

Report

Report to:	Community Wealth Building Commission
Date of Meeting:	31 August 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Community Wealth Building Draft Action Plan and Work Programme
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Present an initial workplan for the Commission based around actions plans which cover the 5 pillars of Community Wealth Building.

2. Recommendation(s)

2.1. The Commission is asked to approve the following recommendation(s):-

- (1) that the contents of the report be noted;
- (2) that the draft action plan attached at appendix 1 be approved; and
- (3) that the items outlined in section 5.2 be approved as the basis for the initial work programme of the Commission.

3. Background

- 3.1. The council approved its Community Wealth Building (CWB) strategy on 10 March 2021. Recognising that the strategy sets out principles and high-level aspirations in relation to CWB, work has been underway to develop the detailed action plans which will support delivery of the strategy.
- 3.2. This report presents the draft action plans for the Commission's consideration and approval. While the actions are council-focused at this point in time, it is anticipated that plans will be live documents which will evolve as necessary to include Partner and stakeholder elements as appropriate and as directed by the Commission.

4. Action Plan to support delivery of CWB strategy

- 4.1. The aim of the CWB strategy was to set out a statement of intent regarding how the council, with partners and other stakeholders, wished to move forward into the period of recovery and economic renewal. As such, the strategy sets out high-level objectives under each of the 5 pillars of CWB.
- 4.2. To support delivery of these objectives, council officers have developed a draft action plan focusing on actions to be delivered within the next few years.
- 4.3. The draft action plan is attached at appendix 1. The actions address the CWB objectives under each pillar, as set out in the CWB strategy. Each objective is broken down into high-level actions, which are further specified through a series of steps required to deliver the action. The timescales within the action plan show the anticipated completion date of the specific steps.

4.4. The action plan sets targets against measures where it has been possible to quantify the scale of activity or improvement to be expected. However, a number of measures will require further work to establish the baseline and to estimate potential gains arising from the implementation of the actions.

4.5. The action plan provides the basis for a reporting and monitoring framework for the CWB strategy and approach generally. It is anticipated that reporting will occur quarterly to this Commission on progress of the actions in the action plan.

5. Work Programme

5.1. Delivering the action plans against the 5 pillars of CWB will comprise the main part of the work plan for the Commission. As noted at 3.2 above, the action plans are council-focused at this point in time, however they can develop flexibly to take account of new developments and wider partnership actions under the direction of the Commission.

5.2. The Commission should also consider the following items as elements of the work plan going forward, some of which are covered under other items on the agenda for this meeting.

- ◆ Partner and community representation on the Commission
- ◆ Risk register
- ◆ CWB Awareness and Communications

6. Next Steps and recommendations

6.1. It is recommended that:

- ◆ the contents of the report be noted; and
- ◆ that the draft action plan attached at appendix 1 be approved; and
- ◆ that the items outlined in section 5.2 be approved as the basis for the initial work programme of the Commission.

7. Employee Implications

7.1. There are no direct employee implications.

8. Financial Implications

8.1. There are no direct financial implications.

9. Climate Change, Sustainability and Environmental Implications

9.1. There are no climate change implications as a result of this report. However the mid-term review acknowledged the need to take action in response to climate change and the emphasis placed on this will help Resources to highlight and prioritise appropriate actions going forward.

10. Other Implications

10.1. None.

11. Equality Impact Assessment and Consultation Arrangements

11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

Paul Manning
Executive Director (Finance and Corporate Resources)

29 June 2021

Link(s) to Council Objectives/Values/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

Previous References

- None

List of Background Papers

- Own the future: a guide for new local economies – report by CLES

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Appendix 1 – Community Wealth Building Action Plan

Spending

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
1	Expand the capability of local business and social enterprises to bid for public sector contracts with support from economic development and procurement teams.	1.1 Provide support to local sectors based on an assessment of current capabilities ensuring support from Supplier Development Programme.	Training on public sector procurement for relevant contracts.	Increased participation in training programmes, supplier feedback and outcomes on tender success.	Year 1 (March 2022) Then Annual Review
			Completion of a gap analysis of current capabilities.	Completion of gap analysis.	Year 1 (March 2022)
			Review of the range of support provided to those markets and identify measures to increase capability.	Completion of the review.	Year 2
2	Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow	2.1 Assess local markets, their existing capacity and willingness of business to grow together with the identification of appropriate contract opportunities.	Complete local market analysis to identify opportunities for local growth working with the Lanarkshire Economic Development Forum.	Completion of the market analysis exercise.	Year 1 (March 2022)
			Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of	Increase in the number of local suppliers on Scotland Excel frameworks.	Year 1 (March 2022)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			collaborative contract spend by all Scottish local authorities.		Then Annual Review
			Promote the benefits of Supplier Development Programme and increase participation for other public sector partners in South Lanarkshire.	Increase in registered local businesses year on year.	Year 1 (March 2022) Then Annual Review
3	Increase the levels of pre-market engagement before commissioning to shape the preparation of tender requirement and prepare potential local bidders	3.1 Assess those procurement opportunities where pre-market engagement would be considered beneficial.	Identify relevant procurement opportunities and utilise a range of communication methods including social media to engage with potential bidders.	Input from pre-market engagement is used to inform procurement routes and tender requirements.	Year 1 (March 2022) Then Annual Review
			Utilise support from Supplier Development Programme to facilitate pre-market engagement, using their marketing and social media channels, plus webinars and early engagement events.	Data on interaction can be collated pre and post activities.	Year 1 (March 2022) Then Annual Review
4	Increase promotion of tender opportunities to local sectors	4.1 Use a range of communication methods to advertise opportunities to potential bidders.	Conduct supplier events and increase the use of social media.	Increase in the number of promotional events and exercise.	Year 1 (March 2022) Then Annual Review

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			Supplier Development Programme to raise market awareness of opportunities using their marketing and social media channels, plus webinars.	Provision of data from Supplier Development Programme on bookings and attendees at webinars/ events and feedback.	Year 1 (March 2022) Then Annual Review
5	Improve the environmental outcomes from procurement	5.1 Review sustainability requirements for contracts.	Review the scope and scoring of sustainability requirements in contracts to maximise environmental benefits.	Use of a revised approach to the setting and scoring of sustainability requirements in contracts.	Year 1 (November 2021)
			Implement the Flexible Framework Sustainability action plan to further embed good procurement practice.	Completion of targeted actions.	Years 1 - 3
6	Work with anchor institutions to explore further opportunities for more local spend	6.1 Identify those anchor organisations willing to participate and promote contract opportunities to local SMEs and social enterprises.	Complete an exercise to identify common areas of interest with other anchor organisations.	List prepared of common areas of interest.	Years 1 & 2
			Assessment of tender opportunities and development of collaborative procurement routes.	Procurement routes identified for increasing local spend with SME's and social enterprises on a collaborative basis.	Years 2 & 3
7	Maximise our approach to community benefits	7.1 Review of the changes to delivering increased	Review the scope of the community benefits menu and minimum	Updated community benefits menu and	Year 1 (March 2022)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		levels of community benefits and identification of new opportunities to improve community outcomes.	scoring to identify opportunities for improving the gain for communities.	minimum scoring in place.	
			Implementation of community benefits monitoring arrangements and assessment of wider resourcing requirements.	Cenefits rolled out across contract managers and new reporting arrangements in place.	Year 1 (March 2022)
			Identify specific community benefits that can be delivered from contracts that can support communities.	Preparation of a community benefits wish list based on community engagement.	Year 1 (March 2022) Then Annual Review
8	Ensure contractors deliver social investment	8.1 Review of the range of measures that can be put in place to deliver greater levels of social investment from contractors.	Review of the approach to the use of specific clauses to deliver social investment.	Review complete.	Year 2
			Conduct a review of the adoption of the Fair Tax Mark accreditation.	Review complete.	Year 2
			Put in place greater levels of monitoring in relation to compliance with the range of charters.	New monitoring arrangements in place.	Year 2
9	Review procurement practices to deliver more local spend where possible	9.1 Consideration of the changes that could be	Set up a local spend working group.	Group set up and programme of meetings established.	Year 1 (June 2021)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		made to the way contractual opportunities are presented to the market and evaluated in support of community wealth building objectives.	Analyse local spend information to identify the nature of the spend and evaluate against other local authorities.	Preparation of a report on the analysis and benchmarking.	Year 1 (November 2021)
			Improve the capturing of local spend information from tier 1 contractors.	Report on local spend through tier 1 contractors.	Year 1 (December 2021)
			Review standing orders on contracts for non-regulated spend.	Report to Corporate Management Team and Executive Committee outlining changes.	Year 1 (December 2021)
			Review the contract evaluation criteria for regulated spend.	Completion of the review.	Year 1 (December 2021)
			Identify the spend in scope based on the requirements of the procurement regulations, reflecting changes to standing orders and evaluation criteria.	Identification of in scope spend.	Year 2
			Identification of local contract opportunities where viable local markets exist based on changes to standing orders and evaluation criteria.	Preparation of a list of contract opportunities.	Year 2

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			Review of current procurement strategy to have a greater emphasis on local procurement.	2021/22 strategy updated to reflect the new Community Wealth Building strategic objective and associated year 1 actions.	Year 1 (June 2021)

Workforce

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
10	Promote Living Wage and Fair Work practices locally demonstrating this within our own working practices	10.1 Ensure that all Anchor organisations including South Lanarkshire Council have adopted the Living Wage as well as Living hours and fair work practices	We will continue to advocate the Living Wage and work on developing living hours along with our Community Planning Partners and Anchor Organisations.	Increase in number of organisations accredited as Living Wage employers in South Lanarkshire	Year 1 (March 22)
		10.2 Support our local businesses to create fair working practices	Continue to ensure that all businesses and third sector organisations who engage with the Council are encouraged to adopt the Living Wage and a fair work approach to employment practices.	Increase in number of organisations committed to fair work practices.	Year 1 (March 22)
			Provide webinars and support to understand impact of Fair Work, for employers and communities.	Number of participants in Fair Work webinars. Number of people who attend webinars.	Year 2 (Oct 22)
		10.3 We will improve the percentage of applicants from South Lanarkshire SIMD areas who secure work	Our employability projects will work with managers to identify pre employment training and skills required for entry level jobs as well as	Establish baseline of unemployed residents of South Lanarkshire SIMD areas – increase participation in employability activities	Year 1 (March 22)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		with Living Wage accredited employers	building on existing work to prepare our local residents for interview and improve their employability.	and preparation for interview.	
				Measure increase in successful employment outcomes.	Year 2 (March 23)
11	Identify employability support staff to provide local employability support to local applicants	11.1 We will continue to deliver employability programmes which help local residents into work.	We will map the extent of employability support with partners - identifying strengths, gaps and areas for development.	Mapping exercise completed	Year 2 (March 23)
12	Identify areas of anticipated future demand through workforce planning and put in place training programmes and access to qualifications to match this	12.1 Work with our own services and public and private sector partners to identify the skills they need to grow and create wealth in the local economy	We will work with our own services and with partners on our Local Employability Partnership, local business organisations including Federation of Small Businesses and Lanarkshire Chamber of Commerce. The purpose is to consult with these communities – gathering data on their immediate as well as future skills needs. We will develop existing relationships with Scottish Enterprise, Business Gateway and	Workforce planning priorities are identified and articulated into implementation plans.	Year 1 (March 22)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			Skills Development Scotland to ensure that up to date labour market and demand led data is informing our plans and developing our skills and knowledge training		
		12.2 Be responsive to business and Social Enterprise needs	We will further develop our Upskilling programme to ensure it is meeting demand led skills requirements and qualifications from local SMEs and Social Enterprises in particular.	Measure the number of employers and employees participating and completing Upskilling programmes – leading to improvements in salary and/or hours.	
			We will work with new businesses to ensure residents are upskilled prior to launch date through pre-employment training and employability support.	Measure the number of employers and employees participating and completing Upskilling programmes – leading to improvements in salary and/or hours.	Year 2 (March 23)
13	Screen vacancies for suitability to local labour market	13.1 Promote the Council as an 'Employer of Choice' highlighting our excellent Terms and Conditions and opportunities for flexible working.	Build on work ongoing with Targeted recruitment in Employability Services, ensuring that applicants are supported to apply for SLC vacancies as well as receiving pre-employment training	Increased number of local residents successfully recruited to Council vacancies.	Year 2 (March 23)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
			where required. Use available funding to support job opportunities for local people within council.		
		13.2 Continue to support local residents and businesses through our extensive employability programme of support	We will continue to work with local companies and residents to ensure we reach the best fit of local vacancies to skills. Investing in training and employability support where required.	Unemployed residents participate in employability support and move into sustainable employment	Year 1 (March 22) Then annually
14	Identify potential numbers and roles for Modern Apprenticeship opportunities with Managers in the council and work with SDS to reflect these in the contract.	14.1 Identify suitable Modern Apprenticeship opportunities within the Council over next 2-5 years	Work with Resource workforce plans to identify numbers and MA occupational areas, and build on MA frameworks to create training which meets the needs of SLC.	Number of suitable vacancies identified and recruited. Bespoke training programme to supplement the MA framework	Year 1 (March 22)
		14.2 Engage with SDS to agree MA priorities at national and local level	Modern apprenticeship opportunities a standing item for discussion at local employability partnership meetings.	Agreed priorities for Modern Apprenticeship funding meet SLC requirements	Year 1 (March 22)
		14.3 Work with Education Resources to identify suitable Foundation and	Monitor progress of Foundation apprenticeship candidates who are	Pool of suitable Foundation Apprenticeship participants move into	Year 2 (March 23)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		Modern Apprenticeship journeys	ready/suitable for Modern Apprenticeship opportunities. Put in place any additional supports required.	associated Modern apprenticeships as a positive outcome.	
15	Explore with Scottish Government the possibility of using Youth Guarantee funding to support these additional Modern Apprenticeship roles	15.1 Review the funding streams available to the Council to support training including Modern Apprenticeships	Examine the terms and conditions of these funding streams to identify best option for funding or part-funding Modern Apprenticeship programmes and other training opportunities	Clarification received regarding use of funding for this purpose from Scottish Government. The solution is likely to be part-funding as the funding streams are time limited.	Year 1 (March 22)
		15.2 Put in place options for trainee positions including modern apprenticeships using workforce plans and funding criteria to maximise effectiveness	Use different funding streams to leverage best available options for sustainable traineeships. Link to work with DYW.	Funding is used, opportunities created and trainees complete qualifications.	Year 2 (March 23)

Land and property

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
16	Continue to deliver an Affordable Housing Supply Programme	16.1 Increase the supply of affordable housing across South Lanarkshire	Deliver the Strategic Local Programme Agreement (SLPA)	Progress in this area will be reported through the Local Housing Strategy annual review.	Year 1 (October 2021) Then annually.
			Preparation and approval of the Strategic Housing Investment Plan (SHIP) Plan to deliver 507 additional properties in 2021/22.	Annual submission also required to the Scottish Government for SHIP approval.	
17	Continue to operate and further develop the Open Market Purchase Scheme	17.1 Identify and purchase appropriate properties to meet specific housing needs	Specific content within SHIP approved in relation to Open Market Purchase Scheme.	Annually approved as part of SHIP process.	Year 1 (October 2021) Then annually.
			Target of 100 properties purchased through Open Market Purchase Scheme for 2021/22.	Complete when target achieved.	Year 1 (October 2021) Then annually.
18	Identify opportunities for housing led regeneration projects	18.1 Continuous assessment of regeneration priorities as part of Local	Considered as part of annual review of Local Housing Strategy.	Progress in this area will be reported through the Local Housing Strategy annual review.	Year 1 (November 2021) Then annually.

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		Housing Strategy process.	Identified priority projects included as part of SHIP development.	Progress in this area will be reported through the Local Housing Strategy annual review.	Year 1 (October 2021) Then annually.
19	Support owners of empty homes to bring them back into use	19.1 Continue to target long-term empty homes to bring them back into effective use and contribute towards meeting housing needs with a target of 15 set for 2021/22.	Establish a Matchmaker Scheme to link empty properties with interested buyers. Set up an empty home grant scheme providing financial support for owners to improve property condition. Provide practical advice and assistance to empty property owners.	Progress in this area will be reported through the Local Housing Strategy annual review. Target of properties set within SHIP.	Year 1 (November 2021) Then annually.
20	Promote and support the Community Asset Transfer process	20.1 Provide direct support to applicants	Recruit a Community Asset Transfer Development Officer Provide and publish a bespoke Community Asset Transfer support fund	Officer in post Agreement of criteria and promotion of the support fund	Year 1 (October 2021) Year 1 (October 2021)
		20.2 Community Asset Transfer to be promoted to	Cross Party Working Group has concluded review of SLLC and Community Asset	Process for promotion of Community Asset Transfer to be agreed.	Year 1 (December 2021)

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		communities across South Lanarkshire	Transfer to be promoted across South Lanarkshire.		
21	Deliver improvements to support the Energy Efficient Scotland programme and encourage homeowners to do the same	21.1 Continue to improve the energy efficiency of the Council's housing stock contributing towards national climate change ambitions	The Housing Investment Programme will continue to incorporate sustainable changes to the Council's housing stock, working towards increasing the number of properties that meet the Energy Efficiency Standards for Social Housing 2 (EESH2). A target of 7% has been set for 2021/22.	Progress in this area is monitored through both the Local Housing Strategy and Climate Change and Sustainable Development Strategy. The Council will also be required to report progress against EESH2 to the Scottish Housing Regulator.	Year 2 Reported in April 2022, then annually.
		21.2 Continue to implement energy efficiency measures across council facilities including investment in renewable energy solutions and low/zero-carbon heating	Deliver a range of projects as part of the Community Energy Efficiency Fund programme.	Progress in this area is monitored through the Climate Change and Sustainable Development Strategy.	Year 2 Reported in April 2022, then annually.
			Reduce embodied carbon from construction (new builds and refurbishment)		

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
		21.3 Continue to maximise Energy Efficient Scotland funding to support owners and private rented properties	Work with partners, including Home Energy Scotland, to provide advice and support to owners and private landlords on funding opportunities available to them.	Progress in this area is monitored through the Climate Change and Sustainable Development Strategy, with the total amount of funding secured and delivered reported annually.	Year 2 Reported in April 2022, then annually.
22	Repurpose neglected town centre assets to encourage footfall and spend in the local economy, and create thriving places where people can access goods and services on foot or via public transport.	22.1 Take the “20-minute neighbourhood” concept into account when planning capital schemes.	Use 20 minute neighbourhoods” as a key scoring criteria when assessing bids for UK, Scottish Government and Council funded capital schemes	We will measure the following indicators: <ul style="list-style-type: none"> - Increased footfall in town centres. - Decrease in vacant and derelict sites and property - Higher occupancy rates in town and neighbourhood centres - Number of residential units completed on Council/partners’ land. - More sites made available for mixed-use as a result of collaboration/rationalisation. - Increase in number of residents able to access range of goods and services within 20 -minute walk of their home. 	Year 1 (October 21) Then Annual Reviews

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
23	Look to ensure that Council-led physical regeneration schemes have input from other anchor institutions and key partners and enable sharing and participation from the community and voluntary sectors.	23.1 Engage with public, private and voluntary sector partners to marry -up aspirations and pool funding to add value and deliver one-stop service provision	Ensure cross sector-partners are aware of planned projects and opportunities for collaboration	As above	Year 1 (October 21) Then Annual Reviews

Finance

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales
24	Through our relationship with the councils Pension Fund provider, Strathclyde Pension Fund, look to develop and support their work on providing opportunities for more local investment opportunities	24.1 We will look to approach the pension fund to explore further opportunities for investment in local areas. Other councils , with a similar interest, may wish to make a joint approach	Look to engage / establish a group with neighbouring councils if there is an interest who are also looking to progress community wealth building in this area	Group has been established	Year 1 (September 2021)
			Through officers initially, we will approach SPF to ask for options to be considered for opportunities for local investment. Considerations to be developed along side SPF following initial discussions of possible areas.	As above	Year 1 (October 2021)
25	Building on the relationship we already have with local Credit Unions, we will work locally with the credit unions and other community partners to explore ways to encourage use of the	25.1 Establish working relationships with CUs and community partners to promote savings and affordable credit	Engage with Credit Unions to establish shared priorities and linkages to CWB Strategy	Working Group formed	Year 1 (September 2021)
			Establish a Credit Union Network	Credit Union Network established	Year 2

	savings and affordable credit facilities which they offer		Develop and promote new financial services to communities	New financial services and products available	Year 2
26	Encourage SLC staff, those of other anchor institutions, local businesses and residents to spend locally and retain investment in local businesses and promote local tourism	26.1 Run “shop and spend local “campaigns to increase awareness of locally available goods and services	Recruit dedicated Investment and Marketing officer as part of Business support team.	Officer is in place	Year 1 (March 2022)
			Through economic and tourism strategies develop additional marketing and networking opportunities for local businesses and social enterprises	Marketing opportunities identified and implemented	Year 1 (March 2022)
			Via our Business Gateway contractor and our business grants programme ensure that local companies have the knowledge and funding to run and develop effective promotional and social media campaigns	No of businesses trained in social media/marketing. Increase in turnover as a result of improved marketing activity	Year 1 (March 2022)
			Encourage local trading networks	Trading Networks set up	Year 1 (March 2022)
			Case-study local businesses via our website and the local press	Case studies undertaken and published	Year 1 (March 2022)

		26.2 Raise awareness of what is on offer for days out/recreation/culture, events in South Lanarkshire	Provide an events calendar	Events calendar completed	Year 1 (March 2022)
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Building the generative economy

Ref	We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete?	Timescales	Lead
27	Continue to develop how business grants can help grow communities	27.1 Offer targeted support to South Lanarkshire businesses, enabling them to create and safeguard jobs, increase turnover and profit	Develop sector specific programmes (tourism, food and drink, social enterprises, green economy, construction, manufacturing etc)	Annual evaluation of programmes/interventions <ul style="list-style-type: none"> - No of grants applications year-on - year - Measure growth in turnover/profit/job creation - Measure annual job creation. - Measure annual increase in number of businesses supported. - Measure employment growth in key sectors 	Year 1 (March 22) then annual evaluations.	Head of Planning and Economic Development
			Tailor SLC grants to business needs with a new micro-grants scheme for small and start up businesses with minimum red tape.		Year 1 (March 22) then annual evaluations.	Head of Planning and Economic Development
			Offer larger growth and recovery grants to business, based on jobs created and increased turnover.	As above	Year 1 (March 22) then annual evaluations.	Head of Planning and Economic Development
			Signpost businesses to other sources of help and advice	As above	Year 1 (March 22) Then annual evaluations.	Head of Planning and Economic Development

28	Promote investment opportunities to regional and national institutions to market South Lanarkshire as a place to visit and do business	28.1 Develop a marketing/investment strategy, including a promotional programme with targeted/seasonal events and promotions around key employment sectors.	Create a site prospectus	<ul style="list-style-type: none"> - Number of hits to website increase - Enquires from on-line presence go up - Meetings held with businesses seeking to invest or expand - Number of jobs created /safeguarded in South Lanarkshire - Number of businesses participating from key sectors 	Year 1 (March 2022) Then annual evaluations	Head of Planning and Economic Development
			Improve web presence/ on line material			
			Create role for dedicated Economic Development Officer to market the Council area	As above	Year 1 (March 22) Then annual evaluations.	Head of Planning and Economic Development
			Ensure planning and other statutory advice is up-to-date and accessible	As above	Year 1 (March 22) Then annual evaluations.	Head of Planning and Economic Development
29	Work with our partners to support organisations which offer volunteering opportunities	29.1 New Volunteering strategy for the Community Planning Partnership	Develop a comprehensive Volunteering Strategy	Review existing partner arrangements for volunteering	Year 1 (March 2022)	VASLan/Community Engagement Team/Partners
				New strategy and action plan agreed	Year 2	VASLan/Community Engagement Team/Partners

30	Create a positive environment for third sector organisations where local anchors offer development support	30.1 Develop a new strategic agreement with the Third Sector	Establish a high level review group and comprehensive engagement process for the review	Completion of the strategic review and actions agreed	Year 1 (October 2021)	Community Engagement Manager/VASLan
		30.2 Implement the new strategic agreement with the Third Sector	High level strategic agreement group overseeing actions	Action Plan agreed	Year 2	Community Engagement Manager/VASLan
31	Support our social enterprises and key Third Sector organisations to generate more of their own funding	31.1 Review funding to the Third Sector	Establish a cross-partner review group and agree terms of reference	Review Group established	Year 1 (September 2021)	Community Engagement Manager
			Conduct review and develop action plan	Review completed	Year 2	Community Engagement Manager
		31.2 Implement new funding arrangements for Third Sector	High level cross-partner group overseeing agreed actions	Implementation of new funding arrangements for Third Sector	Year 2	Community Engagement Manager
32	Develop a new Social Enterprise Strategy and Action Plan and, in conjunction with the social enterprise sector, establish a Social	32.1 New SE Strategy & Action Plan produced	Establish a Strategy Development Group including partners and representatives of the social enterprise sector	Agreement of strategy and action plan	Year 1 (December 2021)	Head of Planning and Economic Development/ Community Engagement Manager

	Enterprise Steering Group		Social enterprise advisor recruited into Economic Development	Social enterprise Advisor recruited	Year 1 (September 2021)	Head of Planning and Economic Development/ Community Engagement Manager
		32.2 Social Enterprise Steering Group established	Agree membership and terms of reference	Establishment of SE Steering Group	Year 2	Community Engagement Manager
33	Encourage Partnership and Consortium development in the social enterprise sector to compete for public contracts	33.1 Clear understanding of the market for social enterprise across South Lanarkshire	Work with the social enterprise sector and SDP to understand the market and supply chain	Understanding of the social enterprise market in South Lanarkshire	Year 2	Social enterprise sector/SDP/Partners
		33.2 Coproduction of key responses to social enterprise market	Identify, publicise and market opportunities for the social enterprise sector	Market the opportunities for the social enterprise sector	Year 2	Social enterprise sector/SDP/Partners
		33.3 Develop consortia and partnership responses to social enterprise market opportunities	Work with procurement on meeting market demand through social enterprise interventions	Number of contracts awarded to social enterprise sector	Year 2 Then annual reporting	Social enterprise sector/SDP/Partners