The Committee has provided advance notice of the broad areas they wish to explore during this evidence session. The Council’s response to each of these areas is as follows:

1 How the various bodies involved are providing a joined up approach to the delivery of regeneration in Scotland

1.1 There is a long and successful history of Partnership working in regeneration type activities in South Lanarkshire dating back to the early 1990s and in response to the significant structural changes to the local economy that were in progress at that time. Local authorities and key national and regional development agencies came together to agree common objectives and combine resources to tackle the major physical, economic, social and environmental challenges that confronted them. Since then that holistic approach to the challenges and opportunities facing the local economy and local communities has endured.

1.2 As a pilot area for Community Planning, the partner agencies in South Lanarkshire established mechanisms to continue and build upon the successful regeneration activity of the 90’s. Theme based Partnerships covering community regeneration and economic development activities have provided forums through which joint working arrangements between partners in the public, private and voluntary sectors could be organised and strategies, policies and plans could be developed, implemented and monitored by the South Lanarkshire Community Planning Partnership. Ringfenced national funding, allied to that of the Council and local partner agencies, has been deployed extensively to deliver targeted regeneration activity. Over some time there has been a focus on priority areas particularly those experiencing high levels of deprivation and disadvantage.

1.3 The role of these regeneration theme based partnerships under the Community Planning Partnership has been to

- Agree partnership priorities
-Monitor and evaluate progress
- Oversee the development and implementation of programmes
- Manage and agree funding allocations and monitor programme performance.
- Co-ordinate funding bids
- Ensure links are made with other partnership structures under the CPP
- Ensure effective arrangements exist to support the engagement of local communities
- Represent South Lanarkshire’s interests and lobby to gain support for its priorities and approaches.

1.4 These Partnerships have had appropriate representation both from within the authority and partner bodies. For example, the South Lanarkshire Community Regeneration Partnership currently comprises senior representation from South Lanarkshire Council, including senior cross party political representation and from relevant services, including Regeneration, Housing, Social Work, and Education, together with NHS Lanarkshire, Skills Development Scotland, the Department of Work and Pensions, Police Scotland, and the Community and Voluntary Sector.
Since 2007 the development of Single Outcome Agreements as part of the evolution of the CPP process has provided a new focus for joint partnership working based upon the identification of local priorities, outcomes and targets aligned to national outcomes as set out in the Scottish Government’s National Performance Framework. Regeneration themes feature strongly within the South Lanarkshire SOA process – employment, economic recovery and growth and tackling poverty – and Performance Improvement Plans relating to economic growth and tackling poverty have been produced with relevant partner agencies.

Although there has been a long tradition of partnership working in South Lanarkshire and the Community Planning and the SOA processes have provided the frameworks within which these relationships have been developed and managed, it has to be recognised that a lot of effort is required on an ongoing basis in ensuring a collective focus and momentum is maintained locally and that there is real added value and benefits resulting from working together. There has been and continue to be challenges to partnership working e.g. increasing budgetary constraints, differing budgetary, planning and reporting mechanisms and cycles, conflicting policy priorities. Structural change within key partner agencies has also presented challenges.

The restructuring of the Enterprise Network whereby Scottish Enterprise ceased to be involved in local regeneration activity and Skills Development Scotland was created, has presented particular challenges around how best these organisations can support locally identified regeneration and economic development priorities. In the case of Skills Development Scotland relationships have developed positively over a number of years since its inception to a position in which local representatives of key partners such as the Council and DWP are engaged in co-decision making on appropriate SDS provision in support of joint SOA objectives. However, in the case of SE there is a recognition that improvements can still be made in addressing the needs of South Lanarkshire’s local business base and in that context a series of joint Partnership events are planned to improve joint economic development processes and outcomes.

Although the partnership approaches to regeneration have matured over time, in the light of the step change in driving improvements in community planning at a national level and ensuring that the partnership in South Lanarkshire continues to develop locally and that all partners are engaged as fully as possible, a comprehensive review of Community Planning arrangements is currently being taken forward in South Lanarkshire.

This encompasses a review of support for regeneration with proposed revisions to structures that will reflect this growing agenda, including the creation of a Sustainable Economic Growth Board through which regeneration activity will be developed and monitored. The production of a new Economic Strategy for South Lanarkshire, through which the partners aim to promote significant improvements in the local economy over the next 10 years, should also assist in refocusing and reinvigorating our joint efforts locally.

The Council is fully committed to its leadership role in community planning and supporting national and local regeneration objectives, and will continue to facilitate effective partnership processes to help achieve these.

Who is accountable for what

The CPP and SOA processes described in response to the question above identify who is accountable for delivering the various regeneration programmes and actions being taken forward in partnership within South Lanarkshire and what outcomes and targets these activities seek to achieve. However, the Council recognises that further improvements can be made in increasing the effectiveness of how we as partners work together locally and how we engage local communities and communities of interest.
The purpose of community planning is to ensure public services work together with each other and with communities and the third and private sectors to make the most effective use of their collective resources to deliver better outcomes for communities. Regeneration has an important contribution to make to the delivery of better outcomes through increasing sustainable economic growth, tackling area inequality, addressing market failure, and increasing opportunities for areas of need to attract investment and jobs and to enhance well-being. Therefore, as stated above, South Lanarkshire’s Single Outcome Agreement therefore places a significant focus on these areas of work.

Local authorities are at present under a statutory duty to initiate, facilitate and maintain community planning. In South Lanarkshire, this has meant that the Council has played a significant lead role in the progress of community planning and regeneration to date, including

- ensuring that our local partners are engaged in delivering joint priorities including regeneration outcomes. Key contributors have included the Third Sector, NHS Lanarkshire, Scottish Enterprise, Police Scotland, community anchor organisations, the private sector, Registered Social Landlords our local URC (Clyde Gateway), the Further Education Colleges and other delivery agents can make to regeneration efforts in South Lanarkshire.
- ensuring that communities are actively involved in the process
- establishing and supporting appropriate thematic partnerships to identify and progress priorities (such as the Community Regeneration Partnership noted above) and
- monitoring progress and reporting locally as well as to the Scottish Government.

The Council appreciates that its leadership role reflects our broad understanding of our communities’ needs and aspirations as well as our local democratic mandate. However, the proposed new legislation within the Empowering Communities (Scotland) Bill is welcomed in which community planning can no longer be considered something that local authorities are solely responsible for taking forward. The duties to be placed on partners will share responsibility and accountability for delivering regeneration outcomes and more broadly our Single Outcome Agreement.

In this context the Council has instigated detailed discussions with a broad range of partners, some of which have been heavily involved in CP processes within our area to date and others who have perhaps been at the margins of these processes, to determine what they can “bring to the table” in terms of meeting the CPP and SOAs outcomes and targets and how best they can play in and also report progress on their actions through a single common mechanism.

How physical, economic and social regeneration activities are planned, co-ordinated, funded and monitored with communities, for the benefit of communities

The nature of targeted regeneration activity in South Lanarkshire has changed over the years. Scottish Government ring-fenced funding matched with external funding, including ERDF and the Lottery, and core resources from Council mainstream budgets has enabled the authority to respond to community priorities, improving community facilities and the physical environment. We now have high quality integrated community facilities in many of our most disadvantaged neighbourhoods able to host a wide range of community activities and services including Credit Unions cash points, employability support and a wide range of learning and recreational opportunities for all ages. We also have improved parks and play areas, public spaces and town centres, community sports facilities, housing and schools, all of which have been planned in collaboration with the communities they serve as well as other interest groups.
3.2 In taking forward this significant investment in physical regeneration activity in South Lanarkshire for the benefit of communities, the Council has always sought to maximise the economic and social benefits of this spend e.g. through community benefits clauses in procurement processes and the development of effective employability pipeline and business development frameworks to ensure that local people and businesses have the skills and services to match the contractors’ requirements.

3.3 South Lanarkshire’s flagship Primary School Modernisation Programme is well underway to provide first class accommodation for every child in its schools. 85 primary schools have now been completed along with 43 nursery classes, 19 bases for children with additional support needs and 12 community wings. 66 of the primaries are new builds and 4 schools were remodelled to new build standards. 4 stand alone nursery centres have also been extensively refurbished. These have been delivered with the full involvement of local people and PTAs and the three prime contractors and their supply chains are working to provide key opportunities including apprenticeships, work experience placements and other community engagement opportunities.

3.4 The Council’s extensive Housing Investment programme has also helped to transform communities. The neighbourhood master-planning processes engages with residents and other stakeholders, including local businesses, from the design process onwards. The profile of areas like Whitehill in Hamilton have changed significantly as private and shared ownership properties have been introduced alongside much improved Council managed stock. Improved local community facilities and open space provide a wide range of services and supports many of which are community-led or at the least are informed by community needs and aspirations.

3.5 Having greatly enhanced the local infrastructure, the focus of our regeneration investment has shifted to an extent from capital to revenue, supporting local services aimed at getting people, particularly 16 to 24 year olds, into work and also tackling inequalities and poverty, in many cases utilising the facilities developed through the initial capital investment.

3.6 Following the removal of ring fenced regeneration-linked funding from the Scottish Government, South Lanarkshire Council took the decision to continue to support a £5m annual Tackling Poverty Programme. This supports a wide range of early intervention and preventative activity focusing on –
   - Employability
   - Supporting Vulnerable Families
   - Financial Inclusion
   - Community Empowerment
   - Health Improvement

3.7 It is a requirement for all the programme delivery partners (which include the voluntary and public sector) to engage with the individuals and target groups they are supporting to ensure that the projects /interventions they are delivering are relevant and respond to local need. We strongly encourage partners, where it is possible, to engage service users in service design and delivery including incorporating peer support.

3.8 A key element of the programme however is targeted neighbourhood focused community capacity building work. This is currently ongoing in 6 urban neighbourhoods in South Lanarkshire that sit within the top 5% most deprived areas in Scotland. The aim is to increase volunteering levels, establish new community run activities, increase take up of services, increase community influence in relation to local decision making and service design, and improve community spirit. The long term aim is to improve local outcomes for children and adults in these communities.
The process of community capacity building is at various stages of development across the areas. The success of the approach relies on extensive partnership working and relationship building, recognising the community as key stakeholders and drivers of change. An assets based approach is taken and voluntary sector partners with strong community links are providing the capacity building support. As the communities build their capacity through the work outlined above, they become more able and confident to work with partners in relation to helping to shape/improve mainstream services.

In our rural communities too the Council has worked in partnership with communities and other stakeholders to plan, implement and monitor regeneration activity through its EU funded LEADER programme. Managed by a Local Advisory Group, the majority of which are community representatives, a major element of spend under this grass roots programme has been in supporting local capacity building activity. This has allowed the capacity of groups and organisations within the rural area to grow, with the scale and complexity of projects now increasing, including the development of social economy enterprises to progress training and employment initiatives e.g. the Clydesdale Community Initiative which through an initial investment of £20k from LEADER has gone on to secure £1.9m funding for a new training and social economy facility.

The Council looks forward to working closely with the Big Lottery through their Our Place 2 programme which will provide funding and additional capacity building support to two of our most disadvantaged communities in South Lanarkshire. The programme will be community led and our capacity building work in that area already underway will help to provide a sound base to build from. The Council has housing investment plans for the area and will seek to link this work with the Our Place 2 programme. There is also scope to link in additional service improvement/change work where the Council and our partners work with the community to improve local mainstream service delivery.

Although at an early stage the Early Years Collaborative approach in South Lanarkshire is evidencing some good practice in relation to how we work with communities and in particular families to improve outcomes for children through service improvements. All tests of change being taken forward are and will at the earliest stage involve parents/carers/children and the intention is that this practice will become the norm in Early Years services and beyond. We are confident that the shift to working with individuals, families and communities from ‘doing to’ will be far more effective.

The above reflects some of our work to ensure communities are able to play an active and full role in our regeneration and wider work. The Council does however appreciate that there is scope to do more and that there is a need to take a more strategic approach to community capacity building and engagement across the Community Planning Partnership. The recent Community Learning and Development Strategic Guidance will help to drive and guide this as will the Empowering Communities (Scotland) Bill. The Council is currently planning an event for our CPP partners in December where we will begin to explore how we can maximise the contribution of CLD including community capacity building to public sector reform and improving local outcomes and tackling inequalities.

More broadly, the Council's Community Engagement Coordination group with officer representation across all of our services ensures we have a coordinated and planned approach to how we engage communities. The group recently developed a Community Engagement Framework to support both council departments and partners to engage effectively and to work to the National Standards for Community Engagement. In addition to our Citizens Panel and regular Household/Neighbourhood surveys, local tenants forums and neighbourhood management groups are supported by the council providing critical links between neighbourhoods and the council.
4. The absolute size and spend on “regeneration” by local authorities and Scottish Enterprise. The Committee are also interested to know what the balance of this spend is, broken down by capital funding, revenue funding – (split by “cash” resource and staffing resource)

4.1 Although South Lanarkshire Council has had a separately identifiable Regeneration Service since 2002, the authority has recognised the need for a holistic approach to regeneration from its very beginnings. Since its inception, it has taken a holistic view of the improvement of its area, focusing not simply on physical improvements but also on addressing the economic and social challenges facing the area. And it has done so thorough joint working across all of its services and with partner agencies, the private sector and voluntary sectors and communities themselves. This approach can be traced in the development of the policy frameworks that the Council has agreed over the years with partners to the present day.

4.2 Regeneration Services role is and has been to help facilitate these processes on a corporate and partnership basis whilst at the same time maximising resources from wherever possible in order to make a direct contribution in improving the quality of life for people in south lanarkshire. It is a multifunctional, cross cutting service which aims to promote employment, social inclusion, physical development and sustainability through working in partnership with local communities, voluntary sector bodies, the private sector and other public agencies. It is responsible for the delivery of services directly to businesses and residents, sometimes through contractual relationships with third parties, as well as supporting other departments within the Council.

4.3 An important element of its work involves designing and managing a series of “routes to inclusion” / employability programmes for adults and young people. These programmes support around 3,000 people each year, with approximately two thirds securing employment. Other significant elements of the service’s work include business support, physical / property development activities and tackling poverty programmes.

4.4 The Council’s business support advice, grants and loans programmes help around 1,500 local businesses each year. The focus of the service’s physical development efforts include support for the successful implementation of the Clyde Gateway URC’s Operating Plan, town centres, derelict and contaminated land and addressing market failure through the provision of appropriate sites and premises. The focus of the Council’s Tackling Poverty Programme is on early intervention, family support, health improvement, financial inclusion and employability.

4.5 The Council’s Regeneration Service has a total revenue budget of £8.9m - £4.5m Tackling Poverty Programme, £2.8m Employability Programmes (48% of which are staff costs), £0.7m Business Support (48% of which are staff costs), £0.9m Physical Regeneration and Property Development (69% of which are staff costs). In support of these budgets the Council has attracted a further £3.4m from UK Government, Scottish Government and EU funding sources, largely relating to employability programmes and bringing the total to £12.3m. The Regeneration Services Capital programme for 2013/14 is £5m, including an £800,000 contribution to the Clyde Gateway URC Operating Plan.

4.6 In relation to the broader regeneration related expenditure, as stated above the Council has invested heavily, and continues to spend heavily, in infrastructure that has significantly improved the quality of life for people who live and work in South Lanarkshire’s communities and has helped stimulate the local economy. South Lanarkshire Council will invest a total of £1.146billion in its schools modernisation programme. £318 m of this has already been invested in new and improved Secondary Schools with an £828m Primary School programme now well underway. Since 2008, £54m has been invested in the improvement of the area’s roads through our Roads Investment Programme, with a further £72m planned to be spent by 2019. And in relation to housing investment, £300m has been
invested to date in our “Home Happening” programme to improve the quality of our housing stock, with a further £74m planned over the next two years. In excess of £100m has also been spent in our Housing Regeneration Areas and between 2015 and 2020 the Council plans to provide 500 new homes at a cost of £55m.

4.7 Early last year the Council invited Cambridge Econometrics to estimate the impact of this capital expenditure. The combined impact of the Schools Modernisation Programme, “Home Happening” and the Roads Investment Programme was estimated to be between £55m and £66.5m per annum on value added and between 1,450 and 1,800 jobs per annum.

4.8 The Council is aware that Scottish Enterprise’s revenue budget for 2013/14 is £328.2m and Skills Development Scotland’s is £187m. However, in relation to SE’s spend within South Lanarkshire, whilst the Council receives quarterly reports from it on activity levels within our area, there is little detail within this on the percentage of that £328.2m which is being incurred locally. The Council has no current or historical information on SE spend in South Lanarkshire. Based on what little information we do receive on activity under various programme heads, the Council has raised concerns about what appears to be a relatively low level of activity in support of South Lanarkshire based businesses. However, SE has responded by saying that their budgets are largely demand driven based on the identified needs of their account managed companies and so they are not in a position to identify any forward budget for any area of Scotland.

5 The Committee is also interested in learning about Regeneration projects across local authorities boundaries (such as a URC or other infrastructure/economic development activity) in terms of linkage and governance between the bodies, policies and activities involved

5.1 Clyde Gateway is a good example of effective cross border working. It began life as a partnership initiative between Glasgow City Council, South Lanarkshire Council, Scottish Enterprise and the Scottish Government. These partners willingly came together in 2004 based on an agreed understanding of the needs and opportunities of this area, in particular related to the M74 extension. A masterplanning exercise identified an ambitious framework and set of targets for the partnership which the Urban Regeneration Company has been pursuing since it was formed in 2007.

5.2 There are a number of structures and processes in place to ensure that there are strong governance arrangements in place that link back to and reflect the policies and practices of the three member organisations:

- Two South Lanarkshire Council and two Glasgow City Council Elected Members are members of the full URC Board (meeting at least bi-monthly), with two of these being Vice Chairs. In addition an Elected Member from South Lanarkshire Council chairs the arms length Development Company Board (meeting monthly). The Boards approve strategy, Operating Plans and all key project decisions in line with relevant company and charity law and in accordance with transparent company procedures. Pre agenda meetings are held between the URC’s independent Chair, the local authority vice chairs and senior URC management team members
- Special meetings held of combined full Board and Development Company Board members, as well as senior officers from the member bodies and the URC, to develop and agree Operating Plans
- A “Stakeholders Group” meets monthly chaired by the URC Chief Executive and involving officials from the three member organisations (GCC, SLC and SE) and the Scottish Government to peer review activities and ensure that all parties are aware of progress with projects, spend levels, funding bids and to agree agenda items for the full and Development Company Boards
• Liaison meetings are held monthly between senior officers of South Lanarkshire Council and the URC relating to specific programme activity within the South Lanarkshire part of the area and further regular meetings are held with SLC Planning and Roads officers on key projects
• Regular meetings have been instigated between the Leader and Chief Executive of South Lanarkshire Council and the Chair and Chief Executive of the URC
• Regular reporting / presentations to SLC Executive and Enterprise Services Committees on Council and URC spend in support of the Operating Plan and visits organised to give all elected members the opportunity to view progress of works on the ground
• Multi agency partnership groups established to advance masterplanning exercises for key projects

5.3 Clyde Gateway seeks to ‘achieve unparalleled social, economic and physical change right across its communities’. It recognises that there needs to be a focus on all three elements from the outset to ensure that the outcomes are maximised - particularly for the communities within the Clyde Gateway area. For this reason, even at the early stages of the various developments that will fall within the Clyde Gateway area, resources are deployed into community engagement and capacity building work and in securing employment opportunities and other community benefits via procurement procedures. This is to ensure the outcomes are not limited to physical improvements. One of the communities within the Clyde Gateway area recently worked with a major contractor to design and implement a range of local projects as part of the contactors community benefit contribution.