

Voluntary Action South Lanarkshire

Workplan 2016/17

From: 1st April 2016

To: 31st March 2017

Key Definitions:

Red – Not yet started/Falls well short of target

Amber – Work in progress/May fall short of target (%)

Green – On target (%)

Blank – Not yet measured (%)

TOTAL 92

OUTCOME 1A: MORE PEOPLE HAVE INCREASED OPPORTUNITY AND ENTHUSIASM TO VOLUNTEER

Service/Activity	Outcome and Common Service	No	Performance Indicators	Target/Timescale	Baseline (2015-2016)	Progress	Traffic Light	Notes
All volunteer opportunities available online to view and apply for on (www.volunteerscotland.org.uk); www.vaslan.org.uk and a selection each week will be promoted in the E-bulletin as well as one paper copy directory for each area (Cambuslang; East Kilbride; Hamilton & Clydesdale) for use in talks & events	1.1, 1.2, 1.4, 1.6, 1.7, 1.8 A, B, C	1.	# Volunteering enquiries (online, email, phone, face to face)	Maintain base line	1161			
		2.	Increased operational capacity producing positive feedback.	80% completion of positive feedback returns	86%			
Increase number of volunteers registered (either through Website, Appointments or Events)	1.1, 1.2, 1.4, 1.5, 1.7, 1.8 A, B, C	3.	# Number of Registration Forms received	Average 60 - 70 new volunteers per month (appropriate to seasonal variation)	Ave 65			
		4.	# Volunteering campaigns	2 x volunteering campaigns across South Lanarkshire	2			
Continue to Recruit, train and support volunteers to provide volunteer appointments, promote volunteering and increase number of volunteer roles within VASLan.	1.5, 1.6, 1.7, 1.8 A, B, C	5.	# Volunteers trained	Maintain base line	6			
Volunteer surveys to gain feedback on our service and provide help/support where required. Tracking to	1.3 A, B, C	6.	# surveys returned	25% of registrations complete survey	131			

include use of Survey Monkey, Telephone and Paper based returns.								
Promotion and development of Volunteering towards employment / health / young people	1.4, 1.7, 1.8 A, B	7.	# Events / talks	20 events / talks per year	28			
Promote employer supported volunteering	1.15 A, B, C	8.	# Challenges identified and supported	4 x Challenges	5			
Youth Volunteering – promote volunteering and benefits to personal development.	1.2, 1.5, 1.6, 1.7, 1.8 A, B	9.	# young people taking up opportunities	Maintain baseline	507			
Offer information to potential young volunteers about Saltire awards through schools and local youth service providers and other means	1.2, 1.8 A, B	10.	# of sessions per year	Maintain base line	10			
		11.	# of young people registered for Saltire	Maintain base line	379			
		12.	# High Schools supported and kept information	Continue to work With 23 High Schools in South Lanarkshire – send out information sheet in August 2016	23			
		13.	# Youth Service providers supported and kept information	Continue to support 35 local youth service providers and target any new providers in South	35			

				Lanarkshire - send out information sheet in August 2016				
		14.	Information on local process for Saltire Awards available online	Saltire Info on website updated	New Target			
		15.	Social Media utilised to engage and support young people and organisations in Saltire Awards	Saltire South Lanarkshire Facebook page established with 100 followers	New Target			
Continue to grow and develop the Saltire Awards to ensure that our young people's achievements are celebrated in the best possible way.	1.2 A, B	16.	# Challenge Awards Issued	Challenge: 10	0			
		17.	#Approach Awards issued	Approach (10 & 25 hrs): 150	81			
		18.	# Ascent Awards issued	Ascent 50/100/200/500: 300	199			
		19.	# Summit Awards issued	Summit: 6	0			
		20.	VASLan Saltire Awards Ceremony	Nos Attended Nos Awarded (Ascent/Summit)	N/A 73			
		21.	Supporting external Saltire Awards in Schools/Orgs	Support offered to all events	1			
Raise the profile of volunteering in South Lanarkshire	1.2 A, B, C	22.	Revitalise Volunteer Recognition Awards for South Lanarkshire and combine with Saltire Awards Ceremony	1 Event	1			

OUTCOME 1B: VOLUNTEER INVOLVING ORGANISATIONS ARE BETTER ABLE TO RECRUIT, MANAGE AND RETAIN VOLUNTEERS

Service/Activity	Outcome and Common Service	No	Performance Indicators	Target/Timescale	Baseline (2015-2016)	Progress	Traffic Lights	Notes
Provide support to organisations to: <ul style="list-style-type: none"> • Develop new volunteer opportunities • Encourage networking and collaborative working • Meet their volunteering needs 	1.9, 1.10, 1.11, 1.15 A, B, C	23.	# Opportunities registered	20-25 refreshed opportunities per month	Ave 42			
		24.	# new opportunities registered	6 new opportunities per month	Ave 5			
		25.	# Networking events	4 networking events per year	11			
Use MILO matching functionality to help identify suitable volunteering opportunities and help organisations find volunteers	1.13, 1.14 1.9, 1.15 A, B, C	26.	# Volunteers placed	25% of registered volunteers are placed	36%			
		27.	# Organisations Supported with recruitment procedures	25% of opportunities selected result in placement	New Target			
Provide customised volunteer training to organisations	1.9, 1.10, 1.11, 1.12 A, B, C	28.	# organisations trained	4 organisations per year	11			
		29.	# training courses delivered	See overall training under Outcome 3	21			
Promote and support voluntary organisations to gain 'Volunteer Friendly' awards in South Lanarkshire	1.9, 1.12, A, B, C	30.	# engaging in the process	Engage 10 orgs per year (Action plans developed)	10			
		31.	# awarded	Target: 6 organisations per year awarded	2			

OUTCOME 2: SOCIAL ENTERPRISE DEVELOPS AND GROWS

Service/Activity	Outcome and Common Service	No	Performance Indicators	Target/Timescale	Baseline (2015-2016)	Progress	Traffic Lights	Notes
Continue to support and develop Social Enterprise and encourage other organisations to be more enterprising.	2.1, 2.2, 2.3, 2.5 2.7, 2.8 2.9 A, B, C, E	32.	# Social Enterprise Organisations	10% Increase in Social Enterprises supported	67			
		33.	# new enterprises	10 new social enterprises per year	11			
		34.	# SE's supported with start-up, legal structures, finance etc.	Maintain support levels - numbers recorded from interactions	New Target			
Support organisations to promote their social enterprise activities and by engaging with the Town Centre Action Plan provide opportunities to trade to public, with each other and public sector.	2.1, 2.2, 2.3, 2.5 2.7, 2.8 2.9 A, B, C, E	35.	# events	1 SE market place event	2			
		36.	# inter-trading opportunities	1 inter-trading event	1			
		37.	Investigate potential branding options for Social Enterprise	1 SE Branding Consultation	New Target			
Promote use of online Social enterprise resource kit and support materials and introduce links to other websites	2.4 A, B, C, E	38.	# organisations accessing resource kit	Record hits per quarter	18,357 hits			
		39.	# organisations participating in online forum	Forum established and 25 organisations following	New Target			

Provide Social Enterprise information sessions	2.5	40.	# sessions relating to scaling up	2 sessions per year	New Target			
	A, B, C, E	41.	# participants	8 participants per session	New Target			
SE training developed in response to the gaps identified by the sector	2.2 A, B, C, E	42.	# SE training	See training in Outcome 3	4			
Work with other local and national support services to provide the best service and support for each SE	2.1, 2.3, 2.4, 2.5, 2.7, 2.8, 2.9 A, B, C, E	43.	Participate in Lanarkshire Social Economy Protocol (LSEP)	Representation at all meetings and events	5			
		44.	Engaging with national training providers and support services	# Signposted for support	7			
		45.	Local partnership working by tying into development projects	1 Partnership Development project	New Target			
Gather information on SE sector and record customer satisfaction	2.5, 2.9 A, B, C, E	46.	# social enterprises rating VASLan support excellent / good	10% increase on baseline	18			
		47.	# organisations who feel more confident to develop their enterprise	10% increase on baseline	20			
		48.	# organisations identified as "Social Enterprise" and "Working towards being more enterprising"	10% increase on baseline	35			
Facilitate dialogue between public partners and third sector organisations on commissioning/ procurement agenda within SE	2.8, 2.9 A, B, C, D, E	49.	Attend South Lanarkshire Economic Growth Board	# meetings attended	4			

OUTCOME 3: THIRD SECTOR ORGANISATIONS ARE WELL MANAGED AND DELIVER QUALITY SERVICES

Service/Activity	Outcome and Common Service	No	Performance Indicators	Target/Timescale	Baseline (2015-2016)	Progress	Traffic Lights	Notes
Continue to support development of new organisations; review/ health checks for existing organisations and support identified needs and specific queries.	3.1, 3.2; 3.3; 3.4, 3.5, 3.6, 3.7, 3.8, 3.10 A, B, D	50.	# Organisations supported	Maintain last year's baseline	297			
		51.	# health check reviews	15 Organisations health checked per month	63			
		52.	# Organisations supported with start-up, charity law, funding, finance, governance etc.	10% increase on last year's baseline	Start up 58 Charity 111 Funding 282 Finance 23 Governance 47			
Regularly Update Online resource kit available through the website	3.1, 3.3, 3.2, 3.4, 3.5; 3.6; 3.7; 3.8; 3.10 A, B, D	53.	# people accessing online resource kit	Review and update toolkit and record hits analysis	18,387 hits			
Deliver training in line with the needs of the sector.	3.1, 3.2, 3.4, 3.5, 3.6, 3.7, 3.10 A, B, C, D	54.	New Health Check forms linked to training needs analysis	New form implemented & analysis informing training calendar	New Target			
		55.	Weekly bitesize core training sessions developed and implemented	4 week rota of sessions piloted	New Target			
		56.	# Organisations supported through training courses	Maintain last year's baseline	21			

		57.	# New training courses subjects provided to the sector.	Establish new baseline. 1 new per quarter.	New Target			
Localised sector support surgeries across South Lanarkshire	3.1; 3.2, 3.3, 3.4; 3.5; 3.6; 3.7; 3.10 A, B, C, D	58.	# surgeries	16 surgeries linked to Third Sector Forum meetings	12			
Provide relevant topic based Information Sessions	3.1; 3.2, 3.3, 3.4; 3.5; 3.6; 3.7; 3.10 A, B, D	59.	# Sessions provided on relevant and current topics	3 sessions (1 on each topic)	4			
Develop and increase membership of VASLan	3.1; 3.2; 3.3; 3.4; 3.5; 3.7; 3.7; 3.8; 3.10 A, B, C, D	60.	# organisations who become members	Maintain membership levels	121			
Develop and support Funding road shows and events to increase the amount of funding coming into South Lanarkshire	3.2, 3.3, 3.4; 3.5 A, B, C, D, E	61.	# events	2 events per year	2			
		62.	# participants	20 organisations in attendance at each event	97			
		63.	Amount of funding supported linked to sustainability	Maintain level of funding coming into South Lanarkshire	£1,552,660			

Develop research and consultation opportunities within the sector. Monitor and evaluate our impact on third sector development.	3.9, 3.11 A, B, C, D	64.	# Research / surveys / consultations	Provide information to support organisations to carry out research	New Target			
		65.	# organisations rating training / support as excellent / good	Sustain 80% positive rating	91%			
		66.	# organisations who say they are better managed or deliver better services as a result of using TSI services	Sustain 80% positive rating	72%			
Increase visible presence of VASLan in the local community.	3.1; 3.2; 3.3; 3.6; 3,9. A, B, D	67.	Communications & Marketing Plan for 2016/17	Plan produced and implemented with regular monitoring	N/A			
		68.	# survey and social media evidence	Analytical evidence of social media on monthly basis. 10% increase in baseline	Facebook 453 Twitter 892			
		69.	# articles submitted to press and published	Newsletter – Ebulletins and Regular press coverage. Target 25 articles	23			
Continue to develop media, marketing and communications strands to enable us to update and inform the sector.	3.1; 3.2; 3.3, 3.6; 3.7; 3.11 A, B, D	70.	Increased footfall on both website and social media # accessing information # newsletter subscription	Increase in hits on website and newsletter subscribers from baseline	440,000 hits 528 subscribers			

Health and Social Care Integration								
Capacity building for organisations working within the scope of the HSC Integrated Care Fund (incl. Planning & development to link services to Health and Wellbeing; Funding and marketing of current services.	3.2; 3.3; 3.4; 3.5; 3.6; 3.7 A, B, C, D	71.	# organisations assisted	Support individual groups funded via ICF– report on progress of 18 organisations per quarter	New Target			
Assist third sector organisations to participate in networking	4.3, 4.8, 4.9 A, B, C, D	72.	# Organisations participating in locality Third Sector Forum.	25 organisations participating	79			
			Identify and engage with locality based organisation to act a sector representatives at Locality Planning Groups.	4 representatives to be in place by May 2016. 12 locality HSCI updates to be produced for the wider sector during reporting year.	New Target			
Recognise and identify future opportunities for collaborative working for new and existing services within the scope of HSCI.	4.3, 4.8, 4.9 A, B, C, D	73.	# gaps in service identified by South Lanarkshire partnership. Further develop a South Lanarkshire wide Third Sector service map that identifies organisations and services providing a health and social care services.	Ongoing development work	New Target			
Develop community capacity to support ongoing engagement and involvement in service	4.1; 4.2; 4.3; 4.5; 4.7	74.	# organisations involved	15 organisations involved per year	New Target			

redesign activity within the HSCI agenda.	A, B, C, D							
		75.	Develop LPG understanding of third sector	Increased engagement via formal communication lines on a quarterly basis	N/A			
Act as the link between Locality Planning Groups (LPG) and the local third sector in South Lanarkshire.	4.1; 4.3; 4.7; 4.8; 4.9 A, B, C, D	76.	Ongoing mapping and development of local communities (including Locator database maintenance)	Quarterly Review with Partners	N/A			
		77.	Ongoing mapping and development of local communities (including Locator database maintenance)	Quarterly Review with Partners	N/A			
		78.	Further development and promotion of Locator to Partners and local communities.	Expand the content of Locator to encompass Health and Social Care providers.	N/A			
		79.	# Locator Hits	Increase Hits	247,311			

Children's Services; GIRFEC / EARLY YEARS								
Act as the link between statutory partners and third sector so they are fully informed of GIRFEC/Early Years agenda. Provide the sector with updates on key areas of activity within children's services, with particular attention on child protection and lessons learned from significant case reviews.	4.1; 4.3; 4.7; 4.8; 4.9 A, B, C, D	80.	# of issue specific briefings issued to the sector	Disseminate appropriate updates on children services and findings from significant case reviews	2			
In partnership with the Re-alignment of Children's Services Programme (RCS) act as the link between the sector and the RCS team to provide sector information, input and update.	4.1; 4.2; 4.3; 4.5; 4.7 A, B, C, D	81.	Update sector on RCS progress through regular feedback Complete an analysis of sector services related to children (Core support services only) that will contribute to the South Lanarkshire Strategic needs analysis.	Issue quarterly RCS updates via the Third Sector Forum. 4 per year. Completion of a Third Sector contribution spreadsheet. June 2016	New Target			
EMPLOYABILITY								
Continue to work in partnership with local authority and other third sector organisations to provide a range of employability support to clients furthest from the jobs market - using volunteering as a stepping stone to employment	1.5; 1.7; 4.1; 4.3; 4.6; 4.7; 4.8; 4.9 A, B, C	82.	# clients (young offenders aged 16-25) receiving mentoring support through Chance to Change PSP (Reducing Reoffending Change Fund)	30 clients supported	42			
		83.	Funding secured to continue EVI / C2C beyond March 2017	Funding secured	N/A			

OUTCOME 4: THIRD SECTOR ORGANISATIONS FEEL BETTER CONNECTED AND ARE ABLE TO INFLUENCE AND CONTRIBUTE TO PUBLIC POLICY

Service/Activity	Outcome and Common Service	No.	Performance Indicators	Target/Timescale	Baseline (2015-2016)	Progress	Traffic Light	Notes
Locality based Third Sector Forums (TSF).	4.1, 4.2, 4.3, 4.4, 4.5, 4.8 A, B, C, D	84.	Four locality based Third Sector Forums to be held quarterly.	4 per quarter over the reporting year 04/16 – 03/17	1 (per locality)			
Promote, support and develop Third Sector Forums as the platform to highlight good practice, develop partnerships working, highlight issues and promote solutions from the sector.	4.1, 4.2, 4.3, 4.4, 4.5, 4.8 A, B, C, D	85.	# Third Sector organisations engaging with locality based forums.	Increased range of locality based Third sector partners attending and contributing toward TSF meetings.	79			
		86.	# TSF promotional events	1 event within this work plan year.	New Target			
		87.	# TSF partner organisations aware of and agreeing to the key principles and aims of the South Lanarkshire Compact and to the commitments made therein to make the Compact a reality.	#TSF partners have active involvement with locality forums.	New Target			
Promote the key principals of the South Lanarkshire Compact as the vehicle to improve and harness the relationship between public sector and the Third	4.1, 4.2, 4.3, 4.5 4.7; 4.8; 4.9 A, B, C, D	88.	# Organisations contributing toward TSF communications and marketing.	TSF locality partners involved in the positive promotion of services provided and the links to	New Target			

sector through the Third Sector Forums.				South Lanarkshire priorities.				
Further develop media, marketing and communications as a work stream within the TSF that facilitates updates and information provided by the wider sector.	4.1, 4.2, 4.4, 4.5, 4.6 A, B, C, D	89.	# Active work streams reporting.	TSF partners feeding into active work streams and reporting into CCP papers	N/A			
Update and inform the Third Sector with regards to Government policy.	4.1, 4.2, 4.4, 4.5, 4.6 A, B, C, D	90.	# of briefings produced for the third sector	3 Briefings per year	4			
Comment on behalf of third sector following consultation and / or working group	4.1, 4.2, 4.4, 4.5, 4.6 A, B, C, D	91.	# of working groups set up in order to respond to consultations	3 Working groups	1			
Continue to develop key partnerships with the third / public / private sectors that bring real benefits to the sector and local community	4.1, 4.2, 4.4, 4.5, 4.6 A, B, C, D	92.	# Other key partnerships participated in	Report on partnerships attended	N/A			

OUTCOME 5: THE THIRD SECTOR INTERFACE IS WELL MANAGED AND EFFECTIVE

	We will:	Approach	Status/Plan
5.1	Understand the landscape of community, third sector and volunteering activities in our local area by collecting intelligence and maintaining a database of local third sector organisations, volunteers and volunteering opportunities, including the MILO Core Minimum Fields.	<ul style="list-style-type: none"> • Annual surveys to sector/partners with appropriate analysis, and continue to report and act in accordance with findings. • Ongoing volunteering surveys on rolling programme with appropriate analysis and feedback. • Inform development workers of policy change to cascade to sector, as well as providing information through website/E-bulletin to sector and partners. • Update and continue to develop MILO and 'Locator' database (interactive mapping of sector by service) available to partners and sector. 	
5.2	Use the intelligence to develop and deliver services in response to community need.	<ul style="list-style-type: none"> • Continual health checks of voluntary organisations in sector • Facilitate identification of gaps/target services/resources • Conduct analysis and act accordingly for service delivery. 	
5.3	Engage relevant stakeholders in the design, delivery and review of policies and services.	<ul style="list-style-type: none"> • 'Strategic Chief Officer Group' (made up of voluntary sector across South Lanarkshire and public partners) will meet quarterly and assist in directing and shaping services. 	
Communication and Promotion			
5.4	Develop communications strategy and plans to improve our reach to stakeholders, to raise our profile, to promote our services and values. The communications plans will take consideration of the range of needs of different audience groups.	<ul style="list-style-type: none"> • Develop a communications and marketing plan for 2016/17 which includes: Social Media; Website; Ebulletin; Surveys; Leaflets; Campaigns; Brand recognition; Events Calendar and Planning etc. 	

5.5	Promote the impact the sector has on the communities we live in.	<ul style="list-style-type: none"> • Promote the sector through the Ebulletin • Annual Report available to sector and partners. • Quarterly bulletin for local elected members 	
Partnership Working			
5.6	Communicate the interests of communities to wider stakeholders	<ul style="list-style-type: none"> • Networking events • Papers being developed from Third Sector Forums will inform/influence and possibly determine public services. • Collecting and disseminating good practice examples and successful innovations amongst all partners on a quarterly basis through a variety of articles. Distribution of Annual Report to wider stakeholders. 	
5.7	Develop partnership approaches and identify opportunities for partnership working locally, regionally and nationally to achieve better outcomes.	<ul style="list-style-type: none"> • Third Sector Forums • Fully involved in Health and Social Care Integration and Locality Groups • Fully involved in Community Planning Partnership structure • Fully involved with Early Years Collaborative Partnership • Also involved in several strategic partnerships underpinning these structures. • Continue to look at funding opportunities for the development of the organisation. 	
5.8	Engage local community representatives, Councillors, MSPs, MPs and others.	<ul style="list-style-type: none"> • Active/open involvement at all levels of VASLan with a range of community representatives; councillors; MSP's/MPs and others. This is evidenced through feedback on our weekly E-bulletin and Social Media networking. • Continuation of electronic briefings to elected members 	

5.9	Work positively with Voluntary Action Scotland and our peers in the network.	<ul style="list-style-type: none"> Actively participate in TSI Networks; and also in several partnerships with VANL, and work with other TSI's. 	
Equalities			
5.10	Develop flexible responses to meet different needs; e.g. opening times, drop-in facility, outreach locations, telephone helplines and online facilities	<ul style="list-style-type: none"> Services are delivered 9 am – 9 pm on weekdays. Also extended opening on Saturdays to facilitate external requests. On-line facilities/telephone support reviewed and updated as required. 20+ Outreach locations are supported in both rural and urban areas of South Lanarkshire. 	
5.11	Make our services, publicity materials and premises as accessible as possible.	<ul style="list-style-type: none"> Premises as above. Also have wheelchair access. Staff regularly work evenings/weekends to support sector's needs Website – available in different font sizes Calendar of Events promoted through website Develop database of Press Contacts Publicity materials available in different font sizes 	
5.12	Be proactive in engaging all of our stakeholders.	<ul style="list-style-type: none"> Regular surveys to stakeholders Open door policy E-bulletin Website Locator Tool – interactive mapping tool of the voluntary sector in South Lanarkshire used by stakeholders and sector Events – AGM; Funding Events; Surgeries; Conferences; Awards; Training 	
5.13	Focus limited resources toward those who need them most	<ul style="list-style-type: none"> Fully involved in welfare reform agenda. Active partner in 'Tackling Poverty' agenda and 'Living Wage' promotion Working closely with young people furthest from employment market through our employability programs 	

		<ul style="list-style-type: none"> • Reducing Reoffending as active partner in Public Social Partnership • Train and support volunteer mentors • Provide support to encourage people with mental health issues to benefit from volunteering 	
Internal Management			
5.14	Implement monitoring and evaluation procedures for continuous improvement.	<ul style="list-style-type: none"> • Surveys to sector and partners • Analytical evidence via website/database/social media and surveys and will revisit monitoring tools to include new questions • Monitoring/Evaluation training to sector to help improve responses from third sector to SOA • Continue to use and improve Appraisal system for VASLan staff 	
5.15	Treat our people well, ensuring a good working environment, good conditions of employment and recognition for people's contribution.	<ul style="list-style-type: none"> • Planning days • Team building & social activities with staff • Supervision and Annual Reviews • Staffing Sub – regular meetings with Team Leaders and staff 	

TSI Name:	Voluntary Action South Lanarkshire			
Total grant received from Scottish Government	£ 269,600			
		Salary Costs	Non-Salary Costs	Total
Outcome 1A:	More people have increased opportunity and enthusiasm to volunteer (Common Services 1.1 to 1.8)	£ 31,283.00	£ 12,000.00	£ 43,283.00
Outcome 1B:	Volunteer involving organisations are better able to recruit, manage and retain volunteers (Common Services 1.9 to 1.16)	£ 31,283.00	£ 6,000.00	£ 37,283.00
Outcome 2:	Social enterprise develops and grows (Common Services 2.1 to 2.9)	£ 30,310.00	£ 16,000.00	£ 46,310.00
Outcome 3:	Third Sector organisations are well managed and deliver quality services (Common Services 3.1 to 3.11)	£ 37,412.00	£ 18,000.00	£ 55,412.00
Outcome 4:	Third Sector organisations feel better connected and are able to influence and contribute to public policy (Common Services 4.1 to 4.9)	£ 42,066.00	£ 12,000.00	£ 54,066.00
Outcome 5:	The Third Sector Interface is well managed and effective (Common Services 5.1 to 5.14)	£ 31,874.00	£ 1,372.00	£ 33,246.00
	Total expenditure	£ 204,228.00	£ 65,372.00	£ 269,600.00

We have included a letter under the Outcomes and Common Services Column which shows how each service / activity relates to the following areas of strategic direction as identified by Scottish Government.

- A. Tackling inequality
- B. Supporting communities and developing social capital
- C. Contributing to public service reform and prevention
- D. Commitment to good governance and management and collaboration within the sector.
- E. Commitment to engaging with the Town Centre Action Plan.