

North Lanarkshire Council

Report

Enterprise and Growth Committee

approval noting

Ref PH/DG

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Programme of Work – PO 18.1 Economic Regeneration Delivery Plan annual review and update of action plan

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Executive Summary

The purpose of this report is to update committee on the progress being made towards the implementation and delivery of North Lanarkshire's Economic Regeneration Delivery Plan (ERDP) and associated Action Plan and to seek approval to update this Action Plan as outlined in Appendix 2.

As highlighted to previous committees, it is intended that whilst the ERDP will cover the current capital programme period between 2018/19 and 2022/23, the ERDP Action Plan will be updated on an annual basis to reflect both progress made to date towards the delivery of this plan as well as the evolving priorities of the council.

Recommendations

It is recommended that the committee:

- 1) Note the content of this report and progress made towards the delivery of the ERDP Action Plan approved by committee in August 2019 (as detailed in Appendix 1).
- 2) Approve the updated 2021/22 Action Plan (as detailed in Appendix 2) and the key actions to be delivered.
- 3) Remit this report to Policy and Strategy Committee for noting.

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

The ERDP contributes to a number of council Priorities and Programmes of Work including:

- New Supply Programme (PO13)
 - Tower Strategy (PO14)
 - Planning and Place Making (PO19.1)
 - City Deal (PO21)
 - One Place, One Plan (PO76)
 - Digital Transformation Programme (PO03.1)
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1. Background

- 1.1 The Economic Regeneration Delivery Plan (ERDP), approved by the Enterprise & Growth Committee in August 2019, aims to help co-ordinate physical and economic regeneration activity across North Lanarkshire, increase economic output and help address social and economic inequality.
- 1.2 An Action Plan to support the delivery of the ERDP through a range of key measures and investment programmes was also approved by committee at this time and it was agreed that this Action Plan would be updated on an annual basis to reflect progress made to date and the evolving priorities of the council.
- 1.3 As reported to committee in August 2020, this updated Action Plan will also be closely aligned with the council's Economic Recovery Plan which has been put in place to help address and reverse the local economic impact of Covid-19.
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2. Report

2.1 ERDP

- 2.1.1 North Lanarkshire's 2019-2023 ERDP sets out the council's plans for inclusive economic growth. Overall, the ERDP has four integrated core objectives. These are to:
- increase housing supply across all tenures to meet our current and future housing requirements and support our wider regeneration objectives;
 - support the regeneration of our town centres through the development of long term Vision Plans and strategic projects;
 - develop our strategic infrastructure to support the physical and economic regeneration of North Lanarkshire; and

- enable and promote the provision of good quality industrial and office space in the right locations to help attract and retain businesses and improve our economic output.

2.1.2 To support the delivery of these objectives, an ERDP Action Plan was developed with the intention that this would be reviewed and updated on an annual basis.

2.2 Action Plan – Performance Review

2.2.1 Appendix 1 provides an update on the ERDP Action Plan objectives and targets achieved between 2019 and December 2020.

2.2.2 As demonstrated by this update, in general good progress has been made against targets with highlights including:

- the projected delivery of an additional 425 new affordable homes;
- the start of works on the tower demolition programme;
- the development and approval by committee of draft town visions for all of North Lanarkshire's eight town centres;
- almost £5.1m invested, or committed, towards the regeneration of North Lanarkshire's town centres;
- over 1000 North Lanarkshire residents supported into employment;
- over 500 new business start-up supported;
- external funding secured for the establishment of a new Manufacturing Innovation Hub;
- investment of over £7.2M made or currently being made towards business and industrial infrastructure (with £6.6M of this from external grant funding or private sector sources) and a further £1.5M external funding secured for future projects;
- over 15ha of V&DL improved or enabled for future industrial use; and
- significant progress made on the delivery of key infrastructure projects such as the Ravenscraig Access Road being developed as part of the City Deal Programme.

2.3 In reviewing and updating the ERDP Action Plan the need to closely align the ERDP with the Economic Recovery Plan has been considered. The ERDP Action Plan is now more focussed on the delivery of investment to support inclusive economic growth across North Lanarkshire, both in relation to the council's own investment programmes and opportunities to lever in external investment. The Economic Recovery Plan, which is subject to a separate report to this committee, focusses on how the council and its partners will support businesses and individuals to help the economy recover and grow, including building on opportunities created through the ERDP. The Economic Recovery Plan will therefore focus on:

- the delivery of existing employability and business support programmes that will not only continue to drive inclusive growth but which will also underpin the council's goals for economic recovery within a post-covid environment;
- the delivery of temporary financial and non-financial support to redress the immediate economic impact of the virus; and
- the delivery of activity that, in the long-term, will help create a more resilient local economy and workforce.

2.4 The updated ERDP Action Plan is outlined in Appendix 2 and reflects the evolving priorities of the council, and the capital investment which will be made across the four key themes of the ERDP. The updated Action Plan also incorporates more specific outcome performance indicators for each theme which, along with identified targets for each key objective, will provide a more robust performance monitoring framework for

this plan. The delivery of the Action Plan will be progressed through the ERDP Steering Group and monitored by the ERDP Board with progress reported to this committee on a 6-monthly basis.

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 through the delivery of 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; and
- creating infrastructure that will allow all of North Lanarkshire's communities to have access to local services and facilities.

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 the numerous potential positive equalities impacts that the delivery of the ERDP has 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

The delivery of the 2021/22 ERDP Action Plan will be supported through funding from the council's composite capital programme, including the Community Investment Fund (CIF); Housing Revenue Account New Supply Programme and City Deal funding. The general services capital programme (including CIF) for the next 5 years is due to be determined at the Policy and Strategy Committee in March 2021. The ERDP will also seek to maximise available external funding including, for example, the Scottish Government's Vacant and Derelict Land Fund and Town Centre Fund Programmes.

4.2 HR/Policy/Legislative Impact

This report has no HR, Policy or Legislative impact.

4.3 **Environmental Impact**

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**

4.4.1 A risk assessment has/will be carried out for each ERDP project as part of the Business Case process.

4.4.2 Risks associated with successful implementation of the ERDP, and how they are being managed have been articulated as a corporate risk and included within the corporate risk register with a review being undertaken every 6 months. It is intended to submit a report on the ERDP Corporate Risk to a future Audit and Scrutiny Panel.

5. **Measures of success**

The measures of success and performance indicators will be a critical part of the development of the ERDP in order to measure progress.

Key targets for 2021/22 are identified within the updated Action Plan (Appendix 2) whilst a more robust performance framework (based on the key performance indicators outlined in this document) will be developed and reported to committee as part of the next annual review of this plan.

6. **Supporting documents**

Appendix 1: Economic Regeneration Delivery Plan – 2020 Action Plan Review
Appendix 2: Economic Regeneration Delivery Plan – 2021/22 Action Plan



Pamela Humphries
Head of Planning and Regeneration

Economic Regeneration Delivery Plan – 2020 Action Plan Review

Action Plan: We will help deliver the homes North Lanarkshire needs to grow						
Objective	Milestone	Target	Baseline	Timescale	Update	RAG
Ensure our future housing mix supports social inclusion and economic growth	Deliver the NL Homes Programme	1,175 new council homes from April 2019	To 2018/19 – 869 completed	2023	2019/20 – 282 new council homes delivered	G
		5,000 new affordable homes in overall programme	2019-2021 – projected 443 completions by March 2021	2035	2020/21 – 143 new council homes projected to be delivered. By April 2021, an additional 1,200 new homes are projected to have been completed, including 815 new build homes and 385 homes acquired through the open market purchase scheme.	
	Enable the private sector to support the delivery of the NL Homes Programme	Develop and progress models and partnerships to enable the direct acquisition of new build housing from the private sector	2018/19 – new delivery models in development 2020/21 – Proposals expanded to cover all of North Lanarkshire	2023	In September 2019 committee approval was received to launch the development pathfinder initiative to acquire off the shelf properties from the private sector. To date there have been a potential of 1,326 new homes identified but many have been out with the four towns of the initial pilot. As such permission was granted at November 2020 committee to expand this to the whole of North Lanarkshire.	G
Develop new homes in intermediate tenures	Evaluate and progress new models for delivering intermediate tenure homes	2018/19 – evaluation underway	2020	An evaluation has been carried out on the delivery of intermediate tenure homes by NLC and a report will be submitted to a future committee regarding the outcome which indicates that at present delivery of alternative tenures by the council is unlikely to be financially viable.	R	

	Prepare and support the delivery of the Strategic Housing Investment Plan (SHIP)	Annual SHIP prepared which identifies suitable deliverable sites to meet Local Housing Strategy priorities and maximise the use of available Scottish Government investment	2018/19 – 396 homes completed and £27.288m grant funding secured for North Lanarkshire	Annual	In 2019/20 a total of 445 affordable homes (council and RSL) were completed. 2019/20 Original RPA = £36.549m Actual out-turn grant spend = £38.730m	G
Enable the delivery of the homes we need in the places they are needed through the planning system	Adopt and implement the new Modified Local Development Plan (LDP)	Submit the Modified LDP to the Scottish Government for examination	2019/20 – Consultation complete and under consideration	2019	Plan is now at Examination. The Report of the Examination is now expected in summer 2021 with its adoption thereafter.	G
		Adopt the Modified LDP		2021		
	Ensure a sufficient supply of effective land for residential development	Prepare the Housing Land Audit identifying at least 7 year's effective housing land	2017/18 – effective land supply for 10,073 homes over next 7 years (+2,660 on housing supply target)	Annual	2018/19 – effective land supply for 12,480 homes over next 7 years (the housing supply target +5,060).	G
Meet housing need and demand	Exceed our housing supply target (set in the Local Housing Strategy) on a rolling three-year basis	Annual target – 1,059 2016/17 – 1,082 completions 2017/18 – 1,131 completions	Annual	Estimated new build completions based on council tax data: 2018/19 – 1230 2019/20- 1533	G	
Improve housing development capacity by addressing skills and supply chain constraints	Meet the sector's current and future skills needs	Explore options for the creation of a construction academy through the Employability Review which will	n/a	2020	Initial contact has been made with New College Lanarkshire regarding the potential development of a Construction Academy at Ravenscraig. The option to try to secure RCGF monies for this project is also currently being explored.	A

		improve the local skills base			It is proposed that, if taken forward, the development of a physical Construction Academy would be closely aligned to skills development programmes that would be delivered through the Enterprise Strategic Commercial Partnership.	
		Explore the feasibility of creating a shared apprenticeship programme	n/a	2020	Models for a shared apprenticeship programme from elsewhere are currently being appraised. Moreover, the opportunity to create a shared apprenticeship programme will be explored further through the community benefit workstream within the Enterprise Strategic Commercial Partnership.	A
	Enable the development of a strong and sustainable local supply chain	Undertake an annual meet the real buyer programme linked to the Supplier Development Programme to help develop local supply chain opportunities	n/a	Annual	A virtual Lanarkshire Meet the Real Buyer event is being organised for Spring 2021. The national Meet the Buyer event in 2020 was postponed due to Coronavirus.	A
		Deliver 1 Build Lanarkshire Programme per annum to build capacity within the local construction supply chain	2019 – 1 programme	Annual	The Build Lanarkshire 2020 programme was delivered virtually from 21 st October 2020 to 2 nd December 2020.	G
Progress our re-provisioning programme	Complete the first phase of tower demolitions and progress re-development of cleared sites	600 properties demolished by April 2023	2018/19 – Phase 1 re-provisioning approved in May 2018 and re-housing being progressed	2023	Demolition works are now completed at Northburn and Holehills (with a combined 165 properties demolished) and the re-provisioning of these sites will commence in 2021 with 30 new homes to be created at Northburn and 150 at Holehills.	G
		Phase 1 – 1,750 properties demolished		2025		

Action Plan: We will reshape and repopulate our town centres

Objective	Milestone	Target	Baseline	Timescale	Update	
Develop a sense of place by protecting, repurposing or redeveloping vacant or unused priority buildings within our town centres	Develop and implement plans to repurpose or redevelop buildings where viable	Appraise options for alternate use of properties on a building-by-building basis	n/a	2019	<p>£3M investment has been made in the strategic acquisition of town centre land and properties (including at Bank Street and Main Street/Academy Street Coatbridge; YMCA, Motherwell; Kingshouse, Wishaw and the former Wishaw Methodist Church) with plans currently being put in place for the redevelopment and/or repurposing of these assets.</p> <p>A developer agreement is now in place to ensure NLC acquisition of flats (and commercial platform) to be constructed on the site of the former Orrs department store in Airdrie.</p> <p>Added to this, feasibility works are in place to support several other projects. This includes work for the Anvil Block in Wishaw; Motherwell Old Town Hall and Airdrie Town House.</p>	G
		Implement plans to repurpose or redevelop each identified building	n/a	2020		
		Repurpose or redevelop 12 priority buildings within town centre locations by April 2023	n/a	2023		
Develop and deliver aspirational visions for the future of each of our town centres	Develop town centre vision plans	Progress the development of town centre vision plans in consultation with key stakeholders.	n/a	2020	<p>Draft Town Visions were approved by the Policy & Strategy Committee on the 19th March 2020.</p> <p>Consultation on these visions has been delayed as a result of Covid-19 but finalised visions are due to be presented to the Policy & Strategy Committee in Cycle 2, 2021.</p>	A
	Progress the delivery of Vision Action Plans for each of our town centres	Action Plans to be developed and delivered	n/a	From 2020		

	Deliver new homes in town centres (including edge of town centre)	630 new town centre homes completed by April 2023	2017/18 - 159 town centre homes completed 2018/19 – 66 town centre homes completed	2023	<p>Since April 2019, NLC has supported the delivery of 52 new town centre homes either directly or through support provided to registered social landlords. This includes:</p> <ul style="list-style-type: none"> • 95 Main Street, Kilsyth (9 units) • Mossgiel Road, Cumbernauld (18 units) • Register Road, Kilsyth (25 units) <p>In addition, the following town centre/edge of town developments are currently on site:</p> <ul style="list-style-type: none"> • Nobles View and Caledonian Avenue, Bellshill (27 units) • Bellhaven House, Roberts Street, Wishaw (16 units) • 8-12 Graham Street, Airdrie (2 units) • Hallcraig Street, Airdrie (2 units) • Broomknoll Street Church, Airdrie (28 units) • Burns Road, Cumbernauld (140 units) 	G
Identify and deliver transformative town centre projects with a particular focus on new residential provision	Identify and progress key regeneration projects	Investment of a minimum of £14m for key town centre Ambition projects by April 2023	n/a	2023	<p>As reported to Policy & Strategy Committee in March 2020, the Council has several key town centre projects in development.</p> <p>This has been supported by investment of £1.2m in 2019/20 and projected £3.9m in 2020/21 for town centre projects through the council's capital programme</p>	G

					and Scottish Government's Town Centre Fund.	
Action Plan: We will enable our people and businesses to thrive						
Objective	Milestone	Target	Baseline	Timescale	Update	
Grow and improve the sustainability and diversity of North Lanarkshire's economy	Enable all of our people to enter the labour market and to improve their skills	Publish the Employability Review and implement its recommendations	n/a	2019	The final report of the Employability Review and the accompanying Workforce for the Future Strategy was reported to the Policy and Strategy Committee on 19 March 2020.	G
		Support 960 residents into jobs in 2019/20, focusing activities on groups furthest from the labour market, with 70% sustaining employment for at least 26 weeks	2018/19 – 1,198 supported into work (70% target achieved)	Annual	In 2019/20 1008 residents were supported into work with 75% of these remaining in employment after 26 weeks. For 2020/21, it is anticipated that by 31 st December 2020, 535 residents will have been supported into employment.	G
		Provide enhanced support to 90-100 winter leavers through the pilot Pathways Programme, aimed at improving outcomes and support 100% of leavers to enter a positive destination	n/a	Annual	90 young people supported through the Winter Leavers Programme in 2019/20 with 100% of these entering a positive destination.	G
	Provide complementary financial support through the Business Transformation Fund	Award £150,000 in grant funding annually to support businesses to grow	2018/19 - £230,229	Annual	The Business Transformation Fund budget for 2019-20 was £250,000 with £150,000 provided from the Enterprise Team's revenue budget and an additional £100,000 from ERDF funds. Grants have been awarded and businesses have until 31 March 2021 to complete their projects (although this	G

					<p>fund will not be subsequently available due to budgetary savings)</p> <p>However, as a result of Covid-19, a new Business Recovery Fund will be operational from Spring 2021.</p> <p>Moreover, during 2020, the council has also delivered a series of grants on behalf of the Scottish Government to support businesses during the Covid-19 crisis.</p>	
Provide high-quality advice services to start-ups, existing businesses and inward investors	Support at least 500 businesses to start-up each year	2018/19 – 514	Annual	2019/2020 – 508 new business start-ups in North Lanarkshire were delivered through the Lanarkshire Business Gateway contract.	G	
	Provide support to at least 1000 existing businesses each year	2017/18 – 986	Annual	<p>During 2018/19 NLC provided direct support to 1,247 unique businesses via our economic development activity.</p> <p>The 2019/20 SLAED figures are due to be published in January 2021 – it is expected that the target for business support will again be exceeded.</p>	G	
	Review business support services to ensure that they meet current and future needs of businesses	n/a	2020	<p>A new Business Gateway contract has been tendered to reflect changing business needs and this will commence on 1 March 2021.</p> <p>However, the current service has been amended to better reflect local business needs during the Covid pandemic. In doing so, a business survey was undertaken in July 2020 to ascertain the</p>	G	

					<p>impact of the current crisis and support required by businesses.</p> <p>A Business Recovery Fund has also been developed and will be launched Spring 2021.</p>	
	Support specific sectoral growth across North Lanarkshire	Take forward a funding submission to the Advanced Manufacturing Challenge Fund in partnership with New College Lanarkshire and Strathclyde University to support the development a new programme of support that will complement the work of the new National Manufacturing Institute for Scotland	Stage 1 submission approved.	2020	<p>A successful submission was made to this fund securing £0.29M external funding for a Manufacturing Innovation Hub to support local SME development and growth. This hub will be located at New College Lanarkshire (Motherwell Campus)</p> <p>It is anticipated that the Hub will be fully operational by March 2021 and will incorporate a robotics demonstration facility and an innovation meeting and learning space, for tech. demonstrations, workshops and one-to-one advisory services.</p>	G
Market and promote North Lanarkshire as the place to live, learn, work, invest and visit	Attract and retain businesses in North Lanarkshire, focusing on our key sectors	Develop a new Inward Investment proposition particularly around growth and developing sectors	n/a	2020	The Invest branding has been finalised and the new Invest website is due to be launched in early 2021.	A
		Deliver at least 4 high-profile events each year	2018/19 - 4	Annual	<p>Due to Covid-19, several programmed high-profile business events did not take place in 2020.</p> <p>However, the Lanarkshire Women in Business pilot took place over the last 12 months with 4 high profile events including one online event.</p>	G

					Also, a 'Meet the Finalist' event for the Lanarkshire Business Awards took place in March 2020 but the main award ceremony had to be cancelled.	
Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure	Establish an ERDP sub-group for Business and Industry aimed at ensuring investment is aligned with market need and demand	Working group for Business and Industry established	n/a	2019	<p>A Business and Industry Sub-Group was set up involving a range of internal services, ALEOs and external partners and was instrumental in supporting activity such as the promotion of North Lanarkshire investment opportunity within Scottish Enterprise's Regional Investment Prospectus which is currently under development.</p> <p>However, given the changing priorities of partners since March 2020, it has been decided to reshape this group to have a more local focus on development and investment opportunity and local business needs due, in particular, the impact of Covid-19 and in turn the changing role and remit of partners.</p>	G
	Enable private sector development of business and industrial infrastructure	Establish an end-to-end approach to progress all inward investment, land and property enquiries	n/a	2020	An enquiry handling process is in place and will be further developed once the Invest website goes live.	A
	Improve the provision of high-quality business and industrial space either directly or through our ALEOs and Joint Ventures	Investment of a minimum of £2m for key business and industrial infrastructure Ambition projects by April 2023	n/a	2023	<p>Since April 2019, the following investment in North Lanarkshire's business and industrial infrastructure has either been made or is currently on site:</p> <ul style="list-style-type: none"> £2.4M investment being made in 14 incubator/start-up industrial units at Orbiston Street Industrial Estate in 	G

					<p>Motherwell by North Lanarkshire Properties (including £1.74M NLC secured investment through the Scottish Govts. RCGF Programme and £0.37M NLC capital);</p> <ul style="list-style-type: none"> £4.2M investment being made by Ravenscraig Ltd. in a new access spine road (including £0.5M NLC secured investment through the Scottish Govts. VDLF Programme) which will be used to open up an initial 13.2ha of land for future business and industrial use; and £0.6M investment made by Fusion Assets in enabling works at Link Park, Newhouse Industrial Estate (funded via NLC secured investment through the Scottish Govts. VDLF Programme). 	
		2.4ha of land improved or developed for industrial or business use by April 2023	<p>2017/18 - external funding secured for 1.41ha of land to be improved or developed</p> <p>2018/19 - external funding secured 0.46ha of land improved or developed</p>	2023	Since April 2019, as a result of NLC investment being made in Orbiston Street Industrial Estate, Ravenscraig Development Land and Link Park (Newhouse Industrial Estate), over 15.3ha of land will be improved, developed, or enabled for future business and industrial use (with the capacity to support up to 460,000sqft of new business and industrial workspace).	G
		£19.5m external investment secured for business and industrial	2017/18 - £4.91m investment secured	2023	Since April 2019 the Council has secured £2.65M for commercial and business infrastructure through the Scottish Govts. 2019/20 and 2020/21 VDLF	G

		infrastructure by April 2023	2018/19 - £2.64m investment secured		<p>Programmes. This includes funding for the following projects:</p> <ul style="list-style-type: none"> • Link Park, Newhouse Industrial Estate: £0.7M for enabling infrastructure; • Biocity, Chapelhall: £0.7M for site acquisition and remediation; • Gartcosh Business Interchange (Phase 3): £0.75M for site acquisition remediation and enabling infrastructure; and • Ravenscraig: £0.5M for a new access road <p>In addition, funded in part through Scottish Enterprise, Ravenscraig Ltd. are investing a further £3.7M capital in the development of the access road that will be used to open up 13.20 of employment land.</p> <p>Lastly, an application for £1.8M RCGF grant has been submitted to support improvements to Braidhurst Industrial Estate in Motherwell as well as the development of new incubator/start-up units at this site. The outcome of this application should be known by early 2021.</p>	
		155,000sqft of business and industrial workspace completed by April 2023	2017/18 – 20,000sqft completed	2023	Since 2018/19, no new industrial or business space has been completed by the council or their ALEOs. However:	G

			2018/19 – 18,000sqft completed		<ul style="list-style-type: none"> 1,060sqft of new industrial start-up units are due to be completed at Orbiston Street Industrial estate in March 2021. Construction works are due to start on the second and third industrial units at Gartcosh Business Park in 2021/22 (totalling 42,000sqft in size) 	
Ensure our investment activities deliver inclusive growth	Evidence the impact of our capital investment programme	Identify a key capital project for independent review using the Royal Society of the Arts inclusive growth model	n/a	2020	This project has not been taken forward as a result of Covid-19. The requirement for this project will be reviewed subject to further guidance.	R
		Independent report published and learning incorporated into future programme by April 2023	n/a	2023	<p>Independent consultant will be procured in 2022/23 to review the ERDP and the investment and economic regeneration programmes supported through this plan.</p> <p>To support this work, the council are currently developing a performance framework to help appraise the local economic impact of the ERDP and outcomes achieved through the delivery of this plan.</p>	G
Action Plan: We will connect North Lanarkshire						
Objective	Milestone	Target	Baseline	Timescale	Update	
Deliver the City Deal programme	Develop Ravenscraig Access Infrastructure to support the redevelopment of Ravenscraig and connect the M74 to M8 as part of Pan	Final approval (by City Deal Board) and works commence	n/a	2022	The Outline Business Case was approved in October 2020 with the phased programme of works on track and due to be delivered between 2022 and 2025 (subject to NLC gap-funding availability).	G
		Project completion		2025		

	Lanarkshire Transport Corridor				<p>The applications for planning permissions (detailed application and permitted development) are to be submitted in early 2021 for the southern connection from Ravenscraig to Motherwell and M74.</p> <p>The first of four phases of works are scheduled to commence in spring 2022 with offline enabling and preparatory works for the creation of the bridge crossing of the West Coast Main Line Railway. Negotiations with landowners and occupiers have commenced.</p>	
	Construct East Airdrie Link Road as a key North South route as part of the Pan Lanarkshire Transport Corridor	Commencement of procurement for the main works contractor	n/a	2023	The Stage 2 option appraisal work for this project is progressing and a capital bid submitted to the CIF for additional funding.	G
Final approval (by City Deal Board) and works commence		2024		The ITT for Ground Investigation works for this project is to be issued in Dec 2020 and the Stage 2 public consultation due to commence in Feb 21.		
Project completion		2025		It is intended to submit the Outline Business Case to the City Deal Cabinet for approval in Feb 2022.		
	Improve Motherwell Town Centre transport interchange to support active and sustainable travel	Final approval (by City Deal Board) and works commence	n/a	2020	The redevelopment of Motherwell Station commenced in June 2020 with the completion of the station works due to complete in Dec 21.	G
Project completion		2021		NLC continue to work in partnership with Scotrail, Transport Scotland and SPT to develop an integrated programme for works for the station forecourt and road		

					<p>improvements for Muir Street to minimise potential impact on the town centre.</p> <p>A feasibility exercise has commenced with Balfour Beatty under 3rd party SCAPE Civils Scotland framework for this work. If this proves to be the best procurement route it is intended to issue an ITT to Balfour Beatty in January 2021. Under this route, works would commence in Autumn 2020 and complete Spring 2022.</p>	
Contribute to the installation of Orchard Farm roundabout to support development on the A8/M8	Final approval (by City Deal Board) and works commence	n/a	2021	Planning permission for the Orchard Farm Roundabout was secured in January 2020.	G	
	Project completion		2023	A steering group has been established to develop a collective work programme and case for public sector funding. Subject to confirmation of commercial support for the wider Mossend International Rail-freight Park it is intended to develop an Outline Business Case in partnership with the developer, NLC and Scottish Enterprise for submission to the City Deal Cabinet in October 2021.		
Develop Eurocentral Park and Ride to improve A8/M8 corridor access and support local business opportunities	Final approval (by City Deal Board) and works commence	n/a	2020	Transport Scotland have advised that a Strategic Transport Appraisal Guidance study is required for this project.	A	
	Project completion		2021	Work is also being undertaken to review a potential expansion of the scope for the		

					<p>Eurocentral Park and Ride to include a low carbon mobility hub.</p> <p>Consultants to undertake a feasibility and option appraisals for this work are to be appointed in early 2021. It is intended to submit an Outline Business Case to the City Deal Cabinet for approval in October 21.</p>	
Deliver a world-class digital infrastructure	Deliver digital connectivity across North Lanarkshire	Conclude the business case and options for the delivery of the digital infrastructure network programme	n/a	2019	<p>The Outline Business Case to support investment in digital infrastructure has been concluded and detailed market engagement has taken place through both an industry engagement event and a series of one to one engagement sessions.</p> <p>Work is now underway to finalise the tender documentation with the ITT due to be issued in March 2021 to seek a digital connectivity partner who will support the council's smart connectivity and digital transformation programme, and through an anchor tenancy model seek further investment in digital infrastructure for the betterment of people and businesses in North Lanarkshire.</p>	G
		Begin phased delivery of required infrastructure	n/a	2020	The phased delivery of this infrastructure programme will commence in late 2021 following the successful completion of the tender exercise.	A
	Develop the digital economy and place programme	Explore options for the roll-out of project activities under digital	n/a	2020	A Digital Skills working group has been established and meets monthly. The aim of this group is to develop and deliver digitally confident communities with	G

		business, digital skills and data exchange			<p>people and businesses that have the connectivity, confidence and skills to use digital service, and to build a digital ready workforce across North Lanarkshire. This group has a workplan in place covering the 5 key themes of Digital Business, Digital Communities, Digital Teaching & Learning, Digital Council & Digital Health and Social Care.</p> <p>A digital skills survey for businesses has also been developed and will be launched in early 2021. Work is underway to identify and create a portal of digital support for businesses and develop a programme for advanced manufacturing digital skills to be delivered through the work of the North Lanarkshire Manufacturing Innovation Hub.</p> <p>A Digital Accelerator is also planned through Business Gateway whilst digital learning support for businesses has also been delivered through the Digital Boost programme.</p>	
Deliver new opportunities for active and sustainable travel	Develop an active travel network for North Lanarkshire, connecting all of our towns and settlements	Prepare the integrated Campus and Greenspace vision and begin implementation	n/a	2019	<p>An integrated connectivity blueprint is currently under development as part of the council's integrated plans for Town Centres, Hubs and Greenspace.</p> <p>Underpinning this blueprint, the Council is also preparing an active travel strategy to identify where investment is needed to</p>	G

					<p>promote effective links between our communities and these assets.</p> <p>In addition to these plans, the Council and its partners have recently invested significant funding across a number of active travel projects. This includes:</p> <ul style="list-style-type: none"> • £0.55M in the development of Cumbernauld Green Route • £0.185M in improved active travel links between Motherwell Train Station and Strathclyde Country Park (with a further investment of £0.2M in the park itself to upgrade pedestrian and cycle routes) • £0.3M grant funding provided to the Scottish Wildlife Trust (via Campsies Centre Cumbernauld Ltd.) to help develop greenlinks across communities surrounding Cumbernauld 	
Improve public transport provision	Explore feasibility of bringing a High Speed Rail Interchange to North Lanarkshire	Development of High Speed Rail Economic Impact Assessment for Eurocentral interchange in progress	2020	An Economic Impact Assessment of the proposals for a Rail Interchange at Eurocentral was completed in 2019 to support any potential business case need. However, the assessment for the need for high speed rail in Scotland will now be subject to part of the Strategic Transport Project's Review Process (STPR2).	A	
	Contribute to the development of the	Engagement with SPT ongoing	2021	NLC continue to engage with Transport Scotland in relation to the development of this strategy.	G	

		Regional Transport Strategy			<p>SPT have also carried out consultation over summer 2020 on issues and objectives of the strategy and have taken into account Covid related trends and new travel behaviours (a review has been undertaken to consider any adjustments to appraisal mechanisms and tools in line with these revisited issues and objectives).</p> <p>A 'Case for Change' report is due to be issued in the early 2021 with a final 12 week consultation programme on the RTS in late 2021/early 2022.</p>	
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Economic Regeneration Delivery Plan – 2021/22 Action Plan

Theme: Live						
Priority 1: We will help deliver the homes North Lanarkshire needs to grow						
	Key Action	Milestone	Target	Baseline	Timescale	Lead team
1.1	Ensure our future housing mix supports social inclusion and economic growth	Deliver the NL Homes Programme	300 new council homes (including open market purchases)	Total new council homes up to April 2019 – 766	2021/22	New Supply
			5,000 new council homes (including open market purchases)	2019/20 – 282 new council homes completed 2020/21 – 143 new council homes completed (projected)	2035	
		Enable the private sector to support the delivery of the NL Homes Programme	Progress delivery of acquisitions of new build housing from the private sector through the Development pathfinder approach and other partnership arrangements	2019/20 – Development Pathfinder approach developed 2020/21 – 300 potential new homes identified	2023	New Supply
	Prepare and support the delivery of the Strategic Housing Investment Plan (SHIP)	Annual SHIP prepared which identifies suitable deliverable sites to meet Local Housing Strategy priorities and maximise the use of available Scottish Government investment	2018/19 – 396 affordable homes completed and £27.288m grant funding secured for North Lanarkshire 2019/20 – 445 affordable homes completed and £38.730M grant	Annual	New Supply	

				funding secured for North Lanarkshire		
1.2	Ensure our homes are sustainable, digitally connected and fit for purpose	Develop demonstrator projects which support the council's ambition for digitally connected and carbon neutral living	Develop interactive smart home standard for use in new build Homes	n/a	2023	New Supply/ Housing Solutions
			Pilot 'Smart Homes' technologies at Kerr Grieve Court	n/a		
			Develop and implement pilot approach for 'Low Carbon Living' at Holehills/Northburn developments	n/a		

Key Performance Indicators

No. of new house completions
 No. of open market purchase completions
 NLC housing (base rental growth)
 Net carbon reduction (tonnes Co2 reduction)
 Household connectivity capacity (% of new build housing with high quality digital infrastructure capacity)

Theme: Invest

Priority 2: We will reshape and repopulate our town centres

	Key Action	Milestone	Target	Baseline	Timescale	Lead team
2.1	Develop and deliver aspirational visions for the future of each of our town centres	Develop town centre vision plans	Finalise the development of town centre vision plans in consultation with key stakeholders and communities	Draft Visions approved by Committee March 2020.	2021	Growth
		Progress the development of Action Plans for each of our town centres (to support the delivery of the visions and guide strategic investment and development across our towns)	Complete and seek approval for a minimum of one town centre action plan (subsequently rolling out agreed format across remaining 7 town centres)	n/a	2022	Growth

2.2	Develop a sense of place by protecting, repurposing or redeveloping vacant, derelict or unused priority buildings and sites within our town centres and investing in town centre regeneration activity that will support the delivery of the town visions	Develop and implement plans to repurpose or redevelop vacant, derelict or unused priority buildings and sites within our town centres	<p>Develop options for the delivery of 7 priority town centre projects to ensure NLC have 'shovel ready' projects that can help secure Scottish Government planned investment for 'Town Centres' and 'Place' over the next 5 years as outlined within Scotland's Infrastructure Investment Plan (2020). These pipeline projects will include:</p> <ul style="list-style-type: none"> • Main Street (Coatbridge) • Airdrie Town House • Bellshill FSS, Registry Office & Money Advice Centre • Kingshouse (Wishaw) • Former Methodist Church (Wishaw) • 2 identified key sites in Wishaw and Motherwell Town Centres (not currently in NLC ownership) 	<p>2019/21 – Feasibility and initial design works completed for 5 town centre redevelopment/regeneration projects:</p> <ul style="list-style-type: none"> • Motherwell YMCA • Anvil Block (Wishaw) • Motherwell Old Town Hall • Bank Street (Coatbridge) • Kildonan St. (Coatbridge) 	2022	Growth/ New Supply
			<p>630 new town centre homes completed via Affordable Housing Supply Programme (2019/20 to 2022/23)</p>	<p>2017/18 - 159 town centre homes completed</p> <p>2018/19 – 66 town centre homes completed</p>	2023	Growth/ New Supply

				2019/21 – 52 town centre homes completed to Dec.20		
		Invest in enabling works that will support the delivery of key regeneration projects within our towns through, for example, New Supply, partners or the private sector	Further enabling investment from NLC's Capital Programme of a minimum of £5m for key town centre projects over 2021/22	£5.1m enabling investment made/projected between April 2019 and March 2021 through a range of Ambition and TCF funding	2022	Growth
2.3	Ensure our investment in town centres contribute to the council's ambitions for carbon reduction and digital connectivity	Integrate, where possible, town centre developments as part of the council's digital anchor tenant model	Identify where possible potential anchor tenant properties within each town centre	n/a	2022	Growth/ New Supply/ Environmental Assets
		Incorporate digital infrastructure as part of town centre projects	Incorporate the provision of digital infrastructure within all design and works tenders for town centre active travel projects	n/a	2022	
		Develop a town centre EV charging demonstrator project that can be rolled out across our town centres	Take forward a full application to the Scottish Government's Switched on Towns & Cities Fund (subject to the continuation of this grant programme)	SoT&CF Feasibility Study for Motherwell and Ravenscraig completed by the Energy Savings Trust in 2020	2022	
2.4	Support the delivery of North Lanarkshire's Active Travel Strategy	Progress the development and delivery of 'Local Neighbourhood Active Travel Routes' and proposals for '20 Minute Neighbourhoods'	Design and develop Local Neighbourhood Active Travel Routes (supporting anticipated investment of £1.3M for the upgrade/creation of an anticipated 6km of key town centre routes by 2023)	2019-21 - £1M investment made in Neighbourhood Active Travel Routes	2023	Growth/ Environmental Assets

Key Performance Indicators

No. of key town centre buildings and/or sites re-purposed/redeveloped
 Investment made in town centre enabling development
 External funding secured for town centre regeneration project (including town centre active travel projects)
 Net carbon reduction (tonnes Co2 reduction)
 Town centre connectivity capacity (m on new ducting/cabling and number of town centre properties fibre enabled)
 Km of 'Local Neighbourhood Active Travel Routes' improved or developed
 No. of new housing development within town centres/edge of town

Theme: Work

Priority 3: We will enable our people and businesses to thrive

	Key Actions	Milestone	Target	Baseline	Timescale	Lead team
3.1	Maximise the use of our marketable land and assets through the development of business and industrial infrastructure	Improve the provision of high-quality business and industrial space either directly or through our ALEOs and Joint Ventures	NLC investment of a minimum of £2m for key business and industrial infrastructure projects between 2021/22 and 2022/23	2020/21 - £0.37M Ambition funding invested in business and Industrial Infrastructure	2023	Growth
			2.5ha of land improved or developed (by NLC/NLC ALEO) for industrial or business use between 2021/22 and 2022/23	2017/18 – 1.41ha improved/enabled 2018/19 – 0.46ha improved/enabled 2019/20 – 15.3ha		
			£5.5m external investment secured (by NLC/NLC ALEO) for business and industrial infrastructure between 2021/22 and 2022/23	2017/18 - £4.91m investment secured 2018/19 - £2.64m investment secured 2019/20 - £1.40m investment secured 2020/21 - £0.95m investment secured		

			64,000sqft of new business and industrial workspace completed (by NLC/NLC ALEO) between 2021/22 and 2022/23	2017/18 – 20,000sqft completed 2018/19 – 18,000sqft completed 2019/20 – 0sqft completed		
	Enable private sector investment for business and industrial infrastructure	Work with Fusion Assets to procure joint venture private sector investment partners for a minimum of 2 new industrial/office developments		2018/19 – 1 Joint Venture Partnership established (Gartcosh Estates LLP) 2019/20 – 0 Joint Venture Partnerships established 2020/21 – 0 Joint Venture Partnerships established	2023	Growth
		Ensure a pipeline of industrial/office development projects is in place for making use of NLC’s annual VDLF allocation for enabling works		NLC’s annual VDLF allocation has been used in part as enabling investment for industrial/office development since 2011/12	Ongoing	
		Explore options for alternative capital investment required to support enabling works delivered through Fusion Assets to avoid their over-reliance on the need for VDLF support (which remains subject to inclusion within the Scottish		n/a	2022	

			Governments annual Financial Settlement)			
			Develop the business case required to support the capital investment required to re-finance Fusion Assets and help accelerate industrial/office construction works through JV partnerships	n/a	2022	
3.2	Ensure our investment activities deliver inclusive growth	Support investment in local business infrastructure that will support the growth of micro-businesses and SMEs (particularly within recognised areas of need)	Complete the construction of 14 industrial start-up incubator units at Orbiston Street Industrial Estate in partnership with NLP	n/a	2021	Growth
			Deliver a regeneration scheme for Braidhurst Industrial Estate that can be used as a demonstrator project which can be rolled out for the renewal of older/edge of town industrial estates across North Lanarkshire	n/a	2023	Growth
			Ensure that NLC retain a pipeline of 'shovel ready' community-based business and industry projects that can meet the spend criteria and timescales of community based external funding programmes such as the Scottish Government's Regeneration Capital Grant Scheme.	NLC and their ALEOs has been successful in securing almost £8M from the RCGF programme (since 2013/14) to support new industrial and office developments	Ongoing	Growth

		Support investment in infrastructure to ensure that key business locations are digitally connected and that jobs are accessible to local communities	Develop designs for active travel routes which link local communities, arterial routes and transport hubs with key business locations along the A8/M8 corridor	n/a	2022	Growth
			Incorporate the provision of digital infrastructure for all design and works tenders for business and industrial development	n/a	Ongoing	
		Support investment in infrastructure that will support training and up-skilling	Undertake feasibility works for the development of a 'Construction Academy' that will be used to support the construction related employment and training opportunities to be provided through the ESCP	Initial discussions held with New College Lanarkshire	2022	Growth

Key Performance Indicators

Investment made towards the development of business and industrial infrastructure
 Ha of land improved for business and industrial use
 Ha of land brought into productive business use and removed from the V&DL register
 External/private sector/loan funding secured for office and industrial development
 Sqft of commercial workspace created or refurbished
 No. of gross jobs created or safeguarded
 Net carbon reduction (tonnes Co2 reduction)
 Connectivity capacity of NL business locations (m on new ducting/cabling and number of commercial properties fibre or 5G enabled)
 Km of Active Travel Routes to key business locations improved or developed
 No. of training places created

Theme: Invest

Action Plan: We will connect North Lanarkshire

	Key Actions	Milestone	Target	Baseline	Timescale	Lead team
4.1	Deliver the City Deal Programme	Develop Ravenscraig Access Infrastructure to support the	Final approval (by City Deal Board) and works commence	Outline Business Case approved in October 2020 with the	2022	City Deal

		redevelopment of Ravenscraig and connect the M74 to M8 as part of Pan Lanarkshire Transport Corridor	Project completion	phased programme of works on track and due to be delivered between 2022 and 2025 (subject to NLC gap-funding availability).	2025	
		Construct East Airdrie Link Road as a key North South route as part of the Pan Lanarkshire Transport Corridor	Commencement of procurement for the main works contractor	Outline Business Case to the City Deal Cabinet for approval in Feb 2022.	2023	City Deal
			Final approval (by City Deal Board) and works commence		2024	
			Project completion		2025	
		Improve Motherwell Town Centre transport interchange to support active and sustainable travel	Completion of Station Works	The station works are in progress and due to complete in Dec 2021 Feasibility commenced to procure Station forecourt/Muir Street works under 3 rd party SCAPE Civils Scotland framework.	2021	City Deal
			Procurement of Forecourt/Muir Street Works		2021	
			Completion of Works		2022	
		Contribute to the installation of Orchard Farm roundabout to support development on the A8/M8	Outline Business Case to be submitted to the City Deal Cabinet	Planning permission for the Orchard Farm Roundabout secured in Jan 2020.	2021	City Deal
		Develop Eurocentral Park & Ride to improve A8/M8 corridor access and support local business opportunities	Outline Business Case to be submitted to the City Deal Cabinet	Transport Scotland have advised that a Strategic Transport Appraisal Guidance study is required for this project.	2021	City Deal

4.2	Ensure our investment infrastructure contributes to the council's ambitions for carbon reduction and digital connectivity	Support the delivery of EV infrastructure across North Lanarkshire and at key transport locations	Establish a NLC officer working group to co-ordinate the development of an EV Charging Strategy for North Lanarkshire	n/a	2022	Planning & Regeneration/ Environmental Assets
			Review delivery of EV charging provided through Project PACE to help support delivery of future EV charging Strategy and roll-out	Delivery of Project PACE to be completed by March 2021		
			Complete feasibility works for the development of a low-carbon EV charging hub at Eurocentral Park & Ride	Initial Feasibility work requirements scoped out		
	Deliver a world-class digital infrastructure across North Lanarkshire	Procure a long-term connectivity delivery partner to provide connectivity services for the council and to deliver enhanced connectivity outcomes across North Lanarkshire for residents and businesses	Develop pilot schemes as part of the procurement in areas such as Smart Business, Smart Homes, Smart Park, Smart Streets	Procurement ITT being scoped and finalised	2021	Business Solutions/ Enterprise

Key Performance Indicators

Investment made in key infrastructure projects (including investment made in City Deal projects to date)
 No. of key infrastructure projects completed
 Economic impact of the City Deal Programme
 Net carbon reduction (tonnes Co2 reduction)
 Enhanced coverage, reach and take-up for fibre networks and gigabit services across North Lanarkshire