concepts

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# LIVE LEARN WORK INVEST VISIT

## Introduction

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

We have come a long way. One of the fastest growing economies in Scotland. The most ambitious council housebuilding programme in the country. Record levels of infrastructure investment and dozens of new schools. These are just a few examples.

The Plan for North Lanarkshire, approved in 2019, offered a clear way forward. It offered a shared ambition for inclusive growth and prosperity for all and we are delivering on that ambition.

We're making huge progress, with investment and development happening in all our towns and communities.

But what comes next? How do we deal with the undoubted challenges that remain, like unacceptably high levels of deprivation and child poverty, in-work poverty and areas of inequality across communities? How do we become the agents of change for towns and communities to ensure they have a sustainable future in the face of declining revenue budgets?

This vision for North Lanarkshire, as the place to Live, Learn, Work, Invest and Visit is reflected in the **Town Action Plan for Kilsyth** which seeks to identify site specific proposals to deliver the concepts set out in the vision.

The Town Action Plans have been divided into three sections as follows:

**Section 1:** The scale of the challenge facing North Lanarkshire and the key trends which are impacting on North Lanarkshire's Town Centres.



LIVE HERE 5



# Section 1: The Scale of the Challenge and Key Trends

# Key Trends

The following highlights the potential impact of economic, demographic, technological and social trends on our towns.

## RETAILING

Demand for UK retail space on our high street is now at its lowest since 2007, with a move toward online retail as well as prime mixed-use locations (such as Silverburn and Braehead) offering retail, leisure, entertainment and amenities, whilst serving vibrant night-time economies. Our town centres are highly vulnerable to weak footfall with a decline in retail sales across Scotland of 6.2% since 2021 alone (following year on year drops over the last decade).

The inevitable reality is that fewer physical stores will be present on the high streets of the future and that the role of those remaining stores will need to evolve. On its current trajectory, it is estimated that physical retail sales across our towns will fall by a further 35% over the next five years with a growing reliance on convenience and discount retailers paying lower rents. We will see consumers with lower disposable income and limited access to higher end retail. North Lanarkshire in particular will be highly susceptible to this trend where our towns are competing with bigger centres such as Glasgow and Edinburgh for footfall and retail spending.

Both large and small scale operators also continue to struggle to adapt to the growth in online shopping. UK consumers spend more online than any other European country – accounting for 18% of all retail sales. It is projected that 35% of sales within the next few years will be online..

Store-based profit margins have more than halved over the last decade as consecutive rises in business rates, the national living wage, the national minimum wage and relative



## LIVING

North Lanarkshire is home to over 341,000 people living in more than 154,000 homes. The Council is Scotland's largest local authority landlord, owning and managing more than 36,000 homes with a further 5,000 new affordable homes by 2035.

Forecasts predict that the number of households will rise by 1.5% (2,300) between now and 2028. However, the local development plan promotes sufficient land for more than 21,000 homes across North Lanarkshire.

Of our 154,000 homes, only circa. 1,500 - or just under 1% - are located within town centres with over half of these built before 1919 and likely to require significant future repair and maintenance. There is, however, significant opportunity for residential development to replace the contraction in retail. This is a key way of helping to develop footfall within our town centres and, in turn, creating a more viable (although reduced) retail and



## POPULATION

North Lanarkshire is currently home to around 6.3% of Scotland's total population. However, the number of deaths has exceeded the number of births over the last three years although it is forecast that North Lanarkshire's total population will increase by 0.3% between 2018-28 due primarily as a result of net inward migration. In contrast, the population of Scotland over the same time period is anticipated to grow by 1.8%, demonstrating that North Lanarkshire is still failing in attracting people to come and live here.

It is well established that economic growth is closely linked to population growth. As such, to help make North Lanarkshire a more prosperous place, it is essential that we provide the right type of housing and environment that will make this a place where people already living in, or moving to or within Scotland, want to live.



## DEMOGRAPHICS

Children and young people aged 0-15 make up almost one fifth of North Lanarkshire's population (18%) and this is forecast to decrease to almost 16% by 2028.

Almost two thirds (64%) of North Lanarkshire's population are of working age (16-64 year olds). This is forecast to continue to decline in the long-term.

The older adult population (aged 65+) accounts for 18% of North Lanarkshire's total population. This is expected to increase so that, by 2028, one in five (20%) of people living in North Lanarkshire will be aged 65+.

This demographic change will have an impact. Tax income is likely to fall because there will be fewer people of working age, and care responsibilities will increase. It is essential that towns are designed to ensure that people are

able to live safely in their own homes for as long as possible, homes are adaptable and flexible and local services accessible.



## CONNECTIVITY

We need to put transport and digital infrastructure in place to ensure residents can access employment and leisure as well as online opportunities and services.

13.2% of Scotland's motorway network is located in North Lanarkshire, a place which has excellent rail links to Glasgow and Edinburgh as well as three of Scotland's busiest passenger train stations (Motherwell, Croy and Airdrie).

While transport links in and out of North Lanarkshire are excellent, there are relatively poor transport connections within the local authority area. The development of the Pan Lanarkshire Orbital Transport Corridor linking the M80, M8 and M74 will in part address this issue, but the visions need to ensure that our towns are designed as accessible and well-connected places.

Road and rail use has grown significantly over recent years but the number of bus journeys has declined by approximately 23% which is significantly higher than the Scottish average of a 5% decline. Given that only

37% of households earning less than £10,000 can access a private car compared to 97% of those who earn more than £40,000, public transport is a key issue for the people of North Lanarkshire.

Whilst a national conversation about the shape of future public transport is required, particularly in terms of cost, ticketing, coverage and responsiveness, the Council needs to work with partners to identify local gaps and how they can be filled through, for example, community transportation and active travel. This was a key recommendation of the North Lanarkshire Fairness Commission and will be subject to discussion as part of the development of the emerging Local Transport Strategy for North Lanarkshire.

The ban on the sale of new petrol or diesel cars after 2030, and a requirement for them to be off the road by 2040, will also require significant investment in infrastructure to support a shift in how we fuel our private vehicles e.g. electric vehicle charging points within car park's and on streets and the development of EV Hubs (fast charge sites) along key transport corridors and within town centres.



## DIGITAL ECONOMY

86% of UK households use the internet on a daily basis and it is anticipated that this use will continue to grow and drive demand for faster and better quality access.

It is clear that good quality internet access will be essential for future business development and will underpin many areas of employment.

## THE LOW CARBON AGENDA

A Scottish target of net zero for all greenhouse gas emissions has been set for 2045. However, in recognition of the importance of climate change, the council declared a climate emergency in 2019, committing it to reduce council carbon emissions to net zero by 2030.

In particular, new zero carbon policy and legislation will inform the way we design and build new housing, or refurbish existing housing stock, towards zero carbon. This includes:

- ensuring all new housing uses renewable or low carbon heating systems from 2024;
- ensuring all private rented housing achieve an Energy Performance Certificate (EPC) Rating of Band C or above by 2030;
- ensuring all socially rented housing achieve an Energy Performance Certificate (EPC) Rating of Band B or above by 2032; and
- developing an undertaking, where financially and technically viable, to ensure all housing is net zero carbon by 2045.



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## INFRASTRUCTURE

New development within our town centres could in part be constrained by existing infrastructure such as energy, water and sewerage.

There is a need for early engagement with utility providers to identify issues of capacity within existing networks to ensure that the infrastructure to support development within our town centres is available at the right time and the right cost.







## Section 2: Key Considerations for Kilsyth

# A High Street for Everyone

## A People Centred Approach

Our high streets offer a rich and authentic environment that for generations has been the backdrop to the ceremonies and memorable events of our community. Furthermore, the health of our town centre reflect the health of our wider community or society. An energised town centre that is open to all and where there is opportunity for improvement, will help enrich the lives of our residents. It is critical that we achieve a perception shift in our communities and stakeholders and reposition the High Street at the heart of the community. In doing so we are seeking to develop a better town centre where the requirements of all, regardless of age, ability or wealth, are accommodated.

The following section outlines the key issues and opportunities which have helped drive forward the development of the Town Action Plan for Kilsyth. These key drivers have been identified from:

- the findings which were outlined in The Town Centre Visions and Town & Community Hub plans which were approved by Council in 2021 (as part of the Council's 'The Place: The Vision' strategy) following an extensive programme of public consultation;
- desktop research to assess the key challenges, issues and opportunities which need to be addressed or taken forward to help support the transformational change of Kilsyth Town Centre;

- the public workshop and engagement work including Community Board briefings that has allowed the local community to contribute ideas for proposed actions and bring forward proposals for change.



# A Vision for our Towns

Some of our town centres face difficulties. Built around a twentieth century model of primary retail, they have been challenged by the rise of online and out-of-town shopping.

How do towns survive as retail gradually moves away and how can the council reimagine our towns?

The answer is to reposition town centres as mixed-use spaces. Only by shifting the focus from retail-driven town centres to a broader mix of investment, and promoting town centre living, can our towns have a sustainable future.

The council can bring about this change by positioning local services in towns and communities. By doing so, local people can have direct access to services they need and staff can be closer to the communities they work in.

This is about more than niche retail, developing the evening economy or increasing leisure opportunities. These must be living towns, with a much stronger focus on newbuild housing and residential conversion and the repurposing and reuse of our existing buildings in order to help address the decline of the built environment.

Crucially, the Town Visions join together with Town and Community Hubs and our Country Parks for the Future programmes to create a coherent, vibrant and sustainable future for North Lanarkshire.

The Town Visions are concepts, highlighting proposals for each town and how each town could function in the future. These recognise that one size does not fit all. Each of the towns in North Lanarkshire has its own challenges and opportunities and its own history and heritage.

A number of common themes have emerged in the development of these prospectuses. For example, there is a need for residential development which uses land no longer required for traditional retailing. Improving town centre access and active travel, and examining the needs of an older population living longer, are key considerations.

### The council can't do this alone.

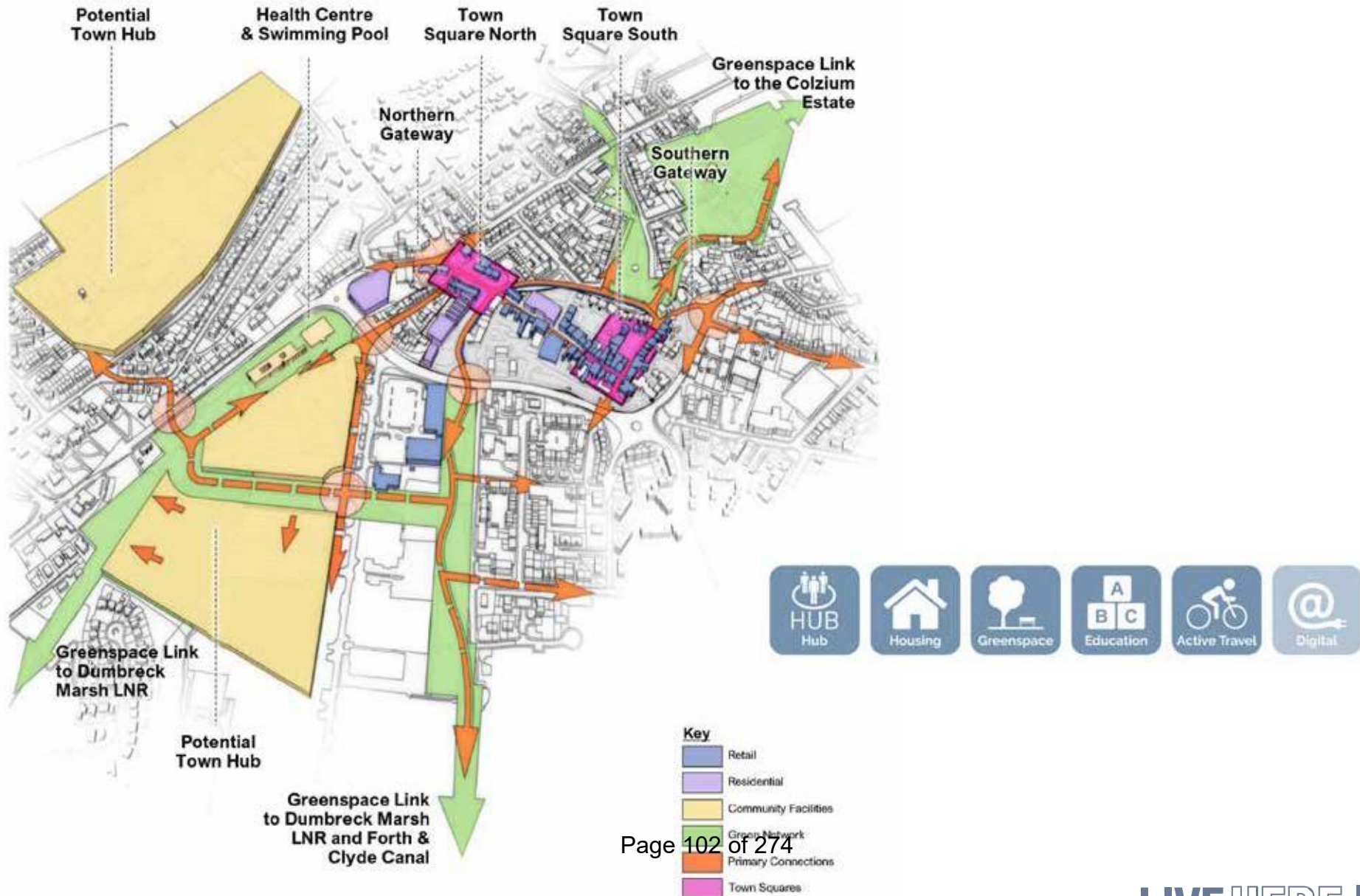
The Town Vision for Kilsyth is just that: A Vision.

To become a reality, the vision needs to be shaped through extensive consultation and engagement with community planning partners, landowners, retailers, residents, councillors and other agencies (via the development of the Town Action Plan). The Vision should inform both public and private sector investment.

The Town Vision represents a long-term strategy for transformation over a 20-year period. It works alongside town centre projects that are planned for the short, medium and long-term including regeneration projects, the acquisition of prominent vacant and derelict buildings and sites, new council house construction and infrastructure and access developments.



# The Vision for Kilsyth



## The Vision for Kilsyth

Kilsyth is a gateway town and a hub for the Kelvin Valley creating a visitor destination built around its history, heritage, connections and character. It will develop its tourism offer as an important local destination servicing and supporting visitors to the local area, Kelvin Valley and Kilsyth Hills.

Kilsyth is a historic Burgh with an attractive townscape and a diverse range of attractions including Colzium House and Estate, Antonine Wall, Forth and Clyde Canal and Dumbreck Nature Reserve all connected with quality green links that support active travel and exploration.

Kilsyth has grown as a commuter town and with the planned investment in the new Town Hub the town will continue to offer a great place to live, offering town centre living, a readily accessible town centre and excellent access to local countryside and greenspace. New homes, new jobs and stronger connections (paths, routes, digital/educational) will drive additional demand for services, housing and support a more vibrant and active centre for residents and visitors.

The new Town Hub is to be co-located alongside the town centre and Health Centre will redefine the core area of the town. Mixed use activity combining retail, leisure and services will drive a new sense of place. A new northern gateway together with the existing town square at Market Street, Burngreen Park and the Garrell Burn corridor create a new sense of place and activity will help to promote new investment on the Main Street.

## Kilsyth Opportunities

Town centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Kilsyth needs to adapt and strengthen its role as an appealing and liveable centre based on quality of place, enterprise, community assets, heritage and low carbon living.

The core projects incorporated within Kilsyth Town Vision include:

- developing a new Town Hub for the delivery of public services including education, leisure and health uses adjacent to the town centre on a site off Garrell Road.
- focusing investment in the town centre around the Main Street, targeting existing gap sites.
- the creation of new active travel routes to link the town centre to major community assets such as the Town Hub, Colzium House, Dumbreck Marsh, The Forth & Clyde Canal and the Antonine Wall.
- sustaining a sense of place by securing long term futures for heritage assets such and
- promoting lifestyle appeal based on town centre living adjacent to services and places of interest.



# Town & Community Hubs

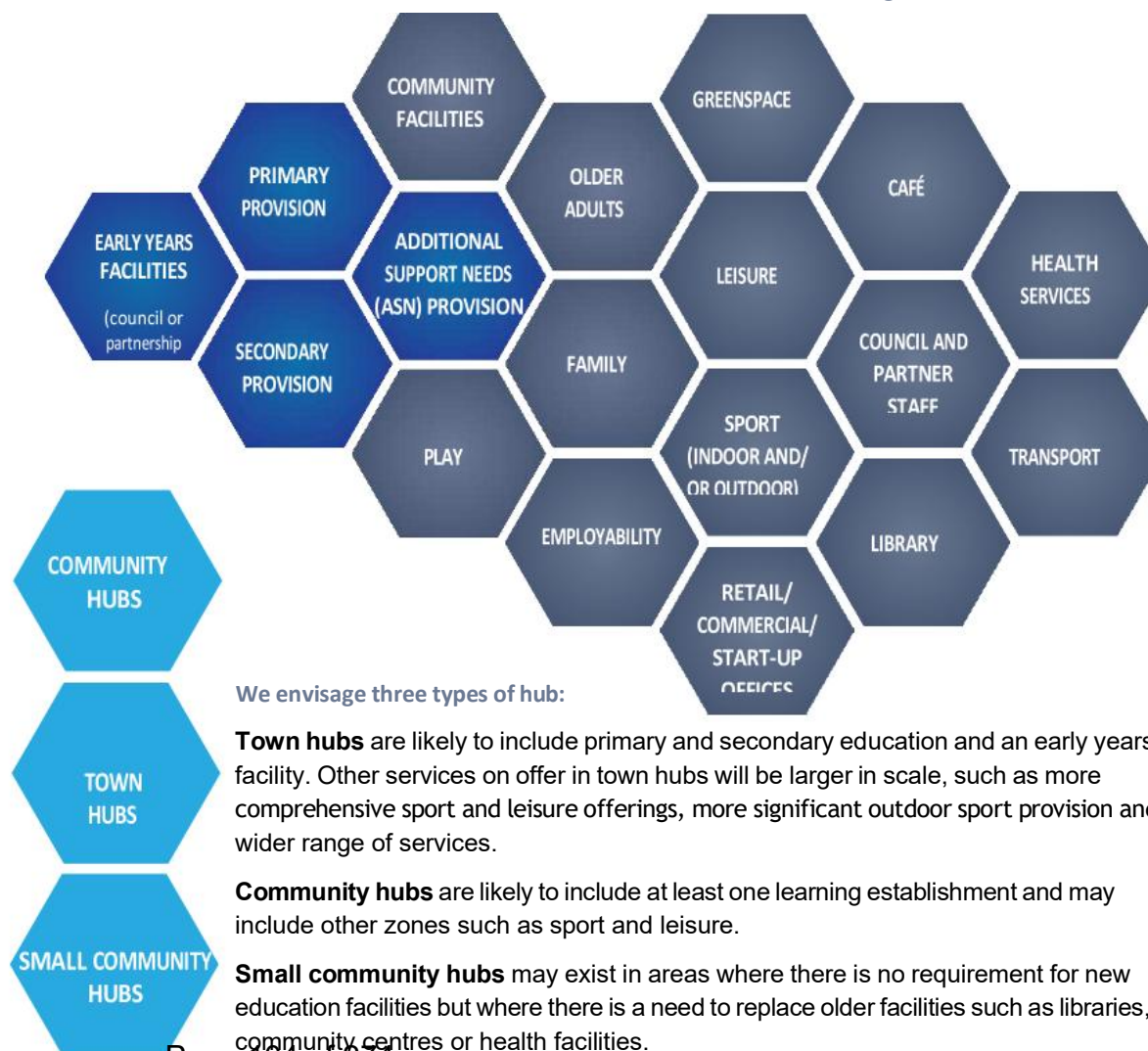
As part of the Council's ambition for North Lanarkshire, all schools constructed pre-1996 have been identified for improvement or replacement. So that they can be sustainable, we need to reduce the number of building assets across North Lanarkshire, working with communities and partners. As such, our town and community hubs will in some places, be merged, co-located or combined and integrated with other community and partnership assets. For example, there may be a single campus for 2-18 year olds where early learning, primary and secondary education is delivered alongside other council and community services.

To design this model, we will use six guiding principles:

- **Inclusive, universal provision:** a hub must serve the whole community and offer universal provision of services as a default.
- **Sense of community ownership:** central to the model is learning and teaching, but the hub must be an asset for the whole community.
- **Maximum availability and usage:** hubs will operate from early in the morning until late in the evening. They must be multi-functional and must be able to be used throughout the day.
- **Designed with the community:** options for design should be shared as early as possible in the process so that people in communities have ownership.
- **Tailored, bespoke, representative:** each hub will be unique to ensure it meets specific community needs.
- **Maximise services on offer:** services available within the hub should complement rather than compete with services already serving the same community.

Hubs will have a form and facilities based on the need of the local community.

Zones which could be included are numerous and could be some or all of the following:



We envisage three types of hub:

**Town hubs** are likely to include primary and secondary education and an early years facility. Other services on offer in town hubs will be larger in scale, such as more comprehensive sport and leisure offerings, more significant outdoor sport provision and a wider range of services.

**Community hubs** are likely to include at least one learning establishment and may include other zones such as sport and leisure.

**Small community hubs** may exist in areas where there is no requirement for new education facilities but where there is a need to replace older facilities such as libraries, community centres or health facilities.

## Kilsyth Town Hub

Following a consultation the general public chose a site within Burnside Industrial Estate off Garrell Road as the preferred site for the development of the Town Hub for Kilsyth. This site was selected as it has sufficient land to accommodate the footprint of the Town Hub campus and is easily accessible.

The Council is currently seeking to secure the funding to proceed with the design development of the Town Hub, the purchase of the site from private landowners and the associated statutory public consultation around education provision. No formal decision has been taken as to which schools will be incorporated into the town hub campus.

## Community Hubs

Community Hub's will be designed to be open and accessible to the whole community, with predominately school access during the day and the wider community able to access many areas within the hub outwith school hours.

The design of the recent Newmains Community Hub is seen as an exemplar for the development of future Community Hubs in terms of its energy efficiency, accessibility, quality of internal and external learning environments and play facilities.

The Council will continue to review the physical condition of its pre 1996 education estate to ensure they continue to meet the needs of the wider community.



# Economic Prosperity & Stability

## Retail

While the ambition for all of our town centres is to move towards a more mixed use offering to improve resilience and recognize the shift in how we use our town centres, the Council wants to retain and support the retail sector and assist its recovery from the double impacts of an economic downturn and the Covid Pandemic.

Research has shown that the independent retail sector is more resilient to change than larger national multiples and that these, in most cases local businesses, will prevail if sufficient infrastructure and interest is in place. We will therefore seek to support the retail sector in Kilsyth by encouraging the town centre owners to refurbish larger vacant units into smaller units to provide space for entrepreneurs and established businesses to find the optimum premises for their business.

Funding constraints and legal issues do, however, constrain the level of support which the Council can provide. However, we are working with partners to identify potential funding streams to promote business investment and the regeneration of the key retail areas within Kilsyth.

## Commercial

The collapse in the demand for commercial premises such as offices in town centre locations echoes wider structural changes in the economy and the growth of digital connectivity. The impacts of the covid pandemic demonstrated the benefits and ease of remote working across the public and private sector and led to an exponential growth in homeworking with a resulting impact on footfall within the town centre.

This needs to be recognised in how we change the structure of Kilsyth Town Centre and make best use of the vacant premises which occur as a result of lower demand and need for town centre office space. In addition, moving forward, the commercial space which remains also needs to be more accessible and energy efficient to compete with out-of-town locations (with consideration given to how we measure the scale of this challenge and take forward the repurposing of vacant office space).

Although located just out with the town centre, Burnside Industrial Estate is a key employment location for medium and small businesses. The Council recognizes the importance of such provision for local jobs and the economy and as such will seek to support local businesses in their growth ambitions.

## Leisure & Hospitality

The leisure and hospitality sector is a key component of the move towards a more mixed-use town centre. The importance of 'Place' in terms of the public's perception of character and safety is very important in attracting people to use existing leisure and hospitality businesses. Ease of movement to and from the town centre will encourage people to access leisure activities and sustain and develop the night-time economy and footfall. In meeting this aim, the Town Action Plan for Kilsyth aims to promote and sustain active travel routes and transport options to support access to town centre facilities and build footfall that will help the leisure and hospitality sectors in Kilsyth to grow.



# Town Centre Living



*New social housing development on the former Police Station at Parkfoot Street, by Clyde Valley Housing Association (completed December 2023)*

# Town Centre Living

## New Build



Encouraging more people to live in town centres is a key policy aspiration for the Council underpinning priorities around sustainability, net zero, inclusion and wellbeing. More people living in town centres means more support for local businesses. It means keeping bus routes active, a safer place thanks to passive policing and greater local interest in the town centre environment. These all make a town more attractive to people living here.

Admittedly, developers looking to offer housing options within town centres find that they are typically more expensive, riskier, and take longer than other housebuilding options. Town centre projects also tend to be smaller, providing less financial return.

However, the Council is of the view that the overall gains outweigh risks and costs if we take into account the wider societal benefits such as improved wellbeing and a reduction in carbon footprint. Key to helping to deliver this is identifying how the Council de-risks and enables such development through, for example, providing development support (e.g. via the Council's Invest in North Lanarkshire's Programme of Work) or promoting development opportunity through agreeing up front to buy 'off-the-shelf' housing being proposed by the private sector in order to guarantee sales.

This type of model has been used to promote private sector housing investment elsewhere across North Lanarkshire and has proved successful. As such, it is very much viewed as a potential model which could be used to support the delivery of town centre living across the local authority area and its towns.

However, the Council also work closely with Registered Social Landlords (RSLs) to bring forward new affordable housing within town centres through the provision of Housing Grant. Nevertheless, quite often, the level of Housing Grant is not sufficient to meet the higher costs associated with smaller town centre developments. As such, the Council has previously supported RSL's to address this 'cost-gap' by providing funding through programmes such as the Council's 'Placed Based Investment Programme' and this is still very much seen as another possible route for helping to enable the development of new build housing within Town Centres.

Lastly, the Council hopes that by taking a leading role in the delivery of town centre living, we can make the case that there is a latent demand for good quality town centre housing and encourage the private sector to invest. Development by the private sector is particularly important to ensuring that both tenure and design diversity, over time, can improve the townscape and character of the town centre.

## Refurbishment

The Council is actively seeking to replace redundant properties within the town centre with residential development to ensure that we respond to issues of vacancy and dereliction. It also recognises that, in many cases, the refurbishment of existing buildings within the town, rather than demolition and replacement, can not only reduce the carbon footprint of development but also retain the character of the townscape and help preserve a centre's unique 'sense of place'.

The Council has identified a number of existing properties within Kilsyth Town Centre that are in need of refurbishment due to long-term vacancy or neglect. Where the building design contributes to the townscape we will endeavour to retain and refurbish the building towards a mixed use, with retail on the ground floor and residential uses on the upper floors (within the retail core area) and exclusively residential outwith the core retail areas.

As already stated, we would hope that the private sector will take the lead in reinvesting in its own stock and we will aim to work closely with them in order to support this.

## Heritage Refurbishment

The communities' perception of 'Place' is informed by the quality of the public realm and key heritage buildings. Kilsyth Town Centre has a number of heritage properties which are functionally obsolete but of good quality and whose external appearance contributes to the character and history of the town.

Key heritage buildings within the town centre include Kilsyth Anderson Church, the former civic buildings on Market Square, the White House at 36-42 Main Street and 55/63 Main street.

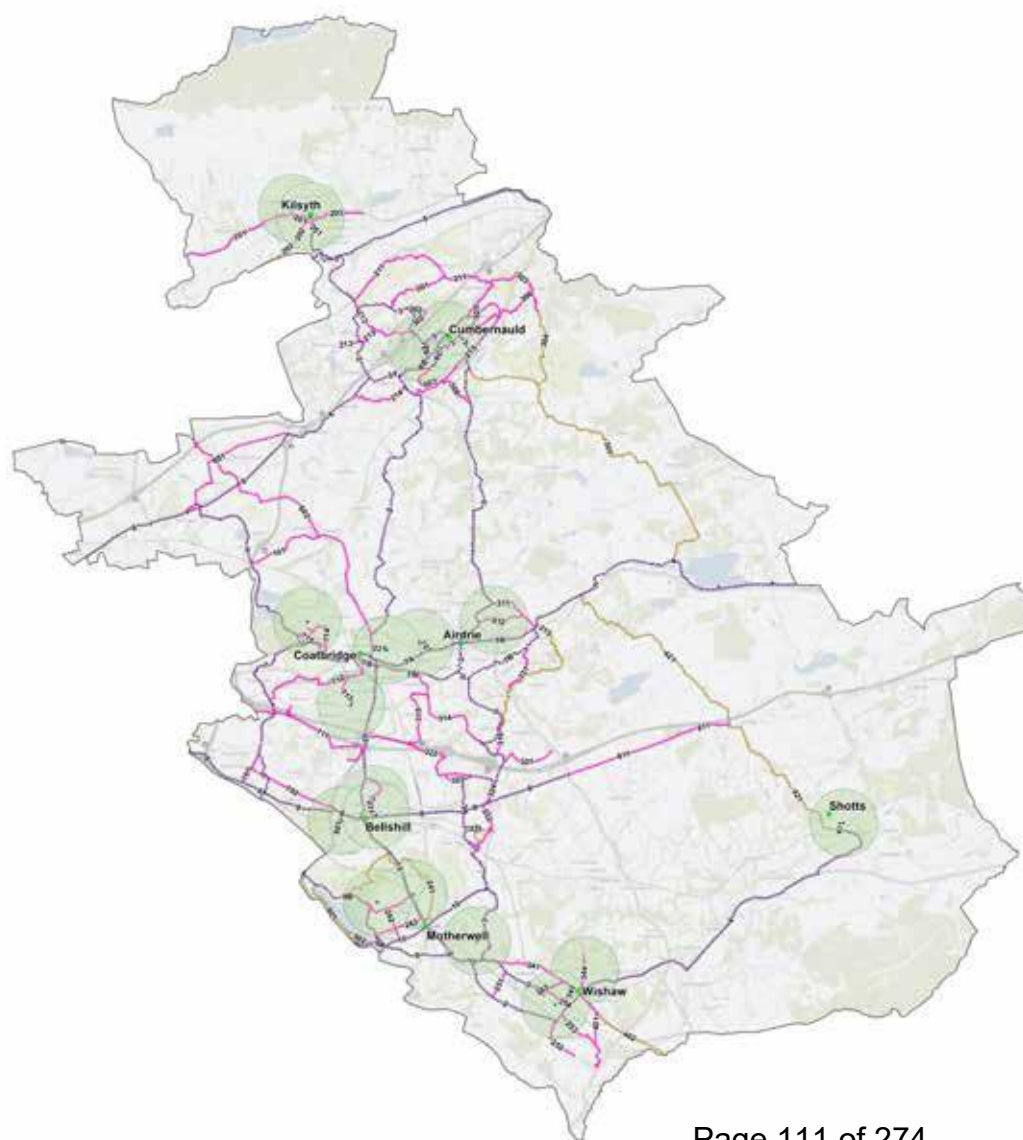
These buildings make a significant contribution to the townscape. Kilsyth as a place would be architecturally poorer if these were not refurbished and subsequently fell into disrepair. Where the Council do not own heritage buildings, we will support the owners in their endeavors to secure a future for these buildings by assisting in sourcing external grants and funding.

As such, we would encourage the owners of listed buildings who are considering the future of their building(s) to approach the Council to discuss ways in which the properties can contribute to the vision of a mixed-use town centre. The Council has recent experience of working with organisations such as Historic Environment Scotland, external funders such as the National Heritage Lottery Fund and delivery partners to help take forward the regeneration of such properties.



*Images: The top two images are exemplars of modern residential flatted development, the bottom two images are sketch proposals for the replacement for the Anvill Block on Main Street.*

# Movement & Active Travel



## Key

- Key Towns
- Proposed Hub Sites
- Proposed Hub Sites 1km Boundary

## Proposed Routes

- ..... Strategic Active Travel Network
- ..... Local Neighbourhood Active Travel Network
- ..... Connecting Active Travel Network
- National Cycle Network
- North Lanarkshire Council Area



# Movement & Active Travel

## Prioritising Sustainable Transport

### Walking and wheeling



### Cycling



### Public Transport



### Taxis & Shared transport



### Private Car



## Public Transport

Kilsyth is the only town in North Lanarkshire not to have direct access to the rail network, the nearest train station providing access to the rail network in the Central Belt and across Scotland is at Croy 2 miles south of Kilsyth, or 8 mins by bus.

Kilsyth is therefore heavily reliant upon its bus services to connect to adjacent towns and the rail network. The public have identified the frequency of bus services as an issue which needs to be addressed. As bus services are privately owned businesses the Council has no direct control over the bus service in terms of routes or frequency of services, however, we have regular engagement with the bus companies and the Strathclyde Passenger Transport to seek to improve services.

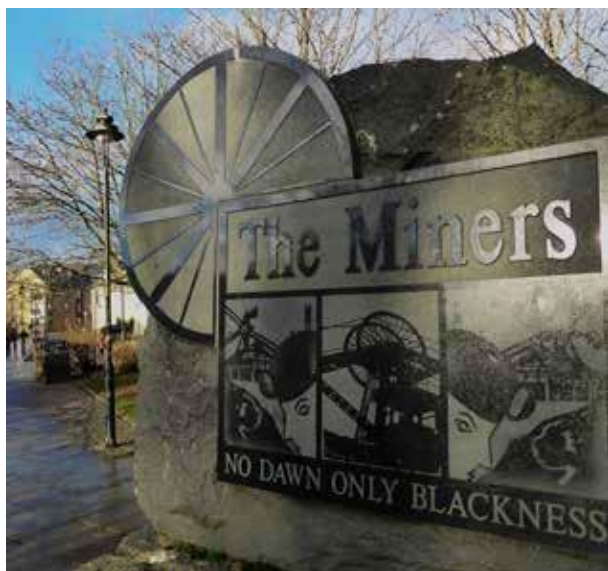
## Active Travel

Active travel (walking, wheeling and cycling) has many environmental benefits, as well as improved health and wellbeing, and is a core part of rebalancing the transport modes within our town centres. The town centre as a focus for active travel activity needs to be driven by connecting the town to facilities and services as well as the surrounding area.

In particular, the town centre needs to act as a key spoke for the town's active travel routes, connecting people with facilities and locations such as Colzium House and Estate, Dumbreck Nature Reserve, Antonine Wall, the Forth and Clyde Canal.

Lastly, the Council will explore the possibility of a modular Active Travel Hub within the town centre to enable the public and visitors to access the surrounding community assets such as the Forth and Clyde Canal, Antonine Wall, etc.

# Built Heritage & Place



# Built Heritage & Place

## Built Heritage

North Lanarkshire's towns have character. Distinctive in form and heritage, the town centres are a reminder of a positive and defining economic past (coal, iron, steel, mills, quarrying) with many notable buildings.

The vision for Kilsyth seeks to build on the distinctive character and quality of place using this legacy to reinforce urban form and repurpose heritage buildings for new uses.

Kilsyth Town Centre is a designated Conservation Area which offers a degree of protection and support for the buildings and townscape which form the core civic space of the town. Private sector owners are encouraged to maintain and protect their buildings with the Council in previous years offering access to financial funds to undertake building repair and shopfront improvements to maintain the character of the Conservation area.

To replicate such activity in Kilsyth, as part of the delivery of Kilsyth Town Action Plan, the Council will identify key vacant or underused heritage properties in the town centre and work with owners and partners to identify and help secure funding for the repurposing of such buildings for housing, community or other viable uses.



## Place

When we speak of place we are talking about the character and quality of the townscape which is a key asset of our towns and comprises all publicly accessible space (streets, squares and greenspace) for people to come together and engage as a community.

We are seeking to promote Kilsyth as a more inclusive place, promoting longer dwell-time and increased town centre footfall. Public use of town centres and increased activity supports civic presence and improved security. Actively used, thriving public space is both safer, and more welcoming, than unused space.

In helping to improve space within our town centres, and in direct response to the requirements of

Scotland's National Planning Framework 4, the Council is currently preparing an Open Space Audit to inform an Open Spaces Strategy for North Lanarkshire.

This strategy will assess existing open space and green networks and help guide how we manage and meet the need for open space in town centres such as Kilsyth. As such, future reviews of the Action Plan will give cognisance to the findings of this emerging strategy and help guide how we shape our open space going forward.

However, the Vision for Kilsyth Town Centre already identifies a need for improved 'gateways' to the town centre, improving the aesthetical quality of streetscape and creating 'place quality' and a sense of arrival.

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# Transition to Net Zero

## Carbon Reduction

Town Centres have a key role in supporting a sustainable future and contributing to the essential adaptation necessary to address climate change and our commitment to net zero. Place shaping can help contribute to climate change targets through the repurposing of buildings; developing 20-minute neighbourhoods, reducing the need to travel and supporting flood mitigation.

Key measures within the vision for supporting carbon reduction in Kilsyth will include:

- property upgrading, retrofit and re-purposing (making these more energy efficient);
- developing active travel infrastructure;
- greening activity;
- extending EV Charging infrastructure; and
- planning for compact urban centres and accessible services.

The carbon cost of demolishing existing buildings and then developing new buildings is also in most cases higher than the carbon cost of refurbishment and adaption of buildings to new uses. The Council will encourage the owners of buildings seeking to develop new uses to refurbish rather than demolish with works focused on making them more energy efficient and extending their viable use. This both reduces our collective carbon footprint and retains the heritage and character of the town.

## Green Blue Infrastructure

Planning needs to support local measures to minimise the impact of intense rainfall events and to mitigate flood risk while also designing flood resilient places. Area wide measures may include, for example, green corridors for storm water flows linked to new habitat management measures and our active travel networks.

North Lanarkshire Council are working in collaboration with Scottish Canals to develop and progress the Kilsyth Flood Risk Reduction Scheme.

The preferred option for the scheme proposes to direct flows from the Garrell Burn and Colzium Burn to Banton Loch (Townhead Reservoir) during flood events. This would require construction of new remotely operated flow control structures on the Garrell Burn and Colzium Burn. These flow control structures would divert a flow of water from the Colzium Burn and Garrell Burn to the Canal Feeder during flood events.

This option would:

- Provide a good standard of flood risk reduction from the Garrell Burn and Ebroch Burn, with less than a 1% chance of flooding in any one year (a 1 in 100-year event)
- Reduce predicted flood damage to the town by £1.6M over the next 50 years Insert Flood project Details from Stewart Barr/John Scott.

## EV Charging Infrastructure

The Scottish Government's requirement to phase out the need for petrol and diesel vehicles by 2030 will impact on our centres with charging and fast charging points becoming part of the urban fabric.

From 5 June 2023, the regulations also requires electric vehicle charging to be installed for new buildings and those subject to major renovation. This includes one EV charge point socket to be provided for all new housing and flats and in 10% of parking spaces for non-domestic buildings where these have 10 car parking spaces or more.

Added to this, in order to encourage and enable the use of our towns, the Council needs to take forward the installation of EV charging points within our town centres for general public use. At the moment, work is ongoing through the Glasgow City Region team on behalf of all local authorities with a view to engaging a provider to install and operate our EV charging going forward. The intention would be for the provider to agree proposed sites with the Council and install and manage the EV charging provision on the Councils behalf.

As part of the delivery of the Kilsyth Town Action Plan, the Council will also investigate the suitability of our public car parks and facilities for EV Charging and their capacity to meet future demand and need for EV charging within our town centres.

# Other Considerations

## Finance & External Funding

It has been well publicised that over the next three years, North Lanarkshire Council (along with other public services across Scotland) face significant budget cuts. As such, investment made through the Town Action Plan has to ensure that ongoing future revenue or operational costs associated with any works is minimal and, where possible, additional revenue generated through, for example, increased rents or business rates.

Moreover, to reduce the burden on the Council's available capital, the Council will look to fund such works by alternative means through: promoting and seeking private sector investment; use of North Lanarkshire's Housing Revenue Account; and sourcing funding through Scottish Government Programmes (such as the Place Based Investment Programme and Regeneration Capital Grant Fund Programme), the UK Government (with funding recently received for Cumbernauld and Coatbridge Town Centres through their Levelling Up Fund and Town Fund Programmes respectively) or other funders (such as the National Heritage Lottery Fund).

## Community Wealth Building

The Town Action Plan for Kilsyth has been developed in consultation with the local community to help identify the key actions which we want to take forward to help improve and regenerate Kilsyth Town Centre. However, in order to drive and sustain real change, it is critical that local communities buy in to and take ownership of these plans.

Community Wealth Building is designed to harness the economic leverage of local 'anchor' organisations to tackle long-term systematic challenges within local communities and help to change the way we manage and provide local services through, for example, community-owned assets, a focus on local supply chains and local job creation – key goals which need to be embedded as part of the delivery of the Action Plan.

## Communications Plan

It has been identified that the Action Plan affects four key stakeholder groups:

- local communities and residents living in the town centre (with the viability of the centre dependent upon being able to attract local people to use the town and sustain local spend);
- local businesses and shops (with retailers particularly interested in opportunities which may be brought forward through the plan, how change will affect their business and how works may disturb trade);
- potential visitors to Kilsyth and people who live outwith Kilsyth but work within the town centre (both of whom will contribute to spend and the local economy); and
- the council and other public bodies (who will lead on and contribute to the delivery of the plan).

Raising awareness of our plans for Kilsyth is essential to keeping these stakeholders engaged in the process of transforming the town centre and securing their buy in to the works being proposed. To ensure these groups are fully informed, a detailed Communications Plan will be developed for Kilsyth Town Centre to make sure proposals are shared and stakeholders kept updated on progress made.

As part of this Communications Plan, the Council aim to host a bespoke 'Town's Page' for each of the main towns across North Lanarkshire on its website. This will incorporate news and information for each town including copies of the Town Visions and Action Plans and progress being made on the delivery of Action Plan

# Section 3:

## Kilsyth Town Action Plan



# Town Action Plan Proposals

Project	Proposal	Timescales*
<b>Economic Prosperity &amp; Stability</b>		
Town Centre Audit & Demand Analysis – Vacant Office Space	Undertake an Audit and Demand Analysis for vacant office space within Kilsyth Town Centre to help develop a strategy for the repurposing of this space.	Short-term
<b>Town Centre Living</b>		
Main Street	Support the private owners of the vacant site opposite the former Post Office at the corner of Main Street and Arch Way to deliver new residential flatted accommodation.	Short-term
Buy-Backs	Continuation of the Council's 'buy-back' scheme to offer affordable housing within Kilsyth Town Centre.	Ongoing
<b>Movement &amp; Active Travel</b>		
Active Travel Works	Take forward planned investment in Kilsyth's Active Travel Network to include new routes from/to: <ul style="list-style-type: none"> <li>The town centre east through Burngreen park to Colzium House and Estate</li> <li>The town centre west along Garrel Burn to Dumbreck Local Nature Reserve</li> <li>The town centre south to Auchenstarry Basin, the Forth and Clyde Canal and Antoinine wall</li> <li>The town centre north to the Kilsyth Hills.</li> </ul>	Medium-term
Active Travel Hub	The development of a Town Centre Active Travel Hub (location to be identified) including potential charging points for e-bikes.	Medium-term

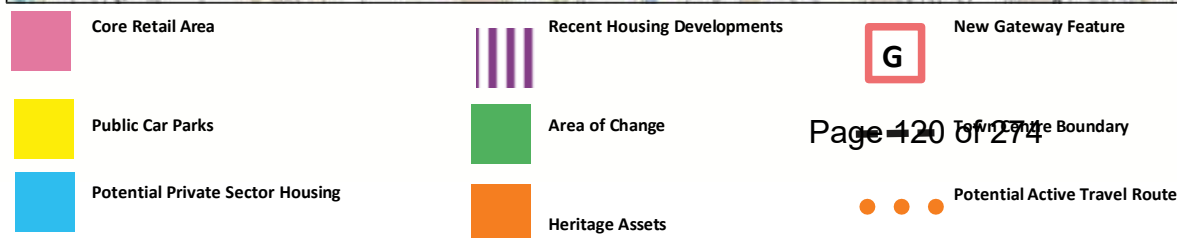
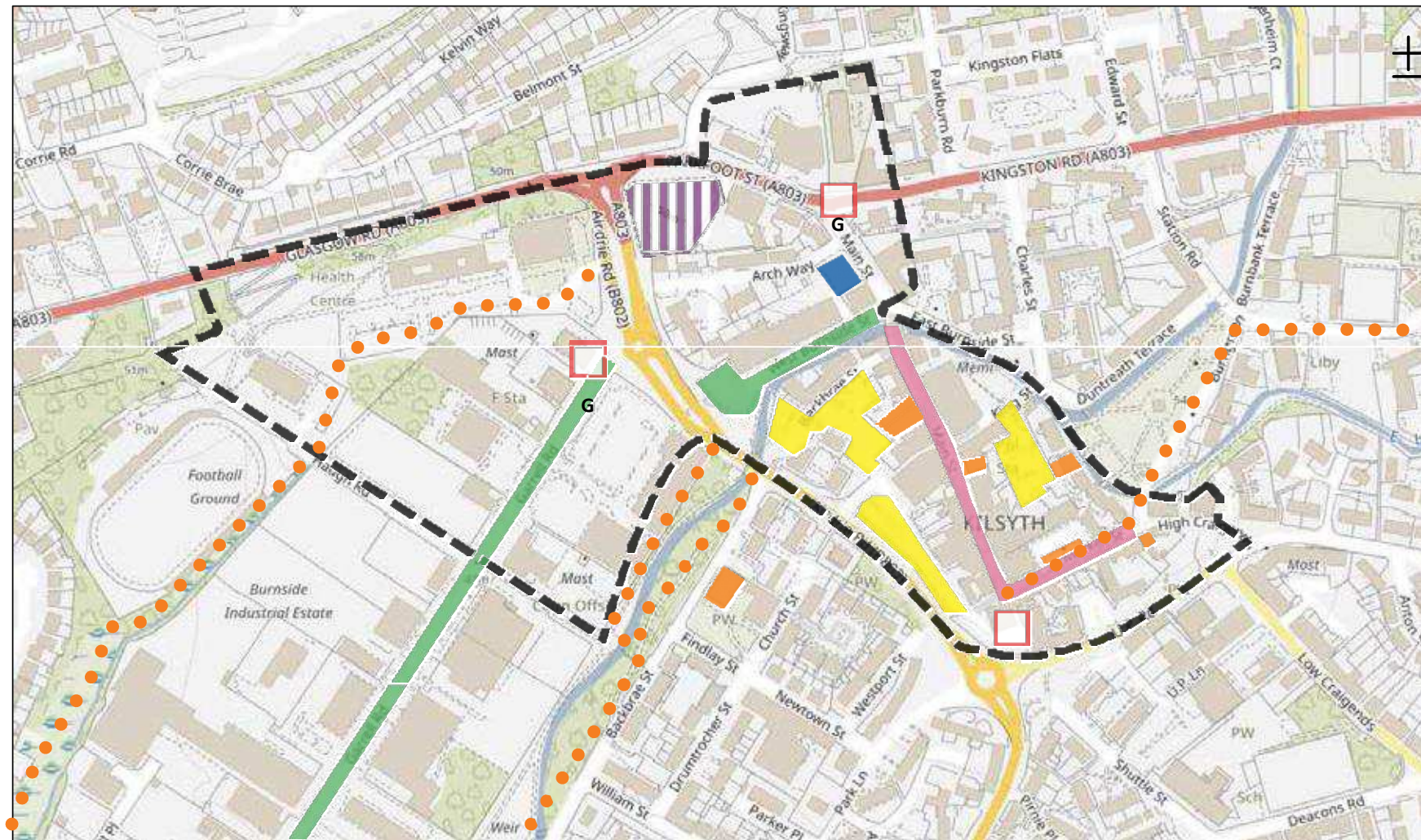
Project	Proposal	Timescales*
<b>Built Heritage &amp; Place</b>		
Heritage Buildings	Identify key heritage buildings within town centre that are vacant, underused or in poor condition and enter/continue discussion with owners to identify route for safeguarding, improving or repurposing properties. This will include helping to source funding for these regeneration initiatives.	Short-term
Various Locations	Undertake feasibility works to assess viability and costs for the development of town gateway features.	Short-term
<b>Transition to Net Zero</b>		
Kilsyth Flood Risk Reduction Scheme	In partnership with Scottish Canals continue to develop the works to deliver the Kilsyth Flood Risk Reduction Scheme. Next steps for the scheme: Secure funding and develop cost sharing agreement – Target spring-summer 2024 Complete detailed design & pricing - Target Spring 2025 Construction - Target Spring 2025 to Spring 2026	Medium-term
EV Charging	Site Investigations of NLC's car parks across Kilsyth Town Centre to assess suitability/infrastructure needs for EV Charging Installation as part of the delivery proposals currently being developed through Glasgow City Region.	Medium-term
<b>Town &amp; Community Hubs</b>		
Kilsyth Town Hub	The development of Kilsyth Town Hub in a new building/campus off Garrell Road adjacent to the town centre.2	Long-term

\*Short-term: 1-3 Years

\*Medium-term: 3-7 years

\*Long-term: 7+ years

# The Action Plan Proposals Map



# Strategic Alignment

The Town Action Plan for Kilsyth is aligned with The Plan for North Lanarkshire and other key strategies, policies and plans.

Together this strategic policy framework ensures that work is aligned with our priorities and enables the required resources and working practices needed to facilitate delivery of the shared

Kilsyth Town Action Plan will be reviewed on an annual basis, not only to ensure that it remains aligned to any new or emerging strategies developed by the Council and its partners, but also to make sure that any new opportunities can be incorporated within the plan proposals and any new issues arising within the town centre addressed.



# Notes



# Notes



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# Town Action Plan Bellshill



# LIVE HERE

Written, designed and produced by Corporate Communications, North Lanarkshire Council.

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Mast Architects - Town living Design Concepts

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# LIVE LEARN WORK INVEST VISIT

## Introduction

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

We have come a long way. One of the fastest growing economies in Scotland. The most ambitious council housebuilding programme in the country. Record levels of infrastructure investment and dozens of new schools. These are just a few examples.

The Plan for North Lanarkshire, approved in 2019, offered a clear way forward. It offered a shared ambition for inclusive growth and prosperity for all and we are delivering on that ambition.

We're making huge progress, with investment and development happening in all our towns and communities.

But what comes next? How do we deal with the undoubted challenges that remain, like unacceptably high levels of deprivation and child poverty, in-work poverty and areas of inequality across communities? How do we become the agents of change for towns and communities to ensure they have a sustainable future in the face of declining revenue budgets?

This vision for North Lanarkshire, as the place to Live, Learn, Work, Invest and Visit is reflected in the **Town Action Plan for Bellshill** which seeks to identify site specific proposals to deliver the concepts set out in the vision.

The Town Action Plans been divided into three sections as follows:

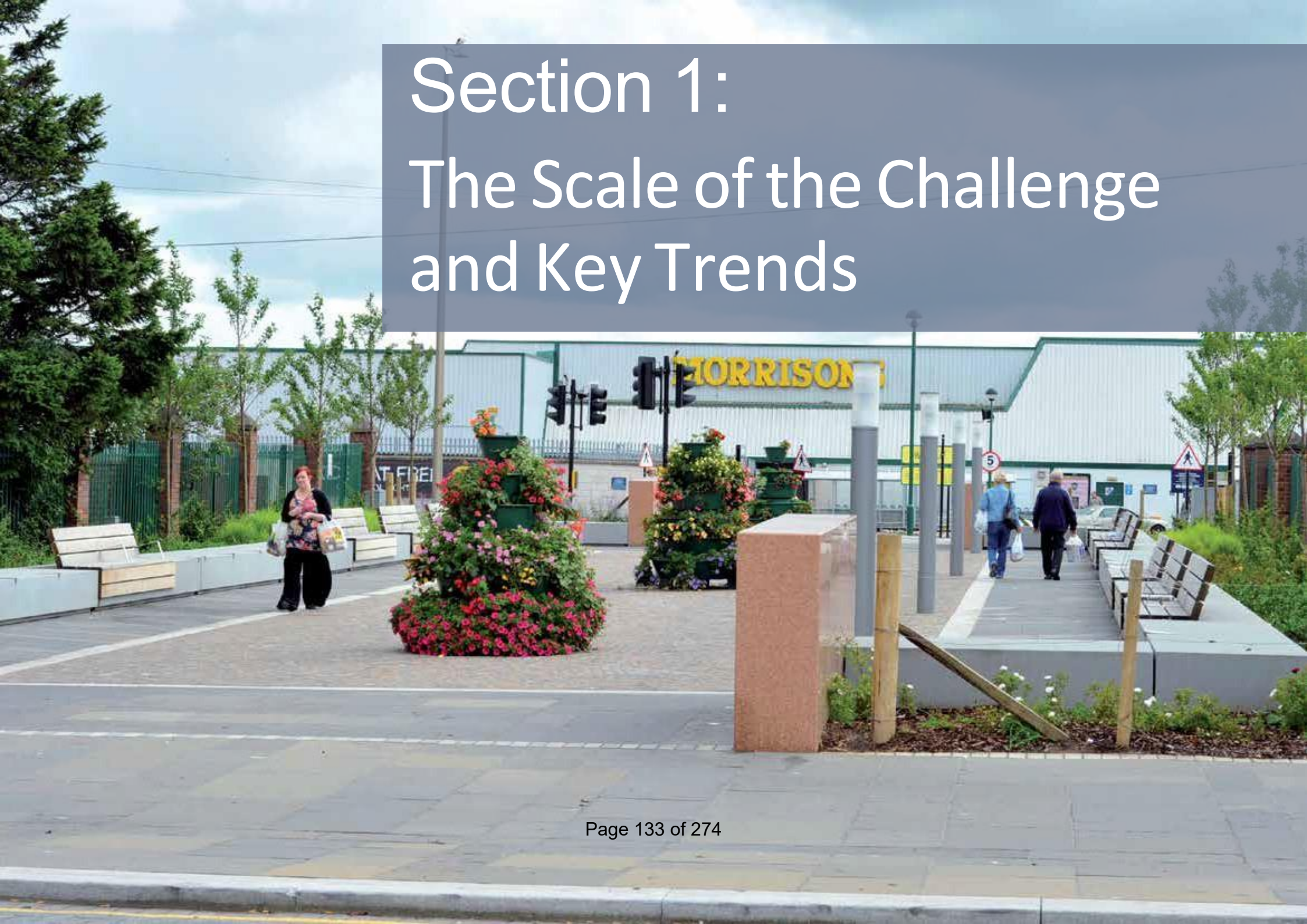
**Section 1:** The scale of the challenge facing North Lanarkshire and the key trends which are impacting on North Lanarkshire's Town Centres.

**Section 2:** The key issues and opportunities which have helped formulate proposals outlined in the Town Action Plan for Bellshill.

**Section 3:** The Town Action Plan Proposals.



# Section 1: The Scale of the Challenge and Key Trends



# Key Trends

The following highlights the potential impact of economic, demographic, technological and social trends on our towns.

## RETAILING

Demand for UK retail space on our high street is now at its lowest since 2007, with a move toward online retail as well as prime mixed-use locations (such as Silverburn and Braehead) offering retail, leisure, entertainment and amenities, whilst serving vibrant night-time economies. Our town centres are highly vulnerable to weak footfall with a decline in retail sales across Scotland of 6.2% since 2021 alone (following year on year drops over the last decade).

The inevitable reality is that fewer physical stores will be present on the high streets of the future and that the role of those remaining stores will need to evolve. On its current trajectory, it is estimated that physical retail sales across our towns will fall by a further 35% over the next five years with a growing reliance on convenience and discount retailers paying lower rents. We will see consumers with lower disposable income and limited access to higher end retail. North Lanarkshire in particular will be highly susceptible to this trend where our towns are competing with bigger centres such as Glasgow and Edinburgh for footfall and retail spending.

Both large and small scale operators also continue to struggle to adapt to the growth in online shopping. UK consumers spend more online than any other European country – accounting for 18% of all retail sales. It is projected that 35% of sales within the next few years will be online..

Store-based profit margins have more than halved over the last decade as consecutive rises in business rates, the national living wage, the national minimum wage and relative



## LIVING

North Lanarkshire is home to over 341,000 people living in more than 154,000 homes. The Council is Scotland's largest local authority landlord, owning and managing more than 36,000 homes with a further 5,000 new affordable homes by 2035.

Forecasts predict that the number of households will rise by 1.5% (2,300) between now and 2028. However, the local development plan promotes sufficient land for more than 21,000 homes across North Lanarkshire.

Of our 154,000 homes, only circa. 1,500 - or just under 1% - are located within town centres with over half of these built before 1919 and likely to require significant future repair and maintenance. There is, however, significant opportunity for residential development to replace the contraction in retail. This is a key way of helping to develop footfall within our town centres and, in turn, creating a more viable (although reduced) retail and



## POPULATION



North Lanarkshire is currently home to around 6.3% of Scotland's total population. However, the number of deaths has exceeded the number of births over the last three years although it is forecast that North Lanarkshire's total population will increase by 0.3% between 2018-28 due primarily as a result of net inward migration. In contrast, the population of Scotland over the same time period is anticipated to grow by 1.8%, demonstrating that North Lanarkshire is still failing in attracting people to come and live here.

It is well established that economic growth is closely linked to population growth. As such, to help make North Lanarkshire a more prosperous place, it is essential that we provide the right type of housing and environment that will make this a place where people already living in, or moving to or within Scotland, want to live.

## DEMOGRAPHICS

Children and young people aged 0-15 make up almost one fifth of North Lanarkshire's population (18%) and this is forecast to decrease to almost 16% by 2028.

Almost two thirds (64%) of North Lanarkshire's population are of working age (16-64 year olds). This is forecast to continue to decline in the long-term.

The older adult population (aged 65+) accounts for 18% of North Lanarkshire's total population. This is expected to increase so that, by 2028, one in five (20%) of people living in North Lanarkshire will be aged 65+.

This demographic change will have an impact. Tax income is likely to fall because there will be fewer people of working age, and care responsibilities will increase. It is essential that towns are designed to ensure that people are

able to live safely in their own homes for as long as possible, homes are adaptable and flexible and local services accessible.



## CONNECTIVITY

We need to put transport and digital infrastructure in place to ensure residents can access employment and leisure as well as online opportunities and services.

13.2% of Scotland's motorway network is located in North Lanarkshire, a place which has excellent rail links to Glasgow and Edinburgh as well as three of Scotland's busiest passenger train stations (Motherwell, Croy and Airdrie).

While transport links in and out of North Lanarkshire are excellent, there are relatively poor transport connections within the local authority area. The development of the Pan Lanarkshire Orbital Transport Corridor linking the M80, M8 and M74 will in part address this issue, but the visions need to ensure that our towns are designed as accessible and well-connected places.

Road and rail use has grown significantly over recent years but the number of bus journeys has declined by approximately 23% which is significantly higher than the Scottish average of a 5% decline. Given that only

37% of households earning less than £10,000 can access a private car compared to 97% of those who earn more than £40,000, public transport is a key issue for the people of North Lanarkshire.

Whilst a national conversation about the shape of future public transport is required, particularly in terms of cost, ticketing, coverage and responsiveness, the Council needs to work with partners to identify local gaps and how they can be filled through, for example, community transportation and active travel. This was a key recommendation of the North Lanarkshire Fairness Commission and will be subject to discussion as part of the development of the emerging Local Transport Strategy for North Lanarkshire.

The ban on the sale of new petrol or diesel cars after 2030, and a requirement for them to be off the road by 2040, will also require significant investment in infrastructure to support a shift in how we fuel our private vehicles e.g. electric vehicle charging points within car park's and on streets and the development of EV Hubs (fast charge sites) along key transport corridors and within town centres.



## DIGITAL ECONOMY

86% of UK households use the internet on a daily basis and it is anticipated that this use will continue to grow and drive demand for faster and better quality access.

It is clear that good quality internet access will be essential for future business development and will underpin many areas of employment.

## THE LOW CARBON AGENDA

A Scottish target of net zero for all greenhouse gas emissions has been set for 2045. However, in recognition of the importance of climate change, the council declared a climate emergency in 2019, committing it to reduce council carbon emissions to net zero by 2030.

In particular, new zero carbon policy and legislation will inform the way we design and build new housing, or refurbish existing housing stock, towards zero carbon. This includes:

- ensuring all new housing uses renewable or low carbon heating systems from 2024;
- ensuring all private rented housing achieve an Energy Performance Certificate (EPC) Rating of Band C or above by 2030;
- ensuring all socially rented housing achieve an Energy Performance Certificate (EPC) Rating of Band B or above by 2032; and
- developing an undertaking, where financially and technically viable, to ensure all housing is net zero carbon by 2045.



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## INFRASTRUCTURE

New development within our town centres could in part be constrained by existing infrastructure such as energy, water and sewerage.

There is a need for early engagement with utility providers to identify issues of capacity within existing networks to ensure that the infrastructure to support development within our town centres is available at the right time and the right cost.





# Section 2:

## Key Considerations for Bellshill



# A High Street for Everyone

## A People Centred Approach

Our high streets offer a rich and authentic environment that for generations has been the backdrop to the ceremonies and memorable events of our community. Furthermore, the health of our town centre reflect the health of our wider community or society. An energised town centre that is open to all and where there is opportunity for improvement, will help enrich the lives of our residents. It is critical that we achieve a perception shift in our communities and stakeholders and reposition the High Street at the heart of the community. In doing so we are seeking to develop a better town centre where the requirements of all, regardless of age, ability or wealth, are accommodated.

The following section outlines the key issues and opportunities which have helped drive forward the development of the Town Action Plan for Bellshill. These key drivers have been identified from:

- the findings which were outlined in The Town Centre Visions and Town & Community Hub plans which were approved by Council in 2021 (as part of the Council's 'The Place: The Vision' strategy) following an extensive programme of public consultation;
- desktop research to assess the key challenges, issues and opportunities which need to be addressed or taken forward to help support the transformational change of Bellshill Town Centre;

- the public workshop and engagement work including Community Board briefings that has allowed the local community to contribute ideas for proposed actions and bring forward proposals for change.



# A Vision for our Towns

Some of our town centres face difficulties. Built around a twentieth century model of primary retail, they have been challenged by the rise of online and out-of-town shopping.

How do towns survive as retail gradually moves away and how can the council reimagine our towns?

The answer is to reposition town centres as mixed-use spaces. Only by shifting the focus from retail-driven town centres to a broader mix of investment, and promoting town centre living, can our towns have a sustainable future.

The council can bring about this change by positioning local services in towns and communities. By doing so, local people can have direct access to services they need and staff can be closer to the communities they work in.

This is about more than niche retail, developing the evening economy or increasing leisure opportunities. These must be living towns, with a much stronger focus on newbuild housing and residential conversion and the repurposing and reuse of our existing buildings in order to help address the decline of the built environment.

Crucially, the Town Visions join together with Town and Community Hubs and our Country Parks for the Future programmes to create a coherent, vibrant and sustainable future for North Lanarkshire.

The Town Visions highlight proposals for each town and how each town could function in the future. These recognise that one size does not fit all. Each of the towns in North Lanarkshire has its own challenges and opportunities and its own history and heritage.

A number of common themes have emerged in the development of these prospectuses. For example, there is a need for residential development which uses land no longer required for traditional retailing. Improving town centre access and active travel and examining the needs of an older population living longer, are also key considerations.

### The council can't do this alone.

The Town Vision for Bellshill is just that: A Vision.

To become a reality, the vision needs to be shaped through extensive consultation and engagement with community planning partners, landowners, retailers, residents, councillors and other agencies (via the development of the Town Action Plan). The Vision should inform both public and private sector investment.

The Town Vision represents a long-term strategy for transformation over a 20 year period. It works alongside town centre projects that are planned for the short, medium and long-term including regeneration projects, the acquisition of prominent vacant and derelict buildings and sites, new council house construction and infrastructure and access developments.



# The Vision for Bellshill



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## The Vision for Bellshill

Bellshill is one of Lanarkshire's best-connected towns. Connectivity has been identified a key 21st century driver for growth. High quality connections both physical and digital are increasingly recognized as essential requirements of commercially vibrant, low carbon sustainable places.

With its rail, road and active travel networks, Bellshill is a key investment location for commercial, residential and regional services. The investment in the new Town Hub to include new civic space and the improved visitor experience at Strathclyde Country Park will be transformational to Bellshill's appeal and sense of place.

The outcomes for the community will be a centre which is more attractive, safer, easier to get around and offers wider choices meeting diverse and local needs. New homes, new jobs and better connections will drive additional demand for services and sustain a more vibrant and active town centre.

Bellshill's connections, street pattern and greenspace make for a town that can build resilience and adaption to climate change, strengthen community life and support health and wellbeing and low-carbon living. Sustainable and SMART urban systems (Waste/ Drainage/5G-Wifi/Transport) will with other facilities make Bellshill a place of choice.

## Bellshill Opportunities

Town centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Bellshill needs to adapt and strengthen its role as an appealing and liveable centre based on quality of place, enterprise, community assets, heritage and low carbon living.

The core projects incorporated within the Bellshill Town Vision include:

- developing a new Town Hub for the delivery of public services including education, leisure and health uses;
- focusing investment in the town centre around the retail core Main Street
- the creation of new active travel routes to link the town centre to major community assets such as the Town Hub and Strathclyde Country Park.
- sustaining a sense of place by securing long term futures for heritage assets; and
- promoting lifestyle appeal based on town centre living adjacent to services and places of interest.



# Town & Community Hubs

As part of the Council's ambition for North Lanarkshire, all schools constructed pre-1996 have been identified for improvement or replacement. So that they can be sustainable, we need to reduce the number of building assets across North Lanarkshire, working with communities and partners. As such, our town and community hubs will in some places, be merged, co-located or combined and integrated with other community and partnership assets. For example, there may be a single campus for 2-18 year olds where early learning, primary and secondary education is delivered alongside other council and community services.

To design this model, we will use six guiding principles:

- **Inclusive, universal provision:** a hub must serve the whole community and offer universal provision of services as a default.
- **Sense of community ownership:** central to the model is learning and teaching, but the hub must be an asset for the whole community.
- **Maximum availability and usage:** hubs will operate from early in the morning until late in the evening. They must be multi-functional and must be able to be used throughout the day.
- **Designed with the community:** options for design should be shared as early as possible in the process so that people in communities have ownership.
- **Tailored, bespoke, representative:** each hub will be unique to ensure it meets specific community needs.
- **Maximise services on offer:** services available within the hub should complement rather than compete with services already serving the same community.

Hubs will have a form and facilities based on the need of the local community.

Zones which could be included are numerous and could be some or all of the following:



We envisage three types of hub:

**Town hubs** are likely to include primary and secondary education and an early years facility. Other services on offer in town hubs will be larger in scale, such as more comprehensive sport and leisure offerings, more significant outdoor sport provision and a wider range of services.

**Community hubs** are likely to include at least one learning establishment and may include other zones such as sport and leisure.

**Small community hubs** may exist in areas where there is no requirement for new education facilities but where there is a need to replace older facilities such as libraries, community centres or health facilities.



## Bellshill Town Hub

Following a consultation the general public chose the Bellshill Academy Playing Fields north of Campbell Street as the preferred site for the development of the Town Hub for Bellshill. This site was selected as it has sufficient land to accommodate the footprint of the Town Hub campus and is adjacent to the town centre.

The Council is currently seeking to secure the funding to proceed with the design development of the Town Hub and the associated statutory public consultation around education provision. No formal decision has been taken as to which schools will be incorporated into the town hub campus.

## Community Hubs

Community Hub's will be designed to be open and accessible to the whole community, with predominately school access during the day and the wider community able to access many areas within the hub outwith school hours.

The design of the recent Orbiston community Hub is seen as an exemplar for the development of future Community Hubs in terms of its energy efficiency, accessibility, quality of internal and external learning environments and play facilities.

The Council will continue to review the physical condition of its education estate to ensure they continue to meet the needs of the wider community.



# Economic Prosperity & Stability

## Retail

While the ambition for all of our town centres is to move towards a more mixed use offering to improve resilience and recognize the shift in how we use our town centres, the Council wants to retain and support the retail sector and assist it's recovery from the double impacts of an economic downturn and the Covid Pandemic.

Research has shown that the independent retail sector is more resilient to change than larger national multiples and that these, in most cases local businesses, will prevail if sufficient infrastructure and interest is in place. We will therefore seek to support the retail sector in Bellshill by encouraging town centre owners

to refurbish larger vacant units into smaller units to provide space for entrepreneurs and established businesses to find the optimum premises for their business.

Funding constraints and legal issues do, however, constrain the level of support which the Council can provide. However, we are working with partners to identify potential funding streams to promote business investment and the regeneration of the key retail areas within Bellshill.

## Commercial

The collapse in the demand for commercial premises such as offices in town centre locations echoes wider structural changes in the economy and the growth of digital connectivity. The impacts of the covid pandemic demonstrated the benefits and ease of remote working across the public and private sector and led to an exponential growth in homeworking with a resulting impact on footfall within the town centre.

This needs to be recognised in how we change the structure of Bellshill Town Centre and make best use of the vacant premises which occur as a result of lower demand and need for town centre office space. In addition, moving forward, the commercial space which remains also needs to be more accessible and energy efficient to compete with out-of-town locations (with consideration given to how we measure the scale of this challenge and take forward the repurposing of vacant office space).

## Leisure & Hospitality

The leisure and hospitality sector is a key component of the move towards a more mixed-use town centre. The importance of 'Place' in terms of the public's perception of character and safety is very important in attracting people to use existing leisure and hospitality businesses. Ease of movement to and from the town centre will encourage people to access leisure activities and sustain and develop the night-time economy and footfall. In meeting this aim, the Town Action Plan for Bellshill aims to promote and sustain active travel routes and transport options to support access to town centre facilities and build footfall that will help the leisure and hospitality sectors in Bellshill to grow.



# Town Centre Living



Exemplar urban infill residential flatted accommodation, Main St, Wishaw (former Avon Block)

# Town Centre Living



Image: Former Orr's Department Store

## New Build

Encouraging more people to live in town centres is a key policy aspiration for the Council underpinning priorities around sustainability, net zero, inclusion and wellbeing. More people living in town centres means more support for local businesses. It means keeping bus routes active, a safer place thanks to passive policing and greater local interest in the town centre environment. These all make a town more attractive to people living here.

Admittedly, developers looking to offer housing options within town centres find that they are typically more expensive, riskier, and take longer than other housebuilding options. Town centre projects also tend to be smaller, providing less financial return. However, the Council is of the view that the overall gains outweigh risks and costs if we take into account the wider societal benefits such as improved wellbeing and a reduction in carbon footprint. Key to helping to deliver this is identifying how the Council de-risks and enables such development through, for example, providing development support (e.g. via the Council's Invest in North Lanarkshire's Programme of Work) or promoting development opportunity through agreeing up front to buy 'off-the-shelf' housing being proposed by the private sector in order to guarantee sales.

This type of model has been used to promote private sector housing investment elsewhere across North Lanarkshire and has proved successful. As such, it is very much viewed as a potential model which could be used to support the delivery of town centre living across the local authority area and its towns.

The Council are seeking to promote new flatted residential development on the site of the former Money Advice Centre and Registry Office on Motherwell Road in support of its Town Centre Living agenda.

However, the Council also work closely with Registered Social Landlords (RSLs) to bring forward new affordable housing within town centres through the provision of Housing Grant. Nevertheless, quite often, the level of Housing Grant is not sufficient to meet the higher costs associated with smaller town centre developments. As such, the Council has previously supported RSL's to address this 'cost-gap' by providing funding through programmes such as the Council's 'Placed Based Investment Programme' and this is still very much seen as another possible route for helping to enable the development of new build housing within Town Centres.

Lastly, the Council hopes that by taking a leading role in the delivery of town centre living, we can make the case that there is a latent demand for good quality town centre housing and encourage the private sector to invest. Development by the private sector is particularly important to ensuring that both tenure and design diversity, over time, can improve the townscape and character of the town centre.

## Refurbishment

The Council is actively seeking to replace redundant properties within the town centre with residential development to ensure that we respond to issues of vacancy and dereliction. It also recognises that, in many cases, the refurbishment of existing buildings within the town, rather than demolition and replacement, can not only reduce the carbon footprint of development but also retain the character of the townscape and help preserve a centre's unique 'sense of place'.

The Council has identified a number of existing properties within Bellshill Town Centre that are in need of refurbishment due to long-term vacancy or neglect. Where the building design contributes to the townscape we will endeavour to retain and refurbish the building towards a mixed use, with retail on the ground floor and residential uses on the upper floors (within the retail core area) and exclusively residential outwith the core retail areas.

As already stated, we would hope that the private sector will take the lead in reinvesting in its own stock and we will aim to work closely with them in order to support this.

## Heritage Refurbishment

The communities' perception of 'Place' is informed by the quality of the public realm and key heritage buildings. Bellshill Town Centre has a number of heritage properties which are functionally obsolete but of good quality and whose external appearance contributes to the character and history of the town.

Key heritage buildings within the town centre include Bellshill Academy, St Andrews Parish Church, the former Health Centre at 258 Main Street and the former bank at 207 Main Street. These buildings make a significant contribution to the townscape. Bellshill as a place would be architecturally poorer if these were not refurbished and subsequently fell into disrepair. Where the Council do not own heritage buildings, we will support the owners in their endeavours to secure a future for these buildings by assisting in sourcing external grants and funding.

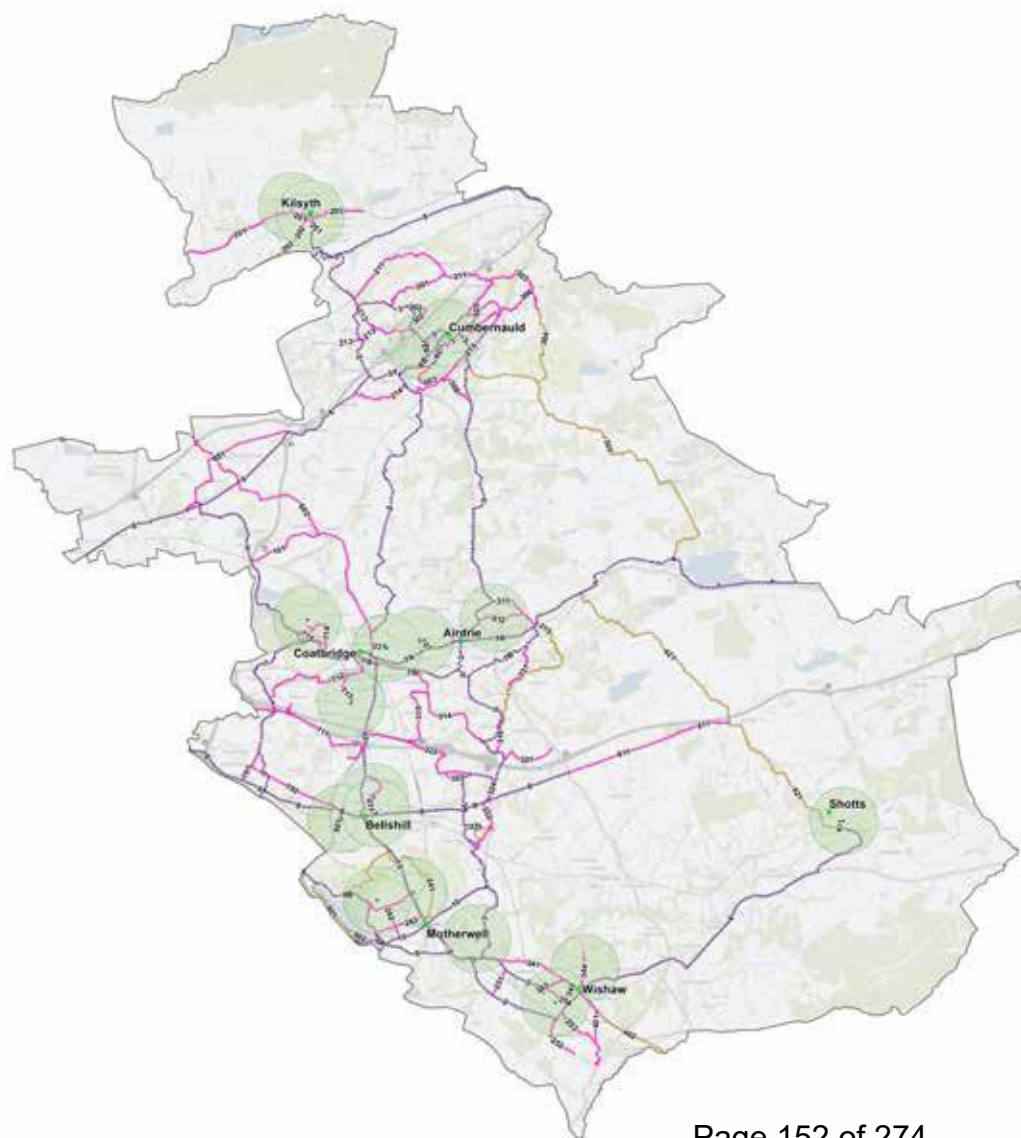
As such, we would encourage the owners of listed buildings who are considering the future of their building(s) to approach the Council to discuss ways in which the properties can contribute to the vision of a mixed-use town centre. The Council has recent experience of working with organisations such as

Historic Environment Scotland, external funders such as the National Heritage Lottery Fund and delivery partners to help take forward the regeneration of such properties.



*Images: The top two images are exemplars of modern residential flatted development, the bottom two images are sketch proposals for the replacement for the Anvill Block on Main Street.*

# Movement & Active Travel



## Key

- Key Towns
- Proposed Hub Sites
- Proposed Hub Sites 1km Boundary

## Proposed Routes

- ..... Strategic Active Travel Network
- ..... Local Neighbourhood Active Travel Network
- ..... Connecting Active Travel Network
- National Cycle Network
- North Lanarkshire Council Area



# Movement & Active Travel

## Prioritising Sustainable Transport

### Walking and wheeling



### Cycling



### Public Transport



### Taxis & Shared transport



### Private Car



## Public Transport

Town centres are hubs for transport interchanges with Bellshill having strong rail network and bus service links the construction of improved bus and taxi access and improved park and ride provision.

It is essential that Bellshill Town Centre builds on this strength, with the Council working with Scotrail and Strathclyde Passenger Transport to ensure good and co-ordinated public transport connectivity to this interchange, potential 'SMART' ticketing and well-maintained park and ride facilities.

The public have identified the frequency of bus services as an issue which needs to be addressed. As bus services are privately owned businesses the Council has no direct control over the bus service in terms of routes or frequency of services, however, we have regular engagement with the bus companies and the Strathclyde Passenger Transport to seek to improve services.

## Active Travel

Active travel (walking, wheeling and cycling) has many environmental benefits, as well as improved health and wellbeing, and is a core part of rebalancing the transport modes within our town centres. The town centre as a focus for active travel activity needs to be driven by connecting the town to facilities and services as well as the surrounding area.

In particular, Bellshill Town Centre needs to act as a key spoke for the town's active travel routes, connecting people with facilities and locations such as, Strathclyde

Country Park (including the Bellshill Cycle Gateway and Pump Track) and local business locations.

Lastly, the Council has recently installed a modular Active Travel Hub at the Bellshill Cycle Gateway in Strathclyde Country Park and are actively looking to develop a further hub within the town centre (location still to be identified) that will help improve access to and from the Train Station as well as enhance links to the Cycle Hub and facilities within the park.



# Built Heritage & Place



# Built Heritage & Place

## Built Heritage

North Lanarkshire's towns have character and are distinctive in form and heritage, the town centres are a reminder of a positive and defining economic past (coal, iron, steel, mills, quarrying) with many notable buildings.

The vision for Bellshill seeks to build on the distinctive character and quality of place using this legacy to reinforce urban form and repurpose heritage buildings for new uses.

The Council also work with the private sector and partners such as RSL's to support the delivery of housing projects (including for heritage projects with successful partnership development previously supported for key historic town centre buildings such as for the Carnegie Library in Coatbridge and Bromknoll Church in Airdrie.

To replicate such activity in Bellshill, as part of the delivery of the Bellshill Town Action Plan, the Council will identify other key vacant or underused heritage properties in the town centre and work with owners and partners to identify and help secure funding for the repurposing of such buildings for housing, community or other viable uses.

## Place

When we speak of place we are talking about the character and quality of the townscape which is a key asset of our towns and comprises all publicly

accessible space (streets, squares and greenspace) for people to come together and engage as a community.

We are seeking to promote Bellshill as a more inclusive place, promoting longer dwell-time and increased town centre footfall. Public use of town centres and increased activity supports civic presence and improved security. Actively used, thriving public space is both safer, and more welcoming, than unused space.

In helping to improve space within our town centres, and in direct response to the requirement's of Scotland's National Planning Framework 4, the Council is currently preparing an Open Space Audit in support of an Open Spaces Strategy for North Lanarkshire.

This strategy will assess existing open space and green networks and help guide how we manage and meet the need for open space in town centres such as Bellshill. As such, future reviews of the Action Plan will give cognisance to the findings of this emerging strategy and help guide how we shape our open space going forward.

However, the Vision for Bellshill Town Centre already identifies a need for improved 'gateways' to the town centre, improving the aesthetic quality of streetscape and creating 'place quality'.





# Transition to Net Zero

## Carbon Reduction

Town Centres have a key role in supporting a sustainable future and contributing to the essential adaptation necessary to address climate change and our commitment to net zero. Place shaping can help contribute to climate change targets through the repurposing of buildings; developing 20-minute neighbourhoods, reducing the need to travel and supporting flood mitigation.

Key measures within the vision for supporting carbon reduction in Bellshill will include:

- property upgrading, retrofit and re-purposing (making these more energy efficient);
- developing active travel infrastructure;
- greening activity;
- extending EV Charging infrastructure; and
- planning for compact urban centres and accessible services.

The carbon cost of demolishing existing buildings and then developing new buildings is also in most cases higher than the carbon cost of refurbishment and adaption of buildings to new uses. In recognition of this, the Council will support private owners to refurbish rather than demolish existing buildings, with works to make them more energy efficient and extending their viable use. This both reduces our collective carbon footprint and retains the heritage and character of the town.

## Green Blue Infrastructure

Planning needs to support local measures to minimise the impact of intense rainfall events and to mitigate flood risk while also designing flood resilient places. Area wide measures may include, for example, green corridors for storm water flows linked to new habitat management measures and our active travel networks.

The Council is also currently working with Scottish Water to develop a pilot study on a vacant and derelict land site in Motherwell. This study is focusing on ways to manage surface water infrastructure so that additional pressures are not placed upon the existing combined sewer network within our town centres.

## EV Charging Infrastructure

The Scottish Government's requirement to phase out the need for petrol and diesel vehicles by 2030 will impact on our centres with charging and fast charging points becoming part of the urban fabric.

From 5 June 2023, the regulations also requires electric vehicle charging to be installed for new buildings and those subject to major renovation. This includes one EV charge point socket to be provided for all new housing and flats and in 10% of parking spaces for non-domestic buildings where these have 10 car parking spaces or more.

Added to this, in order to encourage and enable the use of our towns, the Council needs to take forward the installation of EV charging points within our town centres for general public use. At the moment, work is ongoing through the Glasgow City Region team on behalf of all local authorities with a view to engaging a provider to install and operate our EV charging going forward. The intention would be for the provider to agree proposed sites with the Council and install and manage the EV charging provision on the Councils behalf.

As part of the delivery of Bellshill Town Action Plan, the Council will also investigate the suitability of our public car parks and facilities for EV Charging and their capacity to meet future demand and need for EV charging within our town centres.

# Other Considerations

## Finance & External Funding

It has been well publicised that over the next three years, North Lanarkshire Council (along with other public services across Scotland) face significant budget cuts. As such, investment made through the Town Action Plan has to ensure that ongoing future revenue or operational costs associated with any works is minimal and, where possible, additional revenue generated through, for example, increased rents or business rates.

Moreover, to reduce the burden on the Council's available capital, the Council will look to fund such works by alternative means through: promoting and seeking private sector investment; use of North

Lanarkshire's Housing Revenue Account; and sourcing funding through Scottish Government Programmes (such as the Place Based Investment Programme and Regeneration Capital Grant Fund Programme), the

UK Government (with funding recently received for Cumbernauld and Coatbridge Town Centres through their Levelling Up Fund and Town Fund programmes respectively) or other funders (such as the National Heritage Lottery Fund).

## Community Wealth Building

The Town Action Plan for Bellshill has been developed in consultation with local communities to help identify the key actions which we want to take forward to help improve and regenerate Bellshill Town Centre. However, in order to drive and sustain real change, it is critical that local communities buy in to and take ownership of these plans.

Community Wealth Building is designed to harness the economic leverage of local 'anchor' organisations to tackle long-term systematic challenges within local communities and help to change the way we manage and provide local services through, for example, community-owned assets, a focus on local supply chains and local job creation – key goals which need to be embedded as part of the delivery of the Action Plan.

## Communications Plan

It has been identified that the Action Plan affects four key stakeholder groups:

- local communities and residents living in the town centre (with the viability of the centre dependent upon being able to attract local people to use the town and sustain local spend);
- local businesses and shops (with retailers particularly interested in opportunities which may be brought forward through the plan, how change will affect their business and how works may disturb trade);
- potential visitors to Bellshill and people who live outwith Bellshill but work within the town centre (both of whom will contribute to spend and the local economy); and
- the council and other public bodies (who will lead on and contribute to the delivery of the plan).

Raising awareness of our plans for Bellshill is essential to keeping these stakeholders engaged in the process of transforming the town centre and securing their buy in to the works being proposed. To ensure these groups are fully informed, a detailed Communications Plan will be developed for Bellshill Town Centre to make sure proposals are shared and stakeholders kept updated on progress made.

As part of this Communications Plan, the Council aim to host a bespoke 'Town's Page' for each of the main towns across North Lanarkshire on its website. This will incorporate news and information for each town including copies of the Town Visions and Action Plans and progress being made on the delivery of Action Plan proposals.

# Section 3: Bellshill Town Action Plan



# Town Action Plan Proposals

Project	Proposal	Timescales*
<b>Economic Prosperity &amp; Stability</b>		
Town Centre Audit & Demand Analysis – Vacant Office Space	Undertake an Audit and Demand Analysis for vacant office space within Bellshill Town Centre to help develop a strategy for the repurposing of this space.	Short-term
<b>Town Centre Living</b>		
Former Registry Office and Money Advice Office Motherwell Road	The Council will undertake design development works to deliver flatted residential development on Motherwell Road.	Short-term
Buy-Backs	Continuation of the Council's 'buy-back' scheme to offer affordable housing within Bellshill Town Centre.	Ongoing
<b>Movement &amp; Active Travel</b>		
Active Travel Study	The development of a design and costing study, aligned to North Lanarkshire's Active Travel Strategy, to map out potential Active Travel Networks across Bellshill Town Centre. This will focus on identifying 'gaps' within the existing and planned network. At the same time, work will also undertake to source external funding to support the delivery of this infrastructure.	Short-term
Active Travel Works	Take forward planned investment in Bellshill's Active Travel Network to include new routes from/to: <ul style="list-style-type: none"> <li>• Braidhurst Industrial Estate to Bellshill</li> </ul>	
<b>Built Heritage &amp; Place</b>		
Heritage Buildings	Identify key heritage buildings within town centre that are vacant, underused or in poor condition and enter/continue discussion with owners to identify route for safeguarding, improving or repurposing properties. This will include helping to source funding for these regeneration initiatives.	Medium-term

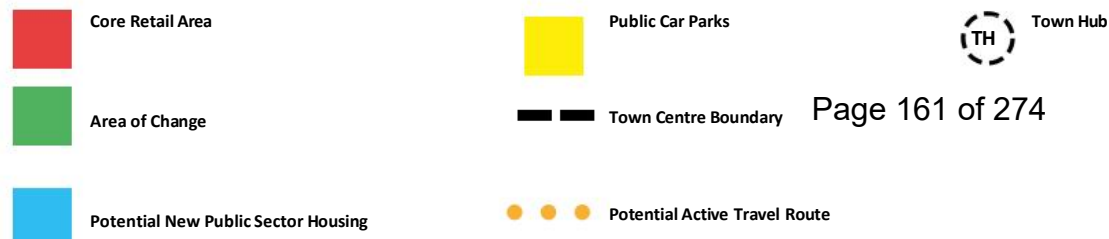
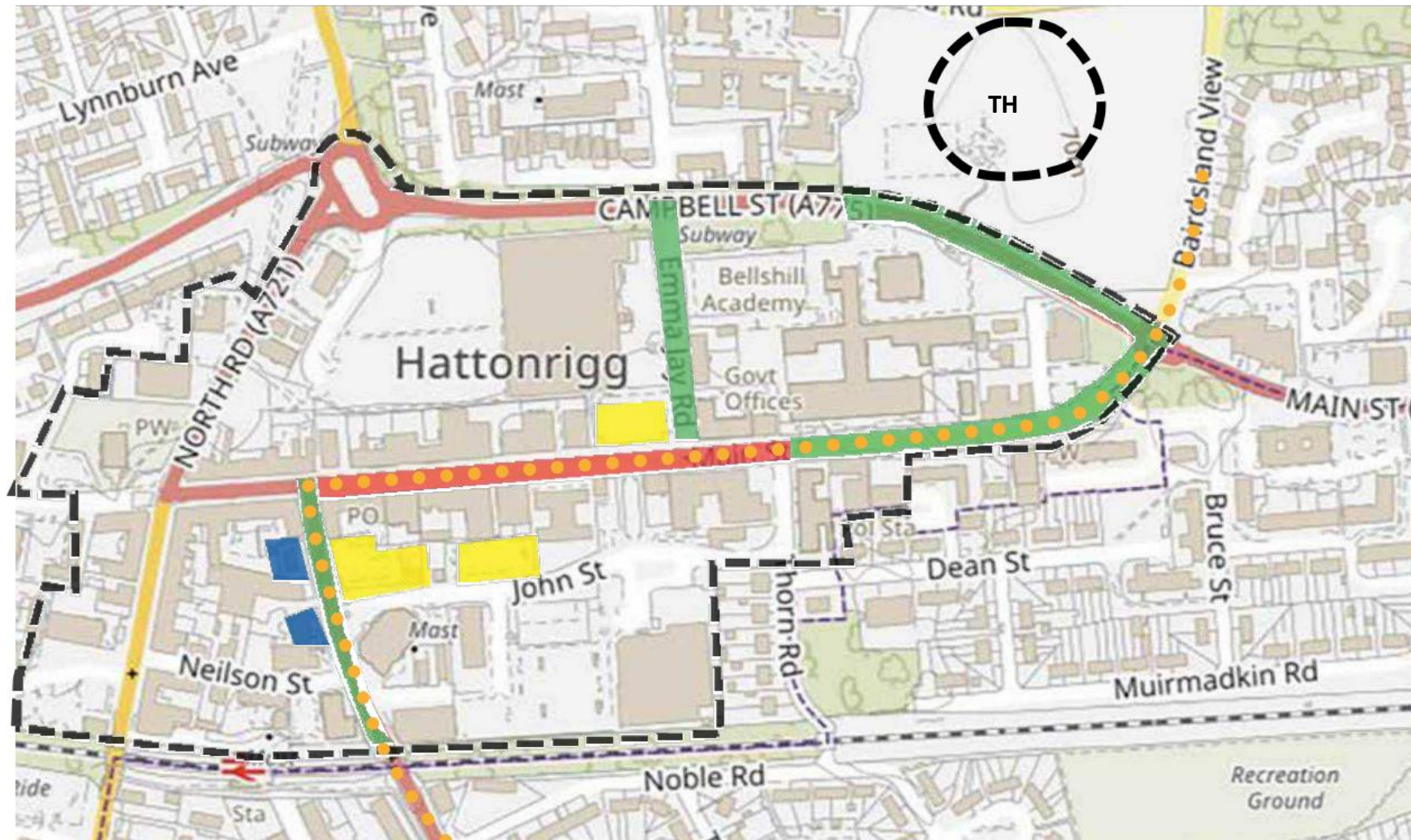
Project	Proposal	Timescales*
Various Locations	Undertake feasibility works to assess viability and costs for the development of town gateway features.	Short-term
<b>Transition to Net Zero</b>		
EV Charging	Site Investigations of NLC's car parks across Bellshill Town Centre to assess suitability/infrastructure needs for EV Charging Installation as part of the delivery proposals currently being developed through Glasgow City Region.	Long-term
<b>Town &amp; Community Hubs</b>		
Bellshill Town Hub	The development of Bellshill Town Hub on the site of the Bellshill Academy Playing Fields north of Campbell Street..	Long-term

*\*Short-term: 1-3 Years*

*\*Medium-term: 3-7 years*

*\*Long-term: 7+ years*

# The Action Plan Proposals Map



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# Strategic Alignment

The Town Action Plan for Bellshill is aligned with The Plan for North Lanarkshire and other key strategies, policies and plans.

Together this strategic policy framework ensures that work is aligned with our priorities and enables the required resources and working practices needed to facilitate delivery of the shared

Bellshill Town Action Plan will be reviewed on an annual basis, not only to ensure that it remains aligned to any new or emerging strategies developed by the Council and its partners, but also to make sure that any new opportunities can be incorporated within the plan proposals and any new issues arising within the town centre addressed.



# Notes



# Notes



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# Town Action Plan Shotts



# LIVE HERE

Written, designed and produced by Corporate Communications, North Lanarkshire Council.

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Mast Architects - Town living Design Concepts

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# LIVE LEARN WORK INVEST VISIT

## Introduction

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

We have come a long way. One of the fastest growing economies in Scotland. The most ambitious council housebuilding programme in the country. Record levels of infrastructure investment and dozens of new schools. These are just a few examples.

The Plan for North Lanarkshire, approved in 2019, offered a clear way forward. It offered a shared ambition for inclusive growth and prosperity for all and we are delivering on that ambition.

We're making huge progress, with investment and development happening in all our towns and communities.

But what comes next? How do we deal with the undoubted challenges that remain, like unacceptably high levels of deprivation and child poverty, in-work poverty and areas of inequality across communities? How do we become the agents of change for towns and communities to ensure they have a sustainable future in the face of declining revenue budgets?

This vision for North Lanarkshire, as the place to Live, Learn, Work, Invest and Visit is reflected in the **Town Action Plan for Shotts** which seeks to identify site specific proposals to deliver the concepts set out in the vision.

The Town Action Plans been divided into three sections as follows:

**Section 1:** The scale of the challenge facing North Lanarkshire and the key trends which are impacting on North Lanarkshire's Town Centres.

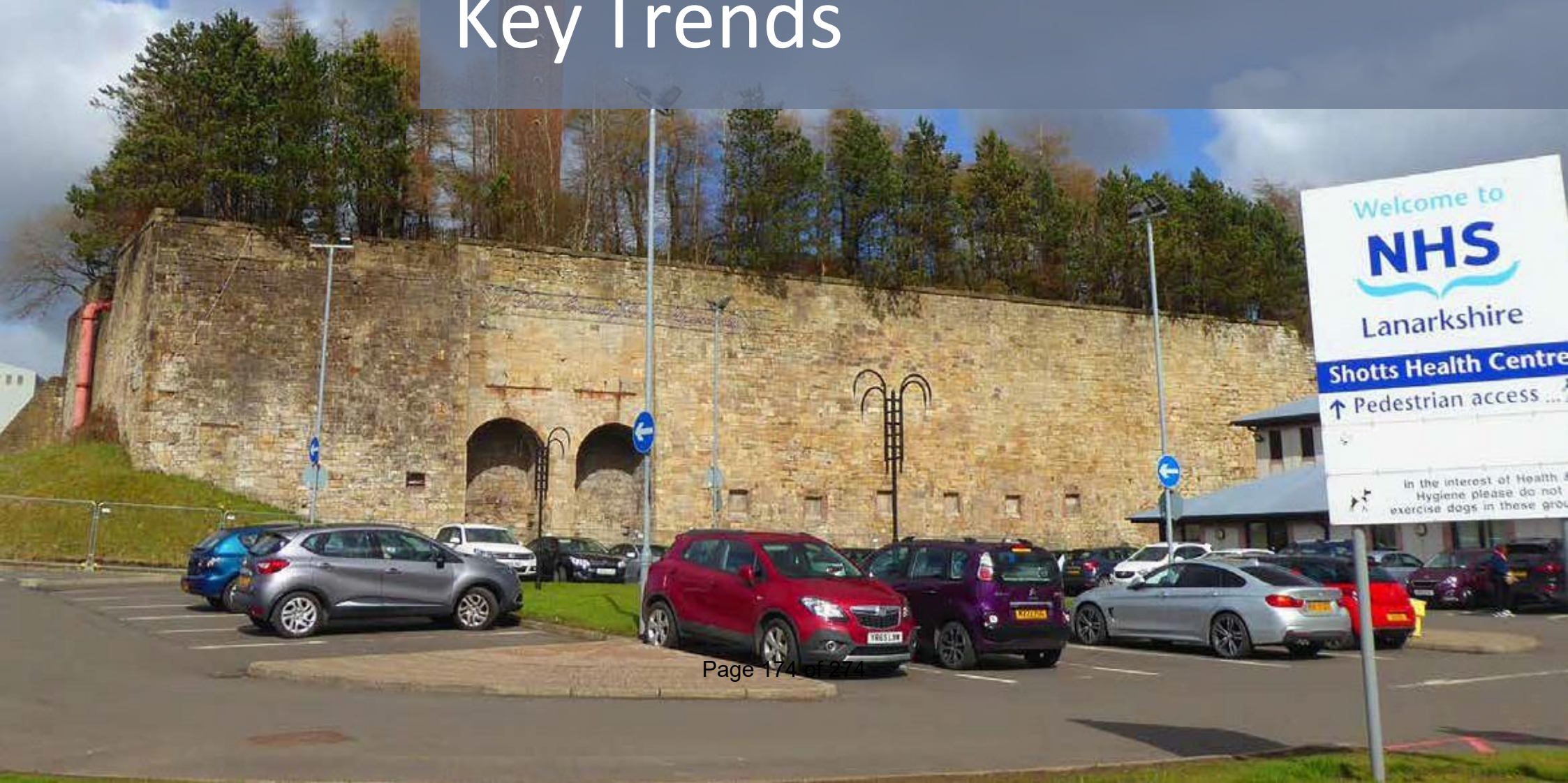
**Section 2:** The key issues and opportunities which have helped formulate proposals outlined in the Town Action Plan for Shotts.

**Section 3:** The Town Action Plan Proposals.



# Section 1:

## The Scale of the Challenge and Key Trends



# Key Trends

The following highlights the potential impact of economic, demographic, technological and social trends on our towns.

## RETAILING

Demand for UK retail space on our high street is now at its lowest since 2007, with a move toward online retail as well as prime mixed-use locations (such as Silverburn and Braehead) offering retail, leisure, entertainment and amenities, whilst serving vibrant night-time economies. Our town centres are highly vulnerable to weak footfall with a decline in retail sales across Scotland of 6.2% since 2021 alone (following year on year drops over the last decade).

The inevitable reality is that fewer physical stores will be present on the high streets of the future and that the role of those remaining stores will need to evolve. On its current trajectory, it is estimated that physical retail sales across our towns will fall by a further 35% over the next five years with a growing reliance on convenience and discount retailers paying lower rents. We will see consumers with lower disposable income and limited access to higher end retail. North Lanarkshire in particular will be highly susceptible to this trend where our towns are competing with bigger centres such as Glasgow and Edinburgh for footfall and retail spending.

Both large and small scale operators also continue to struggle to adapt to the growth in online shopping. UK consumers spend more online than any other European country – accounting for 18% of all retail sales. It is projected that 35% of sales within the next few years will be online..

Store-based profit margins have more than halved over the last decade as consecutive rises in business rates, the national living wage, the national minimum wage and relative



## LIVING

North Lanarkshire is home to over 341,000 people living in more than 154,000 homes. The Council is Scotland's largest local authority landlord, owning and managing more than 36,000 homes with a further 5,000 new affordable homes by 2035.

Forecasts predict that the number of households will rise by 1.5% (2,300) between now and 2028. However, the local development plan promotes sufficient land for more than 21,000 homes across North Lanarkshire.

Of our 154,000 homes, only circa. 1,500 - or just under 1% - are located within town centres with over half of these built before 1919 and likely to require significant future repair and maintenance. There is, however, significant opportunity for residential development to replace the contraction in retail. This is a key way of helping to develop footfall within our town centres and, in turn, creating a more viable (although reduced) retail and



## POPULATION



North Lanarkshire is currently home to around 6.3% of Scotland's total population. However, the number of deaths has exceeded the number of births over the last three years although it is forecast that North Lanarkshire's total population will increase by 0.3% between 2018-28 due primarily as a result of net inward migration. In contrast, the population of Scotland over the same time period is anticipated to grow by 1.8%, demonstrating that North Lanarkshire is still failing in attracting people to come and live here.

It is well established that economic growth is closely linked to population growth. As such, to help make North Lanarkshire a more prosperous place, it is essential that we provide the right type of housing and environment that will make this a place where people already living in, or moving to or within Scotland, want to live.

## DEMOGRAPHICS

Children and young people aged 0-15 make up almost one fifth of North Lanarkshire's population (18%) and this is forecast to decrease to almost 16% by 2028.

Almost two thirds (64%) of North Lanarkshire's population are of working age (16-64 year olds). This is forecast to continue to decline in the long-term.

The older adult population (aged 65+) accounts for 18% of North Lanarkshire's total population. This is expected to increase so that, by 2028, one in five (20%) of people living in North Lanarkshire will be aged 65+.

This demographic change will have an impact. Tax income is likely to fall because there will be fewer people of working age, and care responsibilities will increase. It is essential that towns are designed to ensure that people are

able to live safely in their own homes for as long as possible, homes are adaptable and flexible and local services accessible.



## CONNECTIVITY

We need to put transport and digital infrastructure in place to ensure residents can access employment and leisure as well as online opportunities and services.

13.2% of Scotland's motorway network is located in North Lanarkshire, a place which has excellent rail links to Glasgow and Edinburgh as well as three of Scotland's busiest passenger train stations (Motherwell, Croy and Airdrie).

While transport links in and out of North Lanarkshire are excellent, there are relatively poor transport connections within the local authority area. The development of the Pan Lanarkshire Orbital Transport Corridor linking the M80, M8 and M74 will in part address this issue, but the visions need to ensure that our towns are designed as accessible and well-connected places.

Road and rail use has grown significantly over recent years but the number of bus journeys has declined by approximately 23% which is significantly higher than the Scottish average of a 5% decline. Given that only

37% of households earning less than £10,000 can access a private car compared to 97% of those who earn more than £40,000, public transport is a key issue for the people of North Lanarkshire.

Whilst a national conversation about the shape of future public transport is required, particularly in terms of cost, ticketing, coverage and responsiveness, the Council needs to work with partners to identify local gaps and how they can be filled through, for example, community transportation and active travel. This was a key recommendation of the North Lanarkshire Fairness Commission and will be subject to discussion as part of the development of the emerging Local Transport Strategy for North Lanarkshire.

The ban on the sale of new petrol or diesel cars after 2030, and a requirement for them to be off the road by 2040, will also require significant investment in infrastructure to support a shift in how we fuel our private vehicles e.g. electric vehicle charging points within car park's and on streets and the development of EV Hubs (fast charge sites) along key transport corridors and within town centres.



## DIGITAL ECONOMY

86% of UK households use the internet on a daily basis and it is anticipated that this use will continue to grow and drive demand for faster and better quality access.

It is clear that good quality internet access will be essential for future business development and will underpin many areas of employment.

## THE LOW CARBON AGENDA

A Scottish target of net zero for all greenhouse gas emissions has been set for 2045. However, in recognition of the importance of climate change, the council declared a climate emergency in 2019, committing it to reduce council carbon emissions to net zero by 2030.

In particular, new zero carbon policy and legislation will inform the way we design and build new housing, or refurbish existing housing stock, towards zero carbon. This includes:

- ensuring all new housing uses renewable or low carbon heating systems from 2024;
- ensuring all private rented housing achieve an Energy Performance Certificate (EPC) Rating of Band C or above by 2030;
- ensuring all socially rented housing achieve an Energy Performance Certificate (EPC) Rating of Band B or above by 2032; and
- developing an undertaking, where financially and technically viable, to ensure all housing is net zero carbon by 2045.



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## INFRASTRUCTURE

New development within our town centres could in part be constrained by existing infrastructure such as energy, water and sewerage.

There is a need for early engagement with utility providers to identify issues of capacity within existing networks to ensure that the infrastructure to support development within our town centres is available at the right time and the right cost.







## Section 2: Key Considerations for Shotts

# A High Street for Everyone

## A People Centred Approach

Our high streets offer a rich and authentic environment that for generations has been the backdrop to the ceremonies and memorable events of our community.

Furthermore, the health of our town centre reflect the health of our wider community or society. An energised town centre that is open to all and where there is opportunity for improvement, will help enrich the lives of our residents. It is critical that we achieve a perception shift in our communities and stakeholders and reposition the High Street at the heart of the community. In doing so we are seeking to develop a better town centre where the requirements of all, regardless of age, ability or wealth, are accommodated.

The following section outlines the key issues and opportunities which have helped drive forward the development of the Town Action Plan for Shotts. These key drivers have been identified from:

- the findings which were outlined in The Town Centre Visions and Town & Community Hub plans which were approved by Council in 2021 (as part of the Council's 'The Place: The Vision' strategy) following an extensive programme of public consultation;
- desktop research to assess the key challenges, issues and opportunities which need to be addressed or taken forward to help support the transformational change of Motherwell Town Centre;

- public meetings and liaison with the Community Board to capture issues, ideas and proposals from the community.





# A Vision for our Towns

Some of our town centres face difficulties. Built around a twentieth century model of primary retail, they have been challenged by the rise of online and out-of-town shopping.

How do towns survive as retail gradually moves away and how can the council reimagine our towns?

The answer is to reposition town centres as mixed-use spaces. Only by shifting the focus from retail-driven town centres to a broader mix of investment, and promoting town centre living, can our towns have a sustainable future.

The council can bring about this change by positioning local services in towns and communities. By doing so, local people can have direct access to services they need and staff can be closer to the communities they work in.

This is about more than niche retail, developing the evening economy or increasing leisure opportunities. These must be living towns, with a much stronger focus on newbuild housing and residential conversion and the repurposing and reuse of our existing buildings in order to help address the decline of the built environment.

Crucially, the Town Visions join together with Town and Community Hubs and our Country Parks for the Future programmes to create a coherent, vibrant and sustainable future for North Lanarkshire.

The Town Visions highlight proposals for each town and how each town could function in the future. These recognise that one size does not fit all. Each of the towns in North Lanarkshire has its own challenges and opportunities and its own history and heritage.

A number of common themes have emerged in the development of these prospectuses. For example, there is a need for residential development which uses land no longer required for traditional retailing. Improving town centre access and active travel and examining the needs of an older population living longer, are also key considerations.

### The council can't do this alone.

The Town Vision for Shotts is just that: A Vision.

To become a reality, the vision needs to be shaped through extensive consultation and engagement with community planning partners, landowners, retailers, residents, councillors and other agencies (via the development of the Town Action Plan). The Vision should inform both public and private sector investment.

The Town Vision represents a long-term strategy for transformation over a 20 year period. It works alongside town centre projects that are planned for the short, medium and long-term including regeneration projects, the acquisition of prominent vacant and derelict buildings and sites, new council house construction and infrastructure and access developments.



# The Vision for Shotts



## The Vision for Shotts

Shotts is Lanarkshire's newest and smallest town. It is a rural town bringing together the historical small settlements of Dykhead, Calderhead, Stane and Torbothie.

Connectivity has been identified a key 21st century driver for growth. High quality connections both physical and digital are increasingly recognized as essential requirements of commercially vibrant, low carbon sustainable places.

The outcomes for the community will be a centre which is more attractive, safer, easier to get around and offers wider choices meeting diverse and local needs. New homes, new jobs and better connections will drive additional demand for services and sustain a more vibrant and active town centre.

Shotts connections and greenspace make for a town that can build resilience and adaption to climate change, strengthen community life and support health and wellbeing and low-carbon living. Sustainable and SMART urban systems (Waste/ Drainage/5G-Wifi/ Transport) will with other facilities make Shotts a place of choice.

The transformative change proposed in the Town Vision for Shotts, in the form of a proposed new mixed use town centre developed at the heart of the expanded Shotts on Benhar Road will not be taken forward by the Council at this time as the private sector have not shown any interest in the development and the growth in the population has not happened.

## Shotts Opportunities

Town centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Shotts needs to adapt and strengthen its role as an appealing and liveable centre based on quality of place, enterprise, community assets, heritage and low carbon living.

The core projects incorporated within Shotts Town Vision include:

- developing a new Town Hub at the existing Calderhead High School for the delivery of public services including education, leisure and health uses;
- focusing investment in the town centre around the development opportunities that arise e.g. the former bank buildings.
- the creation of new active travel routes to link the town centre to major community assets such as the Town Hub, and beyond to the outlying settlements of Allanton and Hartwood.
- sustaining a sense of place by securing long term futures for heritage assets such as the Hendersons Theatre within the Kirk Road Community Education Centre.



# Town & Community Hubs

As part of the Council's ambition for North Lanarkshire, all schools constructed pre-1996 have been identified for improvement or replacement. So that they can be sustainable, we need to reduce the number of building assets across North Lanarkshire, working with communities and partners. As such, our town and community hubs will in some places, be merged, co-located or combined and integrated with other community and partnership assets. For example, there may be a single campus for 2-18 year olds where early learning, primary and secondary education is delivered alongside other council and community services.

To design this model, we will use six guiding principles:

- **Inclusive, universal provision:** a hub must serve the whole community and offer universal provision of services as a default.
- **Sense of community ownership:** central to the model is learning and teaching, but the hub must be an asset for the whole community.
- **Maximum availability and usage:** hubs will operate from early in the morning until late in the evening. They must be multi-functional and must be able to be used throughout the day.
- **Designed with the community:** options for design should be shared as early as possible in the process so that people in communities have ownership.
- **Tailored, bespoke, representative:** each hub will be unique to ensure it meets specific community needs.
- **Maximise services on offer:** services available within the hub should complement rather than compete with services already serving the same community.

Hubs will have a form and facilities based on the need of the local community.

Zones which could be included are numerous and could be some or all of the following:



We envisage three types of hub:

**Town hubs** are likely to include primary and secondary education and an early years facility. Other services on offer in town hubs will be larger in scale, such as more comprehensive sport and leisure offerings, more significant outdoor sport provision and a wider range of services.

**Community hubs** are likely to include at least one learning establishment and may include other zones such as sport and leisure.

**Small community hubs** may exist in areas where there is no requirement for new education facilities but where there is a need to replace older facilities such as libraries, community centres or health facilities.



## Shotts Town Hub

The Town Hub for Shotts will be located at Calderhead High School which was built in 2012. The building will require to be adapted and potentially extended to accommodate an additional range of public services and uses.

The Council is currently seeking to secure the funding to proceed with the design development of the Town Hub, and the associated statutory public consultation around education provision. No formal decision has been taken as to which schools will be incorporated into the town hub campus.

## Community Hubs

St Patrick's Primary School is in scope for refurbishment or replacement as it was constructed pre 1996. The Council will engage with the school, the Dioceses and the wider public through the agreed statutory legal requirements to ensure that the new school meets the needs of the community.

Community Hub's will be designed to be open and accessible to the whole community, with predominately school access during the day and the wider community able to access many areas within the hub outwith school hours.

The design of the recent Newmains community Hub is seen as an exemplar for the development of future Community Hubs in terms of its energy efficiency, accessibility, quality of internal and external learning environments and play facilities.

The Council will continue to review the physical condition of its education estate to ensure they continue to meet the needs of the wider community.



# Economic Prosperity & Stability

## Retail

While the ambition for all of our town centres is to move towards a more mixed use offering to improve resilience and recognize the shift in how we use our town centres, the Council wants to retain and support the retail sector and assist its recovery from the double impacts of an economic downturn and the Covid Pandemic.

Research has shown that the independent retail sector is more resilient to change than larger national multiples and that these, in most cases local businesses, will prevail if sufficient infrastructure and interest is in place. We will therefore seek to support the retail sector in Shotts by encouraging town centre owners

to refurbish larger vacant units into smaller units to provide space for entrepreneurs and established businesses to find the optimum premises for their business.

The Council aim to work with owners to support the repurposing of vacant units (including, where appropriate the demolition of existing properties and redevelopment for alternative use) and potential conversion of upper floor commercial space to residential use, in order to help create a more mixed-use centre.

Funding constraints and legal issues do, however, constrain the level of support which the Council can provide. However, we are working with partners to identify potential funding streams to promote business investment and the regeneration of retail premises within Shotts.

## Commercial

The collapse in the demand for commercial premises such as offices in town centre locations echoes wider structural changes in the economy and the growth of digital connectivity. The impacts of the covid pandemic demonstrated the benefits and ease of remote working across the public and private sector and led to an exponential growth in homeworking with a resulting impact on footfall within the town centre.

This needs to be recognised in how we change the structure of Shotts Town Centre and make best use of the vacant premises which occur as a result of lower demand and need for town centre office space. In addition, moving forward, the commercial space which remains also needs to be more accessible and energy efficient to compete with out-of-town locations (with consideration given to how we measure the scale of this challenge and take forward the repurposing of vacant office space).

## Leisure & Hospitality

The leisure and hospitality sector is a key component of the move towards a more mixed-use town centre. The importance of 'Place' in terms of the public's perception of character and safety is very important in attracting people to use existing leisure and hospitality businesses. Ease of movement to and from the town centre will encourage people to access leisure activities and sustain and develop the night-time economy and footfall. In meeting this aim, the Town Action Plan for Shotts aims to promote and sustain active travel routes and transport options to support access to town centre facilities and build footfall that will help the leisure and hospitality sectors in Shotts.



# Town Centre Living



*Exemplar urban infill residential flatted development, Main St, Wishaw (former Anvil Block)*

# Town Centre Living

## New Build



Encouraging more people to live in town centres is a key policy aspiration for the Council underpinning priorities around sustainability, net zero, inclusion and wellbeing. More people living in town centres means more support for local businesses. It means keeping bus routes active, a safer place thanks to passive policing and greater local interest in the town centre environment. These all make a town more attractive to people living here.

Admittedly, developers looking to offer housing options within town centres find that they are typically more expensive, riskier, and take longer than other housebuilding options. Town centre projects also tend to be smaller, providing less financial return. However, the Council is of the view that the overall gains outweigh risks and costs if we take into account the wider societal benefits such as improved wellbeing and a reduction in carbon footprint. Key to helping to deliver this is identifying how the Council de-risks and enables such development through, for example, providing development support (e.g. via the Council's Invest in North Lanarkshire's Programme of Work) or promoting development opportunity through agreeing up front to buy 'off-the-shelf' housing being proposed by the private sector in order to guarantee sales.

This type of model has been used to promote private sector housing investment elsewhere across North Lanarkshire and has proved successful. As such, it is very much viewed as a potential model which could be used to support the delivery of town centre living across the local authority area and its towns.

The scale of the town centre in Shotts is such that opportunities for the development of new flatted residential properties is limited. The Council does not own any vacant land within the town centre boundary and other than The First Stop Shop it does not own any buildings. We are therefore looking to the private sector to come forward with development proposals. At this time the Council is seeking to work with the owners of the former bank buildings on Station Road to help them to refurbish these vacant properties into residential accommodation.

The Council also work closely with Registered Social Landlords (RSLs) to bring forward new affordable housing within town centres through the provision of Housing Grant. Nevertheless, quite often, the level of Housing Grant is not sufficient to meet the higher costs associated with smaller town centre developments. As such, the Council has previously supported RSL's to address this 'cost-gap' by providing funding through programmes such as the Council's 'Placed Based Investment Programme' and this is still very much seen as another possible route for helping to enable the development of new build housing within Town Centres.

The Council hopes that we can make the case that there is a latent demand for good quality town centre housing and encourage the private sector to invest. Development by the private sector is particularly important to ensuring that both tenure and design diversity, over time, can improve the townscape and character of the town centre.

## Refurbishment

The Council is actively seeking to replace redundant properties within the town centre with residential development to ensure that we respond to issues of vacancy and dereliction, in particular the former Royal Bank of Scotland building on Station Road. It also recognizes that, in many cases, the refurbishment of existing buildings within the town, rather than demolition and replacement, can not only reduce the carbon footprint of development but also retain the character of the townscape and help preserve a centre's unique 'sense of place'.

Where the building design contributes to the townscape we will endeavour to retain and refurbish the building towards a mixed use, with retail on the ground floor and residential uses on the upper floors (within the retail core area) and exclusively residential outwith the core retail areas.

As already stated, we would hope that the private sector will take the lead in reinvesting in its own stock and we will aim to work closely with them in order to support this.

## Heritage Refurbishment

The communities' perception of 'Place' is informed by the quality of the public realm and key heritage buildings. Shotts Town Centre has a number of heritage properties which are functionally obsolete but of good quality and whose external appearance contributes to the character and history of the town.

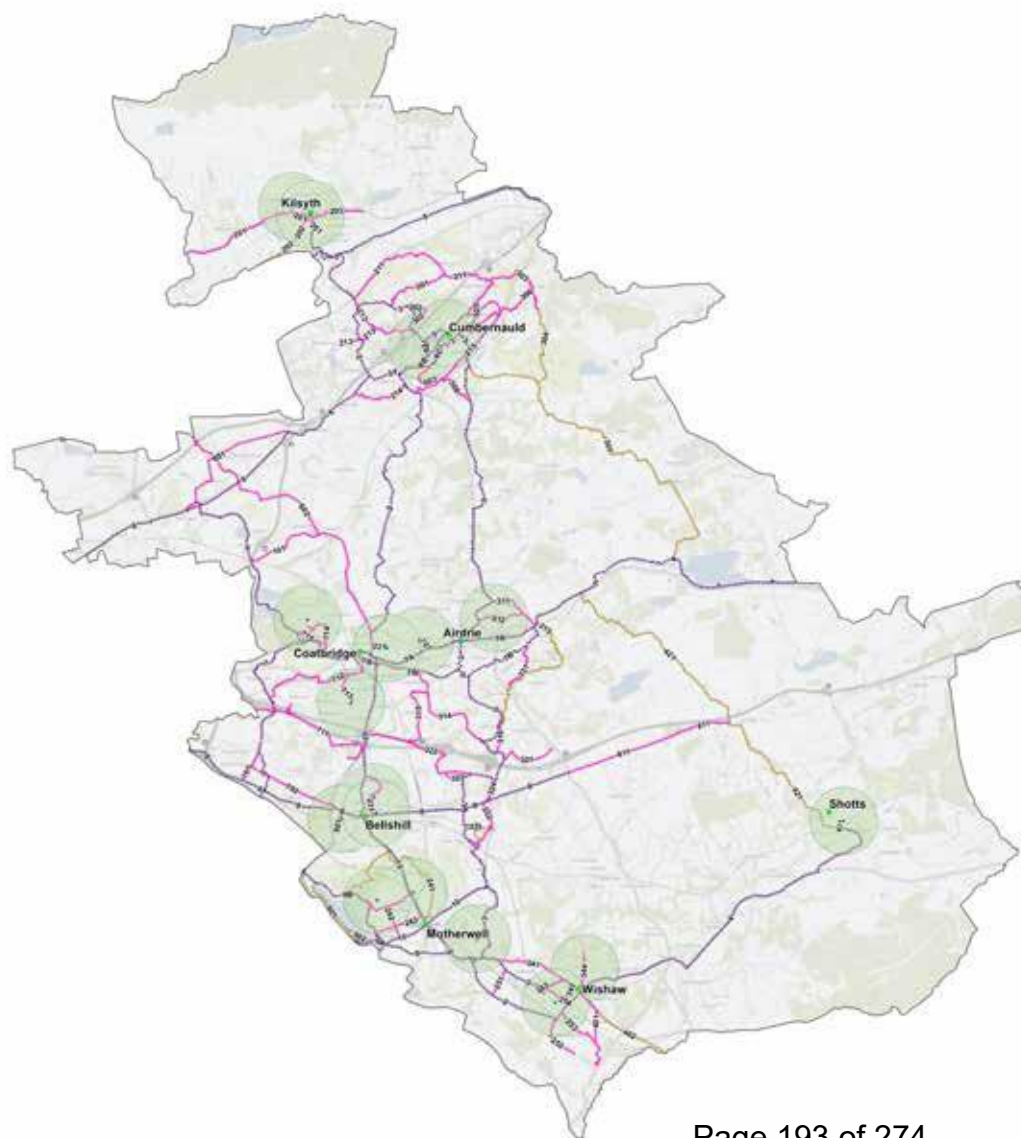
The Council has identified the former Royal Bank of Scotland building on Station Road as a building in need of refurbishment due to long-term vacancy or neglect. While not listed the building makes a significant contribution to the townscape. Shotts as a place would be architecturally poorer if such buildings were not refurbished and subsequently fell into disrepair. Where the Council do not own heritage buildings, we will support the owners in their endeavors to secure a future for these buildings by assisting in sourcing external grants and funding.

As such, we would encourage the owners of listed buildings who are considering the future of their building(s) to approach the Council to discuss ways in which the properties can contribute to the vision of a mixed-use town centre. The Council has recent experience of working with organisations such as Historic Environment Scotland, external funders such as the National Heritage Lottery Fund and delivery partners to help take forward the regeneration of such properties.



*Images: The top two images are exemplars of modern residential flatted development, the bottom two images are sketch proposals for the replacement for the Anvill Block on Main Street.*

# Movement & Active Travel



## Key

- Key Towns
- Proposed Hub Sites
- Proposed Hub Sites 1km Boundary

## Proposed Routes

- ..... Strategic Active Travel Network
- Local Neighbourhood Active Travel Network
- ..... Connecting Active Travel Network
- National Cycle Network
- North Lanarkshire Council Area



# Movement & Active Travel

## Prioritising Sustainable Transport

### Walking and wheeling



### Cycling



### Public Transport



### Taxis & Shared transport



### Private Car



## Public Transport

Town centres are hubs for transport interchanges with Shotts having strong rail network connection to the wider Central Belt and local bus service links.

It is essential that Shotts Town Centre builds on this strength, with the Council working with Scotrail and Strathclyde Passenger Transport to ensure good and co-ordinated public transport connectivity to this interchange, potential 'SMART' ticketing and well-maintained park and ride facilities.

The public have identified the need for lift access at the railway station to improve accessibility and the Council will seek to work with Scotrail to explore how this can be delivered.

The public have also identified the frequency of bus services as an issue which needs to be addressed. As bus services are privately owned businesses the Council has no direct control over the bus service in terms of routes or frequency of services, however, we have regular engagements with the bus companies and the Strathclyde Passenger Transport Executive to seek to improve services.



## Active Travel

Active travel (walking, wheeling and cycling) has many environmental benefits, as well as improved health and wellbeing, and is a core part of rebalancing the transport modes within our town centres. The town centre as a focus for active travel activity needs to be driven by connecting the town to facilities and services as well as the surrounding area.

Key active travel routes will seek to link the town centre to the proposed Town Hub at Calderhead High School and to outlying settlements such as Hartwood and Allanton to ensure people in these communities have the choice to access the town centre and community facilities by foot or wheeled transport as opposed to the private car.

# Built Heritage & Place



# Built Heritage & Place

## Built Heritage

North Lanarkshire's towns have character. Distinctive in form and heritage, the town centres are a reminder of a positive and defining economic past (coal, iron, steel, mills, quarrying) with many notable buildings.

The vision for Shotts seeks to build on the distinctive character and quality of place using this legacy to reinforce urban form and repurpose heritage buildings for new uses.

The Council will work with the private sector and partners such as RSL's to support the delivery of housing projects (including for heritage projects with successful partnership development previously supported for key historic town centre buildings such as for the Carnegie Library in Coatbridge and Bromknoll Church in Airdrie).

To replicate such activity in Shotts, as part of the delivery of Shotts Town Action Plan, the Council will identify vacant or underused heritage properties in the town centre and work with owners and partners to identify and help secure funding for the repurposing of such buildings for housing, community or other viable uses.

## Place

When we speak of place we are talking about the character and quality of the townscape which is a key asset of our towns and comprises all publicly accessible space (streets, squares and greenspace) for people to come together and engage as a community.

We are seeking to promote Shotts as a more inclusive place, promoting longer dwell-time and increased town centre footfall. Public use of town centres and increased activity supports civic presence and improved security. Actively used, thriving public space is both safer, and more welcoming, than unused space.

In helping to improve space within our town centres, and in direct response to the requirement's of Scotland's National Planning Framework 4, the Council is currently preparing an Open Space Audit to support an Open Spaces Strategy for North Lanarkshire. This strategy will assess existing open space and green networks and help guide how we manage and meet the need for open space in town centres such as Shotts. As such, future reviews of the Action Plan will give cognisance to the findings of this emerging strategy and help guide how we shape our open space going forward.

The Vision for Shotts Town Centre already identifies a need for improved 'gateways' to the town centre, improving the aesthetical quality of streetscape and creating 'place quality'.



# Transition to Net Zero

## Carbon Reduction

Town Centres have a key role in supporting a sustainable future and contributing to the essential adaptation necessary to address climate change and our commitment to net zero. Place shaping can help contribute to climate change targets through the repurposing of buildings; developing 20-minute neighbourhoods, reducing the need to travel and supporting flood mitigation.

Key measures within the vision for supporting carbon reduction in Shotts will include:

- property upgrading, retrofit and re-purposing (making these more energy efficient);
- developing active travel infrastructure;
- greening activity;
- extending EV Charging infrastructure; and

The carbon cost of demolishing existing buildings and then developing new buildings is also in most cases higher than the carbon cost of refurbishment and adaption of buildings to new uses. In recognition of this, key buildings within Shotts such as the former Royal Bank of Scotland building should be refurbished rather than demolished with works making them more energy efficient and extending their viable use. This both reduces our collective carbon footprint and retains the heritage and character of the town.

## Green Blue Infrastructure

Planning needs to support local measures to minimise the impact of intense rainfall events and to mitigate flood risk while also designing flood resilient places.

Area wide measures may include, for example, green corridors for storm water flows linked to new habitat management measures and our active travel networks.

The Council is also currently working with Scottish Water to develop a pilot study on a vacant and derelict land site in Motherwell. This study is focusing on

ways to manage surface water infrastructure so that additional pressures are not placed upon the existing combined sewer network within our town centres.

## EV Charging Infrastructure

The Scottish Government's requirement to phase out the need for petrol and diesel vehicles by 2030 will impact on our centres with charging and fast charging points becoming part of the urban fabric.

From 5 June 2023, the regulations also requires electric vehicle charging to be installed for new buildings and those subject to major renovation. This includes one EV charge point socket to be provided for all new housing and flats and in 10% of parking spaces for non-domestic buildings where these have 10 car parking spaces or more.

Added to this, in order to encourage and enable the use of our towns, the Council needs to take forward the installation of EV charging points within our town centres for general public use. At the moment, work is ongoing through the Glasgow City Region team on behalf of all local authorities with a view to engaging a provider to install and operate our EV charging going forward. The intention would be for the provider to agree proposed sites with the Council and install and manage the EV charging provision on the Councils behalf.

As part of the delivery of Shotts Town Action Plan, the Council will also investigate the suitability of our public car parks and facilities for EV Charging and their capacity to meet future demand and need for EV charging within our town centres.

# Other Considerations

## Finance & External Funding

It has been well publicised that over the next three years, North Lanarkshire Council (along with other public services across Scotland) face significant budget cuts. As such, investment made through the Town Action Plan has to ensure that ongoing future revenue or operational costs associated with any works is minimal and, where possible, additional revenue generated through, for example, increased rents or business rates.

Moreover, to reduce the burden on the Council's available capital, the Council will look to fund such works by alternative means through: promoting and seeking private sector investment; use of North Lanarkshire's Housing Revenue Account; and sourcing funding through Scottish Government Programmes (such as the Place Based Investment Programme and Regeneration Capital Grant Fund Programme), the UK Government (with funding recently received for Cumbernauld and Coatbridge Town Centres through their Levelling Up Fund and Town Fund programmes respectively) or other funders (such as the National Heritage Lottery Fund). Shotts also has access to external funding provided through the Environmental Key Fund which is actively looking to deliver community projects in the Shotts locality.

## Community Wealth Building

The Town Action Plan for Shotts has been developed in consultation with local communities to help identify the key actions which we want to take forward to help improve and regenerate Shotts Town Centre. However, in order to drive and sustain real change, it is critical that local communities buy in to and take ownership of these plans.

Community Wealth Building is designed to harness the economic leverage of local 'anchor' organisations to tackle long-term systematic challenges within local communities and help to change the way we manage and provide local services through, for example, community-owned assets, a focus on local supply chains and local job creation – key goals which need to be embedded as part of the delivery of the Action Plan.

## Communications Plan

It has been identified that the Action Plan affects four key stakeholder groups:

- local communities and residents living in the town centre (with the viability of the centre dependent upon being able to attract local people to use the town and sustain local spend);
- local businesses and shops (with retailers particularly interested in opportunities which may be brought forward through the plan, how change will affect their business and how works may disturb trade);
- potential visitors to Shotts and people who live outwith Shotts but work within the town centre (both of whom will contribute to spend and the local economy); and
- the council and other public bodies (who will lead on and contribute to the delivery of the plan).

Raising awareness of our plans for Shotts is essential to keeping these stakeholders engaged in the process of transforming the town centre and securing their

buy in to the works being proposed. To ensure these groups are fully informed, a detailed Communications Plan will be developed for Shotts Town Centre to make sure proposals are shared and stakeholders kept updated on progress made.

As part of this Communications Plan, the Council aim to host a bespoke 'Town's Page' for each of the main towns across North Lanarkshire on its website. This will incorporate news and information for each town including copies of the Town Visions and Action Plans and progress being made on the delivery of Action Plan proposals.

# Section 3: Shotts Town Action Plan



# Town Action Plan Proposals

Project	Proposal	Timescales*
<b>Economic Prosperity &amp; Stability</b>		
Town Centre Audit & Demand Analysis – Vacant Office Space	Undertake an Audit and Demand Analysis for vacant office space within Shotts Town Centre to help develop a strategy for the repurposing of this space.	Short-term
<b>Town Centre Living</b>		
Station Road	Support the private owners of the former Royal Bank of Scotland building to refurbish the building to deliver new residential units.	Short-term
Station Road	Support the private owners of the former Bank of Scotland building to refurbish the building to deliver new residential units.	Short-term
Buy-Backs	Continuation of the Council's 'buy-back' scheme to offer affordable housing within Shotts Town Centre.	Ongoing
<b>Movement &amp; Active Travel</b>		
Active Travel Study	The development of a design and costing study, aligned to North Lanarkshire's Active Travel Strategy, to map out potential Active Travel Networks to and from Shotts Town Centre. This will focus on identifying 'gaps' within the existing and planned network. At the same time, work will also undertake to source external funding to support the delivery of this infrastructure.	Medium-term
Shotts Rail Station	Work with Scotrail to examine the feasibility of installing a lift to improve accessibility to the eastbound platform of the train station	Medium-term

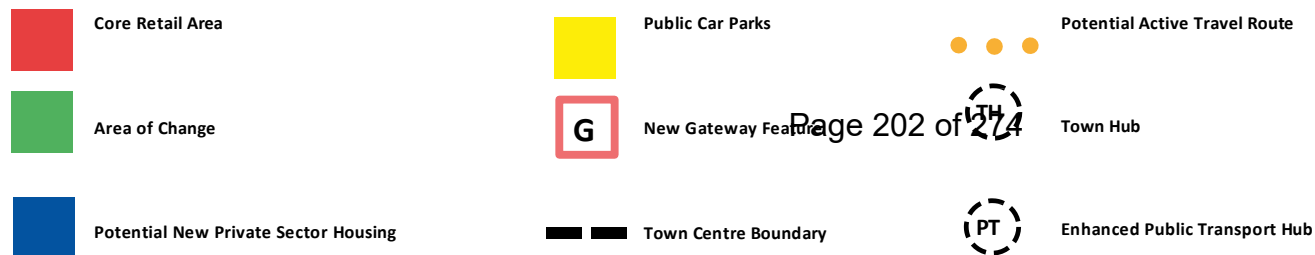
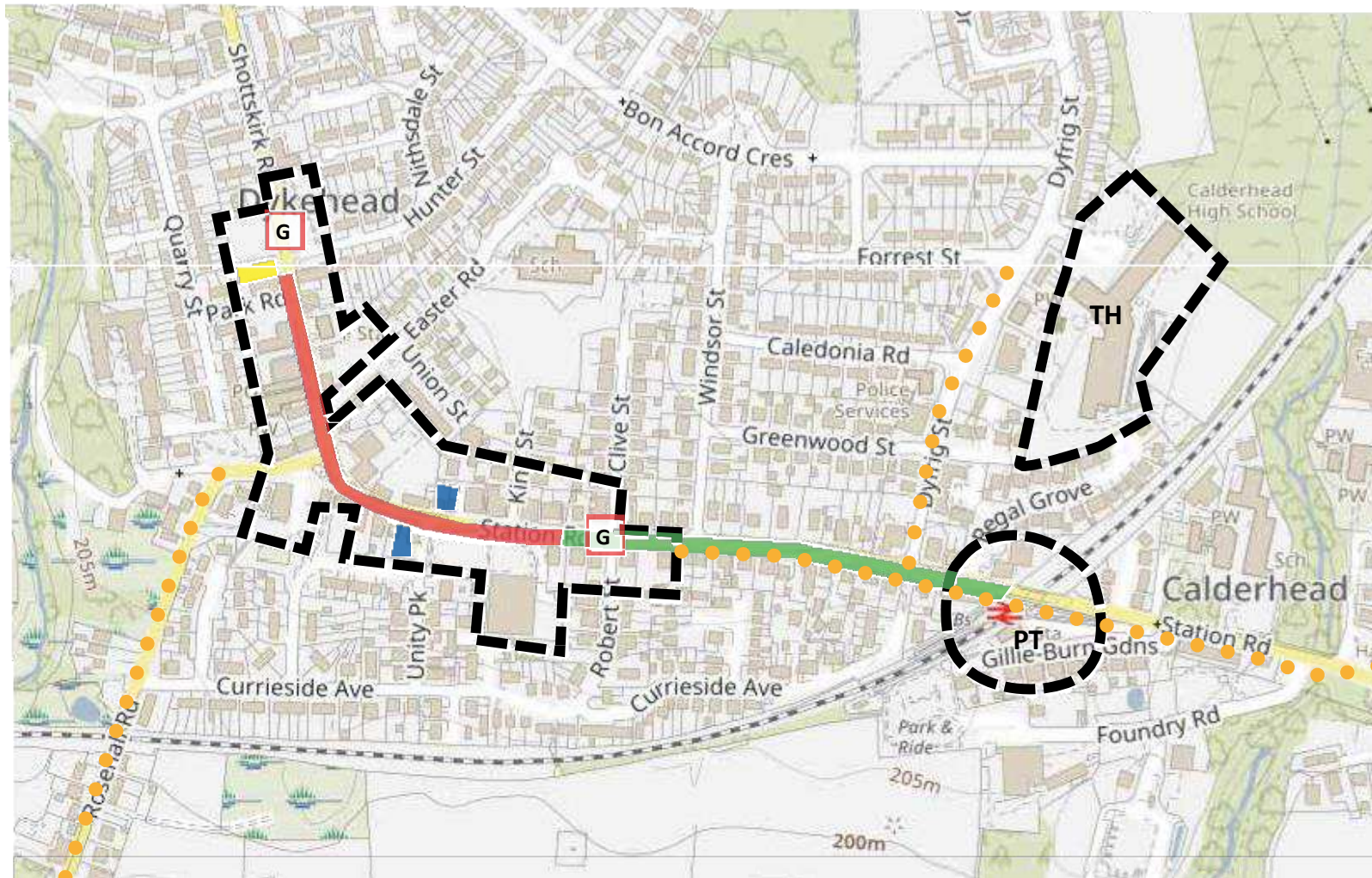
Project	Proposal	Timescales*
<b>Built Heritage &amp; Place</b>		
Heritage Buildings	Identify key heritage buildings within town centre that are vacant, underused or in poor condition and enter/continue discussion with owners to identify route for safeguarding, improving or repurposing properties. This will include helping to source funding for these regeneration initiatives.	Medium-term
Kirk Road CEC	Support Spotlight Shotts in their bid to secure external funding to deliver physical improvements within the Kirk Road Community Education Centre to provide facilities for theatrical productions and arts events under the name of the former Hendersons Theatre.	Short-term
Various Location	Post completion of the Open Space Audit being undertaken as part of the Open Space Strategy, produce an online map showing routes to, from and around the public open space in Shotts to improve access to leisure routes to support health and wellbeing.	Short-term
Various Locations	Undertake feasibility works to assess viability and costs for the development of town gateway features.	Short-term
<b>Transition to Net Zero</b>		
EV Charging	Site Investigations of NLC's car parks across Shotts Town Centre to assess suitability/infrastructure needs for EV Charging Installation as part of the delivery proposals currently being developed through Glasgow City Region.	Medium-term
<b>Town &amp; Community Hubs</b>		
Shotts Town Hub	The development of the Town Hub through the remodeling of Calderhead High School.	Long-term
St Patrick's PS	The provision of a modern learning environment through the refurbishment or redevelopment of the	Long-term

\*Short-term: 1-3 Years

\*Medium-term: 3-7 years

\*Long-term: 7+ years

# The Action Plan Proposals Map



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# Strategic Alignment

The Town Action Plan for Shotts is aligned with The Plan for North Lanarkshire and other key strategies, policies and plans.

Together this strategic policy framework ensures that work is aligned with our priorities and enables the required resources and working practices needed to facilitate delivery of the shared

Shotts Town Action Plan will be reviewed on an annual basis, not only to ensure that it remains aligned to any new or emerging strategies developed by the Council and its partners, but also to make sure that any new opportunities can be incorporated within the plan proposals and any new issues arising within the town centre addressed.



# Notes



# Notes



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Produced by

**NORTH LANARKSHIRE COUNCIL**



### Enterprise and Fair Work Committee

Does this report require to be approved? ☒ Yes ☐ No

Ref (AG/PK)

Date

10/05/24

### Routes to Work Ltd Service Level Agreement 2024/25

**From** Alison Gordon, Chief Social Work Officer (Education, Families, Justice & Integration)

**E-mail** gordonal@northlan.gov.uk

**Telephone**

01698 332001

#### Executive Summary

Routes to Work Ltd, a Council ALEO, delivers several employability programmes part funded by the Council subject to an annually negotiated SLA (Service Level Agreement) which specifies targets and expenditure. Key parts of the Council's employability programmes related to supporting individuals such as case management, access to training and in-work support are delivered by Routes to Work Ltd on the Council's behalf. The current SLA ended in March 2024 and the new SLA, again aligning the activities of Routes to Work Ltd to the needs of the Council and its externally funded programmes, are required for the period 2024/25 to ensure continuity of provision in North Lanarkshire's communities. The performance of Routes to Work Ltd. is a significant contributor to North Lanarkshire Council accounting for the largest proportions of people assisted into jobs nationally by local government funded activity and consistently achieving positive results within its family group in the Local Government Benchmarking Framework.

#### Recommendations

It is recommended that the Committee:

- (1) approve the Service Level Agreement with Routes to Work Ltd for 2024/25.

#### The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(11) Increase economic opportunities for adults by understanding, identifying, and addressing the causes of poverty and deprivation and barriers to financial inclusion
Programme of Work	Brighter Futures

## 1. Background

- 1.1 Routes to Work, established in 2002, is a company limited by guarantee with charitable status which is owned by North Lanarkshire Council. Routes to Work Ltd were subject to a Best Value review in 2019 which recommended retaining Routes to Work as an ALEO, and to further align the activities of Routes to Work Ltd. with The Plan for North Lanarkshire and the activities of the Workforce for the Future Steering Group.
- 1.2 Key strengths of the organisation identified in the Best Value Review were its established brand and presence within communities and track record of consistently supporting people into sustainable employment alongside a service which treats residents with dignity and respect. The organisation provides a range of free employability services to North Lanarkshire residents as part of the programmes funded by the Council and specialises in providing case worker support to unemployed residents, access to vocational training and the short-term costs associated with moving from benefits to employment, such as childcare and travel. They also provide in-work support for up to 6 months for those participants that require it.

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## 2. Report

- 2.1 The programmes funded by the Council and external funders in 2023/34 for delivery by Routes to Work were:
- (i) *North Lanarkshire's Working (NLW)* – North Lanarkshire wide programme for all unemployed or underemployed residents offering support to access advice, training and employment opportunities within local communities. This includes support targeted at the over 50s. This is a two year programme jointly funded by the UK Shared Prosperity Fund and the Council.
  - (ii) *Working Matters (WM)* - Area targeted programme aimed at economically inactive residents and parents who have barriers such as long periods of unemployment, lack of qualifications, health issues. This is a two year programme jointly funded by the UK Shared Prosperity Fund and the Scottish Government.
  - (iii) *No One Left Behind (NOLB)* - support for unemployed 16-19 year olds and additional support to the Education & Families Pathways Programme for school leavers to enter a job or training. This is a single year programme funded by the Scottish Government.
  - (iv) *Working for Families (Wff)* - support targeted at low-income parents across North Lanarkshire with a long-term aim of increasing families incomes from employment. This is a single year programme funded by the Scottish Government.

### 2.2 2023/24 Performance

The performance targets and expenditure levels for 2023/24 have been the subject of monthly monitoring meetings as well as being reviewed within the six-monthly Performance and Finance reports submitted to the Enterprise and Fair Work Committee. This has been a transition year for employability programmes with the end of EU funds and the introduction of the UK Shared Prosperity Fund in 2023 and this is reflected in the mixed results across programmes as they have been introduced. It is also reflected in the actual levels of funding and the lessons of 2023/24 have been fed into the plans for 2024/25.

- 2.3 Final figures for 2023/24 are provided below and table 1 shows the actual predicted performance against job outcome targets as well as the sustainability of employment, which is measured after 26 weeks, and table 2 shows expenditure against that agreed within the SLA.

Table 1: Job Outcomes (JO) & % sustained at 26 weeks (%s26)

2023/24 Programmes	Target		Actual	
	JO	%s26	JO	%s26
NLW	664	70%	488	71%
WM	40	76%	26	65%

<b>NOLB</b>	141	70%	147	73%
<b>WfF</b>	77	70%	85	75%
<b>Total</b>	903	70%	746	73%

Table 2: Expenditure

<b>2023/24 Programmes</b>	<b>SLA Expenditure</b>	<b>Actual</b>	<b>Funding Source</b>
<b>NLW</b>	£2,422,005	£2,038,675	50% NLC / 50% UKSPF
<b>WM</b>	£606,067	£446,313	42% SG / 58% UKSPF
<b>NOLB</b>	£393,451	£384,154	SG
<b>WfF</b>	£301,244	£251,374	SG
<b>Total</b>	<b>£3,722,767</b>	£3,120,516	<b>- £602,251</b>

Council funded employability programmes are being delivered in a challenging labour market with sustained low unemployment and employers continuing to work with vacancies, despite the increased cost of living pressures though these are being mitigated by higher-than-average wages in North Lanarkshire. The increased numbers of economically inactive residents that have emerged in the post covid period continue to present the local labour market with its biggest challenge. The majority of economically inactive residents have longer term health issues and council funded employability programmes, particularly those funded via Routes to Work, have the capacity and funding available to support these residents on their journey back into the job market.

## 2.4 2024/25 Targets and Funding

In terms of the broad activities within each programme, while these are similar to 2023/24, they have been adapted to consider lessons learned from last year. Both UK Shared Prosperity Funded projects are entering their second year of delivery and it is anticipated they will have improved performance as staff are now familiar with the delivery required for that funding stream as well as the areas where improvement is required. Working Matters will continue to be area based and solely focused on economically inactive residents while North Lanarkshire's Working will offer support across all communities to unemployed and underemployed residents.

2.5 The Scottish Government funded programmes are also broadly similar to last year with the NOLB programme targeted on 16-19 year olds who are unemployed as well as providing support to the Pathways Programme for young people about to leave school. There is significant expansion in the Working for Families programme delivered across North Lanarkshire including that part delivered by Routes to Work Ltd. This is due to the increased level of funding from the Scottish Government to support parental employment as well as to build on the effective support programmes developed in recent years by Routes to Work Ltd with this client group. This support will support unemployed parents as well as employed parents on low incomes.

2.6 Proposed Job outcome targets are given in Table 3 below alongside the sustainability targets for employment. However, there are a range of wider outcomes associated with the programmes including numbers receiving training and qualifications as a result of the support and details of these are included in the full service level agreement at Appendix 1.

Table 3: Targets

<b>2024/25 Programmes</b>	<b>SLA Target</b>	
	<b>JO</b>	<b>%s26</b>
<b>NLW</b>	886	70%
<b>WM</b>	56	70%
<b>NOLB</b>	155	70%
<b>WfF</b>	192	70%
<b>Total</b>	<b>1289</b>	<b>70%</b>

- 2.7 In terms of funding for these programmes this is detailed in Table 4 below. The levels of funding committed for UK Shared Prosperity Funds are already secured from the UK government until March 2025 and the Scottish Government Funds are subject to a grant agreement, also valid until March 2025. Where possible, external funding has been utilised to support the delivery of employability programmes with 73% of the total coming from the Scottish and UK Governments and 27% from NLC budgets allocated to match fund employability programmes.

Table 4: Costs

Programme 24/25	SG	UKSPF	NLC	Total
NLW	£0	£1,700,000	£1,384,760	£3,084,760
WM	£314,508	£322,976	£32,925	£670,409
NOLB	£687,413	£0	£0	£687,413
WfF	£752,741	£0	£0	£752,741
<b>Total</b>	<b>£1,754,662</b>	<b>£2,022,976</b>	<b>£1,417,685</b>	<b>£5,195,323</b>
%	34%	39%	27%	100%

- 2.8 These services funded by the Council and provided by Routes to Work Ltd will play a major role in ensuring there is employability support available to every unemployed and underemployed resident of North Lanarkshire. The funding also provides the opportunity to focus work on specific groups who face specific barriers such as the economically inactive and retains the ongoing focus on targeting all 16-19 years olds who are unemployed, given the long term and negative impact that unemployment in these years can bring.
- 2.9 In addition, the organisation is committed to continuing to align its activities with The Plan for North Lanarkshire and playing a full role in supporting the Council achieve its ambitions.

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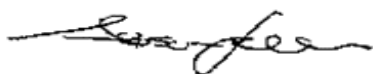
### 3. Measures of success

- 3.1 Routes to Work Ltd continue to make a significant contribution to the Council's employability programmes and deliver on job outcomes within the agreed budgets across North Lanarkshire.

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### 4. Supporting documentation

- 4.1 Appendix 1: Draft Service Level Agreement between North Lanarkshire Council and Routes to Work Ltd.



**Alison Gordon**  
**Chief Social Work Officer (Education, Families, Justice & Integration)**

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## 5. Impacts

5.1	<p><b>Public Sector Equality Duty and Fairer Scotland Duty</b></p> <p>Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.2	<p><b>Financial impact</b></p> <p>Does the report contain any financial impacts?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, have all relevant financial impacts been discussed and agreed with Finance?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p><i>All costs associated with the SLA are dictated by the financial parameters agreed at the outset for the delivery of the Council's UKSPF projects. Council resources to match fund this activity are from NLC Match Funding allocated to employability projects. Routes to Work operate on a full cost recovery basis which requires that all costs claimed reflect actual costs incurred and these are 100% verified quarterly and subject to annual external audit.</i></p>
5.3	<p><b>HR policy impact</b></p> <p>Does the report contain any HR policy or procedure impacts?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.4	<p><b>Legal impact</b></p> <p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
5.5	<p><b>Data protection impact</b></p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
5.6	<p><b>Technology / Digital impact</b></p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p>

	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.7</b></p>	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<p><b>5.8</b></p>	<p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<p><b>5.9</b></p>	<p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p><i>Managing and monitoring service performance supports the ongoing monitoring of the service's risk register.</i></p>
<p><b>5.10</b></p>	<p><b>Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p> <p><i>Within all Council employability programmes veterans are immediately eligible for support alongside other priority groups.</i></p>
<p><b>5.11</b></p>	<p><b>Children's rights and wellbeing impact</b></p> <p>Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>



## **Service Level Agreement**

between

**North Lanarkshire Council**

and

**Routes to Work Limited**

for

- (i) North Lanarkshire's Working**
- (ii) Working Matters**
- (iii) No One Left Behind**
- (iv) Working for Families**

**April 2024 - March 2025**

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## **1 INTRODUCTION**

- 1.1 This Agreement records the arrangement between the Council and the Provider for the provision of Employability Services in North Lanarkshire in respect of the management and delivery of the UK Shared Prosperity Fund (UKSPF) programmes S31 Working Matters and S35 North Lanarkshire's Working, and UKSPF ineligible core costs associated with the delivery of these and delivery of the Scottish Government funded No One Left Behind and Working for Families.
- 1.2 The Agreement sets out the relationship between the Council and the Provider including respective roles and responsibilities.
- 1.3 The Service is funded through a combination of funding as detailed in the Finance Schedule and the Agreement sets out all the requirements of these funding streams.
- 1.4 The Agreement has been formulated within the context of the Council's decision at a meeting of the Enterprise & Fair Work Committee on 10 May 2024 to appoint the Provider to perform the Service.
- 1.5 The Agreement will form part of the Council's approach to developing mechanisms to remove barriers that clients residing within North Lanarkshire face in accessing employment opportunities. Targeting people of working age who are not in work, the Agreement aims to achieve this by developing a structured pathway towards sustainable labour market integration.

## **2 DEFINITIONS**

"Agreement" means the contract between the Council and the Provider consisting of this service level agreement and any other documents, schedules or annexes (or parts thereof) specified in the Agreement.

"The Council" means North Lanarkshire Council, a Local Authority created under the Local Government (Scotland) Act 1994 and its statutory successors whomsoever

"Equalities Legislation" means the Equalities Act 2010 and all other relevant statutory obligations in relation to equalities which apply in the UK or the EU equivalent.

"Force Majeure" means any event or occurrence which is outside the reasonable control of the party concerned and which is not attributable to any act or failure to take preventative action by that party, including fire, flood, violent storm, pestilence, explosion, malicious damage, armed conflict, acts of terrorism, nuclear, biological or chemical warfare or any other disaster, natural or man-made but excluding (a) any industrial action occurring within the Provider's organisation; or (b) the failure by any sub-contractor to perform its obligations under any contract.

"GDPR" means the Data Protection Act 2018, the General Data Protection Regulation ((EU) 2016/679) and the Privacy and Electronics Communications (ED Directive) Regulations 2003 as such legislation may be amended, updated or replaced with equivalent legislation from time to time.

"Intellectual Property Rights" means all patents, trademarks, registered designs (and any applications for any of the foregoing) copyright (including rights in software – object code and source code), semi-conductor topography rights, database rights, unregistered design rights, rights in and to trade names, business names, domain names, product names and logos, databases, inventions, discoveries, know-how and any other intellectual or industrial property rights in each and every part of the world together with all applications, renewals, revisions and extensions.

"The Provider" means Routes to Work Limited.

"Service" means the provision of any goods, services, articles or materials which, as the context of the Agreement so requires, the Provider is obliged to provide to the Council as detailed in the Specification.

“Specification” means the description of the Service annexed at Schedule A to the Agreement.

“Participant” means the individual recipient of the service provision.

“Participant Records” means all associated forms and records required relating to the participants participation in the service provided.

“CEDR” means the Centre for Effective Dispute Resolution.

“Minor Breach” means a delay or non-performance by the Provider of their obligations under the Agreement which does not materially, adversely and substantially affect the execution of the Agreement.

“Serious Breach” means any breach or a series of “Minor Breaches” by the Provider of its obligations under the Agreement which adversely, materially and substantially affects the execution of the Agreement (or adversely affects the health and safety of staff or Participants); or a “Minor Breach” of a specific obligation in respect of which the Council has served two consecutive notices concerning the same or similar circumstances from where the Provider has failed to remedy that breach.

The condition and paragraph headings used herein are for purposes of convenience or reference only and they shall not be used to explain, limit or extend the meaning of any part of the Agreement.

The masculine includes the feminine and the singular includes the plural and vice versa unless the context otherwise requires.

### **3 PURPOSE OF AGREEMENT**

- 3.1 The Agreement is between the Council and the Provider in respect of provision by the Provider to the Council, of the Service.

### **4 PERIOD OF AGREEMENT**

- 4.1 The Agreement will commence on 1 April 2024 and finish on 31 March 2025.
- 4.2 The Council reserves the right, at its sole discretion, to extend the Agreement for a period beyond the date mentioned in Clause 4.1 above, always under the same terms and conditions as are specified in the Agreement.

### **5 QUALITY OF SERVICE**

- 5.1 The Service shall comply in all respects with the Agreement or any authorised variation thereto and shall be completed in a proper manner to the standards of best technical and commercial practices using competent and appropriately trained staff taking due and diligent care and attention at all times.

### **6 PROVIDER'S STATUS**

- 6.1 In carrying out the Service, the Provider shall be acting as principal and not as the agent of the Council. Accordingly the Provider shall not (and shall procure that his agents and servants do not) say or do anything that might lead any other person to believe that the Provider is acting as the agent of the Council.

### **7 PAYMENT**

- 7.1 The Council shall meet the costs of invoices which it accepts as accurate and pertinent to the provision by the Provider of the Service under the Agreement. The Provider shall be obliged to comply with all terms and conditions contained in Schedule B of the Agreement, and with all other obligations contained in the Agreement, prior to being entitled to any payment by the Council in respect of the Service carried out under the Agreement.

## **8 VARIATION**

- 8.1 The terms of the Agreement shall not be amended, modified or varied in any way whatsoever, other than by a written minute of variation between the parties.

## **9 FRAUD**

- 9.1 The Provider shall use their best endeavours to safeguard the Council's funding of the Service against fraud generally and, in particular, fraud on the part of the Provider's directors, employees or sub-contractors. The Provider shall pay the utmost regard to safeguarding public funds against misleading claims for payment and shall notify the Council immediately if they have reason to suspect that any irregularity or fraud has occurred or is occurring.
- 9.2 The Provider shall co-operate with the Council and assist in the identification of Participants who may be unlawfully claiming state benefits. The Council may from time to time brief the Provider as to the co-operation and assistance it reasonably requires including the provision of information regarding fraud by Participants. On receipt of the information, further evidence may be collected by the Council or other department, office or agency of Her Majesty's Government with a view to prosecution.
- 9.3 Any act of fraud committed by the Provider (whether under the Agreement or any other contract with the Council) shall entitle the Council to terminate the Agreement, and any other contract the Council has with the Provider, by written notice to the Provider.

## **10 INTELLECTUAL PROPERTY RIGHTS**

- 10.1 The Council and the Provider acknowledge that all Intellectual Property Rights owned by each other at the date of the Agreement shall remain so owned.
- 10.2 Except to the extent that the Agreement is carried out in accordance with designs furnished by the Council, no part of the Agreement will infringe any patent, trade mark, registered design, copyright or other rights in the nature of intellectual property of any third party and the Provider shall indemnify the Council against all actions, suits, claims, demands, losses, charges, costs and expenses which the Council may suffer or incur as a result of or in connection with any breach of this condition.
- 10.2 All rights (including ownership and copyright) in any specifications, instructions, plans, drawings, patterns, models, designs or other material furnished to or commissioned by the Council or made available to the Provider by the Council shall remain vested in the Council and the Provider shall not (except to the extent necessary for the performance of the Agreement) without prior written consent of the Provider use or disclose any such specification, plan, drawing, pattern, model, design or information or other materials (whether or not relevant to the Agreement) which the Provider may obtain in the performance of the Agreement.
- 10.3 All inventions, designs, methods, processes, data and software discovered or generated as a result of or in the course of the Agreement and all intellectual property rights therein and in anything produced in the course of the performance of the Agreement shall belong to the Council and the Provider agrees to assign the same to the Council without cost.

## **11 INTELLECTUAL PROPERTY RIGHTS INDEMNITY**

- 11.1 The Provider shall indemnify the Council against all claims, demands, actions, costs, (including legal costs and disbursements on a solicitor and client basis), and losses arising from or incurred by reason of any infringement or alleged infringement in the UK of any Intellectual Property Right in connection with execution of the Agreement by the Provider.
- 11.2 The Provider shall promptly notify the Council if any claim or demand is made or action brought against the Provider for infringement or alleged infringement of any third party Intellectual Property Rights which may affect the execution of the Agreement.

## **12 INDEMNITY AND INSURANCE**

- 12.1 Without prejudice to any rights or remedies of the Council (including but not limited to the Council's rights under clause 19 hereof) the Provider shall indemnify the Council against all suits, actions, claims, demands, losses, charges, costs and expenses which the Council may suffer or incur as a result of or in connection with any damage to property or in respect of any injury (whether fatal or otherwise) to any person which may result directly or indirectly from any defect in the Service or any negligent or wrongful act or omission of the Provider.
- 12.2 The Provider shall effect (and shall ensure that any sub-contractor shall effect) with a reputable insurance company a policy or policies of insurance covering all matters which are the subject of indemnities under the Agreement including Public Liability insurance to a minimum sum of £5,000,000 and Employers Liability insurance to a minimum sum of £10,000,000 in each case in respect of any one incident and unlimited to the number of incidents unless otherwise agreed by the Council in writing.
- 12.3 At the request of the Council, the Provider shall produce within forty-eight (48) hours, the policy or policies required under clause 12.2 together with receipts or other evidence of payment of the latest premium due thereunder.

### **13 EQUALITIES LEGISLATION**

- 13.1 The Provider shall not unlawfully discriminate within the meaning and scope of the provisions of the Equalities Legislation. The Provider shall take all reasonable steps to secure the observance of the Equalities Legislation by all servants, employees or agents of the Provider and all sub-contractors employed in the execution of the Agreement. The Provider shall at all times comply with the requirements of the Human Rights Act 1998 insofar as they are carrying out a function for the Council. The Provider will indemnify the Council against any and all claims which may be made against the Council due to the breach of the Equalities Legislation and/or Human Rights Act 1998 which is caused by or arises out of the Agreement or any actions or omissions of the Provider.

### **14 TERMINATION**

- 14.1 The Agreement may be cancelled or suspended at any time by the Council giving the Provider 28 calendar days notice. The Council shall meet all outstanding invoices due to the Provider in respect of the Service at the time of termination, provided that the Council has accepted those invoices as valid, relevant and pertinent to the Service to be provided by the Provider under the Agreement.
- 14.2 Without prejudice to any other rights or remedies of the Council, the Council shall have the right forthwith to terminate the Agreement by written notice if the Provider (if a company) shall have an administrator or receiver appointed or shall go into liquidation (other than for the purposes of reconstruction or amalgamation) or (if an individual) be declared bankrupt under the provisions of the Bankruptcy (Scotland) Act 1985.

### **15 RECOVERY OF SUMS DUE**

- 15.1 Wherever under the Agreement any sum of money is recoverable from or payable by the Provider, that sum may be deducted from any sum then due, or which at any later time may become due, to the Provider under the Agreement or under any other agreement or contract which the Provider holds or previously held with the Council.

### **16 CONFIDENTIALITY**

- 16.1 The Agreement and the subject matter thereof and any information supplied by the Council and relating in any way to the Council's business, processes, research or property shall be used for the exclusive purpose of performing the Agreement and be treated as and kept confidential by the Provider who shall not disclose it or any details thereof for any purpose whatsoever without the Council's prior written consent.
- 16.2 As a Scottish public authority, the Council is bound by the provisions of the Freedom of Information (Scotland) Act 2002. All information submitted to the Council may therefore need to be disclosed and/or published by the Council in compliance with the Act (the decision of the

Council in the interpretation thereof shall be final and conclusive in any dispute, difference or question arising in respect of disclosure under its terms), and any other law, or, as a consequence of judicial order, or order by any court, tribunal or body with the authority to order disclosure (including the Scottish Information Commissioner).

- 16.3 The Provider will comply with the requirements of the GDPR which shall include, but not be limited to, the provision and maintenance of technical and security arrangements for processing personal data and the provision of assistance to the Council when they are dealing with subject access requests. The Provider shall ensure that any sub-contractors shall comply with the requirements of the GDPR.

## **17 ASSIGNMENT AND SUB-CONTRACTING**

- 17.1 The Provider shall not assign or sub-contract any portion of the Agreement without the prior written consent of the Council, the granting of such consent being at the Council's sole discretion. Sub-contracting any part of the Agreement shall not relieve the Provider of any obligation or duty attributable to them under the Agreement. The Council shall reserve in all instances the right to refuse consent to the Provider assigning, sub-contracting or alienating in any manner howsoever (including but not limited to the situation where the Provider enters into the ownership of a third party) any of its rights and/or obligations under this Agreement to a third party.

## **18 NOTICES**

- 18.1 Any notice given under or pursuant to the Agreement may be sent by hand or by post or by registered post or by the recorded delivery service or transmitted by telex, teletext, facsimile transmission or other means of telecommunication resulting in the receipt of a written communication in permanent form and if so sent or transmitted to the address of one party by the other party, shall be deemed effectively given on the day when in the ordinary course of the means of transmission it would first be received by the addressee in normal business hours.

## **19 DEFAULT**

- 19.1 The parties acknowledge and agree that the Agreement is to be provided in the spirit of co-operation. Each party shall do all things reasonably necessary to co-operate, aid and assist the other in its performance of its obligations under the Agreement.
- 19.2 Any one instance of failure by the Provider to meet any general or specific performance targets set shall constitute "Minor Breach" whilst repeated or continual failure to meet such performance targets shall constitute "Serious Breach".
- 19.3 In the event of a "Minor Breach" the Council will adopt the following procedure:
- 19.3.1 The Council shall serve 1notice on the Provider specifying that it is a formal warning notice and giving reasonable details of the breach sufficient for the Provider to identify the breach. Within five (5) working days of receipt of such notification, the Provider shall meet with the Council to discuss why the breach has occurred and how it will be remedied. The Provider shall have a reasonable period (such period to be mutually agreed, and in the absence of mutual agreement, to be no longer than twenty-eight (28) calendar days) following such meeting to remedy the breach. Notwithstanding any other remedy under the Agreement, the Council shall be entitled to require the Provider to promptly re-perform or replace the relevant part of the Agreement without additional charge to the Council.
- 19.4 In the event of a "Serious Breach", the Parties shall adopt the following procedure:
- 19.4.1 the Council shall serve written notice on the Provider giving reasonable details of the breach sufficient for the Provider to identify the breach and requiring the Provider to meet with the Council forthwith. Upon receiving notification, the Provider shall meet with the Council forthwith to determine and agree in good faith and acting reasonably whether a contingency plan is available to deal with the "Serious Breach".

In the event that a contingency plan is activated, the Provider shall reimburse the Council in respect of any costs incurred by the Council in activating the same (as set out in the contingency plan) provided that the Council shall do all things to mitigate such costs including by using the resources of the Provider as appropriate. In the event that a contingency plan is not available the Provider shall within five (5) Working Days provide to the Council a plan, which to the Council's reasonable satisfaction, will when implemented resolve the breach or remedy the breach itself.

- 19.5 In the event that the Provider fails to meet any required action in a contingency plan or a contingency plan is not available and the Provider does not present a satisfactory alternative plan, the Council shall be entitled, at its discretion, to serve twenty-eight (28) calendar days' notice on the Provider of its intention to terminate the Agreement.
- 19.6 For so long as and to the extent that the required action is taken which prevents the Provider from executing the Agreement, the Provider shall be relieved of their obligations under the Agreement and in respect of the period in which the Council is taking the required action, the Council shall be entitled to deduct from any sums due to the Provider under the Agreement, an amount equal to the Council's reasonable costs in taking the required action (including where relevant the costs of any sub-contractors), provided that the Council shall do all things to mitigate such costs including by using the resources of the Provider (in each case as appropriate).
- 19.7 The Council shall at its discretion be entitled to continue the required action until the breach has been remedied and the Provider has demonstrated to the Council's reasonable satisfaction that it can execute the Agreement without a material probability of repeating the breach.

## **20 DISPUTE RESOLUTION**

- 20.1 In the event of any dispute or event of default under the Agreement, arising between the Council and the Provider which cannot be resolved directly by them, the issue in dispute will be referred for dispute resolution in accordance with the Dispute Resolution Procedure outlined in Schedule D herein.

## **21 STATUTES**

- 21.1 The Provider warrants that at all times in the performance of the Agreement they shall comply with all statutory requirements and obligations. All references to Statutes shall include future amendments and re-enactments of the same.

## **22 GOVERNING LAW**

- 22.1 The Agreement shall be governed by and construed in accordance with Scots Law and the Provider hereby irrevocably submits to the jurisdiction of the Scottish courts. The submission to such jurisdiction shall not (and shall not be construed so as to) limit the right of the Council to take proceedings against the Provider in any other court of competent jurisdiction, nor shall the taking of proceedings in any one or more jurisdictions preclude the taking of proceedings in any other jurisdiction, whether concurrently or not.

## **23 TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) 2006 : TUPE**

- 23.1 Upon termination of this Agreement TUPE 2006 Regulations may or may not apply in such circumstances that the Service being provided continues (in part or whole) by another service provider. In such circumstances the Provider is expected to fully cooperate and provide the necessary information to ensure full compliance with TUPE Regulations.

## **24. FORCE MAJEURE**

No parties shall be liable to the other party for any delay in performing or failing to perform its obligations under the Agreement (other than a payment of money) to the extent that such delay or failure is a result of a Force Majeure event.

Notwithstanding the foregoing, each party shall use all reasonable endeavours to continue to perform its obligations under the Agreement for the duration of such Force Majeure event. However if such Force Majeure event prevents either party from performing its material obligations under the Agreement for a period in excess of six months either party may terminate the Agreement with immediate effect by notice in writing.

Any failure or delay by the Provider in performing its obligations under the Agreement which results from any failure or delivery by an agent, sub-contractor or supplier shall be regarded as due to Force Majeure only if that agent, sub-contractor or supplier is itself impeded by Force Majeure from complying with an obligation to the Provider.

If any Party becomes aware of a Force Majeure event which gives rise to or is likely to give rise to any failure or delay on its part it shall immediately notify the other party by the most expeditious method then available and shall inform the other of the period for which it is estimated that such failure or delay shall continue.

## **25 EMPLOYMENT PRACTICES**

The Provider will issue that it takes a positive approach to fair working practices for employees (including any agents or sub-contractor employees) or part of a fair and equitable employment and reward practice which includes but is not limited to a fair and equal pay policy that includes a commitment to supporting the Living Wage, clear management responsibility to nurture talent and help individuals fulfil their potential, promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as age, gender, religion or belief, sexual orientation and disability, support for learning and development, stability of employment and hours of work, avoiding exploitative employment practices, support for flexible working, family friendly working and wider work life balance and support for progressive workforce engagement.

## **26 ENVIRONMENTAL SUSTAINABILITY**

The Provider will ensure that its operations and activities are undertaken in a manner that minimises adverse impacts to the local and global environment. It will monitor and minimise its energy use and associated emissions, reduce its use of raw materials and increase the re-use and recycling of waste. In particular it will work with customers and employees to maximise the use of active travel and public transport, work with partners to provide suitable cycling and electric charging infrastructure and ensure that a full range of waste recycling options are provided.

## **SIGNATORIES TO THE AGREEMENT**

### **For and behalf of North Lanarkshire Council**

Name            Paul Kane

Signature

Designation    Business Manager (Employability & Skills Development)

Address        Civic Centre, Windmillhill Street, Motherwell, ML1 1AB

Date

### **For and behalf of Routes to Work Limited**

Name

Signature

Designation

Address

Date

## SCHEDULE A

### SPECIFICATION

#### 1 SPECIFICATION S35 NORTH LANARKSHIRE'S WORKING AND S31 WORKING MATTERS

1.1 The Provider will provide the Caseworker Services for **S31 WORKING MATTERS** and **S35 NORTH LANARKSHIRE'S WORKING** and UKSPF ineligible core costs associated with the delivery of these.

1.2 **S35 North Lanarkshire's Working** is valued as follows in terms of costs eligible for UKSPF grant and core costs ineligible for UKSPF grant and will deliver large scale employability programmes across all communities, and these will be targeted on supporting those unemployed and underemployed residents who face additional barriers to entering or progressing in the labour market:

<b>Eligible</b>	<b>£2,942,659</b>	<b>Ineligible</b>	<b>£142,101</b>
<b>Total</b>	<b>£3,084,760</b>		

S35 North Lanarkshire's Working has the output and outcomes detailed below with a 70% sustainment target on job entries at 26 weeks.

<b>Output Indicator for Reporting</b>	<b>2024/25 Forecast</b>
Number of people supported to participate in education	<b>150</b>
Number of people retraining	<b>50</b>
Number of people in employment engaging with the skills system	<b>60</b>
Number of people supported to gain a qualification	<b>500</b>

<b>Outcome Indicator for Reporting</b>	<b>2024/25 Forecast</b>
Number of people in employment, including self-employment, following support	<b>886</b>
Number of people in education/training following support	<b>100</b>
Number of people gaining qualifications, licences and skills	<b>500</b>

1.3 **S31 Working Matters** is valued as follows in terms of costs eligible for UKSPF grant and will provide support for economically inactive residents in each community it targets with an additional focus on engaging and supporting economically inactive parents as part of the Council's work on addressing child poverty through increased earnings for parents through employment:

<b>Eligible</b>	<b>£637,484</b>	<b>Ineligible</b>	<b>£32,925</b>
<b>Total</b>	<b>£670,409</b>		

- 1.4 S31 Working Matters has the output and outcomes detailed below with a 70% sustainment target on job entries at 26 weeks.

<b>Output Indicator for Reporting</b>	<b>2024/25 Forecast</b>
Number of economically inactive people engaging with keyworker support services	<b>160</b>
Number of socially excluded people accessing support	<b>130</b>
Number of people supported to access basic skills courses	<b>125</b>
Number of people accessing mental and physical health support leading to employment	<b>30</b>
Number of people receiving support to gain employment	<b>56</b>
Number of people receiving support to sustain employment	<b>56</b>

<b>Outcome Indicator for Reporting</b>	<b>2024/25 Forecast</b>
Number of people reporting increased employability through development of interpersonal skills funded by UKSPF	<b>131</b>
Number of people with basic skills following support	<b>100</b>
Number of people in supported employment	<b>56</b>
Number of people sustaining engagement with keyworker support and additional services	<b>100</b>
Number of people engaged in job-searching following support	<b>80</b>
Number of people in employment, including self-employment, following support	<b>56</b>
Number of people sustaining employment for 6 months	<b>27</b>

- 1.5 **No One Left Behind** is valued as follows in terms of costs and will provide support for unemployed/ economically inactive 16-19 year old residents in North Lanarkshire, and including support to the Education and Families Pathways Programme:

<b>Eligible</b>	<b>£687,413</b>
<b>Total</b>	<b>£687,413</b>

- 1.6 No One Left Behind outcomes detailed below with a 70% sustainment target on job entries at 26 weeks.

Updated Outcome Indicator for Reporting	2024/25 Forecast
Number of people in employment, including self-employment, following support	<b>155</b>
Number of people in education/training following support	<b>23</b>
Number of people gaining qualifications, licenses and skills	<b>141</b>

- 1.7 **Working for Families** is valued as follows in terms of costs eligible for No One Left Behind Grant and will provide support for unemployed/ underemployed low-income parents in North Lanarkshire:

<b>Eligible</b>	<b>£752,741</b>
<b>Total</b>	<b>£752,741</b>

- 1.8 Working for Families outcomes detailed below with a 70% sustainment target on job entries at 26 weeks.

Updated Outcome Indicator for Reporting	2024/25 Forecast
Number of people in employment, including self-employment, following support	<b>192</b>
Number of people gaining qualifications, licenses and skills	<b>207</b>

## 2 FINANCIAL APPRAISAL AND MONITORING

- 2.1 The primary purpose of Financial Appraisal and Monitoring (FAM) is to provide the Council with an assurance that payments to the Provider are in accordance with Council requirements that public funds are protected and that value for money has been obtained.
- 2.2 Planning of FAM visits to the Provider shall take account of the materiality and the assessment of the risk attached to the delivery of the provision. The assessment of risk shall follow an evaluation of the key, relevant systems adopted by the Provider, supported by the results of testing undertaken.
- 2.3 The Provider shall have systems in place to:
- (a) detect and prevent duplicate claims;
  - (b) prepare and submit accurate, valid, supported, timely claims;
  - (c) monitor, record and manage lateness and all absences;

- (d) support claims for on-programme-payments through an effective attendance recording procedure;
  - (e) ensure that all the required evidence is collected (and submitted, where appropriate) to support the claim;
  - (f) identify Participants who have left the Programme (“Leavers”) early to prevent over claiming;
  - (g) carry out effective monitoring of sub-contractors;
  - (h) respond to FAM reports with an appropriate action plan.
- 2.4 The Council’s funding for the Service as detailed in the Agreement will be allocated to the Provider according to the Finance Schedule contained in Schedule B herein. Amendments to planned expenditure must be approved by the Council. This process will involve the submission of a written statement outlining why planned expenditure needs to be realigned and a revised budgetary projection/forecast for the duration of the Agreement. If the written submission is authorised by the Council then the Council retain the right to review this at any given time.
- 2.5 On completion of the Agreement all records, created by the Provider in the furtherance of its obligations under the Agreement, will become the property of the Council. A final monitoring visit will be arranged which will finalise all records and ensure that they are arranged in a suitable fashion. On receipt of a satisfactory final claim audit report all records will be transferred to the Council.
- 2.6 In the event the Council or external auditors identify that any expenditure claimed by the Provider is ineligible, or that inadequate records of proof of additionality are available and repayment of any external funds are due, or if repayment of funds is due for any other reason resulting from the actions/inaction of the Provider, then the Provider shall repay any funding already received, or appropriate part thereof, within thirty (30) working days of written demand from the Council.
- 2.7 Any expenditure deemed ineligible through any reasonable culpability on the part of the Provider shall not be met by the Council.
- 2.8 In the event that the Council terminates the Agreement under Clause 14 of this Agreement, and such termination was taken as a result of the Provider’s having committed a Serious Breach then the Provider shall meet any costs incurred by the Council relating to the termination of the Agreement, and the process involved in selecting an alternative provider. Such costs include, but are not limited to, the loss of external funding by the Council and the loss of money endured by the Council, such money having been received by the Provider but unused, in the reasonable opinion of the Council, in the furtherance of the Service under this Agreement. The Provider shall be obliged to meet these costs within thirty (30) working days of written demand for the same from the Council.
- 2.9 The Provider must produce accurate and regular financial reports as requested by the Council in performance of the Service.
- 2.10 Without prejudice to its obligations under this Agreement, The Provider shall have the following management obligations:

- (a) Responsibility for advertising, promoting and publicising the Service, subject to the conditions outlined in section 9 of this Agreement;
- (b) Responsibility for submitting a robust “Performance Management Framework” that adheres to quality standards requested by the Council;
- (c) Responsibility for the further development of innovative mechanisms and systems designed to effectively engage with the client group;
- (d) Responsibility for maintenance of systems, which will enable client profiles and needs analysis to be completed for each client contact and intervention;
- (e) Responsibility for all administration and record keeping and financial management relating to all aspects of the Agreement;
- (f) Responsibility for the monitoring of Service delivery progress and co-ordination of all other related Service delivery;
- (g) Responsibility for compiling quarterly written reports, detailing Service delivery progress in comparison to pre-determined targets. This timescale may be reviewed should the Provider not meet specified targets and outputs;
- (h) Responsibility for ensuring prompt action to highlight any areas of concern in Service delivery. Failure to do this may result in a breach of contract and the introduction of performance management measures; and
- (i) Responsibility for Service delivery evaluation and end of year report. This may also involve engaging with external stakeholders and organisations working on behalf of the Council.

### **3 MONITORING THE SERVICE**

- 3.1 The Council will use the Hanlon system as part of its monitoring procedures, therefore it is expected that the Provider will maintain up-to-date and accurate participant records on the system.
- 3.2 All Participants will be made aware of the mandatory need for programme monitoring and that they may be asked from time to time to participate in consultations. The Council will provide a minimum of five (5) days notice for any notified visit. Should this date not be suitable the Provider must inform the Council within two (2) working days to schedule a new visit. Failure to adhere to this will result in a breach of the Agreement.
- 3.3 The Council reserves the right to monitor and review any Participant Records.
- 3.4 All performance indicators, customer tracking information, customer feedback, customer complaints and compliments, and monitoring information will be fed back to the Council by the Provider through the monitoring reports.
- 3.5 The Council reserves the right to review monitoring and evaluation process arrangements should the management information requirements of the Council change.
- 3.6 The Provider shall allow access by external auditors to all project records under notification by the Council, assuming no conflict with the GDPR.

3.7 The Council may also appoint an external consultant to participate in the monitoring and evaluation of the Provider's performance and the Provider will co-operate with such consultants and take all reasonable and necessary steps to implement recommendations made.

3.8 The Council reserves the right to introduce bespoke management information systems that allow the Provider to capture consistent and complimentary information.

#### **4 PERFORMANCE MANAGEMENT AND QUALITY**

4.1 The Provider shall work with the Council to establish and maintain an effective and beneficial working relationship and to ensure the Agreement is delivered to the standard specified in the Agreement.

4.2 The Provider shall work with the Council to establish suitable administrative arrangements for the effective management and performance monitoring of the Agreement.

4.3 The Provider will be responsible for managing and reporting on any sub-contractual arrangements. Arrangements shall include mechanisms for the provision of management information, feedback to and from employers and Participants, change control procedures and the prompt resolution of any problems.

4.4 The Council will agree with the Provider day-to-day relationship management, contact points, communication flows and escalation procedures. Roles and responsibilities will be documented and the personnel involved in managing the relationship identified and suitably empowered.

4.5 The Provider will be expected to continuously improve the quality of the Service including that delivered via sub-contract. Where quality falls below acceptable levels the Provider will be expected to have suitable escalation procedures in place and, in respect of sub-contracted parts of the Service, take action where necessary to replace those sub-contractors or assignees whose performance is unsatisfactory.

4.6 The Council will regularly monitor the Provider's performance at least monthly. Every three (3) to six (6) months (or any other period to be notified as appropriate) the Council will undertake a contractual review as specified in the Monitoring Schedule detailed in Schedule C herein.

4.7 Results of any reviews undertaken by the Council in relation to the Service will be communicated to the Provider. The Provider will be expected to provide any additional management information required by the Council to facilitate this process and arrange where necessary access to any of their delivery locations, including those operated via sub-contract.

4.8 The purpose of the performance reviews is to encourage an open and regular dialogue between the parties with the purpose of ensuring that the Agreement is being delivered appropriately and to drive up performance and quality. The reviews will encourage the parties to review performance, discuss opportunities for continuous improvement and raise and address any complaints or persistent problems encountered with the Agreement. Where issues cannot be immediately addressed, the Council and the Provider will follow the Dispute Resolution Process detailed in Schedule D herein.

- 4.9 The regular meetings between the Council and the Provider shall also cover, as appropriate, resolving disputes and/or dealing with contractual breaches in accordance with the terms and conditions of the Agreement.
- 4.10 The Council shall monitor and review the performance and quality of the Provider against set standards (see below) and within the overall contract management approach as detailed above. Additionally, the Provider may be subject to external inspection by the Scottish Government and Audit Scotland. The Provider will be expected to make any additional management information available to these organisations and provide where necessary access to premises, including sub contracted locations, as appropriate.

## **5 ACCESS TO SUPPORTING EVIDENCE**

- 5.1 In line with the guidance for the UKSPF Verification and Compliance checks, the following is essential in the Agreement between the Council and the Provider. The Council has overall responsibility to manage the Agreement and to ensure:
- (a) practical application and effectiveness of the management and control systems for the Agreement;
  - (b) compliance with external funding requirements particularly UKSPF legislation and with other external funding conditions of grant;
  - (c) that the performance of the Agreement is consistent with the Specification;
  - (d) that the expenditure charged against the Agreement and subsequently claimed has actually been paid out;
  - (e) that the expenditure charged against the Agreement and subsequently claimed is in line with the financial agreement and expenditure claimed is relevant to the Agreement;
  - (f) that the expenditure charged against the Agreement and subsequently claimed is an item listed in the Payment Schedule detailed at Schedule C of the Agreement and was incurred against activity delivered during the period approved;
  - (g) that the appropriate national co-financing has in fact been made available;
  - (h) that there exists a full transparent audit trail which includes retention of supporting documentation;
  - (i) that all receipts which may have arisen under the Agreement are also taken into account.

## **6 DOCUMENT RETENTION AND RECORDS MANAGEMENT**

The Council is bound by the provisions of the Public Records (Scotland) Act 2011. In terms of this legislation all public records managed by the Council must be managed in accordance with the Records Management Plan (RMP) approved by the Keeper of the Records of Scotland.

The RMP and the guidance issued by the Keeper indicates that records created by the Provider are also considered as “public records” under Section 3(1) of the Public

Records (Scotland) Act 2011 and must be appropriately managed during their operational lifetime.

6.1 The Provider warrants that:

6.1.1 they have the capacity to store and retain all supporting documentation and that they have efficient document retrieval systems in place until the specified retention date (or any subsequent extension to this date required under UKSPF regulations); and

6.1.2 that no supporting documentation shall be destroyed prior to the specified retention date (or any subsequent extension to this date required under UKSPF regulations)

6.2 The Provider will provide the Council with access to all supporting documentation under the Agreement throughout its period and this shall apply even in the event that the Agreement cannot be completed for whatever reason.

6.3 The Council is responsible for ensuring that the UKSPF project documentation retention date (to be confirmed) is complied with. Therefore the Provider will fully co-operate with the Council in providing all appropriate documentation at all specified periods and to ensure direct and immediate communication with the Council in the event of any issues relating to documentation and/or documentation retention until specified date (or any subsequent extension to this date required under UKSPF regulations). The Provider is responsible for document retention of any third party information relating to the UKSPF funded projects (e.g. information held at any external organisations).

6.4 In the event of dissolution of the Provider, the Provider will allow the Council access to all appropriate UKSPF project documentation. The Provider agrees that in the event of their dissolution they still have a responsibility to assist the Council in maintaining a clear audit trail to all defrayed expenditure (i.e. access to company BACS, bank statements, staffing payments invoices etc.)

6.5 In the event that the Provider does not allow or enable access under Condition 6.2 above the Council will withhold any further payments to the Provider and will not be liable for payment of issued invoices.

## **7 HEALTH & SAFETY**

7.1 The Provider shall provide the Council with written details of their health & safety policy, health and safety procedures, accident reporting and investigation procedures, arrangements for the safe removal of dangerous substances and wastes and arrangements for governing specific requirements to demonstrate safe working practices under the Management of Health and Safety at Work Regulations 1992 and the like.

7.2 The Provider must further be able to demonstrate to the Council their arrangements and those of their sub-contractors under the Health and Safety (Display Screen Equipment) Regulations 1992, the Supply of Machinery (Safety) Regulations 1992, the electromagnetic Compatibility Regulations 1992 and all relevant Acts of Parliament, Regulations and UKSPF Directives and other sources of Law pertaining to health and safety and have records of same. The Provider must have at least one (1) designated health and safety officer who has responsibility for all health and safety matters.

- 7.3 The Council's standards for Security and Health & Safety must be adhered to by the Provider.
- 7.4 Health and Safety is the responsibility of the Provider and they shall take out adequate insurance to cover any possible liabilities.
- 7.5 Health and Safety checks may be conducted by relevant representatives of the Council during the Agreement.
- 7.6 Without prejudice to any statutory duty of any person to report any death, injury, case of disease or dangerous occurrence, the Provider shall inform the Council:
- 7.6.1 immediately if any Participant dies or suffers any major injury or case of disease falling within the scope of any regulations dealing with reporting of accidents at work or cases of occupational diseases, should the occurrence take place in the premises of Routes to Work or in any premises if the Participant is on a work related placement activity.
- 7.6.2 as soon as possible, but no longer than seven (7) days after the relevant accident, of any other accident resulting in a participant being absent from the programme of training for four (4) days or more resulting in any loss of physical or mental capacity (including disfigurement).
- 7.7 The Provider shall ensure that there is a current fire certificate for all and any of its premises which require one, and to provide evidence of the existence of the aforementioned certificate to the Council on request.
- 7.8 Where appropriate, it is the responsibility of the Provider to certify that any necessary and relevant level of disclosure checks have been carried out under Disclosure Scotland where clients may be working with vulnerable people, and that any / all premises are properly registered.
- 7.9 The Council's representatives visit the Provider and their sub-contractors for a variety of reasons. In the course of their normal duties the Council representatives shall adopt an 'eyes and ears' approach to monitoring health and safety. In doing this the Council representatives shall not be conducting a health and safety inspection, nor shall they be in a position to offer advice on whether something is safe or not, instead they shall approach this from the position of any lay person. If however a Council representative does notice something on which they require assurance or clarification, they shall raise this with the Provider or the Provider's sub-contractor at the location where they are visiting. At no time shall the Council representatives be seen as offering professional advice on health and safety matters and as such, shall not be liable for any advice or comments or otherwise given to the Provider or their sub-contractor or any omission to give such advice, comments or otherwise.

## **8 SMOKING POLICY**

- 8.1 The Provider shall not allow the smoking of cigarettes on "No-Smoking Premises", within the meaning of the Smoking, Health Care and Social Work (Scotland) Act 2005. Additionally all employees must respect any rules in force from time to time issued by the Council within premises used to deliver outreach services.

## **9 MARKETING**

- 9.1 The Provider will consult with the Council at the project conception stage, to identify level of marketing support required.
- 9.2 The Council will prepare a marketing brief based on this early discussion, outlining an appropriate way forward.
- 9.3 The Provider will liaise with the Council in the production of a marketing plan and its implementation.
- 9.4 The Council will provide ongoing marketing support and oversee the production of all promotional materials.
- 9.5 All marketing materials will acknowledge funding bodies as directed by the Council.

## **10 STAFF QUALIFICATIONS AND DEVELOPMENT**

- 10.1 To ensure quality provision it is essential that staff training and expertise are given high priority. Therefore the following requirements must be met:

- 10.1.1 Staff must hold relevant qualifications and have opportunities to attend relevant courses.

- 10.1.2 A personal training development plan must be maintained for all staff, including a record of all courses attended;

## **11 CO-OPERATION WITH RESEARCH INITIATIVES**

- 11.1 The Provider must co-operate with any research initiative authorised by the Council including the provision of information about the Agreement.

## **SCHEDULE B**

### **FINANCE SCHEDULE**

#### **S35 North Lanarkshire's Working and S31 Working Matters**

<b>Eligible</b>		<b>Ineligible</b>	
<b>S35 Total</b>	<b>£2,942,659</b>	<b>Total</b>	<b>£142,101</b>
<b>S31 Total</b>	<b>£637,484</b>	<b>Total</b>	<b>£32,925</b>
<b>Overall Total</b>	<b>£3,755,169</b>		

#### **NOLB and Working for Families**

<b>Eligible</b>	
NOLB	<b>£687,413</b>
Working for Families	<b>£752,741</b>
<b>Overall Total</b>	<b>£1,440,154</b>

**Total Project costs: £5,195,323**

**SCHEDULE C  
MONITORING SCHEDULE**

**1. S31 Working Matters April 23 - March 24 and S35 North Lanarkshire's Working  
July 2023 - March 2024**

Expected Outputs & Outcomes		
Outputs and Outcomes		As detailed in Schedule A at 1.2, 1.4, 1.6 and 1.8
Employment sustained at 26 weeks		70%
Monitoring Schedule		Date of Visits
April 2024 – March 2025		June 2024/ Sep 2024/ Dec 2024/ Mar 2025
• Payment Schedule		
• Payment Type	• Detail	• Calculation
• Actual Expenditure	• April - June	• July claim
• Actual Expenditure	• July - September	• October claim
• Actual Expenditure	• October - December	• January claim
• Actual Expenditure	• January - March	• Claimed in April

## **SCHEDULE D**

### **DISPUTE RESOLUTION PROCEDURE**

#### **STAGE 1 – INFORMATION EXCHANGE**

In the event of any dispute arising between the parties in connection with the Agreement the party bringing the complaint, will write to the other party setting out full details of the dispute and any proposals for resolving the dispute (the "Letter of Dispute"). The Letter of Dispute should provide all the necessary details and any supporting documentation to enable the other party to fully consider the dispute.

The party which receives the Letter of Dispute should acknowledge its receipt within seven (7) calendar days ("the Letter of Acknowledgment"). If further information as to the matters detailed in the Letter of Dispute is required so as to deal with it then full particulars of the further information required should be given by letter within seven (7) calendar days of the Letter of Acknowledgment (the "Further Information"). If further information is required, such further information should be provided within fourteen (14) calendar days from the date of the Letter of Acknowledgment. The time for responding to the Letter of Dispute does not commence until the further information has been provided or a satisfactory explanation has been received as to why it cannot be provided.

Within fourteen (14) calendar days of the Letter of Acknowledgment or within fourteen (14) calendar days from the provision of the further information the other party shall provide a full response to the Letter of Dispute (the "Letter of Response"). The Letter of Response shall, if appropriate, provide terms on which the dispute can be resolved. If the Letter of Response cannot deal with all of the issues raised within the Letter of Dispute within fourteen (14) calendar days the responding party shall provide a date within which the full response will be provided. Such full response must be given within twenty-eight (28) calendar days of the latest of the Letter of Acknowledgment or the provision of any further information. When the Letter of Response has been sent, Stage 1 is concluded. If the dispute has not been resolved by the end of Stage 1, the parties shall move to Stage 2.

#### **STAGE 2 - MEETING**

Following on from the Letter of Response either party can request that a meeting takes place between the Council (Head of Service) and the Provider. The Council and the Provider shall within seven (7) calendar days of such a written request meet in a good faith effort to resolve the dispute (the "First Meeting").

If the dispute cannot be resolved in the First Meeting the dispute shall be referred to the Managing Director of the Provider and the Head of Asset and Procurement Solutions to seek to resolve the dispute (the "Final Meeting"). If appropriate the parties can invite key personnel to this meeting. If the dispute cannot be resolved within twenty-one (21) calendar days of the Final Meeting the dispute shall be referred to a mediator in accordance with Stage 3.

### STAGE 3 - MEDIATION

The parties shall seek to agree on the appointment of a mediator to act in relation to the dispute or an organisation which shall be approached to nominate a mediator. If the parties cannot agree on the appointment of a mediator the matter shall be referred to CEDR to appoint a mediator. If agreeable to the mediator, the parties shall within seven (7) calendar days of the appointment of any such mediator meet with them to agree a programme for the exchange of any relevant information, the structure to be adopted for the mediation and a date for the mediation to be held (the "Agreed Procedure"). If the mediator is not agreeable to a meeting or the parties deem it unnecessary for the mediator to be involved they will reach agreement on the agreed procedure between themselves. The parties will then act in accordance with the agreed procedure and seek to resolve the dispute through mediation. If the Parties fail to reach agreement within twenty-eight (28) calendar days of the mediation then any dispute or difference between them may be referred to the Courts.

### STAGE 4 - LITIGATION

All disputes not resolved pursuant to the procedures set out above may be referred by either party to the courts.

### GENERAL

For the avoidance of doubt this shall in no way prejudice any rights or remedies of either party under the Agreement including without limitation the right of termination. However this will survive termination of the Agreement and will govern any post termination dispute. Each party shall bear their own costs in relation to any procedure adopted pursuant to this. Unless the Agreement has already been repudiated or terminated the Provider shall, notwithstanding this, continue to carry out its obligations in accordance with the Agreement.

## SCHEDULE E

### SERVICE VALUES AND TARGETS

#### 1. Outputs and Outcomes Targets for S31 Working Matters April 23 - March 24 and S35 North Lanarkshire's Working July 2023 - March 2024

	Type	Or, details below regardless of benefit or length of unemployment	Outcomes
<b>Groups</b>	Age 16 or above with barriers to entering the labour market and eligible for UKSPF support  Within 6 months of leaving school and leaving to a negative destination without intervention	Unemployed and underemployed residents	1.2, 1.4, 1.6 and 1.8

	<p>Unemployed 16-19 year olds</p> <p>Unemployed and employed Parents on Low Incomes</p>		
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# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved?

☐ Yes ☒ No

Ref (AG/PK)

Date

10/05/24

## Routes to Work Ltd – Performance & Finance Report

**From** Alison Gordon, Chief Social Work Officer (Education, Families, Justice & Integration)

**E-mail** gordonal@northlan.gov.uk

**Telephone** 01698 332001

### Executive Summary

Routes to Work Ltd.'s performance was previously considered by the former ALEOs and External Bodies Monitoring Sub Committee. Following changes to North Lanarkshire Council's Scheme of Administration, responsibility for oversight of service delivery by arm's length bodies now rests with the relevant service committee. The functions delivered by Routes to Work on behalf of the Council fall within the Terms of Reference of the Enterprise and Fair Work Committee and a performance report is submitted in line with the Strategic Performance Framework considered by members in November 2019. This report outlines Routes to Work Ltd.'s performance against its charitable objectives and Council priorities for Q2 2023/24 to Q3 2023/24. This report also provides commentary in respect of the charity's governance arrangements to provide assurance that Council obligations are being satisfied. The financial performance of Routes to Work Ltd. for Q2 2023/24 to Q3 2023/24 and overall financial standing is also included within this report.

### Recommendations

It is recommended that Committee:

- (1) Note Routes to Work operational performance and finance for Q2 2023/24 to Q3 2023/24, along with wider achievements during that period.

### The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(11) Increase economic opportunities for adults by understanding, identifying, and addressing the causes of poverty and deprivation and barriers to financial inclusion
Programme of Work	Brighter Futures

## **1. Background**

- 1.1 Routes to Work, established in 2002, is a company limited by guarantee with charitable status which is owned by North Lanarkshire Council. The organisation provides a range of free employability services to North Lanarkshire residents and specialises in providing case worker support to unemployed residents as well as support with accessing vocational training and the short-term costs associated with moving from benefits to employment, such as childcare and travel. They also provide in-work support for up to 6 months for those participants that require it.
- 1.2 In 2017 the company amended its Memorandum and Articles of Association to extend its area of operation into other local authority areas thereby enabling Routes to Work to bid to deliver national employability programmes in these areas. This is intended to support the long-term sustainability of the company. While joint delivery of the Council's EU funded and Shared Prosperity Fund programme has been and is currently the major source of income for Routes to Work, in the past the organisation has delivered a wide range of other programmes on behalf of the Council or in conjunction with the Council's Employability team.
- 1.3 Routes to Work's Board of Directors currently consists of up to twelve members – two are Category A members appointed by North Lanarkshire Council (one an elected member, and one a senior Council officer) and up to ten Category B directors, who bring specialist expertise to the company and are selected through a formal nominations' procedure. The Board currently has independent directors with interests and/or experience in local community development and engagement, lifelong learning and skills, business development and support, HR and Law. The Board of Directors has responsibility for ensuring that Routes to Work's services are delivered in accordance with approved Service Level Agreements and charitable objectives and meets quarterly to fulfil these duties. Council funded activities delivered by Routes to Work are also aligned to The Plan for North Lanarkshire and Council Programme of Work areas.
- 1.4 Finally, Routes to Work were comprehensively reviewed in 2019 with the outcomes from the review considered by the Policy and Strategy Committee at its meeting in September 2019, where it was noted that the charity is performing well and delivering on its key objectives. The options appraisal confirmed that retaining Routes to Work as an arm's length provider remained the best option for the council. In addition to contractual performance monitoring by this committee, the Audit and Scrutiny Panel is responsible for ensuring the effectiveness of each entity's governance arrangements, including financial governance. The Policy and Strategy Committee retains responsibility for considering the outputs from reviews by the council into its arm's length delivery arrangements, including recommendations in relation to Best Value and potential future delivery options.

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## **2. Report**

### **Operational Performance Q2 2023/24 to Q3 2023/24**

- 2.1 The operational performance overview for employability initiatives delivered by Routes to Work in the reporting period are attached at Appendix 1. The following points are service delivery highlights which are not included within the performance measures.

## **UK Shared Prosperity Funding Transition**

- 2.2 Delivery of the European Social Fund ceased on 30<sup>th</sup> June 2023 and Routes to Work's main delivery programme transitioned to UK Shared Prosperity Funding from 1<sup>st</sup> July 2023, delivering an all-age employability programme focusing on engaging with those residents that face multiple barriers to achieving their aims in life and providing a person-centred approach to their progression along the employability pipeline. The programme targets economically inactive and unemployed North Lanarkshire residents to progress closer to and into sustainable employment, as well providing the opportunity for low-income in-work residents to upskill through training.

## **NLC/ NHS Parental Employment**

- 2.3 Further to the success of the first pilot in 2022/23 the organisation has once again worked in partnership with North Lanarkshire Council Employability Team and Workforce Development team to provide an opportunity for 11 unemployed parents and parents on low incomes to access a 6-month paid work placement within various NLC departments including the Employee Service Centre, Vocational Education and Early Years. A similar programme was also implemented with NHS Lanarkshire and provided placements for 23 unemployed parents. All placements were paid a minimum of the Real Living Wage.

## **New Programmes**

- 2.4 During the reporting period the company designed and implemented 'Destination Success', a post-school positive destination pilot targeting those young people who have secured a positive post-school destination but who are at risk of not commencing and/or sustaining. This was in response to a review of the follow-up rate for young people achieving a positive destination where it was established that 1 in 5 young people failed to sustain their post-school destination. Young people are assisted with transition planning, advice and guidance around their progression opportunities, access to a dedicated Post Destination Support Worker and a funding package to support upskilling and improve their wellbeing. The pilot targeted 5 secondary schools in Airdrie and Coatbridge, offering 60 places between October 2023 and March 2024, commencing in Q3 with initial performance being reported in the next update.

## **Activities with Schools**

- 2.5 Routes to Work Ltd continues to support in the delivery of an alternative Curriculum Pathways to North Lanarkshire secondary and ASN schools. In addition, during Q2 & 3 of 2023/24 they have agreed to deliver 24 programmes across 9 North Lanarkshire Schools for the current academic year and have been engaging with a further 8 schools to discuss delivery for the new academic year. Furthermore, Routes to Work have also delivered 3 of the 6 4-week cluster approach Future Friday Enrichment programmes which all 23 secondary schools in North Lanarkshire have access to.

## **Routes to Change**

- 2.6 Routes To Work has developed a comprehensive framework designed to assess the entire journey of its' clients, spanning from inception to exit. The primary objective of this framework is to tailor each client's journey to their specific needs and meticulously document it within the management information system, enabling RTW to gauge the efficacy of the interventions provided.

Aligned with the employability pipeline, the framework delineates five progressive stages, ranging from the initial distance from the labour market to sustained employment or advancement. Every facet of the client journey is incorporated into this framework, with milestones outlined and celebrated as clients advance. Furthermore, significant effort has been devoted to crafting an assessment tool, 'Understanding You,' which comprehensively evaluates six critical areas of a client's life: wellbeing, health, financial stability, support network, skills, and motivation & confidence. This assessment aims to adopt a holistic approach to the client journey, pinpointing areas where Routes to Work's services can effect meaningful change.

Through Routes to Change, they can quantify the impact of their services from the initial consultation onward. This initiative empowers their staff to identify effective strategies, commemorate the milestones achieved with clients, and enables Routes to Work to refine their services based on empirical evidence of success.

### **Employment Related Services Association (ERSA) Awards**

- 2.7 In October 2023, Routes to Work was honoured as a finalist in two categories at the ERSA Employability Awards: "Social Value – Working For Everyone" and "Achiever of the Year – Working for Better Work." This recognition highlighted their commitment to supporting the local community. While they didn't win the "Social Value Award," being nominated was a significant achievement for the company as these awards are on a national scale.

They did, however, gain success with their client submission, Gary Swan, who won "Achiever of the Year,". Gary's life changed drastically in 2021 due to a brain injury from encephalitis. Despite setbacks, his determination to rebuild his life was inspiring and his resilience and grit was admired by the judging panel. Winning the award acknowledges both Gary's efforts and the support provided by Routes To Work staff.

### **Routes to Wellbeing (Virtual Reality [VR] Ecosystem)**

- 2.8 Routes To Work has developed a comprehensive VR Ecosystem designed to empower staff members to take control of their self-directed support. This immersive 360-degree platform is focused on delivering guidance across five key dimensions of wellbeing outlined in their 2023/2024 wellbeing strategy. These dimensions include health and nutrition, physical wellbeing, mental wellbeing, family wellbeing, and staff benefits. The ecosystem has been successfully implemented across all staff members and has been operational since July 2023.

### **Financial Performance Q2 2023/24 to Q3 2023/24**

#### **Public Accountability Obligations**

- 2.9 To satisfy the Council's duty to ensure the organisation delivering employment and training services on its behalf is financially sound, the Council's Section 95 Officer maintains appropriate and proportionate processes and procedures for scrutinising Routes to Work's financial performance.
- 2.10 The Council's Legal Agreements with Routes to Work specify the financial information which must be submitted to the Council including an annual business plan, quarterly management accounts, audited financial statements etc. to enable Finance to assess and report any financial risk likely to arise as a result of the Council using Routes to Work to deliver these services.

- 2.11 The Council expends revenue resources annually with Routes to Work to deliver services which assist the Council in achieving its priority outcomes therefore has a duty to ensure this money is being properly used to deliver both the Council's and Routes to Work objectives.

### **Financial Performance 1 April 2023 to 31 December 2023**

#### **Forecast Financial Performance to 31 March 2024**

- 2.12 For financial year 2023/24, income approved from the Council is £4.643m which represents 97.26% of the organisations total budgeted income of £4.774m. The balance of budgeted income, totalling £0.141m, is primarily generated from other local authorities, trusts and the management fee from NLC. The approved budget results in an operational deficit of £0.065m.

The projected outturn to 31 March 2024 is projected to be £4.284m resulting in an operational surplus of £0.119m, predominately as a result of the change in methodology in calculating grant claims following the transition from ESF funding to UKSPF funding. A detailed comparison of projected outturn to the 2023/24 Budget is provided in Appendix 2.

#### **Balance Sheet at 31 December 2023**

- 2.13 Key balances are set out in Appendix 3 to provide members with an update on the overall financial standing of the company, as at 31 December 2023, along with the comparator figures as at 31 March 2023. Council representatives are asked to note:
- The company has net assets of £2.707m which includes pension fund assets. The position, excluding pension fund assets, is £1.005m which is an adverse movement of £0.077m from 31 March 2023. This is predominantly due to an increase in Trade Debtors as a result of finalisation of ESF funded projects and the commencement of UKSPF funded projects offset by previous year accruals relating to the advance payment from NLC which will not be realised until 31/03/24. Members can, however, continue to have assurance in the company's resources.

#### **Projected Cash flow to 30 June 2024**

- 2.14 Appendix 4 provides the projected cashflow to 30 June 2024. The cashflow has been impacted by the change to the repayment profile of UKSPF funded projects coupled with the timing and payment of claims resulting in a minimum balance of cash projected to be held is £0.229m in April 2024. The final decision regarding the SPF35 advance repayment has not yet been agreed and therefore the cashflow requires to be closely monitored by the Board.

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### **3. Measures of success**

- 3.1 Routes to Work Ltd. continue to provide an effective employability service on behalf of the Council to support unemployed and underemployed residents of North Lanarkshire.
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**4. Supporting documentation**

4.1 Appendix 1 Routes to Work – Q2 2023/24 to Q3 2023/24 Operational Performance

4.2 Appendices 2 - 4 Routes to Work –Q2 2023/24 to Q3 2023/24 Financial Performance

A handwritten signature in black ink, appearing to read 'Alison Gordon', with a stylized, cursive script.

**Alison Gordon**

**Chief Social Work Officer (Education, Families, Justice & Integration)**

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**5. Impacts ( <http://connect/report-template-guidance> )**

<b>5.1</b>	<b>Public Sector Equality Duty and Fairer Scotland Duty</b>
<p>Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<b>5.2</b>	<p><b>Financial impact</b></p> <p>Does the report contain any financial impacts?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, have all relevant financial impacts been discussed and agreed with Finance?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>The financial performance of Routes to Work is closely monitored by the council's Section 95 Officer and the financial performance as detailed above, along with other key financial information presented in the report.</p>
<b>5.3</b>	<p><b>HR policy impact</b></p> <p>Does the report contain any HR policy or procedure impacts?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.4</b>	<p><b>Legal impact</b></p> <p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.5</b>	<p><b>Data protection impact</b></p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>

<b>5.6</b>	<b>Technology / Digital impact</b>
Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?	
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If Yes, please provide a brief summary of the impact?	
Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?	
Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>5.7</b>	<b>Environmental / Carbon impact</b>
Does the report / project / practice contain information that has an impact on any environmental or carbon matters?	
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If Yes, please provide a brief summary of the impact?	
<b>5.8</b>	<b>Communications impact</b>
Does the report contain any information that has an impact on the council's communications activities?	
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If Yes, please provide a brief summary of the impact?	
<b>5.9</b>	<b>Risk impact</b>
Is there a risk impact?	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?	
Routes to Work maintain a detailed risk register which is presented to each Board meeting. In terms of the Council, the risk of Routes to Work and the wider employability programmes being deemed non-compliant with external funders is present.	
<b>5.10</b>	<b>Armed Forces Covenant Duty</b>
Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.	
Within all Council employability programmes veterans are immediately eligible for support alongside other priority groups.	
<b>5.11</b>	<b>Children's rights and wellbeing impact</b>
Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?	
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐

No ☒

## APPENDIX 1

### Routes to Work – 2023/24 Q2 & Q3 Operational Performance

Employability Programme	Indicator	Target Outcome/Purpose	2023/24 Q2 & Q3 Target	2023/24 Q2 & Q3 Actual	Blue Red Amber Green	Comments
No one Left Behind (NOLB)	Number of starts	Engaged on programme	194	188	A	Funding from the Scottish Government to protect young people aged 16 -24 years from the economic impact of COVID -19 by offering them the opportunity of a job, apprenticeship, further or higher education, training programme or volunteering. Targeting particularly excluded groups of 16-24 yr olds. This programme also supports the Education and Families Pathways Programme from October 2022.
	Number of Job Entries	Job Entries secured	90	105	B	
	26-week sustainment	Jobs sustained at 26 weeks	70%	74%	B	
Parental Employment Support Fund	Number of starts	Engaged on programme	86	88	G	Funding from the Scottish Government to support employed and underemployed parents who may be at risk of poverty.
	Number of Job Entries	Job Entries secured	36	46	B	
	26-week sustainment	Jobs sustained at 26 weeks	70%	81%	B	
UK Shared Prosperity Fund 31	Registration	Engaged on programme	93	49	R	Funding from the UK Government to deliver a place-based intervention engaging with economically inactive residents and economically inactive parents from agreed geographically areas to improve their life chances and increase their pre-employability skills. The aim is to support project proposals that align with long-term strategic plans for local growth, target people most in need and support community renewal.
	Increased Employability	Increased employability through development of interpersonal skills	24	25	G	
	Basic Skills	Improved basic skills	15	18	B	
	Supported Employment	Receiving transitional support to sustain in employment	5	10	B	

	Engaged in Health Services	Engaging with NHS to support improved health	7	3	R	
	Sustained Engagement	Engaging with Case Worker for 6 months	0	2	G	
	Job Searching	Engaged in job searching activities	48	22	R	
	Job Entries	Job entries secured	9	10	B	
UK Shared Prosperity Fund 35	Number of starts	Registrations	799	903	B	Funding from the UK Government to deliver an all-age employability programme supporting economically inactive and unemployed North Lanarkshire residents to progress closer to and into sustainable employment, as well providing the opportunity for low-income in-work residents to upskill through training.
	Entered FE/HE/Training	Moved into full time education or training programme	72	50	R	
	Number of qualifications	Accredited Qualifications	378	89	R	
	Number of Job Entries	Jobs	448	296	R	

Key: -

B - Blue (above threshold)  $\geq 5\%$  of target

G - Green (within threshold and on target) = to or + 5% of target

A - Amber (within threshold but below target)

R - Red (below threshold)  $\leq 5\%$  of target

## Appendix 2

Routes to Work Limited  
Projected Outturn to 31 March 2024

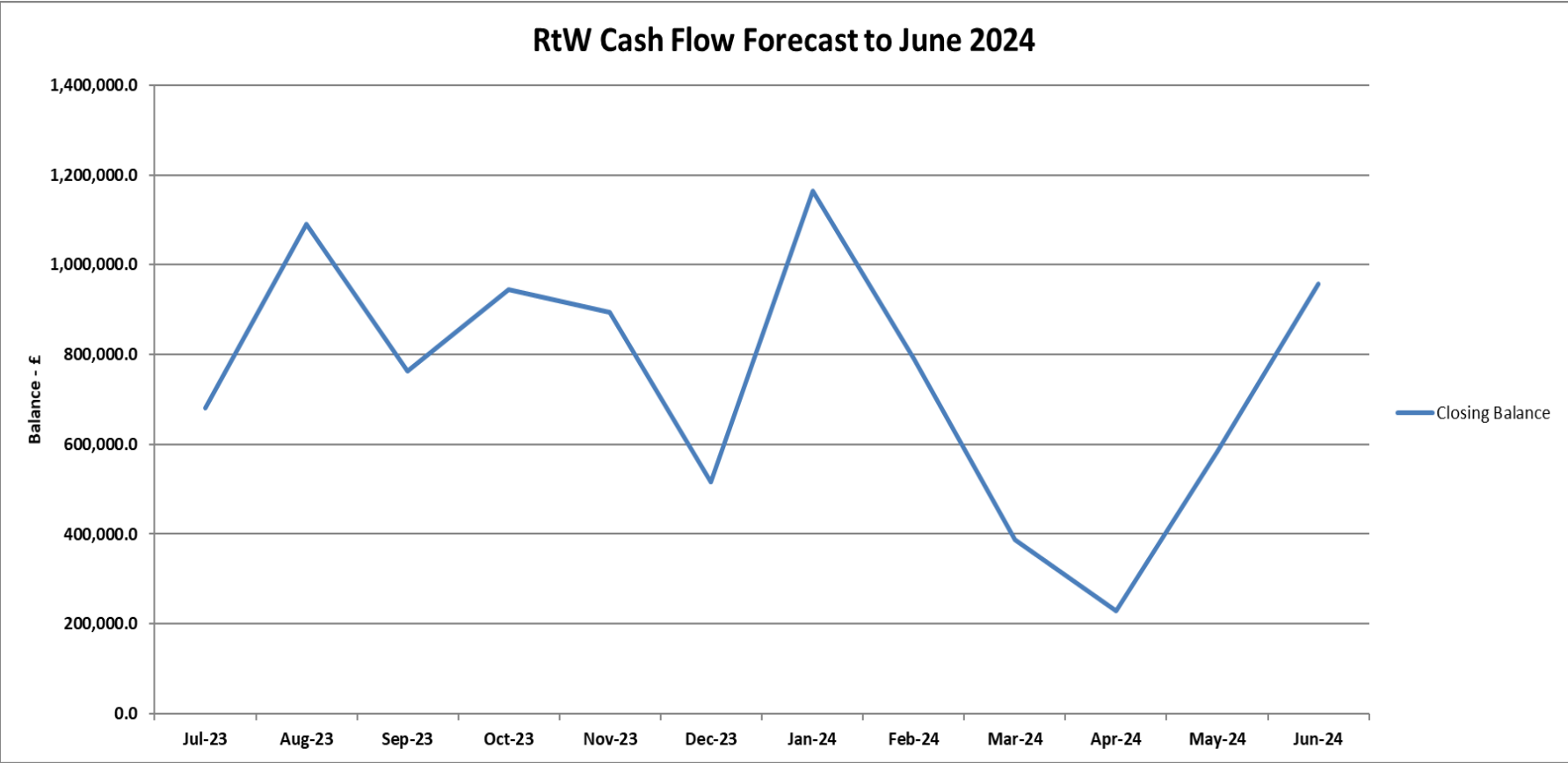
Income & expenditure	2023/24	2023/24 Year to date			2023/24	2023/24 Variance Budget v Projected Outturn	Commentary Variance Budget vrs Projected Outturn
	Budget	Budget	Actual	Variance	Projected Outturn to 31 March 2024		
	£'000	£'000	£'000	£'000	£'000		
<b>Income from NLC</b>							
ESF Pipeline	743	743	678	(65)	678	(65)	
Youth Enhanced Care Worker	111	111	112	1	112	1	
TTS	39	39	30	(9)	30	(9)	
No one left behind	452	321	274	(47)	412	(40)	
Prospects for Parents	353	253	173	(80)	273	(80)	
S31 - UKSPF Employment Support	597	430	279	(151)	411	(186)	
S35 - UKSPF Employability & Skills Support	2,348	1,566	1,149	(417)	1,899	(450)	
Allocations	0	0	173	173	265	265	
Programme information Reporting	0	0	7	7	17	17	
Positive Destination Support	0	0	6	6	154	154	
<b>Total Income from NLC</b>	<b>4,643</b>	<b>3,461</b>	<b>2,881</b>	<b>(580)</b>	<b>4,250</b>	<b>(394)</b>	
Development Income	27	21	12	(9)	21	(5)	
Other Income	104	78	59	(19)	132	28	
<b>Total Incoming Resources</b>	<b>4,774</b>	<b>3,560</b>	<b>2,952</b>	<b>(608)</b>	<b>4,403</b>	<b>(371)</b>	Under-recovery is predominately due to cessation of ESF funding and commencement of UKSPF funded projects resulting in a change of methodology in how grant claims are calculated compared to budget. This is mirrored by underspends within Charitable Activities
<b>Expenditure:</b>							
Charitable Activities	(4,839)	(3,621)	(2,875)	746	(4,284)	555	
<b>Total Resources Expended</b>	<b>(4,839)</b>	<b>(3,621)</b>	<b>(2,875)</b>	<b>746</b>	<b>(4,284)</b>	<b>555</b>	Underspend is predominately due to cessation of ESF funding and commencement of UKSPF funded projects resulting in a change of methodology in how grant claims are calculated compared to budget. This is mirrored by under-recovery within Incoming Resources.
<b>Operational surplus / (deficit)</b>	<b>(65)</b>	<b>(61)</b>	<b>77</b>	<b>138</b>	<b>119</b>	<b>184</b>	

## Appendix 3

### Routes to Work Limited

#### Overall Financial Standing - Balance Sheet as at 31 December 2023

Balances/ Indicator	31-Mar-23 £'000	31-Dec-23 £'000	Variance £'000	Commentary
<b>Fixed Assets</b>	1	(0)	1	
<b>Current Assets:</b>				
Trade Debtors	127	817	(691)	Movement due to finalisation of ESF funded projects, the commencement of UKSPF funded project and the timing of claims / invoices.
Prepayments	548	501	48	Movement is predominately a result of timing of grant claims.
Bank / Cash	508	602	(94)	Increase largely attributed to receipt of grant funding ifrom NLC.
	<b>1,183</b>	<b>1,920</b>	<b>(736)</b>	
<b>Current Liabilities:</b>				
Trade Creditors	0	0		
Creditors inc. Advanced payments, VAT & other taxes	(256)	(915)	658	Balance as at 31/12/23 includes accrual relating to advance payment from NLC which will be realised at 31/03/24, this is partly offset by other accruals which have materialised over the course of the year.
	<b>(256)</b>	<b>(915)</b>	<b>658</b>	
<b>Defined scheme pensions liabilities</b>	<b>1,702</b>	<b>1,702</b>	<b>0</b>	FRS102 actuarial valuation
<b>Net Asset / (Liabilities)</b>	<b>2,629</b>	<b>2,707</b>	<b>(77)</b>	
<b>Financed by Reserves:-</b>				
Designated Reserves	299	250	49	Drawdown on reserve to fund Manager post within Strategic Growth as approved by Board.
Unrestricted funds	750	789	(39)	Change in methodology for submitting claims in relation to UKSPF funded projects.
Unrestricted Pension Fund	1,702	1,702	0	
Restricted Funds	(121)	(34)	(87)	Movement due to finalisation of ESF funded projects and the commencement of UKSPF funded project.
<b>Total Reserves</b>	<b>2,629</b>	<b>2,707</b>	<b>(77)</b>	



# North Lanarkshire Council Report

## Enterprise and Fair Work Committee

Does this report require to be approved?

☒ Yes ☐ No

Ref PH/SH

Date

10/05/24

## Fusion Assets' Performance & Financial Monitoring Report

**From** Pamela Humphries, Chief Officer of Place

**E-mail** [hodges@northlan.gov.uk](mailto:hodges@northlan.gov.uk)

**Telephone**

Stuart Hodge, Growth  
Programme Manager,  
07583 091571

### Executive Summary

This report provides details of the operational performance of Fusion Assets Ltd. (Fusion Assets) during 2023/24 (up to 31<sup>st</sup> March 2024), outlines a range of economic outputs and outcomes being delivered through this Arms Length Organisation (ALEO) and details key highlights achieved during 2023/24.

The report also details the financial performance of Fusion Assets for 22/23, their overall current financial standing and future financial projections.

### Recommendations

It is recommended that the Enterprise and Fair Work Committee:

- (1) Acknowledges the content of this report and the operational targets set for Fusion Assets during 2023/24 and performance against these to 31<sup>st</sup> March (as outlined in Appendix 1);
- (2) Acknowledges the financial performance of Fusion Assets (2022/23), their overall current financial standing and future financial projections as detailed in 2.4 onwards;
- (3) Endorse the key highlights achieved during 2023/24;

### The Plan for North Lanarkshire

Priority	Improve economic opportunities and outcomes
Ambition statement	(3) Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure
Programme of Work	Transforming Places

## **1. Background**

- 1.1 Fusion Assets is a wholly owned subsidiary of the council. It focuses on delivering physical economic regeneration projects across North Lanarkshire and in particular industrial development – a market where there is currently limited speculative development. Unlike more traditional council owned property companies, Fusion Assets is more similar to an urban regeneration company whose role is focused on the redevelopment of vacant and derelict land and brownfield sites rather than commercial property management.
- 1.2 It should be noted that Fusion Assets does not receive an on-going or recurring management fee from the council for the delivery of services but rather uses grant funding from the council's annual Vacant & Derelict Land Fund (VDLF) allocation from the Scottish Government as enabling investment for the acquisition and redevelopment of vacant and derelict land sites. In taking this forward, Fusion Assets has developed a unique and innovative development model where the value of acquired/remediated land sites, together with other loan funding and Fusion's reserves, is used as equity to set up joint venture partnerships with the private sector that will fund and manage the commercial redevelopment of sites for industrial use. Once industrial units are complete and let/partially let, unless restricted by the terms and conditions of any grant funding, this asset is sold to a private sector investor with returns used to pay off loan funding and re-invested in future regeneration projects.
- 1.3. Fusion Assets' operational and financial performance was previously considered by the former ALEOs and External Bodies Monitoring Sub Committee. Following changes to the council's Scheme of Administration, responsibility for oversight of service delivery by arm's length bodies now rests with the relevant service committee. The functions delivered by Fusion Assets on behalf of the council fall within the Terms of Reference of the Enterprise and Fair Work Committee.
- 1.4. In addition to performance monitoring by service committees, the Audit and Scrutiny Panel holds responsibility for ensuring the effectiveness of the administrative and financial governance of all of the council's ALEOs (including Fusion Assets) whilst the Policy and Strategy Committee retains responsibility for considering the outputs from reviews by the council into its arm's length delivery arrangements, including recommendations in relation to Best Value and potential future delivery options.

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## **2. Report**

### **Financial Impact**

#### **Public Accountability Obligations – Financial year 2023/24**

- 2.1 To satisfy the Council's duty to ensure the organisation delivering economic regeneration projects on its behalf is financially sound, the Council's Section 95 Officer maintains appropriate and proportionate processes and procedures for scrutinising Fusion Assets Limited's financial performance.
- 2.2 The Council's Legal Agreements with Fusion Assets Limited's specify the financial information which must submit to the Council including an annual business plan, monthly management accounts, audited financial statements etc., to enable Finance to assess and report any financial risk likely to arise as a result of the Council using Fusion Assets Limited to deliver these services.

- 2.3 The Council expends VDLF resources annually with Fusion Assets Limited to deliver services which assist the Council in achieving its priority outcomes. The Council has a duty to continue to ensure this money is being properly used to deliver both the Council's and Fusion Assets Limited's key objectives.

#### **Financial Performance 1 April 2022 to 31 March 2023**

- 2.4 The company's audited annual accounts to 31 March 2023 reports a net deficit of £0.012m. This is in line with what was provisionally reported in November 2023. In respect of the underlying operational performance, this was a net surplus of £0.156m, which is an adverse variance of £0.021m on a net operating expenditure budget of £0.135m. Accounting adjustments resulted in a favourable movement of £0.144m surplus, primarily due to impacts of updated land valuations. A summary is provided at Appendix 2 along with previous year comparator outturn position.

#### **Overall Financial Standing as of 31 December 2023**

- 2.5 Appendix 3 gives an update on the overall financial standing of the company, as of 31st December 2023, together with further information and previous year's comparator figures. The company has cumulative net current assets of £5.918m predominately as a result of investments, work in progress and cash balances, offset by deferred income and members should be assured that the company has sufficient resources to meet its commitments.

#### **Financial Performance 1 April 2023 to 31 December 2023**

- 2.6 The company approved a 2023/24 operating budget with projected net operating cost of £0.229m. This results in an increase on the utilisation of reserves of £0.094m from 2022/23 and is mainly the result of increased costs in relation to professional services (these have risen significantly post covid) and the creation of a distinct project management budget. For 2023-24 the company has been successful in securing VDLF funding via the Council of £1.841m.
- 2.7 Based on their financial statements to 31 December 2023, Fusion Assets is currently projecting an underspend of £0.092m against budget, which is predominately due to reduced operating costs particularly within professional fees and project management. A summary is provided at Appendix 4 along with previous year comparator outturn position.
- 2.8 Reflecting the regeneration and project-based nature of Fusion Assets, the company's project (capital) development expenditure is monitored cumulatively with spend on all projects fully tracked back to each project's inception. The summary financial position of the projects is outlined in table 1 below.

**Table 1 – Capital development expenditure**

	<b>Budget</b>	<b>Actual</b>	<b>Projection</b>	<b>Variance (Budget v Projection)</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Expenditure (VDLF & Non VDLF)	25,202,541	23,026,575	25,428,595	(226,054)
Income (VDLF & Non VDLF)	(28,339,709)	(22,441,022)	(28,938,388)	643,679
<b>Net (Cost)/Surplus</b>	<b>(3,137,168)</b>	<b>585,553</b>	<b>(3,554,793)</b>	<b>417,624</b>

- 2.9 As outlined above, cumulative budgeted expenditure of £25.203m has been approved by Fusion Asset's board, which will be met from budgeted income of £28.340m, a combination of VDLF grant, Regeneration Capital Grant funding, anticipated capital receipts and Fusion Assets own resources.
- 2.10 An overall surplus of £3.555m is currently projected, which is a decrease of £0.021m from what was previously reported in November 2023. These are estimates reflecting current valuations of land transfers and receipts from onward sales, which may fluctuate, impacting the surplus projected.
- 2.11 As of 31 December 2023, net costs of £0.586m are reported, with a projected £2.402m of expenditure still to be incurred on pre-development and building works. Further receipts of £6.497m are still anticipated, mainly from the onward sale of developments and VDLF funding.
- 2.12 Members are reminded the total development investment of the current portfolio is in the order of £54m, which predominantly rests with the joint venture companies and excludes some £17.5m of predevelopment works funded through VDLF grants. Fusion Assets' share of total development costs will be in the order of £8 -10m and will consist of a mixture of land, cash contributions and recycled receipts.

### **Cash Flow Forecast to December 2025**

- 2.13 Fusion Assets requires effective cash management to support its development programme therefore the cash position is closely monitored, with the cash balance as at 31 December 2023 totalling £1.664m. The cash flow forecast to December 2025 is shown in Appendix 5. Based on estimated expenditure and receipts the forecast demonstrates there is sufficient funding available to carry out the proposed development programme. The lowest cash balance is forecast at £1.481m in March 2024, with the balance reaching a high of £2.363m in July 2024.

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### **3. Measures of success**

- 3.1 Fusion Assets' measures of success are reflected in the level of physical regeneration works which they deliver together with economic outcomes achieved from investment made. For 2023/24 the main targets and outcomes were all achieved:

- The lettings of all remaining units at Gartcosh Business Park and the investment sale of these -the last remaining unit was let in November 2023 and the investment sale of Phase 1 concluded on 4<sup>th</sup> April 2024.
- The acquisition of Plot 1 at Ravenscraig Industrial Park (2.5 ha) and completion of initial enabling works to allow its future redevelopment for industrial use - plot 1 was acquired by Fusion Assets in September 2023 and the first phase of enabling works was completed in January 2024.
- The completion of the second planned industrial unit at Plot A1, Link Park (Newhouse Industrial Estate) - building 2 was completed in January 2024 and is currently under offer to a company as its new Scottish training and logistics centre.
- The completion of enabling works at Condor Park to allow its future redevelopment for industrial use - the works concluded on site in April 2024.

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#### **4. Supporting documentation**

##### **4.1 The following appendices support this report:**

Appendix 1 - Fusion Assets Ltd - Financial Performance as at 31<sup>st</sup> March 2023  
Appendix 2 - Fusion Assets Ltd - Overall Financial Standing as at 31st Dec 2023  
Appendix 3 - Fusion Assets Ltd - Financial Performance as at 31st Dec 2023  
Appendix 4 - Fusion Assets Ltd - Cashflow Forecast as at 31st Dec 2023  
Appendix 5 - Performance Indicators & Outcomes as at 31st March 2024



**Pamela Humphries**  
**Chief Officer (Place)**

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## 5. Impacts

<b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?  If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?  The financial performance of Fusion Assets Limited is closely monitored by the council's Section 95 Officer and the financial performance as detailed above, along with other key financial information presented in the report. Fusion Assets does not receive an on-going or recurring management fee from the council for the delivery of services but rather uses grant funding from the council's Vacant & Derelict Land Fund (VDLF) allocation as enabling investment for the acquisition and redevelopment of vacant and derelict land sites. The council did, however, award Fusion Assets through the 2022/23 VDLF Programme and a further £1.841m through the 2023/24 Programme for a variety of industrial development projects.
<b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
<b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
<b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

	<p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a></p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<b>5.6</b>	<p><b>Technology / Digital impact</b></p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<b>5.7</b>	<p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.8</b>	<p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<b>5.9</b>	<p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>Depending upon the size and scale of the project, all relevant project risks are contained within the Corporate risk register or within an individual project risk register.</p>
<b>5.10</b>	<p><b>Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<b>5.11</b>	<p><b>Children's rights and wellbeing impact</b></p>

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☐

## Appendix 1

Fusion Assets Limited

Financial Performance as at 31st March 2023

Income & expenditure	2022/23			2021/22	Commentary
	Budget £	Final Outturn £	Variance £	Final Outturn £	
Rental Income	161,707	117,985	(43,722)	134,275	Rent Free adjustments
Bank Interest	700	7,807	7,107	1,537	Increase in interest due to market impacts
Investments	0	0	0	207,200	
Misc	0	0	0	0	
<b>Total Income</b>	<b>162,407</b>	<b>125,792</b>	<b>(36,614)</b>	<b>343,011</b>	
<b>Expenditure:</b>					
Staff costs	(182,570)	(183,419)	(849)	(167,294)	
Board Costs	(15,000)	(15,000)	0	(15,000)	
Operating Costs	(79,000)	(66,640)	12,360	(78,608)	Reduced spend in Development & Land Mngt fees, more than offsets increased spend in Legal/Financial/Tax advice
Running Costs	(21,250)	(16,604)	4,646	(21,837)	Reduced spend in Insurance & Equipment
<b>Total Expenditure</b>	<b>(297,820)</b>	<b>(281,664)</b>	<b>16,156</b>	<b>(282,739)</b>	
<b>Net Surplus/Deficit</b>	<b>(135,414)</b>	<b>(155,871)</b>	<b>(20,458)</b>	<b>60,273</b>	
<b>Accounting adjustments:</b>					
Release of deferred grant income	0	1,897,053	1,897,053	873,049	
Unrealised gain/(loss) on investment property	0	0	0	(5,905)	
Impairment	0	(1,897,053)	(1,897,053)	(251,185)	
Tax provision	0	0	0	(165,945)	
<b>Increase / (Utilisation) of Reserves</b>	<b>(135,414)</b>	<b>(155,871)</b>	<b>(20,458)</b>	<b>510,286</b>	

## Appendix 2

### Fusion Assets

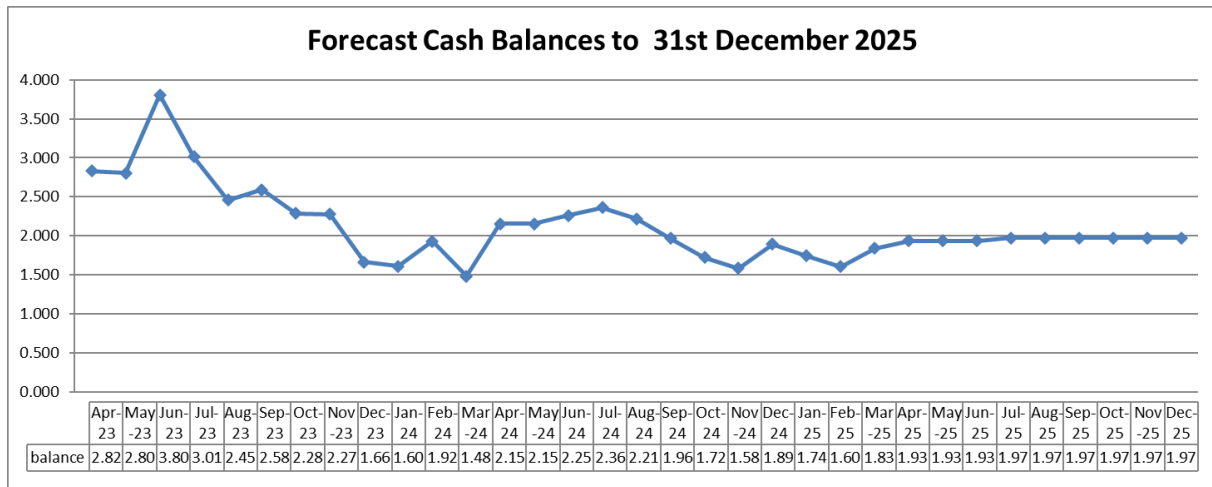
#### Overall Financial Standing - Balance Sheet as at 31 December 2023

Balances/ Indicator	as at 31 December 2023 £'000	as at 31 March 2023 £'000	Movement £'000	Commentary
<b>Fixed Assets:</b>				
Investments	1,040	1,040	0	Drumpellier Business Park LLP & Gartcosh Estates LLP
Investment Property	2,195	1,995	200	
	3,235	3,035	200	
<b>Current Assets:</b>				
Stocks	7,126	2,884	4,242	Work in progress
Trade Debtors	495	1,170	(675)	Debtors, VAT recoverable, accrued income
Bank	1,664	2,716	(1,052)	Timing of VDLF receipts
Short-Term Investments	0	0	0	
	9,285	6,770	2,515	
<b>Current Liabilities:</b>				
Other Creditors inc. VAT & other taxes	(3,367)	(3,518)	151	Deferred income (VDLF), creditors, tenants deposits, tax
	(3,367)	(3,518)	151	
<b>Net current Assets/(liabilities)</b>	<b>5,918</b>	<b>3,252</b>	<b>2,666</b>	
Creditors: Amounts falling due over 1 year	(2,467)	(2,417)	(50)	Deferred income (Boots), deferred tax
<b>Net Asset / (Liabilities)</b>	<b>6,686</b>	<b>3,870</b>	<b>2,817</b>	

## Appendix 3

### Fusion Assets Limited Financial Performance as at 31st December 2023

Income & expenditure	2023/24			2022/23 Final Outturn £	Commentary
	Annual Budget £	Projected Outturn £	Variance £		
Rental Income	150,865	150,865	0	117,985	
Bank Interest	1,000	18,000	17,000	7,807	Increased bank interest due to bank balances
Investments	0	0	0	0	
Misc	0	0	0	0	
<b>Total Income</b>	<b>151,865</b>	<b>168,865</b>	<b>17,000</b>	<b>125,792</b>	
Expenditure:					
Staff costs	(188,950)	(200,776)	(11,826)	(183,419)	2023/24 pay award
Board Costs	(15,000)	(15,000)	0	(15,000)	
Premises Costs	(9,420)	(13,170)	(3,750)	0	Increased Other Minor Property costs
Operating Costs	(151,500)	(62,500)	89,000	(66,640)	Decreased spend in Legal/Financial/Tax advice, project mngt, development fees & land mngt
Running Costs	(16,000)	(14,064)	1,936	(16,604)	
	0	0	0	0	
<b>Total Expenditure</b>	<b>(380,870)</b>	<b>(305,510)</b>	<b>75,360</b>	<b>(281,664)</b>	
<b>Net Surplus/Deficit</b>	<b>(229,005)</b>	<b>(136,645)</b>	<b>92,360</b>	<b>(155,871)</b>	
Accounting adjustments:					
Release of deferred grant income	0	0	0	1,897,053	
Unrealised gain/(loss) on investment property	0	0	0	0	
Impairment	0	0	0	(1,897,053)	
Tax provision	0	0	0	0	
<b>Increase / (Utilisation) of Reserves</b>	<b>(229,005)</b>	<b>(136,645)</b>	<b>92,360</b>	<b>(155,871)</b>	



## Fusion Assets Ltd - 2023/24 Operational Performance Measures, Targets and Outcomes

Area of Activity	Performance Indicator	2023/24 Target Outcome	Outcome Achieved	Comments	Cumulative Total (Since 2011)
<b>Improve economic opportunities and outcomes</b>					
Support development of strategic investment sites, Enterprise Areas and Industrial parks	Number of infrastructure works to support strategic industrial sites	3	3	The infrastructure works at Link Park Plot A1 were completed in January 2024 along with building 2. Contract works at Ravenscraig Plot 1 were completed in January 2024. Works at Condor Park, Eurocentral, started in February 2024 and were completed on 19 <sup>th</sup> April 2024.	13

Area of Activity	Performance Indicator	2023/24 Businesses Accommodated by site as at 31 <sup>st</sup> March 2024					Comments	Cumulative Total (Since 2011)	
Support businesses in expansion and development	Number of new gross businesses re-located	T A R G E T	Dundyvan Enterprise Park	N/A	A C T U A L	Dundyvan Enterprise Park	N/A	Dundyvan was sold in early 2018 and Western Campus in October 2019. Businesses accommodated at these sites have not been counted from after the date of sale.	13
			Western Campus	N/A		Western Campus	N/A	12	
			Drumpellier	N/A		Drumpellier	N/A	4	
			Link Park	1		Link Park	1	4	
			Gartcosh (Phase 1)	2		Gartcosh (Phase 1)	2	3	
Total Number of businesses accommodated when properties under ownership of Fusion Assets/Fusion Assets JV.									36

Area of Activity	Performance Indicator	2023/24 Number of Gross Jobs Created by Site as at 30 September 2023				Comments	Cumulative Total (Since 2011)
Enhance the number of direct, indirect and induced jobs	Number of new direct gross jobs created (FTE)	TARGETS		ACTUAL			
		Dundyvan Enterprise Park	N/A	Dundyvan Enterprise Park	N/A	Dundyvan sold in 2018 and Western Campus in 2019. Jobs created since date of sale have not been included.	119
		Western Campus	N/A	Western Campus	N/A		166
		Drumpellier	N/A	Drumpellier	N/A	Drumpellier fully let prior to 1 <sup>st</sup> April 2023, no change since then.	53
		Link Park (A2)	50	Link Park	0	Co-Op still to take occupation of A2 building, Building 2 on Plot A1 under offer – 75 fte anticipated on conclusion.	63
		Building 2 (A1)	20		0		
		Gartcosh (Phase 1)	55	Gartcosh Phase 1 (Buildings 2& 3 )	60	Phase 1 now sold by Gartcosh Estates LLP.	85
Total Number of gross jobs created when properties under ownership of Fusion Assets/Fusion Assets JV (excluding figs for Co-Op and Building 2 at Link Park).							486

Area of Activity	Performance Indicator	2023/24 Target Outcome (ha)	Actual Outcomes as at 30 <sup>th</sup> September	Comments	Cumulative Total - ha (Since 2011)
<b>Improve the health and wellbeing of our communities</b>					
Improve brownfield and vacant & derelict land	Total of vacant and derelict land improved (ha)	2.55	2.55	V&DL land improved at Plot A1 Ravenscraig and further enabling works also undertaken at two existing Fusion sites – Link Park and Condor Park	18.35
Vacant & derelict land sites removed from register	Total of vacant and derelict land taken off register (ha)	1.04	1.04	Previous land removed to date includes from Dundyvan Enterprise Park, Western Campus, Link Park (part), Drumpellier Business Park (part) and Gartcosh Phase 1 (part).  Remainder of Gartcosh Plot 1 anticipated to be removed from register in 2023/24.	5.84
V&DL acquired for commercial development	V&DL acquired (ha)	2.55	2.55	Ravenscraig Plot 1 acquired in 2023/24	18.09

Area of Activity	External Funding Leverage by Fusion Assets (Completed Projects)					Comments	Cumulative Total (Since 2011)
Improve North Lanarkshire’s Resource Base							
Leverage on Council Investment	Project	Dundyvan	Western Campus	Gartcosh Phase 1	Drumpellier	Link Park – has been excluded until full development completed / financed	Total
	Total Project Spend	£2,985,993	£4,209,915	£5,541,621	£1,646,596		£14,384,125
	VDLF	£162,917	£748,564	£976,000	£300,000	Gartcosh Phase 1: Excludes VDLF investment made in Phase 2, 3 and 4 as this not currently financed.	£2,187,481
	NLC	N/A	£99,351	N/A	N/A		£99,351
	RCGF	N/A	N/A	N/A	£1,116,591		£1,116,591
	Private Sector	£387,750	£631,000	£857,000	£115,000		£1,990,750
	Fusion	£530,326	£631,000	£524,000	£115,000		£1,800,326
	Loan Finance	£1,905,000	£2,100,000	£3,184,621	N/A		£7,189,621
	Ratio of Leverage achieved from NLC investment (inc. VDLF Funding)	18:1	5:1	6:1	5:1		6:1

### Forecast GVA & Employment Impact of Projects Completed to Date

Development Name	Construction Spend <sup>*1</sup>	Construction Jobs (PYE)	Construction Impact – GVA (£) <sup>*2</sup>	Employment By 2030 <sup>*3</sup>	GVA Impact By 2030 <sup>*3</sup>	
					Local Economy	Value
Dundyvan Enterprise Park	£2,823,000	18.8	£983,860	312 jobs	+ 0.5%	£37M
Western Campus	£3,362,000	22.4	£1,172,259	357 jobs	+ 0.7%	£50M
Gartcosh Industrial Park Ph 1 (Building 1)	£1,310,000	8.7	£455,297	175 jobs	+ 0.1%	£7M
Gartcosh Industrial Park Ph1 (Buildings 2 & 3)	£3,091,076	20.5	£1,074,318	413 jobs	+0.2%	£16M
Enterprise House, Drumpellier Business Park	£1,046,000	7.0	£366,331	65 jobs	+ 0.02%	£2M
Link Park, Newhouse (Building 1)	£1,100,000	7.3	£382,030	156 jobs	+ 0.1%	£8M
<b>TOTAL</b>	<b>£9,641,000</b>	<b>72.9</b>	<b>£4,434,095</b>	<b>+ 1478 jobs</b>	<b>+ 1.62%</b>	<b>£120M</b>

**\*1** Excludes site acquisition and remediation costs

**\*2** Person Year Equivalent (PYE) construction impacts are reported as gross impacts and as such do not take account of displacement or leakage to the local economy. *Source: Scottish Annual Business Statistics 2019*

**\*3** Employment and GVA impacts take in to account direct impacts (changes in employment and GVA as a direct result of these commercial developments), indirect impacts (impacts on supply chains) and induced impacts (household spending as a result of wages earned both via direct and indirect impacts). The uplifts in GVA and employment figures are based on a number of assumptions around the occupancy rates and types of businesses occupying these premises as well as macro-economic factors such as Brexit. The model on which 10 year Employment and GVA forecasts were produced was developed before the Covid-19 global pandemic and therefore may prove optimistic. *Source: NLC oxford Economics Model 2019*

