

# CORPORATE ASSET MANAGEMENT PLAN

2026-2031



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### Document Control

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# Foreword

North Lanarkshire Council own and operate assets within every village, settlement, area and locality within the North Lanarkshire area. We are strategically positioned to facilitate and foster community cohesion through the placement, function and use of our assets. Our assets are therefore pivotal in ensuring that North Lanarkshire is The place to Live, Learn, Work, Invest and Visit.

This latest version of our Corporate Asset Management Plan (CAMP), which covers the five years from 2026-2031, aligns with the existing 5-year capital programme (2024-2029), and will be a key and core consideration for future capital plans and strategies. This updated plan, as with previous plans, aligns with CIPFA best practice.

The council's assets are vast and wide reaching registering as the second highest level of revenue expenditure (cost) to the authority. As such, it is important that they are well managed, maintained and fit for our current and future needs – recognising the needs of North Lanarkshire Council, our Public Sector Partners, and our wider stakeholders including residents, businesses, learners, and visitors. Our assets are a key contributor to the effectiveness of North Lanarkshire “the place” - the geographical area which the council covers and serves.

This latest iteration of our CAMP covers a breadth of functions and assets within a diverse estate:

- Office Estate\*
- Culture Estate\*
- Leisure Estate\*
- Community Estate\*
- Education Estate\*
- Housing Estate
- Depots Estate
- Commercial Estate
- Supported Accommodation Estate

*\* Various elements of our CAMP estate are embodied, included, and delivered from our Community Hubs – some of our newest assets, which have education (schools and learning) at the core, but which facilitate engagement and involvement of our wider community and stakeholders through co-location and delivery of services at these hubs, guided by our Leadership and Operating Model.*

As identified in previous plans, and prevalent within the context and current economic environment through which public services continue to navigate and operate, we both recognise the need to, and continue to work with - other public sector organisations, partners and stakeholders, to share the use of facilities to enhance integrated service delivery where possible.

Key to the management of our assets, are six core objectives, through which we are guided:

- 1. Support the vision and ambitions of The Plan for North Lanarkshire;**
- 2. Streamline and rationalise our asset base** to meet both current and future business needs;
- 3. Deliver targeted improvements** to the assets we retain;
- 4. Maximise carbon efficiency** across all retained assets;

5. **Innovate in how we provide new facilities**, ensuring they are introduced only where there is a clear and compelling business case; and
6. **Direct future capital investment** towards achieving these objectives.

We are also guided by The Plan for North Lanarkshire, the associated programme boards and their plans, which are in place to deliver improvements connected to seven priorities which directly relate to Corporate Asset Management Planning – **Transforming Places, Invest in North Lanarkshire, Sustainable Futures, Resilient People, Brighter Futures, Digital North Lanarkshire and One Service.**

This plan advocates for the strategic management of assets, aligned with the key strategic objectives, and associated funding streams for supporting, developing and delivering services to our varied and vast communities. This is both an exciting and challenging time for North Lanarkshire. In terms of future-readiness, our approach is: to predict, plan and respond to potential changing service demands; to ensure that facilities remain fit for purpose; and to be adaptable to evolving needs of the communities we serve.

**Councillor Barry McCulloch,**  
Convenor of Finance & Resources



# Executive Summary

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

This latest iteration of our Corporate Asset Management Plan (CAMP) is the Council's fourth Corporate Asset Management Plan. As with previous iterations, this plan is aligned to best practice as per "A Guide to Asset Management and Capital Planning" published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The plan also follows the requirements for asset management, as set out in the ISO 55000 series of standards.

Following staffing costs, the council's assets represent the second largest area of expenditure. This illustrates the significance of assets both in budgetary terms, and impact on effective delivery. It also illustrates the associated responsibility placed on the effective management and planning for our assets.

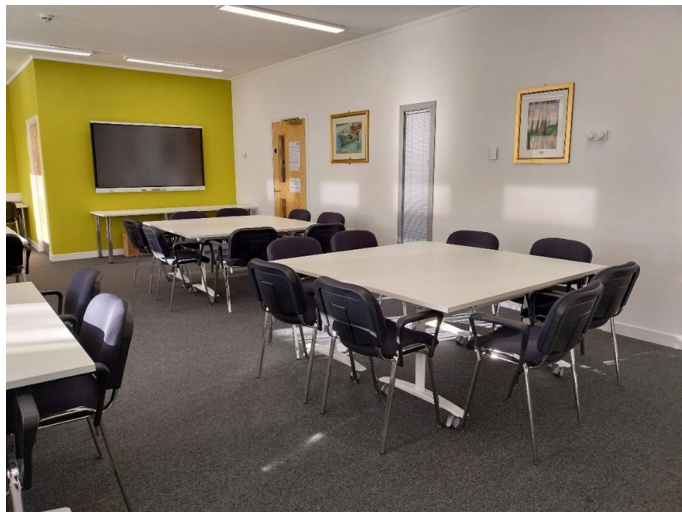
Our assets are critical to the delivery of a broad range of public services, and their quality has a direct impact on the effectiveness and sustainability of those services. The Assets & Procurement function carries strategic responsibility for ensuring that all assets remain fit for purpose, are systematically improved, and are managed through innovative and modern approaches. This includes adopting practices that enhance efficiency, extend asset life, and align with the council's long-term ambitions including our overarching strategy - the Plan for North Lanarkshire. Asset management is embedded within the

programmes, projects and activities at both an operational level, and at a strategic level via the Programme of Work and associated programme boards and action plans which contribute to the vision contained in the Plan. The CAMP also supports the development of other strategic plans - such as the Local Development Plan (LDP).

Our assets are located within and across every area of North Lanarkshire. Investment in these assets reflects the council's commitment to maintaining high standards of service provision for residents, partners and wider stakeholders. By recognising and prioritising the quality, resilience, and adaptability of our assets, the council demonstrates its accountability to the communities we serve, ensuring that services are supported by assets capable of meeting both current and future needs.

North Lanarkshire Council is the fourth largest local authority in Scotland and Scotland's largest social rented landlord with 36,880 homes. The population of North Lanarkshire is currently 342,190 and projected to grow until 2027 with a slow decline of around 1.2% thereafter until 2043. North Lanarkshire currently has over 151,500 households, with an average size of 2.23 persons. Projections identify a future rise of 7% in the number of households over the next 25 years, largely due to a decline in average household size.





This trend is driven by a growing number of older individuals living alone or in smaller households. By 2043, the average household size is expected to fall to 2.06 people.

The council area covers 47,648 hectares (181 square miles) of land stretching from Kilsyth in the most northern part of the local authority to Shotts in the most southern part of our local authority area. It is ideally situated in the heart of Scotland with first-rate connectivity to the rest of Scotland and the UK. As the fifth most densely populated council area in Scotland with a population density of 733 per km<sup>2</sup>. North Lanarkshire is divided into 21 multi member electoral wards, which are represented by 77 elected members, and sub divided for local community decision making through 9 community boards.

Our asset portfolio is considerable and varied. As at December 2025:

- Our portfolio includes around 1,000 operational assets, including Community Hubs, Schools, Care Homes, operational depots and office accommodation. The council's property estate is valued annually, with non-domestic assets valued at £1.3bn, and domestic properties valued at £1.2bn in 2024/2025.
- Across the North Lanarkshire Council area, the roads infrastructure includes 1,671 km of carriageway, 244 traffic management systems/pedestrian systems, 3,230km of footpaths/footways, 522 bridge structures, and 64,210 street lighting columns.
- The council's leisure, cultural and community facilities range from indoor and outdoor sports facilities, community centres, museums, libraries and theatres.
- The council's technology infrastructure plays a significant role in the development of service delivery. The technology assets include 21,595 laptops, 4,811 desktops, 11,037 tablets, 583 servers and 6,302 mobile devices.
- Approved software 500 (Note: post Windows 11 rollout, distinct applications have been standardised across educational establishments).

# Context

This Corporate Asset Management Plan sets out the council's approach to the management, investment and disinvestment of our assets for the period 2026-2031.

The council has faced major challenges since the last plan was published. Global inflation, along with continued pressure on local government finances have created extremely challenging conditions within which we operate our assets. Economic conditions have resulted in increased costs for procuring capital and other works and this has been compounded with delays in the availability of construction materials.

Analysis and updated knowledge on the effectiveness of certain construction methods have presented which identified risks requiring assessment and action across the council estate. The council's survey programme identified several buildings where Reinforced Autoclaved Aerated Concrete (RAAC) is present. In some instances, remedial works are being planned. Where remediation is not economically viable, and the cost of removal and reinstatement is prohibitive, demolition is being considered.



# Strategic Framework

The management of our property assets is varied and encompasses several key responsibilities. These range from the “operational” day to day use and maintenance of facilities, through to the “strategic” major renovation projects and the development of new buildings.

All council strategies branch from The Plan for North Lanarkshire – the council’s strategic framework within which our budgets and deliver plans are aligned. The Plan for North Lanarkshire is regularly reviewed and sets out a clear vision for inclusive growth and sustainable development. It prioritises investment in towns and communities, identifies the changes required to improve services, and addresses both emerging challenges and the ongoing reduction in public spending.

It is within the context and strategic framework of The Plan for North Lanarkshire, that the strategic direction for Corporate Asset Management is co-ordinated and planned.

Both The Plan for North Lanarkshire, and this associated CAMP, emphasise the importance of strong partnership working with agencies, communities, and other local stakeholders to achieve our objectives, as outlined within

The Plan for North Lanarkshire. The development of Community Hubs, our flagship buildings which serve both the school and wider communities, are an example of new asset development aimed at serving communities within the heart of their local area, involving and consolidating services and agencies within these new buildings, and demonstrate the collaborative approach to developing and delivering these new functional and multi-use superstructures within our local areas.

The Programme of Work priorities are incorporated into this Corporate Asset Management Plan, and all activity is aligned with The Plan for North Lanarkshire.

Our property asset base is very diverse and occupied by varied council services and external agencies with individual service identities.

As a result of the global pandemic, an immediate shift and behavioural change on how organisations and

businesses operated, with the immediate adoption of online technologies, demonstrating their effectiveness, was introduced overnight. From an asset perspective, this provided an opportunity to validate the effectiveness of alternative ways of working, facilitating a review of both the number and use of corporate buildings, resulting in the Office Rationalisation project to be accelerated.

Portable IT assets were supplied to support employees adopting new hybrid working practices, allowing them to become more agile around their place of work. Hybrid working was adopted as the preferred model for employee working which helped to facilitate decision making in relation to assets which were surplus to requirements and underutilised. Investment decisions were also linked to this immediate shift in working practices, identifying which corporate properties would receive targeted investment.

# The Plan for North Lanarkshire **PROGRAMME OF WORK** >>>

## DIGITAL NL

Develop a skilled digital workforce, promote an innovative, sustainable culture and be the Digital Leader for a transformed North Lanarkshire.



### TRANSFORMING PLACES

An enhanced programme to accelerate transformation of town centres and communities.



### INVEST IN NORTH LANARKSHIRE

Accelerated outcome delivery and investment via a more streamlined advisory service and aligned operating model and infrastructure plan.



### SUSTAINABLE FUTURES

Focus commitments to Net Zero Carbon and climate resilience and the associated energy solutions and investments required to make it a reality.



### RESILIENT PEOPLE

Deliver whole family support locally, when families need it, in a way that addresses the impacts of poverty and reduces inequality.



### BRIGHTER FUTURES

Support and improve educational attainment, employment opportunities, entrepreneurship, and volunteering.

## ONE SERVICE

Ensure services are delivered, regardless of owner, in a streamlined, efficient, and supportive model, with the overall vision of inclusive growth and prosperity for all.

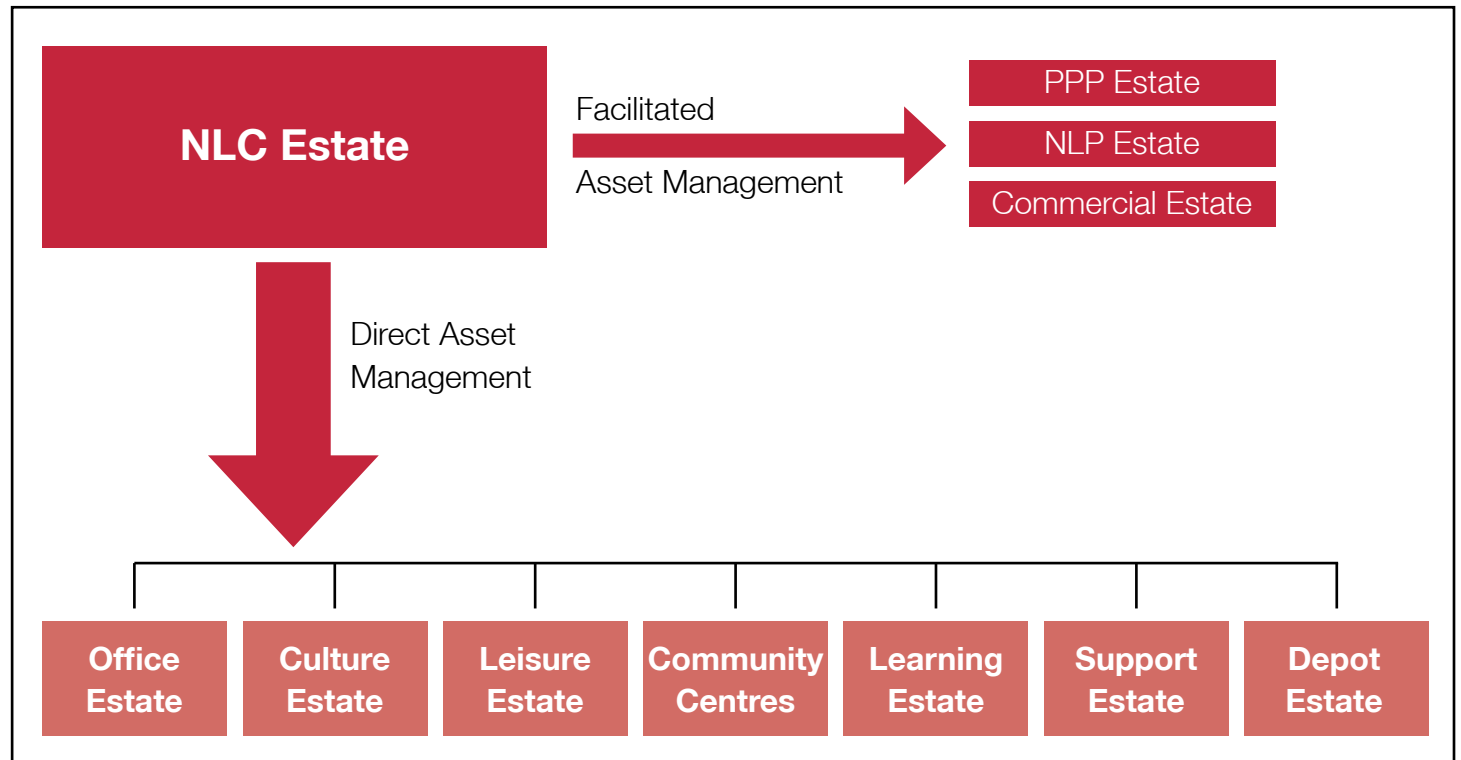
# Vision: Future Estate Strategy

Historically, the estate is characterised by distinct service driven identities - driven by structures and historical disaggregation of services. This legacy is still visible within asset discussions and decision making. It is also still the basis through which some investment decisions are made.

The long term ambition is to bring these together into a single, integrated estate that operates as one cohesive asset base. The transition is underway, with assets such as Community Hubs helping to break down the barriers and facilitate co-location in new bespoke buildings - bringing together education, community and leisure. The ownership of both the CAMP and the associated capital investment for assets, under the Assets and Procurement umbrella, is assisting with this transition.

This unified approach is important to ensure greater consistency in how properties are managed, ensuring that operations and strategic direction are fully aligned with the Council's Plan for North Lanarkshire and the Low Carbon Agenda.

## Delivering the plan



# Delivering the plan

## Investment Strategy

The Corporate Asset Management Plan provides clear evidence and direction to inform investment decisions. Capital investment within North Lanarkshire is driven by the ambitions outlined within The Plan for North Lanarkshire. It is through the alignment of this asset plan, with the overarching Plan for North Lanarkshire, that positions the CAMP clearly for both strategic investment and targeted investment.

As a result, the council recognises the requirement for ongoing investment across its property estate and has identified investment of £586.694m over the first 3 years of this plan from 2024 –2029.

This is an increase from the previous capital allocation requirement to invest in the current estate to realise future benefits. Areas of investment have been prioritised across the capital programme based on condition, utilisation and suitability. The funding will cover a wide range of investment and asset types such as targeted investment in corporate buildings, carbon management, roads assets and water quality management.

Appendix 1 provides full details of that investment under budget headings.

## The Enterprise Project

In 2019, North Lanarkshire Council outlined a shared vision for long-term growth and prosperity for the area's communities focused on inclusivity as outlined in the Plan for North Lanarkshire. To facilitate this, and as part of the ambition, The Enterprise Project was identified as a key element of the council's work programme to fulfil the Plan. Its aim was to establish an integrated and transformational approach for the future delivery of repairs, maintenance and investment in the council's housing, corporate and roads and infrastructure asset portfolio. This is delivered through two Enterprise Contracts – a procurement structure in place to ensure that repairs, maintenance, and investment in assets across the authority can be accessed,

processed and delivered in a timely manner with clear timescales and performance expectations linked to related works, whilst also delivering social value at scale. Phase one of the Enterprise Project focused on delivering two substantial public procurements to support the agreed delivery model and to secure continuity of essential service provision for a) Housing and Corporate Maintenance and Investment Services and b) For Roads and Infrastructure Maintenance and Improvements. Both contracts are now in place, with Mears Limited, the service provider for the Housing and Corporate Maintenance Contract, and Hochtief PPP Solutions, the contracted service provider for the Roads and Infrastructure contract.

# Delivering the Plan: Property Asset Management

Our aim is to create an agile, sustainable, and data-driven property portfolio that supports innovation, community empowerment, and long-term resilience.

It is recognised that:

- Managing property assets effectively is a key element of supporting service delivery;
- Property assets are a key driver of service delivery transformation and modernisation;
- The value of property assets both owned and leased by the Council is significant; and
- Our assets, and their effectiveness, heavily influence public perception of our local authority.

Our asset portfolio includes operational, non-operational, and outsourced properties:

- Operational Properties such as schools, community centres, leisure centres, depots, and hubs that directly support frontline services and are accessed by the wider community.

- **Non-Operational & Outsourced Properties.** These are assets that drive economic development, provide business space, and support third-sector initiatives. Surplus assets are leveraged for regeneration and capital receipts, ensuring every property contributes to strategic goals.

The dynamic environment in which we operate is understood when managing our assets:

- **Post-Pandemic Adaptation:** Continued volatility in material costs and supply chains demand agile planning and innovative procurement.
- **Economic Pressures:** Rising energy and professional service costs require efficiency-driven solutions.
- **Community Empowerment:** Increased demand for Community Asset Transfers calls for collaborative models.

- **Climate Commitments:** Our Low Carbon Agenda and Scotland's net-zero targets shape every investment decision.
- **One Service Integration and Service Modernisation:** Moving towards a unified, corporate approach to asset management ensures consistency, flexibility, and best value – reflecting the ambitions outlined within The Plan for North Lanarkshire.

# Delivering the Plan: Property Asset Valuations

## Non- Domestic Property Asset Valuation (Other Land and Buildings)

The council is aware of the responsibilities linked to the need to ensure robust asset valuations. In recent years, this has been delivered via a representative sample of assets, with all corporate properties scheduled to be valued every five years, as a minimum. Their current asset valuation is £1.3bn.

Over the last 5 years the value of the Council's non-domestic assets has decreased by £0.12bn. The value of a public sector portfolio will fluctuate due to a variable set of factors such as depreciation, new build properties, build costs, disposals, etc. The council is acutely aware that the value of a portfolio can rise, remain static or fall, depending on these variables.

## Domestic properties

Domestic properties have also seen an asset valuation increase from £1bn over the last 5 years to £1.24bn with housing stock increasing slightly due in part to the cessation of the right to buy scheme in 2016, the introduction of council buy-back scheme and the council's new supply programme. This is further offset by the Tower Strategy which has identified numerous properties that are now beyond their life cycle, and the mobilisation of an aggressive demolition programme.



# Delivering the Plan: Data Management

Through the Assets and Procurement team, a new asset management system is currently in development to provide a uniformed approach to data management to help property assets to be managed efficiently. This new system will allow real time insights, to better inform decision making, to enhance asset performance.

Assets have historically been aligned to a primary service area however the council has undergone various restructures with several property assets being aligned to new service identities.

Our estate identity has evolved in recent years, and it is now the case that all our property assets are held on a corporate basis to promote shared utilisation, economy and effectiveness. The council's Culture and Leisure estate was previously managed through an Arms Length External Organisation (ALEO). Both estates have recently been reintegrated with North Lanarkshire Council, facilitating integration and inclusion to a One Council approach to Asset Management.



# Delivering the Plan: Low Carbon Agenda

## Pathway to Net Zero

The Council prioritises actions that improve its buildings' energy efficiency, reduces energy demand and associated carbon emissions.

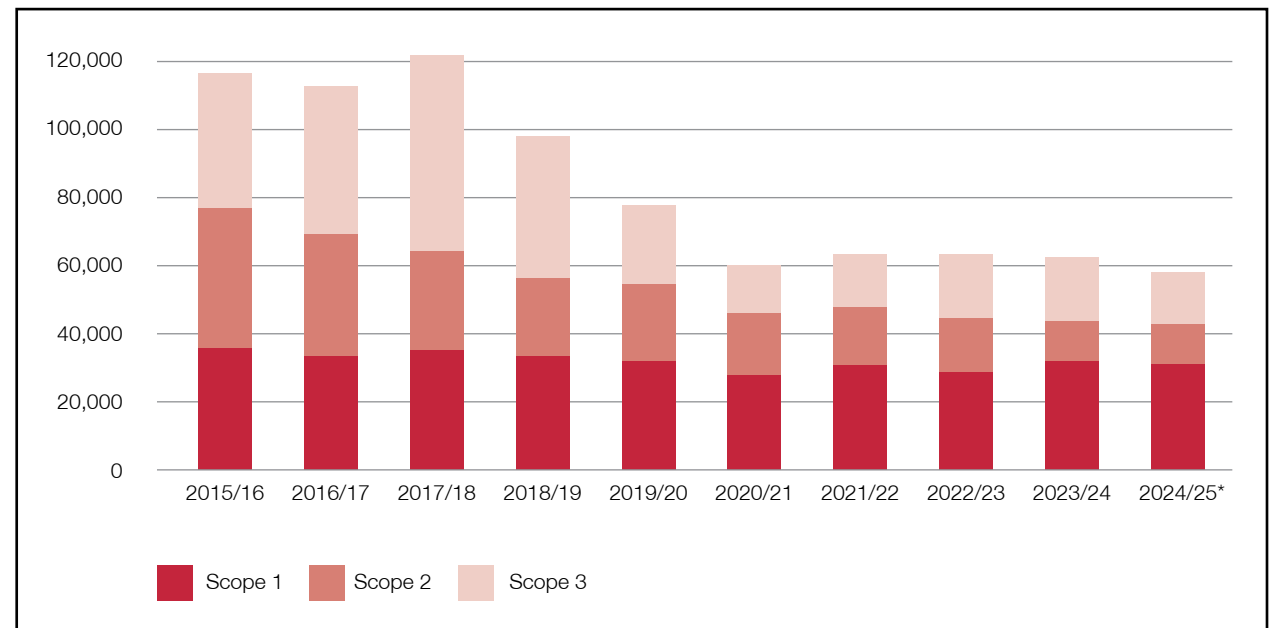
The national target for Scotland is “net zero” and is set for 2045. At the time of writing the Scottish Government has published its draft Climate Plan 2026/2040. Within this the Scottish Government have committed to publishing the Heat in Buildings Delivery Plan. North Lanarkshire Council will align its climate action to this national plan once implemented.

The Sustainable Futures Board oversees climate action projects (mitigation, adaptation and sustainability) that lead to reductions in consumption and associated greenhouse gas emissions. These projects are mainly funded via the council's capital programme and/or external funding.

The council has made good progress with our climate journey, and this is supported in the 59,928 carbon tonnes equivalent (tco2e) reduction of our reported footprint (Figure 1) which is more than 50% of emissions reported in our baseline year of 2015/16.

Thematic carbon budgets (buildings, waste and fleet) have been set within the council's climate plan. Progress continues through the delivery of projects such as the Non-Domestic Energy Efficiency project, investment in the fabric of our buildings, and delivery of projects via the Scotland's Recycling Fund.

Figure 1 Change in NLC's Footprint Since Baseline Year 2015/16



# Delivering the Plan: Office Rationalisation

As our key strategic asset-based hub delivery programme progresses, and as we manage the workforce transition to our future operating model, we continue to take a creative approach to adapting our existing assets. With services designing new place-based delivery models for front line services, and as more support is provided in people's homes and within the community - we aim to establish a mixed use, office and community-based asset provision across North Lanarkshire.

Ensuring that workplace environments meet the ongoing needs of both internal and partner staff is a key priority for us. In the last 5-years we have invested in several assets such as:

- Calderhead High School in Shotts
- Coatbridge Community Centre and Sports Complex at St Andrews HS and St Timothy's PS
- Broadwood Sports Facility, Cumbernauld
- Station House - Bellshill Transport Hub, Bellshill
- Buchanan Centre, Coatbridge
- Dalziel Building, Motherwell

- Bron Way, Cumbernauld
- Civic Centre and Civic Square, Motherwell
- Houldsworth Building, Wishaw
- Hallcraig Street Airdrie

These workplace environments facilitated the overall reduction in office buildings, whilst providing staff with facilities within the heart of our localities, and the areas where they work. This investment and approach demonstrate the effectiveness of geographical asset management planning.

# Delivering the Plan: Town & Community Hubs

As the narrative within this plan outlines, the council has invested in the replacement of schools with Community Hubs, within the heart of our communities, with arguably the most significant monetary investment within each of these communities, changing school buildings into buildings which are designed to meet the needs of both the school and the wider community. This is a strategic and flagship asset-based programme to help deliver The Plan for North Lanarkshire. This programme has strong governance arrangements, reporting through the Transforming Places Programme board, a dedicated Steering Group, and a programme which is reported to council committee on a six-monthly basis.

## Guiding Principles

Hubs represent the biggest investment in infrastructure across North Lanarkshire. They are also at the heart of towns and communities. Given the ambition to replace every school not replaced or remodelled since 1996, our vision is to make these places for the wider community to utilise rather than only the school community. This supports the

council's transition to a future operating model with these hubs co-located, combined or integrated with other community and partnership assets.

To ensure clarity in the design process, and challenge throughout, the hub programme has six guiding principles which inform the creation of these flagship facilities.

**Inclusive,  
universal  
provision**

**Sense of  
community  
ownership**

**Maximum  
availability &  
usage**

**Designed with  
rather than for  
the community**

**Tailored,  
bespoke,  
representative**

**Maximise the  
services on  
offer**

## Prioritisation Matrix

The council has over 100 schools which are within the scope of this programme. There are understandably pressures from local communities looking to have facilities delivered in their area as quickly as possible. This is clearly a long term programme which will require decades, and billions of pounds of investment to realise. As such, the council created a prioritisation matrix that is used to score each project against all others. This process provides clear, evidence-based data, which identifies which projects should be brought forward first, in line with available funding, based on the agreed priorities of the council.

## Delivery Programme

Policy and Strategy Committee approved the strategy guiding principles, and prioritisation matrix linked to the Town and Community Hub Programme.

In line with the Programme of Work, updates regarding this programme are progressed through two strands: activity related to the strategy and operating model transition is progressed via the Policy Strategy Committee; and activity related to hub delivery projects is progressed via Education and Families Committee.

## Integrated Hubs

In addition to the new build hubs, there were clear opportunities to use strategically placed existing assets, within our communities, to deliver 'hub type facilities' from post 1996 buildings. A set of guiding principles was designed, and early hub adopters were identified within the existing estate. These are now in operation at the following locations, and are used to further develop the design proposals for new hubs

- Calderhead High School, Shotts;
- St Andrew High School Coatbridge and
- Cumbernauld High School, Cumbernauld.
- Broadwood Sports Facility, Cumbernauld and
- Clyde Valley High School, Wishaw.

## Hub Delivery Programme

Town and Community Hub Projects: In Progress			
Project	Contract Stage	Contract Construction / Programme Dates	Key Activities in period / planned next
Orbiston Community Hub	In Construction	Phase One: Nov 25 Phase Two: Nov 26	Main building operational. Demolition and landscaping works continuing.
St Kevin's Community Hub	In Construction	April 2026	Internal fit out
Gartcosh Community Hub	In Construction	November 2026	Roof and brickwork nearing completion
St Stephen's Community Hub	In Construction	Phase One: Nov 26 Phase Two: Jun 26	Steel frame and concrete slabs complete
Chryston High Extension	In Construction	December 2026	Steel structure being completed

Town and Community Hub Projects: In Development			
Project	Contract Stage	Contract Construction / Programme Dates	Key Activities in period / planned next
Glenboig Community Hub	Feasibility	Procurement target for August 2026	Complete tender documentation
Abronhill Community Hub	Feasibility	To be determined	Creating procurement sourcing methodology
Ravensraig Community Hub	Feasibility	To be determined	Analysing site requirements

# Delivering the Plan: Learning Estate

The learning estate, which is essentially the estate available for the learning, teaching and development for our pre-school, and school age population across North Lanarkshire, operates via two distinct operating models, determined by the asset ownership. 155 campuses are fully owned and managed by the council, and 23 campuses are owned and managed through a private public partnership arrangement.

## North Lanarkshire owned

The education estate is regarded as key infrastructure, and 'place making' community assets, as most sit within the heart of the communities they serve.

The council has an aspiration to replace all schools not replaced or remodelled since 1996. It is clear such an ambition takes time and significant financial investment.

The council is also targeting investment within those assets (older than 1996) across the learning estate, which still accounts for two thirds of the learning assets. These works are informed by the core fact data supplied to Scottish Government, using a national assessment framework, and inform investment around the condition, utilisation and suitability of schools across the learning estate.

## Public-Private Partnership owned

A modernising estate programme was carried out creating 23 campuses which have a contracted maintenance term alongside other contractual terms.

## Design Build Finance & Maintain (DBFM) Estate

DBFM is a type of public-private partnership (PPP) that integrates the four key phases of project development into a single contract. Two new high schools (Greenfaulds High School and Cumbernauld Academy) were constructed using this model. Both facilities have contracted maintenance term alongside other contractual terms.

# Delivering the Plan: Culture Estate

The culture estate supports creative arts and heritage across North Lanarkshire.

Through place-based investment developed and delivered across the Council, the Council supports investment in several key areas including Airdrie Library and Summerlee Museum of Industrial Heritage. A project at Motherwell Library has transformed the space for the community.

Over the period of the plan, in conjunction with all other assets, an assessment of both community need and future operating models will continue. All facilities will require to be reviewed to ensure provision is both suitable and fit for purpose to serve community requirements. The closure of Motherwell Concert Hall and Civic Theatre, due to the presence of Reinforced Autoclaved Aerated Concrete (RAAC), focussed an ongoing review of need and consideration of alternative delivery models.

# Delivering the Plan: Leisure Estate

The leisure estate comprises sports centres, leisure centres, swimming pools, sports pitches and pavilions.

As with all assets, the council continuously monitor usage to ensure that our facilities remain fit for purpose and able to support community need. Significant capital investment has been injected into our sports centres in Ravenscraig, Broadwood and Airdrie. New FIFA grade synthetic sports pitches were delivered in Cleland, Moodiesburn and Harthill, providing excellent sports facilities for local communities, with the testing of new technologies as part of this process. Future investment includes plans to enhance the provision of an athletics track and facilities at Wishaw Sports Centre.

# Delivering the Plan: Community Centres

Like the school estate, North Lanarkshire has a significant amount of community provision within our local areas. As the council looks to rationalise and condense our assets which serve the community, evidence and need are at the heart of decision making. North Lanarkshire Council has created new community provision, to replace or complement existing provision since 2006, with new community facilities being established and integrated into new or existing community hubs.

The council has committed to retaining and maintaining its community estate where community needs are greatest – matching demand with availability as locally as possible. In addition, as the council looks to rationalise our estate moving forward community groups are always encouraged to exercise their rights to adopt the management of premises through the community asset transfer process. This process enables and empowers established community groups to deliver and support their communities within the community.

It is reiterated that the community estate is critical in supporting communities within the heart of their local area. Demand requirements for community provision is

considered at the specification stage for any new hub, and where possible allows for the strategic closure of older assets and availability in newly created provision. This can be evidenced in the Orbiston Community Centre, within Orbiston Community Hub opened in 2025, and will also be demonstrated in the new Gartcosh Community Hub, and St Stephen's Community Hub, both being opened in 2026.

Community assets have various operating models and utilisation due to their variable use with some facilities only operating during school term time. Future operating models within this area of activity remain under constant review to ensure all assets serving the community are fully and strategically utilised.



# Delivering the Plan: Support Estate

## Social Work (Adult services, children and families and justice)

This element of the estate supports the wider social work activities including integrated day centres and residential care.

The social work estate will continue to play a pivotal role in supporting the delivery of high-quality support and care to vulnerable children, families and older adults. The current model maintains certain specialist areas in isolation to ensure high-quality service delivery. There is a clear opportunity to explore future integration, in line with the council's operating model and community hub programme. This will involve a phased review of the asset base and facility utilisation to identify opportunities for consolidation, and address areas where improvements to accommodation are required for service delivery and professional social work practice.

Looking ahead, operational reconfiguration will remain a priority throughout the lifecycle of this plan. These efforts will focus on achieving efficiency savings, optimising resource allocation, addressing accommodation needs for staff, and aligning the estate with evolving service demands. Strategic planning will ensure that any changes support long-term sustainability, professional social work practice, enhance accessibility, and deliver measurable benefits for both service users and the wider community.

# Delivering the Plan: Depot Estate

The depot estate has reduced its assets base considerably over the last 10 years and the rationalisation is ongoing.

The depot rationalisation programme is now focusing on improving current assets to provide an integrated multi-purpose land and waste depot in the North, the South and the Central areas of North Lanarkshire. Where integration opportunities have been identified, proposals are currently being developed to improve and upgrade existing depots ensuring the remaining site locations meet the geographical requirements of operations and fit for purpose for now and for the future.

# Delivering the Plan: Commercial Estate

## North Lanarkshire Properties (NLP)

This area of the estate is managed by an Arms-Length External Organisation (ALEO) of the Council with an asset valuation of £75m. Whilst North Lanarkshire Properties are within sole ownership of the Council, they operate independently and are governed by a Board and Management Committee which has representation from North Lanarkshire's elected members (councillors).

NLP owns and manages a commercial portfolio of 968 properties to generate rental income to sustain operating costs and service the loan arrangements associated with their property estate. NLP performs various aspects of property management including day to day valuation, letting and management of their portfolio, co-ordination of contractors/repairs, rent collection and debt management, ensuring compliance with legislative requirements. We use a consistent approach and an agreed process to provide the following LLP Services to the council.

The range of properties NLP have in their portfolio provides support for business growth. But also allowing tenants to downsize as they adjust to changes in their business needs. This flexibility is a key component of the strategy to help small businesses grow but also supporting large businesses to downsize.

## North Lanarkshire Council (NLC)

The Council retained an element of commercial estate that is mixed with legacy issues from former authorities. Lease arrangements with various external agencies and community groups require to be aligned with current market conditions.

A review on the status of this area of the estate is ongoing but also requires to ensure the appropriate support is in place to sustain these historical lease arrangements.

The estate has seen limited investment by its current tenant base and whilst it historically supports community activity, the sustainability of these groups requires to be realigned with the council's ambitions within our future operating estate.

## The Centre Cumbernauld

North Lanarkshire Council took ownership of The Centre Cumbernauld in June 2023, as part of the redevelopment of Cumbernauld town centre, linked to North Lanarkshire's Economic Regeneration Delivery Plan and Cumbernauld's approved Town Vision.

Although The Centre will ultimately be demolished in two

stages over the course of the next 8-10 years, this will remain as an operational asset until closure in roughly 2027 (stage 1) and 2031 (stage 2). This has added a significant footprint to the Council's commercial estate, with a mix of retail and office spaces within The Centre Cumbernauld. This facility is currently occupied by various national and independent retailers, as well as third sector organisations.

An agent has been appointed to provide asset and property management services over the remaining operational lifetime of The Centre. This includes undertaking lease negotiations with new and existing tenants.

The asset had seen limited investment prior to North Lanarkshire Council's acquisition, which has resulted in a number of essential repairs over the last few years. An ongoing programme of repairs and maintenance has been developed and is under constant review. Due to the limited remaining lifespan of the asset, repairs must represent best value unless required to ensure Health & Safety standards are met.

Business Gateway Lanarkshire are engaged with a number of tenants within The Centre, and the service is promoted to all to encourage take-up of free and impartial business support and advice regarding each organisation's future operations within the town.

A Master Planning process for Cumbernauld town centre is due to commence in 2026, which will include engagement with a range of stakeholders.

# Community Assets and Community Asset Transfer

As the Council continues to rationalise its estate, and modernise service delivery, the need to work with the community and voluntary sector, as key delivery partners, has increased across several areas of Council delivery.

The provisions within the Community Empowerment (Scotland) Act 2015 are designed to support and enable community led ownership and management of assets for the benefit of local people. The Council has a robust process in place for supporting Council for Voluntary Service organisations to understand, navigate and engage in opportunities to explore community ownership and management of assets. That process includes assessing and making recommendations that balance the perceived and understood needs of the community with the business needs of the Council aiming to minimise and mitigate the impact of risk to both parties.

Under the terms of the Community Empowerment (Scotland) Act 2015 organisations who do not agree with

the Council's decision have a right to request an internal, elected member led review and thereafter if they are still not satisfied, an appeal can be made to Scottish Ministers who have the final say in determining the outcome. The legislation also imposes timescales on the Council regarding reaching decisions and concluding stages of the process.

The Council's Community Ownership and Management of Assets Policy was approved in June 2024 and aims to create a solution focused approach to working collaboratively with community organisations to agree management and ownership arrangements that suit the needs of the community and support the Councils' strategic priorities where it is appropriate to do so. This

approach should support the Councils' ambitions around the future operating model providing a mix of opportunities for services to be provided across the Community and Voluntary and Public Sectors with the Councils focus on realising the town and community hub model and asset rationalisation.

The Community Partnership Team is the first point of contact for Community Groups looking to take on an asset with initial interest being logged through an email to [NLCommunityOwnership@northlan.gov.uk](mailto:NLCommunityOwnership@northlan.gov.uk). The Council also has a dedicated area on the website providing information, guidance and links to the process [Community Asset Transfer | North Lanarkshire Council](#).

# Other Asset Management Plans: Housing

The Housing Service has recently developed a new Housing Asset Management Plan (HAMP) 2026-2031 and replaces the current HAMP 2021-2026 which is about to expire.

This plan represents a significant milestone in Housing's journey to ensure that Council homes continue to meet the needs of communities, now and into the future. As Scotland's largest local authority landlord, the Housing Service recognises the scale of the responsibility and the opportunity it presents. With over 36,000 homes under stewardship, the commitment to delivering high-quality, affordable, and sustainable housing is unwavering and reflects our evolving ambitions in response to a changing landscape.

This plan is built on solid evidence and a clear understanding of the challenges being faced, like rising costs and climate change. By keeping these factors in mind, Housing is making sure the approach is realistic, responsive, and ready for the future. The Council want tenants to live in homes that are affordable, in places they're proud to live in, and are safe, warm, and comfortable. It is about making informed investment decisions that deliver value for money and support inclusive growth.

To achieve these ambitions, Housing have identified the following key priorities:

**Priority 1: We will support the strategic delivery of quality housing to meet North Lanarkshire's growth ambitions.**

*We recognise that tenants deserve homes that are safe, secure, and in excellent condition. That's why we remain committed to ongoing investment and the delivery of a responsive, high-quality maintenance service.*

**Priority 2: We will maintain our homes to the highest standards of quality and care ensuring a safe and comfortable living environment.**

*The way we power and heat our homes contributes to climate change, and we know that many of our tenants are affected by fuel poverty. We are committed to sustainability through targeted initiatives that lower emissions, enhance energy performance, and support residents in reducing energy costs.*

**Priority 3: We will act on climate change and help achieve affordable warmth for our residents, through improving the energy efficiency of our homes.**

*The success of our asset management approach relies on having the right systems in place to record accurate information and ensure intelligent use of data. This will promote alignment across our activities and support the effective delivery of this Plan.*

Priority 4: We will invest in improved systems and smarter data use to drive innovation and service excellence.

At the time of printing this plan the Housing Asset Management Plan is going through a consultation process and will be uploaded to the Council's website once that process and committee approval have been achieved.

<https://www.northlanarkshire.gov.uk/>



Dykehead Road, Airdrie



Castlehill Road, Wishaw

# Other Asset Management Plans: Fleet

North Lanarkshire Council is committed to delivering a cleaner, greener future through its comprehensive vehicle replacement programme. As part of this initiative, the Council is prioritising the transition of its light commercial fleet to alternative fuel vehicles, aiming to achieve full decarbonisation by 2030.

The Service recognises that decarbonising transport is a critical component of achieving net zero, with domestic transport remaining Scotland's largest source of emissions. The Council currently operates a substantial fleet of **846 vehicles** across multiple services, as detailed in the table below:

Classifications	Diesel	Electric	Unleaded	Petrol	Total
Bus	13				13
Car	53		259		312
Coach	13				13
Heavy Goods Vehicle	83	1			84
Light Commercial Vehicle	287	22	1		310
Minibus	70				70
People Carrier	18	26			44
<b>TOTAL</b>	<b>537</b>	<b>49</b>	<b>260</b>		<b>846</b>

Over the next five years, a total investment of **£20,018,434** is planned for Fleet Services, with the following annual breakdown:

## Fleet Services Investment 2025/2029

Year	£ Investment planned
2025/2026	£6,220,770
2026/2027	£6,000,000
2027/2028	£6,000,000
2028/2029	£1,797,664
<b>TOTAL</b>	<b>£20,018,434</b>

The service works closely with vehicle users to assess operational requirements, balancing these against availability, best practice, legislative obligations, and environmental considerations to ensure the most appropriate procurement decisions.

In line with the council's net zero ambitions, the development of the Vehicle Replacement Programme (VRP) focuses on achieving the following **strategic objectives**:

- Replace the oldest and least efficient fleet vehicles.
- Introduce greater numbers of electric cars and light commercial vehicles.

- Identify underused or least-utilised vehicles within the fleet.
- Integrate sustainability into procurement, maintenance, and disposal processes.
- Reduce total cost of ownership through fuel savings, lower maintenance, and incentives.
- Utilise telematics and fleet management software to monitor usage, emissions, and efficiency.
- Align fleet strategy with wider Council policies on climate, transport, and public health.

An updated Roads Asset Management Plan is currently being developed and will be available on the Council's website in 2026 see <https://www.northlanarkshire.gov.uk/>



# Other Asset Management Plans: Roads Infrastructure

Community Operations are developing a new Roads Asset Management Plan for the period 2026-2031, this will be published on the Council's website at <https://www.northlanarkshire.gov.uk/>

The tables below illustrate progress made during the last 5 – 7 years regarding Carriageways, Footways and Street Lighting.

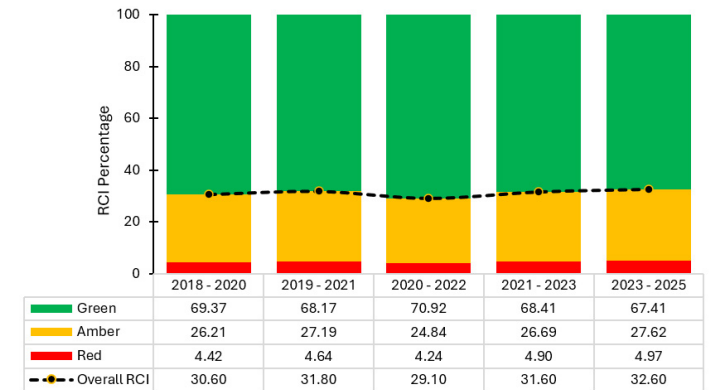
Year	Carriageways	Length added (km)
2020	1,631	
2021	1,631	
2022	1,651	20
2023	1,652	1
2024	1,658	6
2025	1,671	13
<b>Total added</b>		<b>40</b>

Year	Footways	Length added (km)
2020	2,282	
2021	2,282	
2022	2,303	21
2023	2,304	1
2024	2,587	283
2025	2,613	26
<b>Total added</b>		<b>331</b>

Year	Street Lighting	Number added
2019	62,118	
2020	62,312	194
2021	62,356	44
2022	63,070	714
2023	63,298	228
2024	64,210	912
<b>Total added</b>		<b>2,092</b>

The chart below illustrates Road Condition Indicators over a 7-year period.

## Road Condition Indicator (RCI)



# Other Asset Management Plans: Trees

North Lanarkshire has a significant tree resource much of which is mature or over mature. The Council has worked hard over the last five years to bring this asset under proactive management and minimise the risk to the Council whilst protecting and enhancing an important climate asset.

A tree asset management strategy (TRAM) has been in place since 2022 to implement a proactive approach to tree asset management, balancing the risk and benefits of Council tree assets and ensuring our legal obligations are met in respect to tree safety.

All trees within Environmental Assets have been subject to a first round of inspection completed by August 2025 providing a baseline. Removal of trees identified as high risk will be complete by March 2026. Approximately 86% of trees removed were diseased ash trees. Replanting in line with our carbon reduction commitments is taking place in all wards. Inspection is being rolled out to trees in Housing portfolio for the next round of inspections.

Woodland audits are being progressed for key woodland sites where there is limited tree risk, but these represent an important carbon resilience asset.

Tree Assets present a particular risk during storm events, and these events have increased in recent years. The service is collecting data on storm events to improve resilience planning for the future.



# Other Asset Management Plans: Cemeteries

North Lanarkshire is the largest burial authority in Scotland and has a significant cemetery asset with 13 active cemeteries. The Council also has responsibility for closed churchyards and war memorials.

The cemeteries asset is continually expanding (New Pather cemetery to open in 2026) and a high maintenance expectation remains on closed cemeteries. Cemetery maintenance is now captured by the Burial (Management) (Scotland) Regulations 2025 and will be subject to inspection by the Inspector of Cremations and Burial Grounds. The Burial Management Plan is also required to be available for inspection by the public.

The cemetery estate includes lairs and headstones, of which we have approximately 95,000. Whilst headstones are the property of the lair holder the Council has responsibility for their safety. The estate also includes extensive pathways, roadways and drainage systems all which require routine maintenance.

Cemeteries have a number of associated structures such as retaining walls, entranceways, gates and railing, many of a considerable age. There are a number of buildings associated with cemeteries including active staff bothies, public waiting rooms and toilets and closed waiting rooms and toilets. Many of these are older structures present a maintenance burden.

The Council is progressing with a digital asset management initiative to enhance oversight of cemetery infrastructure, including lairs, headstones, pathways, and associated structures, ensuring better planning and improve long term management.



# Other Asset Management Plans: ICT Assets & Infrastructure

The Council's ICT is managed via the Digital and IT Strategy 2024-2027. This strategy outlines the council's approach to ICT through its "roadmap to delivery" via three "pillars of a Digital North Lanarkshire": Digital Communities, Digital Economy, and Digital Council. This is complemented by six principles which underpin the strategy: Employee first, Adaptable, Digital First, Innovative, Inclusive, and Connected.

Physical assets used by council employees are managed systematically - all the Council's hardware have asset tags applied at time of deployment, with the exception of mobile phones and IT peripherals.

A Configuration Management Data Base (CMDB) is held within the Council's IT Service Management tool which stores information on hardware used within the organisation. This includes information on end user devices (laptops and desktops), servers, network switches and firewalls.

Assets are added to the CMDB as part of the deployment process and are removed from CMDB as part of the disposal process. Further to this, the Mobile Device Management solutions, used within the environment (Microsoft Intune for Corporate and Ivanti Neurons for Education), holds information for the mobile device estate (mobile phones, Samsung Tablets & iPads).

# Conclusion

This refreshed 5-year Corporate Asset Management Plan is designed to adapt and evolve. Covering Corporate Property, Learning spaces, Housing assets, Fleet, Environmental assets, and Health & Social Care, the plan embraces continuous improvement and future-readiness. While it sets a clear direction for the next five years, its strength lies in flexibility: ongoing review and agile adjustments will ensure we stay ahead of changing needs, seize new opportunities, and deliver sustainable, innovative solutions for North Lanarkshire. It provides a clear identity to inform future capital planning, outlining the importance of our assets to our organisation, our communities, our partners and our wider stakeholders.

We are committed to embedding digital transformation, driving carbon reduction, and fostering collaboration across services and communities. Our approach is forward-thinking and community focused. By embracing data-driven decision-making and innovative delivery models, we will ensure our assets remain fit for purpose, resilient, and aligned with the ambitions of The Plan for North Lanarkshire: Live, Learn, Work, Invest, and Visit. This plan sets out a clear path for investment and innovation while remaining flexible to adapt to future challenges and opportunities.

By embedding digital transformation, reducing carbon emissions, and fostering collaboration, we aim to create an estate that supports inclusive growth and enhances quality of life for every resident.

The Corporate Asset Management Plan will be reviewed on an annual basis with updates provided on key areas to Council Committee on a regular basis.



# Appendix 1

PROJECT/THEME	2026/2027	2027/2028	2028/2029	TOTAL
<b>ASSETS &amp; PROCUREMENT SOLUTIONS</b>				
Maintaining Existing Assets - windows, re-roofing, re-wiring and condition survey works for the Council's building assets	9,983,858	8,598,751	4,024,937	22,607,546
Targeted Investment	18,140,194	11,310,000	8,192,130	37,642,324
Carbon Management	433,513	798,560	388,982	1,621,055
Office Rationalisation	3,899,359	3,003,890	1,003,889	7,907,138
Health & Wellbeing & Digital Classrooms	150,000	150,000	92,534	392,534
Rationalisation including ASN & Social Work	0	0	0	0
Curriculum Development	920,529	258,103	258,103	1,436,735
Sustainable Estate	2,054,059	1,960,000	1,120,734	5,134,793
Outdoor Education & Outdoor Spaces	400,000	200,000	24,000	624,000
Future Capital Receipts Investments	586,284	596,926	557,834	1,741,044
Design Fees	1,928,284	1,984,465	1,519,009	5,431,758
1140 Early Learning & Childcare Expansion	0	0	0	0
Water Quality Management	95,000	110,000	105,000	310,000
Demolition/RAAC	4,462,797	3,375,000	835,842	8,673,639
<b>TOTAL ASSETS &amp; PROCUREMENT</b>	<b>43,053,877</b>	<b>32,345,695</b>	<b>18,122,994</b>	<b>93,522,566</b>
<b>TOWN &amp; COMMUNITY HUBS</b>				
Town & Community Hubs- development of campus sites across North Lanarkshire in consultation with local communities	59,201,936	31,476,268	138,770,637	229,448,841
<b>TOTAL TOWN AND COMMUNITY HUBS</b>	<b>59,201,936</b>	<b>31,476,268</b>	<b>138,770,637</b>	<b>229,448,841</b>

PROJECT/THEME	2026/2027	2027/2028	2028/2029	TOTAL
<b>COMMUNITY OPERATIONS</b>				
Operational and Infrastructure Development	6,888,821	6,811,440	2,210,952	15,911,213
Greenspace and Cemeteries	1,867,189	3,915,000	4,915,000	10,697,189
Greenspace Climate Resilience and Wellbeing	97,750	97,750	97,750	293,250
Parks Master Plan	15,396,192	143,787	147,444	15,687,423
Road asset management including street lighting	10,945,961	11,117,068	11,276,748	33,339,777
Contaminated Land & Resilience	564,210	568,663	567,644	1,700,517
<b>TOTAL COMMUNITY OPERATIONS</b>	<b>35,760,123</b>	<b>22,653,708</b>	<b>19,215,538</b>	<b>77,629,369</b>
<b>PLACE</b>				
Economic Regeneration	4,239,349	8,295,489	10,614,806	23,149,644
City Deal Programme	12,593,557	23,635,901	47,392,342	83,621,800
Enterprise Projects	0	0	0	0
Infrastructure & Transportation Improvements	6,790,378	7,156,958	4,503,901	18,451,237
TOTAL PLACE	23,623,284	39,088,348	62,511,049	125,222,681
<b>TOTAL ENTERPRISE &amp; COMMUNITIES</b>	<b>161,639,220</b>	<b>125,564,019</b>	<b>238,620,218</b>	<b>525,823,457</b>
<b>Adult Social Care</b>				
Equipment and Adaptations	2,200,000	2,200,000	2,200,000	6,600,000
<b>Total Adult Social Care</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>6,600,000</b>
<b>Finance &amp; Technology</b>				
Line of Business (LOB) System Portfolio	8,100,014	2,171,250	86,125	10,357,389
End User Device (EUD) Refresh	729,319	1,042,098	965,760	2,737,177
Digitisation & Innovation	794,000	162,000	105,000	1,061,000
<b>Sub-Total Finance &amp; Technology</b>	<b>9,623,333</b>	<b>3,375,348</b>	<b>1,156,885</b>	<b>14,155,566</b>

<b>PROJECT/THEME</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>TOTAL</b>
<b>Strategy &amp; Engagement</b>				
Community Board Project Investment Fund	3,273,185	2,850,000	3,070,000	9,193,185
Sub-Total Strategy & Engagement	3,273,185	2,850,000	3,070,000	9,193,185
<b>Total Chief Executive's</b>	<b>12,896,518</b>	<b>6,225,348</b>	<b>4,226,885</b>	<b>23,348,751</b>
<b>CORPORATE CONTINGENCY</b>				
Corporate Contingency	0	0	12,922,566	12,922,566
<b>TOTAL Corp Contingency</b>	<b>0</b>	<b>0</b>	<b>12,922,566</b>	<b>12,922,566</b>
<b>TOTAL</b>	<b>176,735,738</b>	<b>133,989,367</b>	<b>257,969,669</b>	<b>568,694,774</b>

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