

# North Lanarkshire Council Report

## Enterprise and Housing Committee

Agenda item 3  approval  noting Ref DM/PH Date 10/05/18

## Economic Regeneration Delivery Plan – Ambition Update

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### Executive Summary

The purpose of this report is to update the Committee regarding progress with the development of the Economic Regeneration Delivery Plan encompassing new housing development; infrastructure development; town centre regeneration and business growth. This includes a fully revised and updated new housing supply target of 5,000 homes by 2035.

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### Recommendations

It is recommended that the Committee:

- (i) Note the regeneration activity that is already underway across North Lanarkshire as outlined in section 1 of this report.
- (ii) Approve the proposals for the development of a comprehensive Economic Regeneration Delivery plan as outlined in sections 2.1 and 2.2 of this report, which will be subject to future reports to this committee.
- (iii) Approve the proposals to progress Phase 1 of the housing re-provisioning programme as set out in Section 2.4 and Appendix 5 of this report, subject to the final outcome of tenant consultation.
- (iv) Approve the new target of 5,000 new build homes for delivery by 2035 as set out in Section 2.4.5.
- (v) Approve the proposed establishment of a Design Competition for the new build programme as outlined in section 2.4.6 to help encourage innovation in design and technology.
- (vi) Note the proposed approach to transforming town centres as outlined in section 2.5 of this report, which will be subject to further reports to committee as feasibility work progresses.
- (vii) Approve the proposed approach to attracting and sustaining business and industry in North Lanarkshire, as outlined in section 2.6 of this report, including exploring the feasibility of establishing a Revolving Investment Fund to help progress development on key business and industrial sites.
- (viii) Note the proposed approach to develop a dynamic marketing and communications strategy to support the implementation of the Economic Regeneration Delivery Plan in order to promote North Lanarkshire as the location to live, work, visit and invest.

- (ix) Note the proposed draw down of expenditure outlined in section 3 of this report which will be the subject of further reports to this committee as development and feasibility work progresses in each of the key areas outlined in this report.
  - (x) Approve the creation of the Head of Housing (Programme) post as outlined in section 3.2.
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## Supporting Documents

### **Council business plan to 2020**

The contents of this report contribute to meeting all of the Council's Business Plan priorities, namely:

- Improving economic opportunities and outcomes
- Supporting all children reach their full potential
- Improving the health and care of communities
- Improving relationships with communities and the third sector
- Improving the Council's resource base

In particular the Economic Regeneration Delivery Plan will contribute to the Priority Outcome of Improving Economic Outcomes and Opportunities and the specific objectives of:

- Providing access to high quality housing across all tenures
- Improving local conditions and infrastructure to directly assist existing and new businesses to grow and create employment
- Improving economic outcomes for households that experience economic disadvantage

<b>Appendix 1</b>	Baseline Indicators
<b>Appendix 2</b>	NL Homes Programme
<b>Appendix 3</b>	City Deal Infrastructure Priorities
<b>Appendix 4</b>	Business and Industry Priorities
<b>Appendix 5</b>	Housing Regeneration Future Priorities

## 1. Background

1.1. As stated in Our Ambition report to committee in August 2017, regenerating North Lanarkshire and tackling wider economic and social disparities requires a long term, holistic regeneration and infrastructure programme that supports (a) regeneration of place – reinvigorating land, buildings and housing, and re-provisioning town centres, and (b) economic growth – focussing on businesses and people through business development, increasing jobs, attracting investment, supporting key sectors, and improving employability, particularly for those furthest from the labour market. Successful regeneration requires the right conditions in order to unlock the potential for growth in the local economy and enable stability and prosperity. The Economic Regeneration Delivery Plan covers four interconnected, themes:

- Housing regeneration/ re-provisioning
- Town Centre Regeneration
- Business and Industry
- Infrastructure development (City Deal)

## 1.2. Strategic Context

### 1.2.1 Local Housing Strategy and Strategic Housing Investment Plan

The Local Housing Strategy is a statutory plan that outlines the housing needs and priorities of the area and outlines the council's strategy for addressing these priorities. It is supported by the Strategic Housing Investment Plan (SHIP) that is updated annually and identifies the priorities for Scottish Government investment in new affordable homes (Council and Housing Association) to help deliver the Local Housing Strategy priorities. The council's current Local Housing Strategy 2016-2021 has identified six strategic housing outcomes, supported by a number of key actions and indicators to help measure progress. The six strategic housing outcomes are:

- Priority 1: Promote supply of good quality affordable housing across all tenures
- Priority 2: Contribute to regeneration and sustainability of places
- Priority 3: Homelessness is prevented and appropriate housing support provided to sustain living arrangements
- Priority 4: Ensure there is a range of housing solutions and appropriate support to meet the needs of older households and those with other specific needs
- Priority 5: Tackle Fuel Poverty and contribute to meeting Climate Change Target
- Priority 6: Improve stock condition across all tenures

The Economic Regeneration Delivery plan, and in particular the housing regeneration proposals will directly contribute to delivering all of the Local Housing Strategy priorities.

1.2.2 The Local Development Plan is a statutory plan which provides the vision for how communities will grow and develop in the future. The intention is that it provides certainty for communities and investors alike about where development should take place and where it should not and the supporting infrastructure required for growth. The Council's emerging Local Development Plan (LDP) identifies opportunities for development over the coming 5 to 10 years and in our town centres supports a wide range of uses aimed at supporting our communities and attracting significant numbers of users to sustainable locations. The Proposed LDP identified the requirement for Actions Plans to guide change and growth in our Town Centres, Local Business Areas and major locations and Visitor Economy Areas along with wider consideration of the introduction of ancillary and supporting uses in our Strategic Business Locations to enhance their attractiveness and development potential and, where appropriate, integrate facilities with surrounding communities.

1.2.3 Glasgow City Region Economic Strategy sets out an ambitious vision for 2035 of 'A strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential'. This vision is supported by 11 objectives which focus on improving economic outcomes, growth, skills and employment, development and promotion. An action plan identifies how the 11 objectives will be delivered and provides direction for the city region within a framework for partnership and leadership

### 1.3. Baseline Indicators/Measures of Success

It is essential that the Economic Regeneration Delivery Plan and related projects clearly establish appropriate baseline indicators at the out-set to help enable progress to be measured and evaluated. Appendix 1 details a range of indicators and measures used to assess how well North Lanarkshire is currently performing in relation to housing provision, regeneration and the economy as well as, where applicable, economic forecasts of how such indicators would be anticipated to grow or decline over the next 20 years. These key indicators and forecasts will be used as a baseline to measure the long-term success of this delivery plan and how investment made through the Ambition Programme impacts upon the quality of life of the residents of North Lanarkshire.

### 1.4 Current Regeneration Programmes

#### 1.4.1 Housing Regeneration

The Council's Strategic Housing Investment Plan 2018/19 – 2022/23 identifies projects that will see 2,250 new affordable homes (council and housing association) completed between 2017/18 and 2021/22. This is double the number that was delivered over the previous 5 year period and includes a number of projects that contribute to the regeneration of town centres and local communities, including the Cumbernauld multi storey re-provisioning project that is nearing completion and will see all 12 multi storey blocks demolished by Sanctuary Scotland Housing Association to be replaced with over 400 new homes.

Through its NL Homes programme the Council has an approved programme to deliver 2,150 new council homes by 2027. To date just over 500 homes have been completed, with 159 on site, and sites approved for a further 600 new homes. In addition just over 100 homes have been purchased through the Empty Homes Purchase Scheme with plans recently approved to significantly expand the purchase of private sector properties on the open market. An update on the current NL Homes programme is attached at Appendix 2

Given the age of the council's housing stock and future investment requirements for certain types of stock, particularly tower accommodation, approval was granted at Committee in February 2018 to consult tenants in the proposed first phase of re-provisioning, comprising just over 1,600 flats.

The regeneration of well-located urban brownfield land for housing is an important principle supported by Central Government. The private sector has a direct role in bringing forward such initiatives and we will seek opportunities to work in partnership, support infrastructure provision and explore innovative funding models to bring forward development on such sites. These sites, identified through the Local Development Plan, are an important part of the Housing Land Supply as the Council strives to ensure that there is a generous supply of land available for the development of housing.

#### 1.4.2 City Deal

The Glasgow and Clyde Valley (GCV) local authorities entered into a City Deal with both the UK and Scottish Governments in 2014 to receive a share of a £1.13billion fund for new infrastructure. North Lanarkshire Council successfully secured £172.5m to deliver three infrastructure projects namely *M8/A8 Access Improvements*, *Gartcosh/ Glenboig Community Growth Area* and *Pan Lanarkshire Orbital Transport Corridor*. Each project has a number of proposed sub projects for example Eurocentral Park and Ride, Glenboig Link Road and East Airdrie Link Road. In December 2017, the Pan Lanarkshire Orbital Transport Corridor was significantly enhanced to include the Ravenscraig Infrastructure access (new and upgraded road infrastructure from the M74 at Motherwell, through the strategic economic investment site of Ravenscraig to the M8 at Eurocentral/Newhouse Industrial Estate) to enable the redevelopment of Ravenscraig and the realisation of the economic and social benefits of this strategic economic investment location.

The projects and their sub projects will deliver the transport infrastructure needed to improve connectivity between centres of population and employment sites in North Lanarkshire and the city region, unlocking the economic development opportunities, supporting existing businesses and stimulating growth. From an economic impact perspective City Deal creates a step change in economic growth over the next 20 years within North Lanarkshire alongside wider regional benefits.

In addition to the Infrastructure Fund, North Lanarkshire also benefited from £1m of investment to support the development of MediCity Scotland,

a new dedicated Medical Technology centred business incubation facility within the BioCity Life Sciences campus, Newhouse. Furthermore, the Council was awarded £655,000 of revenue funding to deliver the "Working Matters" employability scheme from August 2015 for three years to support long-term unemployed North Lanarkshire residents back into employment or training.

See Appendix 3 for further information

#### 1.4.3 High Speed Rail

Transport Scotland have reported that they will be carrying out a feasibility study on taking high speed trains from London to both Glasgow and Edinburgh and view the Eurocentral area as giving an ideal opportunity to construct an interchange station. Reporting to Ministers on the results of the feasibility study will take place in autumn 2018. High Speed rail could potentially bring significant benefits to North Lanarkshire, the City region and indeed the whole of central Scotland. Critically, High speed rail provides fast, efficient and cost effective transport, connecting major cities and centres of employment, and in this case, could enable journeys to London to be sub 3 hours and travel to other towns, cities and economic centres such as Manchester to be within reasonable commuting times. For North Lanarkshire, the proposal of a station at Eurocentral could bring massive economic benefits in terms of supporting existing businesses, business growth and inward investment particularly at sites near the station. This strengthening of the economy and increased access to markets is a huge boost for the area with real economic benefits for local businesses and communities. We are commissioning an economic impact assessment to understand the local impact and benefits at a North Lanarkshire level.

#### 1.4.4 Ravenscraig

The inclusion of the Ravenscraig redevelopment and transport infrastructure improvements within the City Deal Programme now allows the market failure which has led to a significant gap in infrastructure and a barrier to the redevelopment of this Strategic regeneration site to be addressed. Economic, as well as transportation outcomes, will be realised with the economic benefit from the regeneration of the Ravenscraig site currently estimated at 6,700 gross jobs and £360m gross additional GVA. It should be noted, that a revised Masterplan for Ravenscraig has recently been submitted by Ravenscraig Ltd. and is being progressed through the Planning process.

In terms of current progress, the Council, through the Vacant and Derelict Land Fund (VDLF), have been examining creating a significant central park/green area within the heart of Ravenscraig with the view to it becoming an extension to the regional sports facility. Currently, the VDLF is being used to acquire the site that will allow for the formation of parkland and a green centre point for the new communities which will act as a draw for inward investment and make Ravenscraig a destination location.

#### 1.4.5 Town centre projects

Since 2008 over £30million has been invested in an extensive range of public realm, townscape and environmental improvements in Town Centres across North Lanarkshire. This work continues as we implement projects in Coatbridge, through the CARS scheme, and develop and implement projects in Motherwell through the City Deal and in conjunction with Scotrail Abellio, and also through the development of the Kilsyth and the Kelvin Valley Action Plan which looks at mechanisms to strengthen the links between attractions within The Kelvin Valley and Kilsyth town centre to secure addition visits/footfall.

The early Town Centre Action Plans recognised that these were a precursor to future phases of investment in restructuring the mix of uses and property offering to meet the challenges of the mid-21<sup>st</sup> century operational environment and resident and consumer expectation.

#### 1.4.6 Enterprise

North Lanarkshire has a strong and growing business base. There are approximately 7170 businesses in North Lanarkshire. In terms of sectors, the largest sector by percentage of businesses (2016) is construction at 16% which is 5% higher than the Scottish average, followed by the professional, scientific and technical sector at 14% which is 5% lower than the Scottish average. Given North Lanarkshire's strategic location and transportation network, the wholesale, retail, and transport and storage sectors have a higher proportion of the business base than the Scottish average.

In terms of business size, 87% of businesses in North Lanarkshire are micro businesses employing between 0 and 9 employees, 10% employ between 10 and 49 employees, 2 % employ between 50 and 249 employees and <1% employ more than 250 employees.

Within Scotland, North Lanarkshire is one of only 7 local authority areas characterised by high Gross Value Added (GVA) and high productivity (per job). In 2015, North Lanarkshire contributed 5% of Scotland's total GVA demonstrating its importance to the Scottish economy and city region. GVA in North Lanarkshire increased by 2.2% between 2015 and 2016, rising from £6.38billion to £6.52billion. In addition, between 1998 and 2016 North Lanarkshire saw the highest level of total GVA growth (121.4%) of all 32 council areas in Scotland.

North Lanarkshire has a strong enterprise support infrastructure. In 2008, North Lanarkshire Council became responsible for the delivery of the Business Gateway service in Lanarkshire. Business Gateway provides support to individuals who are thinking or looking to set-up their own business and offers support to existing businesses to help them sustain their businesses or achieve their growth ambitions.

In addition to the Business Gateway service, the Council currently provides intensive support to businesses in the following areas:

- Grant funding
- Inward investment advice

- Procurement support – through the Supplier Development Programme
- Loan funding – provision of loans up to £100K
- Property Search
- Delivery of key events – including Lanarkshire Business Week, Lanarkshire Business Conference and Lanarkshire Business Awards
- Entrepreneurial education – including the delivery of the annual Dragons' Lair Initiative to S3s
- Targeted support for key sectors
- Employability Support

In terms of wider enterprise support, the national agencies including Scottish Enterprise, Scottish Development International and Skills Development Scotland are all active in North Lanarkshire and work in close collaboration with North Lanarkshire Council to deliver services to the business base.

Moving forward, GVA growth is expected to be slower than the average growth for Scotland, and there are a number of sectors which are vulnerable to changes in retail patterns, automation, Brexit, productivity and societal change. In response to this, the Economic Regeneration Delivery Plan will focus on areas of risk to the ongoing growth aspirations of North Lanarkshire and seek to ensure that the support available to businesses will increase their resilience and take advantage of the new opportunities that will arise.

#### 1.4.7 Industrial and Office Development

As of 2017, North Lanarkshire held 48% of all industrial and business 'marketable' land (487ha) within Glasgow City Region with 21 new build industrial/office developments having been taken forward across the local authority area since 2013 (supporting the redevelopment of 31.4ha of available industrial and business land – 6.4% of the level of marketable land currently available). However, these figures include a single 11ha industrial development at Prologis Park (Newhouse) and a 4ha development at Buchanan Gate (Stepps) highlighting that, outwith these two developments, uptake of available land for industrial and office development within North Lanarkshire over the last 5 years, when compared to areas benefiting from more intensive investment such as the Clyde Gateway, has been quite limited and generally of small scale.

This slow uptake of development opportunity and generally low level of industrial/office construction activity demonstrates the need for additional public sector intervention to help stimulate wider market interest in available sites and accelerate construction of new business stock across North Lanarkshire (particularly given the linked opportunity created through the recent completion of new motorway networks).

This to a certain extent has been supported through works undertaken by Fusion Assets Ltd (the councils arm's length economic and property development company) who have made use of VDLF grant funding since 2012/13 to support enabling investment for a number of key industrial and



business sites. This in-turn has brought these sites to a 'development ready' condition in order to:

- de-risk private sector investment opportunity of 'marketable' industrial and business land and enable the completion, through joint venture partnerships with the private sector, of new build industrial developments at Dundyvan Industrial Estate and Strathclyde Business Park (supporting the total redevelopment of 2.5ha of industrial and business land); and
- ensure North Lanarkshire has had in place 'shovel ready' projects that have been able to take advantage of grant funding opportunities to kickstart development works at Newhouse Industrial Estate and Drumpellier Business Park (supporting the total redevelopment of a further 1.0ha of industrial and business land).

In addition, as outlined in Appendix 4, the use of VDLF to support the phased development of industrial and business sites across North Lanarkshire has allowed Fusion Assets to bring a further 15ha of vacant and derelict land to a development ready condition. However, the speed and scale of actual construction activity on these sites continues to be constrained by capital availability and time taken for Fusion to service loan finance. As such, a revised capital investment strategy is required in order to significantly accelerate development and encourage the continued advancement of a pipeline of development ready sites that will be able to sustain ongoing and future investment opportunity.

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## 2. Report

2.1. The Economic Regeneration Delivery Plan (ERDP) will build on the wide range of existing economic and physical regeneration activity that is already underway in North Lanarkshire, as outlined in Section 1 of this report. The key priorities of the ERDP are:

- To increase economic output/GVA
- To increase business start-ups and survivability
- To increase business growth and employment
- To create viable and sustainable town centres
- To increase delivery of new housing supply across tenures, particularly within town centres and on brownfield sites, to meet housing requirements.
- To improve economic outcomes for local people, and in particular those who are most disadvantaged.

2.2. The ERDP will be developed over the next 12 months and will set out:

- the social and economic baseline indicators and short/medium/long term improvement targets including economic benefits
- the underpinning principles and goals, including:
  - integrated/ sustainable communities, including appropriate community facilities and infrastructure
  - good quality built environment/design principles, supporting a range of linked priorities in health and community, including policing

- improved accessibility of housing accommodation/ built environment to meet varying needs, incorporating future demands
- improved digital connectivity and engagement, linked to the councils wider Digital NL ambitions
- improving local employment & training, aligning resources to support growth and prosperity
- business growth, across a range of targeted sectors to mitigate the current and future impact of automation upon employment
- how the ERDP contributes to the council's Business Plan priorities around inclusive growth, including wider priorities such as improving educational attainment/outcomes and improving health and well-being for all.
- the contribution to Smart Towns/Cities and roll-out of ultra-fast broadband/5G
- an inclusive strategy for the marketing and promotion of North Lanarkshire
- a strategy for engagement with community/ stakeholders and community capacity building linked directly to our future economy
- short/ medium and long term priorities and actions
- the financial framework/ external funding
- the procurement/ delivery framework
- employment and training/ skills development – links with schools/ colleges
- the monitoring and evaluation framework

2.3. To support the ambition programme and the development of related projects there will be a requirement to develop Business Cases and align project development and delivery with the council's new Project Management Matrix. The business case seeks to provide assurance that a project is viable, value for money and worthwhile in terms of delivering wider long term outcomes. This will allow projects to be evaluated robustly and transparently based on policy fit, SMART project objectives, value for money and benefit realisation.

#### 2.4. Future Housing Regeneration Proposals

2.4.1 In February 2018 the Committee approved proposals to consult tenants and stakeholders regarding the first phase of the re-provisioning proposals comprising over 1,600 flats, including 14 tower blocks. These proposals, set out in Appendix 5, will help transform local communities by creating new, high quality housing that will meet the current and future needs of local areas. In addition to the sites created by the demolition of the flats, other adjacent sites are also being evaluated to help increase opportunities for new housing development, including a range of town centre sites. In the future it is also intended to progress consultation with the tenants of all remaining high rise flats regarding the potential re-provisioning of all tower accommodation within a 20 year period.

2.4.2 Consultation with tenants in the first phase of re-provisioning has been undertaken, including:

- newsletter issued with information regarding the proposals and implications for tenants.
- open days have been held at every location.
- housing staff have attempted to visit every tenant in the Phase 1 blocks to gather survey returns and answer any questions tenants may have.

- a survey of all tenants has been carried out to gather information regarding housing circumstances to help inform future plans, and to establish the level of support for the proposals.

2.4.3 The results of the survey are currently being analysed but initial feedback from open days and surveys indicates that there is strong general support for the demolition proposals amongst tenants. Assuming that the final analysis of survey results confirms that the majority of respondents support the demolition proposals then it is proposed that plans to demolish the flats and re-develop the cleared sites, along with potential sites in the vicinity and linked town centres should be progressed and the following specific actions taken:

- stop letting properties that become available within all flats within the Phase 1 blocks (Appendix 5)
- Visit all tenants within the affected blocks with a view to completing, or arranging, a Housing Options interview and ensuring that we have an updated Common Housing Register application form.
- Award tenants in the Phase 1 blocks 150 'demolition' points in accordance with the allocation policy.
- Pay Homeloss and Disturbance payments as appropriate to tenants who move out of the affected blocks.
- Progress discussions with the 6 owners with a view to acquiring their flats on a voluntary basis.
- Cease non-essential planned internal capital works to affected properties only but continue to maintain all homes and communal areas/facilities to existing high standards.

2.4.4 It should be noted that the Phase 1 re-provisioning of 1,600 flats will require to be progressed on a staggered basis and is estimated to take a minimum of 6 years to complete, given the scale of the re-housing required, and the need to balance the re-housing of tenants from the flats with the needs of others on the council's housing waiting lists. At the same time as re-housing is being progressed, feasibility work will get underway regarding the future proposals for the cleared sites, and nearby potential sites including town centres. The development of an effective procurement strategy will also be immediately progressed for both the demolition of the flats and the re-development of the sites. The future procurement strategy will need to ensure:

- Best value is achieved, taking account of potential for economies of scale given the scale of the programme and opportunity to offer contractors continuity of work over a number of years.
- Benefits for local people and communities are fully maximised, such as employment and training.
- Demolition and re-development of sites can take place as quickly as possible as soon as blocks are empty.

2.4.5 Taken together with the council's existing commitment to build 2,150 new homes by 2027, and the commitment to significantly expand the purchase of private sector properties through an Open Market Purchase Scheme, it is now proposed to expand our new build target to the delivery of circa. 5,000 homes by 2035. This is based on the following assumptions which incorporates re-provisioning estimates arising from all anticipated tower demolitions:

- Existing programme – 2,150 (of which 523 completed)
- Purchase of private sector properties – 550
- Re-provisioning programme new build – 2,300 (assuming average of 50% replacement)

2.4.6 The potential scale of new council house construction over the coming years offers a number of opportunities to support the development of sustainable communities and create significant employment and training opportunities for local people and school leavers across the entire supply chain. There is also an opportunity to include innovative design features and construction methods to help 'future proof' the new homes and ensure they incorporate new technology, modern methods of construction and the highest quality of accessibility, reflecting upon demographic change. To support this objective it is proposed to develop a design competition in association with the local universities to provide an opportunity for students of architecture to design an innovative but practical house type that could be incorporated within a future development. This would be the first in a series of such initiatives to promote wider industry knowledge and engagement in the envisaged programme and drive forward innovation.

2.4.7 Through the Local Development Plan, the council continues to ensure that there is a generous supply of land available for the development of housing across all tenures. For the period 2018/19 to 2022/23 this all tenure figure is currently 7,934 units. This includes 6,480 units for the private market. To facilitate delivery of a diverse range of house types, it is also proposed to explore opportunities to develop alternative tenures, such as Mid-Market Housing to help meet housing needs; increase/accelerate new housing supply on key sites, and support existing and potential businesses/ employers by ensuring their workforce can access suitable and affordable accommodation – linking to wider economic growth and marketing aspirations.

## 2.5. Town Centre Regeneration

The regeneration of all of North Lanarkshire's Town Centres and their redevelopment as modern high quality spaces that can meet the changing needs and aspirations of current and future communities is one of the key objectives of the Economic Regeneration Delivery Plan.

Town Centre regeneration needs a new model. Promoting town centre first and niche retailing, evening economy, and leisure to address the changing nature of town centre retailing is not enough. A new model needs to be developed that provides a broader foundation for town centres, with stronger demand for goods and services and that more actively promotes renewal and re-investment. Living towns with a much stronger housing focus, new build, conversion and refurbishment model, which includes specifically targeting existing increasingly derelict retail sites and locations, will all play a role within the new model. To inform the future town centre strategies a study has been commissioned which will re-envision town centres as Mixed-Use Hubs supporting a range of activity that places community and town centre living as core elements of place-making and value.

The first phase of modelling and development in this regard will involve Coatbridge and Airdrie, where early phases of urban realm works were carried out along with joint developments with NHS Lanarkshire, and Cumbernauld, where the scope of existing projects can be re-defined. Future phases will involve all other Town Centres, including Shotts, Kilsyth and Bellshill as modelling is developed. This will include maximising the opportunities arising from wider economic investment and growth e.g. High Speed Rail.

The previous Town Centre Regeneration Programme was a 20 year programme of project development and implementation. This new, more ambitious targeted programme, which links a range of ambitions and already approved areas of funding, will take time to develop and implement, particularly with regards the reality of complex acquisition developments and the redevelopment of buildings and areas within our centres.

Initial short term projects, already identified or actioned, include the regeneration of:

- **Motherwell Town Centre:** where, building on works being undertaken through City-Deal to improve transport connectivity across North Lanarkshire and its town centres, investment will be made to establish a regional transport hub for this town around Motherwell Station and improve key road networks. Improvements to Muir Street, a park and ride expansion and active travel (pedestrian and cycle access interventions) are being developed and the investment by both City Deal and Abellio Scotrail Ltd importantly facilitates improved connectivity and accessibility of Ravenscraig to the regional public transport network.
- **Airdrie, Coatbridge & Wishaw Town Centres:** where the primary aim of any planned works will be to replace large-scale out-dated retail outlets, commercial buildings and residential provision with flexible mix of modern, future proofed, bespoke residential and mixed use development aimed at supporting the newly envisioned role of these Mixed-Use Hubs.
- **Cumbernauld Town Centre:** where initial feasibility works will be focused on developing ambitious and wide ranging plans to deliver the transformational change required to address key issues affecting town centre viability. This will be a complex project delivered over a number of phases of the Ambition Programme and will address issues including the potential closure of the HRMC offices within Cumbernauld, the utilisation of public and private assets to deliver next generation integrated public services, commercial leisure and retail reconfiguration and public transport facilities.

## 2.6 Business and Industry

The continued improvement of the business and industrial infrastructure offer across North Lanarkshire not only underpins this area's capacity to attract inward investment and build upon the excellent road and rail transport networks being developed but also remains key for job growth and increased GVA. As such, investment in business infrastructure has also been recognised as a key strand of our Economic Regeneration Delivery Plan. In part, this will initially be taken forward through assessing the feasibility of developing industrial provision across three key sites. These sites, as outlined below, have been selected based upon:

level of need; development location; links to wider investment strategy such as City Deal; and existing development in progress. The models identified for these sites will be replicated with further sites in the future.

- Newhouse Industrial Estate: where the redevelopment of much of the older and unsightly industrial stock is needed to complement the extensive investment which has recently been made at this strategic distribution hub through the establishment of new distribution centres for Bake Bros Ltd. and the Co-operative Group Ltd.
- Blairlinn Industrial Estate: where investment will not only help meet demand for industrial stock at this key business location within Cumbernauld but could also potentially provide a new access link from this industrial Estate to the A73. This will in turn help to reduce possible future impact of HGV vehicles on the Cumbernauld Community Growth Area and Pan-Lanarkshire orbital transport corridor funded through City Deal.
- Braidhurst Industrial Estate: where high levels of derelict land and vacant property demand that investment is made in this site, investment which would not only support the regeneration of this 'edge of town' location but would also complement wider activity to improve access to employment opportunity within Motherwell.

In addition to these plans, significant Vacant and Derelict Land Funding investment has also been made through Fusion Assets Ltd to bring a number of strategic business sites across North Lanarkshire to a development ready condition. This includes proposals for Gartcosh Business interchange; Link Park (Newhouse Industrial Estate); Lanarkshire Enterprise Park (Biocity Complex); Condor Park (Eurocentral), and Westfield Point (Cumbernauld). However, as outlined in 1.4.7, although these sites have been serviced and platformed for development, additional capital is required to accelerate and take these forward and, where applicable, attract partnership funding from the private sector. To support this investment need, it is proposed that £3M is made available via our recently approved capital allocation under the Ambition Programme, subject to the development of a satisfactory Business case, to seed fund a 'Revolving Investment Fund' that would be used to provide the necessary capital to progress initial development with the returns continuing to be re-invested in subsequent 'pipeline projects' following the sale of completed sites.

Further information about the anticipated impact of this proposed development activity is shown in Appendix 4.

- 2.7 A critical element of the Economic Regeneration Delivery Plan will be the proactive marketing and promotion of North Lanarkshire as a key location. To-date this has been delivered in the main through joint activity with South Lanarkshire Council through the Choose Lanarkshire (inward investment) and Visit Lanarkshire (tourism) brands. Moving forward, a more intensive approach will be taken to actively market North Lanarkshire, retaining the long-established Visit Lanarkshire brand for tourism activity. A marketing and communications strategy is being developed to support the implementation of the Economic Regeneration Delivery Plan in order to promote North Lanarkshire as the location to live, work, visit and invest.

- 2.8 Consideration is also being given to the mix of financial support available to businesses. Through North Lanarkshire Council, this is currently delivered through grants and loans. Exploration of potential equity investment models, with the council purchasing shares, will be undertaken to assess their viability/risk and ability to complement current funding available to ambitious businesses with growth potential but who require assistance to raise funding to realise those ambitions with a linked investment dividend to the council envisaged as part of the model.
- 2.9 The delivery of business growth will require strengthening the links with the employability agenda and also curriculums within the education system to ensure that the skill set of the workforce, now and for the future, is aligned with evolving business markets identified for North Lanarkshire and the ambitions within to significantly expand our economy to challenge poverty and deliver inclusive growth.
- 2.10 In relation to supporting infrastructure, the accelerated roll-out of ultra-fast broadband and 5G across North Lanarkshire is critical to meet the increasing digital connectivity requirements of residents, businesses and visitors. Mapping of current services is underway and is linked to the council's wider Digital NL ambitions around digital council, digital community and digital economy. The mapping will identify areas requiring improved connectivity and the additional investment needed to ensure North Lanarkshire shapes and fully benefits from all linked developments and wider Ultrafast digital network capabilities.
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### **3. Implications**

#### **3.1. Financial Impact**

3.1.1 To support the development and delivery of the Economic Regeneration Plan the Council has:

- Approved an initial (1<sup>st</sup> Phase) 4 year, 5% rent increase in December 2017, which will generate a potential additional £200m of investment which will be used to further expand the new supply programme, including re-provisioning, town centre priorities and development of an Open Market Purchase Scheme.
- Approved £32.75m through the Composite Capital Programme 2018/19 – 2022/23 to support the development and delivery of priority projects that contribute to the Economic Regeneration Delivery Plan.

The indicative investment schedule for this funding is outlined below, although this will be subject to adjustment and review as project feasibility progresses.

	2018/19 £m			2019/20 £m		
	Gen Serv	HRA	Total	Gen Serv	HRA	Total
Staff (Ambition)	0.3	0	0.3	0.65	0	0.65
Feasibility/professional fees	0.12	0.05	0.17	0.12	0	0.12
Acquisition/ Buy Back	0.25	4	4.25	8.5	4.1	12.6
Demolition	0.1	0	0.1	0.25	0.5	0.75
Industrial - key projects/ Revolving Investment Fund	0.1	0	0.1	3.1	0	3.1
marketing/communication	0.07	0.02	0.09	0.07	0.02	0.09
<b>Total</b>	<b>0.94</b>	<b>4.07</b>	<b>5.01</b>	<b>12.69</b>	<b>4.62</b>	<b>17.31</b>

There are a number of potential strategic acquisitions which are being actively considered and could potentially take place in 2018/19 or 2019/20. The budget for these acquisitions has therefore been included within 2019/20, but could potentially be accelerated if required. All such proposed acquisitions will be subject to separate reports to committee.

3.1.2 The impact of the funding will be also maximised by:

- Sourcing other external grant funding: through programmes such as the Scottish Government's Vacant and Derelict land Funding (where investment focus will aim to support enabling business infrastructure) and Regeneration Capital Grant Funding Programmes (with the latter used to support the construction of community learning and development infrastructure in line with recent investment priorities of this fund).
- Exploring feasibility of using other financial instruments including loan funding and bonds.
- Re-investment of available funding: through re-investment of income generated through the future transfer of town centre sites to the Housing Revenue Account (as part of the new supply programme) and through the establishment of a revolving investment fund established from the onward sale of industrial and business workspace initially funded via capital, as outlined in section 2.6.

All of the above will be directly linked and evaluated in terms of contribution to the objectives of this Plan to avoid dilution/fragmentation.

### 3.2. HR/Policy/Legislative Impact

In February 2017 the council approved a revised staffing structure including the establishment of a new 'Growth' team to help develop and deliver the Economic Regeneration Delivery Plan, which was subject to the approval of funding through the Composite Capital programme in March 2018. The recruitment of these posts has now commenced on a phased basis.

In line with the updated stage of development and the scale of the undertaking now in progress, with an anticipated programme potentially in excess of £4.5bn over the next 30 years, it is proposed to create a new post of Head of Housing (Programme) to lead the team and provide the required strategic control and lead responsibility for the delivery of the programme and related procurement



arrangements, including all new supply sites, including town centre developments. This includes the progression of all linked partnership working with the Scottish Government to secure maximum grant, now and for the future, for all new regeneration programme activity within North Lanarkshire.

The post as detailed in the table below will be fully funded from HRA Capital.

Division/Section	Designation	Grade	Total Cost £
Enterprise and Housing	Head of Housing (Programme)	HOS4	108,336

### **3.3. Environmental Impact**

The environmental impact of any projects progressed as part of the Economic Regeneration Delivery Plan will be assessed as part of the Business case process.

### **3.4. Risk Impact**

A risk assessment will be carried out for each project as part of the Business case process.

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## **4. Measures of success**

The measures of success and performance indicators will be a critical part of the development of the Economic Regeneration Delivery Plan in order to measure progress in the delivery of the key priorities, namely:

- To increase economic output/GVA
- To increase business start-ups and survivability
- To increase business growth and employment
- To create viable and sustainable town centres
- To increase delivery of new housing supply across tenures, particularly on brownfield sites, to meet housing requirements.
- To improve economic outcomes for local people, and in particular those who are most disadvantaged.

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**Des Murray**  
**Assistant Chief Executive (Enterprise and Housing Resources)**

## What we need to challenge through our Ambition

### Population

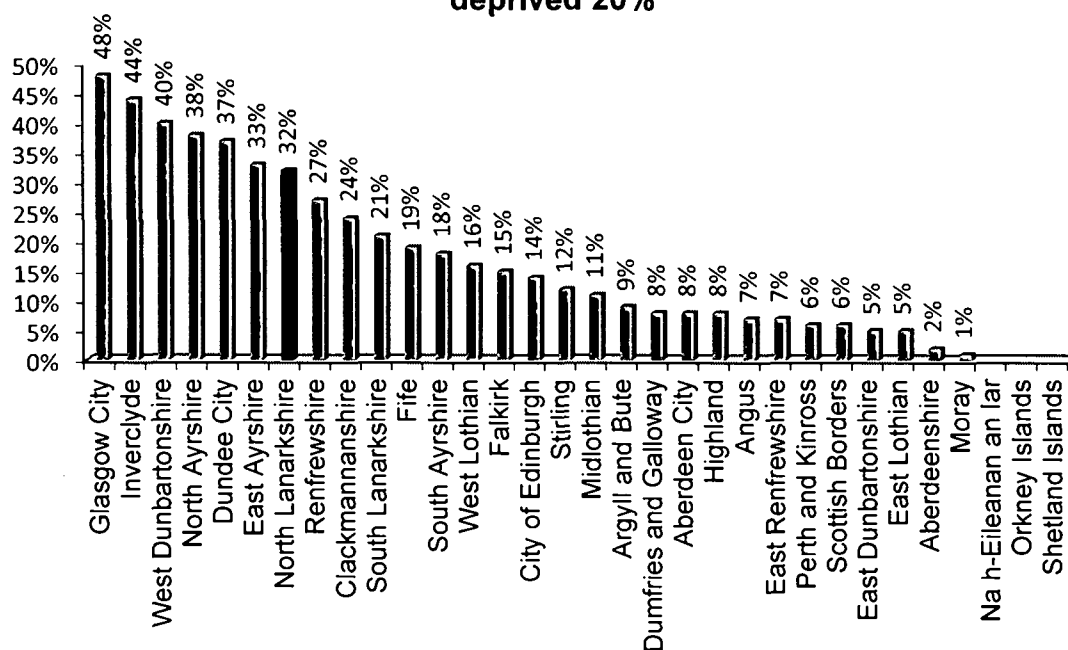
The total population of North Lanarkshire in 2016 was 339,400 with 19% of residents under 16 years of age, 64 % working age adults and 17% over 65 years old. It is currently projected that by 2039, this population will shrink by 0.4% (this compares to a forecast population increase of 6.6% across Scotland over the same period which is expected to grow as a result of increased net migration) with the amount of under 16s decreasing by 9%, working age adults decreasing by 12% and people aged over 65 increasing by 63%.

Within Scotland, 17% of the population are under 16 years of age, 65% working aged adults and 18% over 65 years old. This is similar to North Lanarkshire's population age structure. However, based upon Scotland's population projections for 2014-39, it is anticipated that the number of people aged under 16 will increase by 1% by 2039, the number of people aged between 16 and 64 will decrease by 5% and the number of people of pensionable age by 53% (suggesting that, a lack of net migration into North Lanarkshire may in the future lead to a slightly more ageing population structure when compared to Scotland in general).

### Scottish Index of Multiple Deprivation (SIMD)

The Scottish Index of Multiple Deprivation (SIMD) is used as an indicator of deprivation across discrete small localities known as 'datazones'. The most recent SIMD report issued in 2016 identified 6,976 datazones across Scotland, each containing on average 760 residents. North Lanarkshire Council is divided into 447 datazones with 143 of these (32%) identified as being one of the 20% most deprived datazones in Scotland, which although higher than many other local authority areas, is proportionally less than 6 other local authorities: Glasgow City (48%), Inverclyde (44%), West Dunbartonshire (40%), North Ayrshire (38%), Dundee City (37%), East Ayrshire (33%), North Lanarkshire (32%), Renfrewshire (27%), Clackmannanshire (24%), South Lanarkshire (21%), Fife (19%), South Ayrshire (18%), West Lothian (16%), Falkirk (15%), City of Edinburgh (14%), Stirling (12%), Midlothian (11%), Argyll and Bute (9%), Dumfries and Galloway (8%), Aberdeen City (8%), Highland (8%), Angus (7%), East Renfrewshire (7%), Perth and Kinross (6%), Scottish Borders (6%), East Dunbartonshire (5%), East Lothian (5%), Aberdeenshire (2%), Moray (1%), Na h-Eileanan Siar, Orkney Islands, Shetland Islands

Local share of most deprived 20%



However, more concerning are the pockets of areas which suffer from significant levels of deprivation within North Lanarkshire where 30 datazones (7%) are considered to be within the 5% most deprived in Scotland including 4 within the worst 1%.

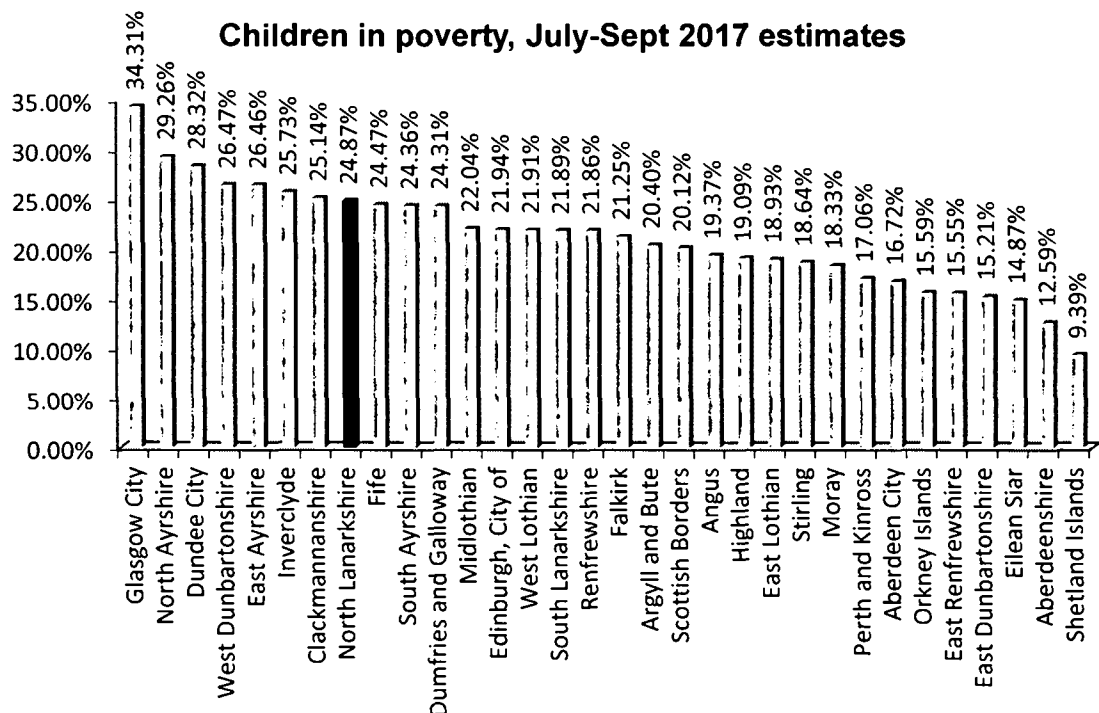
In particular, the key problems underpinning these relatively high levels of deprivation across North Lanarkshire are:

- health issues – where 34% of datazones demonstrate high levels of health deprivation (worst 20% within Scotland)
- education – where 33% of datazones demonstrate low levels of education attainment (worst 20% within Scotland)
- employment – where 32% of datazones demonstrate high levels of employment deprivation (worst 20% within Scotland)
- income – where 31% of datazones demonstrate high levels of income deprivation (worst 20% within Scotland)

Historically, the Scottish Government has updated the SIMD every 2 to 4 years with these updates available to help measure changes in local authority levels of deprivation over time.

### Poverty

A report published by the End Child Poverty Coalition in January 2018 estimated that, after housing costs, 24.87% of North Lanarkshire’s children were living in poverty in September 2017 (where household income, adjusted to account for household size, is less than 60% of the UK average). While this is almost 9% lower than the Scottish average figure of 33.82%, it is the eighth highest level in Scotland.

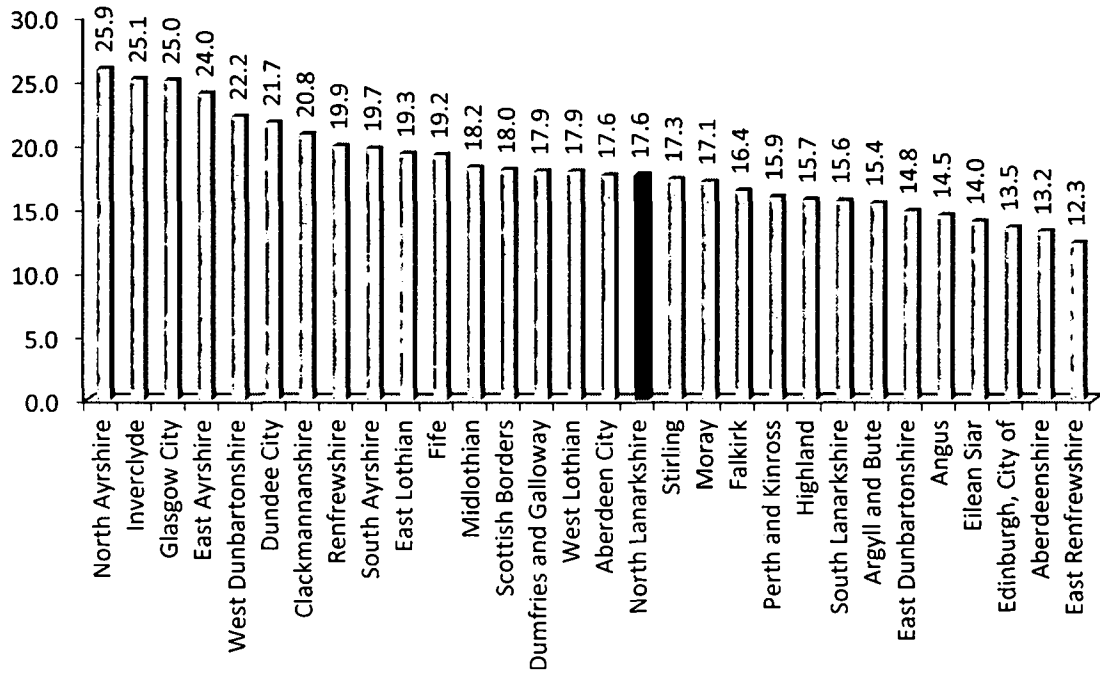


The figures produced by the End Child Poverty Coalition includes estimates for ‘in-work child poverty’. However, this report also notes that the number of children living in non-working household continues to have the greatest pertinence to child poverty rates.

In 2016 there were 20,900 workless households in North Lanarkshire - 17.6% of households compared to a Scottish average of 18.3%. The following chart shows the percentage of workless households across the rest of Scotland and highlights that, compared to other areas with relatively

high levels of deprivation and child poverty, the number of workless households in North Lanarkshire is much less (suggesting that 'in-work poverty' may be more significant in North Lanarkshire compared to these other areas).

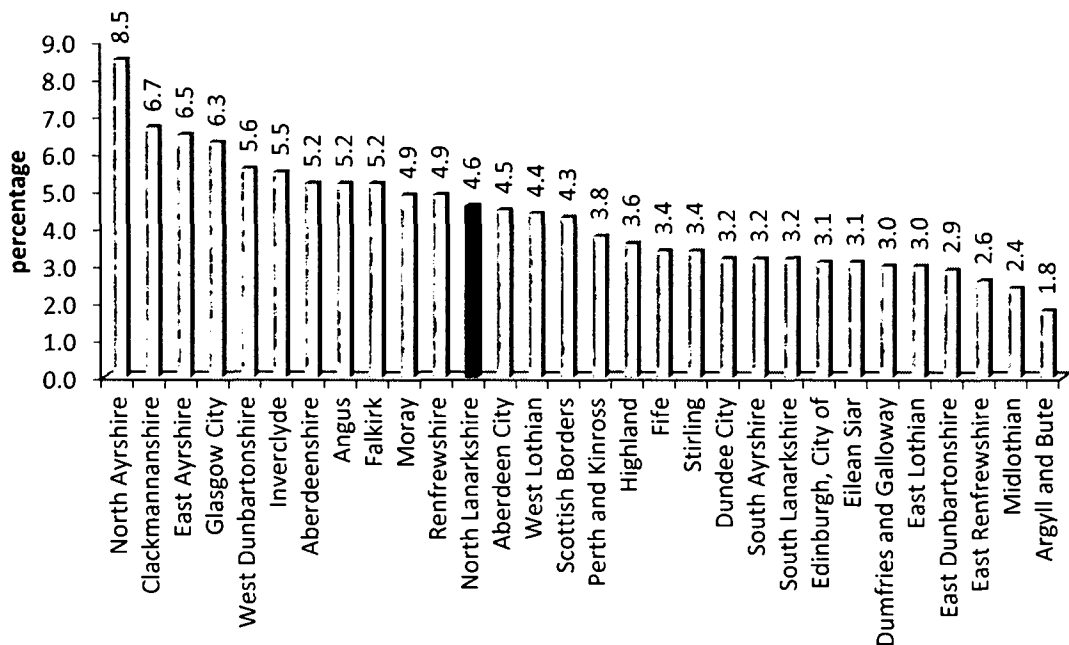
### Workless Households (Jan-Dec 2016)



### Unemployment & Claimant Count

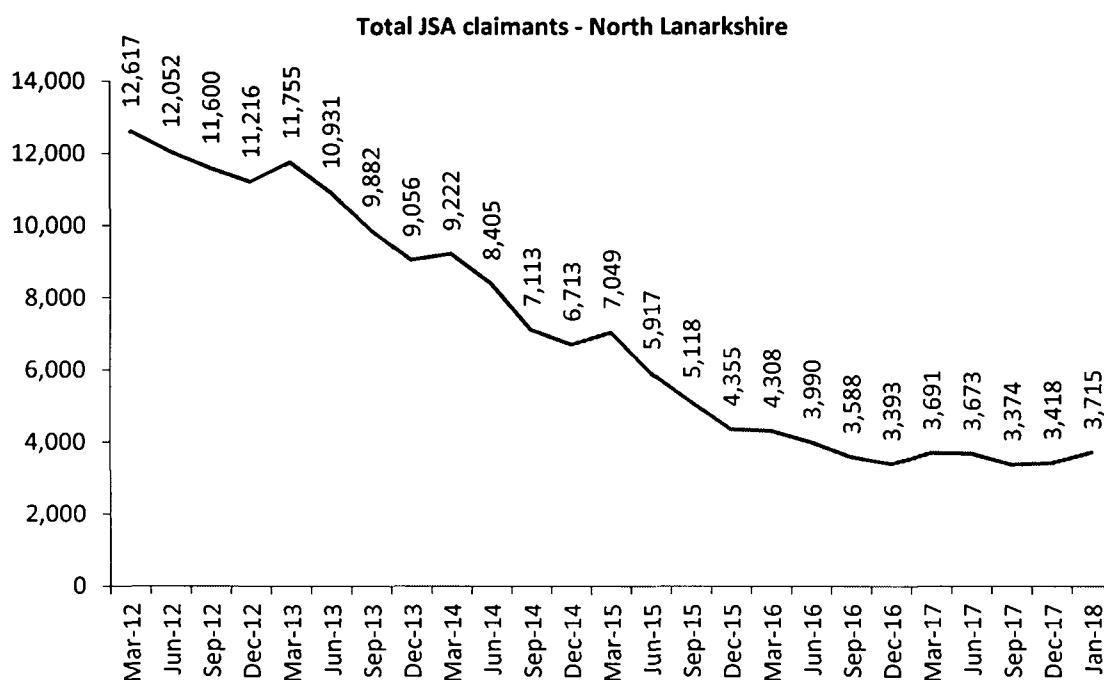
At 4.6%, slightly higher than the national average of 4.3%, North Lanarkshire has the 12<sup>th</sup> highest rate of unemployment across all local authorities in Scotland

### Unemployment rate, aged 16+ (Oct 2016-Sept 2017)



In helping to assess unemployment impact, the 'Claimant Count' is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance Credits with the number of people receiving Universal Credit principally for the reason of being unemployed. As of January 2018, North Lanarkshire had a claimant count of 2.7% - slightly higher than the Scottish average of 2.4%.

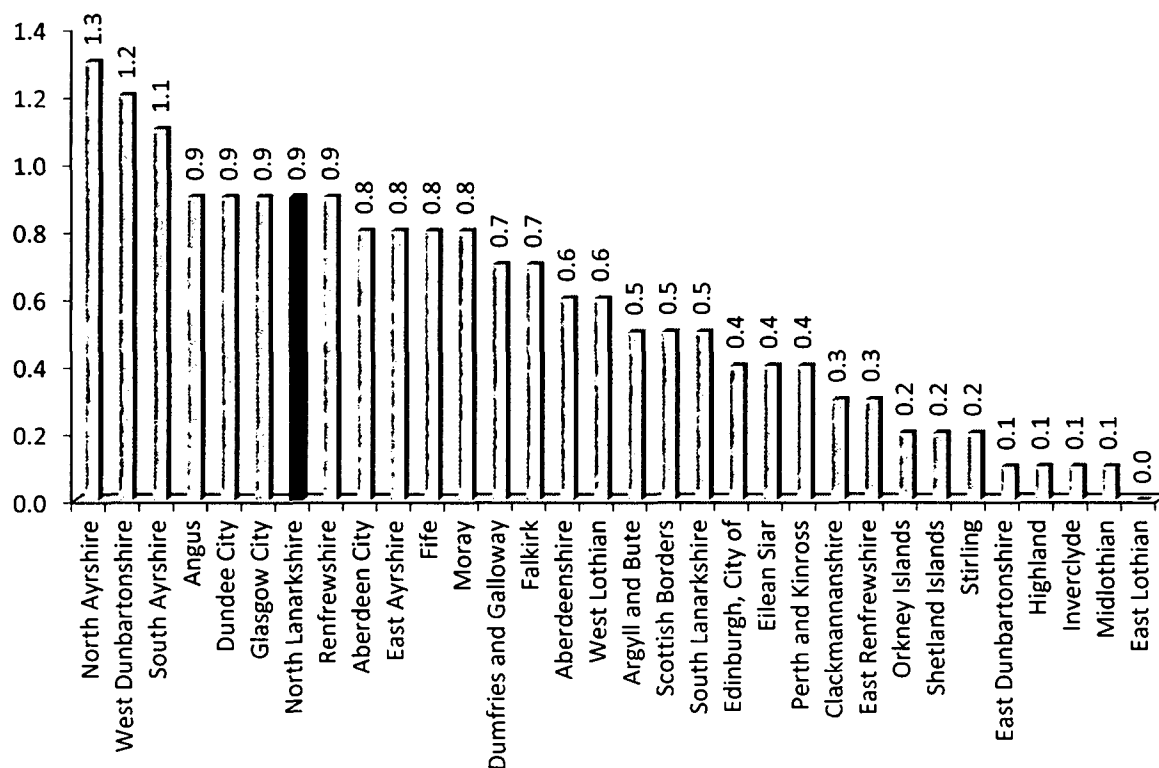
The biggest share of the 'Claimant Count' is made up from those people claiming JSA. The total number of JSA claimants in North Lanarkshire was at its highest level in February 2012 with 12,714 working aged claimants. The following chart shows that between February 2012 to September 2017, as a result of a range of employability initiatives within North Lanarkshire, the number of claimants fell by 9,340 to a low of 3,374 (a 73.5% drop).



Currently (as of January 2018), 3,715 (1.7%) of North Lanarkshire's working age population were claiming JSA which, although significantly lower than in 2012, is still 30% higher than the Scottish average of 1.3%. However, more concerning is that since January 2017, North Lanarkshire Council has actually seen an increase in JSA claimants of 1.3% (from 3,666 to 3,715) whilst, over the same period, the Scottish average actually fell by 14.4%.

Of these claimants, 320 fell within the 16-24 year old age group (0.9% of all 16-24 year olds living in North Lanarkshire). Thus, even though a number of youth employment initiatives have been introduced over the last 5-6 years, North Lanarkshire continues to a higher JSA claimant rate for this age group than most of the rest of Scotland with only North Ayrshire, West Dunbartonshire, South Ayrshire and Angus having higher claimant rates as of December 2017.

### Job Seekers Allowance, aged 16-24 (December 2017)



In addition to the 'Claimant Count', the 'Main out-of-Work Benefit Count' measures those not only claiming JSA but also those people not in full time-employment claiming other benefits including

Employment and Support Allowance (ESA) and incapacity benefits, lone parents, carers and people on other income related benefits. Again North Lanarkshire has a much higher rate of these claimants than the Scottish average - 12.6% of working age adults in November 2016 compared to a Scottish average of 10.2%.

### Employment & Workforce

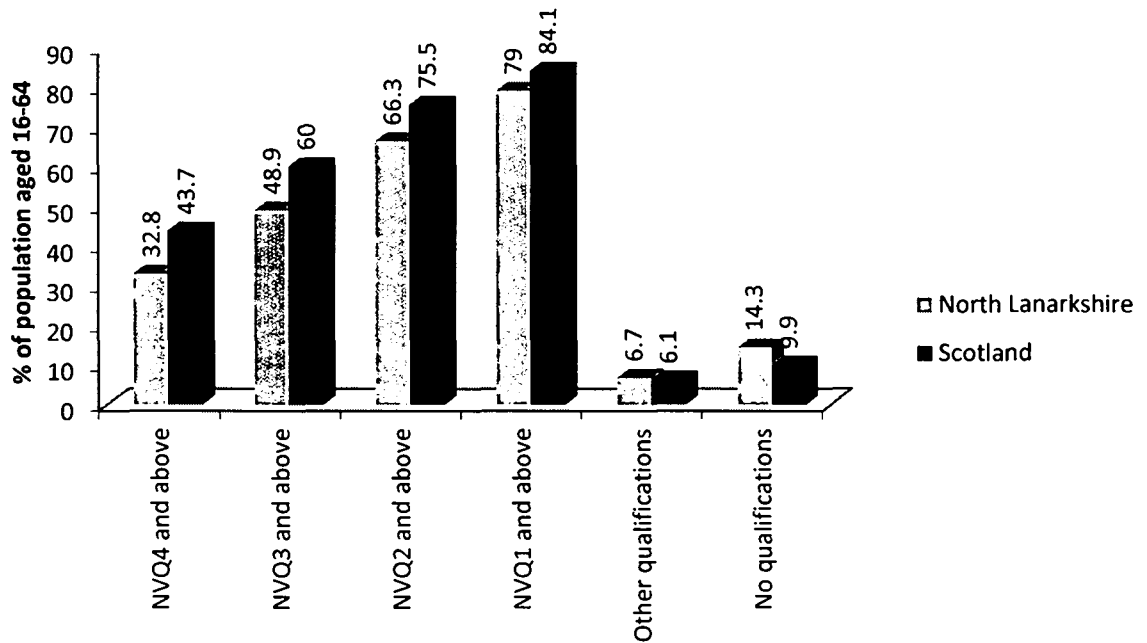
The employment rate within North Lanarkshire, although still slightly lagging behind the national average, rose from 69.1% in 2004 to 73.5% in 2017. This is a much more significant rise than the Scottish average which only rose from 72.6% to 73.9% over the same period.

However, residents of North Lanarkshire tend to be employed in 'lower end' jobs with only 33.2% of workers employed in higher end job groups (compared to a Scottish average of 43.5%) and 41.5% employed in low end job groups (compared to a Scottish average of 35.3%)

The employment profile of North Lanarkshire's workers:

- may in part be as a result of the lower levels of qualifications held by workers across all levels of qualifications (as outlined in the graph below) as well as the percentage of workers (14.3%) who have no qualifications at all (compared to a Scottish average of 9.9%); and
- is reflected in average salary earnings (which in 2016 was £525.20 gross per week for full-time workers from North Lanarkshire compared to a Scottish average of £547.70).

### Qualification levels, Jan - Dec 2016



However, it should be noted that in 2016, 79.9% of North Lanarkshire's workforce were in full time employment compared to a Scottish average of 74.2%.

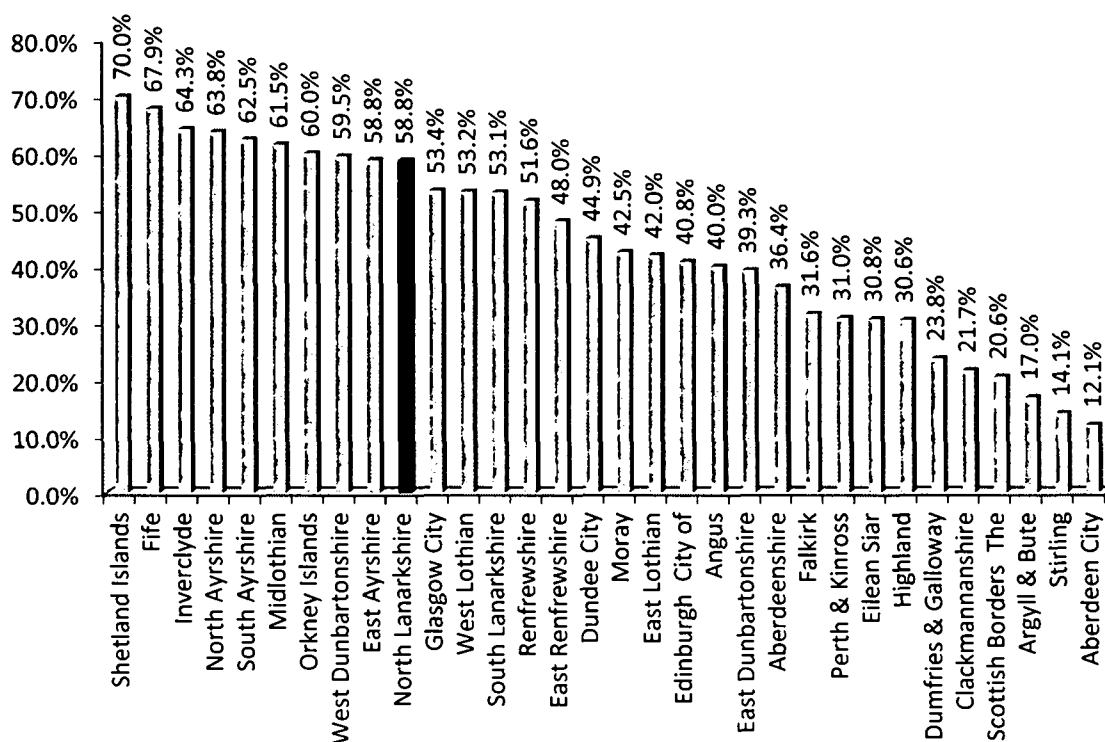
Employment growth is also in part controlled by job density (e.g. the amount of jobs available per working age person) although this does not account for capacity of people to travel to jobs. Based on the last available data in 2016, North Lanarkshire lagged well behind the Scottish average in relation to job density with only 0.65 jobs available per working aged adult compared to a Scottish average of 0.8.

As highlighted above, whilst North Lanarkshire has over the last 15 years narrowed the gap on the average Scottish employment rate, by the period to 2038, it is forecast that North Lanarkshire's average employment growth rate will sit at 0.3%, slightly below the Scottish average of 0.4%. In particular the main areas for job growth within North Lanarkshire are anticipated to be within the construction sector (although over reliance on this sector could pose a risk during any future weak period of growth), health and social work and administrative and support services, whilst the manufacturing sector within this area is anticipated to continue to shrink. There is also anticipated to be a slight growth in the professional, scientific and technical jobs sector within North Lanarkshire over this period but significantly less when compared to the forecast increase of jobs in this sector across Scotland.

### Business

The Business Demography 2016 report published by ONS in November 2017 shows that the number of new businesses in North Lanarkshire have been increasing year-on-year, from 800 in 2010 to 1,270 in 2016, an increase of 58.8%. This is a better percentage of new businesses than the Scottish average of 43.4% and 10<sup>th</sup> fastest across all local authorities.

### Increase in new businesses, 2010-2016



However, although North Lanarkshire has shown greater business growth over recent years than the Scottish average, it still lags behind in the number of enterprises based here where in 2016 North Lanarkshire had 24.1 registered enterprises per 1000 head of population compared to a Scottish average of 32.6 per 1000 head of population.

The size of enterprises based within North Lanarkshire was also very similar to the Scottish average with 87.9% of these being micro-businesses (compared to a Scottish average of 88.0%), 9.9% small (compared to a Scottish average of 10.1%), 1.7% medium (compared to a Scottish average of 1.6%) and 0.4 % large (compared to a Scottish average of 0.4%).

### Gross Value Added

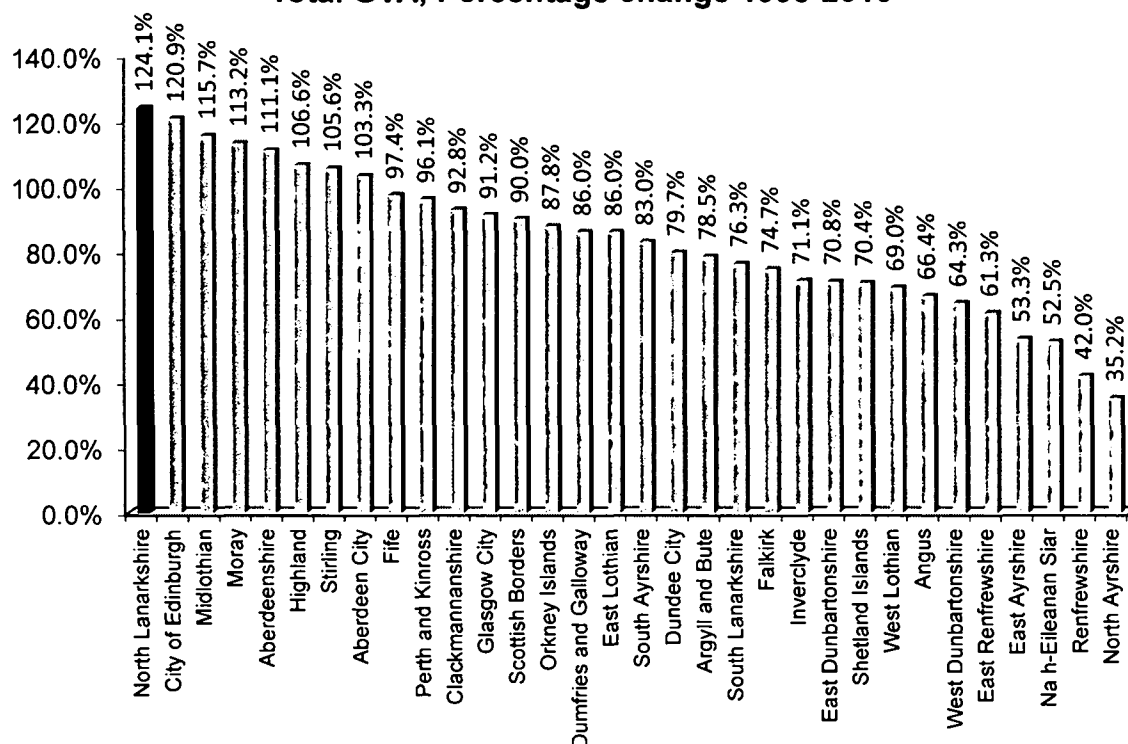
Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in Scotland and is used in the estimation of how productive an area is. GVA is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.

In 2016, Scotland's total GVA was £134BN with Glasgow contributing 15.2% to this total and Edinburgh 14.9%. North Lanarkshire's GVA in 2016 was £6.52M, 4.9% of the national total and 6<sup>th</sup> highest contributor of all local authority areas.

It should also be noted that over the last 20 years (since 1998), GVA in North Lanarkshire has grown faster than any other local authority area (124.1%) but even with this growth, as outlined above, still lags well behind Scotland's major cities.



## Total GVA, Percentage change 1998-2016



Over the next six to seven years it is anticipated that North Lanarkshire's GVA will grow in line with the rest of Glasgow and the Clyde Valley at 2.2% with two key drivers for employment (construction and administration and support services) providing the main growth. However, after this period, it is forecast that this GVA growth rate will start to fall slightly below the Scottish average (1.9% compared to 2.1%) as North Lanarkshire's manufacturing sector shrinks.

GVA of any local authority area is entirely dependent upon the size of each area's local economy. As such, GVA per head is used to measure average job productivity across local authority areas. Again, since 1998, North Lanarkshire has shown the greatest growth in GVA per head of any Scottish Local Authority rising by 112.7% from £9,033 in 1998 to £19,216 in 2016. However, whilst this is significantly better than the lowest local authority area (East Renfrewshire which has a GVA per head of £13,877), it still lags well behind the highest (with Aberdeen City having the highest GVA per head ratio of £46,151). In 2016 the average GVA per head ratio in Scotland was £24,800.

### Education

From 2010/11 to 2012/13, the number of school pupils achieving 5 or more SQA qualifications at level 5 increased from 33.0% to 37.9% but continued to lag behind the Scottish average which in 12/13 was 39.3% (this indicator has not subsequently been used due to changes in the National Curricular).

From 2010/11 to 2014/15, the number of school pupils achieving 5 or more SQA qualifications at level 6 increased from 19.0% to 25.3% but continued to lag behind the Scottish average which in 14/15 was 28.1%.

The number of North Lanarkshire school leavers entering a positive destination in 2015/16 was 89.9% which is slightly lower than the national average of 91.4% (although it should be noted that this is measured on leaving and is not tracked – as such, these leavers may have dropped out from these positive destination in the short to medium term).

Within North Lanarkshire these positive destinations included:

- 36.0% into higher education

- 30.4% into employment
- 21.4% into further education
- 1.4% into training
- 0.5% activity agreements
- 0.2% into voluntary work

The number of unemployed school leavers from 2015/16 who were seeking work, 7.5%, is larger than the national average of 5.8%.

### Vacant & Derelict Land

Vacant land is developable land which (for the purposes of Scottish Government reporting) is located within urban settlements with a population of over 2,000 and which is unused for the purposes for which it is held.

Derelict land (and buildings) is land which has been so damaged by development, that it is incapable of development for beneficial use without rehabilitation.

North Lanarkshire, according to the 2016 Scottish Vacant and Derelict Land Survey, has 1222ha of registered vacant and derelict land, 10% of the national total – the fourth highest amount of any local authority area in Scotland (although including by far the highest amount, of any local authority, of derelict land located within urban settlements [almost 25% of the Scottish total] as opposed to rural countryside).

However, it should be noted that for a variety of reasons (including investment made through North Lanarkshire's VDLF Programme), North Lanarkshire's area of vacant and derelict land has been reduced by 15% since 2010 which compares to an average decrease of 8% across Scotland (excluding large mineral sites added to the register by East Ayrshire in 2014 which would otherwise skew these figures).

### Town Centre Vacant Premises

The table below shows the trend in vacant units in our town centres. The economic downturn in 2008 was the peak year for vacancies, since then there has been a stabilisation in the percentage of units vacant.

Town Centre	2008	2011	2012	2013	2015	2016
Airdrie	23.8%	10.6%	16.1%	11.6%	10.5%	11.2%
Bellshill	10.8%	3.0%	5.8%	3.9%	4.0%	2.9%
Coatbridge	14.0%	9.3%	11.6%	12.0%	15.1%	16.4%
Cumbernauld	20.1%	11.7%	11.6%	11.5%	11.1%	11.6%
Kilsyth	26.2%	22.6%	19.3%	19.0%	18.6%	18.4%
Motherwell	11.9%	9.5%	4.7%	6.0%	7.0%	7.0%
Shotts	6.1%	9.5%	9.5%	6.5%	5.9%	10.3%
Wishaw	14.8%	8.4%	10.4%	10.1%	14.8%	15.4%
<b>TC Average</b>	<b>16.9%</b>	<b>9.8%</b>	<b>10.5%</b>	<b>9.9%</b>	<b>10.8%</b>	<b>11.4%</b>

### New House Completions – Private and Affordable

TENURE	2007/08	2012/13	2013/14	2014/15	2015/16	2016/17
PRIVATE	1563	629	692	770	831	1014
SOCIAL RENT	76	182	193	163	148	88
ALL TENURE	1639	811	885	933	979	1102

Appendix 2

NL Homes Programme

Area	Location	Units	Comments
Holytown	Main St	10	Completed - Amenity
Holytown	Spruce Way	10	Completed
Motherwell	Ravenscraig	18	Completed
Airdrie	Clarkston PS	19	Completed
Millerston	Coshneuk Rd	11	Completed - Amenity
Cumbernauld	North Rd	29	Completed
Wishaw	Cambusnethan PS	20	Completed - Amenity
Viewpark	Laburnum Rd	40	Completed
Moodiesburn	Gartferry Road	50	Completed
Cumbernauld	Westfield Drive,	30	Completed
Airdrie	Albert PS	14	Completed
Chryston	Lanrig Rd	27	Completed - Amenity
Coatbridge	Corsewall St	14	Completed
Bellshill	Belvidere PS	20	Completed
Kilsyth	Fisher Ave	30	Completed
Chryston	Old Lindsaybeg Rd	14	Completed
Motherwell	Glencairn Tower site	25	Completed
Viewpark	Tannochside PS,	16	completed
Wishaw	Walkerburn Dr, Coltness	20	completed
Cumbernauld	Cardowan Drive	30	Completed
Cumbernauld	Kildrum Nursery	16	Completed
Chryston	Station Rd (Persimmon)	24	Ph 1 handover
Chryston	Station Rd (Persimmon)	6	Ph 2 handover
Chapelhall	St Aloysius PS	30	completed
<b>Sub total</b>		<b>523</b>	
New Stevenston	New Stevenston PS	15	On site
Cumbernauld	Brown Road	20	On site
Coatbridge	Old School Court	20	On site
Airdrie	Alexandra PS	14	On site
Coatbridge	St Ambrose HS	40	On site
Harthill	Harthill PS	20	On site
Motherwell	Calder PS	30	On site
<b>Sub total</b>		<b>159</b>	
Cumbernauld	Cedar Road Nursery	14	Contractor appointed
<b>Sub Total</b>		<b>14</b>	
Wishaw	Dimsdale	60	Design Devt.

Wishaw	Waterloo PS	10	Alternative site being considered
Cumbernauld	Community Growth Area	50	Brief being prepared – part of larger development
Cumbernauld	Abronhill HS	60	Brief being prepared – mixed tenure
Coatbridge	St James PS	60	Procurement underway
Shotts	Bon Accord Cres	30	Site investigation completed – Design Development underway
Cumbernauld Village	Old Glasgow Road	30	Site investigation
Chryston	Chilterns Care Home	15	Demolition completed- Site investigation
Glenboig	Marnoch (CGA)	30	Brief being prepared – part of a larger future disposal
Coatbridge	Berwick St	18	Site investigation
Bellshill	Community Road	25	Site investigation
Bellshill	Caledonian Road	20	Site investigation
Wishaw	Belhaven Home	15	demolition completed – site investigation
Motherwell	Mabel Street	20	Site investigation - boxing club to be moved
Plains	Plains PS	15	Site investigation/ design devt
<b>Sub total</b>		<b>458</b>	
Chryston	Gartferry Rd (Gala)	22	Off the shelf
Chryston	Main St (Bellway)	18	Off the shelf
Gartcosh	Inchnock Ave (Bellway)	16	Off the shelf
Motherwell	Cleekhimmin, Ravenscraig (Barratt)	12	Off the shelf
Wishaw	Meadowhead Rd, Ravenscraig, (Keepmoat)	11	Off the shelf – subject to committee approval
<b>Sub total</b>		<b>79</b>	
Chryston	Greenlea Rd	21	Transfer from H&SC – Amenity + 1x 3 bed wheelchair
<b>Total</b>		<b>1254</b>	

Project	Project budget (Strategic Business Case (SBC) approval)	Purpose and Scope	Outcomes	Wider Deliverables	Benefits
<p>Pan Lanarkshire Orbital Transport Corridor</p> <p><b>(Strategic Business Case level)</b></p>	<p>£189.5m</p>	<p>This project focuses on improving orbital and Pan Lanarkshire connections across the city region aligning with and complementing other GCRCD Infrastructure proposals.</p>	<p>Enhanced and new access to Ravenscraig</p> <p>Improved connectivity to employment sites from local labour markets via orbital routes</p> <p>Enhanced multimodal transport interchange at Motherwell Station</p> <p>Increased modal shift to sustainable and active travel</p> <p>Improved local air quality</p>	<p>Redevelopment potential of Ravenscraig will be realised</p> <p>Transport network efficiency improvements</p> <p>Improved local and regional economic performance</p> <p>Reduced air pollutant emissions from road transport</p>	<p>Local and regional employment opportunities and investment</p> <p>Inward migration and investment</p> <p>Reduced congestion &amp; improved air quality</p> <p>Net additional: Gross Value Added</p> <p>Non domestic business rates</p>

<p>Gartcosh/Glenboig Community Growth Area</p>	<p>£66.3m</p>	<p>The project comprises new road infrastructure to stimulate housing and business development at Gartcosh/Glenboig community growth area, enhance Gartcosh Business park, enable strategic rail development and improve links to wider motorway network.</p>	<p>Improved connectivity between Gartcosh/Glenboig, Gartcosh Business Park, Railway station and strategic network</p> <p>Enable strategic housing development at CGA</p> <p>Enhance investment potential at Gartcosh Business Park</p> <p>Support rail development and strategic network</p> <p>Reduced local congestion</p> <p>Improved local air quality</p>	<p>Delivery of 3000 houses (1600 of which could not be developed without Project)</p> <p>Increased floorspace at strategic employment location/ Gartcosh Business Park</p> <p>Improved local and regional economic performance</p> <p>Transport network efficiency improvements</p> <p>Reduced air pollutant emissions from road transport</p>	<p>Local employment opportunities and investment related to housing construction programme and business park expansion and operations</p> <p>Reduced congestion &amp; improved air quality</p> <p>Improved journey times on transport corridor</p> <p>Net additional: Council tax, household expenditure, Non domestic business rates and GVA</p>
<p>A8/M8 Corridor Access Improvements</p>	<p>£12.6m</p>	<p>A number of infrastructure projects (Holytown Link Road, Orchard Farm roundabout and Eurocentral Park and</p>	<p>Stimulate take up and development of industrial and business sites</p>	<p>Increased inquires for vacant office floorspace and undeveloped plots</p>	<p>Local employment opportunities and investment</p>

<p>SBC level</p> <p>OBC level for Eurocentral projects</p>		<p>Ride) to stimulate investment along A8/M8 Corridor including the Eurocentral, Maxim Park and Newhouse area.</p>	<p>Enhanced access to eurocentral/maxim business park</p> <p>Improved connectivity between eurocentral/Maxim and local labour market</p> <p>Improve attractiveness of Eurocentral/Maxim as an employment destination</p> <p>Improved public transport provision and links</p> <p>Improved journey time reliability</p> <p>Enhanced personal security for pedestrian and cyclists</p> <p>Support integration of freight movements and mode shift of freight from road to rail.</p>	<p>Access local labour and local markets</p> <p>Increased office occupancy rates</p> <p>Eurocentral can be developed to full capacity</p> <p>Transport efficiency improvements</p>	<p>Net additional:</p> <p>GVA</p> <p>Non Domestic Business rates</p> <p>Inward migration and investment</p>
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## Business &amp; Industry Priorities 2018/19 -2022/23

<b>Ambition Plans</b>					
Project	Location	Area of Land Regenerated (Ha)	Business Space Created (Sqm)	Gross Jobs Created	Comments
Newhouse	Newhouse				Feasibility & Masterplanning works required to develop proposals
Blairlinn	Cumbernauld				Feasibility & Masterplanning works required to develop proposals
Braidhurst	Motherwell				Feasibility & Masterplanning works required to develop proposals
<b>Pipeline Projects</b>					
Gartcosh	Gartcosh	4.3	12,900	413	A joint venture partnership with the private sector has been established for an initial 3 units encompassing 2ha of the development site. The construction of the first unit (1,650sqm) due to start in May 2018.
Link Park	Newhouse	7.2	10,700	316	Initial unit constructed on site (offering additional 1,870 sqm of workspace)



Lanarkshire Enterprise Park	Chapelhall	1.3	3,800	120	VDLF investment made in enabling works. Funding required for construction
Condor Park	Eurocentral	1.3	3,500	112	A preferred private sector joint venture partner already procured for this development
Westfield Point	Cumbernauld	1.4	3,900	125	A preferred private sector joint venture partner already procured for this development

## Housing Regeneration Priorities - New Supply

Project	Area	No units demo	No units – new build affordable	No units – new build private	No units refurb	Comments
Balance of mainstream affordable new supply programme (council) to 2026/27	various		1,547			Balance of 2,150 units  Further details contained within the Strategic Housing Investment Plan (SHIP) 2018/19 – 2022/23  Excludes specific projects planned within Community Growth Areas detailed below
Mainstream affordable new supply programme (housing association) 2018/19 – 2022/23	various		730			Further details contained within the SHIP  Excludes specific projects included in list below
Empty Homes/ Buy Back Programme (NLC)	various				550	Estimate up to 2023/24
Cumbernauld Multis re-provisioning programme - final phases	Cumbernauld	161	236			Led by Sanctuary Scotland HA.

Project	Area	No units demo	No units – new build affordable	No units – new build private	No units refurb	Comments
Millcroft Rd flats re-provisioning	Cumbernauld	169	60			Led by Sanctuary Scotland HA
Holehills multis (Merrick / Cheviot / Pentland), Airdrie	Airdrie	138	70 (Est)			NLC re-provisioning programme Ph1
Northburn Place & adjacent land	Airdrie	26	40 (est)			NLC re-provisioning programme Ph1
Shawhead flats (Fintry/Tinto/Sidlaw/Nevis/Pentland/Cheviot/ Ettrick/ Campsie/ Etive /Striven /Killin	Coatbridge	176	100 (est)			NLC re-provisioning programme Ph1
Gowkthrappe flats and adjacent land (owned by Garrion Co-op)	Wishaw	412	200 (est)			NLC re-provisioning programme Ph 1  Partnership with Garrion Co-op
Coursington multis (Allan / Coursington / Draffen)	Motherwell	351	100 (est)			NLC re-provisioning programme Ph1
Dunbeth Court /Highcoats/Jackson Court and town centre sites	Coatbridge	569	200 (est)			NLC re-provisioning programme Ph1

Project	Area	No units demo	No units – new build affordable	No units – new build private	No units refurb	Comments
South Cumbernauld Community Growth Area	Cumbernauld		100	334		7 year Planning programme figures 17/18 to 23/24. Remaining capacity from 24/25 is 766
Marnoch/ Glenboig Community Growth Area	Glenboig		30	453		7 year Planning programme figures 17/18 to 23/24. Remaining capacity from 24/25 is 557.
Ravensraig	Motherwell		165	489		7 year Planning programme figures 17/18 to 23/24. Remaining capacity from 24/25 is 2797.
Gartcosh Community Growth Area	Gartcosh		161	664		7 year Planning programme figures 17/18 to 23/24. Remaining capacity from 24/25 is 1122.
Other private development sites	Various			6169		Balance of effective land supply 2017/18 – 2023/24
<b>Total</b>		<b>2,002</b>	<b>3,739</b>	<b>8,109</b>	<b>550</b>	