

South Lanarkshire Compact Voluntary Consultation 5th February 2009
Rutherglen Group Questionnaire

[the following are all direct quotes written down by the participants]

1. As a voluntary sector organisation, what works well in your dealings with public sector partners?
 - ❖ Shared knowledge and understanding
 - ❖ Communication between voluntary organisations
 - ❖ Service level agreement
 - ❖ Support from public sector
 - ❖ Accessing premises to run clubs
 - ❖ Receiving funding and grants for equipment outings and Christmas lunches
 - ❖ Most councillors are approachable and sympathetic, most requests are listened to
 - ❖ Speed of communication is average
 - ❖ More consultations taking place with NHS and SLC
 - ❖ Having one named contact
 - ❖ Council is usually very helpful but not always 'open door'
 - ❖ Lots of support available once you know who to contact
 - ❖ Regularity of income for authorised service providers
 - ❖ For those dealing with various councils SLC most helpful.
 - ❖ Service level agreements
 - ❖ Access to funding
 - ❖ Allowing groups to deliver services, without interference in accordance with SLA
 - ❖ Communication
 - ❖ Lots of information out there
 - ❖ Helpful if you phone them / write to them
 - ❖ Had grants

2. What could be improved in your relationship with public sector
 - ❖ Meetings and regular contact
 - ❖ Interaction
 - ❖ Possibly secondments both ways
 - ❖ Training
 - ❖ More information and assistance
 - ❖ More knowledge of what's available from the public sector
 - ❖ Grants and funding
 - ❖ Transport
 - ❖ Assistance to fill in grant applications
 - ❖ Better communications - clearer pathways
 - ❖ Representation on NHS Special Interest Boards & SLC committees from voluntary sector
 - ❖ Knowing who to approach
 - ❖ Training for community reps on public forums
 - ❖ Voluntary sector are often not 'equal partners' (e.g. in the level of core funding or future sustainability)

- ❖ Funding - increased!
- ❖ Pathways for information and advice more accessible
- ❖ Finding appropriate contacts can be challenging
- ❖ Method for partners to identify the needs of the groups and also groups that can assist them to resolve issues.
- ❖ Communication
- ❖ Link person
- ❖ Awareness and willingness to adapt
- ❖ Paying grants on time
- ❖ Public Sector needs to take more responsibility
- ❖ Cleaning rubbish / more bins / removing graffiti / illegal advertising
- ❖ Simpler planning processes
- ❖ Faster responses to issues raised

3. What could be done quickly to improve the relationship?

- ❖ Giving credit where it is merited
- ❖ Recognition of good work of voluntary sector
- ❖ More evenness/equity
- ❖ Networking
- ❖ More partnership working and events like this one which enables networking
- ❖ Information of what services/programmes the local council has available
- ❖ More publicity of public sector activities
- ❖ More regular press releases
- ❖ Recognition of voluntary sector as a service provider
- ❖ Register identifying aims and objectives of voluntary sector with South Lanarkshire
- ❖ Co-ordinator liaising between partners 'people's champion' not a figurehead!!
- ❖ No real 'quick fix' because of depth of issues
- ❖ Signed agreement to pay on time with penalties built in
- ❖ Establish a voluntary sector network as done in North Lanarkshire
- ❖ Budgets/services taken away
- ❖ 'happy enough'

4. What longer term improvements could be made and what resource implications do you envisage these would have?

- ❖ Resource information
- ❖ Interactive relationship
- ❖ More involvement in decision making
- ❖ A local community register of what voluntary clubs and organisations are operating. This could be made available to members of the public via libraries, local council office's, possibility of an annual distribution of list (what, when and where)
- ❖ Communication, communication, communication!!

- ❖ More money (eg grants) and understanding information on how to apply
- ❖ SLA and forecast funding especially for vol. organisations that meeting core needs in communities
- ❖ Co-ordinator to liaise with vol sector to recognise baselines for sustainability, instead of having to "chase around for money all the time"
- ❖ Being involved in decision making and service delivery
- ❖ Longer term security - longer SLA
- ❖ More power from central government and support to the third sector
- ❖ Concern over future funding settlement
- ❖ Funding settlements that account for inflation/cost of living

5. Do you think the proposed Compact will benefit the voluntary sector in South Lanarkshire?

- ❖ Yes - It will work as long as everyone is open and willing to share strengths and help with weaknesses.
- ❖ Yes - Opportunity to meet other people, organisations, networking
- ❖ 3 yes, 4 don't know - no comment
- ❖ Yes if it's followed through and not just a paper exercise! And no if being used to meet priority from central government.
- ❖ Yes -in theory if it works
- ❖ Yes - clean up the environment by removing all illegal advertising material from lampposts, traffic sign poles, pavement fences, 'A' frames from pavements

PRIORITY RESULTS

HAMILTON - A

Sustain and develop the resources available to the voluntary and community sector

RUTHERGLEN - E

Increase the role of the voluntary sector in policy, decision-making and service delivery at all levels in South Lanarkshire

EAST KILBRIDE - A (also E and D)

Sustain and develop the resources available to the voluntary and community sector

COALBURN - E, - but also has another that focus on reality.

Increase the role of the voluntary sector in policy, decision-making and service delivery at all levels in South Lanarkshire

South Lanarkshire Compact Voluntary Consultation 5th February 2009
RUTHERGLEN PRIORITIES REPORT SUMMARY

PRIORITY 1

E	X 3	(Comment: Increasing role of voluntary sector in policy and decision making and service delivery at all levels)
F	X 1	
A	X 1	
B	X 1	

PRIORITY 2

A	X 2	(Comment: <u>Invest</u> , sustain and develop the resources available to the voluntary and community sector)
F	X 2	(Comment - almost as important as B because of our additional wording) (Working together in partnership with the Public Sector.)
D	X 1	
E	X 1	

PRIORITY 3

F	X 2	(Comment - F, wording seems inappropriate and should read Support, develop, and maintain a strong partnership - with a diverse and independent voluntary sector in South Lanarkshire)
A	X 1	
D	X 1	(Comment - Increase information on level and nature of activity taking place across South Lanarkshire voluntary sector.)
B	X 1	
E	X 1	(Comment - Support, develop and <u>sustain</u> the particular role of volunteering in voluntary and community.)

ADDITIONAL COMMENTS:

No mention of partnership in any of the cards and group fear this was whole point.

All areas need to be addressed in order to maximise effects.

SOUTH LANARKSHIRE COMPACT VOLUNTARY SECTOR CONSULTATION 5TH FEBRUARY 2009-02-06
COALBURN GROUP QUESTIONNAIRE

1. As a voluntary organisation, what works well in your dealings with public sector partners?
2. What could be improved in your relationship with public sector partners?
3. What could be done quickly to improve the relationship?
4. What longer term improvements could be made and what resource implications do you envisage these would have?
5. Do you think the proposed compact will benefit the voluntary sector in South Lanarkshire?

1. Strategic Links, similar objectives, clear communication links, support, funding, having a key contact.
2. Transparency, honesty, two way communication, appropriate (right person/rep for the job) representation at a strategic level from the voluntary sector and community groups, more contacts, information – correct format, explained, plain English, simple, meaningful communication, public bodies listening to the needs of communities.
3. Someone to come out and talk to us and knowing who we should be talking to. Clear contact information within the community and voluntary sector.
4. Better communication between voluntary organisations. The voluntary sector itself should be better joined up, better links. We have a responsibility to share information both ways (larger voluntary organisations / community groups). Network meetings to share information, resources etc. and pass on information. Resources needed: time, money, training, transport.
5. The group was divided. Half said “No” based on past experience, and half said “yes” with conditions. If the public sector are serious. There’s no point unless the agreement is implemented. The voluntary sector needs to strengthen their own relationships too and two way communications is necessary. Accountability is important.

1. Interdependence - both need each other. Relationship with local councillors as a way to develop good relationships and assistance from officials.
2. Share and make resources of public sector available to voluntary sector at a non-restrictive cost. Centralisation doesn't work for the rural area in a South Lanarkshire context - and doesn't work in the rural area either - i.e. - Lanark centred. URBAN/RURAL will not go away and needs to be more fully understood in terms of service delivery - rural services not seen as value for money - first cuts are often made in rural areas - due to higher costs - this needs to change. Rural population seen as deprived and on the periphery and are stigmatised - a council knows best attitude prevails. Power imbalance and some officious public sector personalities. More talking with people - sharing-listening - being clear of needs, being realistic and prioritising wish lists. Everyone aware of each others rights.
3. Continually acknowledge interdependence of both sectors. Structure a village/neighbourhood partnership network linked across community council type geographies - but not community councils - but a new way of partnership working. Public relations course for public sector officials to combat officiousness.
4. Distance to services used as a key indicator to respond to need. Equality of service and quality of service consistent across South Lanarkshire - with due recognition for increased

costs for outreach and visiting services. Social audit - Local Community Led Plans for each village. Resource Audit for each village - identifying available resources and needs to provide better planning for a balance between need and resource. Much more of a focus on assisting/encouraging local communities to become more self-determining and share success to help shape everyone's vision - assisted by all partners. Better relationships between both public and voluntary sectors.

5. Yes. If the Compact is to be taken seriously these views need to be actioned.
 1. Good communication channels – knowing who to contact. Accurate advice and information (Ent. Resources)
 2. Opportunities to discuss together issues of common concern (compact development). More support needed to develop social enterprise in rural areas. Public Sector could use local facilities and promote these. Promote voluntary action & volunteers.
 3. Public Sector use of facilities to provide and promote their services – to local communities (money matters/information/advice). Good relationships developed with officers but action takes too long (too bureaucratic – 6 months). Timescale needs to reduce.
 4. Joined-up working and better partnerships could result in efficiencies. Better services benefiting all. Important that communities are consulted and have a voice. ALVO can facilitate this – resources required to enable proper consultation.
 5. Yes. How this is implemented & monitored for delivery is important, clear & transparent process and accountability!
 1. Shared experience (positive) with field work staff. Size of Public body (SLC) allows access to lots of different / alternative client groups through a single source per department i.e. education; health etc. Departmentalization of Public body enables better access to resources. Payment of services delivered is more realistic - clear contracts / service level agreements etc. SLC are quite clear about objectives they want to meet.
 2. Better identification of who / where to go for provision / procurement/ service delivery i.e. who to go to, to find out who is responsible, for what. Better understanding of what the voluntary sector can deliver to the local economy and civil society. Clarity of policy – support of grass roots organisations or use of national procurement to keep costs down. These are conflicting policies. Public sector should have a greater awareness of the work that the voluntary sector does, the services that it supplies and the benefits that it delivers. There should be greater awareness throughout the voluntary sector that “public bodies” mean more than just the council i.e. they include the NHS, Fire Service and Police Force etc. and that there are several levels in which partnership working can be achieved with them.
 3. Public / voluntary sector networking events, including middle management personnel, with a thematic approach or focus to encourage dialogue between voluntary and public sector bodies to resolve issues affecting both and to promote partnership working on all levels. Highlight how voluntary groups can help council to meet Single Outcome Agreement (SOA) and associated targets. Use compact to promote ideas and link “need” with “service delivery” on the ground. Identify how strengths of voluntary sector can be endorsed by public bodies.

4. More “bottom-up” influence on policy making at local level, upwards. Voluntary sector develop practice forums i.e. get more involved; promote social enterprise etc. Improve social enterprise model and resources \leftrightarrow expenditure \leftrightarrow where the money comes from. Try to engage with other statutory agencies i.e. NHS
 5. 5 members of the group said “yes” Comment: The compact has to be an operational / action orientated process. It has to be steered by both sectors. It will work better if linked to SOA as the voluntary sector will be able to show how they deliver on outcomes and this will make the process more understanding and realistic to those in the public sector.
1. SLC provide excellent training opportunities for the voluntary sector – but not everyone knows about it, or how to access it. Volunteer Forum – Solve/ICS good examples of sharing information, Link person with SLC (only some services) where available and if in place. Some voluntary organisations are fully funded through SLC. Good building maintenance – where organisations are housed in council premises. South Lanarkshire’s inclusion of the sector in the Compact development process.
 2. Communication – particularly around training / events. Voluntary sector information is not consistent – not being equally disseminated (i.e. some groups get to know about things which others are not aware of). Approachability – a feeling of not being important (voluntary organisations) to council departments – people do not return calls / emails. Equality – we need to know that our voice is being heard. Bureaucracy – onerous paperwork – duplication (i.e. delivering courses – participants are required to fill in 3 different registration forms!) A need for NHS to be included in the partnership – actively.
 3. Response to calls / emails. Better communication – update database for training and other opportunities for development. Timescales – give us more time – very short window in advertising events seeking returns (paperwork, questionnaires, etc). The voluntary sector needs to feel valued
 4. Make more use of digital information – NHS / Council /theGuidlife websites to allow us to access information – but not forgetting the people who do not have access to a computer! The public sector need to be educated and made aware of the advantages the voluntary sector brings to complementing their services – we deliver smaller – often one-to-one services and have a consistent thread of communication with users – this would require staff training and building of trust and relationships.
 5. Yes – if it is a TRUE partnership. Comment: We like the idea of a compact and can see the value of it and the benefits it will bring. Please the local authority and public sector are committed to the compact – but we need to ensure that the commitment is not just on paper – we need you to put your money where your mouth is. Our group feel encouraged that all sectors have/are being included for the beginning of the consultation process.

**SOUTH LANARKSHIRE COMPACT VOLUNTARY SECTOR CONSULTATION 5TH
FEBRUARY 2009-02-06 GROUP PRIORITISATION EXERCISE ON COMPACT
ACTION PLAN**

PRIORITY 1 (Groups' Own Version of One Action Point Already Provided)

The voluntary sector / community organisations take responsibility to support, develop and maintain strong links and working relationships within a diverse and independent sector.

PRIORITY 2

e. Increase the role of the voluntary sector in policy, decision-making and service delivery at all levels in South Lanarkshire.

PRIORITY 3

c. Acknowledge the differences between rural and urban circumstances including issues such as accessibility and resources.

PRIORITY 1 (This Group re-worded all of the priorities bar one and introduced two new priorities)

g+c. "Rural Proof" all policies and services - to ensure deliverability, and no negative impact to rural communities. Document and define, and make widely understood by all - the differences between urban and rural circumstances including issues such as accessibility and resources and address and action these issues.

PRIORITY 2

h+f. The professionalism of the voluntary work force is recognised mapped and acknowledged. A workforce development programme is put in place and financially supported so that service development continues. Support, develop, and maintain a strong, diverse, and independent voluntary sector in South Lanarkshire.

PRIORITY 3

d+e. Increase and disseminate information across all media on the level and nature of activity taking place across the South Lanarkshire Voluntary Sector. Increase the role of the voluntary sector in policy/decision making and service delivery at all levels in South Lanarkshire by voluntary sector representation on every structure and sub-structure of community planning.

PRIORITY 4

a+b. The group abandoned the wording of a - replacing it with: All partners should work together to ensure that they develop and sustain all resources - both human and financial - in order to move forward. Support and develop the particular role of volunteering in voluntary and community organisations and in the public sector - with appropriate resources planned for both support agencies and volunteers themselves within their volunteering role , with due recognition given to outcomes of their work.

PRIORITY 1

Notes: All others would work better if the voluntary sector has a voice that can influence decision making.

e. Increase the role of the voluntary sector in policy, decision-making and service delivery at all levels in South Lanarkshire.

PRIORITY 2 (Groups' own version mix of A & B)

Support, develop and maintain a strong diverse and independent voluntary sector by sustaining the resources available and encouraging and developing the role of volunteering throughout South Lanarkshire.

PRIORITY 3

c. Acknowledge the difference between rural and urban circumstances including issues such as accessibility and resources.

PRIORITY 1

Increase the role of the voluntary sector in policy, decision-making and service delivery at all levels in South Lanarkshire.

PRIORITY 2

Increase mutual recognition of the particular role and strengths of the voluntary and public sectors and the contributions they make to South Lanarkshire by:- increased mutual confidence in the ability of partners to deliver effectively.

PRIORITY 3

Sustain and develop the resources / opportunities available to the voluntary and community sector.

PRIORITY 1

f. Support, develop and maintain a strong, diverse and independent voluntary sector in South Lanarkshire, being sure to remember the Urban/Rural differences.

There is a lack of understanding within the public sector of the effects that cuts can have on delivery. Also a need for the public sector to be aware of the difference being made to people's lives through the voluntary sector - we might not be reaching hundreds of people, but the services we deliver still has a massive impact on the people we can help.

PRIORITY 2

e. Increase the role of the voluntary sector in policy, decision making and service delivery at all levels in South Lanarkshire

Having a voice is important - we need to ensure that the partnership is EQUAL - we would also like to see a fair representation of the voluntary sector - encompassing service areas - such as health, childcare, transport, etc. It is also important that the views of the sector are gathered, fed in and that outcomes are disseminated. Clarity about how representation happens (election/selection process)

PRIORITY 3

d. Increase information on the level and nature of activity taking place across the South Lanarkshire Voluntary Sector.

Not just voluntary sector - it is important that we know about information and resources which are available through the public sector (i.e. multi agency training calendar - some groups know about it and others don't)

East Kilbride Feedback

1. What works well in your current dealings with public sector partners?

Communication is generally okay at local levels with the Council. This deteriorates progressively as contact is made with upper management. Good with related organisations eg CAB/Credit Union. Also between NLC/SLC/NHS with mental health organisations.

Current service level agreements, where they exist (eg housing projects like RSI and Local Auth Housing. Links between college and social work (Lifestyles Fairhill). For those who are new to the area, there are useful meetings of the Community Learning and Devpt Local Action plan groups (5 across SL)

Communication has improved. Public sector too closed, no real involvement in decisions. No young people involved from Vol Sector. Public sector hold their ground – not flexible.

Communication. Public sector understanding needs of service and the good the service provides the community.

2. What could be improved in your relationship with public sector partners?

In one money! A recommendation to have centralised premises as a group umbrella. Introduce perhaps quarterly meetings of the voluntary sector organisations. Discussions on how to organise? Could CVS accept responsibility.

See 3 and 4

More understanding of what vol sec do and how important it is.

Some voluntary service projects cover a wide spectrum of assistance to community and we feel public sector agencies that benefit should also assist and support the projects concerned.

3. What could be done quickly and to improve the relationship?

As above. Regular meetings to compare and share problems and information. Public sector representatives must be involved in any Forum. Will give an opportunity to put collective problems to the public sector where a number of organisations may have similar problems rather than individual representation. When a representative of the public sector is seconded to an organisation that they attend which is rare. Why put their names forward.

Future meetings and events to increase contacts and knowledge of what groups are out there. Use existing Local Action Plan Groups. Future meetings to monitor and review the effectiveness of the Compact.

VS input to training, secondment or allowing workers to volunteer. Directory of contacts in Public Sector.

At initial meetings I feel communication from partners informing what can be done for voluntary group should be clear.

4. What longer term improvements could be made and what resource implications do you envisage these would have?

As above but the "resource implication" is vital. Cannot be achieved without sufficient funding. Longer term funding to organisations to facilitate the employment of relevant personnel on a more permanent, sustained and secure tenure

A directory of voluntary groups/services would really help – to know who/what is out there. Be careful of funding tendering process – needs to be clear and fair.

Finance is a factor. Sometimes it would seem that duplication is taking place so we need to emphasise the differences and point out where they are the same. Vol Sect need to be able to show they "can do" if funding is being made available.

To continue to sustain successful vol projects in funding and in kind.

Do you think the proposed Compact will benefit the voluntary sector in South Lanarkshire?

Yes: In the longer term this is a positive move and will help formalise how we work together

No:

Don't Know:

Comment:

Good to see recognition (didn't use to be there) that voluntary sector can provide things that Local auth cannot.

We feel that any voluntary organisation would have guidelines and sources of information that they can follow.

Prioritisation Exercise

Three groups completed the exercise and each resulted in a different priority as their first

Priorities a) on resources, d) on the role of volunteers, and e) the sector's role in policy and delivery were considered to be top priority by each group.

Hamilton Feedback

1. What works well in your current dealings with public sector partners?

Good relationships – knowledge, communication, sharing information and resources

Sharing facilities. Access to funding. Working alongside each other – vol and public sector. Complementing each others services – adding value – filling gaps in services.

Partnership between voluntary and frontline public sector staff seems to work well. Lack of sharing of information. Previous relationships worked well, there seems to be too much protection and lack of sharing of info.

Built up trust. Individual relationships with people or departments. Representation on Boards.

Works well when dealings are with named person. Set clear agreements. Mutual awareness.

Have a voice. Openness, clarity communication

Partnership working. Training for opportunities Funding for orgs. Use of community buildings.

2. What could be improved in your relationship with public sector partners?

Sharing information and resources. More involvement in partnerships and forums. (identify local strategies). Effective data-base. Being well informed about local strategies.

Funding – implement full cost recovery. Funding levels low and decreasing, but referrals increasing. Increased knowledge by pub sec of vol sec work/organisation and their impact. Increased knowledge by vol sec of single outcome agreements at local area level. Political support is often necessary to get results.

More information – direct knowledge re funding etc. Contact person for voluntary organisation inside local authority who know exactly where and who to sign post to. Instead of speaking to someone who is unsure where to direct to.

Standardisation of funding and monitoring across board. Transparency. Consistency. Reduction in red tape – realistic paperwork. Standardisation within all public sector bodies.

Having a named contact – familiar project. Clear understanding of structure within Council. Clear and open understanding of funding process. Standardised reporting.

Communication (internal and external.) Allocation of resources (budget excess)

Communication needs to be better – (listening with follow-up answers) Communication with the decision makers. Feedback on questions.

3. What could be done quickly and to improve the relationship?

PR exercises re service provision/location/access etc. Improved communication and information sharing. Sharing expertise.

Communication – information re vol sector org into SLC intranet + newsletters +network meetings (NATTER). Face to face events to meet and discuss and share views. Hold events in vol sector premises.

Honesty across the board. Needs to be open relationships. Needs to be recognition that voluntary services are available and there needs to be more support from public sector that enables the appropriate service to continue. Voluntary services need upfront info rather than waiting till funding budgets etc are in place before we know if services can continue.

Give us more money and for longer periods to ensure security of projects. Realistic timescales. Better information sharing to avoid duplication of services and resources.

(Funding data-base) Database of organisations (voluntary). Increase and improve links across regions and areas. Recognition and support for volunteers. Information/networking events.

No quick fix – has to be ongoing.

More user groups across third sector. Better use of websites to communicate with third sector. Use of electronic forms.

4. What longer term improvements could be made and what resource implications do you envisage these would have?

A need for consistency and sustainability. Funding and financial resources need to be improved. More recognition from the statutory sector that the voluntary sector can be identified as the lead professional

↑ Knowledge and awareness → more joint working → improved services → + less duplication → more effective services → better use of resources. ↑ Publicity and ↑ Communication is VITAL.

* Review funding arrangements → realistic levels of funds to organisation

Lack of long term housing. Look at people who are in homeless accommodation outwith their normal living area provide support ie transportation etc to stop families to feel further isolation. Easy access to signpost to appropriate services.

Recognise what's working and continue funding rather than having to create new ideas/areas of work. Increases in funding in line with inflation. More action and less talking shops. More bottom-up influence (vol orgs are on the ground working with communities)

Sharing resources and training. Funding info and events.

Time lapses between decisions on applications need to be improved, goal posts not to be moved half way.

Funding over 3/5 years opposed to 12 months. Appreciation of full cost recovery. Resource implications: Money and staffing! Quicker response times from Council

5. Do you think the proposed Compact will benefit the voluntary sector in South Lanarkshire?

Yes:

No:

Don't Know:

Comment:

We would hope that this would benefit the voluntary sector and achieve the aims/objectives set out by the Compact

Hopefully – if the momentum is maintained and there is willingness from all partners.

Time will tell! Depends if used to full advantage.

Mixed

As a group we were undecided on some issues, some were experienced and some new to the voluntary sector

Regular review of the model is needed.

Prioritisation exercise

With seven groups taking part in this exercise the overall result was complicated to score! However priority a) on resources was highlighted by six of the groups and so was determined the clear winner.

After that priorities d) on the role of volunteers, e) on the sector's involvement in policy and planning, and f) on supporting a strong and diverse sector were all very close. The final decision was for e) and then f) as the next priorities.

Appendix

Group Questionnaire

1. As a voluntary sector organisation, what works well in your dealings with public sector partners?
2. What could be improved in your relationship with public sector partners?
3. What could be done quickly to improve the relationship?
4. What longer term improvements could be made and what resource implications do you envisage these would have?
5. Do you think the proposed Compact will benefit the voluntary sector in South Lanarkshire?

Yes:

No:

Don't Know:

Comment:

Group Prioritisation Exercise - Issues

- a. Sustain and develop the resources available to the voluntary and community sector.
- b. Support and develop the particular role of volunteering in voluntary and community organisations and in the public sector.
- c. Acknowledge the differences between rural and urban circumstances including issues such as accessibility and resources.
- d. Increase information on the level and nature of activity taking place across the South Lanarkshire voluntary sector.
- e. Increase the role of the voluntary sector in policy, decision-making and service delivery at all levels in South Lanarkshire.
- f. Support, develop, and maintain a strong, diverse and independent voluntary sector in South Lanarkshire.