

# North Lanarkshire Council Report

## Policy and Strategy Committee

☒ approval ☒ noting

Ref DM

Date 30/09/21

## The Place, The Vision - update

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### Executive Summary

The Plan for North Lanarkshire is well established as the long-term strategy for the council, partners, and other stakeholders and, most importantly, for each unique local community and the people who *Live, Learn, Work, Invest, and Visit* within North Lanarkshire. It sets out the shared ambition of inclusive growth and prosperity for all and establishes the vision for a fairer distribution of wealth across all local communities. It provides a very clear focus and compelling narrative in terms of what the council is working towards.

Members will recall the report, and supporting presentation (*The Place, The Vision*), approved at the Policy and Strategy Committee in March 2020, set out plans for an integrated approach to guide implementation of the place based investment programme in line with The Plan for North Lanarkshire.

Consolidating investment and directing development towards town centres and communities in this manner aims to reverse the decline of the high street, create vibrant mixed use centres, offer choices in housing and employment, make attractive well connected neighbourhoods, and foster distinctive communities with a strong sense of place in order to revitalise struggling areas and further grow the local economy for all. By targeting investment in this way, this aims to establish an integrated council, partnership, and community approach that focuses on joint planning, resourcing, and delivery in order to strengthen the delivery of person centred and whole system approaches to the care, supports, and services required for those people in the most vulnerable situations.

The recommendations approved at the Policy and Strategy Committee in March 2020 enabled a range of local regeneration programmes centred on integrated town and community hubs, parks master planning (as well as the associated active travel plans), and town visions to move to the next phase of physical delivery. This report provides a progress update in terms of these programmes of work as well as the current position and next steps:

- Following approval of the Guiding Principles and Prioritisation Matrix in March 2020 to progress the **Integrated Town and Community Hubs** model, an update is provided on the results from the public consultation on the potential locations for Town Hubs, the outcomes from the prioritisation exercise for Community Hubs' projects in order to move to the feasibility appraisals stage, and the investment required in the existing estate in order to transition towards the integrated Hub model.
- This report also updates on a range of enhancements and development work undertaken to deliver **Country Parks for the Future**. Members will recall the Parks Masterplans aim to build on each park's role as a community asset by focussing on

improving the core visitor facilities, developing new attractions to meet the evolving needs of local communities, improving connections to communities through new and enhanced gateway facilities and access infrastructure, and promoting third-sector and private-sector involvement and facilities. This includes work at Strathclyde Park to progress the potential for renewable energy from greenspace, as well as capitalising on the unique opportunities in each park and highlighting their potential role as greenspace hubs that contribute significantly to improvements in specific health, wellbeing, and social outcomes.

- Following approval of the draft **Town Visions** in March 2020, a range of extensive engagement work has been undertaken to ensure that the concepts and ideas being proposed within the Visions truly reflect future community needs. This report provides an update on the engagement work together with a summary of the findings. This has informed development of the high level proposals for how the Town Visions will be developed and delivered over the next 10-15 years which are now presented for Member's consideration and approval. The report also outlines how Town Action Plans will be developed to support the delivery of the bespoke proposals which sit behind each of the Town Visions and how local communities and stakeholders will continue to be able to be involved in the development of these plans.

At this stage of delivery, the inter-connectedness of this programme of place based investment now takes on an even more important meaning and urgency as a result of the impacts of the pandemic. Work is therefore underway to progress the proof of concept for a unified Leadership / Operating Model to enable co-production and ensure effective management, operation, and governance structures within each Hub. The model will ensure that Town and Community Hubs operate as a single entity and support a much wider integrated community offer, with staff able to interchange and undertake universal functions across a range of services. This unified approach will put communities at the heart of the council's operating model and seek to ensure everyone is given equality of opportunities and individuals are supported, encouraged, and cared for at each key stage of their life.

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## Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Approve the high level design proposals outlined in the finalised Town Visions and associated Town Prospectuses (attached in Appendix 6), in order to provide a strategy for future investment within North Lanarkshire's towns,
- (2) Approve proposals to establish Town Action Plans (in conjunction with key stakeholders and local communities) that will support the delivery of the approved high level concepts established as part of the Town Visions,
- (3) Note the list of *preferred locations* for Town Hubs (outlined in Appendix 2) will be submitted to the nine Community Boards for information, and that the feasibility appraisals for new Town Hubs will be taken forward on this basis,
- (4) Note that feasibility work for the next phase of the Community Hub programme will be concentrated on schools at the top of prioritisation list (set out in Appendix 3), and that investment will still be required in the existing estate to transition towards the integrated Hub model,
- (5) Note the progress update showing the range of enhancements completed and projects underway (summarised in Appendix 4), in terms of the delivering on the Masterplans to develop Country Parks for the Future, and
- (6) Note the next steps for each of the three Programme of Work items which are set out

in this covering report.

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## The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

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### 1. Background

- 1.1 The Plan for North Lanarkshire is well established as the long-term strategy for the council, partners, and other stakeholders and, most importantly, for each unique local community and the people who *Live, Learn, Work, Invest, and Visit* within North Lanarkshire. It sets out the shared ambition of inclusive growth and prosperity for all and establishes the vision for a fairer distribution of wealth across all local communities. It provides a very clear focus and compelling narrative in terms of what the council is working towards.
- 1.2 As a key resource for delivering and sustaining the long-term ambition, the Programme of Work (now in its third iteration), provides a clear roadmap for work across council services and with partners. It allows for plans of action to be developed that inform the projects, activities, services, technologies, and resources that need to be harnessed in order to seize the most and best opportunities to deliver on the long-term strategy, while achieving value for money in the here and now.
- 1.3 Directing policies and plans to support delivery of The Plan for North Lanarkshire, the Programme of Work process is instrumental in bringing together the elements that support strategic planning, local development, enterprise activities, and community investment in a cohesive manner. This was never more evident than in *The Place, The Vision*, where recommendations approved at the Policy and Strategy Committee in March 2020 enabled a range of local regeneration programmes centred on integrated town and community hubs, parks master planning (as well as the associated active travel plans), and town visions to move to the next phase of physical delivery.
- 1.4 Notwithstanding the effects of the coronavirus pandemic, various updates on the next phase of delivery for each of these programmes of work were provided to service committees during 2020/21. For the information of Members of the Policy and Strategy Committee, and for context and completeness, these progress updates are also summarised within this report.
- 1.5 At this stage of delivery, the inter-connectedness of this programme of place based investment now takes on an even more important meaning and urgency as a result of the impacts of the pandemic. With trends in key indicators starting to show the impact of the last 18 months, there is no doubt how intensely this has affected many vulnerable people and communities across North Lanarkshire. As such, there is a danger that already unacceptably high levels of deprivation and child poverty in certain areas will become further exacerbated as a result of the pandemic, and there are also very real challenges facing the future sustainability of the local economy. The shared ambition for inclusive growth and prosperity for all remains as relevant now, if not more so, than it was before.
- 1.6 The place based approach represented through *The Place, The Vision* has the physical regeneration of local communities at its centre. Consolidating investment and directing

development towards town centres and communities in this manner aims to reverse the decline of the high street, create vibrant mixed use centres, offer choices in housing and employment, make attractive well connected neighbourhoods, and foster distinctive communities with a strong sense of place in order to revitalise struggling areas and further grow the local economy for all. By targeting investment in this way, this aims to establish an integrated council, partnership, and community approach that focuses on joint planning, resourcing, and delivery in order to strengthen the delivery of person centred and whole system approaches to the care, supports, and services required for those people in the most vulnerable situations.

- 1.7 Approved in December 2020, the Delivering for Communities report reiterates this focus of Delivering for Communities. The report set out the intentions of the council which, by aligning the senior management team structure with the model established for North Lanarkshire's communities through the 9 Community Boards, aims to put local people, Elected Members, and communities at the heart of the council's operating model. This seeks to ensure everyone is given equality of opportunities, and individuals are supported, encouraged, and cared for at each key stage of their life. It also seeks to ensure that improvements are sustainable when addressing the range of different and complex social, economic, and health issues that exist locally.
- 1.8 The next phase of delivery for each of the local regeneration programmes outlined in paragraph 1.3 was reflected in the Programme of Work for 2021/22, approved at Committee in March 2021. In line with the Programme of Work for 2021/22, this report herewith provides Members of the Policy and Strategy Committee with an update on the following:
- **Integrated Town and Community Hubs** - Programme of Work P047.1
  - **Country Parks for the Future** - Programme of Work P025.1
  - **Town Visions** - Programme of Work P018.1
- 1.9 Consistent with the updates noted in paragraph 1.8, this report also seeks approval of various proposals to enable these elements to progress to the next phase. This is in line with the commitment set out in the March 2020 report to Policy and Strategy Committee, which stated that as each specific delivery programme is developed and ready to progress to the next stage, engagement will continue with all stakeholder groups. Thereafter further detailed reports will be presented to the respective Committee (in line with the approved reporting timetable for the Programme of Work) for Member's consideration and approval to support the ongoing delivery of The Plan for North Lanarkshire.

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## 2. Report

### *Scale and impact*

- 2.1 Since approval of The Plan for North Lanarkshire in February 2019, the programme of place based investment has continued at pace across North Lanarkshire, and a summary of the current position is set out below.
- **833 new homes have been built through the council's new supply programme** since 2010, with a further 339 on site. Additional sites have been identified and are at various stages of progression for a further 1,215 homes across North Lanarkshire, including town centre and phase 1 tower re-provisioning sites.
  - **Since approved in May 2018, the first phase of the tower strategy** - to demolish over 1,700 flats, including 15 tower blocks, and redevelop the sites for new council homes - is well underway. Flats at Northburn Place in Airdrie and the three



multistorey blocks in Holehills in Airdrie have been demolished and demolition of Burnside Court in Coatbridge is progressing.

- **Investment has continued in town centres / edge of town projects**, with 19 town centre projects currently being developed and delivered and over 15 hectares of vacant and derelict land improved or enabled for future industrial use.
- **City Deal investment** has seen the completion of the first North Lanarkshire City Deal infrastructure project (Glenboig Link Road, in 2018) and feasibility work progressed to take forward all five remaining subprojects - East Airdrie Link Road, Ravenscraig Infrastructure Access North and South, Motherwell Town Centre Interchange, Orchard Farm roundabout, and Eurocentral Park, Ride, and Share. The Outline Business Case for Ravenscraig has been approved and is at an advanced stage of design development.
- There are currently 5 establishments in construction, 7 at the design stage, and 6 at the pre-design stage to add to the **58 new schools (11 secondary, 34 primary, and 13 family learning centres**, including 1140 hours related centres) that have been built since 1996.
- **£5.5m investment has been undertaken in local nature reserves, country parks, and key greenspace sites** over the last five years.

2.2 Appendix 1 contains full details of the achievements within each area and demonstrates the scale of local investment in recent years in support of delivering The Plan for North Lanarkshire.

2.3 Achievements also include development of the Active Travel Strategy for 2021-31, which was approved at the Environment and Transportation Committee in August 2021. This strategy aims to establish, for the first time, a cohesive and holistic framework to prioritise and accelerate active travel interventions across North Lanarkshire. Aligned to the Integrated Town and Community Hub and Town Vision developments, these will improve active travel networks between local communities and across the local authority boundary, and help to deliver improved health and wellbeing, environmental, social inclusion, and public access benefits.

### ***Structure of this report***

2.4 For ease of reference, this report is structured as follows:

- **Integrated Town and Community Hubs**, Programme of Work P047.1 - paragraphs 2.5 to 2.33 of this covering report and Appendices 2 and 3.
- **Country Parks for the Future**, Programme of Work P025.1 - paragraphs 2.34 to 2.43 of this covering report and Appendix 4.
- **Town Visions**, Programme of Work P018.1 - paragraphs 2.44 to 2.53 of this covering report and Appendices 5 and 6.

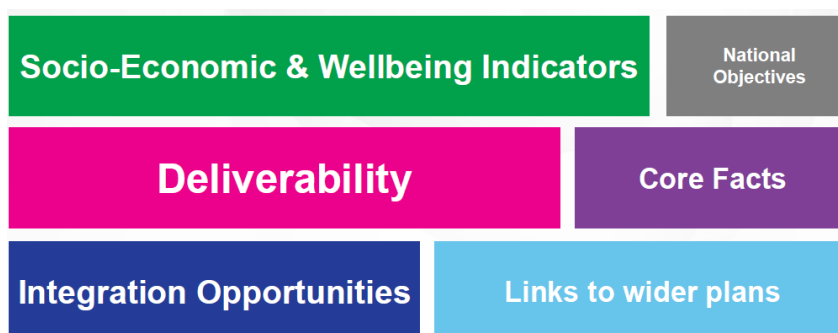
Within each of these three sections information is presented to Elected Members to outline the *Background* for each Programme of Work, a *Progress update*, and the *Next steps*.

## **Programme of Work - Integrated Town and Community Hubs**

### **Background**

2.5 Members will recall the March 2020 report to the Policy and Strategy Committee set out the strategy for Integrated Town and Community Hubs (incorporating all future school new build programmes). This identified the approach required to:

- 1) **Create eight Town Hubs across North Lanarkshire:** These will contain service offerings to serve the requirements of each town community. This could include elements such as education, integrated public services, and culture, sport, and leisure services, together with partnership and flexible workspaces, and commercial opportunities which will promote wider regeneration within the town setting.
  - 2) **Create Community Hubs within each locality:** These will provide a local offering which complements the services on offer at the larger Town Hubs, while providing more localised services such as education, community spaces, and partnership and flexible workspaces (such as health centres). These smaller hubs will be tailored to meet the specific needs of each local community and will incorporate existing community assets as part of the wider asset rationalisation programme.
- 2.6 Six Guiding Principles were approved by the Policy and Strategy Committee in March 2020. These primarily address the planning and build aspects of this Programme of Work (i.e. the zones that will be provided) and are designed to ensure that each project within this Programme of Work delivers facilities through which new ways of working can be promoted. The six principles are:
1. Inclusive universal provision.
  2. Sense of community ownership.
  3. Maximum availability and usage.
  4. Designed with, rather than for, the community.
  5. Tailored, bespoke, representative.
  6. Maximise the services on offer.
- 2.7 A Prioritisation Matrix was also approved by the Policy and Strategy Committee in March 2020. This defines the variables which will determine the score for each project and the delivery phase it is allocated to. This ensures that the delivery phase for each project is informed by a clear set of criteria which demonstrates why any given project is perceived to be of greater priority than others. The Prioritisation Matrix was articulated to communities at public briefings and through videos, in March 2021, to reiterate that it is through this matrix that projects will be prioritised.



### Progress update

- 2.8 Since the presentation of the Hubs strategy to Committee in March 2020, progress updates in terms of the delivery of the Integrated Town and Community Hubs Programme of Work have been provided to the Policy and Strategy Committee in October 2020 and the Education and Families Committee in May 2021.
- 2.9 Key highlights from these updates include:

- A progress update in terms of Phase 1 of the Community Hub programme which includes the new Chryston Primary School and Community Health Centre, the new Newmains / St Brigid's with Family Learning Centre and outdoor sports facilities, and the new Hub at Carnbroe / Sikeside.
  - An update on other projects in this pipeline, which includes a new St Kevin's Primary School, Lawmuir / Sacred Heart (Orbiston), Gartcosh Primary School, and Ravenscraig.
  - Approval to engage with local Elected Members, and local communities thereafter, regarding the potential locations for the Town Hubs.
  - Approval of the feasibility study and engagement for the Abronhill Community Hub.
  - An updated delivery programme (as at May 2021), which summarised the position of each of the projects in the current Hub programme.
- 2.10 A further update on the Integrated Town and Community Hub Programme of Work is summarised in paragraphs 2.11 to 2.33 below. This comprises three sections with each focusing on a different aspect linked to the funding and delivery of this programme.
- Town Hubs - Potential Locations: providing Elected Members with an update on the consultation results linked to potential locations for Town Hubs.
  - Community Hubs - Prioritisation of Projects: providing Elected Members with an update on alignment of projects to The Plan for North Lanarkshire.
  - Community Hubs - Investing in the existing estate: providing Elected Members with an update on the need to invest in the existing estate, especially for establishments further down the priority list.

#### Town Hubs - Potential Locations

- 2.11 In order to consult on the *potential locations* for Town Hubs, nine public briefings for residents and interested parties were held in March 2021. This engagement exercise was supplemented by *potential location* videos shared on the council's social media platforms (to encourage residents to have their say on where they thought the new Town Hubs should be located), and an online survey.
- 2.12 Throughout April 2021, residents were asked to consider the *potential locations* and provide their views by completing one of the nine surveys. Overall, over 3,300 people provided views on the *potential location* of the Town Hub within their locality; these results have been analysed and the headline figures are attached at Appendix 2.

#### Community Hubs - Prioritisation of Projects

- 2.13 Through The Plan for North Lanarkshire, agreed and approved by both Elected Members and partnership organisations, it was articulated that there must be a focus on reducing and removing inequality and inequity and ensuring a fairer distribution of wealth.
- 2.14 It is important therefore that the projects brought forward first within the Town and Community Hub programme align with the vision outlined within The Plan. To do so, requires a process where projects can be assessed and prioritised against the agreed Prioritisation Matrix. The highest weighting within this matrix (to ensure alignment with The Plan for North Lanarkshire) is the *socio-economic and wellbeing* aspect, which is being assessed using the national index, the Scottish Index of Multiple Deprivation (SIMD).
- 2.15 The first iteration of the prioritisation list assessed each school catchment area, and the population contained within it, against the SIMD 2020 and Small Area Population

Estimates (SAPE) 2019 data. There were two key assessments undertaken to identify those projects which align best with the aspirations outlined in The Plan for North Lanarkshire (paragraph 2.13 above): *categorisation* and *population density*.

#### *Categorisation*

Each catchment area (which contains a pre-1996 establishment) was categorised based on the number of people (population) who reside within the data zones contained within that catchment area:

- **Category A:** More than 50% of the population within the catchment area reside within the *most deprived* three deciles (30%). These are the local communities which have higher levels of deprivation.
- **Category B:** More than 50% of the population within the catchment area reside within the *most deprived* five deciles (50%). These are the local communities where most (more than half) of the population resides within deprived areas.
- **Category C:** More than 50% of the population within the catchment area reside within the *least deprived* five deciles (50%). These are the local communities where most (more than half) of the population resides in less deprived areas.

#### *Population density*

Catchment areas assessed to fall within category A outlined above were then further assessed to understand population density.

- On average, data zones within the local authority area have a population of 730 people.
- Where school catchment areas showed that overall the population was higher than average, it received a categorisation of A1.
- Where the catchment area showed a population that was lower than average, it received a categorisation of A2.
- Those catchment areas which are categorised as A1 are therefore deemed to be most aligned with the aspirations outlined in paragraph 2.13 above.
- As such, these are the school catchment areas which are listed within Appendix 3 as the projects that should be assessed first to determine the feasibility of these Hub projects, and further assess how they align with the other Prioritisation Matrix components.

- 2.16 It has been recognised from the outset, that the Town and Community Hub programme is a long-term investment strategy for North Lanarkshire through which all pre-1996 schools are included. As with any programme of this size and scale, the delivery of projects must be in line with the investment (capital funding) available at any point to ensure the financial viability of a project.
- 2.17 As Elected Members will be aware, the Capital Programme for 2021/22 to 2025/26 was approved at the Policy and Strategy Committee in March 2021. This approval includes funding for the Town and Community Hub programme over this period and will facilitate the delivery of Hub projects (noted in Table 1 below).

Table 1: The following Community Hubs are within the current programme

Locality	Project
Bellshill	Orbiston Community Hub
Coatbridge	Carnbroe/Sikeside Community Hub
Coatbridge	St Kevin's Community Hub
Coatbridge	St Stephen's Community Hub

Motherwell	Ravenscraig Community Hub
Northern Corridor	Chryston Community Hub
Northern Corridor	Gartcosh Community Hub
Wishaw	Newmains Community Hub

- 2.18 As Elected Members will be aware, the council's Capital Programme covers a five-year period. As such, it is expected that projects will be brought forward in five-year clusters when the financial budget for any given five years is approved. However, it is not until the funding package for the five years is available that the project team will be able to determine the number of projects that can be progressed in that cluster.
- 2.19 It is equally important that projects are ready to deliver when funding is available. As such, it is important that appropriate approvals (such as statutory education consultations and a proposed delivery plan, i.e. project is deliverable) are concluded to ensure that the project can be delivered when funding is available.
- 2.20 As noted above, it is important that projects are deliverable when funding is available. However, it is not possible to assess the deliverability of any given project until a feasibility study is undertaken. Therefore, the first iteration of the prioritisation list (contained within Appendix 3), allows the initial focus to be concentrated on those within Category A1.
- 2.21 Within the current programme, work is underway to transition from the *old school build* model, to that of Town and Community Hubs. The design of these new facilities will help deliver for whole communities. Examples of changes include - reimagined dining spaces which can act as small informal performance spaces for the local community (Newmains Community Hub), health zones included in proposed design (Chryston Community Hub), and a potential zone for Police Scotland (Orbiston Community Hub). After each Hub project is completed, lessons learned will be identified and fed back into future projects.
- 2.22 Other approvals are in place to commence two further projects within this five-year programme - subject to feasibility and cost profile. As approved at the Policy and Strategy Committee in October 2020, and the Education and Families Committee in February 2021, two further Hub proposals are being assessed as part of the current programme. With these projects the focus is on feasibility and assessing costs. These projects therefore will be brought back to the relevant committee for approval once the costs are known and it is assessed that the projects are deliverable.

Table 2: Projects will be brought back to committee for approval once the costs are known and it is assessed that the projects are deliverable

Locality	Project
Cumbernauld	Abronhill Community Hub
Wishaw	Wishaw Town Hub

- 2.23 It should be emphasised that these projects would be subject to further approvals linked to both anticipated project costs and statutory education consultations. Therefore, these projects are currently only approved to scope the feasibility (and potential costs).

#### Community Hubs - Investing in the existing estate

- 2.24 While there is a focus on delivering new Town and Community Hubs for North Lanarkshire's communities, it is also important to assess the existing estate, including

the many facilities that have been rebuilt or remodelled since 1996. There will be many opportunities where these facilities can be improved and enhanced and aligned with the aspirations outlined within The Plan for North Lanarkshire. The next steps in this respect are outlined in paragraph 2.29 below.

## Next steps

### Town Hubs - Potential Locations

- 2.25 The results of each survey, along with data gathered, will be shared with each Community Board at their next meeting, to ensure transparency of information.
- 2.26 It is important for all stakeholders, including Elected Members, Community Boards, and communities, to understand that these results identify a *preferred location* for proposed Town Hubs, based on the responses submitted. This does not determine that a Town Hub will be delivered at these locations but does confirm that - in the first instance - these locations will be investigated to determine feasibility including potential costs, potential timescales, and potential challenges.
- 2.27 The prioritisation of Town Hubs will be subject to feasibility and deliverability of each project, including the availability of funding.

### Community Hubs - Prioritisation of Projects

- 2.28 It is proposed that the initial focus of the project teams will concentrate on the schools identified as Category A1 projects (outlined in Appendix 3), to determine which projects will be feasible to be brought forward in the next Capital Programme (cluster).

### Community Hubs - Investing in the existing estate

- 2.29 It is important that the Town and Community Hub programme can deliver benefits, linked to the aspirations in The Plan for North Lanarkshire, through the investment allocated within the Hub programme budget. Such investment, through reimagining the spaces in the existing estate, may include the following:

<b>Breastfeeding friendly spaces</b>	The council and the wider partnership are committed to becoming a breastfeeding friendly area and, as such, welcoming spaces will be created in all new facilities (where possible). Work will also be undertaken to identify where adjustments can be made to existing facilities to create welcoming spaces for mothers.
<b>Touchdown spaces</b>	It is recognised across the North Lanarkshire Partnership that rationalisation of office spaces is required. However it is also recognised that there should be spaces across the geographical area of the local authority, where colleagues and partners who work within communities can touchdown during or outwith the working day, either to have meetings or use the welfare facilities. While it may not be possible to deliver new facilities at the same rate as office rationalisation takes place, it may be possible to create touchdown spaces in the school estate which can assist in the transition between the rationalisation of older assets and the delivery of new Town and Community Hubs. Such spaces may also be brought forward in the post 1996 estate where there are benefits to adapt and reallocate spaces within these establishments.
<b>School estate upgrades -</b>	It is important to recognise that targeted investment in the existing estate must continue to ensure that both pupil populations, and

<b><i>operating model</i></b>	wider communities, are adequately served. This investment should be targeted where there are opportunities to change the operating model of what was traditionally considered a school into a facility that could operate as a Community Hub. This targeted investment would therefore be where a newer school (post 1996) or an older school (pre-1996) could be considered to move to a Hub type operating model and investment would facilitate this transition.
<b><i>School estate upgrades - community access</i></b>	There will be instances where particular aspects of the school estate are more transferrable to the Hub model - such as the outdoor sports provision within the school grounds where (with small adaptations and investment) this provision could be opened up for community access. Where this is the case, this should also be considered for investment.

- 2.30 It should be emphasised that delivery of the aspirations outlined within paragraph 2.29 above will only be considered where there is flexibility within the new build Hub programme, i.e. where efficiencies to design or contingency funds are not required, the new build programme will take priority. However, this flexible approach will ensure that the funding linked to this programme is used pragmatically to manage the transition from old to new in line with funding allocations and availability.

#### Leadership / Operating Model

- 2.31 The March 2020 report to Policy and Strategy Committee provided an initial outline of the Programme of Work to develop a Leadership / Operating Model for the Town and Community Hubs in the future. This model will seek to integrate services, functions, and resources to ensure that Town and Community Hubs operate as a single entity and support a much wider integrated community offer, with staff able to interchange and undertake universal functions across a range of services, in line with statutory and legislative requirements.
- 2.32 While this will require a single service model to be in place, no one size fits all and there will be a need to ensure elements of service specific specialism in staffing resources and working practices. In this respect it is also important that the requirements of the statutory legislation for schools are adhered to and the needs of particular services, and service users, can be accommodated.
- 2.33 Accelerated as a result of the impact of the pandemic and the asset rationalisation programme, work is already underway to scope out a Leadership / Operating Model that will be developed in 3 Phases. Phase 1 plans are underway to progress a proof of concept for the Model. An update on this Model, which is fundamental to ensure a fully integrated community offering while maintaining an effective governance structure, will be provided to Committee in cycle 4 of 2021.

### **Programme of Work - Country Parks for the Future**

#### **Background**

- 2.34 Members will recall the March 2020 report to the Policy and Strategy Committee set out the Country Parks for the Future programme. This is a 10 year delivery plan to create a shift in the way communities use their local parks and greenspaces from passive, leisure use to active, engaged, community involvement that delivers improvements in specific health, wellbeing, and social outcomes.
- 2.35 The council has three regional Country Parks serving local communities; these are key

assets and provide opportunities to:

- Play a significant role in improving physical and mental health, enhancing environmental and outdoor education and heritage appreciation, and promoting wildlife protection.
- Form key active travel hubs.
- Be key investment opportunities through the consolidation and refocusing of key assets and council wide activities within these significant areas of greenspace.

2.36 Following consultation in 2019, a strategic Masterplan has been developed for Palacerigg Country Park and Strathclyde Country Park. Drumpellier Country Park continues to be developed as a gateway to the Seven Lochs Wetland Park as part of the Seven Lochs Partnership.

### **Progress update**

2.37 Since the initial presentation of the Masterplans to Committee in March 2020, progress updates in terms of the delivery of the Country Parks for the Future Programme of Work have been provided to the Environment and Transport Committee in November 2020 and May 2021.

2.38 Key highlights from these updates are presented in Appendix 4 for completeness. This provides an outline of the key aims of the Masterplan for each park as well as the initial priorities for action, actions taken to date, and the next steps and includes recent developments in terms of:

- A pilot of outdoor education activities for Primary 7 pupils at Strathclyde Park and creation of a new outdoor shelter for education and events.
- Progress on increased community management of a range of facilities within Palacerigg Country Park.
- Solar lighting installed around the circular loch route at Drumpellier, encouraging walking into the evenings and extending the walking day in autumn and winter.
- Cycling facilities at Strathclyde Country Park, following feedback from the public consultation which was used to draft an outline proposal. Specialist technical consultants have been commissioned to engage further with users on the design of cycle facilities to develop a fully costed plan suitable to support a funding bid to Sport Scotland's Cycling Facilities Fund.
- Work to develop a plan for the new Bellshill gateway to Strathclyde Country Park, linked to the new cycle facilities and with links to wider Active Travel networks and Hubs.
- Access improvements at Palacerigg, including a new path linking the walking route from Glencryan to the main centre, providing a quiet route through the front of the park.
- Further exploration of the generation of carbon neutral energy within Strathclyde Country Park as a potential Green Growth Accelerator pilot project, following on from the Park Power and Green Heat in Green Spaces projects.
- New heritage interpretation completed for Drumpellier Country Park Visitor Centre.
- Work to evaluate traffic management and active recreation following the closure of routes in Drumpellier and Strathclyde Country Parks to through traffic. These steps (proposed in the Masterplans and accelerated to manage the local response to the pandemic) have enabled active consultation to understand user's needs within the park. This is being expanded on to be used to shape future flow planning for the country parks.



2.39 Actions taken to date also include:

- Development of a detailed communication plan.
- Recruitment of a new Greenspace Projects Manager and Greenspace Senior Projects Officer to progress delivery of the Masterplan programme.

### **Next steps**

- 2.40 The effects of the pandemic have clearly demonstrated the importance of greenspace for health and wellbeing and as a significant preventative health resource. The Country Parks for the Future programme will therefore build on the renewed interest in North Lanarkshire's parks and greenspace to ensure they continue to meet the current and future needs of local communities.
- 2.41 A series of short videos will be produced and showcased on the council's website explaining the Masterplans and what they intend to achieve.
- 2.42 Presentation will be made to the relevant Community Boards in early 2022.
- 2.43 A report will be prepared for the Environment and Transportation Committee in cycle 1 of 2022 outlining progress on active greenspace projects to date and the expected work programme over the next 5 years to deliver the Parks Masterplans.

## **Programme of Work - Town Visions**

### **Background**

- 2.44 Members will recall the March 2020 report to the Policy and Strategy Committee presented a set of Town Vision prospectuses - these were the concept designs for how North Lanarkshire's towns could be developed - which were approved in order for Town Visions to move to the next phase of stakeholder engagement.
- 2.45 Development of the Town Visions follows approval of the Economic Regeneration Delivery Plan (ERDP) 2019-23 in August 2019 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. The intentions of the ERDP will be delivered through an integrated approach to investing in four inter-related areas:
- **Housing** - Increasing housing supply across all tenures to meet current and future housing requirements and support wider regeneration objectives.
  - **Town centres** - Supporting the regeneration of North Lanarkshire's town centres through the development of long-term visions and strategic projects.
  - **Infrastructure** - Developing the strategic infrastructure to support physical and economic regeneration, primarily through the City Deal programme.
  - **Business and industry** - Enabling and promoting the provision of good quality industrial and office space in the right locations to help attract and retain businesses and improve economic output.
- 2.46 Initial investment has been made in town centres over the last two years to address a number of aesthetic concerns and vacant and derelict property issues. The move to the development of the Town Visions has allowed the council to develop a bespoke strategy for each of North Lanarkshire's town centres that will help steer and focus future investment.

- 2.47 The need to enhance the quality of North Lanarkshire's town centres remains a key driver for inclusive growth and the Town Visions provide a starting point for working with communities and stakeholders to ensure that the towns are not only fit for purpose, but that they also provide true environmental, social, and economic benefits to local communities.

### Progress update

- 2.48 While the Town Visions provide a long-term strategy to help re-shape local towns, a number of key town centre projects have already been identified and are being taken forward through the council's Capital Programme and various external funding streams. Updates on these projects are regularly reported to the Enterprise and Growth Committee in line with the Programme of Work reporting timetable; the most recent update was provided to the Enterprise and Growth Committee in May 2021.
- 2.49 As reported to the Enterprise and Growth Committee in May 2021, consultation on the Town Visions involved a wide programme of engagement which ran between October 2020 and April 2021 and included:
- Online consultation via public and private sector stakeholder groups, Community Boards, North Lanarkshire's Youth Council and Community Council, and Tenants and Resident's Association events.
  - The establishment of Virtual Consultation Rooms for each town (accessible via the council's website), which provided local residents with the opportunity to explore, review, and comment on the Visions and proposals through an online survey.
  - An opportunity for groups and the public to contact the council directly by phone or e-mail to discuss the Visions or leave comments.
  - Press releases and information provided on council web and social media platforms.
- 2.50 Since April 2021, the council has continued to consult with community groups who have requested further feedback on the Town Visions. Engagement is also underway with the Community Boards to develop the forums which will help deliver the Town Visions.
- 2.51 The outcomes of the consultation programme are detailed in Appendix 5. This provides full details of the engagement and consultation findings and the amendments to the Town Visions which have been put in place as a result of this. A summary of the outcomes from the three stages of the consultation programme is provided below:

Stage	Summary of outcome of consultation
1. Public sector partners, private sector landowners, town centre managers, and external stakeholders (including local Registered Social Landlords (RSLs))	<p>The Visions were broadly welcomed by the council's public sector partners, private sector landowners, town centre managers, and external stakeholders (including local RSLs) invited to attend engagement events.</p> <p>This resulted in direct approaches from landowners for the council to enter into negotiations on the purchase of town centre sites. The RSLs recognised that there is scope to increase the amount of residential development within town centres and agreed in principle to work in partnership with the council to deliver new quality low carbon energy efficient flatted accommodation in these areas (subject to support to help address potential abnormal development constraints).</p>
2. Community Boards	<p>The response from the Community Boards were, on the whole, more muted. Some issues were raised as to the conceptual nature of the Visions with the overriding concern being the</p>

	<p>location of the Town Hub investment and how this could either add value to the town centre or damage the footfall over time (if not located within town centres).</p> <p>Every Community Board recognised that retail trends are such that there needs to be an alternative to the traditional function of high streets, moving towards a more service and leisure based economy.</p>
3. Public consultation	<p>The public consultation generated over 3,000 views of the Virtual Consultation Rooms which is a far greater response than what could have been expected from hosting more traditional physical exhibitions within town centres.</p> <p>The council has received 581 written responses to the public consultation through a combination of the online survey and individual correspondence.</p> <p>The majority of responses supported the production of the Town Visions and their content as it was recognised that the towns are going through structural change and the council needs to identify both mitigation and alternative forms of development to replace the more traditional uses of the high street.</p> <p>While it was made clear that the Visions were not a masterplan for towns but instead a driver for change (with the proposed Town Hubs offering a new delivery model for public services and facilities), respondents were concerned that the Visions could not be definitive as to what would be developed in their place and when.</p>

2.52 Following work to analyse and review the findings from the programme of engagement and consultation, the Town Visions have been updated accordingly. The Finalised Town Visions and Associated Town Prospectuses are attached in Appendix 6 for Members further consideration and approval.

### Next steps

2.53 Following approval of the finalised Town Visions, the delivery of the high level design proposals for each town will be taken forward by:

- Establishing Community Board sub-groups or focus groups for each town (with Community Boards agreeing the most appropriate engagement process) to support the continued review of plans and proposals.
- Developing / co-producing Town Action Plans that will be used to help deliver agreed concept plans and investment priorities for each town.
- Co-producing an annual performance framework for each town that will be used to measure progress against plans.

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## 3. Public Sector Equality Duty and Fairer Scotland Duty

3.1 The intention underpinning The Fairer Scotland Duty is to reduce the inequalities of outcome caused by socio-economic disadvantage. The guidance asserts that socio-economic disadvantage can be experienced by (a) communities of place - people who are bound together because of where they reside, work or visit, and (b) communities of interest - groups of people who share an identity, experience, or one or more of the protected characteristics listed in the Equality Act 2010.

- 3.2 The vision set out in The Plan for North Lanarkshire sets out the shared ambition of inclusive growth and prosperity and a fairer distribution of wealth across all local communities. This aims to be achieved by bringing together the elements that support strategic planning, local development, enterprise activities, and community investment in a cohesive manner through *The Place, The Vision* programme of work.
- 3.3 An overarching Equalities Impact Assessment (EIA) has been undertaken as part of the development of North Lanarkshire's ERDP, ensuring that any potential adverse equalities impacts as a result of the policy and/or plans developed through this strategy (including the Town Visions) are minimised or negated where possible. The EIA has also highlighted many potential positive equalities impacts that the delivery of the ERDP has for North Lanarkshire's residents.
- 3.4 Equality Impact Assessments and assessments under the Fairer Scotland Duty for each individual project covered by this report will continue to be carried out as part of the project management arrangements to ensure projects are assessed against each unique community and their needs.

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## 4. Impact

### 4.1 Financial impact

The Strategic Capital Investment Programme 2021/22 to 2025/26 (approved at Policy and Strategy Committee in March 2021) sets out the capital investment to support *The Place, The Vision* over the five year capital planning period.

#### *Integrated Town and Community Hubs*

The Capital Programme for 2021/22 to 2025/26 includes funding for the Town and Community Hub programme of £236.829m over this period. Officers continue to seek opportunities to lever additional funding from the Scottish Government's Learning Estate Improvement Programme (LEIP) with the current council capital allocation sufficient to provide match funding in support of a bid to LEIP in future funding phases.

#### *Country Parks for the Future*

The Capital Programme for 2021/22 to 2025/26 includes £6.514m to support Country Parks for the Future. The council is proactively seeking opportunities to lever additional funding from Scottish Government grants to support delivery of Country Parks for the Future (i.e. Green Growth Accelerator and Place Based Investment Programme funding), and other agencies such as Sport Scotland.

#### *Town Visions*

£21.7m has been identified from the council's current 5 year composite capital to support town centre regeneration, active travel, and place making. Added to this, there are a number of external capital funding opportunities that the council will aim to source to support the delivery of the Town Visions. This could include, for example:

- The UK Government's Levelling Up Fund which will provide Scotland, Wales, and Northern Ireland with £800m over the next 3-4 years to implement a range of infrastructure projects, including town centre regeneration initiatives.
- The Scottish Government's Place Based Investment Programme which will now incorporate the Regeneration Capital Grant Fund and provide £275m over the next 5 years for town centre regeneration, community regeneration, and place making projects across Scotland.
- Scottish Government programmes, such as the Vacant and Derelict Land Fund /

Vacant and Derelict Land Investment Programme, which will provide funding for the remediation and reuse of vacant and derelict land sites including those within, or on, the edge of town centres.

- Funding provided through Scottish Government Housing Grant or the council's Housing Revenue Account which can be used to support and enable town centre residential development.
- A range of Government funding that is planned to support wider goals for net zero carbon emissions.

#### 4.2 **HR policy / Legislative impact**

The impact of any workforce changes arising from this report, and the accompanying Appendices, will be dealt with in line with the council's *Managing Workforce Change - Framework Guidance*. Formal consultation exercises will be undertaken with stakeholders in line with best practice principles.

For school provision, there is likely to be legislative requirements where an individual project plans to alter existing arrangements. Such proposals require statutory education consultations. These will be assessed on a project by project basis and reported through the Education and Families Committee in line with the Scheme of Administration.

#### 4.3 **Technology / Digital impact**

The council's transformation programme, DigitalNL has a significant role to play as the enabler to achieving the long-term vision and the acceleration of technological advances and agile innovations have afforded many new opportunities in the past 18 months.

Promoting digital connectivity is a key principle underpinning all of North Lanarkshire's Town Visions. To support this aim the council will:

- Work with its digital partner (once procured) to establish a strategy for delivering *smart* and *digitally connected* towns as part of the Town Action Plans.
- Ensure that *smart technology* and potential for inclusion of *digital infrastructure* remain key considerations for all investment being made within North Lanarkshire's town centres.

Continued development of a wide range of technologies and online supports and services will be essential to enable the council to help communities to help themselves. Automated and self-serve processes will become even more important as a key driver in terms of productivity, and agile ways of working will be essential to delivering services with seemingly constant changes in behaviours, policy drivers, and legislation.

#### 4.4 **Environmental impact**

The Town Visions have been developed to help create more attractive town centres, address areas of poor quality built environment, and encourage town centre living through greening and improved community assets.

Added to this, the reshaping of North Lanarkshire's town centres will aim to incorporate more energy efficient housing and infrastructure and promote active travel and the use of public transport via the development of transport hubs / interchanges, in order to support future council targets for net zero emissions.

Further environmental impact assessments will be undertaken, as required, on a project by project basis.

#### 4.5 **Communications impact**

The council's Annual Communications Plan (approved at Policy and Strategy Committee in June 2021) sets out the focus for communications activity for 2021/22. In line with the overarching communications strategy, all major activity must support an ambition statement and also align with the core narrative which supports the *Live, Learn, Work, Invest, and Visit* brand strategy. The council has approved The Plan for North Lanarkshire and *The Place, The Vision* and, as such, these are the council's priorities and therefore the focus for communications activity.

#### 4.6 **Risk impact**

There are several of the risks on the council's Corporate Risk Register which link to the programmes of work outlined in this report. Specifically these are: Implementation of the Economic Regeneration Delivery Plan (ERDP), Asset Management, Financial Sustainability, Engagement and Consultation, Managing Strategic Change, and Governance, Leadership, and Decision-Making.

Risks on the Corporate Risk Register are reviewed regularly by the Corporate Management Team and Audit and Scrutiny Panel in accordance with the Corporate Risk Management Strategy. Documentation associated with these risks provides a high level overview of the key risks, controls, and actions, and outlines details of how they are being, or will be, managed to enable relevant monitoring and oversight. The ERDP Risk Register was recently reviewed and approved by the Audit and Scrutiny Panel in March 2021.

Associated risks for the programmes of work outlined in this report are identified and managed in accordance with the agreed corporate project risk management methodology and monitored and reported via appropriate Project Boards and/or Committees.

In addition to identified corporate risks, the delivery of investment being made as a result of the Town Visions or future Town Action Plans will be risk assessed on a project by project basis as part of the council's project management arrangements.

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### 5. **Measures of success**

5.1 Collectively this report aims to have a positive impact on many aspects of the lives of the people and communities of North Lanarkshire; measures of success include the following:

- Integrated Town and Community Hubs:
  - Improved assets for wider community use across North Lanarkshire.
  - 21<sup>st</sup> century learning and teaching facilities across North Lanarkshire.
  - A reduction in older, inefficient buildings across the council asset portfolio.
  - Bespoke facilities which meet the needs of the community which they service.
- Country Parks for the Future:
  - Improved opportunities for outdoor activities and associated health and wellbeing benefits for communities across North Lanarkshire.
  - Improved country park assets for local communities across North Lanarkshire.
  - Increased visitor numbers at all country parks.
  - An enhanced profile for North Lanarkshire as a place to *live* and *visit*.
- Town Visions:
  - Increased economic output / GVA.
  - Increased business start-ups and survivability.
  - Increased business growth and employment.

- Creation of viable and sustainable town centres.
- Increased delivery of new housing supply across tenures, particularly on brownfield sites, to meet housing requirements.
- Improved economic outcomes for local people and, in particular, those who are most disadvantaged.

5.2 Approval of the finalised Town Visions will allow a strategic investment strategy to be put in place for each town through the development of Town Action Plans. It is hoped that more strategic spend of available capital, and the ability to demonstrate wider plans, will draw down external funding and attract investment.

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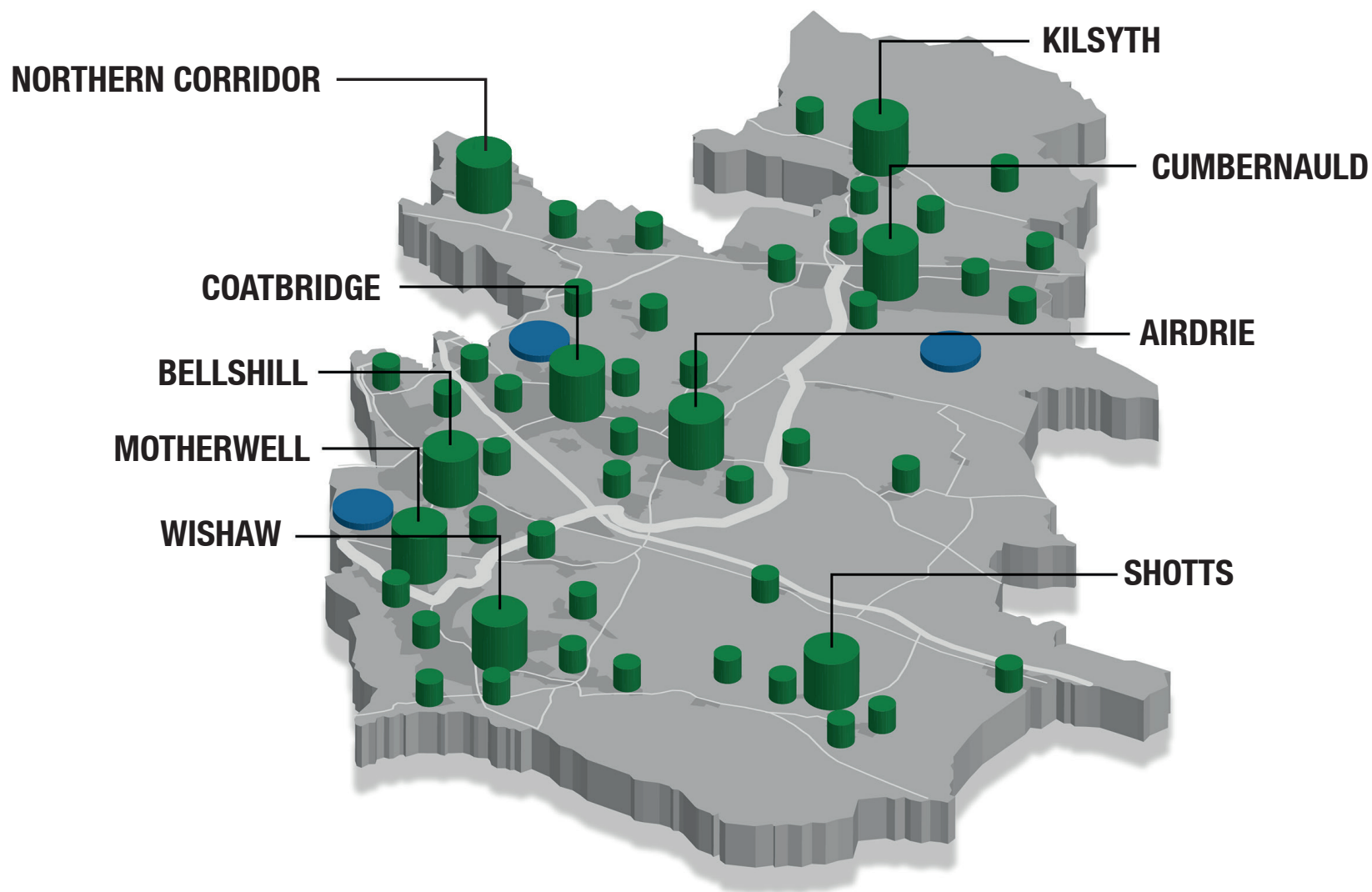
## 6. Supporting documents

- **Appendix 1:** Full details of achievements within each area
- **Appendix 2:** Consultation report: Town Hubs - *Potential Locations*
- **Appendix 3:** Community Hubs - Prioritisation of Projects
- **Appendix 4:** Country Parks for the Future - Summary and progress update
- **Appendix 5:** Consultation report: Town Visions
- **Appendix 6:** Finalised Town Visions and associated Town Prospectuses



Des Murray  
Chief Executive

*Appendix 1: Developments within each area in support of The Plan for North Lanarkshire*





# AIRDRIE



## Council new supply programme - new build sites

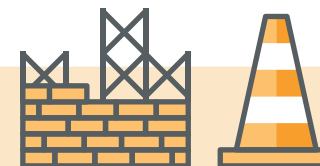
Location	Units	Status	Completion date
Clarkston PS	19	Completed	2011/12
Former Albert PS	14	Completed	2014/15
Former St Aloysius PS, Chapelhall	30	Completed	2017/18 (24), 2018/19 (6)
Former Alexandra PS	14	Completed	2018/19
Plains PS	16	On site	
McArthur Ave, Glenmavis	21	Planning app approved	
Northburn Place	31	On site	
Dykehead Rd (Holehills)	150	On site	
Calderigg Place	30	Design development underway	
Former Peterburn PS	40	Design development underway	
Glenacre Drive	15	Design development underway	
Gibb St, Chapelhall	40	Design development underway	



## Schools - year built

School	Status	Completion date
Airdrie Academy	Completed	2006
St Aloysius PS	Completed	2006
St Mary's PS	Completed	2006
Glengowan PS	Completed	2006
Chapelhall PS	Completed	2006
Clarkston PS	Completed	2008
Plains PS	Completed	2008
St David's PS	Completed	2008

Rochsolloch PS	Completed	2012
All Saints PS	Completed	2012
Caldervale HS	Completed	2012
St Dominic's PS	Completed	2018
St Edward's PS	Completed	2019
Hilltop PS	Completed	2019
Tollbrae PS	Completed	2019
Calderview Family LC	Completed	2020
Petersburn Family LC	Completed	2020



## Town centre / edge of town projects

Development	Objective	Completion date
<b>Strategic Housing Investment Plan (SHIP) projects</b>		
Broomknoll Street Church	Construction of 30 affordable homes at the former Church site (and surrounding land) by Clyde Valley Housing Association (incl additional grant funding to be provided through North Lanarkshire Council to meet the budget gap required to support this conversion/new build project).	2021
Mill Loan	Construction of 16 affordable homes by Clyde Valley Housing Association.	2022
Orrs	Demolition of the former Orrs building and construction of 20 residential units (over a new commercial platform) by a private developer that will then be purchased by North Lanarkshire Council as part of the council's new pathfinder development model.	2022
<b>Other town centre projects</b>		
Buchanan / Hallcraig Street	Structural and refurbishment works to safeguard a key town centre building on the corner of Buchanan and Hallcraig Street including shops and residential flats.	2022
Graham Street	Structural works to safeguard a key town centre building on Graham Street (Airdrie) and allow conversion of upper floors for residential use.	2022
Airdrie Town House	Feasibility study investigating the redevelopment options for either commercial space or residential space.	2021

## AIRDRIE (cont.)



### Tower programme

Works / Name	Status	Completion
<b>Fire risk assessments</b> - Milton Court, Pentland Court, Cheviot Court, Merrick Court	Completed	2019
<b>Fire doors and fire stopping</b> - Milton Court	Completed	2019
<b>Emergency lighting</b> - Milton Court	Completed	2020
<b>Demolition</b> - Northburn Place low rise	Completed	2019
<b>Demolition</b> - Holehills Merrick Court, Holehills Pentland Court, Holehills Cheviot Court	Completed	2021
<b>Electric heating upgrade</b> - Milton Court	Works still to commence	2022
<b>Lift replacement (phase 2)</b> - Milton Court	Works scheduled to commence 2021/22	2022/23

### Greenspace



Greenspace		Investment work 2014-21
Brownsburn Community Nature Park,	Local Nature Reserve	Biodiversity projects and paths.
Chapelhall	Greenspace	Investment in woodland management

## BELLSHILL



### Council new supply programme - new build sites

Location	Units	Status	Completion date
Main St, Holytown	10	Completed (Amenity)	2010/11
Spruce Way, Holytown	10	Completed	2010/11
Laburnum Rd, Viewpark	40	Completed	2012/13 (12) 2013/14 (28)
Former Belvidere PS	20	Completed	2015/16
Former Tannochside PS	16	Completed	2017/18
Caledonian Avenue	27	Completed	2021/22
Community Road	29	Planning app approved	
Laburnum Rd, Viewpark	26	Planning app approved	

### Schools - year built



School	Status	Completion date
St John Paul II P S	Completed	2006
Tannochside P S	Completed	2006
Laburnum FLC	Completed	2006
Orbiston Community Hub	Design development	2024

### Town centre / edge of town projects



Development	Objective	Completion date
Money Advice Shop	Demolition of the former money advice shop. Cleared site to be greened awaiting future redevelopment opportunity.	2022

# COATBRIDGE

## Council new supply programme - new build sites



Location	Units	Status	Completion date
Corsewall St	14	Completed	2014/15
Old School Court	20	Completed	2018/19
Blair Road	50	Completed	2019/20
St James PS / Lismore Drive	58	On site	
Berwick St	19	Planning app approved	
Columba High School	100	Design development underway	
	30	Potential 30 alternative tenure	
Shawhead	111	Re-provisioning site	
Dunbeth	170	Re-provisioning site	
Lorne Place	24	Off the shelf (subject to Committee approval)	
Glenboig, former Police Station, Main Street	6	Design development underway	

## Schools - year built



School	Status	Completion date
Shawhead Family LC	Completed	2002
St Andrew's HS	Completed	2006
Glenboig PS	Completed	2006
Our Lady & St Joseph's PS	Completed	2006
St Timothy's PS	Completed	2006
Bargeddie PS	Completed	2007
Coatbridge HS	Completed	2008
Dunbeth Family LC	Completed	2011
St Ambrose HS	Completed	2012
Greenhill PS	Completed	2012
Carnbroe/Sikeside Community Hub (new name tbc)	Planning application approved	2023
St Kevin's Community Hub	Pre-design stage	2024
St Stephen's Community Hub	Pre-design stage	2025

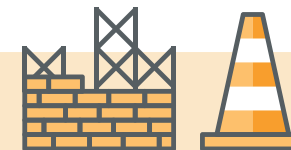
## COATBRIDGE (cont.)



### Towers programme

Works / Name	Status	Completion date
<b>Fire risk assessments</b> - Redbridge Court, Coltswood Court, Witchwood Court, Dunbeth North and South, Jackson North and South, Highcoats North and South, Burnside Court, Whifflet Court, Calder Court	Completed	2019
<b>Fire doors and fire stopping</b> - Witchwood Tower	Completed	2020
<b>Fire doors and fire stopping</b> - Whifflet Court, Calder Court, Redbridge Court, Coltswood Court	On site	2021
<b>Emergency lighting</b> - Redbridge Court, Coltswood Court	Completed	2019
<b>Emergency lighting</b> - Witchwood Court	Completed	2018
<b>Smoke detectors (installed alongside fire doors)</b> - Whifflet Court, Calder Court, Redbridge Court, Coltswood Court, High Coats, Jackson Court, Dunbeth Court	On site	2021
<b>Smoke detectors (retrospective)</b> - Witchwood	Completed	2020
<b>Demolition</b> - Shawhead low rise, Jackson Court, High Coats, Dunbeth Court	Works still to commence	2023/24
<b>Demolition</b> - Burnside Court	On site	2021
<b>4 towers improvements</b> - Blairgrove Court, Merryston Court, Glen Court, Millbrae Court	On site	2021
<b>Lift replacement (phase 2)</b> - Whifflet Court	Works scheduled to commence 2021/22	2022/23

### Town centre / edge of town projects



Development	Objective	Completion date
<b>Other town centre projects (acquisition of site / properties for future development)</b>		
Bank Street	The acquisition of the vacant and derelict buildings at the Sharksmouth Public House in Coatbridge and securing planning to support the future development of 9 new affordable homes as well as supported housing accommodation.	2023
Main Street	The acquisition of properties surrounding a fire damaged site on Main Street (Coatbridge) to allow a cohesive residential development to be taken forward which will support the future construction of 36 new town centre homes.	2026
Coatbridge Library	This project (led by Clyde Valley Housing Association) saw the conversion of the dis-used, Category B Listed, former Carnegie Library in Coatbridge into 12 housing units.	2018
Muirhall Street	Re-development of the former tax office site for amenity housing (led by Loretto Housing Association) into 28 housing units.	2019
Kildonan Street	Committee approval to convert into social rented housing, office space and new-build homes (49 units). Design development underway.	2025
Former DWP building, South Circular Road	39 units off the shelf (subject to Committee approval).	



### Greenspace

Greenspace		Investment work 2014-21
Drumpellier	Country Park	Crannog play areas, visitor centre extension and refurbishment, peatland restoration, wildlife tower. Solar stud path lighting around loch.
Glenboig Nature Park	Key greenspace site	Biodiversity project.

# CUMBERNAULD

## Council new supply programme - new build sites



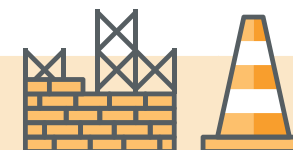
Location	Units	Status	Completion date
North Rd	29	Completed	2011/12
Westfield Drive	30	Completed	2013/14
Cardowan Drive	30	Completed	2017/18
Kildrum Nursery	16	Completed	2017/18
Brown Road	20	Completed	2018/19
Cedar Road Nursery	14	Completed	2019/20
Community Growth Area	75	Site currently being marketed	
Former Cumbernauld Primary School	8	Planning app approved	

## Schools - year built



School	Status	Completion date
Cumbernauld PS	Completed	2003
St Andrew's PS	Completed	2003
Baird Memorial PS	Completed	2004
Kildrum Family Learning Centre	Completed	2007
Greenfaulds HS	Completed	2016
Cumbernauld Academy	Completed	2019
Broomlands Family LC	Completed	2020
Cumbernauld Village Family LC	Contractor on site	2021
Abronnhill Community Hub	Feasibility	2025

## Town centre / edge of town projects



Development	Objective	Completion date
<b>Other town centre projects</b>		
Active travel links	The development of a new active travel link which, part-funded by Sustrans, will provide a new green cycle/walkway linking Abronnhill with Cumbernauld town centre.	2021
Muirfield Centre	Improvements to commercial business space	2021

## Greenspace



Greenspace		Investment work 2014-21
Mosswater	Local Nature Reserve	Recurring maintenance works following woodland planting.
Ravenswood Marsh	Local Nature Reserve	Entrance improvement works.
Ravenswood and Seafar Woods	Local Nature Reserve/ key greenspace site	Access Improvements (Cumbernauld Living Landscapes)
Palacerigg	Country Park	Path works, woodland management, play area. Extension of badger walkway with volunteers, new path installed.
Broadwood Loch and woodlands	Key greenspace site	Access improvements.
Cumbernauld Community Park	Key greenspace site	Path works. Wildflower meadow planting (Cumbernauld Living Landscapes).
Lanriggs Cumbernauld	Key greenspace site	-
Moodiesburn Glen	Key greenspace site	-
St Maurice's Pond	Key greenspace site	Access improvements, biodiversity projects.

# KILSYTH



## Council new supply programme - new build sites

Location	Units	Status	Completion date
Fisher Ave	30	Completed	2015/16



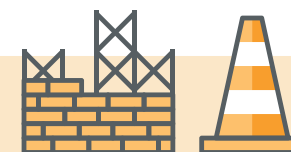
## Schools - year built

School	Status	Completion date
Stepping Stones Family Learning Centre	Completed	2001
St Patrick's PS	Completed	2007
St Patrick's Family Learning Centre	Completed	2007



## Greenspace

Greenspace		Investment work 2014-21
Dumbreck Marsh	Local Nature Reserve	River restoration, paths and habitat improvement works (ongoing throughout 2021)
Colzium and Lennox estate	Key greenspace site	Colzium Cafe and Visitor Centre



## Town centre / edge of town projects

Development	Objective	Completion date
<b>Strategic Housing Development Plan (SHIP) Projects</b>		
Main Street	Construction of 19 affordable homes by Clyde Valley Housing Association	2021
Former police station site	Construction of 32 affordable homes by Clyde Valley Housing Association	2023

# MOTHERWELL



## Council new supply programme - new build sites

Location	Units	Status	Completion date
Ravenscraig (David Wilson Homes)	18	Completed (off the shelf)	2010/11
Glencairn Tower site	25	Completed	2016/17
Former New Stevenston PS	15	Completed	2018/19
Cleekhimmin, Ravenscraig (Barratt)	10	Completed (off the shelf)	2019/20
Calder PS	30	Completed	2019/20
Mabel Street	20	Planning application approved	
Coursington	60	Re-provisioning site	
Ravenscraig (former BRE site)	24	Design development underway	



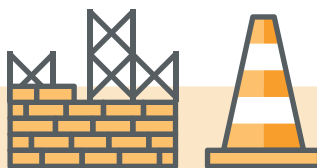
## Towers programme

Works / Name	Status	Completion date
<b>Fire risk assessments</b> - Brandon Court, Anderson Tower, Oakfield Tower, Airbles Tower, Albion Tower, Whamond Tower, Barons Tower, Dalziel Tower, Grange Tower, Merryton Tower, Muirhouse Tower, Netherwood Tower, Shields Tower, Burnside Tower, Doonside Tower, Glassford Tower, Lodge Tower, Glen Tower, Woodside Tower, Elvan Tower, Allan Tower, Draffen Tower, Coursington Tower, Avon Tower, Calder Tower, Clyde Tower	Completed	2019
<b>Fire doors and fire stopping</b> - Whamond Tower, Airbles Tower, Anderson Tower (Asbestos), Albion Tower, Oakfield Tower (Asbestos removal), Anderson Tower, Barons Tower, Netherwood Tower, Merryton Tower, Grange Tower, Dalziel Tower, Shields Tower, Muirhouse Tower, Clyde Tower, Doonside Tower, Lodge Tower	Completed	2019
<b>Fire doors and fire stopping</b> - Oakfield Tower, Glen Tower	Completed	2020
<b>Fire doors and fire stopping</b> - Glassford Tower, Burnside Tower, Elvan Tower, Avon Tower, Calder Tower, Allan Tower, Coursington Tower, Draffen Tower, Woodside Tower, Brandon Court	Completed	2021

## Towers programme

Works / Name	Status	Completion date
<b>Emergency lighting</b> - Whamond Tower, Lodge Tower, Burnside Tower, Airbles Tower, Doonside Tower, Anderson Tower, Oakfield Tower, Brandon Court, Glassford Tower, Elvan Tower, Avon Tower, Clyde Tower, Albion Tower, Calder Tower, Netherwood Tower, Merryton Tower, Grange Tower, Woodside Tower, Allershaw Tower, Muirhouse Tower, Burnside Court, Allan Tower, Coursington Tower, Draffen Tower, Glen Tower, Calder Court	Completed	2019
<b>Emergency lighting</b> - Barons Tower	Completed	2020
<b>Emergency lighting</b> - Dalziel Tower	Completed	2020
<b>Smoke detectors (installed alongside fire doors)</b> - Grange Tower, Dalziel Tower, Shields Tower, Muirhouse Tower, Clyde Tower, Doonside Tower, Lodge Tower, Glen Tower	Completed	2019/20
<b>Smoke detectors (installed alongside fire doors)</b> - Glassford Tower, Burnside Tower, Woodside Tower, Elvan Tower, Avon Tower, Calder Tower, Allan Tower, Coursington Tower, Draffen Tower, Brandon Court	Completed	2021
<b>Smoke detectors (retrospective)</b> - Whamond, Merryton Tower, Airbles, Albion	On site	2021
<b>Smoke detectors (retrospective)</b> - Netherwood, Barons, Anderson, Oakfield	On site	2021
<b>Sprinkler installations</b> - Burnside Tower, Lodge Tower, Doonside Tower	On site	2022
<b>Demolition</b> - Allan Tower, Draffen Tower, Coursington Tower	Works still to commence	2022/24
<b>Lift replacement (phase 1)</b> - Grange Tower, Merryton Tower, Dalziel Tower, Shields Tower	On site	2021/22
<b>Lift replacement (phase 2)</b> - Barons Tower, Lodge Tower	Works scheduled to commence 2021/22	2022/23
<b>Lift replacement (phase 3)</b> - Burnside Tower, Doonside Tower, Glassford Tower	Planning and development stage	

## MOTHERWELL (cont.)



### Town centre / edge of town projects

Development	Objective	Completion date
<b>Other town centre projects</b>		
Library	Essential works to repair the external fabric of this historic listed town centre building.	2020
Train Station - Park and Ride	Improvements to park and ride facilities, funded through Strathclyde Partnership for Transport and Scottish Government, to support improvements to Motherwell Train Station. These works will also include the development of an active travel link between the station and Strathclyde Country Park as part of the establishment of a wider network of routes between Strathclyde Country Park and Wishaw (via Ravenscraig).	2020
Train Station and Forecourt	Improvements to Motherwell Train Station and forecourt as part of a package of partnership investment being made in this new town centre transport hub by Abellio, Transport Scotland, Strathclyde Partnership for Transport and North Lanarkshire Council.	2021
Train Station - Muir Street upgrade	New access improvements to Motherwell Station, funded through City Deal, including a dedicated taxi rank and new access via the rear of buildings on Muir Street.	2021
Windmillhill Street	The acquisition of above retail commercial space to allow for future conversion to 4 flats.	2022
YMCA / Brandon Street	The acquisition of the vacant/derelict YMCA building in Motherwell to support conversion for residential use (9 units) along with new build on the adjacent vacant site at 303 Brandon Street (with wider regeneration proposals having capacity to support the future development of 40 new town centre homes).	2024
Old Town Hall	The acquisition of the former town hall for the future conversion of this property (at a key gateway to the town centre) for residential development (in turn providing 20 new town centre homes).	2024
Draffen Street - Commercial units	The acquisition and future demolition of small commercial units on Draffen Street (Motherwell) to support the re-provisioning programme for Coursington, Allan and Draffen Towers.	2020
Braidhurst Industrial Estate	Refurbishment of existing NLP industrial units along with new build industrial units on vacant and derelict land and environmental improvements throughout the estate for new and existing users.	2023
Café refresh	Refurbishment of vacant shop units on Muir Street to provide lettable business space in the town centre.	2022
Muir Street / Merry Street	Feasibility study examining potential acquisition of 1st and 2nd floor vacant properties in Muir Street and Merry Street and conversion to residential accommodation in key location within town centre. Potential for 12 new residential units.	
Active Travel	Feasibility study supporting wider active travel route/cycling and wheeled sports provision between Motherwell and Wishaw.	2022

### Schools - year built



School	Status	Completion date
New Stevenston Primary School	Primary	2006
St Patrick's Primary School	Primary	2006
Cathedral Primary School	Primary	2011
Ravenscraig Community Hub	Pre-design stage	2026



### Greenspace

Greenspace		Investment work 2014-21
Strathclyde	Country Park	Finish tower upgrade, rowing course upgrade, water quality interventions. Path widening works and outdoor activities shelter.
Dalzell Estate	Key greenspace site	Historic features restoration. Path improvement works.
Riccard Johnston	Key greenspace site	Access improvements, woodland management.
Ravenscraig Civic Greenspace and Community Park	Key greenspace site	Creation of a new civic greenspace and park (approx 7 hectares), adjacent to the Regional Sports Facility. This will provide a civic green space and public park incorporating pathways, lighting and benches, play facilities and informal and formal sports provision with associated lighting and connections to a wider active travel green network. Due for completion 2020.



## NORTHERN CORRIDOR



### Council new supply programme - new build sites

Location	Units	Status	Completion date
Coshneuk Rd, Millerston	11	Completed (Amenity)	2011/12
Gartferry Road, Moodiesburn	50	Completed	2013/14
Lanrig Rd, Chryston	27	Completed (Amenity)	2014/15
Old Lindsaybeg Rd, Chryston	14	Completed (off the shelf)	2015/16
Station Rd (Persimmon) Ph1, Chryston	24	Completed (off the shelf)	2017/18
Station Rd (Persimmon) Ph2, Chryston	6	Completed (off the shelf)	2017/18
Greenlea Road, Chryston	21	Completed	2018/19
Main Street (Bellway) (Phase 1), Chryston	8	Completed (off the shelf)	2019/20
Main St (Bellway) (Phase 2), Chryston	10	Completed (off the shelf)	2019/20
Inchnock Ave (Bellway), Gartcosh	16	Completed (off the shelf)	2019/20
Chilterns Care Home, Chryston	21	On site	
Gateside & Hornshill Farm (Barratt), Stepps	30	Off the shelf (Approved at Committee)	
Gartferry Road (Allanwater), Chryston	22	Off the shelf (Approved at Committee)	

## SHOTTS



### Council new supply programme - new build sites

Location	Units	Status	Completion date
Former Harthill PS	20	Completed	2018/19

### Schools - year built



School	Status	Completion date
Stepps PS	Completed	2007
Chryston HS	Completed	2012
Chryston Community Hub	Planning app approved	2023
Gartcosh Community Hub	Pre-design stage	2025

### Greenspace



Greenspace	Investment work 2014-21	
Gartcosh	Local Nature Reserve	Habitat works. Regular improvements to habitat.

### Schools - year built



School	Status	Completion date
Alexander Peden PS	Completed	1999
Shotts Family Learning Centre	Completed	2000
Calderhead High School	Completed	2012

### Greenspace



Greenspace	Investment work 2014-21	
Kingshill	Local Nature Reserve	Path improvement project with volunteers.

# WISHAW

## Council new supply programme - new build sites



Location	Units	Status	Completion date
Cambusnethan PS	20	Completed (Amenity)	2011/12
Walkerburn Dr, Coltness	20	Completed	2017/18
Meadowhead Rd, Ravenscraig (Keepmoat)	11	Completed (off the shelf)	2019/20
Dimsdale	61	On site	
Mossburn St, Waterloo	20	On site	
Gowkthrapple (Ph1)	97	Re-provisioning site	

## Schools - year built



School	Status	Completion date
Cambusnethan PS	Completed	2007
St Ignatius PS	Completed	2007
Wishaw Academy PS	Completed	2007
Coltness HS	Completed	2012
Calderbridge PS	Completed	2012
Clyde Valley HS	Completed	2016
Orchard PS	Completed	2016
Newmains and St Brigid's Community Hub	On site	2022
Netherton Family LC	Completed	2020
Abernethyn Family LC	Completed	2021
Innerleithen Family LC	Completed	2021

## Towers programme



Name	Status	Completion date
<b>Fire risk assessments</b> - Birkshaw Tower, Allershaw Tower	Completed	2019
<b>Fire doors and fire stopping</b> - Birkshaw Tower	Completed	2018
<b>Fire doors and fire stopping</b> - Allershaw Tower	Completed	2020
<b>Emergency lighting</b> - Birkshaw Tower	Completed	2018
<b>Emergency lighting</b> - Allershaw Tower	Completed	2019
<b>Smoke detectors (installed alongside fire doors)</b> - Allershaw Tower	Completed	2020
<b>Sprinkler installations (pilot)</b> - Birkshaw Tower	Completed	2019
<b>Demolition</b> - Gowkthrapple Birkshaw Tower	Works still to commence	2023
<b>Demolition</b> - Gowkthrapple Allershaw Tower	Works still to commence	2024
<b>Demolition</b> - Gowkthrapple low rise	Works still to commence	2025

## WISHAW (cont.)



### Town centre / edge of town projects

Development	Objective	Completion date
<b>Strategic Housing Investment Plan (SHIP) projects</b>		
East Academy Street	Construction of 20 affordable homes at the former Wishaw Market site by Link Housing Association.	2020
Main Street	Construction of 42 affordable homes at the former Tesco site in Wishaw by Trust Housing Association.	2022
Robert Street	Construction of 16 affordable homes by North Lanarkshire Council.	2021
<b>Other town centre projects (acquisition of site / properties for future development)</b>		
Kings House	The acquisition and future demolition of an outdated office facility (and adjacent car park) on King Street (Wishaw) to enable the future development of 16 new town centre homes.	2023
Methodist Church	The acquisition of a derelict church on Caledonian Road (Wishaw) to support the regeneration of a key gateway site to the town centre and enable future residential development for approximately 9 new homes.	2023
Graham Street	Design development underway for 18 units.	



### Greenspace

Greenspace		Investment work 2014-21
Braedale Hill	Local Nature Reserve	Small biodiversity action earth grant aided projects.
Cambusnethan Woodlands	Local Nature Reserve	Small signage project.
Greenhead Moss & Perchy Pond	Local Nature Reserve	Peatland restoration, path and boardwalks. Access improvement works and volunteering projects on wildflower meadow.
Coltness & North Branchal Woods	Key greenspace site	-

# CITY DEAL

## Projects pan Lanarkshire

Project	Status	Completion date
North Lanarkshire City Deal Infrastructure Project - Glenboig Link Road	Completed	2018
First phase of Motherwell Town Centre Interchange (MTCI) project	Completed	2020
Motherwell Town Centre Interchange (MTCI)	In development	2022
Ravenscraig Infrastructure Access (North)	In development	2025
Ravenscraig Infrastructure Access (South)	In development	2025
East Airdrie Link Road	In development	2026
A8 / M8 corridor access improvements		
Orchard Farm Roundabout	In development	2023
Eurocentral: Park, ride, and share	In development	2023

# TOWERS PROGRAMME

## Structural Surveys across North Lanarkshire

Project	Status	Completion date
<b>Phase 1</b> - To identify if aluminium composite materials were present on NLC high rise tower housing stock.	Complete	2017
<b>Phase 2</b> - To identify existing fire compartmentalisation arrangement within NLC high rise tower housing stock.	Complete	2018
<b>Phase 3</b> - To assess structural condition of NLC high rise tower housing stock.	Complete	2021





# **Integrated Town and Community Hubs**

incorporating all future school new build programmes



**Consultation report:**  
**Town Hubs - Potential Locations**

In March 2021, nine public briefing sessions were held for residents and interested parties. These sessions were split into four parts:

1. Overview - how this programme links into the aspirations and ambitions within The Plan for North Lanarkshire.
2. Guiding Principles - an overview of the six guiding principles which underpin this programme of work, what they are, and why they are important.
3. Prioritisation Matrix - an overview of the six influencing factors which will help determine the priority order for projects (i.e. which schools will be included at which stage of the Hub programme).
4. Potential Locations - these were unique to each town community, and for each town community the potential locations were outlined, along with the rationale for their inclusion on the list.

Across the nine briefings held, over 600 people were in attendance to hear the proposals outlined.

In addition to the public briefings, a series of videos provided an overview of the programme, the Guiding Principles, the Prioritisation Matrix, and the *potential locations* (these can be found at [www.northlanarkshire.gov.uk/townhubs](http://www.northlanarkshire.gov.uk/townhubs)).

The *potential location* videos were widely shared on the council's social media platforms to encourage residents to have their say on where they thought the new town hub should be located. The videos included a link to an online survey.

Throughout April 2021, residents were asked to consider the *potential locations* and provide their views by completing one of the nine surveys. Across the authority, over 3,300 people provided their view on the *potential location* of the Town Hub within their locality. These surveys have been analysed and the headline figures are noted on the next page.

## Town Hub Locations: Stats and Survey Results

	Preferred Location	Surveys Completed	%age choosing preferred location
Kilsyth	Garrell Road (Town Centre)	414	75%
Cumbernauld	Cumbernauld Town Centre	849	77%
Airdrie	Rawyards (St Margaret's HS & Sports)	394	59%
Coatbridge	Coatbridge High	222	48%
Bellshill	Bellshill Academy Playing Fields	367	58%
Motherwell	Ravensraig	502	59%
Wishaw	Wishaw Sports Centre	346	70%
Shotts	Calderhead HS (only location)	196	N/A
Northern Corridor	Chryston HS (only location)	52	N/A
Total surveys completed		3,342	
Attendees at public briefings		612	



## Community Hubs - Prioritisation of Projects

### Alignment with The Plan for North Lanarkshire and informed by evidence

Through *The Plan for North Lanarkshire* - agreed and approved by both Elected Members and partnership organisations - it was articulated that there must be a focus on reducing and removing inequality and inequity. Specifically, *The Plan for North Lanarkshire* states:

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

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

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

It is important therefore, that the projects brought forward first within the Town and Community Hub programme align with the vision outlined within The Plan. To do so, requires a process where projects can be assessed and prioritised against the agreed Prioritisation Matrix.

### Prioritisation Matrix

The Prioritisation Matrix, approved by the Policy and Strategy Committee in March 2020, defines the variables which determine the score for each project and the delivery phase it is allocated to. This ensures that the delivery phase for each project is informed by a clear set of criteria which demonstrates why any given project is perceived to be of greater priority than others.

The highest weighting within the Prioritisation Matrix (to ensure alignment with The Plan for North Lanarkshire) is *socio-economic and wellbeing* aspect, which is being assessed using the national index, the Scottish Index of Multiple Deprivation (SIMD).

### Prioritisation of Projects

The first iteration of the prioritisation list assessed each school catchment area, and the population contained within it, against the SIMD 2020 and Small Area Population Estimates (SAPE) 2019 data. There were two key assessments undertaken to identify those projects which align best with the aspirations outlined in The Plan for North Lanarkshire: *categorisation* and *population density*.

#### *Categorisation*

Each catchment area (which contains a pre-1996 establishment) was categorised based on the number of people (population) who reside within the data zones contained within that catchment area:

- **Category A:** More than 50% of the population within the catchment area reside within the *most deprived* three deciles (30%). These are the local communities which have higher levels of deprivation.
- **Category B:** More than 50% of the population within the catchment area reside within the *most deprived* five deciles (50%). These are the local communities where most (more than half) of the population resides within deprived areas.



- **Category C:** More than 50% of the population within the catchment area reside within the *least deprived* five deciles (50%). These are the local communities where most (more than half) of the population resides in less deprived areas.

#### *Population density*

Catchment areas assessed to fall within category A outlined above were then further assessed to understand population density.

- On average, data zones within the local authority area have a population of 730 people.
- Where school catchment areas showed that overall the population was higher than average, it received a categorisation of A1.
- Where the catchment area showed a population that was lower than average, it received a categorisation of A2.
- Those catchment areas which are categorised as A1 are therefore deemed to be most aligned with the aspirations set out in The Plan for North Lanarkshire.
- As such, these are the school catchment areas which are listed below as the projects that should be assessed first to determine the feasibility of these Hub projects, and further assess how they align with the other Prioritisation Matrix components.

School catchment	Population Density		Deciles 1 to 3		Total Population
	Index Score	Category	Population	%age	
Bellshill Academy	604	A1	11728	56%	21044
Berryhill Primary School	296	A1	3864	71%	5406
Braidhurst High	963	A1	11401	73%	15563
Carbrain Primary School	336	A1	2526	100%	2526
Cardinal Newman High	629	A1	18166	51%	35669
Chapelside Primary School	805	A1	5185	100%	5185
Glencairn Primary School	458	A1	2902	71%	4108
Kilsyth Primary School	953	A1	3828	63%	6063
Kirkshaws Primary School	1021	A1	4640	56%	8321
Logans Primary School	231	A1	2421	100%	2421
Mossend Primary School	180	A1	4180	62%	6750
Muir Street Primary School	300	A1	5581	73%	7600
Muirhouse Primary School	158	A1	4162	62%	6728
Shawhead Primary School	235	A1	4270	70%	6075
St Bernard's Primary School	133	A1	1476	64%	2323
St Mary's Primary School, Coatbridge	21	A1	1832	62%	2941
St Patrick's Primary School, Shotts	351	A1	4455	53%	8381
St Serf's Primary School	844	A1	7243	70%	10334
St Teresa's Primary School	763	A1	3077	52%	5873
St. Aidan's High	538	A1	26179	55%	47988
St. Margaret's High	1090	A1	29247	53%	55110
Thornlie Primary School	282	A1	2092	65%	3202

## **Country Parks for the Future**



## Country Parks for the Future - Summary and progress update

### Palacerigg Country Park

#### Masterplan

The outcome of the consultation in 2019 found that outdoor play was the theme most strongly supported by the public (57%), the strategic Masterplan for Palacerigg Country Park therefore aims to build on the park's role as a community asset, focusing on play, outdoor activity, and wildlife conservation.

The long-term plan is to:

- Improve core visitor facilities - consolidating café, toilets, visitor centre, and golf club to improve quality of experience.
- Develop a major new attraction based around outdoor play.
- Develop a new park gateway at Glencryan to significantly improve the park's connection to local communities, the town centre, and the new community growth areas.
- Upgrade the visitor infrastructure, extending car parking and path networks, and carrying out major investment in a spine route to the new gateway.
- Promote third sector involvement and facilities.
- Promote private sector involvement and franchise opportunities.

#### Priorities

Initial priorities for action aim to focus on strengthening existing park assets by:

- Developing signage, wayfinding, and interpretation strategy for the park.
- Carrying out an audit of existing path networks and identification of new routes required, to develop a hierarchy of paths for walking and cycling, considering accessibility requirements.
- Commencing a new phase of the woodland management plan.
- Developing a plan for marketing and promotion with other partners within the park, with a standalone, easy access website for the purposes of promotion of the park.
- Developing an environmental action plan for the golf course.
- Developing an action plan for nature conservation.

#### Actions taken to date

- Concept design completed for revised car park configuration.
- Path network improvements completed, including improved and new paths through core visitor hub area and ongoing development of Badger Trail by Countryside Ranger Service and community volunteers.
- Plans are progressing for tree planting in collaboration with schools as part of the council climate emergency response. Planting will take place over the winter planting season 2021/22.
- Community Asset Transfer has been approved in principle for Palacerigg Community Trust to enter into a long-term lease to deliver services from Palacerigg Visitor Centre. Work on the lease has commenced and will be reported to the appropriate committee.
- A new path linking the walking route from Glencryan to the main centre has been completed and provides a quiet route through the front fields of the park. Further work will develop natural play and biodiversity features to enhance this area.

#### Next steps

- It is anticipated the Masterplan will be implemented over a five year period, with the first two years focussed on developing the existing core visitor hub.
- Development at the hub area will commence in 2022-23 based on engagement with the community groups and wider users
- This timeline is subject to funding restrictions, planning approvals, and development of the relevant delivery partnerships.

## Strathclyde Country Park

### Masterplan

The strategic Masterplan for Strathclyde Country Park showcases the ideas and opportunities that have been suggested by members of the local communities, organisations, sports groups, and a host of other people through these creative engagement exercises. The proposals outlined represent major investment in a key greenspace asset and aim to make the park much better connected to the local communities, while establishing the park as a major visitor attraction and focus for health and wellbeing for the whole area. The long-term plan has been split into core and flagship proposals.

### Core

- Wildlife enhancement - woodland habitat, pollinators, fish passage, wildlife corridors.
- Water quality improvement - focussed on the lagoon area to make it suitable for paddling or swimming.
- Access improvements - including paths, bridges, and signage.
- Transport improvements - to reduce car movements in the park, and improve active travel infrastructure, particularly connecting with local communities.
- Artist's strategy - running through all new buildings, art trails, and outdoor sculptures.
- Energy - park power to supply renewable electricity and heat.
- Branding - to create a strong, recognisable park identity.

### Flagship

- Lagoon area - including new outdoor centre, lagoon bridge to form a walkway across the loch and viewing area for events, and an events and accommodation area.
- Heritage area - including heritage centre and trails.
- Bellshill gateway and velo park - create a gateway at Bellshill (featuring bike tracks) and strengthen connections from that community into the park.
- Virtual park - investment in augmented and virtual reality.

### Priorities

Initial priorities for action aim to:

- Raise awareness of the Masterplan and build momentum for the project.
- Undertake preparatory work for flagship proposals undertaking required surveys and consultation work.
- Develop core proposals, with an initial focus on access requirements. This area has only grown in importance as a result of the coronavirus pandemic.
- Investigate external funding opportunities for flagship and core proposals

### Actions taken to date

#### *Outdoor education*

- Since August 2020, Strathclyde Park has supported a pilot of outdoor education activities for Primary 7 pupils. This has involved development of a wider partnership of delivery, including boating activity supported by Strathclyde Park staff, rowing taster sessions supported by Scottish Rowing, and environmental education led by the Countryside Ranger Service with pupils learning outdoor skills in shelter building, fire building, wood carving, and environmental arts.
- A new outdoor shelter has been developed for education and events. With input from pupils on the design, a bespoke structure is now in place encompassing architectural and artistic vision to inspire users of the facility, with roof lanterns created using materials recovered from mobile phone and laptop screens, highlighting issues with consumer behaviour and the opportunities for re-use and recycling of materials.

#### *Traffic management and active recreation*

- Following lockdown in March 2020 the park access route was closed to vehicular through traffic (to implement Scottish Government advice to promote facilities for pedestrians and cyclists and accelerate proposals in Masterplan), moving from a focus on providing facilities for vehicles to one where walking and cycling are prioritised. The current closure, supported by Sustrans Spaces for People funding, closes off an

unadopted vehicular route through the park between Motherwell and Bellshill / Raith Interchange. This prioritises the safety of pedestrians, cyclists and horse riders actively using the park for recreation. Since the initial relaxation of restrictions, the closure has been reduced to increase motorised access to key facilities and allow most car parks to reopen.

- To assess the impact of the traffic management and active recreation measures, an initial survey offered feedback from park users in March 2021. Views were split between users who wished to retain the safety benefits for walkers and cyclists the route has provided, and those who feel the inconvenience of not being able to drive through the park to get to other places quicker than the adopted road network allows.

#### *Path widening*

- Spaces for People funding has supported temporary path widening, and more recently a significant upgrade and widening of paths at the northern end of Strathclyde Loch opened for Easter 2021. This provides a route for walkers and cyclists to share space safely from the north end of the loch to the bridge over the South Calder.

#### *Cycling facilities consultation*

- Between March and June 2021 a public consultation exercise was undertaken focussing on cycling in Strathclyde Country Park. It built on aspects of the cycling and transportation work established in the Masterplan. The purpose of the consultation was to gather community feedback on the Bellshill cycle gateway proposals and wider use of cycle facilities within the park, and develop the initial design for the cycle park (based on community feedback) to inform a potential application to the Sport Scotland Cycling Facilities Fund.
- 323 responses were received to an online survey. 86.7% of respondents thought that extra cycling facilities would encourage them to use the park more. The consultation highlighted the top three facilities preferred by the public - cycling routes providing direct connections through the park, a dedicated cycling area, and way-marked routes. In relation to cycling disciplines, a majority of respondents wished for mountain biking facilities (76.5%), followed by a road track (66.9%), a pump track (46%), and BMX (41.2%). Cyclocross, skatepark, ramps and jumps, and graded trails were also mentioned. The consultation responses were used to draft an outline proposal for the development of cycling facilities.

#### *Bellshill entrance and Velo Park project*

- Following the completion of the cycling facilities consultation, Architrail Velosolutions have been commissioned to work with users to develop a design for cycle facilities including a fully costed plan. The detailed design is likely to include a pump track, mountain bike skills loops and trails, a balance bike course, a learn to ride area, and shared use trails. This work will support walking and cycling through significant path widening on key routes. This piece of work forms part of the Bellshill gateway project and supports a funding bid to Sport Scotland's Cycling Facilities Fund.
- More detailed consultation is starting with stakeholders and the local community to

	<p>help shape the Bellshill gateway. These form an ambitious plan to secure £1m of capital to revitalise a local entrance to Strathclyde Country Park, create a Velo Park in that location and link it to the wider park facilities.</p> <p><i>Carbon neutral country park</i></p> <ul style="list-style-type: none"> <li>• Following on from the Park Power and Green Heat in Green Spaces projects, the generation of carbon neutral energy is being explored further as a potential Green Growth Accelerator pilot project.</li> <li>• Previous feasibility studies identified Strathclyde Loch as having a significant energy generating potential, specifically as a source of heat through a closed loop water source heat pump. The viability was also confirmed in terms of generating electricity from car park canopy mounted photo voltaic panels and using this to not only supply park buildings with green energy, but also to charge up park visitor's electric vehicles.</li> <li>• The project now seeks Scottish Government funding to create a business case which may include wider energy improvements in the park, improved space for education to deliver residential services, and the supply of green energy to the wider neighbourhood.</li> <li>• If the pilot project is successful in creating a viable business case, it would enable a bid to the Green Growth Accelerator for revenue funding over 10 years to support delivery of technology contributing to the ambition to reach net zero status by 2030.</li> </ul>
<p><b>Next steps</b></p> <ul style="list-style-type: none"> <li>• The Masterplan for Strathclyde Park is a major development intended for implementation over a 10 year period.</li> <li>• The flagship projects have been phased with the combined Bellshill gateway and phase 1 Velo Park as the first proposed project due for completion mid-2022. This phasing will be kept under review so that appropriate developments are prioritised, for example if ongoing restrictions are required for indoor facilities due to coronavirus, outdoor facilities shall be prioritised.</li> <li>• Further access improvements shall commence in 2022 and the first art routes are anticipated to be in place by late 2022.</li> </ul> <p><i>Outdoor education</i></p> <ul style="list-style-type: none"> <li>• Further work is underway to enable the scaling up of the outdoor education programme to increase capacity to ensure more pupils can experience time and activities at the park, with the ultimate aim of offering residential courses within the park.</li> <li>• Pupils will be involved in planting the climate emergency forest at the park.</li> </ul> <p><i>Path widening</i></p> <ul style="list-style-type: none"> <li>• Following the upgrade and widening of paths at the northern end of Strathclyde Loch, feasibility studies will look at continuing the approach further along the north shore path network if ecological and cultural constraints allow.</li> </ul> <p><i>Bellshill entrance and Velo Park project</i></p> <ul style="list-style-type: none"> <li>• Further engagement work will be undertaken around the detailed design of phase 1 Velo Park proposals along with further work on links to the wider active travel network.</li> </ul> <p><i>Carbon neutral country park</i></p> <ul style="list-style-type: none"> <li>• The council is working on the Green Growth Accelerator application to access up to £80k external funding for business case development which could lead to £10million of revenue funding over 10 years to offset the council's capital costs of implementing the carbon reduction proposals. If successful, the project would require agreement to accelerate the £12m refurbishment and extension of the Watersports Centre in Strathclyde Park in line with the aspiration to provide more residential school and sports camp use.</li> </ul>	

## **Drumpellier Country Park**

### **Masterplan**

Drumpellier Country Park is being developed as a gateway to the Seven Lochs Wetland Park, a new regional park in north-east Glasgow. The council is a key partner in the Seven Lochs Partnership, with support from the National Lottery Heritage Fund.

The Seven Lochs Partnership was established in April 2016 to develop the Seven Lochs Wetland Park as a major new heritage and nature park for Scotland, deliver the Heritage Lottery Fund supported Seven Lochs Heritage Project, and drive forward the creation on a new Green Network extending from the Park into surrounding communities.

Partnership members are: North Lanarkshire Council, Glasgow City Council, Glenboig Development Trust, Provan Hall Community Management Trust, The Conservation Volunteers Scotland, Forestry Commission Scotland, and Scottish Natural Heritage.

### **Priorities of the Seven Lochs Partnership**

- A five year, £6.8million work programme is now underway, supported by a grant of £4.5million from the Heritage Lottery Fund, along with funding from Seven Lochs Partnership members and range of other funders.
- Over the next four years work will be undertaken to restore and enhance heritage and nature, develop new visitor facilities, create new paths and cycle routes, and offer a range of heritage learning and engagement opportunities for people of all ages.

### **NLC actions taken to date for Drumpellier Country Park**

- Works to the extended visitor centre at Crannog play area are currently being completed and new interpretation is in development to enable the centre to re-open as soon as restrictions allow.
- Access improvements and habitat enhancement focussed on peatlands are completed. The partnership is also considering the appropriate approach to secure the legacy of the project and further develop the gateways as key activity hubs.
- Solar lighting has been installed around the circular loch route encouraging walking into the evenings and extending the walking day in autumn and winter.
- New heritage interpretation has been completed for the visitor centre.
- Plans are progressing for further habitat and biodiversity work across the park in collaboration with Seven Lochs Wetland Park.

### **Next steps**

- During the coronavirus pandemic, through or circular traffic was restricted at Drumpellier Country Park to support use by pedestrians and cyclists and facilitate park user's enjoyment of the park without conflict with vehicular traffic in the main park areas. This accelerates proposals developed in the park Masterplan for access within parks, and the next steps will see work to test these measures.

## **Town Visions**





## **Consultation report:** **Town Visions**

There were three main elements to the engagement and consultation process for the Town Visions to ensure that the council reached as wide an audience as possible to debate the future of North Lanarkshire's towns with those who own, manage, and use the town centres and to communicate the structural changes across key sectors such as retailing, the digital economy, and carbon impact, etc.

The stages involved the following consultees:

- Stage 1 - Landowners, managing agents, developers, Registered Social Landlords (RSLs), and key stakeholders such as the Scottish Government.
- Stage 2 - Community Boards and the Third Sector.
- Stage 3 - The general public.

### **Stage 1 - Stakeholder consultation**

The Town Visions present a vision of a potential future for each town and it is clear that the delivery of the vision would require the support and input of a number of partners and statutory bodies.

The first stage of engagement was therefore directed at senior decision makers and policy makers within national and regional institutions, professional bodies, statutory undertakers, the development community, institutional landowners, and Registered Social Landlords.

We wanted to communicate the breadth of our ambition for the town visions and the logic behind the structural changes which have informed the proposals contained in the draft Town Visions.

#### **Online workshops**

The engagement took the form of an online workshop with an invited audience who viewed an audio visual presentation of the draft Town Visions from the lead consultant, Julian Farrar of Ironside Farrar Ltd. There then followed a question and answer session in which participants were encouraged to debate the merits of the draft Town Visions and provide feedback on the scope and content of the visions for each town.

We held two separate online workshops on the 20<sup>th</sup> and 22<sup>nd</sup> of October 2020:

- The first was directed at public and partner bodies such as the Scottish Government, Scottish Water, Scottish Enterprise, NHS Lanarkshire, New College Lanarkshire, Skills Development Scotland, Transport Scotland, Scottish Natural Heritage, Historic Environment Scotland, and Strathclyde Passenger Transport, etc.
- The second event was targeted at the development community, both private and public, who are directly responsible for the delivery of physical change within our communities, this group contained Registered Social Landlords, housing associations, volume housebuilders, niche developers, small and medium developers and, most importantly, the large institutional landowners and managing agents who own and manage a number of town centres throughout North Lanarkshire.

The feedback from both events was positive in that participants recognised and supported

the need for the Visions to map out a direction of travel for the public and private response to the structural changes that are impacting on our town centres and towns.

#### Participants views and outcomes

The main output from the stage 1 engagement is that a number of landowners have contacted the council to propose a partnership approach to redeveloping their assets to align with the draft Town Visions. The owners and managing agents of town centres recognise the changes in the retail environment driven by the growth of online shopping and accept that the number and size of retail units has to change to reflect this societal shift in how and when we shop. Council officers are actively engaged with a number of landowners to secure positive change in our town centres to ensure that they support, rather than conflict with the Vision.

One of the key intentions of the Town Visions project was that the final document would be used as a statement of intent by the council and present a holistic view as to how the council, and the community it represents, want to see their towns developed. The Town Visions document will be promoted and referenced in our dealings with the development community, both public and private, to communicate our ambition for change.

### **Stage 2 - Community Boards and the Third Sector consultation**

The second stage of engagement was focussed on communicating the intent and purpose of the Town Visions to the wider community of North Lanarkshire through the network of Community Boards which constitute representatives of the community and partners such as Police Scotland, the Scottish Fire and Rescue Service, NHS, and the Third Sector. The Community Boards are seen as the key conduit for the exchange of information and views between the council and the community it represents.

#### Online workshops

The engagement took the form of an initial presentation of the scope and purpose of the draft Town Visions as an agenda item on the regular meeting of the Community Boards in November and December 2020.

This was then followed up by an invitation to attend an audio visual presentation of the draft Town Visions for each town led by the consultants in two standalone workshops in January 2021, one for the northern towns (Kilsyth, Cumbernauld, Airdrie, and Coatbridge) and the other for the southern towns (Bellshill, Motherwell, Wishaw, and Shotts). Following specific requests further workshop events were held for Kilsyth, Bellshill, and Shotts which followed a similar format but included a lengthier question and answer session.

Two of the Community Boards (Kilsyth and Shotts) have set up Towns Subgroups to offer an ongoing and focussed input to the Town Visions project and officers have welcomed the opportunity to establish direct links with community representatives in this respect.

In an effort to seek out seldom heard voices, officers also arranged a series of workshop events in February and March 2021 with the Tenants and Residents Federation through the Food for Thought programme and set up a standalone workshop for the North Lanarkshire Youth Council.

Officers have presented the Town Visions to a total of 27 different events in an effort to communicate and promote the draft Visions as far and wide as possible to build a consensus of support within each community.

Community organisation	Engagement period	Number of meetings / workshops
Community Boards	November / December 2020	19

	January / February 2021	
Community Board Towns Sub-groups	January - August 2021	5
Tenants and Residents Association	March 2021	2
NL Youth Council	March 2021	1

#### Participants views and outcomes

The overriding feedback from the engagement with the Community Boards was that they were supportive of the draft Town Visions as a clear direction of travel in terms of how each town can be developed and regenerated over the next 10 years to reflect prevailing trends, and societal and structural changes in the way we work, rest, and play.

Communities were supportive of the council's commitment to town centres but eager for details about what exactly will be delivered, by whom and when. There was a frustration about the conceptual nature of the draft Town Visions however the majority of the Community Boards (with the notable exception of Shotts) recognised that details can only emerge from the Town Action Plans which will stem from the Visions and be developed in co-production with the local communities.

A number of Community Boards expressed concern about the confusion over the parallel public engagement exercise for the Town and Community Hubs which took place between March and April 2021.

### **Stage 3 - Public consultation**

The pandemic effectively shut down the option of undertaking a traditional public engagement and consultation exercise which would have involved an exhibition of the draft Town Visions for each town being physically located within the high street, within a shop or a public building, to allow members of the public to drop in and view the proposals and have a chat with the project lead. The exhibition would have been manned for a period of three days followed by an open public meeting to allow participants the opportunity to ask questions of the project lead and debate the particular issues and opportunities of their town and their view of the draft Town Vision. The restrictions on travel and public assembly required us to move to an online digital consultation where the exhibition on the draft Town Vision for each town was placed on the council's website for a period of six weeks to allow people to view the information, respond in writing to a survey, and contact the project lead directly to discuss any specific issues or proposals.

The public consultation ran primarily between 24<sup>th</sup> February and 7<sup>th</sup> April 2021 and included:

- Online consultation via public and private sector stakeholder groups, Community Boards, North Lanarkshire's Youth Council and Community Council, and Tenants and Resident's Association events.
- The establishment of Virtual Consultation Rooms for each town (accessible via the council's website), which provided local residents with the opportunity to explore, review, and comment on the Visions and proposals through an online survey.
- An opportunity for groups and the public to contact the council directly by phone or e-mail to discuss the Visions or leave comments.
- Press releases and information provided on council web and social media platforms.

#### Online digital exhibition

The primary mechanism for communicating the content of the draft Town Visions was an online exhibition referred to as the Virtual Consultation Room (VCR) which is a digital environment that replicates the experience of visiting a physical exhibition to allow people to

view the information boards.

The VCR also included a survey function which encouraged people to comment on a series of set questions and leave their own thoughts on the future of their town. The VCRs received over 3,000 views which is a far greater response than what could have been expected from hosting more traditional physical exhibitions within our town centres.

#### Public response

The council received 581 written responses to the public consultation through a combination of the online survey and individual correspondence. A summary table is attached for each town to confirm the number of times the exhibition was viewed, the number of written responses, the nature of the response, the key issues identified by the public, the changes required to the draft Town Vision, and the key priorities for development as we move from the conceptual Vision to the delivery of the Vision through the development of a rolling Action Plan for each Town.

A minority of respondents were critical of the conceptual nature of the draft Town Visions and complained about the lack of detail as to specific actions or developments on the part of the council. While it was made clear that the Visions were not a masterplan for our towns but instead a driver for change, respondents were concerned that the Visions could not be definitive as to what would be developed to replace the shops and facilities which may close as a result of structural change or rationalisation of assets by both the public and private sector, resulting in particular in the retention of community facilities and objections to their potential loss in advance of the opening of the Town Hubs.

Over a thousand people viewed the exhibition in Cumbernauld which reflects the interest in the proposals contained in the draft Town Vision, but also the active online community within Cumbernauld with community groups used to debating issues on the Cumbernauld Community News Facebook page.

At the other end of the digital scale a pamphlet was circulated door to door in Shotts claiming that the council, through the Town Visions, was intent on closing many of the public facilities in the town, the impact of such misinformation was a significant increase in the number of written submissions. However, the majority of respondents still remained in support of the Town Vision.

The significant level of objections to the draft Town Vision in Bellshill related to the proposal to relocate the train station.

The relatively small number of written responses in Kilsyth should be considered against the significant amount of engagement with the Community Board and local businesses in communicating the purpose and content of the draft Town Vision. The Community Board requested a bespoke workshop for Kilsyth and council officers presented the proposals and participated in a discussion which allowed a full and frank exchange of views.

The majority of respondents across the other five towns supported the production of the Town Visions and their content, as it was generally recognised that our towns are going through structural change and as a council (while we are not majority land holders or responsible for the management of the businesses on our high street) we need to identify both mitigation and alternative forms of development to replace the more traditional uses of the high street by working in partnership with the private sector, the third sector, and the public.

The public response to the draft Town Visions across each town is summarised below:

Town	% unconditional approval	% conditional approval	% unconditional objection	Number viewed exhibition	Number of written responses
Kilsyth	57	29	14	61	7
Cumbernauld	59	11	30	1105	160
Coatbridge	55	15	30	193	27
Airdrie	54	23	23	363	57
Bellshill	39	13	48	223	23
Motherwell	67	6	27	269	33
Wishaw	50	12	38	124	16
Shotts	27	45	28	717	258

#### Notes

- Unconditional approval = those who have answered *yes* to all three questions
- Conditional approval = those who answered *yes* to two of the three questions
- Unconditional objection = those who answered *no* to all three questions

The average level of support for the draft Town Visions was 70% while the average level of objection or rejection was 30%.

#### **Conclusion**

While there have been differences of opinion with regards to the draft Town Visions on the basis of the prevailing issues in certain towns, the public has on the whole recognised the need for the council to consider the future of our towns and that a direction of travel needs to be mapped out so that the public can have confidence in the potential of their towns.

The intent of the Town Visions was to get the community to consider the future of their town and what they want it to be - and the debate around the draft proposals has certainly achieved that aim. The feedback from the various workshops and meetings is that the public are very much supportive of the need for investment in their towns and there is a recognition that the council is seeking to work with stakeholders both public and private to deliver positive and sustainable change to meet the demands of current and future generations.

The criticism of the online nature of the consultation is noted, however, the council has made a clear commitment to moving forward with traditional physical engagement events and meetings in the co-production of the Town Action Plans which will stem from the final Town Visions.

The lasting benefit from the consultation around the draft Town Visions will be the close working relationships that have been formed with the various Community Boards and community groups and this will allow us to build consensus and a sense of purpose as we move forward to deliver meaningful change in each town.

**Consultation report:**  
**Town Visions - public consultation**

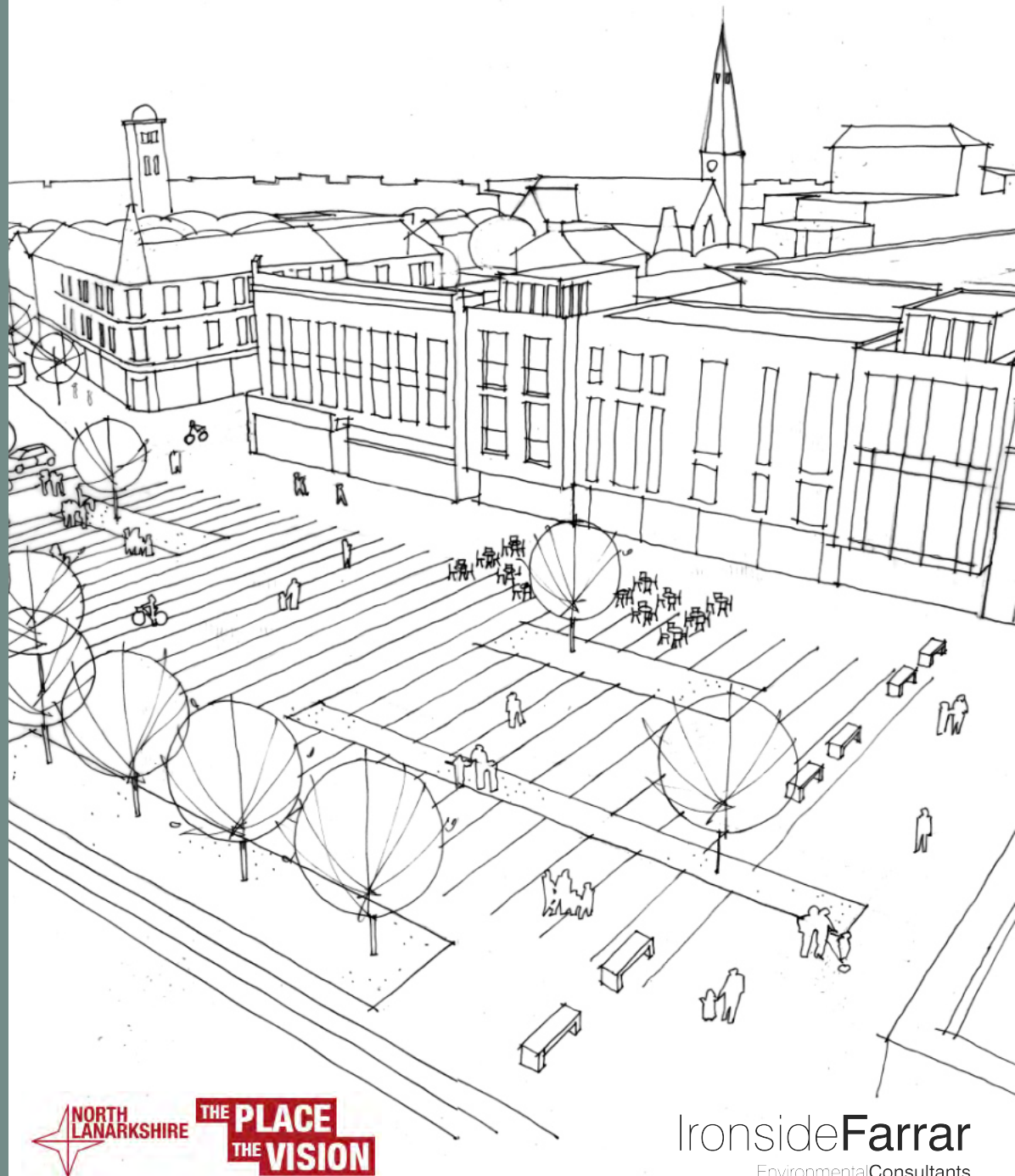
	Shotts	Kilsyth	Cumbernauld	Coatbridge																								
The virtual exhibition	The virtual exhibition was viewed 717 times	The virtual exhibition was viewed 61 times	The virtual exhibition was viewed 1,105 times	The virtual exhibition was viewed 193 times																								
The public response	The online survey received 258 responses; this is 36% of those who viewed the site (the average survey response to views was 16%). The nature of the response were as follows: <table><tr><th>Unconditional Support/Approval</th><th>Conditional Support/Approval</th><th>Objection</th></tr><tr><td>27%</td><td>45%</td><td>28%</td></tr></table> It should be noted that 15% of the respondents questioned the timing of the public consultation during the pandemic restrictions and asked for an extension to the timetable.	Unconditional Support/Approval	Conditional Support/Approval	Objection	27%	45%	28%	The online survey received 7 responses.  The nature of the response were as follows: <table><tr><th>Unconditional Support/Approval</th><th>Conditional Support/Approval</th><th>Objection</th></tr><tr><td>57%</td><td>29%</td><td>14%</td></tr></table>  In addition to the online survey a detailed response was provided by Kilsyth Community Council.	Unconditional Support/Approval	Conditional Support/Approval	Objection	57%	29%	14%	The online survey received 160 responses.  The nature of the response were as follows: <table><tr><th>Unconditional Support/Approval</th><th>Conditional Support/Approval</th><th>Objection</th></tr><tr><td>59</td><td>11</td><td>30</td></tr></table>	Unconditional Support/Approval	Conditional Support/Approval	Objection	59	11	30	The online survey received 27 responses.  The nature of the response were as follows: <table><tr><th>Unconditional Support/Approval</th><th>Conditional Support/Approval</th><th>Objection</th></tr><tr><td>55%</td><td>15%</td><td>30%</td></tr></table>	Unconditional Support/Approval	Conditional Support/Approval	Objection	55%	15%	30%
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55%	15%	30%																										
A selection of comments	<ul style="list-style-type: none"><li>• The vision document is full of management buzzwords and blue sky thinking with very little concrete plans. Major investment is needed in Shotts in terms of education, leisure, health, wellbeing, infrastructure, etc. This 'vision' falls short of what is required.</li><li>• Development of this vision while welcome, must be fully publicised and have extensive, measured local support.</li><li>• Roads around Shotts are a disgrace already concerning traffic volume and NLC have passed more housing without any consideration to roads / health provision / schools.</li><li>• Shotts Leisure Centre is a very important facility in the town and must be retained.</li><li>• We require more new social housing, particularly smaller properties for people who live on their own and larger 3+ bedroom properties for families.</li><li>• Green space investment is important in Shotts, it has not been identified what this means, especially as private development is currently taking away access to some of the best green space in Torbothie.</li><li>• A new supermarket should be a priority / additional shops - transport links - Issue of leisure facilities, e.g. gym / halls.</li></ul>	<ul style="list-style-type: none"><li>• Kilsyth town centre is in a sad state of dilapidation due to long years of neglect and lack of support to businesses.</li><li>• The plan needs to address HOW business will be regenerated, and how tourism can be built.</li><li>• Changing the environment is a welcome beginning but without support that actively encourages small independent businesses, including those here for decades this won't have the intended impact.</li><li>• I think the Burngreen area needs to be restored to its former glory. The facilities already exist so it would be relatively cheap to restore them.</li><li>• I think we need to develop the tourist aspect more - the influx of visitors for walking and cycling is a huge opportunity to attract people to the town centre. Through Covid both the Auchinstarry basin and Colzium have been very busy - but no facilities or direction to Main Street.</li><li>• Revamp of Main Street - signage and direction from main roads, more attractive retail for tourist market, better parking. Make use of the link with the canal and Colzium.</li><li>• Too many hairdresser's, takeaways, and bookmakers. Not enough leisure facilities such as a gym.</li><li>• If you're making the hub at Kilsyth Academy there are major transport issues to consider for the people on the south side of town.</li><li>• Love the cycle lanes - these could be expanded even more.</li></ul>	<ul style="list-style-type: none"><li>• Ambitious plan and will be amazing if it actually happens. Would very much welcome the changes set out though worried about the time scale and contingency plans to allow for such a vast project which would rely on demolition to create space to build.</li><li>• The plans seem ambitious and so they should, the town centre is stuck in the past with multiple stores closing down. If a more attractive and modern area was made, it could help boost our local economy. The old town centre building is outdated. It needs to go.</li><li>• Active travel corridors to all areas of the town both residential, leisure and industrial</li><li>• New facilities to replace Tryst roller link etc must be provided before demolishing existing facilities. We need to retain a sports centre and swimming pool as big as the Tryst if not bigger.</li><li>• I do not agree with the movement of schools from local communities. Both catholic high schools need rebuild but on the site they are currently on. The non-denominational high schools were done that way. Where would the playing fields etc be in a central hub? If the plan is to move both RC secondary schools to the new hub, you'll have a fight on your hands.</li><li>• Concerned by the town hubs concept incorporating the education and other council facilities. Children need to be protected and having all these things housed in one area is a huge concern.</li><li>• Bringing the town back together with social / leisure activities and a space to meet and eat with a focus on healthy living. There could be endless options available and something for everyone if planed properly.</li></ul>	<ul style="list-style-type: none"><li>• Encourage public transport usage and cycle lanes to support zero emission target. Encourage public transport providers to use electric vehicles to further reduce emissions and carbon footprint.</li><li>• Retailers that bring a unique local flavour should be encouraged. Somewhere for local artists and craft people to exhibit and sell their creations</li><li>• The reliance on fast food outlet's and take away shops needs to stop. Variety of stores are needed, promote entrepreneurs &amp; small business growth</li><li>• Recharge points for electric vehicles for future planning of green space and flower gardens for relaxation walking.</li><li>• The Monklands Canal needs to be reopened with cafes and shops on its banks like in Holland.</li><li>• I hope that housebuilding and new businesses built really embrace a green, sustainable model, and provide an ambitious example of what's possible, including solar power, permaculture features.</li><li>• Please consider the local people in employment opportunities.</li><li>• I think the focus on civic and greenspace should be the first priority to create the conditions for future investment.</li><li>• Coatbridge is a substantial town with a lot of potential that's unfortunately sagged due to years of mismanagement and economic downturn.</li><li>• Spend money on the issues you have within the existing housing and properties first before spending needless money on new housing you are not going to upkeep.</li></ul>																								
Changes to the draft Town Vision	The graphic relating to the town centre will be changed to indicate the retention of the playing field adjacent to Kirk Road at Vic's Park as part of the development of a new town centre off Benhar Road.	No changes required.	No changes required.	No changes required.																								
Priorities for development in the Action Plans	<ul style="list-style-type: none"><li>• Delivery of mixed tenure new build housing to meet local demand by the public and the private sector.</li><li>• Protection and development of greenspace and the development of active travel routes between the town and the wider countryside.</li><li>• Creation of a new town centre in a central location off Benhar Road to make it equally accessible to all communities within Shotts.</li></ul>	<ul style="list-style-type: none"><li>• Active travel routes between the town centre and the environmental and leisure assets at the edge of the town to market Kilsyth as a tourist destination in the Kelvin Valley.</li></ul>	<ul style="list-style-type: none"><li>• The regeneration of the town centre and the delivery of the Town Hub to include replacement facilities for the Tryst Sports Centre especially a swimming pool.</li></ul>	<ul style="list-style-type: none"><li>• Active travel links between the town centre and the new Town Hub.</li></ul>																								

	Airdrie	Bellshill	Motherwell	Wishaw																								
The virtual exhibition	The virtual exhibition was viewed 363 times.	The virtual exhibition was viewed 223 times	The virtual exhibition was viewed 269 times	The virtual exhibition was viewed 124 times																								
The public response	The online survey received 57 responses. The nature of the response were as follows:	The online survey received 23 responses. The nature of the response were as follows:	The online survey received 33 responses. The nature of the response were as follows:	The online survey received 16 responses. The nature of the response were as follows:																								
	<table><tr><td>Unconditional Support/Approval</td><td>Conditional Support/Approval</td><td>Objection</td></tr><tr><td>54</td><td>23</td><td>23</td></tr></table>	Unconditional Support/Approval	Conditional Support/Approval	Objection	54	23	23	<table><tr><td>Unconditional Support/Approval</td><td>Conditional Support/Approval</td><td>Objection</td></tr><tr><td>39%</td><td>13%</td><td>48%</td></tr></table>	Unconditional Support/Approval	Conditional Support/Approval	Objection	39%	13%	48%	<table><tr><td>Unconditional Support/Approval</td><td>Conditional Support/Approval</td><td>Objection</td></tr><tr><td>67%</td><td>6%</td><td>27%</td></tr></table>	Unconditional Support/Approval	Conditional Support/Approval	Objection	67%	6%	27%	<table><tr><td>Unconditional Support/Approval</td><td>Conditional Support/Approval</td><td>Objection</td></tr><tr><td>50%</td><td>12%</td><td>38%</td></tr></table>	Unconditional Support/Approval	Conditional Support/Approval	Objection	50%	12%	38%
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A selection of comments	<ul style="list-style-type: none"><li>As with the building of the new Monklands Hospital which is looking for a digital-first approach it would be good to have this consideration when looking at the design for a redeveloped town centre.</li><li>The main issue faced by Airdrie is the poor public transport links to the north/south. You can get to Glasgow in 25 mins, but it takes an hour to get to Motherwell.</li><li>The high street definitely needs a change, but it must be for the good of the community not just for changes sake.</li><li>The John Smith Pool needs to be kept alongside the Sir John Wilson Town Hall. These are well used local facilities and would be used better if NLC stopped cutting the opening times. It would be unthinkable with leisure &amp; fitness being one of the paramount objectives for the future that there is no swimming facility.</li><li>Additional residential development of brownfield sites will encourage use of facilities. Renovate the town centre and preserve the greenbelt at all costs</li><li>So good to see an emphasis on things like green spaces and active travel. One of the good things about Airdrie centre at present is the number of cafes and local retailers in it and help to give more of a community-feel.</li><li>It would be a shocking waste of taxpayers' money to spend a single penny on the town centre with the standards of living we currently have living within North Lanarkshire.</li></ul>	<ul style="list-style-type: none"><li>Reduce the number of vacant shops and improve the aesthetics of Bellshill. Make it vibrant, attractive for all age groups to want to engage in. Travel links/ amenities also need improvement.</li><li>We need green space or outdoor meeting places in the town centre. We need more opportunities for independent traders. We need opportunities for young people, i.e. internet cafes, community centres. Community space that kids and different generations can use, particularly around leisure activities!</li><li>Main Street need to be accessible by public transport, and by car for people wishing to use shops, but designed to discourage traffic just ‘passing through’. Current system is not ideal and discourages potential shoppers.</li><li>Moving train station closer to residential housing is a terrible idea, it would be very disruptive to residents. It also seems that the supermarket car park would be taken over by park and ride. The station would be better situated where the park and ride car park is at the moment as this would be less disruptive to the residential area.</li><li>Don’t close the Matt Busby Centre as people need to exercise to reduce obesity pandemic.</li><li>The location of the proposed Community Campus would result in the loss of open space and playing fields - where would they be relocated to?</li><li>The promotion of this exercise across all of North Lanarkshire’s town centres appears to be little more than a superficial, self-promoting exercise, which will cause concern for affected property owners, and give unrealistic expectations to others.</li></ul>	<ul style="list-style-type: none"><li>An increase in seating areas and more artisan shops would attract people from not just Motherwell, but North Lanarkshire and beyond.</li><li>The new bridge from the car park at Wetherspoon’s to the Town Centre is an amazing idea. Also turning Brandon Arcade into a car park is a good idea as this is just wasted space.</li><li>Housing next to Aldi and turning the Aquatec into housing is a good idea, especially if North Lanarkshire Council want to meet their unbelievable target of 5,000 new homes by 2035.</li><li>An enterprise zone that could be used as a hub for small businesses. I know Business Gateway has a presence in Coatbridge, but Motherwell is going to be one of the best-connected towns in Scotland.</li><li>Range of size of units with low rent/rates to encourage local business start-ups with less reliance on chain stores.</li><li>Far more active travel routes to encourage our young people to use and develop good habits earlier in life, decreasing family car use. Ravenscraig is a good start with the cycle paths but we need to connect areas with this.</li><li>Investment in Strathclyde Park. Reduce car use in park. Sort out proper pathways for bike and foot. Should be priority not cars. Limited cafes, restaurant, retail, popups, activities for young people to make it a proper destination.</li><li>Really concerned about multiple schools and services being put together into hubs. I’m concerned as a parent and teacher that it would be too much traffic going to the one space.</li></ul>	<ul style="list-style-type: none"><li>Use of vacant land to create social housing to provide affordable housing.</li><li>Provide a variety of shops not just chemists and pound shops.</li><li>Promote a sense of community ownership/being able to be proud of our town.</li><li>Provide enhanced public transport links and a balanced approach to transport in general. Wishaw doesn’t have the facilities to meet everyone’s needs - people will still travel to towns further afield.</li><li>We have a listed building on the Main Street YMCA that could be used as a social hub for meetings and activities for all age groups.</li><li>Providing jobs beyond the building of the new town centre. The next generation need to be able to continue to work.</li><li>Self-employed people and start-ups need affordable workspaces; shared rented spaces, rent by day/week/month etc with spaces for exhibitions/launches etc. Office, craft, studio, and conference spaces.</li><li>Maintaining safety within private housing areas. Speed limits and speed humps must be in place within these developments. These houses were built for families and children and pedestrians must be safely able to use the roads within.</li></ul>																								
Changes to the draft Town Vision	Retain the John Smith Pool adjacent to the Town Hall as a community asset. Retain the existing public car parks to the south of the rail station.	Retain the rail station in its current location, change the graphic accordingly.	No changes required	No changes required.																								
Priorities for development in the Action Plans	<ul style="list-style-type: none"><li>The council should provide incentives to move obsolete retail properties towards residential use to avoid negative impacts of vacancy and increase the number of people living within the town centre.</li></ul>	<ul style="list-style-type: none"><li>Deliver additional civic space and greenspace within the town centre to promote a sense of civic pride.</li><li>Provide incentives to retain and attract existing independent retailers and businesses to the town centre.</li></ul>	<ul style="list-style-type: none"><li>Active travel links between the town centre and the new Town Hub.</li><li>Maximise the investment in the new transport hub by promoting Motherwell as an inter-city/cross border transit hub.</li></ul>	<ul style="list-style-type: none"><li>Redevelopment of vacant retail space to flexible workspace for start-up companies.</li><li>Deliver the Town Hub as soon as possible to improve the delivery of public services and provide modern education, leisure and sports provision.</li></ul>																								

# North Lanarkshire

## THE PLACE, THE VISION Your Town Vision

Final Report



**THE PLACE  
THE VISION**

**IronsideFarrar**  
Environmental Consultants





Final Report

Job 50456

Version 1.2



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***“What future do North Lanarkshire’s towns have? The council’s visions for towns attempt to answer what is a very challenging question.***

*In early 2020, the council set out a bold, visionary programme which had town centres at its heart. This recognised that town centres, in their current form, are not sustainable. The programme also recognises that each of our towns is unique and what may work for one town, may not for another.*

*But these town centres don’t belong to the council. They belong to the people who live in them, learn in them, work in them, invest in them and visit them.*

*That’s why the updates to these town visions have been shaped by the view of the people they belong to. These visions set out what is possible, but it is only by working together through every step of the journey that they can be realised.*

*Over the next five years, North Lanarkshire Council will invest £1.2 billion in creating town and community hubs, in country parks, in essential infrastructure and housing and in creating a sustainable future for town centres. But that is only the beginning; this huge transformation will happen for years into the future.*

*I’m pleased to see the progress that has already been made. In collaboration with people across North Lanarkshire I know we can deliver a future for our town centres that works for everyone.”*



**Councillor Jim Logue**  
Leader  
North Lanarkshire Council

## Summary & Foreword

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

*Together with our partners, people and communities have a significant role to play in developing and shaping our collective vision for our town centres as part of The Plan for North Lanarkshire. We have the opportunity to transform our town centres based on the needs of people in our communities to ensure they have a sustainable future. Climate change, shifts in retail trends and town-centre living can all support positive transformational change to re-balance and reset how people use and enjoy our town centres.*

*This vision statement is the start of re-thinking our town centres and being bold and ambitious about how we develop our plans, keeping the needs of local communities firmly at their centre. Fresh thinking and bold visions, working alongside local initiatives, can support the restoration of our towns.*

*We look forward to a programme of engagement and participation across a wide range of stakeholders to build a stronger, fairer, more inclusive and sustainable future for our towns and the communities living and working there.*

The Plan for North Lanarkshire sets out a shared ambition for inclusive growth and prosperity for all – where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit. It is a plan that focuses on the things that will significantly improve the quality of life and wellbeing of people in all our communities. It is a plan which is committed to ensuring North Lanarkshire is the place where people are encouraged, supported, and cared for at each stage of their life.

A complementary strategy - The Place, The Vision - specifically focuses on an integrated approach for our place-based investment programme, in line with The Plan for North Lanarkshire.

The Place, The Vision commits us to re-focus and transform our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities. Town centres are changing. Adapting to change means positively confronting three major challenges:

- Climate Change and our commitment to net zero
- Retail change and e-commerce
- Town centre living and town centre liveability

This document sets out a vision for our eight town centres and outlines the building blocks to attain those visions and a prospectus for each. It represents a starting point for the development of Town Action Plans and sets an agenda for change in collaboration with the many partners and participants who have an interest in the future of our town centres.






# 01

## Introduction

Shared Visioning

Place-Shaping

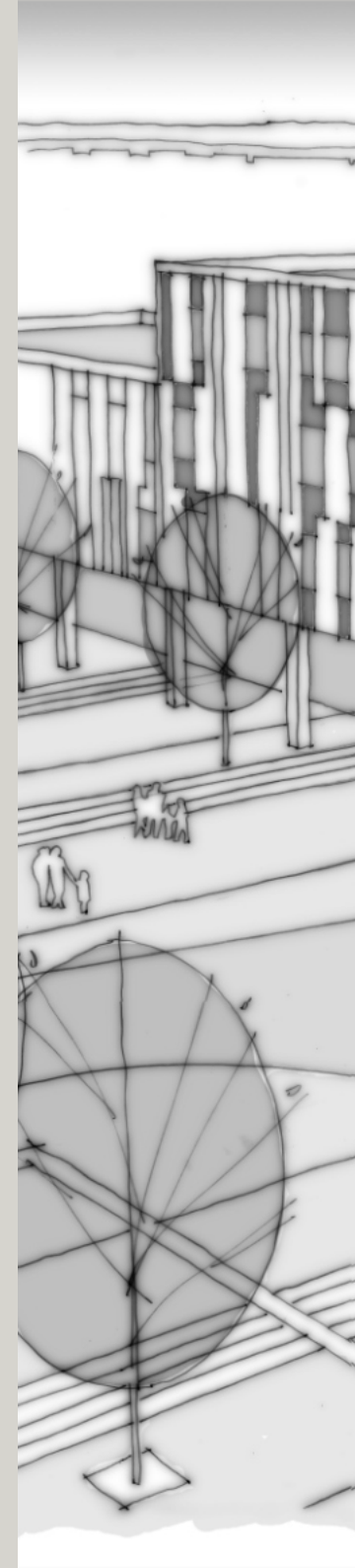
Rebuilding and Re-balancing our town centres



This report builds on the work carried out since *The Place, The Vision* was published in 2020 and from the engagement programme with local communities and stakeholders.

The Town Visions comprise a framework for a shared understanding for what we want for our eight towns, rather than presenting a traditional town-centre masterplan. Our towns and how we use them are changing, and at a fast pace.

As adopted by the Scottish Government and COSLA, the Place Principle promotes a shared understanding of place, its assets and services to help achieve better outcomes for people and communities. In North Lanarkshire, it helps to outline the concept of what we want our towns to be and through place-making, how we can influence and shape our towns to be great places to Live, Learn, Work, Invest and Visit.





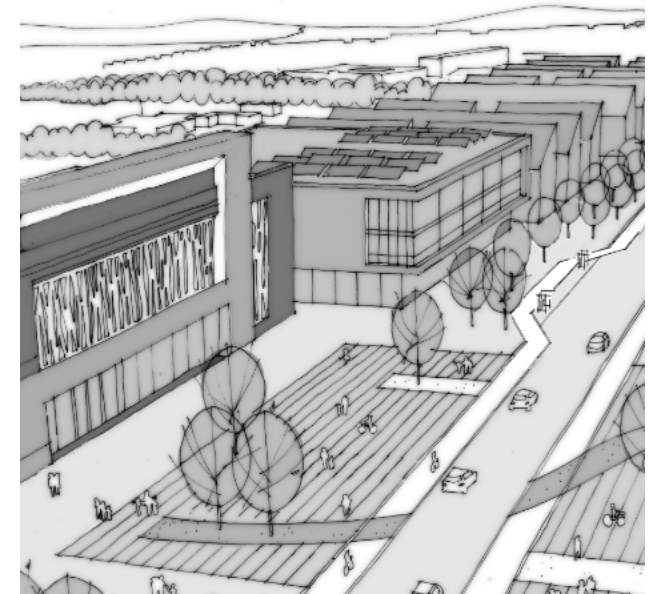
In looking to the future, our towns need to be:

- places for people
- places that are valued, appealing and liveable
- places that embrace challenges and our responsibilities to the future
- places that are dynamic and creative
- places that support successful and thriving communities

Town centres can help translate these aspirations into a reality. Along with the Place Principle, we have adopted another Scottish Government and COSLA philosophy, the Town Centre First Principle approach and the global concept of the '20-minute neighbourhood' which is a way of describing a complete, compact and connected neighbourhood, where people can meet their everyday needs in short walk or cycle. These approaches, together with our own regeneration policies can support our town centres to be a key element of the economic, social and environmental fabric of North Lanarkshire.

We are committed to helping town centres thrive and truly meet the needs of residents, businesses and visitors.

Our vision needs to consider how to support, rebuild, and rebalance our towns beyond the Covid-19 pandemic and continue to support the changing needs of both town and communities in an open, sustainable and inclusive way. A focus for all activity is regeneration and improvement to inclusive economic opportunities and outcomes.







*Urban squares and spaces help  
define towns as destinations.*

### **Building on Opportunity**

Change is always a source of opportunity. Today, we can all recognise some of the changing trends in retail and how we shop and use our towns. Towns have always been places to live, work, and visit but over recent years town-centre living has been in decline. Re-balancing town activity, creating liveable centres, building 20-minute neighbourhoods, and making towns and town centres more appealing destinations are central to their futures and our vision.

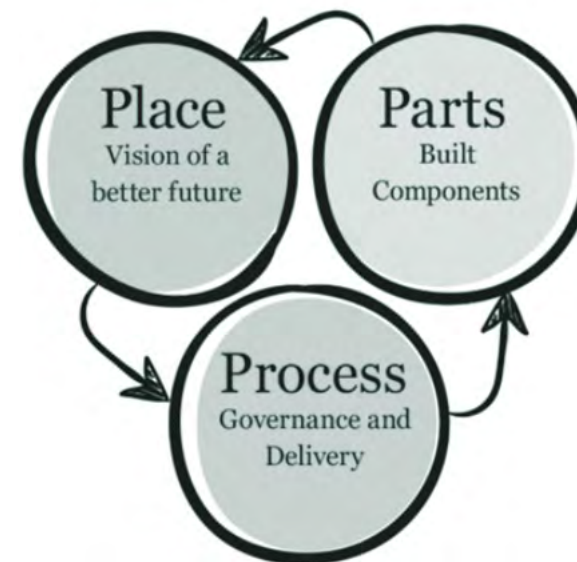
### **Creating Successful Places**

Successful places are about people. Place-shaping can help direct change and facilitate the input of all those with an interest in the town centre to collectively address the economic, social, and cultural ambitions of the community and the transition to net zero. This vision has enabled the start of an engagement process and looks to the widest possible participation in developing plans for each of North Lanarkshire's eight town centres.

### **Working with Partners**

The challenges facing towns and town centres require phased solutions. The challenges can be addressed by working collaboratively and in cooperation with residents, businesses, partners and the third sector. The council's role varies from setting a broad vision, to acting as 'broker', bringing different interests together and assisting with the project delivery with wider partners.

This is not a masterplan or action plan and cannot cover the full breadth of urban planning issues that our towns need to consider and adopt. Instead, it focuses on the main needs and key building blocks for change. It does not offer fixed solutions or prescriptive measures. The council will look to work with partners, residents, businesses, communities, and all interested parties to develop the vision in the months ahead and to develop Town Action Plans.





# 02

## The Proposal for Change

Places of opportunity

Places that are liveable, appealing, successful, net zero+

Building around shared ambitions and aspirations

Towns and town centres are hubs to support people, businesses, communities and the local economy. They play an important role in the delivery of our national ambitions and are a focus for North Lanarkshire's place-based approach.

Town centres form the heart of communities. They provide access to products and services and are a focus for a sustainable local economy, providing a place for social activity and delivering enhanced wellbeing through a positive sense of place, history, identity, community, and environment.

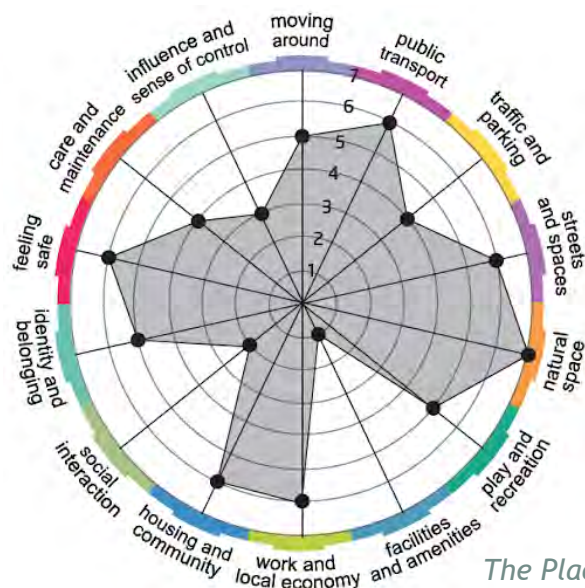
### **The Plan for North Lanarkshire**

The Place, The Vision sets out a shared ambition for North Lanarkshire. It defines the direction for the council to work with its partners, local communities, businesses and residents to make North Lanarkshire a better place to live and work.

Regeneration and the transformation of our towns is a core element of the plan. The shared ambition sets out a long-term vision with place-specific regeneration plans and proposals that will evolve as the programme is developed and delivered. Local communities have a significant part to play in developing and delivering Town Centre strategies and their future. The framework set out in this document is intended to continue the conversation about the types of places we want to shape and build and agree local priorities.

### Proposal for Town Centres

Towns and town centres can deliver many of the ambitions for North Lanarkshire and its people. Towns however are unique individual places and while an over-arching strategy is important, the focus must be on specific town and community needs and ensuring that all community voices are engaged in planning town futures.



The Place Standard Tool

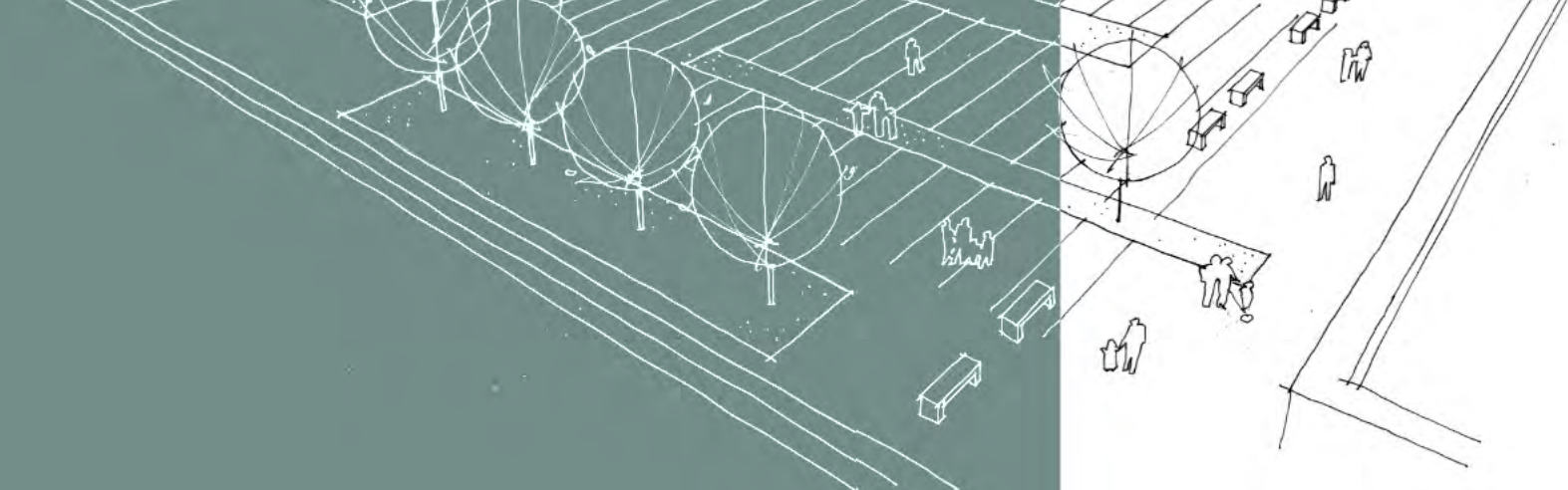
### Statement of Proposal:

*We believe our towns and major settlements are at the centre of civic life and the foundation of a more sustainable future. As places, our towns are important but of more significance are the communities that our towns service, support and sustain. We are seeking to empower communities to share the sense of vision that promotes towns as liveable, appealing, successful net-zero destinations.*

*Through a partnership approach, we can shape areas of opportunity and change, based on changing needs, a shared ambition and future aspiration that can lead the way in shaping our centres.*

*Creating more people-centric, liveable town centres are central to the vision. Liveable towns with stronger amenity, greenspace, and better environmental quality work for all. Supporting inclusive growth means addressing health and wellbeing and inequalities and the imperative of climate change means our towns need to be greener, support active travel and deliver their part in the transition to net zero.*

In summary, our towns are key centres of significant economic, social, and cultural capital. Unlocking value and creating opportunity for all, requires both flexibility in approach and local, community-informed solutions. Importantly, our place-shaping and regeneration process needs to address inequalities of place and promote and empower an ongoing dialogue based on active participation.



# 03

## Your Town Vision

A shared ambition

Inclusive growth and prosperity for all

The place to live, learn, work, invest, visit

The approach is based on the principles of locality, diversity and accessibility and an urban neighbourhoods capacity to broadly meet five social and economic functions.

- A place to live
- A place to learn
- A place to work
- A place to invest
- A place to visit.

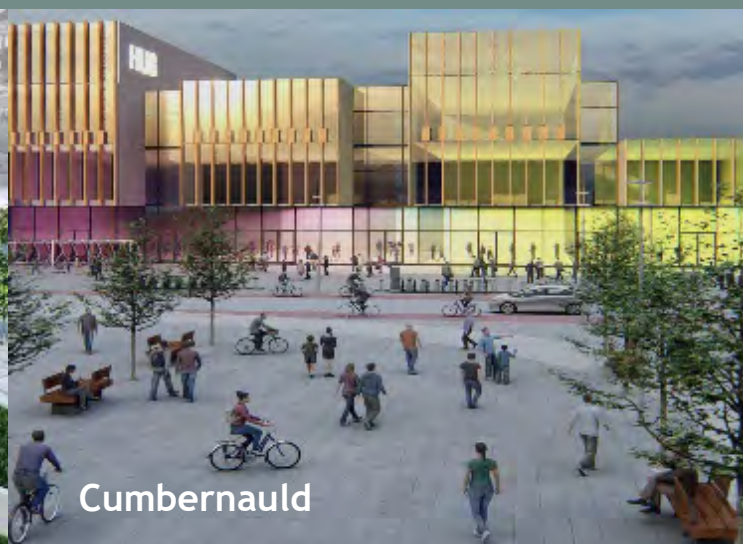
These functions underpin the mixed-use town centre model and the concept of connected places and liveable neighbourhoods. The aim is to enable more people to spend more time closer to home within towns that have a stronger, supporting infrastructure, connected by dynamic greenspace networks that encourage cycling and walking between neighbourhoods and between neighbourhoods, local facilities, places of work and town centres.







Bellshill



Cumbernauld



Kilsyth



Coatbridge



Motherwell



Shotts





Airdrie



Wishaw

## Shaping Successful Places

A successful town is a place which meets our needs. Where good connections allow us to readily shop, do our daily business, drop children off at school, find work and make our transport connections. Daily activity is about normal necessities and the nature of our town can make it easier or harder to them. Having choice in terms of leisure, meeting people, creative experiences, dining out and the evening economy only occur in our towns if they can sustain appeal and the centre is successful.

We need to develop our public space so that it better supports community life; where parks, greenspace, local centres and town centres are connected seamlessly with our homes and neighbourhoods, with a vibrant and animated mixed-use offer.



# 04

## Drivers for Change

New Places, New Futures  
Challenge of climate change  
Place-changing digital technologies

Planning for the future involves a process of looking ahead but also looking back and recognising the history, heritage and the journey towns are on as they adapt and change. No two towns are the same. The challenges of each town and town centre are unique. Planning needs to think a decade ahead and appreciate the structural challenges, changing technologies and trends that define not only what is possible, but what is already emerging and what is realistic and practical.

Vehicle transport has redefined many aspects of our towns and another major shift is evident through digital technology, as well as the potentially long-term change brought about by the Covid-19 pandemic. These changes provide more choice for residents, businesses and visitors, allowing more flexibility between what we do and where we do it, whether in our workplace or in how we shop, socialise, play and support others.



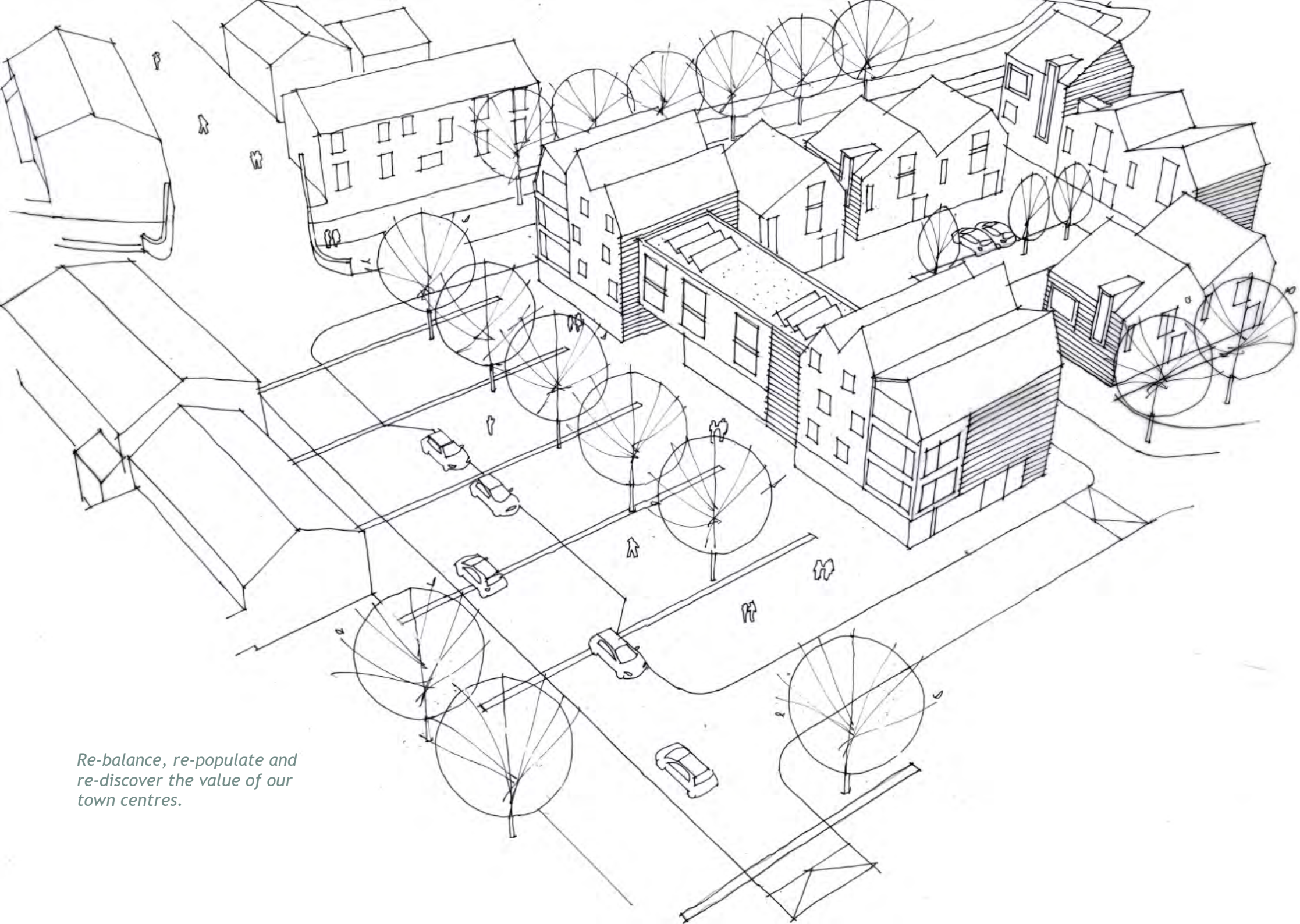
## Historical Pressures to Decentralise

Towns have always changed and adapted to the needs of their communities. Investment and consumer choices have led to a reduction in town centre investment, activity, and visitor interest. Key challenges to town centres have been:

- The economics of ownership and the operating costs of town centres have favoured out-of-town investment and digital sales over town centre sites, shops, and leisure facilities
- Consumer demand for choice and increasing home ownership have encouraged national retailers to promote larger stores, often accommodated in new out-of-town/edge of centre locations with high volume free car parking
- An over-reliance on car traffic and worsening air quality means less emphasis on mobility, access for people and safe movement with long-term consequences for health and inequality.

The result means reasons to visit a town centre ('pull factors') are reduced, resulting in lower footfall, reduced dwell times, reduced spend and ultimately reduced investment.





*Re-balance, re-populate and  
re-discover the value of our  
town centres.*

## Today's Pressure for Change

Planners recognise the unsustainable nature of the fragmented, decentralised model and have argued for change and fresh thinking about towns and place. Town Centre First policies and The Place Principle now shape thinking and provide a strong policy platform to rebalance, repopulate, and rediscover the value of our town centres. Community empowerment, health and wellbeing, inclusive growth along with the imperative to address climate change are defining new place priorities for town centres. Key challenges for town centres are now:

- Addressing and accelerating our response to climate change to reduce carbon footprints, making towns and buildings more energy efficient, reducing unnecessary car usage, promoting the circular economy, tackling waste management and whole-town climate resilience
- Addressing changing land-use demand within our centres (mix of shops, services, leisure, business, homes etc) with positive planning to rethink what we want and need in our town centres to make them the successful civic hubs we need them to be
- Addressing long-term health issues by building centres that support healthier communities with better homes and better urban environments through improved air quality, noise pollution and ensuring everyone has access to greenspace and networks that support active travel links.

### **Future Needs and Changing Digital World**

Arguably we don't know what the future holds but many believe that "the future is already here - it's just not evenly distributed" (Gibson). Major trends in the way we live including online shopping, food to go, social activism and digital dating and Covid-19 has accelerated these, including working from home and the digitisation of services.

The challenge is how can our towns improve the quality of life for people, retain their core function and grow, while simultaneously reduce car usage and CO2 emissions. This means focusing on what we want that future to contain and which of our current trends we would want to accelerate and strengthen.



AIRDRIE COMMUNITY HEALTH CENTRE





## Improving for the Better

Improving for the better recognises the quality and value of long-term planning. In the future our children will work more flexibly using digital technologies, be less car dependent, share a greater environmental awareness and concern and be more ready to define and shape strong individual personal lifestyles. Key challenges for future town centres include:

- Ensuring greenspace in our centres and parks and open space networks are as common to our town centres as today's supersized supermarket and roads infrastructure. Value should be placed on town parks, squares and greenspace and how they are used for outdoor living and active leisure
- Improving accessibility, safe mobility for all with non or low-carbon modes that recognises that people drive demand and demand drives value and value drives investment. Unlocking investment in housing, commercial and leisure requires positive planning, potential financial incentives, and partnership-based intervention by public authorities to secure control over land and promote investment
- Active town centre management to promote and support activity with strong day, evening and night-time economies that are enhanced by events and local town and neighbourhood celebrations creating additional 'pull factors' based around civic and community activity.

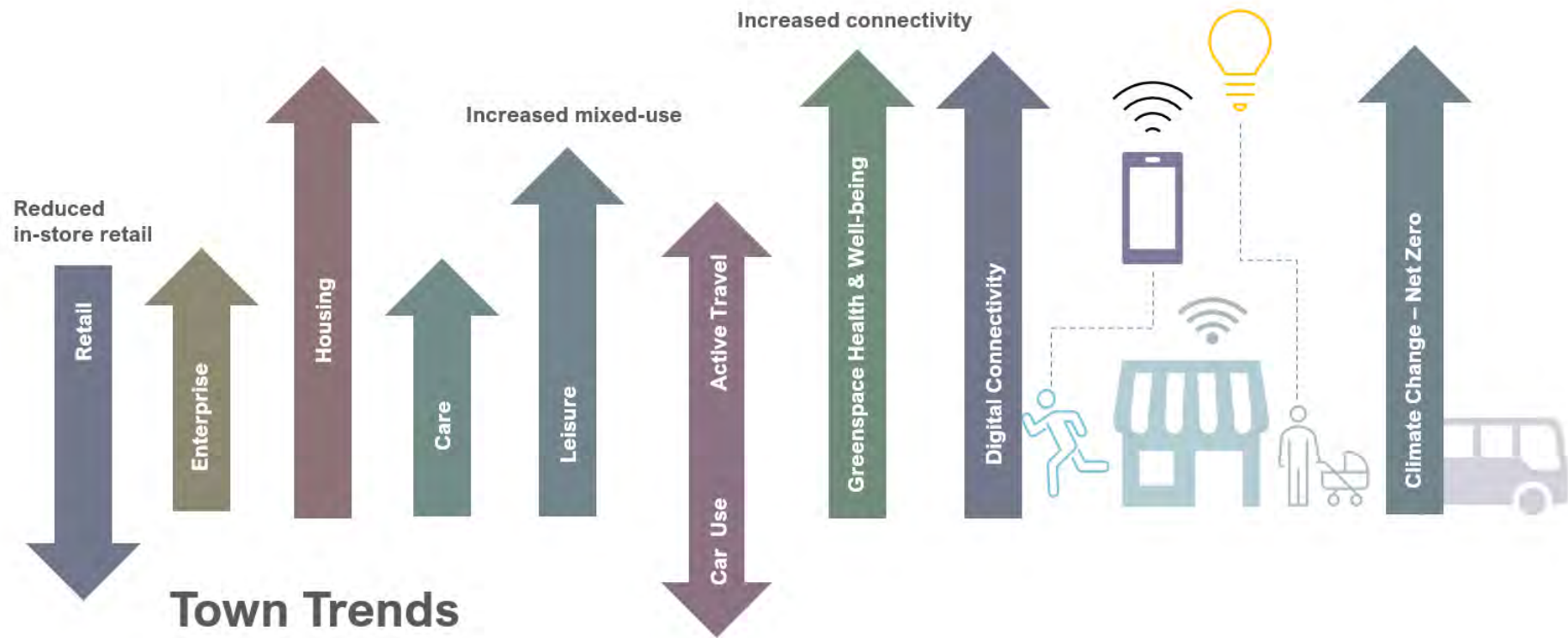
## Drivers for Change

The opportunities brought about by digital will continue to drive change. The digital world is changing our relationship between day-to-day activity and space and consequently the function of place, such as town centres. The essential chain of activity that until recently created a dependent relationship between shopping, town-centre visit and the customer, has been weakened. Town centre activity and shopping is now for an increasingly select number and the same is true of ordering take-away food, banking or paying rent. Workplaces are more flexible and the daily commute is being reduced due to blended home-office working. These trends show no signs of slowing.

Town centres with all their connections and interactions will remain strong locations for clustered activity based on locality, diversity and accessibility. Town centre living can meet the needs for quality, accessible homes. Rebuilding town centre populations with new 'town-houses' and supporting integrated mixed-use buildings (shop, office, home, services) represent new ways of meeting communities needs and reshaping our town centres.

Individual expression, personal experiences, social interaction, and community activity are equally well supported in the digital world. We live in a digital world based on sharing experiences on social media and where place has an important role. Towns and specifically town centres need to promote and celebrate their 'destination qualities' and ensure its residents feel the pull of the opportunity and possibility that only vibrant and animated mixed-use centres can offer.





# Towns

## *Past, Present, Future*

### Past

- Distinctive town centre
- Homes
- Parks and gardens
- Roads and public transport
- Schools / colleges / civic and health services
- Industrial estates / employment areas

### Present

- Town centre / out of town retail
- Large supermarkets
- Large housing estates
- Education campuses
- More greenspace / fewer parks
- More roads and less frequent public transport
- Zoned industrial / business parks

### Future

- Compact town centre
- Local centres / smaller supermarkets
- More homes / more integrated neighbourhoods
- Better connected parks / greenspace and paths
- Less road space, more cycle routes and paths
- Home working and local employment
- Consolidated education / health / arts and civic services





# Town Centres

## *Past, Present, Future*

### Past

- High St independent retailers
- Offices / local businesses
- Town hall / civic buildings
- Libraries / community facilities
- Local cinema / theatre / arts centre
- Swimming pool / sports centre / leisure centre
- Primary schools / secondary schools / colleges
- Hospitals / doctors / dentists
- Housing

### Present

- Shopping malls / High St multiples / charity shops
- Public transport interchanges
- High St cafes

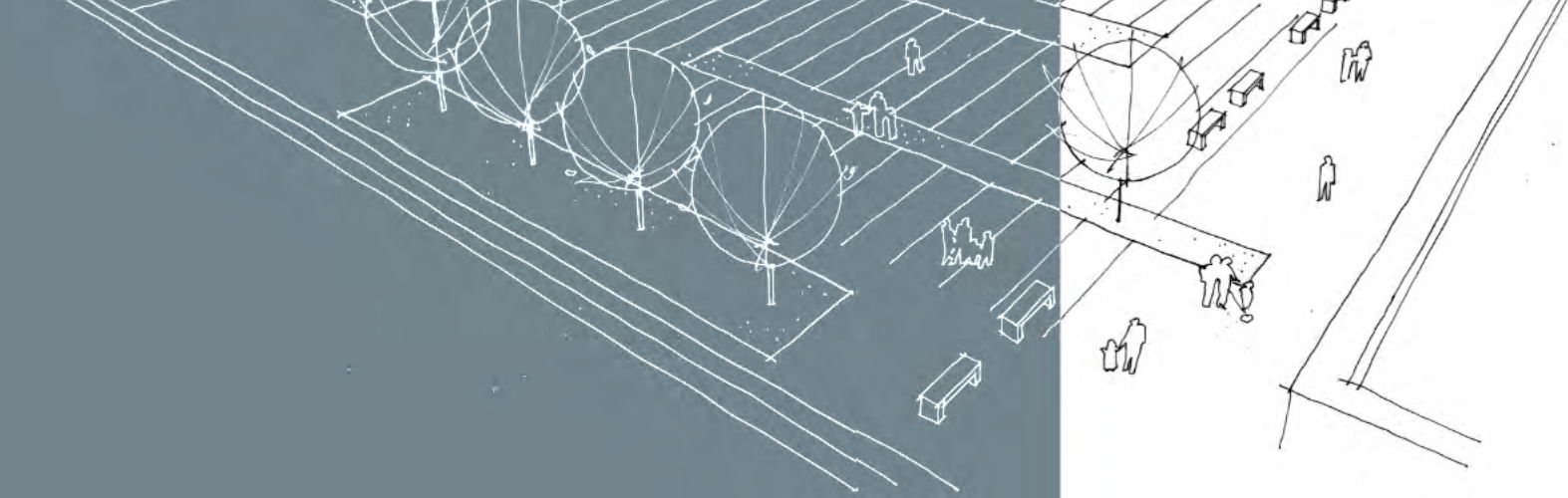
*Mainly not in town centres:*

- Education campuses
- Health centres
- Civic centres
- Multiplex cinemas / gyms / leisure complex
- Housing

### Future

- Community hubs (schools / colleges / health / civic services)
- Less High St retail, more mixed use leisure / enterprise hubs and co-working spaces
- More town centre homes / cafes and restaurants
- Town centre cinema / arts / cultural venues
- More streets for active travel and integrated public transport
- Events and evening economy





# 05

## Building the Future

Building the future requires positivity and progressive solutions. Towns will adapt and change over time and embrace initiatives and projects developed by multiple partners.

Numerous studies, town pilots and local successes highlight a range of measures that support successful place-shaping built around the principles of liveability. These respond to the key characteristics of successful places.

# Five Building Blocks for Successful Places

The building blocks for all towns are based on the best combination of measures:

- **Supporting access and better connections**  
Including the physical, digital, social and enterprise connections and the networks that connect people with places, local, town-regional centres, services and outdoor space
- **Addressing climate change and the transition to net zero**  
Including addressing the climate change challenge, spaces for greenspace, promoting blue-green networks, tree planting and the re-shaping of legacy transport infrastructure
- **Creating liveable and appealing places**  
Including celebrating heritage and making places appealing both as destinations but also as everyday spaces and places that are safe and welcoming. Places that support local events and activity with a sense of place, making towns more inclusive to support the whole community and empowering lifestyle choices, and enabling 20-minute neighbourhoods
- **Promoting mixed-use vibrant land-use models**  
Including rebalancing activity and repopulating town centres, promoting town centre living and the activities previously displaced that bring activity, footfall and increase demand for goods and services for both day and evening economies
- **Building capacity for future change**  
Including shaping places to be more resilient, smarter, capable of adapting to a changing climate and that offer flexibility, address future needs and enable communities and the many stakeholders within centres to shape futures.

Although generic in nature, these building blocks will help towns to work through what will best meet their needs while being mindful of the wider commitment to climate change and meaningful contributions to our national and regional outcomes around health and wellbeing, equity, and inclusive growth.

All the building blocks detailed below will not be a suitable fit for all centres and are outlined to provide a better understanding for some of the measures set out in the town prospectus documents.

# Supporting Access & Better Connections

Town centres must adapt to this new 'placed focussed' environment and the solution lies in rethinking connectivity to re-build local catchments (populations looking to use a town centre) making access easier, safer, more enjoyable and less car dependent.



## **Accessible for Business**

Accessible and well-connected means different things in different contexts and locations. Planning for change will mean working with commercial/business operators around short, medium and longer-term plans and how the planning process can support improved town centres. Rethinking our transport models and future-proofing need and infrastructure will be important.

## **Support Growth in Active Travel**

Active travel (walking and cycling including e-bikes) represents a major growth area with a wide range of new technologies that are putting pressure on our limited infrastructure and an absence of a network of cycleways. Active travel has many environmental benefits as well as improved health and wellbeing and is a core part of rebalancing the transport modes within centres.

## **Reduce Road Space and Vehicular Dominance**

Town centres need to rebalance the physical space devoted to vehicle traffic both as a mechanism to reduce unnecessary travel and to positively promote the use of space for civic activity, active travel, urban street-trees, parks, and greenspace. Major changes in retail, office workplaces, active travel and the development of 20-minute neighbourhoods will reduce car dependency (reduced peak traffic and reduced parking demand) in many town centres. Securing the best balance will take time and adjustment but with the shift to online purchasing, many of the essential journeys will reduce.

### **Adapt to Changing Transport Needs**

Transport is also changing with a rapid shift to electric vehicles and electric bikes and potentially scooters. Issues of congestion may be mitigated by our response to the pandemic, with reduced peak travel or alternatively exacerbated by mid-week travel and reduced public transport patronage.

New electric vehicles all need charging and fast-charging centres and charge points will become part of the urban fabric. Recharging an electric car should be as simple and transparent for consumers as refuelling at a petrol station. Commercial opportunities should be considered such as linking e-bike charging with visiting a restaurant or shop.

### **Provide Safe Streets and Better Mobility**

The vision promotes safer streets that support our changing population and offer places with good, safe mobility for all. Towns need to do much more to ensure improved and equitable access to all facilities. These measures need to include better facilities for those with impaired mobility (barrier free movement), better lighting, safer movement (reduced traffic speed and volume) and stronger connections across modes (multimodal or intermodal mobility). 20mph limits within centres and on peripheral routes with wider provision of controlled pedestrian and cycle crossings.

### **Facilitate Public Transport**

Town centres are hubs for transport interchanges with North Lanarkshire having a strong rail network and bus service level. Developing the points of interchange, making public transport more accessible (SMART ticketing) and more appealing (upgraded stations) and environmentally responsive (ULEV buses or hydrogen) are all in the pipeline. Digital based apps (with real-time service information or taxi apps) will support access along with driverless vehicles and drone-based delivery anticipated by 2040. Free bus travel for those aged under 22, plus schemes for older disabled users will extend access. Covid-19 has forced a radical change to established custom with an emerging realisation that a new revised normal will emerge within which public transport has a key role.



#### **Changes associated with active travel**

For example: National walking and cycling levels have increased in recent decades and increased by nearly 50% between March 2020 and 22 March 2021 (this is possibly Covid-related). North Lanarkshire lags behind the national level and needs a radical programme of investment and support to encourage more active travel.

Every town needs an active travel network of segregated, safe walking cycling routes and we need to encourage and support reduced (probably 25-33%) everyday car use.



#### **E-charging stations**

For example: The Scottish Government advises phasing out the need for petrol and diesel vehicles by 2032. Europe will have 2.9 million charging points by 2030. All buildings need to be prepared for EV charging with a target of 25% of all parking spaces with hydrogen technology also advancing. Charge Place Scotland maps the network which has grown from 55 public charge points in 2013 to over 2338 in 2021. Annual supported installations are currently 1600 each year.



#### **Changes associated with supermarket & large box retailing**

For example: large trolley-based supermarkets require car access and car parks. Smaller convenience formats are more dependent on safe walking and cycling routes and local street amenity. As patterns of land use change (for example, decline in large supermarkets in favour of domestic delivered groceries), our urban space and streets can respond by rebalancing traffic demand and parking.

# Addressing Climate Changes & Transition to Net-Zero

Town centres have a critical role in supporting a sustainable future and contributing to the essential adaptation necessary to address climate change and our commitment to secure net zero. Fairness should be at the centre of climate change planning acknowledging the impact it has on the disadvantaged, people with disabilities or living in deprivation.



## **Reduce Greenhouse Emissions**

Place-shaping can help contribute to climate change targets by using the planning system to promote viable decentralised energy (district networks); repurposing of buildings; developing 20-minute neighbourhoods, reducing the need to travel; promoting transfer by sustainable modes; supporting flood mitigation and waste minimisation, and encouraging community-led initiatives.

## **Improve Flood Resilience**

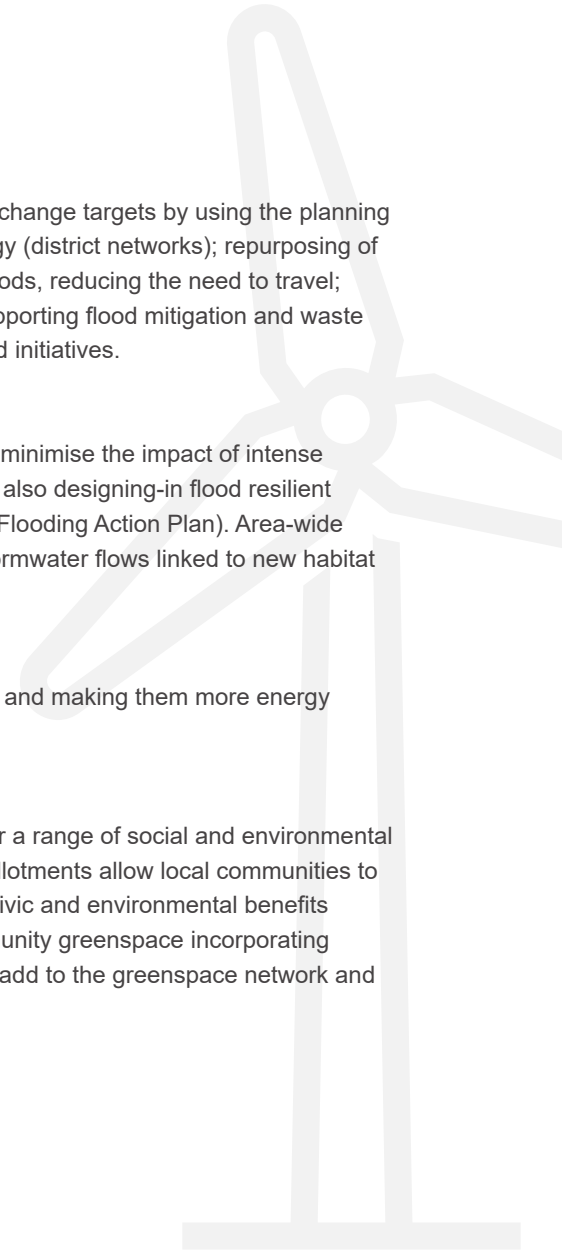
Planning needs to support local measures to minimise the impact of intense rainfall events and to mitigate flood risk while also designing-in flood resilient places (ref: Scottish Government-Living with Flooding Action Plan). Area-wide measures may include green corridors for stormwater flows linked to new habitat management measures.

## **Invest in Building Assets**

Through re-purposing and adapting buildings and making them more energy efficient.

## **Promote Community Growing Space**

The value of allotments in urban areas deliver a range of social and environmental benefits with their value widely recognised. Allotments allow local communities to participate in a common interest with place, civic and environmental benefits (biodiversity, green network, habitats). Community greenspace incorporating orchards, community gardens and wildlife all add to the greenspace network and support biodiversity.



### Develop 20-minute Neighbourhoods

The '20-minute neighbourhood' concept is designed so residents can meet their day-to-day needs within a 20-minute walk of their home; through access to safe walking and cycling routes or by public transport. The 20-minute neighbourhood can form part of a strategy for climate action as they facilitate active travel and decrease car dependence. In a future where people travel less, buy locally, and live in town centres, effort should be focused on enhancing the liveable quality of both our neighbourhoods and town centres.

### Support Community Initiatives

Community-led responses have the potential to contribute significantly to reducing CO2 emissions and making towns and neighbourhoods more salient and prepared for climate change. Local action faces a number of challenges such as building local capacity and participation to support the delivery of projects. Each community may have different drivers and interests but there's a wealth of projects around being more energy efficient and making energy-saving improvements, active travel support, bike library; community growing-food miles, swop-shop-recycling, lift share schemes; education programmes and so on. Communities have access to a number of funds (Lottery Community Fund, Climate Challenge Fund, CCAF Funds, LCCF and Climate Action Fund).

Carbon emissions for urban residents typically split to about 33% property, 33% employment, 33% transport related with energy consumption associated with property and transport the most readily addressed through a range of partnership programmes. Key measures within the vision for urban settlements include:

- Develop district, domestic energy systems
- Property upgrading, retrofit, re-purposing
- SMART, IoT urban systems
- Lifestyle change, flex-working
- Disincentivise car based use
- Promote active travel, infrastructure
- Extend waste management & recycling
- Planning for compact urban centres
- Develop inclusive place resilience
- Develop 20 minute neighbourhoods
- Green construction specifications
- Extend on street electric charging
- Extend parks & greenspace
- Plant trees, support biodiversity



### Climate change is here

The year 2020 was the third warmest, fifth wettest and eighth sunniest on record and increased intense rainfall events and extreme weather including more regular heatwaves and floods will result.



### Integrating surface water management with green network space

Plan green infrastructure networks in a way to optimise its many benefits (health and wellbeing, active leisure, biodiversity) and supporting healthy living environments through providing, for example, urban cooling, local flood risk management, carbon sequestration and local access to shady outdoor space.



### Change by reducing car transport

Securing net zero and developing a carbon neutral economy will require the need to travel to be reduced (Scottish Government Transport Advisory Group). Radical solutions are required based on reduced car travel and road space, the development of stronger active travel infrastructure and piloting new initiatives around 20-minute neighbourhoods will need to be a priority.

# Creating Liveable and Appealing Places

Town centres should celebrate their heritage and buildings so they appeal as both destinations and everyday spaces and places that are safe and welcoming.



## **Repopulating Town Centres**

Over recent decades town centres have lost many of their town centre and edge of centre populations. Making towns more appealing as places to live and bringing people back to live in the town centre is a key element of the vision. The aim is to encourage mixed-use buildings offering a range of tenures (private, affordable, social rented, special needs, elderly supported, student, etc). Integrating residential with small office-home office (SoHo) enterprise units and retail and leisure maximises opportunity for vibrant quarters and neighbourhoods.

## **Developing Public Realm – Spaces & Places**

Public space is a key asset of our towns and urban neighbourhoods and comprises all publicly-accessible space (streets, squares, greenspace) and accessible civic infrastructure for people to come together and engage as a community. Many factors contribute to successful public space including accessibility, sense of welcome, safety, comfort, usability, and sociability. Connections and the network of secondary spaces, streets, wynds and closes are valuable and it's vital that investment in public realm, creating safe animated spaces including urban play, are fundamental parts of liveable places and the town vision.

## **Extending Quality Greenspace Networks**

Connections, greenspace and links with the public realm and active travel corridors need to form a network of 'green infrastructure' for 20-minute neighbourhoods and provides the connecting infrastructure with town centres. Networks provide the corridors connecting homes with facilities (community hubs, schools, health centres etc) and additionally help to reduce domestic fragmentation and contribute to biodiversity and habitat resilience as well as improved health and wellbeing.

### **Celebrating Heritage & Place Distinctiveness**

North Lanarkshire 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) with many notable buildings. Our vision should build on the distinctive character and quality of place using this legacy to reinforce urban form and repurpose civic buildings with new civic uses, creating residential homes and mixed-use premises.

Many towns have suffered from the loss of key buildings and there is a need to consolidate town centres with quality new-builds to strengthen urban form to ensure space, streets and gateways are well-defined elements of urban centres.

### **Safe, Secure Welcoming**

Our vision is for a more inclusive place with extended town centre activity, 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 empty space.



### **Principles for a Caring Place - Architecture & Design Scotland**

A&DS and wider partners have developed a range of guidance to support place-making. Quality guidance sets out work undertaken with Scotland's Towns Partnership to respond and support town centre living. 10 key principles have been identified supporting care and place and applicable to town centre living generally:

1. Friendly and Accessible Transport
2. Accessible Quality External Environments
3. Digital and Physical Connectivity
4. Housing Choice
5. Design/Re-purposing & Integrating Technology
6. Relationships Support and Mentoring
7. Accessible and Diverse Amenities & Services
8. Empowered Carers and Care Models
9. Preventive and Holistic Healthcare Options
10. Opportunities Meaningful Work/ Activities.



### **Secure by Design**

Consultation with communities highlight issues of safety and sense of welcome with Secure-by-Design (SBD is a flagship initiative supporting the principles of "designing out crime") and provides a formal system and checklist to design and develop safer places. Police Scotland report examples of an 87% reduction in crime associated with Secured-by-Design properties and they can reduce opportunities for crime and the number of crimes that occur. SBD is adopted within Council guidance, and we will work with Police Scotland in developing future Place Plans .



# Promoting Mixed-Use Vibrant Land-Use Models

Place-making has very important economic objectives with inclusive and sustainable growth and Covid Recovery forming very significant challenges for all of North Lanarkshire's town centres. Town centres are facing challenges of changing and evolving retail patterns. The aim is to support and invest in town and neighbourhood centres so that they can become more diverse, sustainable and thriving places.



## Promoting Mixed-Use Vibrant Land-Use Models

Place-making has important economic objectives for inclusive and sustainable growth and, following the pandemic, there are significant challenges for all North Lanarkshire's town centres, particularly around changing retail patterns. The aim is to support and invest in town and neighbourhood centres so that they can become more diverse, sustainable, and thriving places. Changes in our choices and lifestyles are impacting on the needs of local communities and the balance of town centre uses. Towns built around single dominant uses - retail centre, business park, housing estates - as separate areas are increasingly looking to consolidate. The vision seeks to promote a typically mixed-use, more lived-in centre that creates vibrancy for both daytime and evening economies.

## Town Centre First

The main recommendation from the Town Centre First policy is the call for public and private sector, residents and businesses to put the health of town centres at the heart of decision-making processes. The Town Centre First Principle encourages the public sector to continue to invest in town centres and help communities thrive.

## Planning System

Scottish planning policy looks to offer a proactive planning framework that supports town centres. The approach reflects the modernisation of Scotland's planning system and new guidance and new Scottish Planning Policy (SPP). The proposed town centre health check will help to inform local development plans and assessment of development applications. Health checks should help to ensure that planning is efficient, inclusive, and supports the reinvestment and rebalancing of town centres.

### Partnership

The regeneration of our town centres and high streets is complex and will take time. Successful delivery and investment of these funds will be reliant upon town centre partners setting up appropriate delivery mechanisms and governance arrangements. Collaboration will be key. The most successful town centres are those with proactive town centre management, delivered through a partnership between private, public, the third-sector and communities to address local needs.

### Embracing Change

Town Centre First needs also to drive positive change and look to create a better and more equitable balance around what town centres can do to not just survive but to thrive. The Town Centre Action Plan Report – A New Future for Scotland's Towns argues that we need to have a focus on redressing past failures and stop supporting activities which damage town centres. Clear presumption against or an outright halt to out-of-centre retailing, retail car park charging and amendments to tax structures might go further to rebalance current challenges that limit town centre investment and to help ensure town centres are the location of choice for a range of developments.

### Intervention

Regenerating town centres is complex and can present multiple barriers that arise from years of fragmentation and disaggregation. Councils can work with partners to promote place plans, long-term masterplanning, proactive use of compulsory purchasing order (CPO) powers to support land assembly. A key to success is a strong evidence base, meaningful engagement with the town's stakeholders.



### Town Centre Funding

The Scottish Government, Lottery and wider funding environment (Scotland and UK) offer a range of funding support for town centres. The Town Centre Fund provides support to develop and implement town centre action plans and to realise transformative ambitions. The Regeneration Capital Grant Fund supports locally developed place-based regeneration projects that involve local communities.



### Town Centre Toolkit - Scotland's Towns Partnership

The Town Centre Toolkit provides detailed guidance and through town centre audits and other elements of the toolkit contains ideas and examples of how people and organisations can make their town centre more attractive, more active, and more accessible. The toolkit forms part of a broader package of resources, making it easier for groups to develop and share details of successful approaches to town centre place-making and regeneration.



### Compulsory Purchase Order to support Land Assembly

A Compulsory Purchase Order (CPO) can allow councils and other organisations to purchase property without the owner's permission if there is a strong enough case for this in the public interest. CPOs promoted by public bodies and infrastructure providers must be confirmed by Scottish Ministers.

# Building Capacity for Future Change

Adaptation to future change includes working to shape places to be more resilient, smarter, and more capable of adapting to changing environments that offer flexibility, address future needs and enable communities and partners to shape stronger and fairer futures.



## **Town and Community Hubs**

North Lanarkshire Council is replacing all schools not replaced or remodelled since 1996. Our vision is to create places for the whole community rather than only the school community. New town and community hubs will be places where education is delivered alongside other council and community services in the heart of towns and communities.

**Town Hubs** are likely to include primary and secondary education and an early years' facility. Other services on offer will be larger in scale, such as more comprehensive sport, culture and leisure facilities and a wider range of council and partner 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 like libraries, community centres and health centres.

## **Changing Technology**

Our town futures will increasingly be shaped by developments within the digital world with data and digital technologies creating new opportunities and changing the way we live our lives.

Digital infrastructure is key to connected places and digital access in town centres will become increasingly important. Ensuring the move to cashless transactions is accessible and inclusive and consumers access to cash is protected within town centres.

## **Behavioural Change**

Our use of town centres is changing. Changes are largely driven by consumers and influenced and affected by trends and the wider policy environment. Major changes in behaviour are prompted by climate change, digitalisation and changing population demographics. Significant behavioural change can be anticipated around active travel, activism, health and wellbeing and places of employment, all of which can support 20-minute neighbourhoods and align with climate change adaptation.

### Community Capacity & Community Wealth Building

Community wealth building connects people and place to build a new inclusive growth model across North Lanarkshire to deliver a stronger economy, jobs, fair work, growth while promoting local resources and assets. The main elements involve building stronger local benefits through: partnering and participation, developing local assets and resources, targeting purchasing and procurement, supporting people and place opportunity and engaging locally.

### Engagement – Town Action Plans

Local Town Action Plans offer the opportunity for a community-led but collaborative approach to creating great local places. Town Action Plans will link support community aspirations on the key local challenges with the wider elements of our town visions such as responding to the global climate emergency and tackling inequalities and the delivery of new town and community hubs. Engagement as part of the development of the town visions has confirmed that value and interest in community level participation will help to shape the places that they live, learn, work, invest and visit.



### Core elements of 20-Minute Neighbourhoods

20-minute neighbourhoods are places that are designed to enable residents the ability to meet the vast majority of their day-to-day needs within a 20-minute walk (approximately 800 metres) of their home; through access to safe walking and cycling routes, or by public transport. Behavioural changes alongside community engagement represent a core element of successful 20-minute neighbourhoods. Place Plans are a useful tool to support the delivery of 20-minute neighbourhoods.



### Contactless Sales

A consumer organisation survey 2020 noted that 53% of consumers had reduced cash payments and 46% noted a reduction in cash acceptance in shops and retail premises. Covid-19 has accelerated the trend to cashless purchasing for a wide range of goods and services including public transport. Other technology such as cashier-less checkout technology is anticipated to accelerate the move to shop-local-shop often and smaller format convenience retailing.



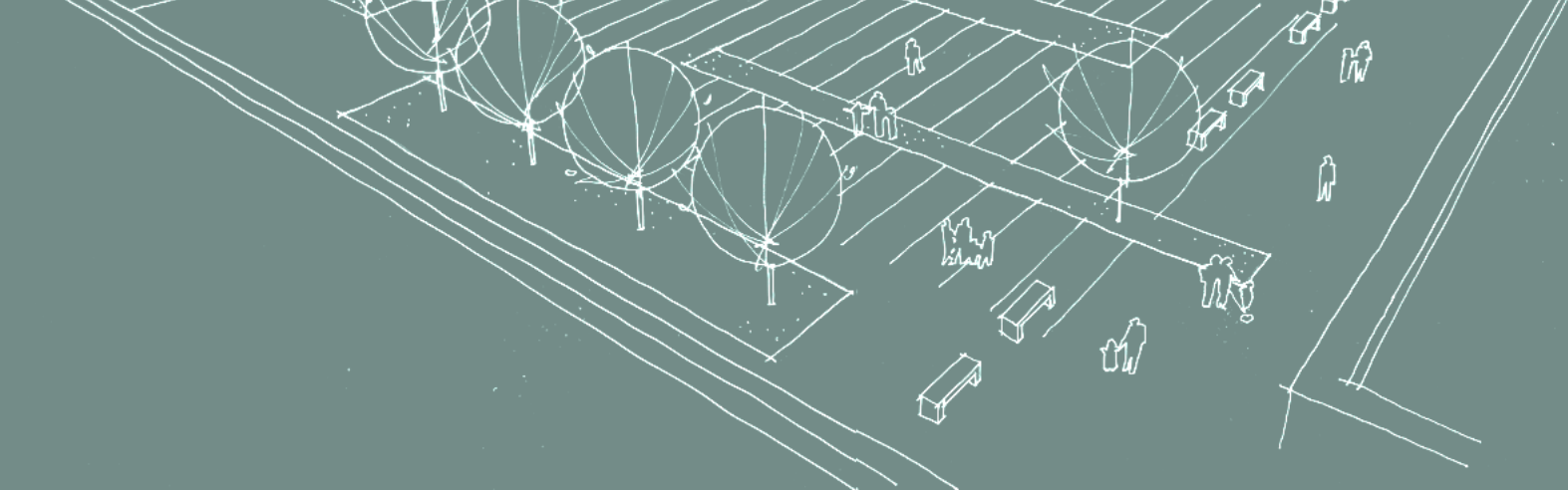
### Electric Bikes & E-Bike Cargo

E-bikes across Europe are predicted to grow from 3.7 million bikes sold in 2019 to 17 million in 2030. The e-bike market in 2020 is already up by 23% year on year, and on the current trajectory, there will be 10 million e-bikes sold per year as early as 2024. The e-bike sales volumes, refit, previously owned and hire market will also bring services, support activity, and make e-bikes more accessible.



### Delivery to Consumers (X2C) Last Mile

Consumer product delivery volumes are predicted to double over the next ten years. Same day delivery is rapidly becoming an expectation for convenience and comparative goods and the take-away food market. Click and collect, parcel lockers and van and bike couriers will expand with drones and autonomous ground vehicles (AGVs) ultimately replacing other modes.



# 06

## Town Prospectus

### Town Prospectus

Your Town Vision has been developed with short prospectus documents. These formed the basis for discussions through stakeholder workshops and community webinars hosted by North Lanarkshire Council.

The prospectus summarises the place assessment and outline the vision and identifies areas of opportunity and key projects to support delivery of the vision.

The documents will form a starting point for engagement and the development of Town Action Plans.





# Airdrie

Airdrie's vision is built around transformational investment in the town's infrastructure that will create one of the best connected settlements in North Lanarkshire.

A more accessible and attractive centre built around its 'market town' qualities will attract new homes and new investment celebrating the town's heritage, character, scale and connectivity.

New transport connections created by rail, road and the green network make Airdrie an easy, accessible place to move around. The new Town Hub and Health Centre investments support liveability, health and wellbeing and learning and create a cluster of quality, modern services to address local needs.

## Airdrie - A Place to Live

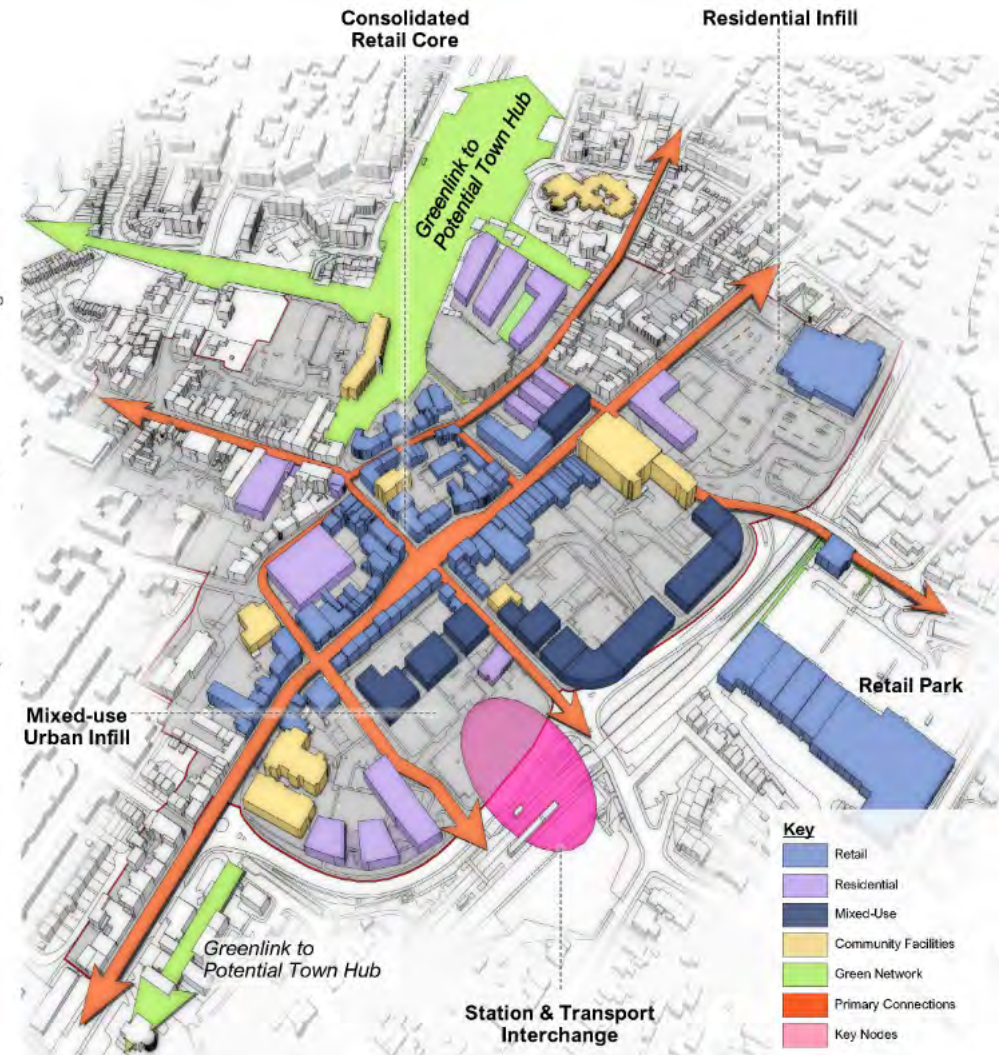
Airdrie with its improved access and connections offers excellent opportunities for town centre living. The historic centre with sensitive urban infill and building conversions will provide a range of homes meeting a wide range of local needs with good access to services and an attractive town centre environment. The new Health Centre and Town Hub will support an active community and stronger public transport connections will support Airdrie's growth as a residential centre.

## Attractive & Appealing Sense of Place

Attractive as a place to Live, Learn, Work, Invest and Visit Airdrie changing infrastructure (road and rail connections) will make Airdrie, an easier place to live and visit. Stronger access to regional services, employment and leisure facilities will allow Airdrie to take advantage of its location and place appeal as an important hub in North Lanarkshire.

## Supporting a Stronger Community

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



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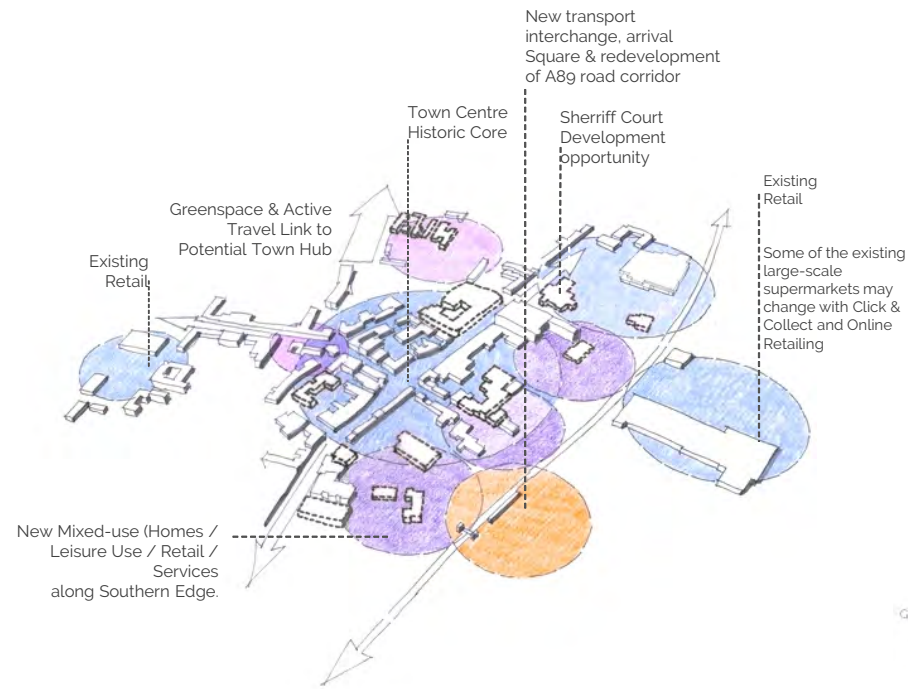
#### Economic Regeneration Delivery Plan

The Economic Regeneration Delivery Plan looks to reshape and repopulate our town centres so that they become vibrant places with mixed use spaces which maximise social, economic and environmental opportunities. To reshape and repopulate our town centres we will:

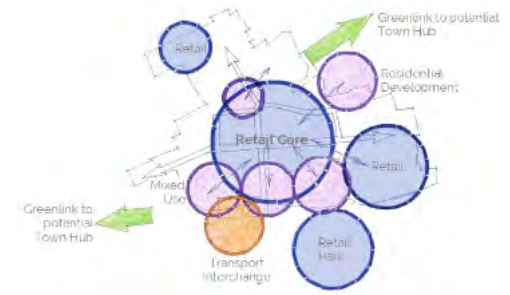
- Develop and deliver aspirational visions for the future for each of our town centres
- Identify and deliver transformative town centre projects with a particular focus on new residential provision
- Protect and repurpose historic buildings which contribute to a sense of place

#### Developing & Reshaping our Town Centres

The Town Visions will look to broaden engagement across stakeholders and include existing and future potential developer interest, business and property interests, the housing sector, local residential stakeholders and community interests. This 'Prospectus' represents the initial work that will now be developed through stakeholder and community engagement. The Town Centre Visions will seek to balance vision and delivery and outline potential catalysts for change and key projects 2020-2035.



**Town Centre Strategy: Key Areas of Change**



**Key Elements in Town Centre Vision**

#### Adopting the Place Principle

This is a principle that aims to improve the lives of, and opportunities for people in communities. Critical to this is collaboration and participation. This means linking public services with other organisations and people in communities themselves to make sure there are opportunities for people to have a say in planning and decision-making.

Developing this partnership is critical to the success of the council's capital programme. Central to this is the development of a shared vision with communities, encompassing land use, spaces and community planning to make the best use of investment opportunities associated with land and buildings.

The Council are keen to engage in developing a shared vision creating a new level of integration between land-use, spatial and community planning, with development planning and the re-investment opportunities associated with land and building assets.

#### Programme for Delivery

The Town Visions for all eight town centres will be developed September- May 2020 and involve staged consultation and engagement throughout the period. The Council envisage a rolling programme of public and private sector investment 2020-2035, via Action Plans.





Images are indicative only and the final design may change

Engagement &  
Place Plans

2021 - 2026

Partnership  
Delivery

2026 - 2031

Net Zero & Place  
Development

2031 - 2036

#### Airdrie's Opportunities

Town Centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Airdrie needs to adapt to change and is looking to:

- Develop a new Town Hub
- Strengthen the Links with the Station & Transport Interchange
- Support a liveable Town Centre with new, affordable town centre living
- Develop new connected Green Links



New Community & Town Hubs  
Vibrant, Active Centre  
New Homes, New Jobs, New Sense of Place  
Improved Accessibility  
Connected Green Network

AIRDRIE COMMUNITY HEALTH CENTRE



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# Bellshill

Bellshill is an enterprising well-connected town that services an extensive catchment that will help it grow both as a services hub and a centre for living.

Bellshill will build on its community strengths and its new Town Hub to support its appeal as a place to live and work. A 'Green Bridge' (A775), better rail access and connections to path and cycle networks connect both the new hub and the key employment sites of Bellshill Industrial Park, Strathclyde Business Park, Eurocentral and Mossend.

The Vision will be built around a mixed-use model of sustainable living based on place and the ease of access to employment, housing, services and key transport connections. Bellshill can build on the quality of place in a manner that supports the community, builds community wealth and delivers a compact and vibrant mixed-use centre. Serviced with rail, bus and cycle links the town can deliver all the facilities that support modern living and working.

## Live, Learn, Work and Play

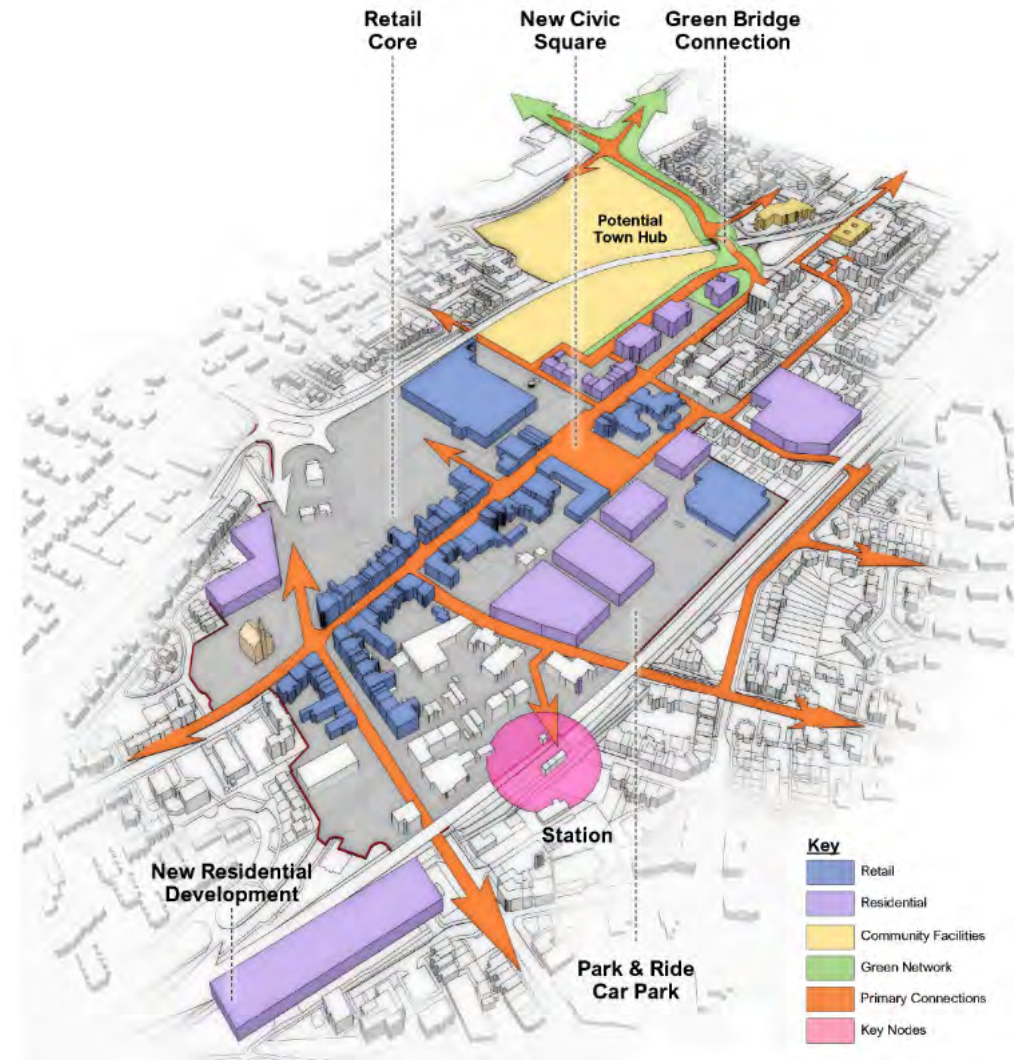
Bellshill re-purposed as a Mixed-Use centre is a great place to live-&-work offering a diverse range of employment opportunities all within the immediate locality and with ready accessibility. Equally good connections and good public transport link Glasgow, Motherwell, Livingston, Edinburgh and allow Bellshill to be an appealing commuter town offering accessible living with good employment connections.

## Strong Community Built around a compact Centre

The Bellshill Town Hub incorporating education infrastructure, health centre and leisure facilities make Bellshill an enviable place to live. Green links connect regional facilities and adjacent centres creating an attractive active travel network that connects jobs, neighbourhoods, leisure facilities and support the whole community.

## Compact Centre supporting Low Carbon Lifestyles

Bellshill's compactness, its connections and the proximity of the centre to the town hub and new employment sites creates a sustainable place that can adapt and support low-carbon living, strengthen community life and support health and wellbeing. Bellshill can build on the opportunities to shape healthier, wealthier and more inclusive communities through good homes and quality local employment.





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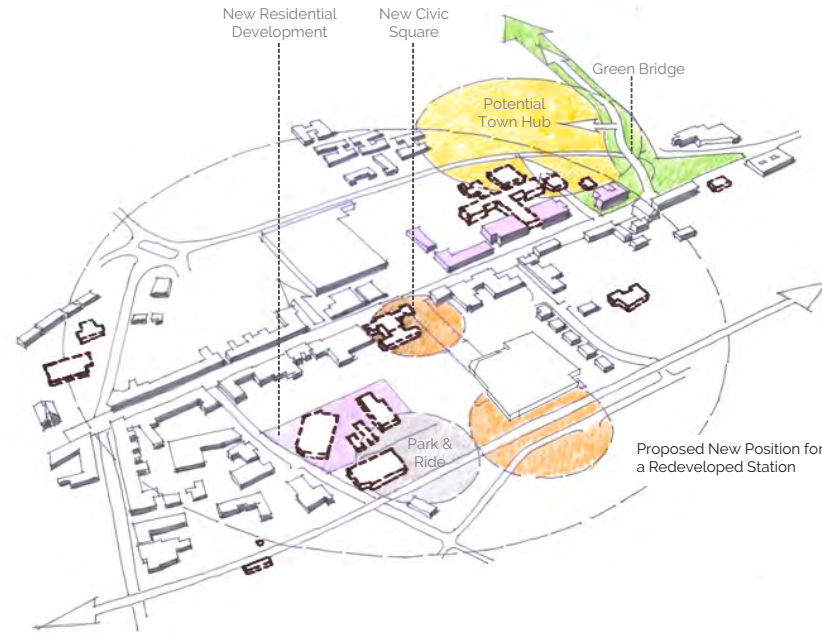
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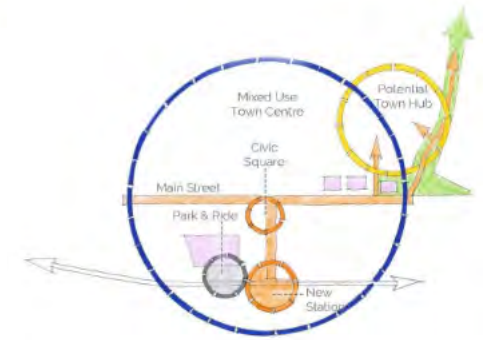
- Develop and deliver aspirational visions for the future for each of our town centres
- Identify and deliver transformative town centre projects with a particular focus on new residential provision
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Town Centre Strategy: Key Areas of Change



Key Elements in Town Centre Vision

#### Adopting the Place Principle

This is a principle that aims to improve the lives of, and opportunities for people in communities. Critical to this is collaboration and participation. This means linking public services with other organisations and people in communities themselves to make sure there are opportunities for people to have a say in planning and decision-making.

Developing this partnership is critical to the success of the council's capital programme. Central to this is the development of a shared vision with communities, encompassing land use, spaces and community planning to make the best use of investment opportunities associated with land and buildings.

The Council are keen to engage in developing a shared vision creating a new level of integration between land-use, spatial and community planning, with development planning and the re-investment opportunities associated with land and building assets.

#### Programme for Delivery

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Engagement &  
Place Plans

Partnership  
Delivery

Net Zero & Place  
Development

2021 - 2026

2026 - 2031

2031 - 2036

#### Bellshill's Opportunities

Town and Town Centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Bellshill needs to continue to adapt and strengthen its role as a liveable mixed-use centre that can offer good homes, good local services and quality local jobs all within a 30 min walk or a 15 min cycle of the centre. The core projects involve:

- Developing a new Town Hub co-located alongside the Town Centre
- Focusing the Town Centre around Main Street and the Town Hub
- Building on local Green Network, Active Travel routes
- Promoting 'lifestyle appeal' based on a Mixed-Use centre
- Investing in Town Centre living with affordable homes for all



# Compact Town Centre

New Homes, New Jobs, New Sense of Place

Town Centre supporting Enterprise

New Town Hub

Connected Green Network



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# Coatbridge

Coatbridge has an opportunity to re-define and strengthen its Town Centre, with a focus on Main Street and reinvesting in the centre as an appealing place to live and work.

Redevelopment of the Quadrant and adjacent high-rise tower blocks will deliver new town centre homes to maintain the vitality of the town centre. The linear urban park will be framed by new residential development to the South and will connect the Main Street with the enhanced retail park.

The town has the capacity to be an important service hub with its good rail connections and diverse business base making it a strong investment location for both business and living.

## Coatbridge - A Connected Place

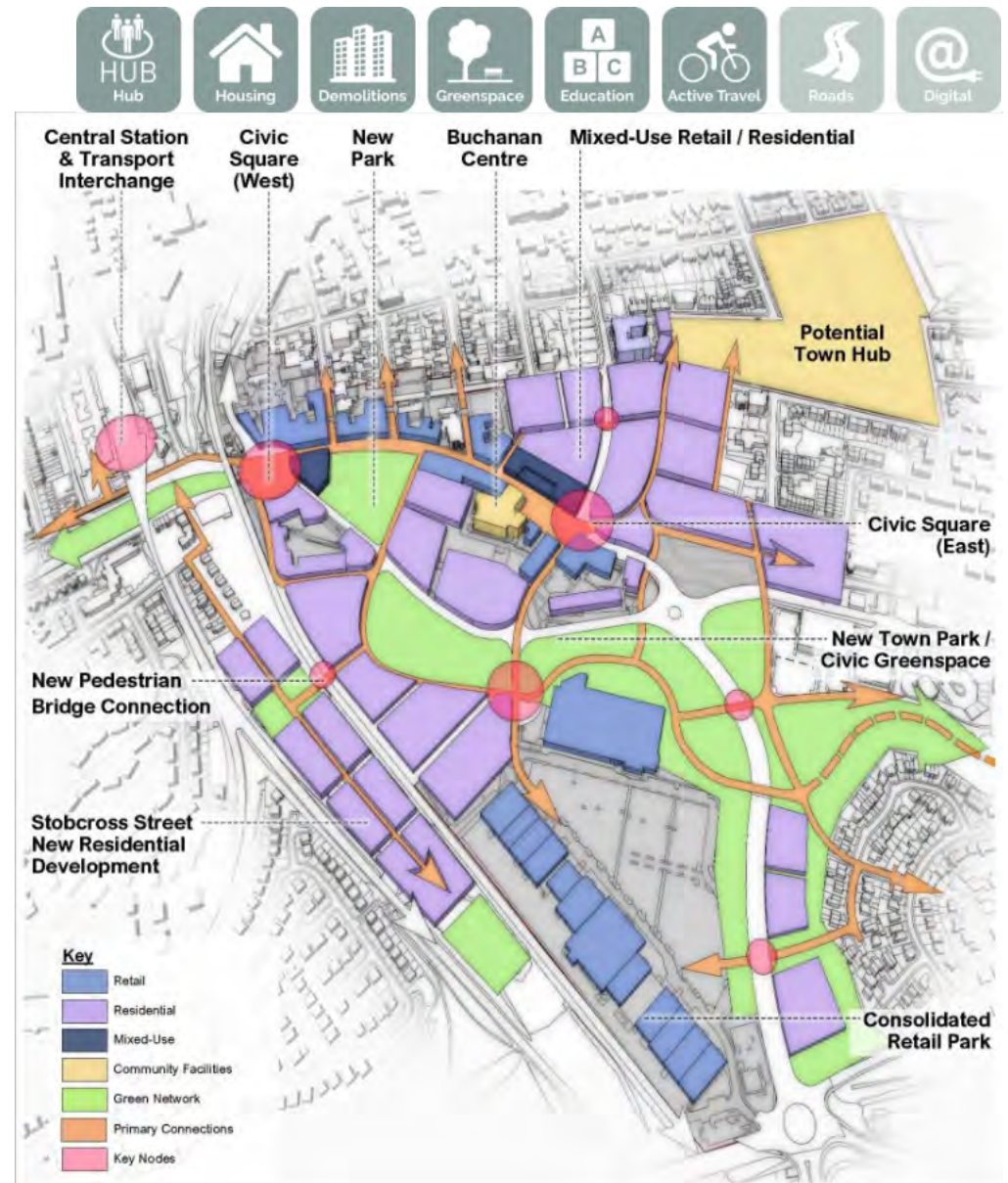
Coatbridge is a strong services hub and is well connected with its three stations linking Glasgow/Edinburgh and Regional Centres. Services by rail connect Motherwell, Cumbernauld, Glasgow, Edinburgh and other centres. With a regional cluster of commercial, employment, health and public sector facilities Coatbridge is well placed to build a more compact, greener more accessible centre that supports town centre living.

## Attractive & Appealing Sense of Place

Redevelopment of the Quadrant, demolition of the tall flats and development of the new Community Hub can all start to re-shape a stronger sense of place. The focus of the centre will be the Main Street with the Buchanan Centre and an upgraded Town Square. New parks and greenspace will connect up the existing green network and offer active travel routes connecting the town centre, stations, Town Hub, retail and visitor sites.

## Coatbridge a Place to support New Investment

Coatbridge has the location, catchment, infrastructure and business base to be a strong location for new investment. Future changes in retailing and the connections offered by rail/road and active travel routes will re-balance the centre with a more compact Retail Park and a more diverse traditional Main Street incorporating leisure, convenience retail and services. The centre will meet both local and wider regional needs with new homes creating additional demand supporting a more vibrant, active and compact centre.



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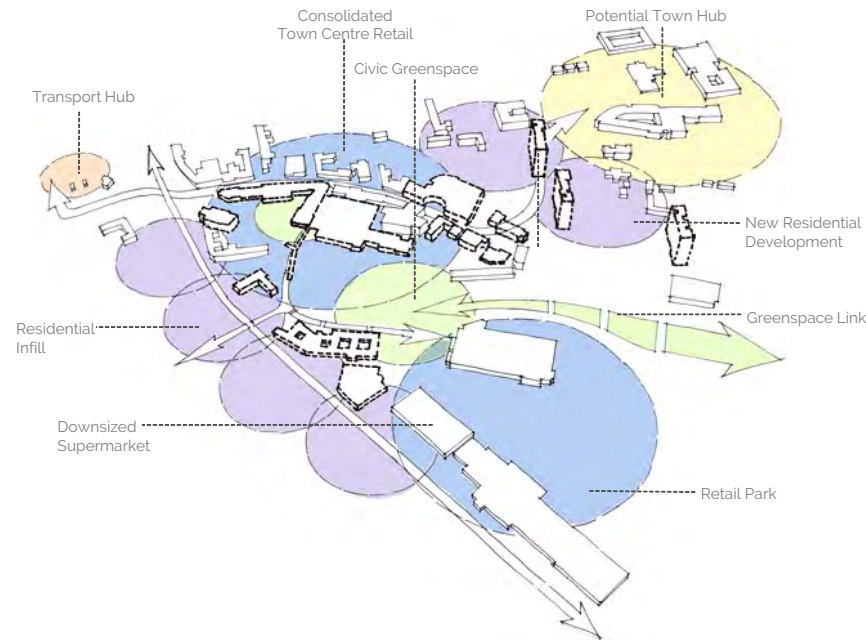
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## Engagement & Place Plans

2021 - 2026

## Partnership Delivery

2026 - 2031

## Net Zero & Place Development

2031 - 2036

### Coatbridge's Opportunities

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- Develop a new Town Hub
- Re-structure the Town Centre on a stronger more compact Mixed-Use Model
- Develop the Green Network and active travel routes and connections
- Re-vitalise the Centre with extensive new mixed tenure housing
- Integrate within the Centre - Living, Learning - Health and Leisure activity
- Create a new Town Centre Gateway Park
- Develop an enhanced Town Square and Civic Event space



An architectural rendering of a vibrant town center street. The scene is set during the day with soft, diffused light. On the right, a modern multi-story brick building with large windows and a flat roof stands prominently. A row of bicycles is parked along its base. In the center, a wide, paved pedestrian walkway is filled with diverse people: a woman in a patterned top and dark pants walks towards the viewer; a man in a suit walks while talking on a phone; a man in a plaid shirt and backpack rides a bicycle; and a woman in a red jacket pushes a stroller. In the background, a historic stone church with a tall spire is visible. To the left, more modern buildings and lush green trees are integrated into the urban design. The overall atmosphere is one of a safe, accessible, and lively community space.

**Town Centre Living**  
**Accessible and Safe**  
**New Homes, New Jobs, New Sense of Place**  
**New Greenspace Links & Parks**  
**New Town Hub**



# Cumbernauld

Cumbernauld is Lanarkshire's largest Town. It now has an opportunity to re-define itself as a '21st Century new town' and further develop its commercial, industrial and retail role as a sustainable, green and low carbon regional hub.

The Vision will be built around transformed low carbon town centre defining Cumbernauld as a hub for services, education, shopping, leisure expressed by a new restructured mixed-use centre situated within a greenspace and parkland setting that supports active travel and leisure.

## Cumbernauld a Low-2-Zero Carbon Hub

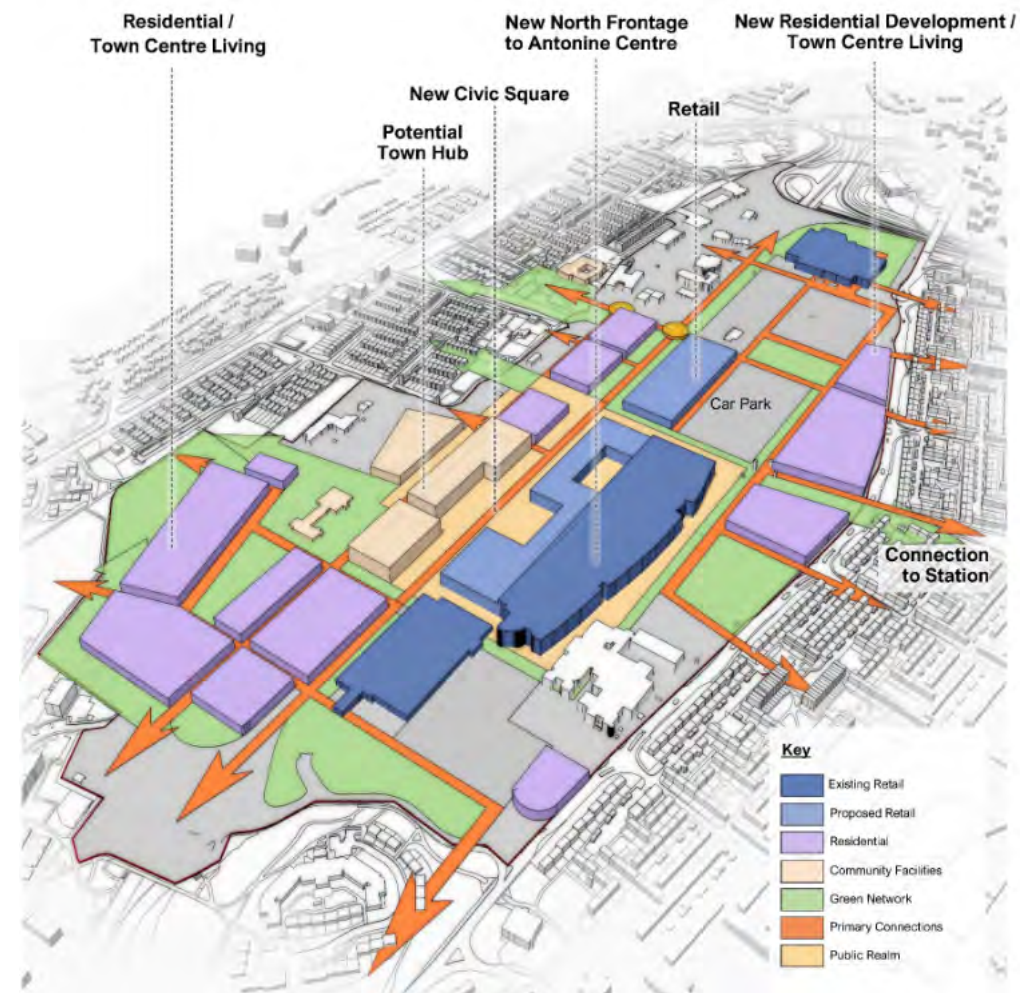
Cumbernauld is a key hub and regional centre. Its infrastructure makes it a key investment location for commercial, industrial and regional services. With a regional cluster of commercial, employment, learning and health facilities Cumbernauld is well placed to grow on the back of its new Town Hub and reinvestment in its housing stock and town centre living.

## Attractive & Appealing Sense of Place

Redeveloping the town centre will create a centre, appropriate for a new age, based on a low carbon, people-centric place model. Mixed-use activity combining retail, leisure and services will drive a new sense of appeal. A new central square, new retail, cinema and leisure, a redeveloped New College Lanarkshire, Health Centre and public transport hub will good connections to the Community Centre, new housing and new community parks and gardens.

## Supporting a Stronger Community

The outcomes for the community will be a centre which is more attractive, safer, easier to get around, that offers wider choices meeting both local and regional needs. New homes, new jobs and better connections (physical and digital) will drive additional demand for services and support a more vibrant and active centre.



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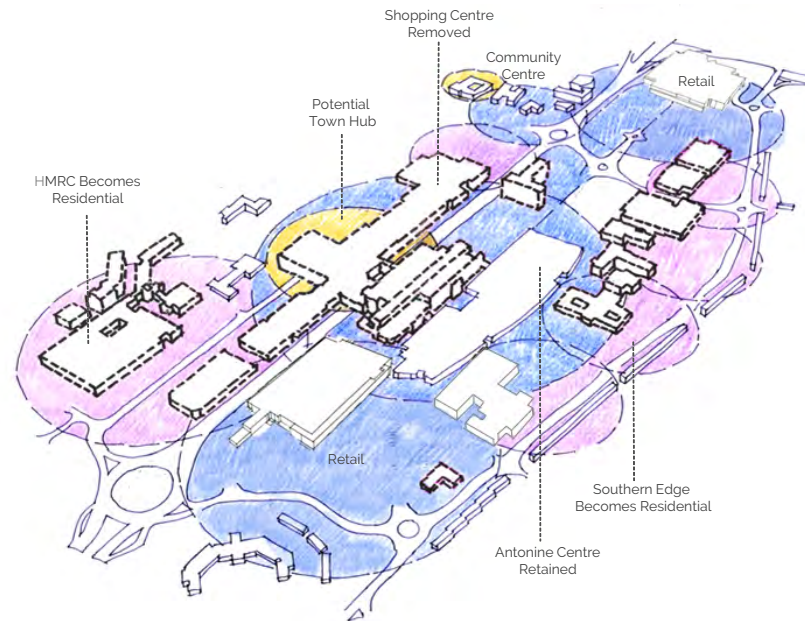
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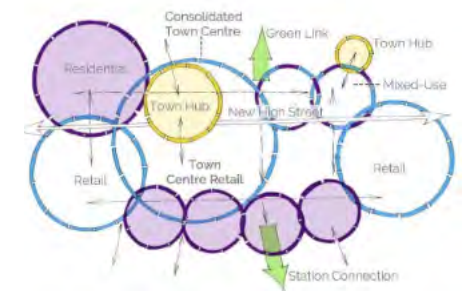
- Develop and deliver aspirational visions for the future for each of our town centres
- Identify and deliver transformative town centre projects with a particular focus on new residential provision
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**Town Centre Strategy: Key Areas of Change**



**Key Elements in Town Centre Vision**

#### Adopting the Place Principle

This is a principle that aims to improve the lives of, and opportunities for people in communities. Critical to this is collaboration and participation. This means linking public services with other organisations and people in communities themselves to make sure there are opportunities for people to have a say in planning and decision-making.

Developing this partnership is critical to the success of the council's capital programme. Central to this is the development of a shared vision with communities, encompassing land use, spaces and community planning to make the best use of investment opportunities associated with land and buildings.

The Council are keen to engage in developing a shared vision creating a new level of integration between land-use, spatial and community planning, with development planning and the re-investment opportunities associated with land and building assets.

#### Programme for Delivery

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Engagement &  
Place Plans

2021 - 2026

Partnership  
Delivery

2026 - 2031

Net Zero & Place  
Development

2031 - 2036

#### Cumbernauld's Opportunities

Town Centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Cumbernauld needs to adapt and strengthen its future role based on quality of place, low carbon living and re-investment as a regional hub. The core projects involve:

- Developing a Pilot for Low-2-Zero carbon living
- Develop a new Town Hub
- Re-structure the Town Centre on a stronger more compact Mixed-Use Model
- Integrate within the Centre - Learning -Health and Leisure activity
- Develop a grid of streets, squares and spaces and connected paths and cycleways
- Connect Town Centre activity and services with new and existing housing
- Develop a new Town Square and Civic Event space



Low Carbon Pilot  
Accessible and Safe  
New Homes, New Jobs, New Sense of Place  
New streets, squares and spaces  
Transformed Town Centre



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# 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.

The Vision will be built around stronger sense of place that builds Kilsyth as a key visitor destination in North Lanarkshire both for local services and developing active travel and leisure based on local attractions and routes. A new Town Hub, new investment in green links along, with path and cycle connections and new town gateways will support tourism growth based on a range of quality visitor attractions.

## Visitor Destination

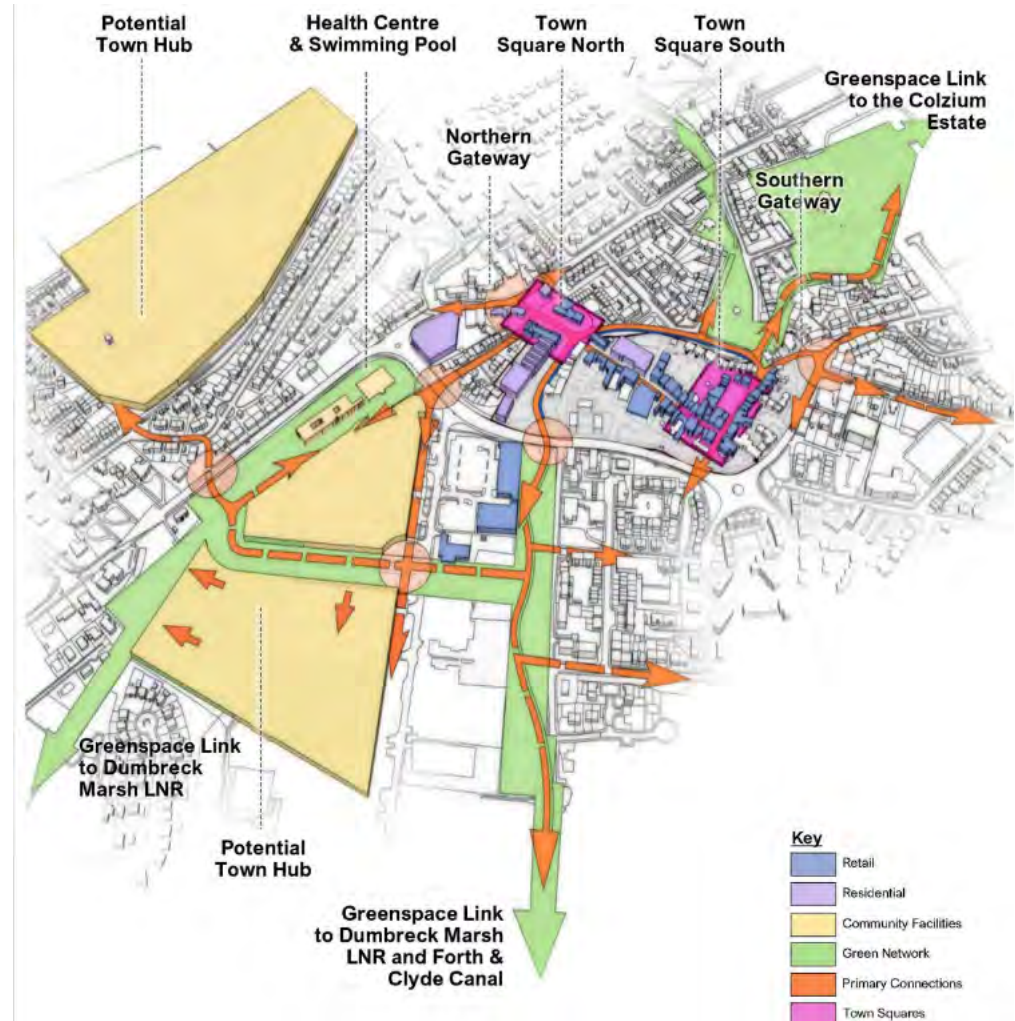
Kilsyth is a historic Burgh with an attractive townscape and a diverse range of attractions including Colzium House and Estate, Antonine Wall, Forth and Clyde Canal and Dumbreck Nature Reserve all connected with quality green links that support active travel and exploration. Active leisure supports health and wellbeing and is a growing segment of both day visitor and tourist markets which Kilsyth is well placed to develop.

## A Great Place to Live

Kilsyth has grown as a commuter town and with new investment in a 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, retail, housing and support a more vibrant and active centre for residents and visitors.

## Attractive & Appealing Sense of Place

The new Town Hub is co-located alongside the Town Centre and Health Centre will re-defined the core area of the town. Mixed-use activity combining retail, leisure and services will drive a new sense of appeal. A new Town Square, new northern Gateway; together with Market Street, Burngreen Park and the Garrel Burn Corridor will create a new sense of place and with new homes and activity support new investment in the Main Street.



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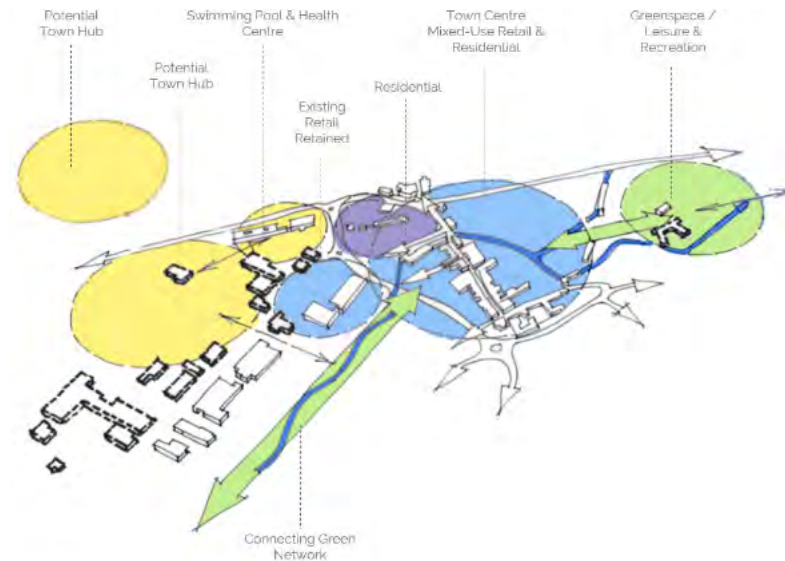
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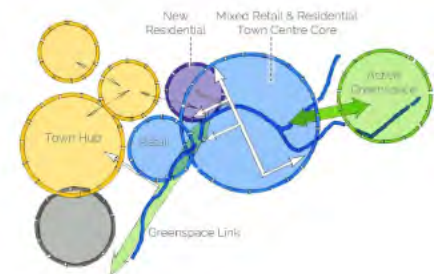


Town Centre Strategy: Key Areas of Change

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Developing this partnership is critical to the success of the council's capital programme. Central to this is the development of a shared vision with communities, encompassing land use, spaces and community planning to make the best use of investment opportunities associated with land and buildings.



Key Elements in Town Centre Vision

The Council are keen to engage in developing a shared vision creating a new level of integration between land-use, spatial and community planning, with development planning and the re-investment opportunities associated with land and building assets.

#### Programme for Delivery

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Place Plans

Partnership  
Delivery

Net Zero & Place  
Development

2021 - 2026

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#### Kilsyth's Opportunities

Kilsyth can develop around its historic Burgh quality and its location and ready access to the Kilsyth Hills and Kelvin Valley. Kilsyth will become a key visitor attraction and destination developed around existing attractions and a revitalised town centre. The core projects involve:

- Developing a new Town Hub with associated facilities and community services
- Connecting the Town Centre and strengthening links to the Glasgow-Stirling road (A803)
- Developing a northern Gateway to raise the town's profile as a historic Burgh
- Developing stronger links, routes and opportunities for active travel (e-bikes) to the area's attractions
- Developing Kilsyth as a great place to live
- Develop a new Town Square at Main Street North



Destination Town with Regional Appeal  
Focus for Rural & Heritage Attractions  
Stronger Sense of Place  
New Northern Gateway  
New multi-purpose Town Hub  
Revitalised Town Centre



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# Motherwell

Motherwell is Lanarkshire's best connected Town. It has a major opportunity to develop around its role within the City Region as a key hub with excellent connections to Edinburgh, Glasgow and Scotland's Central Belt.

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

## Motherwell a Key Node

Motherwell is a key hub within the national transport network. With its rail, road and active travel networks it is a key investment location for commercial, residential and regional services. Further potential developments in rail including High Speed Rail connection to Eurocentral will extend this strategic role.

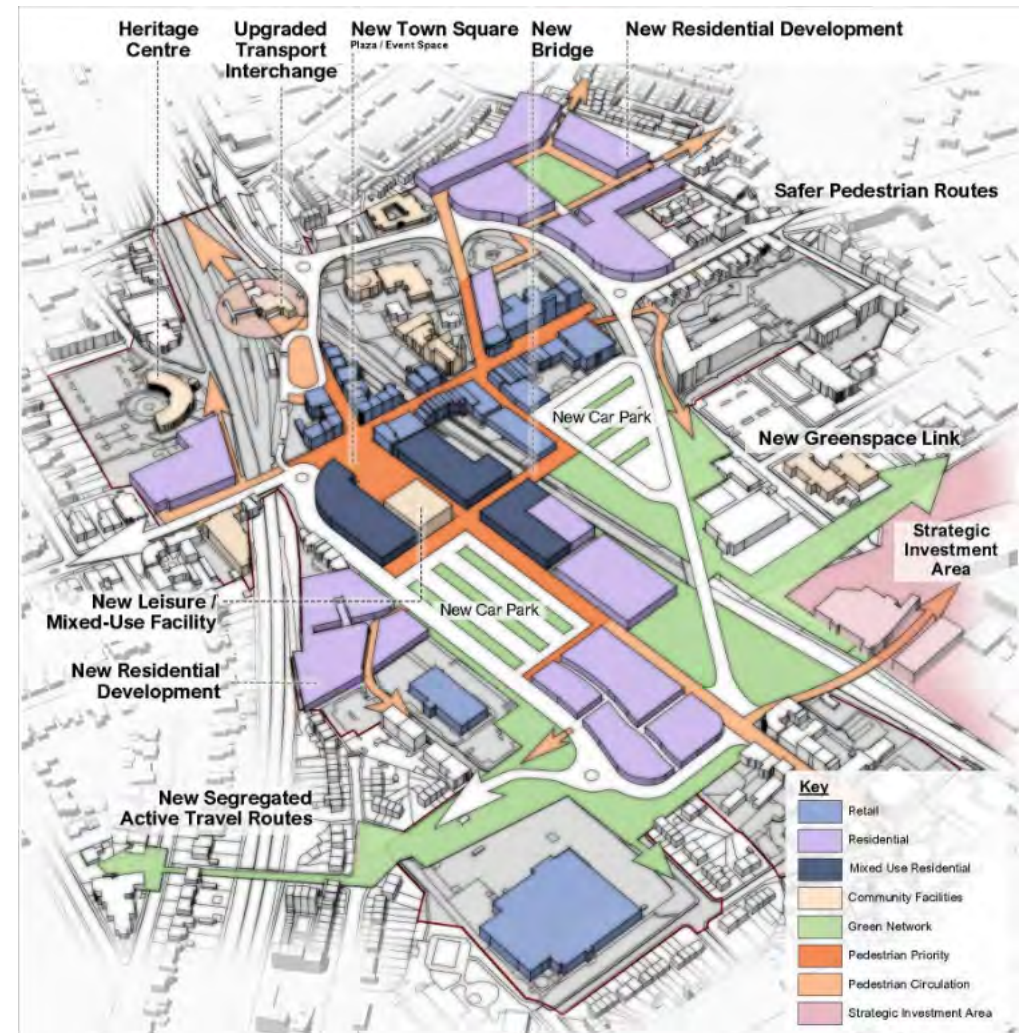
## Attractive & Appealing Sense of Place

Our ambition is to Live, Learn, Work, Invest and Visit. Motherwell is putting in place the building blocks for success.

Town & Community Hubs and a New Transport Interchange along with a new Town Square, redeveloped Town Centre, an improved visitor experience at Strathclyde Country Park and green network connections will create a new mixed-use centre and will be transformational to Motherwell's appeal and sense of place.

## Supporting a Stronger Community

The outcomes for the community will be a centre which is more attractive, safer, easier to get around, that 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 centre.





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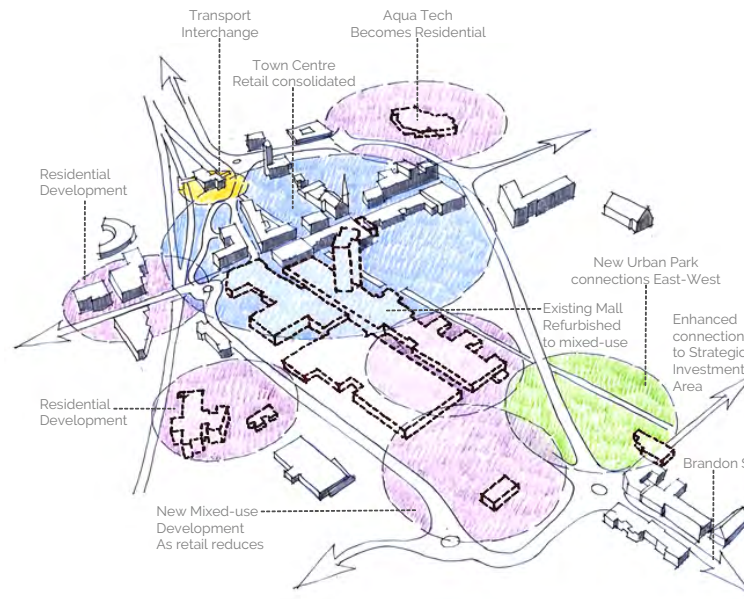
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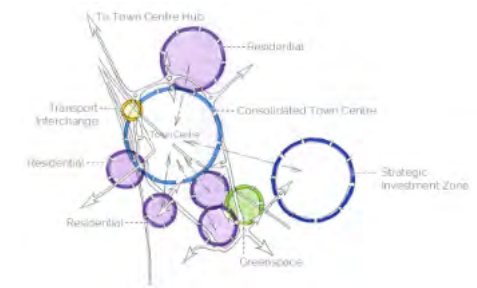


**Town Centre Strategy: Key Areas of Change**

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Delivery

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Development

2031 - 2036

#### Motherwell's Opportunities

Town Centres are facing a range of opportunities and challenges as community needs and the way we use our centres change. Motherwell needs to adapt to change and is looking to:

- Develop Town & Community Hubs
- Develop a new Transport Interchange
- Connect the Town Centre retail core and encourage new housing
- Strengthen the links to Ravenscraig and residential communities
- Develop a new Town Square and Civic Event space
- Develop improved links to Strathclyde Country Park



**Connected Place**  
**Improved Accessibility**  
**New Homes, New Jobs, New Sense of Place**  
**Strategic Investment Park**  
**Town & Community Hubs**



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# Shotts

Shotts is a rural town bringing together the historical small mining settlements of Dykehead, Calderhead, Stane and Torbothie. A new Town Centre will create a new central hub for the community creating a new centre that can support and sustain the community and build a sense of place.

Building on the facilities of the existing Leisure and Health provision, the new centre will also create a focus for the growing community. The Vision will be built around stronger sense of place that creates a new Town Centre.

Developed around the Station Road, Benhar Road and High Street a new pattern of streets and urban green spaces will frame the old Iron Works Furnace Bank and create a destination. Links to the Calderhead High School Campus and Rail Station and new investment in greenspace and the green network will create a new sense of place, growth and sustain a vibrant centre.

## A Growing Community

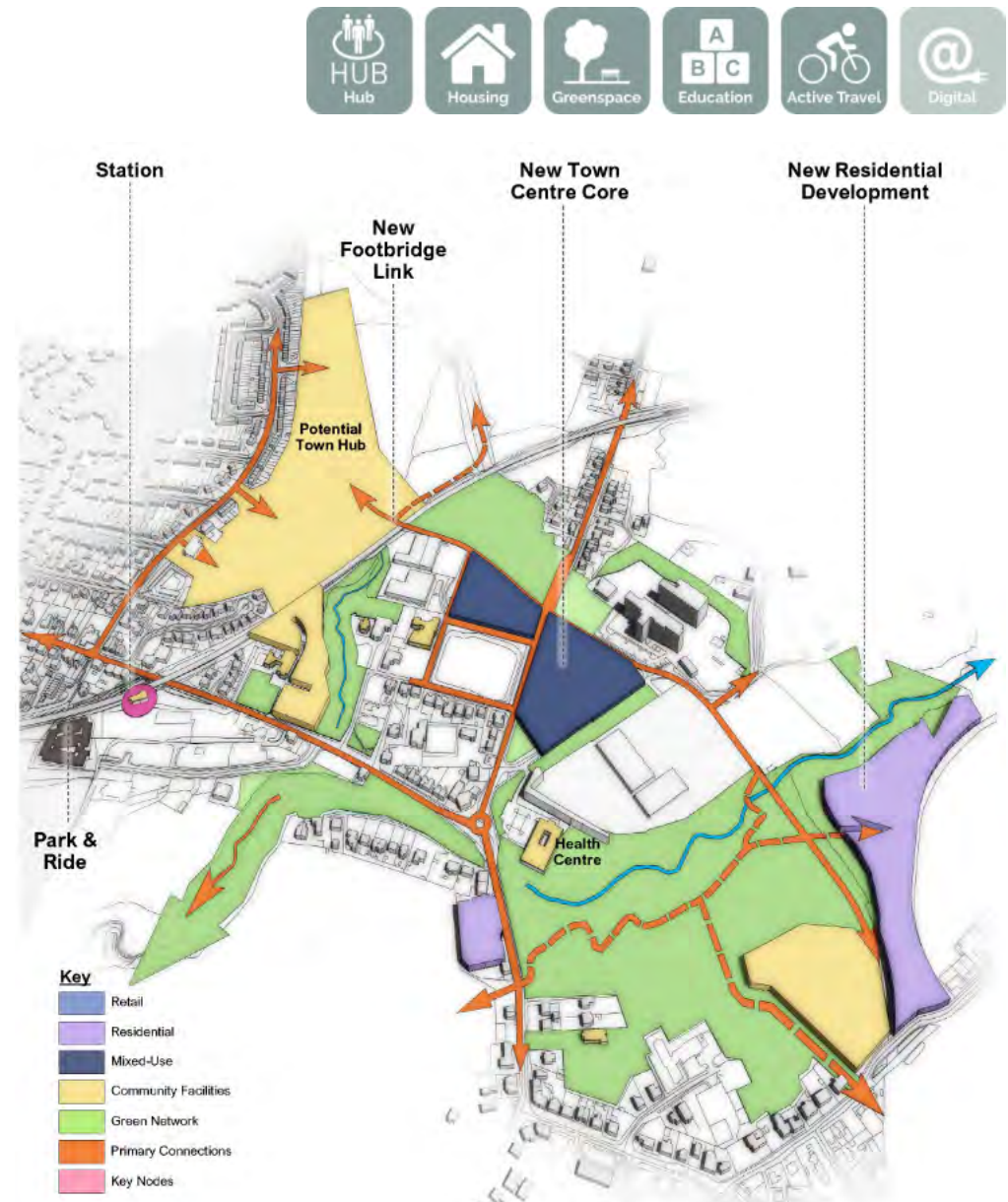
Shotts is growing and with new homes and new neighbourhoods it needs to develop a new centre for the community. Historically developed around several very small local villages the new town centre can link all local facilities and express a new sense of place and welcome. With new homes planned and an extensive rural catchment the new centre will provide a centre for a growing town.

## A Town Centre

The Town centre will develop the pattern of streets and spaces around the High Street / Station Street junction making it an easier place to move around and connect the existing facilities with better routes, paths and cycleways. Relocating and providing additional local convenience retailing, supporting café and mixed use town centre shopping will create the footfall for the new centre.

## Celebrating its Heritage - Building a Sense of Place

The Foundry Bank and greenspace can create a distinctive new sense of place visible from the Town Centre. Heritage and the story of Shotts will offer a theme for the greenspace and create an attractive destination and park within the town centre and accessible to all.





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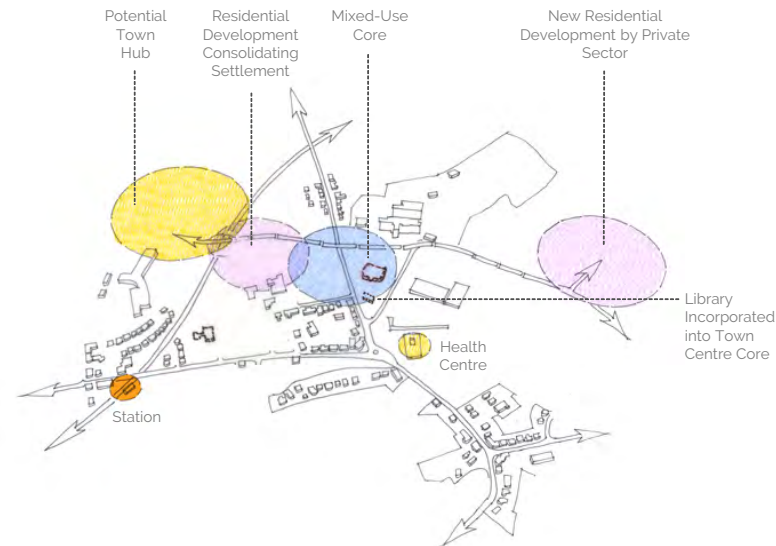
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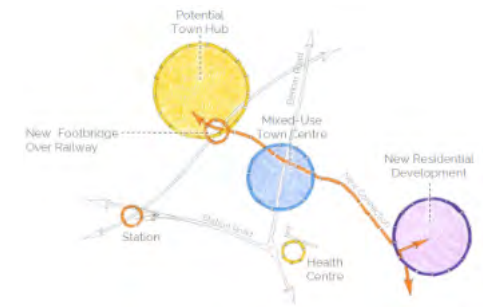


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#### Shotts' Opportunities

Shotts is growing and needs to create a new sense of place built around a new town centre that is a focus for the community and the delivery of services to all the neighbourhoods including outlying smaller centres and villages. The new centre can develop around its historic listed Foundry Buildings and link up the school, health and leisure centres to create a new heart to the community.

The core projects involve:

- Developing a new Mixed-Use Town Centre
- Celebrating the towns heritage and industrial past
- Connecting the school, health and leisure facilities
- Developing the Green Network
- strengthening the community and Shotts as a great place to live



**New Town Centre**  
**Focus for Public Services for the Wider Area**  
**Clearer Sense of Place & Welcome**  
**New Town Hub**  
**Celebrating Heritage**



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# Wishaw

Wishaw is an enterprising well-connected town and it is around these core values that the town's future vision is based.

Wishaw will build on this quality of place creating a new compact and liveable centre that connects The Cross, the Health Centre, the Rail Station and a new Community Hub and green network.

The Vision will be built around 'town liveability' strengthening Wishaw's place quality and supporting community wealth and civic value within an enterprising and inclusive economy. New town centre living provided for within a mix of affordable, amenity and open-market, energy efficient homes will support growth and sustain a vibrant centre.

## Place to Live-&Work and Work-&-Live

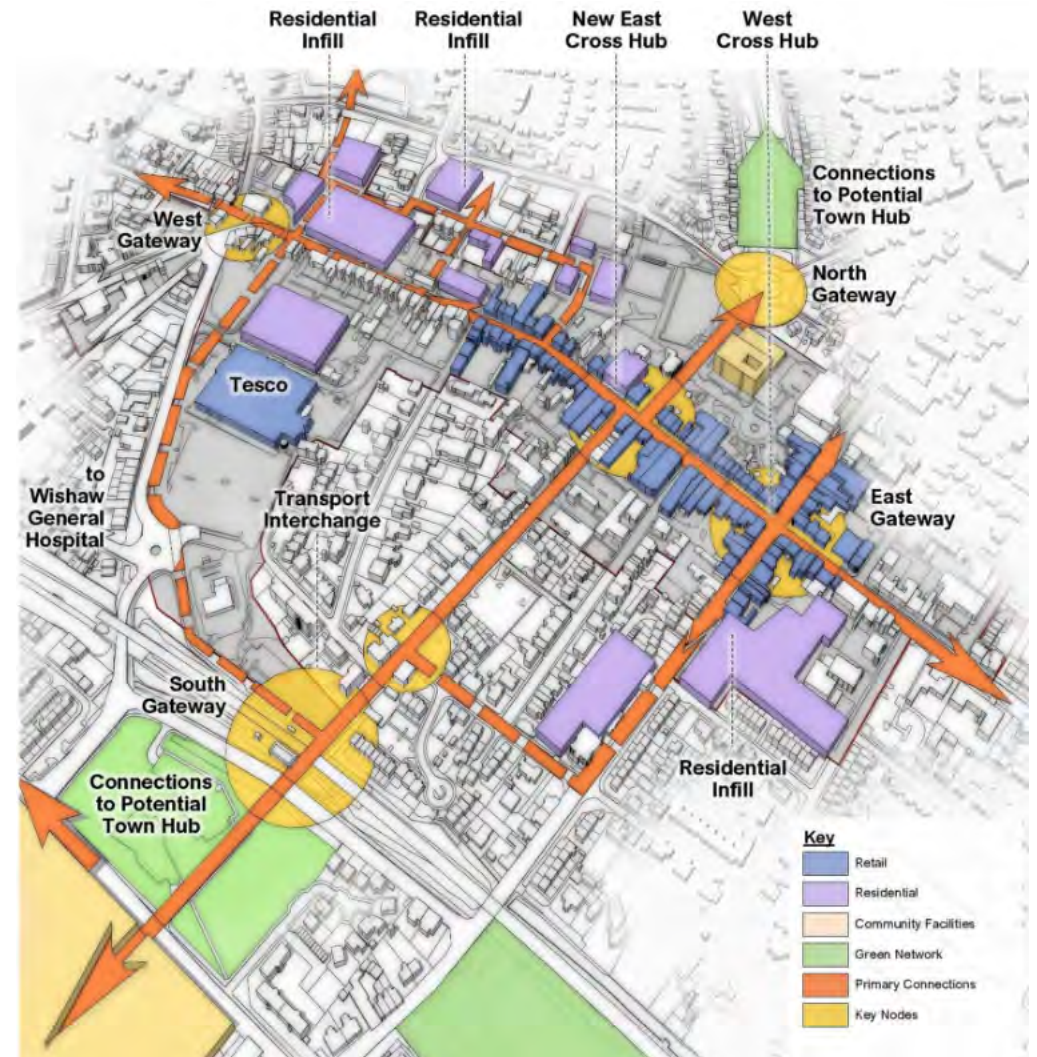
Wishaw is a great place to live-&-work offering both enterprise opportunities for home office and home working alongside a strong Small Business base. Equally the centre is well connected with good public transport links to Glasgow and other centres and can be a quality commuter town offering accessible living with good connections to employment.

## Strong Community Built on Quality Assets

The new Town Hub together with the Houldsworth Centre alongside easy access to regional health, sports and educational facilities (Wishaw General Hospital, Ravenscraig Regional Sports Centre, New College Lanarkshire) make Wishaw an enviable destination. Development of active travel and 'greenways' will further connect regional facilities and adjacent centres creating an attractive green circular network through the Clyde and Calder valleys.

## Compact Centre supporting Low Carbon Lifestyles

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



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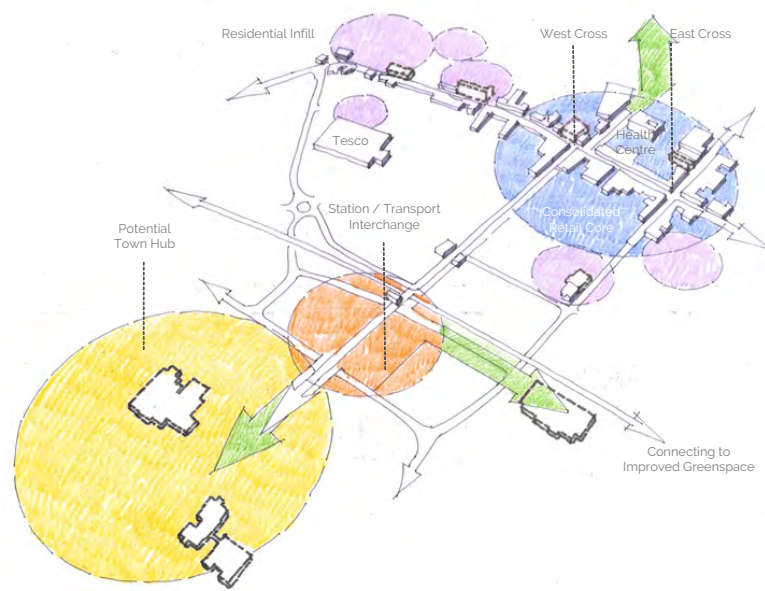
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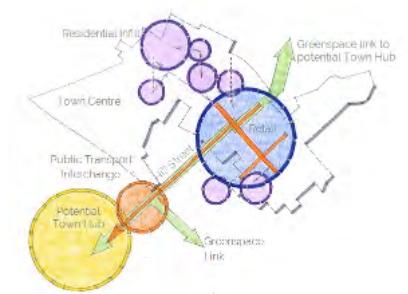


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#### Wishaw's Opportunities

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

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- Developing a new Town Hub co-located alongside the Town Centre
- Focusing the Town Centre around The Cross, the Kirk Road and connections to the Rail Station
- Strengthening Green Network, Active Travel and connections to Clyde and Calder Valleys
- Promoting 'lifestyle appeal' based on the Town's Community assets



Compact Town Centre  
New Homes, New Jobs, New Sense of Place  
Town Centre supporting Enterprise  
New Town Hub  
Connected Green Network



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# 07

## Next Steps

When is it happening?  
Programme for change

### Next Steps

Following approval of the finalised Town Visions, the delivery of the high-level design proposals for each town will be taken forward through engagement and collaborative working.

This programme of engagement will include:

- Establishing focus groups through local Community Boards to support the continued review of plans and proposals
- Developing and co-producing Town Action Plans that will be used to deliver agreed concept plans and investment priorities for each town
- Co-producing an annual performance framework for each town to demonstrate progress.

Further information can be found at [www.northlanarkshire.gov.uk/place-vision](http://www.northlanarkshire.gov.uk/place-vision)



