

North Lanarkshire Council Report

Enterprise and Growth Committee

approval noting

Ref PH/DG

Date 29/08/19

Economic Regeneration Delivery Plan

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Executive Summary

The purpose of this report is to seek approval for North Lanarkshire's Economic Regeneration Delivery Plan (ERDP).

The ERDP is a high-level framework which is aligned to the composite capital programme and delivers on the first priority of 'The Plan for North Lanarkshire' – improving economic outcomes and opportunities for all. This will be achieved by delivering an integrated approach to investing in four key inter-related areas:

- Housing supply
- Town centres
- Business and industry
- Infrastructure

Our work in these areas will also be underpinned by a further three key principles:

- Digital connectivity
- Skills
- Sustainability

An action plan has been developed and is included within the supporting documents of this report. The action plan has been separated from the ERDP as it will be a dynamic document which will evolve over time as the challenges and opportunities facing the North Lanarkshire economy also change over the lifetime of the ERDP. The action plan will be subject to annual review.

The ERDP is supported by a detailed evidence based paper which includes research and consultation findings and an overarching equalities impact assessment.

Recommendations

It is recommended that the committee:

- 1) Approve the ERDP and Action Plan attached as appendices to this report
- 2) Note that the Action Plan will be subject to annual review and update to this committee

The Plan for North Lanarkshire

Priority Improve economic opportunities and outcomes

Ambition statement

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

1. Background

- 1.1 In May 2018, committee approved a report that set out proposals to develop a comprehensive Economic Regeneration Delivery Plan to co-ordinate the physical and economic regeneration of North Lanarkshire, increase economic output and help address social and economic inequality.
 - 1.2 Since this approval, work has been ongoing to prepare both evidence papers and a high level plan that will be used to support the delivery of the first priority of 'The Plan for North Lanarkshire' – improving economic outcomes and opportunities for all.
 - 1.3 The development of the ERDP has also been strongly steered by findings from range of consultation events and engagement activity with a variety of stakeholders including elected members, North Lanarkshire residents, businesses, Council officers, and key partner organisations.
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2. Report

2.1 North Lanarkshire Economic Regeneration Delivery Plan

2.1.1 Following on from initial research, a one-day consultation event was held in March 2019 to obtain views from public, private and third sector organisations on our plans for inclusive economic regeneration and growth, with findings from the event used to help prepare a draft ERDP. This draft was specifically developed to support a range of further engagement and consultation activity with wider community stakeholders as detailed in 2.2.

2.2 Draft ERDP Consultation

2.2.1 Engagement around the draft ERDP took place with local residents via an on-line survey and at market place events across the 7 Local Area Partnership areas during June 2019 (feedback from this was very positive). Residents were asked to complete a short survey with 87% stating that they agreed with the

four key priorities identified within the ERDP but also highlighted in particular that the issues which affected them most were education and skills and housing provision. Only 5% did not agree with the remaining 8% undecided.

2.2.2 As part of achieving North Lanarkshire's New Supply Programme to deliver 5,000 new affordable homes by 2035, an ERDP consultation event was held in June 2019 with a range of stakeholders predominantly from private sector housing developers and Housing Associations. Key findings from workshop breakout sessions highlighted the following challenges affecting the delivery of new homes across all tenures:

- A shortage of construction skills
- Difficulties in attracting young people into the construction sector
- Infrastructure and ground condition constraints which make it difficult to unlock some sites

2.2.3 Local businesses were also asked to comment on the ERDP priorities with an online survey as well as a follow-up focus group which took place in July 2019. Businesses agreed with ERDP priorities and provided insights into the challenges and opportunities of doing business in North Lanarkshire. Identified opportunities included the strategic location of North Lanarkshire as well as the business support services available whilst challenges related to skills shortages, public transport and succession planning.

2.2.4 Young people were engaged via two focus groups with employability hubs in Cumbernauld and Newarthill as well as engagement at the 2019 Youth Summit. Identified issues focused around public transport and active travel as well as town centre regeneration. Young people said that North Lanarkshire does provide them with employment and training opportunities but more could be done. The majority of young people consulted also highlighted that they could see themselves remaining in North Lanarkshire and raising families here with some open to the idea of town centre living.

2.2.5 The findings from this consultation programme have been used to finalise the ERDP. A summary of proposals for each key theme of this plan is outlined below.

2.3 Delivering the homes North Lanarkshire needs to grow

2.3.1 Housing plays a key role in the health and wellbeing of North Lanarkshire's people and economy. Increasing housing supply and choice across all tenures will attract investment, create jobs and reduce inequality.

2.3.4 Recommendations under the ERDP new housing supply theme are as follows:

- Ensure our future housing mix supports social inclusion and economic growth, including developing and implementing new models to enable and deliver more homes across all tenures;
- Enable the delivery of the new homes we need in the places in which they are needed;
- Improve capacity by addressing skills and supply chain constraints; and
- Progress our housing new supply and re-provisioning programme

2.4 Reshaping and repopulating our town centres

2.4.1 Retail dominated town centres are in decline, not just in North Lanarkshire but throughout the United Kingdom. Reshaping our town centres to become vibrant places with mixed use spaces which maximise social, economic and environmental opportunities is vital for our local economies and our sense of community and place. Almost 40% of ERDP survey respondents stated that town centre regeneration was one of the top issues that mattered most to them.

2.4.2 To support the future development of our town centres, consultants have been appointed to support the preparation of long-term vision plans for each of our towns to identify how these can be reshaped to best meet the needs of our communities both now and in the future. This will also include identifying where Community Campus locations can support our town centres. Consultative drafts of these vision plans will be brought to committee in November 2019 and thereafter used to support wider stakeholder consultation.

2.4.3 Recommendations under the ERDP's town centre theme are as follows:

- Develop and delivering aspirational visions for the future of 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; and
- Provide town centre hubs which support the integrated delivery of public services, including Community Campus sites where appropriate.

2.5 Enabling our people and businesses to thrive

2.5.1 North Lanarkshire has one of Scotland's fastest growing economies and has huge potential for future growth. To realise this potential, we need to be able to enable our people and businesses to thrive by investing in skills, in business and industrial spaces and in marketing North Lanarkshire as the place to invest and work.

2.5.2 Consultation with businesses found that employment and skills are a key challenge for businesses going forward. Businesses called for better links between North Lanarkshire's schools and businesses to broaden young people's prospective careers opportunities and to better link curriculum with industry needs.

2.5.3 North Lanarkshire's location was highlighted as a key strength for doing business with it conveniently situated at the crossroads of central Scotland with excellent road and wider rail links.

2.5.4 Recommendations under the ERDP business and industry theme are as follows:

- Grow and improve the sustainability and diversity of North Lanarkshire's economy, including reviewing our schools curriculum and improving our skills base;
- Market and promote North Lanarkshire as the place to live, learn, work, invest and visit; and
- Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure

2.6 Infrastructure – Connecting North Lanarkshire

- 2.6.1 Our roads, railways and digital infrastructure provide gateways to inclusive growth and prosperity but there still remains a need to better connect North Lanarkshire to markets and opportunities by improving our strategic infrastructure.
- 2.6.2 During consultation, businesses highlighted transport as a key challenge to doing business in North Lanarkshire. Businesses recognise that public transport is one of the main barriers to people accessing the labour market and therefore a challenge to achieving inclusive growth. Some businesses commented that their employment sites are not currently accessible by public transport which has created recruitment and staff retention problems.
- 2.6.3 A frequent comment during consultation with residents, businesses and public sector agencies highlighted the ease of travel East-West from North Lanarkshire to Glasgow or Edinburgh. However, travelling North-South is problematic with insufficient orbital road or rail links connecting North Lanarkshire's towns. Delivery of the City Deal Programme and supporting active and sustainable transport should help alleviate these issues.
- 2.6.4 Recommendations under the ERDP infrastructure theme are as follows:
- Deliver the City Deal programme;
 - Deliver a world-class digital infrastructure; and
 - Deliver new opportunities for active and sustainable travel

2.7 Governance

- 2.7.1 An action plan has been devised in order to deliver the priorities set out in the ERDP. This document has been separated from the main ERDP as it will be a dynamic plan which will be subject to annual review. This will allow for changes to be made in response to any changing or arising challenges and opportunities facing the North Lanarkshire economy at any given time. The ERDP document will remain a longer term high-level framework for the North Lanarkshire economy to achieving inclusive growth. The first associated action plan is included herein and outlines objectives, key milestones, targets and timescales as well as identifying lead teams for each objective.
- 2.7.2 The action plan will be reviewed annually and will be monitored by the ERDP Board and reported to committee each year. Updates on progress with delivery of the ERDP will be reported to committee every 6 months.

3. Equality and Diversity

3.1 Fairer Scotland Duty

Promoting inclusive growth sits at the heart of the Council's Ambition Programme. North Lanarkshire Council will aim to achieve this goal with an ERDP that will support the Council to meet its Fairer Scotland Duty and address socio-economic disadvantage by:

- Helping to grow the local economy which will in-turn increase North Lanarkshire's tax base and thereby investment which can be made across local public services;
- Promoting and enabling investment that will create and improve access to new and better employment opportunity;
- Ensuring effective linkage between economic opportunity, skills and workforce development; and
- Creating infrastructure that will allow all of North Lanarkshire's communities to have access to leisure, learning and employment opportunity

3.2 Equality Impact Assessment

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 are minimised or negated where possible. The EIA has also highlighted numerous positive impacts that the delivery of the ERDP has the potential to deliver for North Lanarkshire's residents.

A specific EIA will also be prepared for each individual project to be taken forward through the ERDP as part of the Council's approved project management process.

4. Implications

4.1 Financial Impact

To ensure the most effective use of the General Services Capital Programme, the Growth Team will work across services to continue to maximise drawdown of external funding both in 2019/20 and in future years whilst spend of the capital programme and external funding will continue to be monitored through the ERDP Board and Strategic Capital Delivery Group.

4.2 HR/Policy/Legislative Impact

This report has no HR, Policy or Legislative impact.

4.3 Environmental Impact

Screening for an overarching Strategic Environmental Assessment (SEA) has been undertaken as part of the development of the ERDP, ensuring that environmental and sustainability aspects have been considered within this plan.

The environmental impact of any projects progressed as part of the ERDP has/will be assessed as part of the business case process.

4.4 Risk Impact

A risk assessment has/will be carried out for each project delivered in support of the ERDP as part of the Council's project management process. Moreover, a full risk register will be established to support the effective implementation of the ERDP.

5. Measures of success

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

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

5.2 The ERDP action plan has targets and timescales set against each objective. These will be reported on and reviewed on an annual basis as the action plan evolves.

6. Supporting documents

Appendix 1 North Lanarkshire's Economic Regeneration Delivery Plan

Appendix 2 ERDP Action Plan



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