What does ‘regeneration’ mean in your area?

1. The Council views community regeneration as the building of better communities in South Lanarkshire through targeted investment in the physical, economic and social fabric of towns, villages and neighbourhoods. Given the diverse nature and scale of issues facing local communities, inevitably this investment can involve a wide range of activities - measures to help tackle poverty, physical infrastructure and environmental improvements, investment in site and property development for industrial/commercial end users, generating demand for goods and services, creating employment opportunities for unemployed people and vulnerable client groups, tackling vacant, derelict and contaminated land and struggling town centres, improving the quality and range of housing stock and assisting businesses in key sectors to start and/or grow.

2. However, without uniformly high standards of local services supporting such investment, the potential benefits may not be secured and sustained. For example, if roads and communal grounds are not maintained properly, if antisocial behaviour, litter and graffiti and vandalism are not addressed promptly and if appropriate childcare and care services are not available locally, then the quality of life experienced by people living in South Lanarkshire’s most deprived communities may not improve despite significant spend on physical and other developments.

3. Community regeneration must also involve a co-ordinated approach by partners. All sectors, service providers, communities, neighbourhoods and individuals need to be part of an open and honest process of agreeing what needs to be done and what is achievable given the scarce resources available.

4. A successful outcome to all of this would be where targeted investment leads to the improvement in the position of South Lanarkshire relative to the rest of Scotland, or of poorly performing areas or communities relative to the rest of South Lanarkshire, when measured across a range of economic, social and physical indicators as well as “softer” quality of life indicators.

5. The Council systematically tracks the outcomes of its regeneration based activity through its SOA, Council Plan and Resource and Service planning processes. A wide range of outcomes and indicators have been identified covering external funding, datazones in the worst 15%, employability programme outcomes, working age employment and worklessness levels, MCMC group destinations, credit union and volunteering activity.

6. Every three years the Council has commissioned an external market research company to undertake a Neighbourhood Survey. The purpose of the survey is to measure the impact of our regeneration and mainstream activity into our most disadvantaged communities and to inform future service planning and service delivery. This is a household survey that generally engages around 4,000 households through face to face interviews, across all of our targeted regeneration communities, along with a South Lanarkshire wide sample – to allow for comparative analysis. The regularity of the survey enables us to measure changes over time at a community level in residents’ perceptions in relation to local services, local issues and personal issues such as wellbeing, financial stability etc. The findings are shared with local community planning partners. An example of impact is additional employability resources directed into one
particular community where unemployment was high but awareness of services poor. The survey also highlighted areas where levels of smoking amongst those out of work was particularly high and support agencies incorporated a smoking cessation referral into their registration process.

7. A good example of regeneration activity undertaken in South Lanarkshire which we would deem to have been successful is our programme of youth wage subsidies:

8. With the support of partners, and through a range of funding streams (EU, DWP, Scottish Government), the Council has operated a number of youth wage subsidy schemes which aim to link individual young people who have been assessed as job ready to employers in the young person’s chosen occupational area. These schemes are part of a wider South Lanarkshire Works 4U Programme which offers support to workless groups seeking employment and employers looking for labour. Last year this approach supported over 3,700 people, delivering around 2,000 jobs and 100 other outcome, including volunteering and training.

9. The key to the success of these youth wage subsidy schemes to date has been the Council:

- minimising red tape for employers whilst safeguarding public money
- actively managing relationships between the employer and employee e.g. when the relationship breaks down we offer assistance to the employer through securing another individual for the opportunity and we try to find another suitable job for the young person.
- encouraging employers to create new job opportunities and avoiding displacement
- ensuring that the skills and interests of young people are matched to suitable available opportunities
- ensuring that young people are suitably prepared for the world of work by having the necessary core skills

10. The investment in the jobs funds from 2009 to date has been in excess of £4M. The Scottish Government made available £1.4M in 2012/13 to support wage subsidies for the 16-24 age group and this has been combined with Council resources to maximise the number of places available in the current year. More detail on individual programmes the Council has operated are summarised below.

11. The Youth Jobs Fund (YJF) was launched at the end of 2009 with the aim of placing young people aged 16-17 years of age into sustained employment. The wage subsidy programme offers employers 50% of the National Minimum Wage (NMW) for 50 weeks and encourages linkages with national training programmes, including Modern Apprenticeships.

12. To date there have been over 650 young people supported through the Youth Jobs Fund, with 96% of those completing 50 weeks sustaining employment. In addition approximately 60% of the jobs were specifically created by the employer for young people. The job creation figure was nearer 70% in rural areas.

13. Through the operation of the Youth Jobs Fund it became apparent that there were particular issues in relation to the inability of graduates to secure suitable job opportunities. In response in 2011 the Council established a pilot Graduate Jobs Programme. This supported 24 unemployment graduates and everyone who completed the programme, moved into employment - either with their existing employer or by taking an alternative job - giving a 100% sustainment rate.
14. In recognition of the success of the Youth Jobs Fund in February 2012 the Council launched the South Lanarkshire Jobs Fund. The South Lanarkshire Jobs Fund is targeted at workless 18-24 year olds and offers a 50% wage subsidy based on the, national minimum wage for 26 weeks. Early sustainment rates are encouraging, with the programme on target to deliver positive progression into sustained jobs outcomes for 80% of participants.

15. Clyde Gateway URC has provided additional funding to specifically target young people from Burnhill. In total 19 young people moved into and sustained employment beyond the subsidy period and are continuing in Modern Apprenticeships across a range of sectors.

The regeneration strategy, resources and funding

16. In the current global economic climate where private sector investment is muted and there are severe and ongoing pressures on public sector budgets, the implementation of regeneration activity at a national, regional and local level is very challenging. In addition the burden of having to manage and respond to certain recent developments at a national level, such as the introduction of the Work Programme and Welfare Reform, makes the task locally doubly difficult.

17. Having said this South Lanarkshire currently benefits from a wide range of Scottish Government funding streams to support regeneration activities. Part of the Clyde Gateway URC lies within South Lanarkshire and this initiative has attracted significant levels of Government support to date and has been allocated the bulk of the £12.5m of URC funding set aside to the end of 2013/14. Over the next 2 years these resources, and a proportion (£2m) of the recently announced "shovel ready" monies, will be used to progress some key development sites within the South Lanarkshire part of the Gateway boundaries - most notably the Shawfield National Business District and the Rutherglen Low Carbon Zone. Both of these sites are fundamentally important to the URC meeting its ambitious targets to create xxx jobs within 400,000 sq m of additional business space and for the Scottish Government meeting its stated economic development targets and ambitions for the completion of the M74 extension. The Council has also attracted Vacant and Derelict Land Fund resources (currently £1.2m annually to 13/14) which have been increasingly targeted on the Clyde Gateway development sites mentioned above.

18. In relation to non-physical aspects of regeneration, the Scottish Government has also allocated just under £1.5m of funds to help promote South Lanarkshire based youth employment initiatives (described above) under its Youth Employment Strategy. Through the GAE mechanism the Council also currently receives around £600k of "local regeneration" resources which were reallocated from Scottish Enterprise when it ceased to be involved in such work.

19. In summary, the Council area currently attracts a reasonable proportion of resources made available by the Scottish Government to support regeneration activity, reflecting the scale of the issues facing the area, the level of need and the opportunities that exist because of its strategic location and development potential. However, we are conscious of the fact that Scottish Government spend on regeneration has been declining over a number of years and of a proposal to wrap up the current £12.5 m of ring fenced URC resources with the £12.5m of "local regeneration" resources allocated directly to Councils to create a single Capital Grant Fund. In the Council's opinion this could result in increasingly scarce resources being spread even more thinly, abortive activity in preparing bids as 32 Councils all compete with one another and a serious loss of
momentum on key industrial locations for the future economic prosperity of Scotland, such as Shawfield. Clyde Gateway needs a long term commitment rather than short term intervention to get it to a stage where the economy begins to pick up again and the development sites are de-risked as far as possible to encourage private sector investment.

20. In relation to SPRUCE (JESSICA) funding, we understand that Clyde Gateway URC has been unable to attract funding through this route because it is judged not to have a robust enough covenant due to the fact that it only has agreed Scottish Government funding to 13/14. It would appear that the original intent of providing a flexible source of support for key regeneration projects and areas hasn't materialised and is being promoted and managed on very much a commercial basis. We understand that Scottish Government Officials are reviewing the current approach of the Fund and issues arising.

21. In relation to the People and Communities Fund, it would have been more effective and more appropriate in a regeneration context had it provided for capacity building support, required by many communities, to identify and develop appropriate project ideas and then take forward the strongest and most feasible. By only supporting projects that have gone through this process, our most disadvantaged communities may be in a weaker position to benefit.

22. Looking ahead, other potential major barriers to the continuity of regeneration activity are the uncertainty over the future nature and level of EU funding, both in the short and longer term, the lack of any Scottish Government support for town centres and the current complexities around public sector procurement.

23. The current EU Lowlands and Uplands Programme is drawing to a close in 2014 with the new EU programme commencing in 2014 and running until 2020. The current South Lanarkshire Works 4 U CPP employability project has secured £2.7m of EU ESF funds for 2 years finishing in April 2013. As the current position stands no EU funds will be available for employability support from April 2013 until early or mid 2014. The Scottish Government has announced an additional £25m of EU funding through the Lowlands and Uplands Programme for youth unemployment but no details are available on where or how this will be identified and managed. In relation to the new EU Programme, while opportunities for EU funding to support rural development and employability seem to be a strong possibility, the development of support for issues such as SME growth, low carbon economy and ICT has so far been less than explicit.

24. With regard to town centres, clearly they are crucial to the quality of life that people enjoy and they should offer a wide range of services and opportunities. It is self evident that many are currently struggling to perform this role adequately and questions are being raised about their long term sustainability in the face of competition from out of town and online retailing. In that context, the Council welcomes the recently announced review by the Scottish Government of town centres and hopes that it leads to the emergence of meaningful and innovative support measures providing some longer term continuity of funding.

25. The Council also welcomes the current consultation instigated by the Scottish Government on the Procurement Reform Bill. It has been a long term view of the Council that the complexities surrounding public sector procurement have worked against local SMEs ability to access public sector contracts and that much more needs to be done to support local companies’ capacity to compete for such contracts. Any progress that can be made through this legislation towards more transparent and simplified processes that harnesses the purchasing power of the public sector in support of local economic development efforts will be most welcome.
Regeneration, equalities and preventative spending

26. There is a very strong link between regeneration and the Christie recommendations – in particular in relation to how we need to do things differently to improve outcomes in our most disadvantaged communities.

27. South Lanarkshire Council took the decision to continue to support a discreet Tackling Poverty Fund to invest in a range of programmes supporting the most vulnerable. This followed the removal of ring fenced budgets including the Fairer Scotland Fund, by the Scottish Government.

28. Where earlier, similar funds had concentrated in part on physical regeneration projects, this fund focuses entirely on revenue programmes and in particular the themes of early years/early intervention and employability. This fits with current regeneration and social policy which highlights the need to support people, particularly the most vulnerable, from the earliest stage onwards, to achieve their potential. Policy and our own strategies recognise that improving the physical infrastructure on its own will not tackle multiple deprivation in our poorest areas.

29. With this in mind, programme partners are required to focus delivery in the most deprived areas, and deliver services/support at the earliest stage to prevent greater challenges arising in the future….as recommended by Christie.

30. First Steps is a good example of a new approach that was tested using these funds. It recognised the deficiencies in a universal service approach. Vulnerable first time expectant mums are offered intensive home based support for up to 3 years including during pregnancy, to support effective parenting and in turn improve the life choices and chances of children. A strong evaluation framework is in place to measure impacts, and progress to date has been positive – so much so that the Lottery has now provided additional funds to expand provision, to help meet demand. It was targeted using strict criteria and this brought frustrations from some practitioners - in particular “why do we have to focus on these areas”. However, experience told us that otherwise we would dilute the impact and lose the ability to build stronger communities and support those who needed the service most.

31. Investment at this early stage, in areas of greatest need, will help to build stronger and more resilient communities where there are positive, mutually beneficial relationships between services and residents.

32. The same aim applies to how we have focussed our community engagement investment, recognising that in our most deprived communities - in particular those stubbornly sitting in the most deprived 5% areas (SIMD) where relationships between services and the community are often weak and outcomes poor - we want to create change.

33. Mindful of the Improvement Service report, "Making Better Places, Making Places Better", published alongside the Christie Report, we are testing out an approach on a neighbourhood (Burnhill), where despite years of investment, outcomes remain well below those of neighbouring communities.

34. Intensive community engagement work, facilitated by a local community development trust, has greatly improved community involvement in the area and will continue to do so as long term capacity building support is key to success. The next stage is to build on this work by involving local service providers, the aim being to make services more responsive to local need and in turn more effective. Although in its early stages, we can evidence changes in service delivery already – e.g. a relatively simple change in relation to Public Health Nurse caseload
allocations, has provided the area with a ‘key health worker’, able to link families
to other supports in the area and encourage community involvement. Previously,
many public health nurses would have been assigned families and would not
have the holistic, area focus that the change has enabled.

35. All of the above work is undertaken using an assets based approach,
recommended in current regeneration policy – building on what works and what
resources the community and partners can bring as opposed to a deficit model
which focuses on problems. The latter would be well intended but unlikely to
have a significant impact as it would fail to do the basics - engage with those
requiring support the most, and work with them to develop solutions that they feel
are appropriate and achievable.

36. All of our anti-poverty investment is preventative spend and by testing new
approaches, lessons learned can be applied to mainstream service delivery.

37. Finally in relation to supporting the equalities agenda, policy needs to recognise
this is at the heart of what we are trying to do through physical and social
regeneration – tackling the inequalities that exist between our most and least
deprived communities.

38. A good example of a Council supported scheme that promotes equality of
opportunity is the Rural Champions programme. This involves collaboration
between public and voluntary sector partners across our rural area, connecting
confidence building and social networking support with vocational training to
assist people with mild to moderate mental health conditions and learning
disabilities gain access to wider employment opportunities. A pilot phase in
Lanark that involves support from Clydesdale Befriending Group and
employability provision from the Council’s job brokerage partner, Routes to Work
South, and Clydesdale Community Initiatives has recently secured LEADER
funding.

39. The advancement of “meaningful employability activity” for this participant group
in Lanark and its potential to be scaled up has captured the imagination of
strategic partners and the service has linked with a range of community based
providers including NHS, Mental Health Organisations and Third Sector providers.
South Lanarkshire Council is taking a staged approach to further development.
Further funding applications are in development to strengthen and expand the
scope of vocational and work focussed activity.

Regeneration and sustainable economic development

40. In response to question 1 we listed the broad range of activities that the Council is
involved in progressing regeneration within its boundaries. An important element
of this work is directed towards economic development activities, particularly in
ensuring that key growth sectors are promoted and the needs of local companies
are addressed. Below are a couple of examples of local initiatives that have been
taken to promote the renewable industries sector and the sustainability of local
businesses through the Business gateway contract:

*Energy and Environment Academy:*

41. The Council has led partnership developments in these emerging and developing
sectors. We have worked closely with our partners in FE to develop a targeted
range of training to help young people gain marketable skills. To date we have
engaged with 250+ employers in the energy/construction/waste management/low carbon/environmental improvement etc sectors.

42. Key employment opportunities will comprise a mixture of replacement demand as well as new jobs in emerging sectors. The academy will work together with partners across the sector in business, colleges, universities, government and among the wider stakeholder community. We will build and strategically prioritise our efforts and investment to deliver a responsive and adaptive academy that provides an infrastructure to support and build capacity to develop a dynamic labour market and energy efficient community that supports market conditions.

43. The Academy will initially deliver as a one-year pilot (virtual academy) to test new innovative approaches to tackling unemployment (in particular youth unemployment), promote social inclusion and address industry needs. The academy will involve around 150 individuals, raise skills levels to help drive enterprise and create more and better jobs.

44. The pilot will:
   - Provide outstanding labour market intelligence which helps businesses and people make the best choices
   - Create a pool of employers to help lead in the development and design of customised training pertinent to industry requirements
   - Support local and wider pool of employers to provide apprenticeships, internships, graduate programmes and other demand led industry recognised training
   - Support businesses to help them successfully adapt and seek competitive advantage through resource efficiency and new low carbon products and services
   - Work with business and wider stakeholders/partners to develop the best market solutions which leverage greater investment in skills
   - Maximise employment, skills and employer behaviour to support jobs and growth
   - Link opportunity and need by providing training and employment opportunities arising from local investment e.g. Wind Farm developments,
   - Maximise opportunities derived from the UK Government’s “Green Deal” initiative to make existing buildings more energy efficient Implement and encourage procurement of community benefits which incentivises training opportunities for unemployed people (including apprenticeships)
   - Seek to rebalance employment from the public sector to the private sector utilising supply chain contractors/developers to provide opportunities such as apprenticeships, work experience, work tasters and short and longer demand led training that meets the needs of industry.

Local services under the Business Gateway Contract

45. The Council, in conjunction with North Lanarkshire Council, recently tendered for the new Business Gateway contract for Lanarkshire. In developing the specification for this contract, both Councils were keen to ensure that in addition to those services specified at a national level that Business Gateway services were able to respond quickly and appropriately to changes in the needs of the local business base and to accurately reflect the specific pressures felt by local companies. Arising from this a set of initial services have been included within the new contract covering an aftercare service, local advisory services/expert help and bespoke local workshops. These will be reviewed on a six monthly and annual basis to ensure their continuing relevance/appropriateness. The contract also contains contractual targets for formal and informal public and private sector partnership referrals and community benefit activity for the first time.
46. The aftercare service will be delivered primarily through advisory led surgeries on key topics to improve sustainability and survivability e.g. practical marketing and sales, funding, cash flow and credit control, proactive financial management. The local advisory expert help service is aimed at customers who do not meet the criteria for support within the Growth Advisory Service, helping them to progress towards the growth pipeline or recovery / sustainability solutions. Advisory support will be primarily provided to assist businesses refresh their marketing plans, invest in property / equipment, improve their business efficiency, introduce new products or develop their management capability. In addition, a range of specialist surgeries with industry experts will be provided. Finally, 12 bespoke training workshops will be held each year to address particular sectoral or topical issues linked to local need e.g. cloud computing, renewables supply chains.

47. However, the success of all of these local initiatives will be dependent on the availability of adequate levels of finance at terms that are accessible and affordable to local businesses but this continues to be one of the main ongoing impediments to the delivery of local economic development efforts. Despite a number of recent well publicised UK Government initiatives to help the flow of funding to businesses to enable them to continue trading or indeed grow, local businesses are still faced with serious difficulties in securing funds from banks and other lending institutions.

Community led regeneration and CPPs

48. We have evidenced within our response to question 3 how we recognise the importance of community involvement in the regeneration process. This however is a complex area and requires resources to be able to do this well. In more affluent areas, the capacity within communities tends to be stronger. In our more deprived communities, much more work is required to encourage and support involvement to get to the stage that residents can play an active role in shaping and delivering services and benefit from a wide range of external funding sources available. Building trust and confidence, which has been eroded over the years can take a while and needs long term commitment from all partners, as well as the community.

49. What’s clear is that we will not change the outcomes in these areas if we don’t get the engagement with residents right, yet it is one of the most challenging areas to resource. It isn’t for one body to support on its own (it is often considered as a council role) as it is in all partners interest to do this to make services more effective. We also need to recognise that capacity building resources need to be targeted to areas of greatest need, particularly when resources are becoming tighter.

50. In relation to community delivered activity, we have a strong track record in South Lanarkshire of supporting local people through training, to run their own local youth services and we focus this support in our most deprived areas where there is a greater need for youth diversion activity. We also have some great mother and toddler groups which rely on community support and volunteers and there are countless other examples of communities contributing to the regeneration agenda by delivering great local services.

51. We do however recognise that there are limits and not all services can be delivered or managed by communities – schools, public health services etc. What
is crucial here is that communities can help to shape these services – making them accessible and suitable to their needs. The same applies to physical regeneration - there are plenty examples of successful community greening projects run by residents and other successful projects that have been delivered by the public sector but have been informed through effective community engagement from the start.

52. Our Council response to the recent Community Empowerment and Renewal Bill consultation gives a fuller view on this matter.

53. With regard to the CPP role in delivering regeneration, the Council believes that given the complex and inter related nature of the issues that have to be addressed, and the fact that that no single partner has the powers or resources to meet these challenges on their own, all partners need to be involved in a coordinated fashion and the CPP provides the most appropriate route through which this can happen. On this basis since 2004 the South Lanarkshire Community Regeneration Partnership has been one of seven theme based partnerships established by the Community Planning Partnership to oversee the development, implementation and monitoring of community regeneration activity in our area. It has representation from the all appropriate Council services, community and voluntary sector, NHS, SDS, Strathclyde Police and Jobcentre Plus but has no legal status and therefore cannot hold budgets directly or employ staff. It has no independent power to act but functions through its ability to co-operate, co-ordinate and collaborate on key pieces of work together as partners and with others.

54. This Partnership has enjoyed a good deal of success in promoting a climate for effective joint working, community engagement and innovation and in agreeing funding allocations and approaches to community regeneration activities targeting key client groups and areas in need. It is the case that many of the good practice examples of regeneration activity presented in this submission have been developed and taken forward very much on a partnership basis. However, there is no denying that there can still be tensions created by the fact that partners’ activities can be driven by policies and priorities set at a national or UK level which may cut across local ones. This requires the Partnership to constantly review and reposition its efforts to ensure a close fit between the various levels of activity and to maximise the benefits accruing locally.

55. The South Lanarkshire Single Outcome Agreement contains a range of regeneration related outcomes with associated indicators and targets. Progress against these priorities are monitored and with trends reported annually to the Community Planning Partnership Board and the Scottish Government. Almost all the National Outcomes would be relevant however a selection of examples would include:

- We live in a Scotland that is the most attractive place for doing business in Europe
- We realise our full economic potential with more and better employment opportunities
- Our young people are successful learners, confident individuals, effective contributors, and responsible citizens
• We have tackled the significant inequalities in Scottish society
• We live in a well-designed, sustainable places where we are able to access he amenities and services we need

Our monitoring has indicated progress against indicators in some areas and a reduction in others. For example, there has been a worsening trend in
• 3 year business survival rates
• The number of claimants in receipt of unemployment related benefits
• The number of affordable housing units built each year
• The percentage of homes meeting the SHQS

Examples of improving trends include

• Employment rate for South Lanarkshire
• The proportion of school leavers entering a positive destination
• The % of children living in households dependent on benefits
• % of adult residents within the worst 15% datazones stating their neighbourhood is a very good and fairly good place to live

56. Our annual report provides detail across a total of 101 indicators with case studies outlining action undertaken by the Partnership to deliver improvements on agreed outcomes and targets.

**Regeneration and climate change targets**

57. The Council generally welcomes the approach taken by the Scottish Government in its guidance to the public sector climate change duties created by the Climate Change (Scotland) Act 2009. This encourages councils and other public sector organisations to consider where among their various functions they have scope to contribute to national climate change policies and targets or influence others to do the same. This general approach is being supplemented by more targeted national guidance specifically for areas such as local development plans, waste management, transport strategies, and local housing strategies which consider the relevance of the national targets within a specific service context. Areas within direct governmental control such as building standards are also increasingly influenced by climate change policy and this is a necessary step in achieving the massive transformational change which is required across all sectors of the economy to deliver Scotland’s ambitious greenhouse gas reduction targets.

58. It is also noted that ‘transition to a low carbon economy’ has been added to the list of national economic development priorities and this can be expected to influence local action through the development of the next round of SOAs. More specific guidance to highlight the role that regeneration can play in national climate change targets/policies may be helpful, although it should be noted that there has been a general reduction in resources available to councils to support local regeneration over recent years so additional priorities are difficult to support
unless these can be closely aligned with other areas of work such as skills
development, training, and job creation.

59. Regeneration activity, whether provided by regeneration teams or by other council
services, has long had a role in promoting better environmental outcomes in
South Lanarkshire and has had proved benefits for communities in areas such as
improvement of greenspace, environmental volunteering and therapy, provision of
allotments and furniture recycling. More recently, funding for community groups
through the climate challenge fund has led to around 10 projects including
Lightburn Elderly Action Project (LEAP) and Clydesdale Volunteer Project which
both become engaged in providing advice for householders on energy efficiency.
However the South Lanarkshire area has not benefited from the fund in line with
its share of the Scottish population and this is partly due to a lack of resources to
support climate change related regeneration activity. It is clear that many
community groups are interested in this area and with additional resources more
could no doubt be done to develop community capacity in climate change related
issues. There is a significant barrier to developing community engagement in low
carbon transition as intended by the climate challenge fund.

60. Other areas where regeneration approaches could help deliver national climate
change objectives include:

- Promotion of low carbon development in the context of economic regeneration
  (example Clyde Gateway – zero carbon office development)
- Helping community groups secure funding for renewables to reduce costs or
  create independent income streams for community owned/run buildings/land
- Helping community groups to ensure highly energy efficient design for new
  community buildings/upgrades of existing buildings
- Community partnership initiatives to tackle fuel poverty
- Directly assisting, or signposting local businesses, to sources of advice on
  energy efficiency, renewables and waste minimisation to reduce costs and
  improve business reputation
- Developing initiatives to provide the new skills required by a low carbon economy
  in partnership with the higher education sector
- Developing markets for locally produced foods

South Lanarkshire Council