



North Lanarkshire Social Enterprise Framework 2021–2026



Contents

Acknowledgements	2
Methodology and Consultation	2
Foreword	4
Introduction and Background	6
What is a Social Enterprise?	6
National Context	8
Local Context	10
Vision and Aims	15
Consultation	18
Case Study: The Health and Wellness Hub	20
Case Study: Cornerstone House	22
Case Study: Diamonds in the Community	24
Appendix 1 – Our Commitment to Community Engagement	25
Appendix 2 – Supporting Partners	27
North Lanarkshire Social Enterprise Strategy Action Plan 2022/2023	30



Acknowledgements

The authors gratefully acknowledge and thank all those who have contributed towards this framework. We aim to work closely with all stakeholders to deliver the action plan over the next five years.

Methodology and Consultation

The framework was informed by in-depth review of key regional and national policy documents and a series of workshops with members of the North Lanarkshire Social Enterprise Framework Strategy Group, made up of a partnership of Voluntary Action North Lanarkshire (VANL), North Lanarkshire Social Enterprise Network Scotland (SENScot), Lanarkshire Enterprise Services Limited (LESL), Lanarkshire Business Gateway and North Lanarkshire Council. This work with those active in the sector has been complemented by a Social Enterprise Survey and follow up discussion with North Lanarkshire Community Solutions consortia.



Foreword

Social Enterprise makes North Lanarkshire a better place to Live, Learn, Work, Invest and Visit.

The framework is an ambitious plan that aims to support the social enterprise sector to become more enterprising, more connected and more sustainable. These improvements will provide support and opportunities to those in the greatest need and facilitate the wider social and environmental changes to improve our communities. Currently our social enterprises and community groups provide an essential safety net and must continue to do so.

The social enterprise sector is a powerful force for good and we recognise the value of these organisations working in areas which can be passed over by the private sector. The climate emergency and the importance of strong communities are both in the forefront of people's minds after the pandemic and the recent COP26 summit. Increasingly, this alternative business model is becoming more mainstream as private companies are required to assess and publicise their Environmental, Social, and Corporate Governance (ESG); however, currently most companies remain predominantly profit driven.

The global pandemic impacted the most vulnerable groups and individuals in our communities. It is testament to the flexibility of the sector and close engagement with local people, that many were able to offer much needed frontline support to our communities providing a lifeline for many – as they had to pivot from services which were disrupted by lockdown. The mental health benefits to the many employees and volunteers involved should also be considered. Health and Social care is the focus of many social enterprises and fills a gap in services offered by private business and in some cases, statutory service providers.

In the longer term, the climate emergency requires all of us to adapt and act. As well as Scotland's commitment to net zero by 2045, North Lanarkshire Council has declared a climate emergency and set an ambitious target of net zero by 2030. The social enterprise sector is known to have a level of knowledge about best practice to reduce environmental impact, but the willingness to adapt and drive to innovate will allow the sector to lead by example in achieving net zero.



Our featured case studies (Wellness Hub, Diamonds in the Community and Cornerstone House) highlight the diversity in what is offered, and the way business is conducted, but all three are focused on the local communities they serve.

Growth is key to the sector, in terms of developing the next generation of social entrepreneurs and ensuring existing organisations can compete with the private sector and become more profitable, therefore more resilient. Social Enterprises have operated successfully in North Lanarkshire with the support of the council and other bodies. The North Lanarkshire Council Procurement strategy 2020 to 2022 has a commitment to “make contracts accessible to businesses (especially SME’s) the Third sector and supported businesses.”

The implementation of this framework and the associated action plan will be delivered and monitored by the North Lanarkshire Social Enterprise Framework Strategy Group – a partnership of Voluntary Action North Lanarkshire (VANL), North Lanarkshire Social Enterprise Network, Social Enterprise Network Scotland (SENScot), Lanarkshire Enterprise Services Limited (LESL), Lanarkshire Business Gateway and North Lanarkshire Council. To ensure we deliver on the aims of the framework, which are based on the aims of the Scottish Government’s three priorities for the

sector, stimulating social enterprise, developing stronger organisations and realising market opportunity, we have developed an action plan that addresses these aims. Many of our actions are reliant on the wide range of support available from local and national agencies and success will depend on the partnership of the public and private sector.

Finally, we wish to confirm that the North Lanarkshire Social Enterprise Framework Strategy Group fully endorses the aspirations captured in the Framework and the ongoing delivery of the action plan.



Introduction and Background

What is a Social Enterprise?

Social enterprises are businesses that trade in the marketplace with the primary objective of social or environmental benefit. They tackle social problems, strengthen communities, work to improve outcomes and people's life chances and protect the environment. They reinvest profits back into the business or for the benefit of the people they serve. Social enterprise is an inclusive business model – one that is underpinned by ethical, fair and inclusive business practices.

What do social enterprises do?

Social enterprises are active in many spheres – for example, meeting environmental challenges, financial inclusion, addressing fuel and food poverty; social housing, employability, social care, community transport and improving health & well-being. Many social enterprises provide goods and services for those who most need support and those who are most vulnerable and at risk of being excluded or marginalised.

The definition of a social enterprise utilised in this Framework for North Lanarkshire has been adopted from the Voluntary Code of practice for Social Enterprise in Scotland. This can be found at: www.se-code.net

Social enterprises are a vital and growing part of the third sector or community and voluntary sector. Although social enterprises may take different legal forms, their key feature is that any surplus income generated, or capital acquired is reinvested in the organisation for social or environmental purpose.



In summary, social enterprises:

- are trading businesses – selling goods and services for the common good;
- reinvest profits in the business or beneficiary community;
- if dissolved, assets are reinvested in another organisation with similar aims and objectives are managed in an accountable and transparent way and are distinct from the public sector and cannot be a subsidiary of a public body.



National Context

The Scottish Government initially launched Scotland's first Social Enterprise Strategy in 2016 to validate its shared ambition with the social enterprise community to realise their potential of doing business in a way that is good for the economy people and planet. Subsequently a three-year Action Plan for the period 2017 to 2020 was published to support implementation of the Strategy. In response to the COVID 19 pandemic, a new action plan was produced collaboratively with the sector that sets the approach to social enterprise for the period 2021 to 2024 focussing on three priorities set out in the strategy: stimulating the sector, developing stronger organisations and realising market opportunities.

Future Challenges

The serious economic difficulties faced by all businesses following the Covid 19 pandemic were considered in the 2021 report by Social Enterprise Scotland. It was concluded that the sector route to recovery should consider the following:

- Aside from the financial impact on larger organisations and disruption to their beneficiaries, the impact on smaller organisations, especially on community resilience
- Better inform funders on the needs of social enterprise
- Creative support for start ups
- Future proofing against future lockdowns or other scenarios
- Social enterprises should be placed at the centre of broader, national economic strategies

(State of the Sector Update Report: Social Enterprise Scotland: 2021)
<https://socialenterprise.scot/cms/wp-content/uploads/2021/05/State-of-the-Sector-Report-Covid-19-and-social-enterprise-in-Scotland-May-2021.pdf>



Social Enterprise Census

The 2019 Social Enterprise Census (SEC) reports there are 6025 social enterprises currently active in Scotland in almost every part of the economy, predominantly delivering services in community halls and parks, in the arts and creative industries, delivering early learning and childcare, and providing health and social care services. Collectively, they have a turnover of £3.1bn, have a net value of £6.1bn, employ 88,318 people and deliver Gross Value Added (GVA) of £2.3bn to the Scottish economy.

The SEC also reports the size and shape of the sector has changed since 2017. In that 57% of social enterprises are to be found in the Central Belt with 47% of the sector's turnover generated in the West of Scotland. Furthermore, the SEC highlighted that the growth of the sector had been established because of an 'Identified Market', 'Gap in Local Provision', 'Ability to Compete' or 'Response to a Service Closure' with the latter being more common in rural areas.

The SEC reports that the Scottish Social Enterprise sector's strengths include, for example:

- good governance practices
- inclusive boards
- great leadership and diversity
- fair work and decent pay at or above the Living Wage.

However, in 2019 only 8% of all social enterprises consider their geographic target market as being world-wide. Similarly, the survey highlighted that only 6% of social enterprises export goods abroad. The figures for both demonstrate an increase of only 1% since 2015-17. The survey reports that whilst some social enterprises trade business to business, the key growth area is consumer markets at 68-79% over 4 years.

The Social Economy Census in 2019 reported 109 social enterprises in North Lanarkshire, however, the North Lanarkshire Social Enterprise Framework Strategy Group believes this underestimates the true number. The 2021 census will update statistics on the sector in North Lanarkshire and we will encourage as many organisations as possible to respond in order to improve the accuracy of the data.



Local Context

North Lanarkshire is the fourth largest local authority by population in Scotland with 341,100 residents (2020) which is predicted to decrease by 0.9% (3,014 people) by the year 2043, compared to growth of 2.5% in Scotland.

North Lanarkshire is one of Scotland's fastest growing economies with a 50% increase in Gross Value Added (GVA) between 2009–2019 to £8,090m. Our business base has grown by 24% over the last decade with 8,355 businesses based here in 2021.

Oxford Economics Vulnerability Index considers a local authority's economic diversity, business environment and digital connectivity to consider how able, or not, an area is to withstand and respond to the economic shock resulting from Covid-19. This index found that North Lanarkshire is one of Scotland's most resilient areas.

According to the Scottish Index of Multiple Deprivation, North Lanarkshire has 109 of the 1,046 (10.4%) most deprived data zones in Scotland. This is the 6th highest

in Scotland. A major challenge for North Lanarkshire is the continuing high levels of deprivation. Across North Lanarkshire, 50,897 (15%) people are income deprived, the Scottish average is 12%. (Scottish Index of Multiple Deprivation SIMD: 2020)

As at October 2021, there were 10,480 people unemployed in North Lanarkshire (4.8%). This is slightly higher than the Scottish average of 4.3%. Around 70.5% of working age people (16–64) are economically active which is lower than the Scottish average of 75.9%. However, North Lanarkshire's youth employment rate (63.3%) is significantly higher than the Scottish average (51.8%).

While educational attainment for young people in North Lanarkshire has been improving, 12.8% of 16–64-year-olds have no qualifications, restricting their ability to access developing employment opportunities. This is higher than the Scottish average of 8.1% and double the UK average of 6.4%

(NOMIS Official Labour market Statistics: 2020)

<https://www.nomisweb.co.uk/reports/imp/la/1946157426/report.aspx#tabempunemp>



Local Policy Context

The Plan for North Lanarkshire

In The Plan for North Lanarkshire, the Council and its partners have established an ambitious strategic approach for North Lanarkshire – which sets the direction for all – partners, the council, stakeholders, businesses and, most importantly, for each of our unique communities and the people who Live, Learn, Work, Invest and Visit here.

The Plan recognises that whilst trends show improvements in areas such as: economic growth, inward investment, employment and educational attainment, there are still unacceptably high levels of deprivation and poverty with evidence of corresponding inequity and inequality. It is clear that not all of North Lanarkshire's people share equally in an improving picture.

The Plan for North Lanarkshire sets out a vision of inclusive growth and prosperity with a shared ambition that aims to ensure that all of North Lanarkshire's communities benefit and there is a fairer distribution of wealth. The approach within North Lanarkshire is underpinned by The Fairer Scotland Duty to reduce the inequalities of outcome caused by socio-economic disadvantage.

To deliver this shared ambition of inclusive growth and prosperity, there is a focus on five complementary priorities:

1. Improve economic opportunities and outcomes
2. Support all children and young people to realise their full potential
3. Improve the health and wellbeing of our communities
4. Enhance participation, capacity and empowerment across our communities
5. Improve North Lanarkshire's resource base.

These are in turn supported by 25 high level ambition statements that collectively support the shared ambition and are aligned to the 5 priorities. Specifically, 9 of the high level ambition statements can be specifically aligned to this North Lanarkshire Social Enterprise Framework:

1. Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit.
2. Grow and improve the sustainability and diversity of North Lanarkshire's economy.
3. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need.
4. Improve engagement with communities and develop their capacity to help themselves.



5. Improve the involvement of communities in the decisions, and development of services and supports, that affect them.
6. Continue to identify and access opportunities to leverage additional resources to support our ambition.
7. Facilitate a North Lanarkshire-wide approach to asset rationalisation, including with communities and partners.
8. Review and design services around people, communities, and shared resources.
9. Ensure intelligent use of data and information to support fully evidence-based decision making and future planning.

The delivery of The Plan for North Lanarkshire and the North Lanarkshire Social Enterprise Strategy are supported by a range of complementary and linked strategies, plans and Programmes of Work including:

[Towards a Fairer North Lanarkshire – Tackling Poverty Strategy 2020-2023](#)

The Tackling Poverty Strategy reflects a concerted commitment across the Community Planning Partnership to drive inclusive growth and achieve prosperity for the people and communities of North Lanarkshire reflecting the commitment to ensuring equity of opportunity for all of our residents.

The foundation of the Tackling Poverty Strategy is held within the Local Child Poverty Action Report. This statutory annual report includes an action plan, established by all community planning partners, each identifying their role in tackling child poverty. This plan is now incorporated within the Tackling Poverty Strategy, with the actions included within the Delivery Plan.

The Tackling Poverty Strategy is a major step in ensuring that residents are offered opportunities, support, advice and information that will address the drivers of poverty through:

- Increasing income via employment;
- Maximising income via social security benefits; and
- Reducing the cost of living.

The social enterprise sector in North Lanarkshire has an important role to play in tackling poverty delivering a range of vital services within our communities.



Workforce for the Future Strategy 2020–2023

The core strategic aim of the Workforce for the Future Strategy is to drive the full recovery of North Lanarkshire’s labour market, delivering significant jobs growth, and shaping new and innovative employment progression pathways in key growth sectors by:

- Transforming North Lanarkshire’s employability and skills landscape; shifting the dial in policy and practice; drawing from research and expertise and aligning and leveraging all available sources of funding and resources to identified labour market gaps and future demand.
- Creating new jobs and opportunities for high quality employment, maximising numbers of apprenticeships through our supply chain, and building labour market demand capacity and influence through enterprise partnerships and directly with employers.
- Building strong partnerships with sector skills and education bodies and training providers to develop new and innovative progression and qualification pathways, which have scale and impact in employment sectors with known demand growth or skills gaps.

- Continuing to provide high quality accessible employability and career support services which remove barriers and are available at all ages and stages to maximise employability pathways for those furthest from the labour market.
- Facilitating career change between declining and growth sectors, promoting lifelong learning, re-skilling and the upgrading of qualifications to successfully navigate ongoing structural changes and disruption in our labour market.

The social enterprise sector has a key role to play in contributing to the Workforce for the Future Strategy, for example, by providing employment, volunteering, skills, and training opportunities, providing mentoring opportunities and supporting those furthest from the labour market.



[Act Now – Action on Climate Together Plan 2021-2025](#)

ACT Now supports action by the North Lanarkshire Partnership (Community Planning Partnership) to tackle the climate emergency in North Lanarkshire with a commitment to achieve net-zero carbon emissions by 2030. This will be achieved by supporting an “inclusive and green recovery” from COVID-19 which is socially, economically and environmentally sustainable and which improves people’s quality of life, wellbeing and equality.

Act Now’s Objectives are to:

- Provide collective leadership and accountability on climate and net-zero action in North Lanarkshire through North Lanarkshire Partnership.
- Improve understanding of the climate emergency and what must be done to achieve net-zero amongst North Lanarkshire’s citizens and workforce in all sectors.
- Support North Lanarkshire’s community and voluntary sector and business sector to become “green champions” committed to transitioning to net-zero whilst supporting inclusive and green recovery from COVID 19.
- Review and share progress regarding North Lanarkshire Partnership’s statutory partners’ delivery of their inclusive, green recovery and net-zero commitments.



Vision and Aims

Our vision is for a competitive and dynamic social enterprise (SE) sector in North Lanarkshire which supports inclusive and green growth, delivering innovative solutions and proactive responses to local needs and to maximise local public and private procurement opportunities.

Achievement of this vision will improve economic opportunities and outcomes; contribute to net zero carbon emissions by 2030; and enhance participation, capacity and empowerment across our communities to achieve our shared ambition of a place where:

1. social enterprise is a well-known, understood and respected sector delivering valued services within North Lanarkshire
2. opportunities are developed in partnership with the sector
3. we have a clear understanding of the contribution that social enterprises make to their communities and to the local economy
4. social enterprises are able to make the most of locally important assets, and procurement opportunities and act as a catalyst for wider community regeneration
5. social enterprise development is supported by the council, its partners, the wider community and voluntary sector



The North Lanarkshire Social Enterprise Framework 2022–26 and associated Action Plan seek to support the direction and delivery of Scotland’s Social Enterprise Strategy 2016–2026; the Plan for North Lanarkshire; and our joint vision for social enterprise clearly setting out the methodology utilised to stimulate, develop and grow the sector in North Lanarkshire. The development and delivery of the Framework was also a key action identified within the North Lanarkshire Economic Recovery Plan.

The three key themes that we will focus our resources and collective efforts on are aligned to the Scotland’s Social Enterprise Strategy 2016–2026:

1. **Stimulating the Sector**
 - Grow the social enterprise sector in North Lanarkshire by stimulating an enterprising community and voluntary sector
2. **Developing Stronger Organisations**
 - Develop stronger social enterprise organisations
3. **Realising Market Opportunities**
 - Help the social enterprise sector to respond to market opportunities which support an inclusive and green economic recovery

Measuring Success

This framework recognises the importance of collecting data on social enterprise; the need for continuous improvement of local data on the social economy sector; and measurement of the impact of what they do.

Where appropriate, the sector should be included in Local Outcomes Improvements Plans (LOIPs) delivery across each of the 9 Community Boards in North Lanarkshire. This should enable a more efficient monitoring of the impact on public and private sectors, economic growth, labour force mobility and socio-economic inequalities. The sector, with limited resources needs to work with statutory sector partners to improve monitoring and delivering on key themes and priorities set out in The Plan for North Lanarkshire.



Implementation

We have noted above that implementation will be led by the North Lanarkshire Social Enterprise Framework Strategy Group. Actions with lead partners have been identified to ensure delivery. We have accepted that some of our actions require further research into baseline levels in order to evaluate success. Evaluation arrangements will be developed in later iterations of the action plan to enable assessment of how well the Framework and Action plan have achieved its aims, supported by agreed performance measures. This evaluation will also support learning and continuous improvement.

Where appropriate, the sector should be included in Local Outcome Improvement Plans (LOIPs) delivery across each of the 9 Community Boards in North Lanarkshire. This should enable a more efficient monitoring of the impact on public and private sectors, economic growth, labour force mobility and socio-economic inequalities. The sector, with limited resources needs to work with statutory sector partners to improve monitoring and delivering on key themes and priorities set out in The Plan for North Lanarkshire.



Consultation

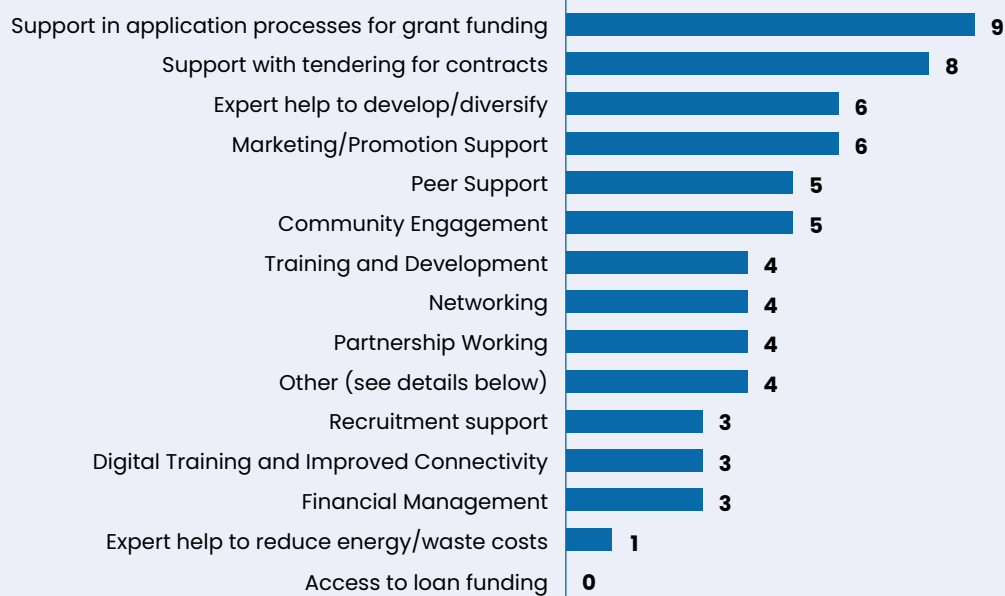
When developing the Framework, the North Lanarkshire Social Enterprise Framework Strategy Group conducted a survey in June 2021 to gauge the sector's view on what the main barriers to success and actions to address these barriers would be. The findings (from a relatively small response group) were that respondents found: access to funding, impacts of covid and the ability to win tenders as their greatest barriers, and support for grant funding, procurement and expert help to diversify and carry out marketing would address these issues.

What are the current barriers/issues you face in your core work?





What would help you address these barriers / issues?



We consulted with the 6 North Lanarkshire Health and Social Carer Consortia, which includes representatives from North Lanarkshire Carers Together, Health and Wellness Hub, Orbiston Neighbourhood Centre, Glenboig Development Trust, CACE and Getting Better Together Shotts.

Each area group broadly supported the findings of the survey. There was strong support for three of the proposed Key aims, with the fourth aim "Assess the contribution of North Lanarkshire social enterprises to inclusive and green economic development" less supported.

Due to the repetition in content to the previous aim In North Lanarkshire we will: Help the social enterprise sector to respond to market opportunities which support an inclusive and green recovery, the North Lanarkshire Social Enterprise Framework Strategy Group felt that the intention of this fourth aim could be incorporated in the actions to develop better and more accurate baseline and monitoring methods for all the aims.



Case Studies – Case Study: The Health and Wellness Hub

The Health and Wellness Hub are a Scottish Charitable Incorporated Organisation (SCIO) established in 2012 to help residents living in North Lanarkshire improve their emotional and physical health and wellbeing. The charity focuses particularly on community members who live in areas of multiple deprivation and face poverty and are marginalised and disadvantaged also by reason of age, ill-health, disability, financial hardship or other disadvantage.

The organisation provides a range of services including:

- Holistic centre providing: therapies, classes, community café and multipurpose meeting rooms.

- “Transforming Lives” volunteer programme offering peer support, skills development and volunteering.
- Weekly ‘Wellbeing Hubs’ heavily discounted to make them affordable to community members
- Scooter Hire service aimed at people with mobility issues and/or other health issues.
- Key health and wellbeing provider to many community groups and organisations.

The Health and Wellness Hub prides itself on its innovation of developing, delivering and engaging local people effectively through its services. By using a non-clinical approach, encouraging social interaction and addressing the growing concerns around people feeling isolated and lonely, we know that the delivery of services by local people (staff and volunteers) in a non-clinical way has maximised our engagement levels and local people are able to also design and re-design the services so that they continue to be as accessible and as inclusive as possible.



In 2018, the Health and Wellness Hub moved to bigger premises in the heart of Motherwell and between 2018 and 2021, the staff team increased from 8 to 16. Employees are paid the living wage and the organisation are disability confident committed with Carer positive and breastfeeding friendly awards and abide by The Social Enterprise Code.

In July 2019 the organisation won the contract for the North Lanarkshire Shopmobility service. In July 2020, the Health and Wellness hub became the recognised commissioned host organisation for the Airdrie locality via the Community Solutions (CS) programme. Locality hosts are also responsible for a micro fund for local organisations to address local needs. The Health and Wellness Hub worked with NLC Financial Inclusion Team in March 2021 to administer the Financial Insecurity Fund and were able to distribute £46,600 to 172 households in Motherwell and Airdrie localities.

Recent awards include:

- NLC Provosts Citizenship Award 2021 in Recognition of Outstanding & Dedicated Service to Community
- NatWest Social Enterprise top 100 list for 2020
- Lanarkshire Business Excellence Awards 2019 Finalist (Community Impact Category)
- VOSCAR winner 2016 for “Engaging Support Needs Volunteers”
- Ayesha Khan, our founder on the shortlist for the Social Enterprise Awards Scotland in the “Social Enterprise Champion” category <https://socialenterpriseawards.scot/announcing-the-2021-social-enterprise-awards-scotland-shortlist/>



Case Study: Cornerstone House

Cornerstone House are an independent charity and Community Anchor Organisation, currently a company limited by guarantee, considering becoming constituted as a Scottish Charitable Incorporated Organisation (SCIO.) There are five paid staff and ten volunteers.

The social enterprise was set up to provide facilities for groups and organisations to meet, learn and support each other in a friendly, safe and convenient community setting. The building is community owned and designed for use as a community space.

The vision for the organisation is to achieve: Flourishing Communities, Quality Services and Facilities, Healthier and Happier People, A thriving Cumbernauld.

There are five key service areas:

- Family Services – The Cornerstone House centre was funded by the National Lottery Community Fund to deliver an innovative Cumbernauld Family Hub. The service offers: creative play, practical health promotion, physical activity, educational toys, structured outings, online resources and family and personal development activities.
- Employability services – employability support, employment opportunities through Scottish Government community jobs Scotland
- Health and Wellbeing services – The community health information hub and shop mobility, community tea dances and mental health first aid.
- Training Services – Cornerstone are an experienced and licensed deliverer of a range of training programmes, most notably those in the field of personal and skills development.



Appendix 1 – Our Commitment to Community Engagement

[The North Lanarkshire Framework for Working with Communities](#) sets out the council and partners commitment to engaging with communities and the associated delivery model and approaches to supporting local people to influence and participate in the design, development and delivery of key Programme of Work areas associated with The Plan for North Lanarkshire. The Framework is underpinned by a set of principles and corresponding methodology designed to deliver several key outcomes associated with working with communities including, for instance:

- implementation of a consistent, inclusive model for engagement, with strong local governance to ensure that communities can contribute to and influence delivery of the vision and priorities set out in The Plan for North Lanarkshire;
- optimum coordination and use of partnership and Council resource to support communities to engage and influence;
- clearly targeted activity around communities of place, interest and

identity with a focus on ensuring that the voices of the ‘seldom heard’ are listened to; and

- the development of online and remote approaches to engaging with communities to ensure a flexible two-way digital interface for local people.

The delivery model and implementation plan are organised at locality level around 9 distinct communities and includes:

- the establishment of 9 Community boards to ensure local community involvement and governance for local decision making and investment;
- working with local communities to develop targeted local outcome improvement plans for their area;
- developing engagement plans for all key parts of The Plan For North Lanarkshire relevant to a particular area, community of interest and ensure that feedback is reported to the community boards and/or relevant decision-making bodies;



- supporting and implementing a clear Digital Communities programme;
- developing a shared community and voluntary sector support framework and working arrangements; and
- creating opportunities for local people to influence use of partnership resources through a sustainable Participatory Budgeting model taking advantage of joint resourcing opportunities.
- Opportunities for Community led investment – Investment in such things as community lotteries, Participatory Budgeting approaches. The latest PB Committee report [here](#)
- Opportunities for Community Asset Transfer (CAT) – [Council CAT Page](#)

The 9 Community Board areas include Airdrie, Coatbridge, Bellshill, Motherwell, Wishaw, Cumbernauld, Northern Corridor, Kilsyth and Shotts.

Development of any strategy reflecting potential local investment should link to key strands of work outlined within the Framework for Working with Communities to ensure constancy, reflect community and voluntary sector need and reduce duplication. Approaches should support key opportunities from a community's perspective including:

- Alignment and fit with the 9 Local Outcome Improvement Plans – [LOIP's](#) – these plans reflect community set/led priorities aligned to The Plan For North Lanarkshire through a range of targeted engagement approaches



Appendix 2 – Supporting Partners

Voluntary Action North Lanarkshire (VANL)



VANL is a major charitable organisation which provides support to community and voluntary organisations across the whole of North Lanarkshire. VANL's Mission is to:

"improve the quality of life and wellbeing of North Lanarkshire's citizens by fostering dynamic, inclusive communities through promotion and support for volunteering and the development of the voluntary and community sector".

Social Enterprise Network Scotland (SENScot)



Social Enterprise Network Scotland (trading as SENS Scot) acts as the umbrella body for social enterprise networks in Scotland – a network of networks. As a membership led organisation, SENS Scot represents, promotes and champions the work of front-line social enterprises, with a commitment to reflect the views and aspirations of our members.

We pro-actively engage with our social enterprise partners, the public sector, the media, the private sector and the wider public. We work in partnership with many other organisations in and outwith the broad social enterprise movement, with The Scottish Government and Parliament and local authorities.



North Lanarkshire Social Enterprise Network



North Lanarkshire Social Enterprise Network (NLSEN) is a new network playing a vital role in supporting new, established, or aspiring Social Enterprises in North Lanarkshire to grow and develop.

“At North Lanarkshire Social Enterprise Network (NLSEN) we believe that by being connected, we can improve lives for a just and equitable Community”.

Key Aims

- Fill gaps in services to meet local need.
- Raise awareness of what Social Enterprise is and promote the Social Enterprise Code
- Provide support for small scale initiatives.
- Encourage collaboration and in line with The North Lanarkshire Social Enterprise Framework 2021 – 2026.
- Increase access to information and support to established, new or aspiring Social Enterprises who deliver enterprising community activity.

Lanarkshire Enterprise Services Limited (LESL)



Lanarkshire Enterprise Services Limited (LESL) is a social enterprise organisation responsible for the delivery of the Just Enterprise programme in Lanarkshire. JE offers fully funded specialist business support for the enterprising third sector to help it become more sustainable. General advice and guidance can also be accessed by individuals interested in starting or growing a social enterprise in the Lanarkshire area.

Lanarkshire Business Gateway



Business Gateway Lanarkshire works with individuals and businesses across North and South Lanarkshire, supporting them to achieve their ambitions and goals. Experienced advisers work with both commercial and third sector enterprises, offering guidance on starting, running or growing a business by providing tailored advice and access to a wide range of business support services.



North Lanarkshire Council



North Lanarkshire Council is the 4th largest local authority by population in Scotland. The council delivers a range of key services for residents, communities and businesses. The council provides direct and indirect support to the social enterprise sector through a range of services including:

- **Enterprise** – Responsible for supporting business engagement, across the council and partners focussing on: actively promoting key sites and the development of key sectors (including social enterprise) within North Lanarkshire; supporting local businesses and social enterprises to set-up and grow through the council's Business Gateway Service, the Supplier Development Programme, and the delivery of grants and loans.
- **Communities** – Supporting the work of North Lanarkshire Partnership (NLP) which is North Lanarkshire's Community Planning Partnership (CPP), capacity building support to 9 Community Boards, delivery of community empowerment initiatives, Fairer Scotland Duty, employability programmes, financial inclusion support, business intelligence, equalities, Community Learning and Development service, Supported Enterprise Service (Supported Employment, North Lanarkshire Industries, Supported Business) and Active & Creative Communities
- **Education and Families** – Responsible for delivery of frontline services in nurseries, schools and community facilities and strategic co co-ordination of integrated education, children, families, and justice services
- **Health and Social Care Partnership** – Responsible for the delivery of a wide range of community health and social care services and commissioning a number of external services.
- **Asset & Procurement Solutions** – Responsible for the provision of a professional procurement support, information and advice service to all Service areas in the council.

North Lanarkshire Social Enterprise Strategy Action Plan 2022/2023

1. Theme: Stimulating the Sector

Aim: Grow the social enterprise sector in North Lanarkshire by stimulating an enterprising Community and Voluntary Sector						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
1.1	Increase the number of social enterprises operating in North Lanarkshire	Support 10 new start social enterprises in North Lanarkshire.	Increase in the number of social enterprises in North Lanarkshire	2019 Census – 109 organisations	Annual review / Ongoing	VANL/NLSEN/NLC/ Business Gateway
		Signpost aspiring social enterprises towards Business Gateway, Just Enterprise and Firstport to enable the transition to greater financial sustainability.	Increase in the number of sustainable social enterprises in North Lanarkshire	2019 Census – 109 organisations	Annual Review/ Ongoing	VANL/NLSEN/NLC/ Business Gateway
		Establish a mentoring programme of established social enterprises.	Mentoring Programme established	N/A	31 March 2023	NLSEN
1.2	Achieve a better understanding of social enterprises in North Lanarkshire.	Identify Social Enterprise champions to utilise leadership and development resources provided by the Social Enterprise Academy. https://www.socialenterprise.academy/scot/	Number of mentors Number of champions Increased resilience and knowledge within the sector	N/A	31 March 2023	NLC/LESL
		Collaborate to develop and share surveys and / or consultation on relevant issues affecting the sector.	Reported actions and outcomes from survey/ consultation findings	2021 – Social Enterprise Survey	As required	North Lanarkshire Social Enterprise Framework Strategy Group
		Undertake further research on the baseline number of social enterprises in North Lanarkshire and establish methodology to monitor growth.	Local baseline of social enterprise established to complement findings of national census	2019 Census – 109 organisations And 195 employees	31 March 2023	NLC / Scottish Government

Aim: Grow the social enterprise sector in North Lanarkshire by stimulating an enterprising Community and Voluntary Sector						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
		Carry out social media communications promoting the benefits of subscribing to the Voluntary Code of Practice. Encourage bodies representing trading third sector organisations to share best practice and offered a platform to carry out this activity. Suitable platforms would be case studies on VANL website, NLC website and Social Enterprise Scotland.	Increase in number of social enterprises subscribed Series of case studies published demonstrating support and capability of the sector	N/A N/A	Annual Review/ Ongoing Annual Review/ Ongoing	ALL ALL
1.3	Social enterprise boards will be more diverse	Carry our social media communications promoting volunteer opportunities as a potential route to employment. Carry our social media communications promoting opportunities to join social enterprise boards.	Increased participation from under represented groups. Increase in number of positions promoted	2019 Census – 109 employees N/A	Ongoing Ongoing	VANL / NLC VANL
1.4	More young people engaged in social enterprises	Deliver training opportunities for young people in school settings such as Young Enterprise Scotland initiative. Link with social enterprise organisations and identify placement opportunities for young people so that they can experience work within the sector and understand the types of careers available. Provide information awareness sessions within primary and secondary education establishments and awareness raising of the social enterprise model	Number of opportunities delivered per annum Number of placements identified per annum Number of sessions delivered	N/A N/A N/A	Ongoing Ongoing Ongoing	NLSEN Social Enterprise Academy SENscot NLC ALL NLC
		Direct young people to the training and opportunities available through the Social Enterprise Academy, Young Entrepreneur Training Workshop, Business Gateway's Business start-up support, including a referral to The Prince's Trust business enterprise programme.	Information disseminated to DYW co-ordinators and career advisers in schools	N/A	Ongoing	ALL

Aim: Grow the social enterprise sector in North Lanarkshire by stimulating an enterprising Community and Voluntary Sector						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
1.4	More young people engaged in social enterprise	Organise the Dragons Lair Schools initiative to promote entrepreneurship with the inclusion of the social enterprise model. Develop social enterprise specific information for schools and monitor percentage of number of pupils starting a social enterprise business.	Delivery of Dragons' Lair Initiative in 2022/23 Develop information for schools with resources for starting a social enterprise.	Initiative last delivered in 2019. Share with Dragons Lair participating schools and all schools.	2023	NLC
1.5	More under-represented groups engaged in social enterprise activity e.g., BAME and disability groups	Deliver training opportunities for under-represented groups within Community Board areas. Signpost groups to the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) Scotland which offers social enterprise support to BAME groups.	Number of workshops delivered Information disseminated to NL BAME Groups.	N/A	Ongoing	NLSEN NL SE Steering group Social Enterprise Academy SENscot CEMVO
1.6	North Lanarkshire will have stronger ties to other regional social enterprise networks	Signpost social enterprise organisations to Business Gateway/Elevator Green/Environmental training workshops and initiatives, including referral to Zero Waste Scotland support, where appropriate. Encourage Social Enterprises to engage in the Community Learning Exchange initiative and receive funding to visit another community or project.	Report on number of social enterprises attending workshops Engage with Community Learning Exchange to learn how many North Lanarkshire social enterprises participated.	N/A	Ongoing	Business Gateway Scottish Community Alliance Scottish Government

Aim: Grow the social enterprise sector in North Lanarkshire by stimulating an enterprising Community and Voluntary Sector						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
1.7	North Lanarkshire will have stronger ties to the other regional social enterprise networks.	Engage with local organisations seeking to take next step to leasing or buying publicly owned buildings or land.	Report on number of organisations engaged	N/A	Ongoing	NLC
1.8	Social enterprises will be supported to identify and implement Community Asset Transfer opportunities	Provide support to develop long term business plans and guidance on accessing potential funders to support lease costs or the purchase of the building or land. Social enterprises established in North Lanarkshire should be made aware of Community Asset Transfer Opportunities and provided with key contacts to enable them to pursue opportunities, if required. Promote Community Ownership Support Services (COSS) for specific tailored support and Business Gateway for Business planning.	Report on support provided Information disseminated to social enterprises	N/A	Ongoing	NLC
			Information disseminated to social enterprises	Ongoing	Ongoing	ALL

North Lanarkshire Social Enterprise Strategy Action Plan 2022/2023

2. Theme: Developing Stronger Organisations

Aim: Develop stronger social enterprise organisations						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
2.1	Social enterprise networks will grow in strength, with increased attendance and membership	Organise Open Day/Information events to highlight benefits of social enterprise within local communities and with community boards.	Number of events delivered	N/A	31 March 2023	NLSEN NL SE Steering group LESL SENScot
		Develop Peer mentoring systems through existing networks	System developed	N/A	31 March 2023	NL SE Steering group
		Promote SENScot and joining the network to enable social enterprises to connect and support each other.	Information disseminated to social enterprises	Number of members in North Lanarkshire tbc	Annual Review/ Ongoing	SENScot
2.2	Social enterprises will make more collaborative tenders.	Social enterprise page to be added to North Lanarkshire Council's business support page with information and links.	Page to be created	N/A	31 March 2022	NLC
		Opportunities for collaborative tenders to be explored through Partnership for Procurement (P4P) to assist the sector to produce stronger bids and win more tenders.	Event to be held with P4P to promote to sector	N/A	31 March 2023	Partnership for Procurement
2.3	Social enterprises will diversify their income and be supported to trial and adopt blended finance models	Providing information of sustainable finance set out in the Scottish Government's Social Enterprise Strategy.	Information to be disseminated to social enterprises	N/A	Annual Review/ Ongoing	NLC

Aim: Develop stronger social enterprise organisations						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
2.3	Social enterprises will diversify their income and be supported to trial and adopt blended finance models	Provide information on how businesses can make connections with social financiers e.g. Social Investment Scotland, Triodos, Ethical Building Societies.	Information to be disseminated to social enterprises Funders Forum event to be delivered	N/A	Annual Review/ Ongoing 31 March 2023	NL SE Steering group
		Encourage Social Enterprises to access support for external bodies to explore new income generation opportunities and discuss the benefits of blended finance models	Number of social enterprises accessing support	N/A	Annual Review/ Ongoing	Business Gateway Lanarkshire
		Business Gateway will provide 121 advisory and expert consultancy support to assist local Social Enterprise organisations to analyse current strategies/income generation and develop future growth options to diversify activities, increase income and improve sustainability.	Number of social enterprises provided with support	N/A	Annual Review/ Ongoing	Business Gateway Lanarkshire
2.4	More social enterprises will have access to consistent and long-term specialised business support	Deliver workshop sessions within Community Board areas.	9 sessions to be delivered	N/A	31 March 2023	NLC, LESL Social Enterprise Academy
		Business Recovery and Growth Fund and any subsequent NLC funding opportunities to promote the council's Social Enterprises through existing channels.		N/A	Report on number of social enterprises receiving government funding	NLC
		Provide up to 21 hours of free expert consultancy support in areas such as finance, low carbon, marketing, internationalisation and research and development for social enterprises working with Business Gateway Lanarkshire.	Report on number of social enterprises receiving grant funding	N/A	Annual Review/ Ongoing	NLC / Business Gateway Lanarkshire
		Support the adoption of digital technologies, use of digital marketing and digital upskilling of staff and volunteers within social enterprises.	Number of social enterprises offered support	N/A	Annual Review/ Ongoing	NLC/ Business Gateway Lanarkshire

Aim: Develop stronger social enterprise organisations						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
2.5	Social enterprises work together to create a culture of self-evaluation and impact measurement	Promote existing performance framework, quality systems and impact measurement.	Information to be disseminated to social enterprises Delivery of workshop	N/A	Annual Review/ Ongoing 31 March 2023	NL SE Steering group
		Support social enterprises to produce Annual Social Reports.	Number of annual social reports delivered	N/A	Annual Review/ Ongoing	NL SE Steering group
		Develop more good practice case studies and host on VANL website, NLC and NLSN websites.	Number of case studies on website	N/A	Annual Review/ Ongoing	VANL
		Encourage Social Enterprises to upskill and adopt measures that allow them to benchmark, monitor and evaluate their performance.	Information to be disseminated to social enterprises Delivery of workshop		Annual Review/ Ongoing 31 March 2023	NL SE Steering group

North Lanarkshire Social Enterprise Strategy Action Plan 2022/2023

3. Theme: Realising Market Opportunities

Aim: help the social enterprise sector to respond to market opportunities which support an inclusive and green recovery						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
3.1	More social enterprises will deliver North Lanarkshire's public services	Social Enterprises will utilise Partnership for Procurement P4P and/or Supplier Development Programme services to become 'tender ready' and use tendering training workshops and providing access to specialist 121 advice via expert surgeries and consultancy projects.	Number of social enterprises supported	N/A	Annual Review/ Ongoing	Partnership for Procurement, Business gateway Lanarkshire, Supplier Development Programme
		Deliver the Meet the "Real" Buyer events to enable social enterprises to meet procurement teams and hear more about upcoming contracts.	Delivery of Lanarkshire Meet the Real Buyer Event	2021 event	31 March 2023	NLC SLC Supplier Development Programme
		Invite commissioning and procurement representatives to future meetings to raise awareness of Partnership for Procurement, Supplier Development Programme and Social Enterprise procurement opportunities.	1 meeting per annum	N/A	31 March 2023	NLC
		Deliver awareness raising sessions about available support including potential budgets and the promotion of case studies demonstrating the added value of the social enterprise delivery model.	Number of awareness raising sessions per annum	N/A	31 March 2023	NL SE Steering group
3.2	The social enterprise and public sectors will enjoy a more collaborative relationship	Recognise the need to approach each tender opportunity with a view of encouraging local engagement and community wealth building.	Number of social enterprises winning tenders in North Lanarkshire	N/A	Annual Review/ Ongoing	NLC procurement strategy/NHS Lanarkshire
		Development of a communication platform that encourages regular contact between the public sector and social enterprises to build relationships and create strong synergy.	Platform in place	N/A	31 March 2023	NL SE Steering group

Aim: help the social enterprise sector to respond to market opportunities which support an inclusive and green recovery						
	Key Actions	Brief Description of detailed actions	Planned Outcomes	Baseline	Timescale/Review	Lead/Support
3.3	Social enterprises will have awareness of opportunities to engage and participate	Promote opportunities for social enterprises to engage with or bid to deliver services or activities in national and local funding streams e.g. UK Shared Prosperity Fund – No-one left behind.	Opportunity for involvement promoted to the sector	N/A	Ongoing	NLC
3.4	Social enterprises will be more visible to consumers, tapping into the growing desire from the public to buy ethically	Social networks and other promotional activity should be utilised to inform the public of the advantages of buying ethically including the promotion of the North Lanarkshire Fairtrade Zone Increase the number of North Lanarkshire social enterprises listed on the following website: www.buysocialscotland.com / www.socialenterprise.scot	Report on activities undertaken Report on number of social enterprises listed.	Fairtrade North Lanarkshire twitter account Currently no North Lanarkshire social enterprises advertising or listed	Annual Review/ Ongoing 31 March 2023	NL SE Steering group NL SE Steering group
3.5	Campaigns to promote North Lanarkshire as an attractive place to live, learn, work, invest and visit will include social enterprises	Social Enterprises will be encouraged to get involved with more commercial networking events Social enterprises should feature in campaigns promoting business in North Lanarkshire. Support local social enterprise organisations to develop marketing strategies and implement activities (traditional and digital) that will promote the organisations and their products/services to both existing and potential new customer.	Information to be disseminated to social enterprises Report on numbers featured Number of marketing strategies developed	N/A N/A N/A	Annual Review/ Ongoing Annual Review/ Ongoing	NL SE Steering group NLC Business Gateway Lanarkshire
3.6	Promotion and support to offer the Real Living Wage to employees	Support local social enterprise organisation to pay the Real Living Wage and support them to achieve Living Wage accreditation	Increase in the number of organisations paying the real living wage	N/A	Annual Review/ Ongoing	NLC

Glossary of Partners

CEMVO – The Council of Ethnic Minority Voluntary Sector Organisations (CEMVO)

LESL – Lanarkshire Enterprise Services Limited

NLC – North Lanarkshire Council

NL SE Steering Group – North Lanarkshire Social Enterprise Framework Steering Group

NLSEN – North Lanarkshire Social Enterprise Network

SENSCOT – Social Enterprise Network Scotland

SLC – South Lanarkshire Council

VANL – Voluntary Action North Lanarkshire

Monitoring Progress

The delivery of the Action Plan activities and outcomes will be monitored, including via a Social Enterprise Survey, by the North Lanarkshire Social Enterprise Framework Strategy Group. Formal reports will be provided at both mid-point and end points of the Action Plan.



partners

