

# ECONOMIC REGENERATION DELIVERY PLAN

2023 - 2028



**LIVE  
LEARN  
WORK  
INVEST  
VISIT**





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Ravensraig Park, Brian Cairns



# Foreword



**Councillor  
Alex McVey**  
Convener,  
Enterprise and Fair  
Work Committee

North Lanarkshire's refreshed 2023-2028 Economic Regeneration Delivery Plan (ERDP) builds on the work of the council and its partners over the last four years to promote inclusive economic growth, ensure community well-being and create a more prosperous place for our residents.

It sets out how we will improve economic opportunities and outcomes for everyone in North Lanarkshire. This includes delivering new homes, reshaping town centres, attracting investment and improving infrastructure for new and existing business and industry sites, as well as upgrading our roads, active travel networks and digital connectivity.

The ERDP does not exist in isolation. It aligns with wider local and national strategies for regeneration, digital and local housing and is driven with investment from the private

sector and partners across the public and voluntary sectors. It supports plans for net zero carbon emissions and environmental sustainability as well as growth. It also ensures communities have access to fair and equitable economic and employment opportunities.

The plan is a key document for the council and our partners, helping us achieve our ambitions that North Lanarkshire is the place to **live, learn, work, invest** and **visit**.

# Introduction

The North Lanarkshire ERDP sets out a high-level framework for improving economic opportunities and outcomes for all. The 2019-23 ERDP (which the 2023-28 ERDP replaces) aimed to do this by trying to direct capital investment towards four key goals:

- developing housing that promotes improved quality of life and creates a better place to live.
- reshaping our town centres to ensure that these provide modern and attractive centres that meet the needs of our communities.
- improving our business and industrial infrastructure, creating opportunities for investment and for companies to start-up and relocate here; and
- continuing to improve our connectivity and develop new opportunities by transforming our road, rail and digital infrastructure.

This framework was designed to focus activities and resources towards large-scale regeneration and investment projects throughout North Lanarkshire. Nevertheless, since 2020, these goals to a certain extent have been affected by wider economic issues and the global coronavirus pandemic.

However, due to the significant scale of the planned investment and ambition in North Lanarkshire, the previous ERDP themes were very focused on longer-term programmes of work which will continue well beyond 2023. As such, internal stakeholder engagement has concluded that the 2023-2028 ERDP should be a light touch refresh of the previous plan. This will allow the council to continue to progress our key investments in housing, town centres, business and industry, roads, active travel and digital infrastructure, whilst also at the same time being able to better reflect the current economic environment.





The core themes of the 2023-2028 ERDP will also continue to be underpinned by several principles including skills, net zero and digital connectivity. This will be done by ensuring that the ERDP is aligned to a number of key North Lanarkshire policies, strategies and plans which are already in place.

The 2023-2028 ERDP will continue to be supported by annual ERDP Action Plans which set out our main objectives and targets related to physical infrastructure investments. Action Plans will continue to be subject to annual review and committee approval. This will allow for amendments to be made in response to any changing or arising challenges and opportunities facing the North Lanarkshire economy at any given time.

An Economic Performance Framework (EPF) was also developed in 2021 to try to measure the economic outcomes of the ERDP and other associated activity being delivered through the council and their partners. This framework contains a series of key performance indicators with short, medium and long-term targets. The EPF will remain in place and annual performance reports will be presented to North Lanarkshire Council's Enterprise and Fair Work Committee.



Brian Cairns - Ayes to the Right



Wishaw Main Street



# Key Strategic Links

The Plan for North Lanarkshire sets the direction for the council and its partners. Its purpose is to communicate our shared priorities and provide a focus for activities and resources. It represents a long-term vision for North Lanarkshire where North Lanarkshire is the place to **Live, Learn, Work, Invest** and **Visit**.



The Plan for North Lanarkshire has an ambition to make North Lanarkshire the place to **live, learn, work, invest** and **visit**.

The ERDP is part of a collection of strategies which supports the Plan for North Lanarkshire Programme of Work. Each programme is interdependent. The outcomes delivered within each will support and enhance all others.

## 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.

**The Plan for North Lanarkshire is underpinned by a number of strategies and plans which are closely interlinked with the ERDP. As such, activity delivered through the ERDP annual action plans will aim, where possible, to support the following:**

## Equality Strategy

North Lanarkshire's Equality Strategy focusses on furthering the council's 'We Aspire' ambitions and priorities. It recognises that the poverty, disadvantage and inequalities that exist for some people in North Lanarkshire needs to be addressed.

Addressing the disadvantage and inequality that some groups of people experience because of societal constructs, prejudice and direct and indirect discrimination requires a strong, sustained strategic approach directly aligned to The Plan for North Lanarkshire and other key plans such as North Lanarkshire's ERDP. 'Employment' and 'Education' are two of the five key themes of this strategy which need to be embedded within the goals of the 2023-2028 ERDP. As such, and given current economic circumstances, this ERDP will focus much more on opportunity and using investment to provide chances to those most excluded.







## The Place, The Vision

The Place, The Vision sets out an investment plan for North Lanarkshire focused on 4 key themes – ‘Town and Community Hubs’, ‘Town Centres’, ‘Country Parks’ and ‘Connectivity’.

The refreshed 2023-2028 ERDP needs to ensure that it remains closely linked to this vision and make sure that investment being made in our housing, town centres, business and connectivity fits with wider plans for our town and community hubs and greenspace and that these remain accessible to all.

## Climate Plan, Action on Climate Together 2030

This strategy encompasses the council's climate emergency declaration and subsequent target to achieve net-zero emissions by 2030. To do this, carbon efficiency has to be embedded in all future investment decisions made by the council.

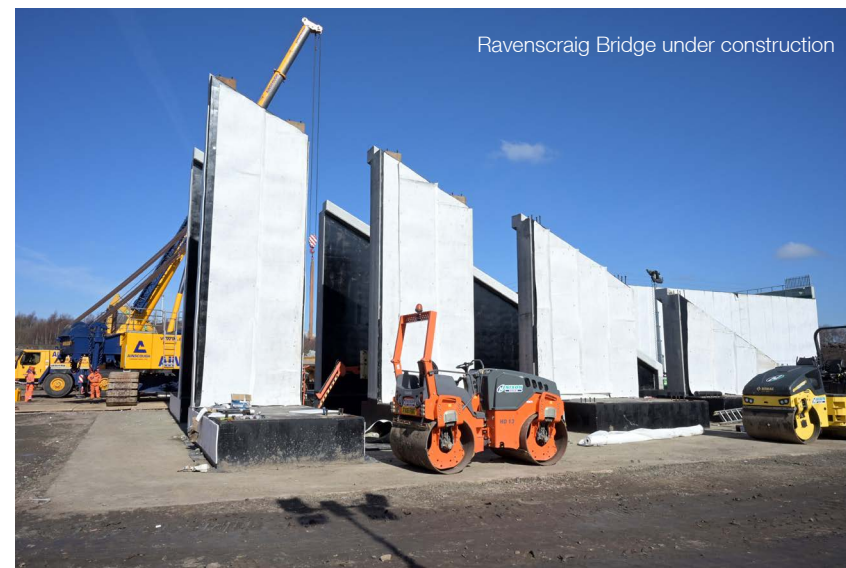
Council decisions need to consider how new development can be offset against our plans for growth. This not only means investment in council owned assets but consideration as to how the council can drive

forward carbon savings across the private sector and our third sector partners.

## Digital and IT Strategy

IT and digital are integral to the future success of The Plan for North Lanarkshire, Digital Communities, a Digital Economy and a Digital Council. Investment made through the ERDP offers opportunity for digital infrastructure and better digital connectivity.

Commsworld have been appointed as the council's digital partner and there should be early engagement with them in relation to all investment being made through the ERDP and other council led capital investment plans to ensure that opportunity to improve digital infrastructure across North Lanarkshire is not missed.





# Developing housing that promotes improved quality of life and creates a better place to live

There are more than 341,000 residents living in more than 159,000 homes across North Lanarkshire's towns and settlements.





With over 30% of homes in North Lanarkshire socially rented (compared to a Scottish Average of 23%), public sector investment in our housing stock remains critical to support population growth within North Lanarkshire. This is reflected in part via the council's commitment to delivering one of Scotland's most ambitious affordable housing programmes. In 2018 the council pledged to deliver 5,000 new affordable homes by 2035 with 1,646 new council homes already completed and a further 521 in development as of June 2023. Added to this, the council aims to support our partner social landlords to deliver an additional 758 affordable homes by 2027/28.

However, this is not simply just about delivering new properties but also about creating improved quality of homes, following through on the council's commitment to replace our ageing tower blocks with modern, energy efficient and accessible property whilst recognising that young people, families and our elderly population need the right homes in the right places.

With 70.3% of North Lanarkshire's housing stock privately owned (owner occupied and private rented), there is also a vital need to expand opportunity for people to be able to buy their own homes and remain within or relocate to North Lanarkshire. With over 141ha of developable land available at Cumbernauld Community Growth Area – (Cumbernauld CGA) and 140.46ha available at Ravenscraig, these two sites by far offer the most extensive opportunity for private sector build.

While private sector housing in most areas of North Lanarkshire is generally affordable and in good supply, businesses continue to highlight that there is lack of affordable rented accommodation for those on short-term or temporary contract and who are unable or unwilling to commit to homeownership. To address this issue, North Lanarkshire Council continue to review and assess opportunity to support intermediate tenures such as mid-market rent.

Lastly, whilst the total number of households in North Lanarkshire increased by over 2,800 between 2019 and 2022, future projections to 2043 show significant growth. Nevertheless, since mid-2020, there has been a number of issues which have affected development and provide challenges to the council to ensure that our programme for housing development does not stall.



## Challenges Faced

Covid, Brexit and the wider geopolitical landscape has had a significant impact on the council's construction and development programmes over the last three years. It has led to supply chain delays, significant contract price increases and inflationary rises. This has in turn put significant pressure on council budgets to deliver on its programme with significant increases in tender prices in recent years due to the economic conditions experienced across the UK.

Added to this, all social landlords face significant pressure on their resources, which may impact on their ability to fund new build and other investment programmes.

Private sector development has also been constrained by rising costs and financial uncertainty over the last two to three years with only 492 new private sector homes completed in 2021/22 compared to 926 in 2018/19. However, private sector development is also affected by other issues at key sites such as Cumbernauld CGA (where infrastructure investment is required) and Ravenscraig (where abnormal ground conditions has led to significant abnormal costs).

## Recommendations

To help deliver the homes that North Lanarkshire needs to grow over the next 5 years, the council will:

- continue to focus investment towards the council's affordable housing stock to make sure that the target of 5,000 new council homes for North Lanarkshire is reached by 2035.
- continue to support the delivery of the affordable housing programme including intermediate tenures such as mid-market rent.
- enable private sector housing development to support the regeneration of strategic sites such as Ravenscraig.



# Reshaping our town centres to ensure that these provide modern and attractive centres that meet the needs of our communities

Town Centres are vital for our sense of community and place, and their attractiveness and quality as a place to live is strongly interlinked with the image and perceived success of North Lanarkshire. North Lanarkshire has eight recognised town centres: Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Shotts and Wishaw. Each town has its own distinctive features and mix of cultural, leisure and retail facilities.



As with most other areas across Scotland and the UK, vacancy rates continue to increase across our towns as town centre shopping continues to be impinged by out-of-town retail parks and in particular online shopping. North Lanarkshire's town centres have an average vacancy rate of almost 19%. This vacancy rate is projected to continue to rise as retail continues to fall (a decline which has been accelerated by the impact of Covid and the cost-of-living crisis).

To address this decline, the 2019-23 ERDP highlights that town centres need a broader foundation for success with a mix of uses sustained by a resident population. In doing so, one of the recommendations of the 2019-23 ERDP was to develop aspirational visions for all of North Lanarkshire's eight town centres. Following a programme of public engagement and stakeholder consultation, as well as input from a range of expert consultants, these visions, providing high level concept designs for our town centres, were approved by the council's Policy and Strategy Committee in September 2021. Whilst these Visions are very specific to each town centre and their communities, they share a number of commonalities:

- the need to consolidate retail within our town centres, increase residential footfall and address vacancy through town centre housing development.
- a wish to promote local access to our town centres through active travel.
- an aspiration to, where possible, establish transport hubs connecting up bus and rail networks.
- a desire to incorporate proposals for town or community hubs within our town centres where possible; and
- proposals to create new bespoke gateways to our towns.

The next stage of bringing these visions to life involves developing action plans for each town that will specifically identify short, medium and long-term activity to help promote and support the concepts identified within the town centre visions. This work, co-produced with local communities and residents, is already underway and will be completed for all eight towns by the end of 2024.

Although the action plans for our town centres are still in development, the council has continued to work to address key issues which impact upon the image of our centres and which communities have identified as prolonged blight within our towns. As such, over the last four years of the 2019-23 ERDP, more than £70m investment has been made in regenerating our town centres funded through the council's capital programme and a range of external town centre and place making funds.



Cumbernauld town centre



## Challenges Faced

The work undertaken through the delivery of the 2019-23 ERDP, together with wider macro-economic factors, has given rise to a number of practical challenges in relation to the regeneration of our town centres.

It was already well recognised that complex property ownership patterns within town centres and development constraints constituted two of the main barriers to the redevelopment of our towns. However, what has presented a greater challenge to the council more recently is owners' unrealistic expectations of town centre property value, which is often higher than the current market value that the council is able to pay. In most of these cases, the buildings being sought by the council are in poor condition, with little or no ongoing maintenance, and will continue to fall into further disrepair due to failure to agree their acquisition price.

Added to this, there has been a number of other issues which have impacted on bringing other town centre projects forward. These include:

- the extended timescales and resource requirement needed to establish the justification and implementation of compulsory purchase orders.
- medium to long-term lease agreements of individual units tying up the acquisition of larger retail properties.
- energy efficiency and building regulation requirements, especially for conversion of property to flatted accommodation above commercial premises.
- finding an alternative use for vacant retail properties within our town centres where these are not suitable for residential use; and
- the cost of conversion of town centre vacant properties.

In addition to these project specific barriers, elevated inflation levels have not only given rise to increased construction costs but has also led to increased pressure on council budgets. Moreover, one of the key annual funding streams which is available to support town centre regeneration, the Scottish

Government's Place Based Investment Programme, is only currently guaranteed up until 2024/25. As such, longer-term funding plans still need to be put in place to support the delivery of the emerging town centre action plans and ensure our ambitions for transformative town centre change can be met in full.

## Recommendations

To help reshape our town centres to ensure that these provide modern and attractive centres that meet the needs of our communities over the next five years, the council will:

- establish and commence delivery of town action plans for all eight town centres (aligned with our approved town visions), agreeing short, medium and long-term investment plans for each.
- continue to prioritise funding and secure external investment for the regeneration of our town centres.
- review how the council can be more effective in addressing failing buildings in our town centres, including potential use of Compulsory Purchase Orders where required.



Conceptual designs of Brandon Parade South, Motherwell

# Improving our business and industrial infrastructure, creating opportunities for investment and for companies to start-up or relocate here

North Lanarkshire has one of the fastest growing economies in Scotland with GVA increasing by 118% over the last two decades. The number of registered enterprises in North Lanarkshire has also increased from 6,760 to 8,420 between 2010 and 2022.





Businesses across the authority have a combined turnover of almost £16M (6% of all Scottish business turnover), with nearly half of North Lanarkshire's businesses operating within the retail, construction, scientific and technical services industries and the remaining sectoral mix fairly evenly spread between a diverse range of sectors such as administrative and support services, transportation and storage, accommodation and food services and manufacturing.

Demand for commercial space in North Lanarkshire is high and, whilst our office market remains relatively weak (due to historic oversupply), with almost 25million sq. ft of industrial floorspace, the rate of vacant industrial units is at a historic low of 3.5%. Added to this, North Lanarkshire has over half (53%) of all available marketable land in the Glasgow City Region.

To support continued business growth across North Lanarkshire, the council took forward a number of initiatives via the 2019-23 ERDP. These included:

- the development and delivery of the 2020-23 Workforce for The Future Strategy which aimed to align workforce skills with future jobs demand and promote access to higher skilled employment in order to help address 'in-work poverty'.



- the preparation of North Lanarkshire's Economic Recovery Plan which was designed to sustain and support business recovery through the covid pandemic.
- the establishment of Invest in North Lanarkshire, a bespoke online marketing campaign focused on promoting investment in North Lanarkshire and opportunities for companies to locate here.
- £4.809m Vacant & Derelict Land Funding provided to Fusion Assets (NLC's arms-length economic regeneration and property development company) to help kick-start industrial development at Gartcosh Business Interchange, Ravenscraig Industrial Park and Link Park Business Park (Newhouse).
- securing funding for the development of the Smart Hub Lanarkshire, a new manufacturing innovation hub at New College Lanarkshire (Ravenscraig Campus) used to promote new technology and incorporation of automation within North Lanarkshire's manufacturing industries; and
- securing £5m external funding for the regeneration and redevelopment of Braidhurst Industrial Estate to be used as a pilot for the renewal of more marginal estate within North Lanarkshire

In addition to activity undertaken through the council, the Glasgow City Region Economic Strategy was launched in 2021, setting out a vision where by 2030 Glasgow City Region will have the most innovative, inclusive and resilient economy in the UK. This regional strategy highlights three key priorities which should be used to help guide future business and industry investment in North Lanarkshire. These are:

- promoting an inclusive economy by addressing worklessness and creating accessible employment opportunity.
- improving productivity through upskilling, innovation, fostering key growth sectors and the continued expansion of the region's 'foundational economy'; and
- supporting investment and activity which promotes wider goals for net zero.

## Challenges Faced

Due to its close proximity to Glasgow and the draw that this city has for financial and administration sectors, the office market in North Lanarkshire is oversupplied and currently relatively weak with vacancy rates of 15.4% and average rental values of 23% below the Glasgow regional average.

On the other hand, over the last decade, average rents for industrial space in North Lanarkshire have risen by an average of +3.1% per annum, whilst the volume of industrial property sales in 2020 at £106m has been a record high, pushing average prices up. However, rising construction costs and an oversupply of older industrial properties across the region (at a much lower rental cost than modern new facilities) is likely to start to constrain investment in new facilities.

A report prepared by Co-star in 2022 also highlighted that industrial vacancies along key motorway corridors such as the M8 is now at a record low (3%) with demand continuing to far outstrip supply and level of available developable land continuing to fall.

These strategic business locations represent a vital investment opportunity for North Lanarkshire and the potential to make available land via the development of the Orchard Farm roundabout access off the A8 to open-up new industrial land at Mossend International Railfreight Park (MIRP).

Although these motorway corridors provide North Lanarkshire's main strategic business locations, consultation undertaken as part of the development of the 2023-2028 ERDP has highlighted that for those without cars, accessing these locations is difficult from towns and settlements across North Lanarkshire due to a lack of public transport options (as is the case for those residents from smaller and rural settlements trying to access employment opportunity in general).

Lastly, this consultation also highlighted that, although information in relation to commercial property or land enquiries that the council or its partners receive

is generally well shared, there remains a number of initial enquiry entry points (including NLC Enterprise, Growth, Planning and Place and Estates Teams, Fusion Assets, North Lanarkshire Properties, Lanarkshire Business Gateway and Scottish Enterprise) without a formal process for fully recording, sharing or reporting on these.

## Recommendations

In order to promote inclusive growth over the next five years, the 2023-2028 ERDP recommends:

- promoting a mix of development across our motorway corridors and accessible business locations to support the development of our foundational economy as well a high-end growth.
- continuing to support enabling investment which brings our vacant and derelict land and brownfield sites into commercial use.
- improving how we record and respond to enquiries from businesses to provide a co-ordinated approach across relevant council services to help attract, retain and expand businesses and employment opportunities.
- building upon work which supports innovation and skill development through the development of sectoral learning academies; and
- supporting investment, via our ALEOs, that will continue to improve, modernise and expand commercial stock availability across North Lanarkshire.

Added to these activities, it is also intended to undertake a full review of sites allocated for business and industry within the current Local Development Plan (LDP) to inform the preparation of next LDP and ensure that we have suitable sites available to attract and retain businesses and employment opportunities.





Motherwell Station Access Improvements

Continuing to improve our connectivity and develop new opportunities by transforming our road, rail and digital infrastructure

With key motorways (M8, M74, M73 and M80) running across and linking the local authority area, rail freight depots and a new transport hub recently built at Motherwell Train Station, North Lanarkshire is the 'best-connected' place in Scotland.

The new orbital route delivered through City Deal will help improve this connectivity even further, linking Motherwell, Ravenscraig, Airdrie and Cumbernauld directly to the M8 and M74 motorway corridors. New active travel routes are helping to create 20-minute neighbourhoods, connecting our communities with our greenspace, town centres, travel hubs and public facilities whilst new access infrastructure such as the City Deal Orchard Farm Roundabout on the A8 will open up new commercial development opportunity.

In addition to this access infrastructure, work is being undertaken to support the delivery of Electric Vehicle (EV) charging across North Lanarkshire. Much of this work is now being undertaken at new housing and commercial developments. In 2020, Project PACE was also formed to trial the approach of an electricity network provider leading on the planning and installation of public EV charge points at a regional scale across Lanarkshire. Between its launch and 2022, Scottish Power Energy Network, funded through the Scottish Government, installed 167 EV charging points at 44 EV hubs across Lanarkshire including 23 hubs in North Lanarkshire with 22 standard, 30 fast and 32 rapid charging points.

Building on the works undertaken through initiatives such as Project PACE, the Scottish Government launched a £30M EV Investment Fund (EVIF) in 2022 in order to support local authorities to draw in private investment across Scotland and enable the implementation of a variety of public charge point

owner/operator models. Models for delivering future EV charging are currently being considered at a regional level. However, this needs to be interlinked to our wider plans for town centre renewal, housing supply, town and community hubs, parks for the future, business and community regeneration.

Digital connectivity also remains at the heart of renewing North Lanarkshire, ensuring that all our residents and businesses have access to affordable full-fibre or fast-speed broadband. To support this, the council has entered into a 15-year partnership agreement for digital connectivity services with Commsworld. This commercial partnership has been put in place to help deliver high-quality, reliable

fibre connections that will make a transformative difference to investment opportunities for businesses in the area as well as tackling digital exclusion among our residents.

It will achieve this by futureproofing North Lanarkshire's digital backbone, enhancing the coverage and reach of gigabit-capable networks to businesses, private and council-owned social housing and residential households that are not currently served by existing networks. This will bring enormous benefits including increased access to employment opportunities, improved health and social wellbeing and enhanced economic growth.

Ravenscraig Rail Bridge Complete





Lastly, launched in 2021, North Lanarkshire's Active Travel Strategy aims to direct the creation of a wide range of connections across North Lanarkshire that can be utilised for everyday journeys such as travelling for education, day to day needs and employment opportunity. Significantly, this strategy provides a framework for the council to prioritise and bring forward active travel interventions across North Lanarkshire that will improve links within our towns and planned town and community hubs.

In helping to deliver this, over the last four years, North Lanarkshire Council has made investment in key routes such as Cumbernauld Greenlink and Ravenscraig Active Travel links. Added to this, plans are being developed to deliver active travel routes to Eurocentral/Maxim Office Park and Newhouse, connecting to local rail stations and communities and improving accessibility to this strategic employment location.

## Challenges Faced

Although, North Lanarkshire has great road and rail infrastructure, access to and from many of our rural communities and business locations is dependent upon car ownership. Car ownership across most of North Lanarkshire is relatively low and, whilst pre-covid, commercial bus services across many areas of North Lanarkshire was poor, post-covid, commercial routes have worsened. In 2019, legislation was approved to permit local authorities

to run public bus services. However, such services, where most needed, are likely to be commercially unviable and would need to be heavily subsidised.

Whilst plans for City Deal Investment are ringfenced and on budget, as we progress with other infrastructure investment plans across North Lanarkshire, as with all other capital programmes, rising construction costs and inflation continues to impact on proposals. As such, there is a clear need to prioritise this investment to help ensure that we best achieve our goals for inclusive economic growth, net carbon zero and digital connectivity.

Lastly, much of the land required for infrastructure development across North Lanarkshire falls outside council ownership. This often results in the need to agree servitude rights or acquire land or property through compulsory purchase orders, slowing development down and bringing about higher costs.

## Recommendations

In order to continue to enhance connectivity across North Lanarkshire, it is recommended that the council:

- continue to deliver the City Deal programme.
- ensure that inclusive economic growth remains at the heart of opportunity to support affordable and accessible transport systems (via the Local Transport Strategy due to be launched in 2024).

- invest in the delivery of the council's Active Travel Strategy to ensure a comprehensive connection of active travel routes to key places across North Lanarkshire.
- support the delivery of Electric Vehicle Charging infrastructure and other green energy transport solutions across North Lanarkshire; and
- work with the council's digital partner to install and invest in infrastructure that helps create one of the best and most affordable/accessible digital provisions in the UK.

Electric Car Charging Point, Burngreen Park, Kilsyth



# ERDP Action Plan

The refreshed 2023-2028 ERDP is a high-level five-year economic development framework which is aligned to The Plan for North Lanarkshire. In order to support the delivery of this plan, the ERDP will be underpinned by an Action Plan which will be subject to annual review, monitoring and update.

This Annual Action Plan will set clear targets and aims for each forth-coming year which will be assessed and measured annually. This will allow for:

- amendments to be quickly made to plans in response to any changing or arising challenges and opportunities facing the North Lanarkshire economy at any given time; and
- the impact of activity being delivered through the ERDP on North Lanarkshire's wider Economic Performance Framework to be assessed.

The latest version of the ERDP Action Plan can be found at [www.northlanarkshire.gov.uk/ERDP](http://www.northlanarkshire.gov.uk/ERDP)





**This document can be made available in a range of languages and formats, including large print, braille, audio, electronic and accessible formats.**

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