

South Hams Overview and Scrutiny Committee



Title:	Agenda												
Date:	Thursday, 16th December, 2021												
Time:	2.00 pm												
Venue:	Repton Room - Follaton House												
Full Members:	<p style="text-align: center;">Chairman Cllr Birch</p> <p style="text-align: center;">Vice Chairman Cllr Smerdon</p> <p><i>Members:</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Cllr Austen</td> <td style="width: 33%;">Cllr Pennington</td> </tr> <tr> <td>Cllr Chown</td> <td>Cllr Rose</td> </tr> <tr> <td>Cllr Jackson</td> <td>Cllr Spencer</td> </tr> <tr> <td>Cllr Jones</td> <td>Cllr Sweett</td> </tr> <tr> <td>Cllr McKay</td> <td>Cllr Thomas</td> </tr> <tr> <td>Cllr O'Callaghan</td> <td></td> </tr> </table>	Cllr Austen	Cllr Pennington	Cllr Chown	Cllr Rose	Cllr Jackson	Cllr Spencer	Cllr Jones	Cllr Sweett	Cllr McKay	Cllr Thomas	Cllr O'Callaghan	
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Cllr McKay	Cllr Thomas												
Cllr O'Callaghan													
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Committee administrator:	Democratic.Services@swdevon.gov.uk												

- 1. Apologies for Absence**
- 2. Minutes** **1 - 10**
to approve as a correct record the minutes of the Committee held on 4 November 2021;
- 3. Urgent Business**
brought forward at the discretion of the Chairman;
- 4. Division of Agenda**
to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;
- 5. Declarations of Interest**
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;
- 6. Public Forum** **11 - 12**
A period of up to 15 minutes is available to deal with issues raised by the public;
- 7. 2021/22 Committee Work Programme: Latest Version** **13 - 14**
- 8. Dartmoor National Park Authority**
Chief Executive, Kevin Bishop to attend
- 9. Third Sector Partner - Council for Voluntary Service** **15 - 44**
Jill Davies to attend
- 10. Task and Finish Group Updates** **45 - 46**
 - a) **Affordable Rural Housing Task and Finish Group**
- 11. Broadband - Verbal update**

**MINUTES of the MEETING of the
OVERVIEW & SCRUTINY COMMITTEE,
Held in the Repton Room, Follaton House, Totnes, on
WEDNESDAY, 4 NOVEMBER 2021**

Panel Members in attendance:			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr L Austen	*	Cllr J T Pennington
*	Cllr J P Birch (Chairman)	*	Cllr J Rose
*	Cllr M Chown	*	Cllr P C Smerdon (Vice Chairman)
*	Cllr S Jackson	*	Cllr B Spencer
*	Cllr L Jones	*	Cllr J Sweett
*	Cllr J McKay	*	Cllr D Thomas
*	Cllr D M O'Callaghan		

Other Members also in attendance:
Cllrs K Baldry, T Holway, N A Hopwood and J Pearce
Other Members joining via Teams:
Cllrs V Abbott, J Brazil, J Hawkins, K Kemp, M Long, G Pannell, H Reeve, and R Rowe

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Deputy Chief Executive, Director of Governance & Assurance, Monitoring Officer, and Democratic Services Specialist
Item 3	O&S.30/21	Chief Executive
Item 7	O&S.33/21	Director of Place and Enterprise
Item 8	O&S.34/21	Community Safety and Safeguarding Manager and Environmental Health Specialist
Items 9 & 10	O&S.35/21 & O&S.36/21	Head of Waste and Environmental Services and Case Management Team Leaders
Item 11	O&S.37/21	Senior Specialist Climate Change

O&S.29/21 MINUTES

The minutes of the meeting of the Overview and Scrutiny Committee held on 13 October 2021 were confirmed as a correct record.

O&S.30/21 URGENT BUSINESS – CALL-IN OF EXECUTIVE MINUTE E.56/21: GARDEN WASTE SERVICE

The Chairman introduced the agenda item and advised that, in accordance with Overview and Scrutiny Procedure Rule 12.5, the resolution arising from Minute E.56/21: 'Garden Waste Service' had been formally called-in for further consideration by the Committee. The process of call-in was then outlined.

Following a question from a Member, it was clarified that the decision was a key decision because the issue, ie garden waste service, related to the whole District.

The Chairman advised that there would be three options available to the Committee when considering the call-in. These were that the Committee:

1. was content with the original Executive resolution and that decision would therefore take immediate effect;
2. could refer the decision back to the next Executive meeting (on 2 December 2021) for further consideration; and
3. could opt to refer the decision to the next full Council meeting (on 25 November 2021).

The Chairman then explained his reasoning behind the decision to invoke a call-in. In so doing, the Chairman made specific reference to:-

1. Failure to adequately consult with Members prior to the Executive meeting of 14 October 2021 at which the decision was taken;
2. Late delivery of the report in support of the recommendation. The report was only made available to Members on the morning of the meeting and, as such, many Members were not made aware of the serious nature of the recommendation until the last minute, if at all, prior to the decision being made; and
3. Lack of openness in respect of the content of the report and the reaching of the decision. For example, it was not made clear as to whether or not FCC (the Council's Waste Contractor) had requested a continued suspension.

Following questions put to the lead Executive Member with responsibility for Waste, it was clarified that:

- The report had been published late because Officers and the Executive Member had been working on the report right to the last minute in a desperate attempt to get a one off garden waste collection carried out before the decision had to be taken to suspend the service until Spring.
- The lead Executive Member confirmed that it had been his decision to recommend to his Executive colleagues that the suspension be extended so that residents were given some certainty and not waiting month to month to be told about the service.
- Other neighbouring Local Authorities had been approached to see if there was an opportunity for a one-off collection with their service, but all were suffering from the national HGV driver shortage and no one had any spare capacity within their own service.
- It was confirmed that the Council's contractor, FCC Environment (FCC), were unable to give any idea when they would be able to restart the service.
- Members were asked to give any alternative suggestions to the Executive Member or Officers who would explore any potential avenue.

- One Member stated that a resident in her local Ward had turned this into a business opportunity and was offering to empty a bin at £14.00 per bin, whilst another Member remarked that he too had made a number of calls to providers but had been unable to find any provider who could carry out a collection service for his Ward.
- The Executive Member stated that there were 46,000 bins to be collected over the whole District. It was his responsibility to ensure that the same service was provided to all households in the South Hams, no matter the ease or difficulty in reaching their bins.
- The recent letter that had been sent to all residents had been to keep every resident informed, not just those who used social media.
- Whilst recognising the value of local composting schemes, it was acknowledged as not being a replacement to the garden waste collection scheme.
- When questioned on funding for any alternative collections, the Executive Member confirmed that there would be a report presented to a future Executive meeting to address this matter.
- It was noted that the original decision to suspend the garden waste service (taken in August 2021) had had to be made quickly, hence limited consultation with Members. The Member acknowledged that the now disbanded Waste and Recycling Working Group had been useful, and he would be supportive should there be the political appetite to establish another working group.

Upon the conclusion of the questions to the lead Executive Member, the Chairman then **PROPOSED** a recommendation, which was **SECONDED**, and, when put to the vote, was declared **CARRIED**.

It was then:

RESOLVED

That the Council Constitution provides for O&S to express its concerns and to call for reconsideration of the decision of the Executive taken at its meeting held on 14 October 2021 in respect of the suspension of the garden waste collection. The O&S has concerns and it calls for reconsideration. These concerns and a call for reconsideration be submitted to the Full Council meeting to be held on 25 November 2021. Full Council will then be able to make its views known to the Executive.

These were the concerns to be submitted.

1. There was insufficient consideration and/or reporting given to the implementation of Option 3 being the use of an alternative provider and in particular the possibility of the garden waste collection being taken back in-house;
2. The supporting report incorrectly states that there are no financial implications arising. The suspension of the garden waste collection service from mid-August 2021 until Spring 2022 will in all probability have financial implications;
3. There was insufficient consideration and/or reporting given to the provisions of the contract with FCC;

4. The decision to suspend the garden waste collection until an open-ended Spring date leaves many residents with their brown bins containing waste for an indefinite period; and
5. Council tax levied by the Council includes a sum for the collection of garden waste and yet taxpayers are not receiving a service for which they have paid for.

O&S.31/21 DECLARATIONS OF INTEREST

Members and officers were invited to declare any interests in the items of business to be considered during the course of the meeting but there were none made.

O&S.32/21 PUBLIC FORUM

In accordance with the Public Forum Procedure Rules, the Chairman informed that no questions had been received for consideration.

O&S.33/21 RESPONSE TO THE HOUSING CRISIS – REQUEST FROM EXECUTIVE OF 14 OCTOBER 2021:- E.51/21

Following the Executive meeting held on 14 October 2021, the Overview and Scrutiny Committee had been tasked to review the attendant report (Minute E.51/21 refers).

The Leader of the Council informed the Committee that the housing crisis action programme was in its infancy and, as the decision had only been taken recently, officers had not yet had the time to discuss with Members any proposed actions. It was acknowledged that there may be need for extra resources to support the programme, but that officers would review this and a report, including budget proposals, would be brought to the Executive meeting on 2 December 2021.

The Leader confirmed that the Executive wished to progress this at pace and that the Overview and Scrutiny Committee could help speed the process by forming a Task and Finish Group, rather than the Working Group that the recommendation was proposing. The Task and Finish Group could explore what other rural districts had done to provide affordable housing, with the suggestion to review Staffordshire as they had provided affordable housing for the last 15 years. The Task and Finish Group could also look at successful Community Land Trusts (CLTs) and report their conclusions back to the Executive. The Chairman responded by stating that these requests should be added to the Committee's recommendations when they were placed before the Executive. The Chairman recommended the Cornwall CLT as a successful model to study.

One Member felt that there were sufficient housing numbers already, and the figure of houses required had only been a broad estimate. The types

of houses that were being built were also not of the stock that were required. The overriding need was for affordable housing. Another Member stated that the definition of affordable should be reviewed.

A Member commented on Empty Dwelling Management Orders which could now only be invoked after two years instead of six months as had been originally stated. The Member felt this was an area that the Council could lobby on to return the time empty to the previous six months.

It was then:

RESOLVED

That the O&S Committee welcomed and supported the Executive's response in addressing the housing crisis and commented on the report as follows:

1. The ambitious programme for tackling the housing crisis warrants the employment of a full-time project management & delivery officer dedicated to ensuring that the measures proposed are implemented without delay. It is recommended that the cost of the employment of a housing emergency officer be allowed for in the 2022/23 budget and beyond. If possible, funds be allocated to enable the officer to commence employment before the commencement of the next municipal year.
2. Strongly supports the priority of engagement with the town and parish councils and local Members to establish a means of locating sites within their area that can be mutually supported for development of affordable housing. This should start with sites that have the benefit of some feasibility work. To assist officers in this process a politically balanced Members' working group, and an all member workshop, will be held at the soonest opportunity to discuss possibilities within wards and the wider district. These to be set up and report back to the Executive on a regular basis.
3. The housing crisis programme include a provision for the Council to encourage and assist in the formation of further Community Land Trusts in South Hams for the provision of affordable housing and based on the model of the Cornwall Community Land Trust

O&S.34/21 SOUTH DEVON AND DARTMOOR COMMUNITY SAFETY PARTNERSHIP

The Committee was presented with a report that provided Members with the opportunity to scrutinise the work of the South Devon and Dartmoor Community Safety Partnership (CSP). During the presentation, attention was drawn to an increase in hate crime and racist graffiti, with increased work on prevention. Targeted intervention had been aimed at drug abuse. Following a question from a Member, it was confirmed that there would be more police officers employed in Devon but it was not known when they

would begin their work. Various work with partner organisations was outlined, including working closely with the Dartmoor National Park Authority on increased instances of anti-social behaviour on the Moor.

The Chair then thanked the officers on behalf of the Committee

It was then:

RESOLVED

That the Committee thank the officers and note the contents of the published agenda report.

O&S.35/21 REVIEW OF LOCALITIES NEW SERVICE

The Executive Member with responsibility for service delivery presented the report outlining the outcome of the changes that had been made to the Localities Service, following the report presented to the Executive at its meeting held on 28 January 2021 (Minute E.57/20 refers). The Deputy Chief Executive stated that Cornwall Council had asked for a presentation on the Council's Localities Service, with a view to bringing in a similar service themselves.

Following questions from Members, it was clarified that:

- clearance of fly tipping was primarily the responsibility of FCC Environment, the Council's contracted waste operator. If addresses were found within the fly tip which identified the perpetrator, they would be vigorously pursued.
- not all planning site notices were laminated and therefore were susceptible to wet weather destroying the notice and potential for littering. The lead Executive Member confirmed that she would ensure this was remedied and that all site notices would be laminated in the future.
- Reorganisation of the service had streamlined contact with Members which had resulted in a slight dip in local knowledge but that this would now be regained as the team was now at full staffing capacity.
- Waste contract and performance issues had been divided in order that Waste and Localities were no longer part of a single team of officers.

An addition was **PROPOSED** and **SECONDED** to the published agenda report recommendation to add congratulations to the service for its excellent work during the high summer season. When put to the vote, this was then declared **CARRIED**.

It was then:

RESOLVED

That the Committee:

1. continue to support the current Locality working arrangements, pending on-going monitoring and a further report in 12 months.

2. note and acknowledge the work of the Locality service and the success of the seasonal working, and congratulate the service on the success of its seasonal working.

O&S.36/21 **CONTACT CENTRE PERFORMANCE**

The Committee considered a report that provided a high level overview on the current performance of the Contact Centre since April 2021. A formal review of the Contact Centre, and its performance in its entirety, had not been carried out in upwards of five years.

It was **PROPOSED** and **SECONDED** that an additional recommendation be added that requested a report be presented back to the Overview and Scrutiny Committee in six months times. This was then declared **CARRIED** when put to the vote.

It was then:

RESOLVED

That the Committee:

1. note the work of the contact centre over this financial year, and continue to support the work that will be undertaken to improve the contact centre and its performance;
2. note and endorse a comprehensive review of the contact centre to be carried out, to assess its performance and ability to meet customer demand, and
3. update its annual work programme to include a further report in six months' time.

O&S.37/21 **TASK AND FINISH GROUP UPDATES**

a) Climate Change & Biodiversity Action Plan

The Committee reviewed the concluding report from the Task and Finish Group.

Thanks were made to the Working Group, the Chairman of the Working Group, and to the officers for their time and guidance.

It was then:

RECOMMENDED

That the Committee **RECOMMEND** to the Executive that:

- a) The Action Plan should contain recognition of the finite carbon budget available to the District of South Hams as well as the organisation of South Hams District Council, and the consequential targets taken over 5 years that are relevant to all who live here. These targets should define the purpose and

- goals of the Action Plan together with the final version of the Devon Carbon Plan;
- b) The targets and indicators should align with the Devon Carbon Plan and be monitored on an annual basis. The first review of the strategy (specifically its monitoring framework) should commence following the adoption of the Devon Carbon Plan to update the action plan with relevant actions from the Devon Carbon Plan, and where relevant, its governance and monitoring framework.
 - c) The Action Plan should continue to acknowledge that the Council has an important facilitation and coordination role in the community it serves and that it is uniquely placed to be actively bringing key local organisations together, working with them to resolve issues where it has the relevant powers and/or influence, helping to access funds as the need arises, helping to create a common understanding of goals and timescales and working with groups to achieve them. In light of this, a review of the adopted funding model will take place with a view to ensuring that, within available budgets, support is available to enable community groups to undertake specific tasks, such as community engagement, as required by the Council's adopted CC&B strategy.
 - d) In recognition of the role outlined in 3, the Council should setup a CC&B Community Partnership Group that brings together the range of expertise and energy to achieve the goals of the Action Plan. This could be established through a revision of, the current Community Forum. It is suggested that the six organisations that presented to this Task and Finish Group are invited to join the existing Community Forum members) along with relevant officers, any elected member, and the lead member for Climate Change and Biodiversity. A revised Terms of Reference will be agreed to set the context for the group with a rotating chair
 - e) It is recognised that officer resources are limited, notwithstanding the remit of the Task and Finish Group, urgent consideration should be given to identify additional funds for CC&B and accessing other available funding streams to support our specialist Adam Williams either through recruitment or through employing relevant expertise.

O&S.38/21 **2021/22 PANEL WORK PROGRAMME – LATEST VERSION**

The Committee reviewed its work programme and agreed its content with the addition of an extra meeting to be added into the Member Meeting Calendar for January 2022. The Chairman and Vice Chairman would meet with officers to agree a date in January 2022, and to review the work programme for the 16th December 2021 meeting, with a view to moving some agenda items to the new January 2022 date.

It was also agreed that the Housing Crisis related Task and Finish Group proposal, suggested by the Leader (Minute O&S.33/21 above), would be discussed under the item of Task and Finish Group updates at the next Committee meeting to be held on 16 December 2021.

(Meeting started at 2:00 pm and concluded at 4:31pm – a ten minute break was taken at 3:30pm)

Chairman

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PUBLIC QUESTIONS AT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

There is a period of 15 minutes at meetings of the Overview and Scrutiny Committee during which members of the public can ask questions about items on the agenda.

Any member of the public who wants to ask a question should ensure that the question:

- a) is no more than 50 words in length;
- b) is not be broken down into multiple parts;
- c) relates to an item included on the agenda; and
- d) is suitable to be considered. A question will not be suitable if, for example, it is derogatory to the Council or any third party; relates to a confidential matter; it is about a specific planning matter; or it is substantially the same as a question asked in the past six months.

Questions should be sent to Democratic Services (Democratic.Services@swdevon.gov.uk) by 1.00pm on the Monday before the meeting (the deadline will be brought forward by a working day if affected by a bank holiday). This will allow a detailed response to be given at the meeting. If advance notice of the question cannot be given the Chairman of the meeting has the discretion to allow questions on matters that are felt to be urgent;

For any further advice on questions to the O&S Committee, or to request a copy of the full Public Questions Procedure Rules, please contact Democratic Services (Democratic.Services@swdevon.gov.uk)

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OVERVIEW AND SCRUTINY PANEL

INITIAL DRAFT ANNUAL WORK PROGRAMME PROPOSALS– 2021/22

Date of Meeting	Report	Lead Exec Member/Officer
13 January 2022 am	Draft Budget Proposals 2022/23 <i>(NB. Joint Meeting with the DM Committee)</i>	
13 January 2022 pm	Ratify Joint Meeting with DM Committee decisions on Draft Budget Proposals	
Page 13	Council Delivery Against Key Performance Indicators	Cllr Nicky Hopwood/Jim Davis
	Council Delivery against Corporate Theme: Adapting & mitigating climate change – incl CC&BAP 6 monthly update	Cllr Tom Holway/Drew Powell
	Devon Home Choice	Cllr Hilary Bastone/Isabel Blake
	Task and Finish Group updates – Housing	
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
17 March 2022	Task and Finish Group Updates <i>(Housing)</i>	
	Fusion (Leisure) Annual Report	Cllr Jonathan Hawkins/Jon Parkinson
	Standards Performance Report	
	Council Delivery against Corporate Theme: Communities	Cllrs Pearce & Bastone
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
22 April 2022	Task and Finish Group Updates <i>(Housing)</i>	
	Council Delivery Against Key Performance Indicators – future actions update – minute O&S.24/21 refers	Cllr Nicky Hopwood/Jim Davis
	Council Delivery against Corporate Theme: Housing	Cllrs Pearce & Bastone
	LiveWest (Housing Provider)	
	O+S Annual Work Programme <i>(to include preparation for next meeting)</i>	
<i>To be considered for scheduling:</i>	Devon Health and Wellbeing Board	
	Connecting Devon and Somerset	

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South Hams Community and Voluntary Services

Strategic Plan 2021 – 2024

Supporting local voluntary and community action in the South Hams

July 2021

South Hams Community and Voluntary Services (CVS) Strategic Plan 2021-24

Introduction

This Plan provides the strategic framework for our development over the coming three years. It sets out our vision for the future, our mission, our values, and our strategic outcomes and priorities for this period.

We intend this Plan to be a live tool which will be used by trustees and staff to guide our work, monitor our performance and impact, and help us make decisions. We hope, also that the Plan will be valued by the groups we seek to help and champion, and by the wide range of other organisations and agencies, in the public, voluntary and private sectors, with which we work.

We also recognise that this Plan must evolve and adapt in response to changing circumstances. The experience of the Covid pandemic through 2020 and 2021 highlights how difficult it is to plan for the future. So, we regard it as a guide, not a rigid blueprint. It will be kept under regular review by trustees to ensure it remains fit for purpose and appropriate to the context in which we work.

This Plan has been informed by the views of groups we exist to support; and, in particular, draws on the findings of a survey of South Hams voluntary and community groups conducted early in 2021. A summary of results of the survey can be found in Appendix 1.

The Plan provides the overarching strategic framework for our work. Beneath this sits our annual Work Plan which sets out in some detail the specific activities and actions we will take to achieve our vision and outcomes and build the long term sustainability of our organisation.

South Hams CVS

South Hams CVS is a registered charity and company limited by guarantee. We were established in 1995 as a membership organisation and have been serving voluntary and community organisations in the South Hams for over twenty five years. We are a core member of Devon Voluntary Action (DEVA), under whose umbrella we are also members of the National Association for Voluntary and Community Action (NAVCA) and the National Council for Voluntary Organisations (NCVO).

Our purpose is to support and represent the local voluntary, community and social enterprise sector in the South Hams district, estimated to comprise around 800 organisations. We support existing organisations to develop and help new groups to start up, by providing one to one advice, training,

networking opportunities and information, and brokering collaborations and partnerships. We also act as a point of contact with the local voluntary and community sector for local authorities and other agencies, and seek to ensure the sector is able to engage in strategy and policy-making.

In 2020, a year dominated by the Covid pandemic, we supported many of the new community response groups to follow good practice and we enabled about 100 people to volunteer in 20 different communities. We established new social prescribing programmes and helped secure grant funding for a number of organisations across the area. Our expanded training programme, delivered online through most of the year, attracted a total of 250 attendances from 185 different people from 85 organisations (more information can be found in our 2020 Impact Report).

Over the years, SHCVS has established strong working relationships with many local organisations and has received valuable long-term support from South Hams District Council, Devon County Council and local health providers, as well as from other partners including the National Lottery. Due to funding cuts in recent years, South Hams CVS has had to manage with minimal resources (it no longer has its own office or office manager), and runs in the most efficient way possible. It has proved very adaptable and responsive to changing realities and has worked hard to remain relevant.

Context

South Hams district, as Devon as a whole, has a vibrant voluntary sector providing a wide range of services and activities accessed by many different people. In 2018, South Hams district was the district with the second largest number of voluntary organisations in Devon¹ at 790, which was a 12% increase on the findings of a 2016 survey. The majority of these organisations are small and volunteer-led, with an annual income of less than £10,000. Based on the DeVA research, we estimate there to be around 8,000 recognised volunteers in the South Hams – a substantial cohort of people on which so many crucial services depend.

The Covid pandemic of 2020/21 has stimulated the establishment of a number of new “community response groups” (we estimate at least 20), and brought new people to volunteering and community action. We anticipate that some of these Covid response groups, and the new cohort of volunteers, will continue in the long-term, although it is impossible to predict what the volunteering landscape of a “post-Covid” world will look like.

The age profile of South Hams residents is older than elsewhere in England, with 28% of the population aged over 65. This means there is a relatively high level of need for the many services provided by voluntary and community groups. Furthermore, the rurality of the South Hams and consequent

¹ According to the DeVA Third Sector Overview published in 2018. Available online at:
http://www.devonva.org/UserFiles/File/Voice_and_Influence/Sector_Analysis/DeVA_Final_Report_2018.pdf

limited public transport, causes particular problems for older people, those with impaired mobility and people on low incomes, in accessing public services. This creates the need for really local groups at village and community level. and a continuing and growing demand for volunteers.

Our Vision

Our vision is for South Hams to be a place where voluntary and community action thrives and where voluntary and community organisations are dynamic, resilient, sustainable and inclusive, playing a central role in building strong cohesive communities, and improving the quality of life and environment for all.

Our Mission

Our mission is to be the leading organisation promoting, championing and supporting voluntary and community action in the South Hams, encouraging people to be involved with and using community services. We will focus on providing training, development and volunteering support, information, networking opportunities, facilitating collaboration, partnerships and enabling groups and communities to have a voice and influence, remaining relevant at all times.

Our Values

We will

- champion the voluntary and community sector in the South Hams
- enable and empower individuals and groups by helping to build their capacity, capability and confidence
- collaborate with others in the public, private and voluntary sectors in pursuit of common goals and partnership working
- embed, promote and practice equality of opportunity in all our work and strive to engage and support diverse communities, showing respect and care for all
- develop, test and encourage innovative ways of working, embracing new opportunities for delivering services, inspiring communities to meet their needs

Our strategic outcomes

Our outcomes are the differences we seek for groups, communities and individuals and that will enable us to achieve our vision. We will measure the impact of our work in relation to our progress in achieving these outcomes.

We have seven overarching long-term strategic outcomes for organisations and volunteers, and three key organisational development outcomes for South Hams CVS itself, as outlined in the following framework:

Our Outcomes Framework

We have created an Outcomes Framework (in the following table) setting out our long-term strategic outcomes, as described above, alongside a series of shorter-term outcomes which reflect and will drive our priorities over the three-year period of this plan. This Framework will be used to summarise priority actions and activities designed to help achieve these outcomes and to inform our work plan.

STRATEGIC OUTCOMES FOR SOUTH HAMS VOLUNTARY COMMUNITY AND SOCIAL ENTERPRISE (VCSE) ORGANISATIONS AND VOLUNTEERS			
	Strategic Objectives (VCSE)	Outcomes	Potential Actions
1	Local voluntary and community organisations are thriving and sustainable	Local organisations are more aware of SHCVS support	<ul style="list-style-type: none"> • Broad and varied promotion of SHCVS services • Trainings, skillshares and workshop provision for VCSE staff and volunteers • Funding and financial planning support provision in various ways
		Local organisations access and benefit from training and support around sustainability and resilience	
		Local organisations feel more confident about their financial sustainability and resilience	
2	Local voluntary and community organisations are safe and effective in meeting community needs	Local groups have access to and benefit from support to build their organisational capacity and development potential and deliver services, safely & effectively	<ul style="list-style-type: none"> • One to one development support • information, advice & signposting available on many different topics • Trainings, events, skillshares, networking opportunities • Community assets and strengths identified and communities supported in developing extra services as identified • Governance and set-up support provision • Digital skills support • Quality Mark
		New and existing groups have access to and benefit from support to enable them to respond to needs and demands identified through social prescribing, community connectors and related mechanisms	
		Local groups established during the Covid pandemic are supported to become sustainable where appropriate and existing groups build on learning from the pandemic	

3	Local voluntary and community organisations are inclusive and reach out to diverse communities	Local groups have greater understanding of the diversity of the communities they seek to serve	<ul style="list-style-type: none"> • Data available on local demographics • Equality training available • Support for diversity audits
		Local groups are more skilled and better equipped to engage with diverse communities	
		Local groups have greater diversity in their leadership, staff and volunteers	
4	Local voluntary and community organisations are collaborative and connected	Local groups have access to and benefit from opportunities to share experience, learn from others, explore innovative solutions and collaborate	<ul style="list-style-type: none"> • Trainings, events, skillshares, networking opportunities • Support for identified collaborative activities • Multi-agency forums • Links between groups established eg through networking, trainings
		New partnerships and collaborations are formed	
		Groups have greater capability, confidence and opportunities to share knowledge, good practice and learning with others	
5	Local voluntary and community organisations have the ability, confidence and opportunity to influence strategic priorities, policies and decision-making	SHCVS has strong and respected relationships with key agencies	<ul style="list-style-type: none"> • Key agencies identified • Agency involvement in forums and events • Relevant Information, including consultations, disseminated • Mechanisms for representation and feedback
		Effective mechanisms are in place to enable groups to engage directly or through representation to influence policy	
		Groups understand the roles and structures of agencies and how to engage with them	
6	Local voluntary and community organisations are able to recruit and retain volunteers to help deliver services and support the running of their organisations	Groups have access to and are aware of support around volunteer management	<ul style="list-style-type: none"> • Volunteer management support available in different places and forms • Activities and initiatives for promotion of volunteering opportunities • Volunteering recruitment platforms in place • Volunteer focussed networking opportunities available
		Groups participate in and benefit from initiatives to promote volunteering and community action	
		Groups have access to and make use of effective volunteer recruitment platforms	
		Groups are able to respond to the changing profile of volunteers and volunteering as we move into the Covid recovery phase	

7	All people have the opportunity to become active volunteers , benefitting their communities and themselves	<p>Volunteer opportunities are widely publicised and support for people needing help to access them is available</p> <p>Volunteering is widely promoted to the public and particular communities and sections of the population</p> <p>New mechanisms for attracting and engaging “new” volunteers are developed or promoted, including use of digital tools</p>	<ul style="list-style-type: none"> • Benefits of volunteering are understood and shared • Range of volunteering promotion is available to the public • Different ways of attracting and engaging people in volunteering are carried out by all SHCVS staff in different roles • Support for people who need help to get into volunteering is available
SHCVS DEVELOPMENT OUTCOMES			
	Strategic Objectives (SHCVS)	Outcomes	Potential actions
A	SHCVS is financially sustainable and resilient in the long-term	<p>SHCVS has an appropriate level of reserves</p> <p>SHCVS has an appropriate mix of grant funding, contracts and generated income</p> <p>Generated income is increasing as a proportion of all income</p>	<ul style="list-style-type: none"> • Reserves policy reviewed annually • Funding sought from a variety of sources • Generate income through membership, training, donations and consider new opportunities
B	SHCVS has a high level of awareness amongst voluntary and community organisations and the wider community	<p>Increasing proportion of local organisations are aware of SHCVS services</p> <p>Increasing number of local organisations are using SHCVS services and/or engaging with activities</p>	<ul style="list-style-type: none"> • Marketing and promotion of SHCVS • Diverse range of activities and support available to engage with the broad sector
C	The impact of SHCVS is better understood amongst public, voluntary and private sectors and wider public	SHCVS will be better equipped to measure and demonstrate its impact	<ul style="list-style-type: none"> • Monitoring systems in place • Impact Report produced annually • Impact Report is shared widely with stakeholders

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South Hams CVS

Analysis of Consultation 2021



South Hams CVS sent out a consultation survey to their membership in March 2021, via an online survey. There were 60 responses to the survey.

For the purposes of analysis, 3 responses were removed before analysis, as they were partial completions where there was a fuller completion from the same organisation. A further 3 organisations had multiple responses (4 responses in one case). Their data has been included, where the responses had different data (ie presumably completed by different individuals with differing views). In total, there were responses from 52 different organisations – a list of responding organisations can be seen in the Appendix.

Responding Organisations

NB In this first section, we have removed duplicate responses from organisations. If two responses varied from the same organisation, we have taken an average.

Responses were received from organisations working at local/parish level and others working across much wider patches (including one organisation covering the UK). The Table below summarises responses.

Table 1 – Service delivery by geography

Area	Number of organisations
Ivybridge & surrounds	3
Kingsbridge & surrounds	6
Totnes & surrounds	3
Other individual parish	9
South Hams	11
South & West Devon*	6
Devon-wide	6
UK	1
Other^	7

**the exact coverage varies but generally summed up within this description*

^'other' includes some organisations covering a number of parishes, or an area that didn't fit neatly into those above.

23 responding organisations gave details of their income. They had incomes ranging from £0 to £400,000. Most commonly, income was between £20,000 and £50,000.

Table 2 – Income of responding organisations

Income	Number of organisations
None	5
£1 to £1,000	2
£1,001 to £5,000	2
£5,001 to £10,000	1
£10,001 to £20,000	2

Income	Number of organisations
£20,001 to £50,000	7
£50,001 to £100,000	1
£100,000 to £350,000	2
£350,001 to £500,000	2

43 responding organisations gave details of their paid staff. This ranged from none (17 organisations – 39.5%) to 1,500. The next largest number of staff in any organisation was 33. The average number of staff (excluding the one very large organisation) was 3.3.

Table 3 – Paid Staff in responding organisations

Paid Staff	Number of organisations
None	17
One	10
2 or 3	4
4 to 10	8
More than 10	4

45 responding organisations supplied data on the number of volunteers within their organisation. This ranged from none to 150, with an average of 27.4.

Table 4 – Volunteers in responding organisations

Volunteers	Number of organisations
None	4
One	0
2 or 3	4
4 to 10	11
11 to 25	14
26 to 50	5
51 to 100	5
101 to 150	2

36 organisations responding to the survey gave details of the number of beneficiaries they support. This ranged from 9 to 6,000, with an average of 582. The Table below shows more detail.

Table 5 – Number of Beneficiaries of responding organisations

Beneficiaries	Number of organisations
Less than 10	1
10 to 25	2
26 to 50	5
51 to 100	7
101 to 500	13
501 to 1000	1
Over 1000	7

Self Assessment

Respondents were asked to select options to indicate how well they felt their organisation was doing in particular areas. These ranged from income to strategy to the skills and expertise of their staff and board. The Charts below summarise responses.

Overall, respondents reflected most positively on their Board and governance and least positively on their external communications. It should be noted that some questions had a 5 scale response option, and others had a 4 scale response, hence why there are two charts. For the precise wording of the options and the statements respondents could select, please see the Appendix.

Chart 1 – Self Assessment Statements

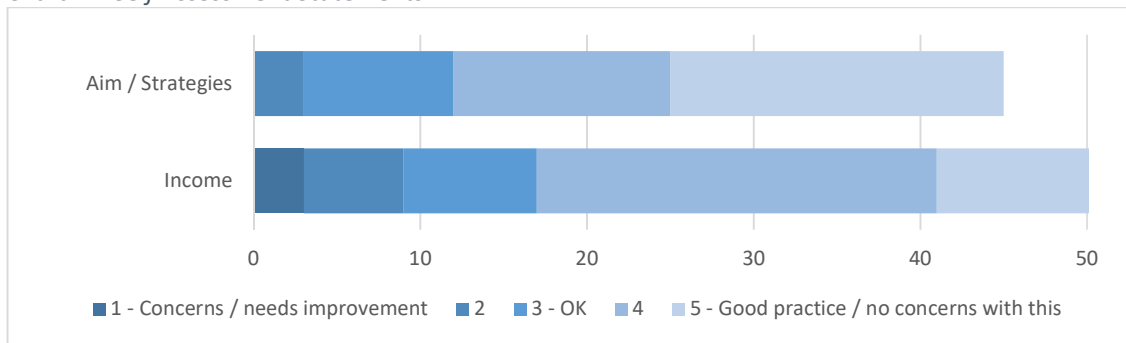
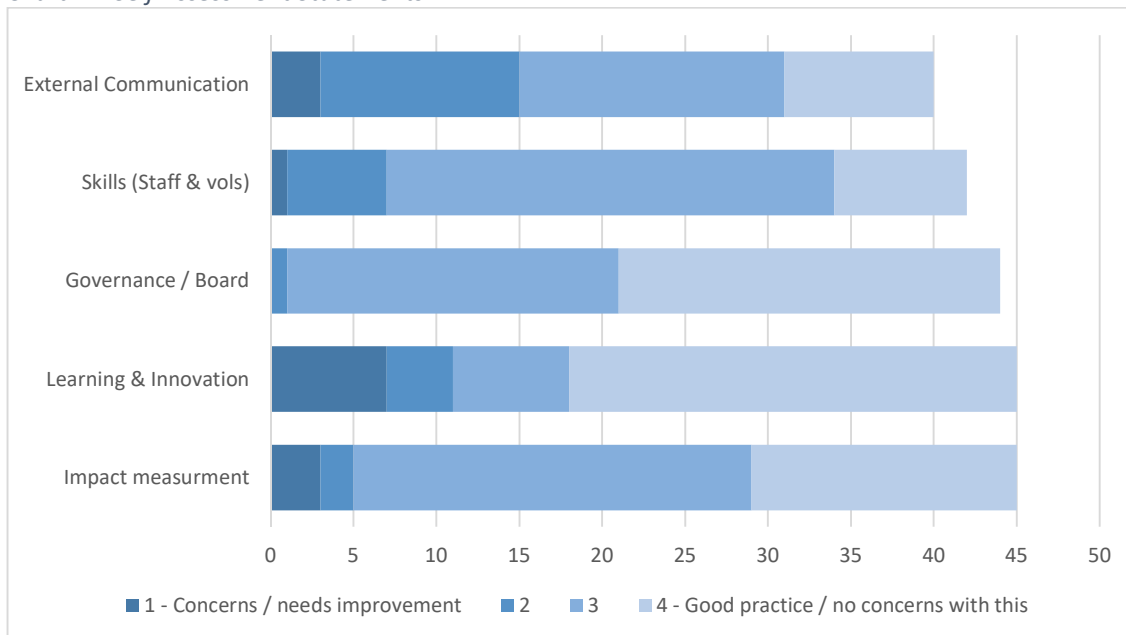


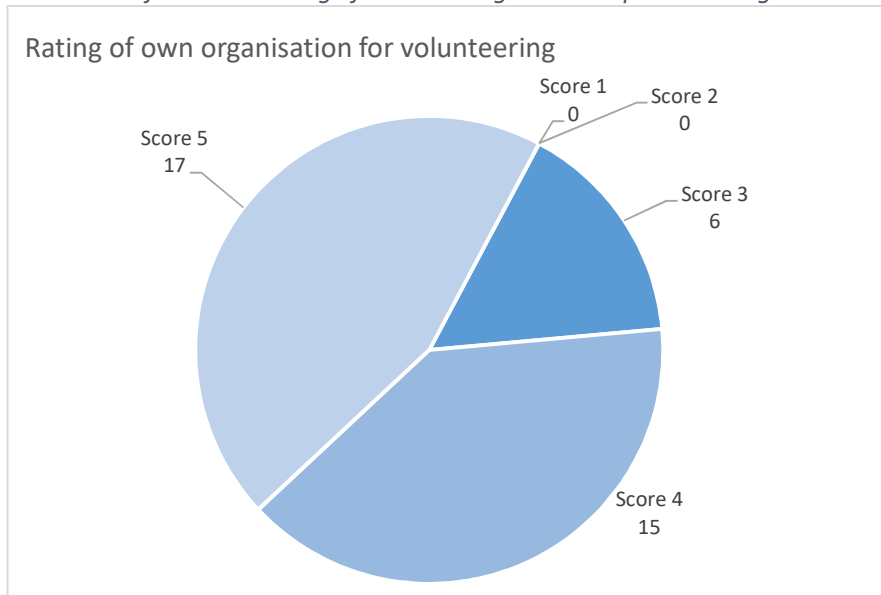
Chart 2 – Self Assessment Statements



Volunteering

Respondents were asked to rate their organisation, on a scale of 1-5, as to how good a place it is to volunteer - where at 5 people are motivated, feel valued and have good supervision. The majority of organisations (32 – 84%) rated their organisation as a '4' or '5'. No organisations scored themselves as a '1' or '2'. The average was 4.2 (out of 5).

Chart 3 – Self assessed rating of volunteering within respondents organisations



Impact of the pandemic

There were a number of comments reflecting the impact of the pandemic on organisations, although a direct question was not asked about this. A few of the comments can be seen below:

Corona had a devastating effect on business in 2020

Due to lockdown restrictions we have been unable to fundraise.

Covid restrictions have resulted in reduced session numbers and opportunities to hold fundraising events.

2020 was not a normal year so funding came in which was COVID specific. Usual grant funding was down and NO fundraising activities at all

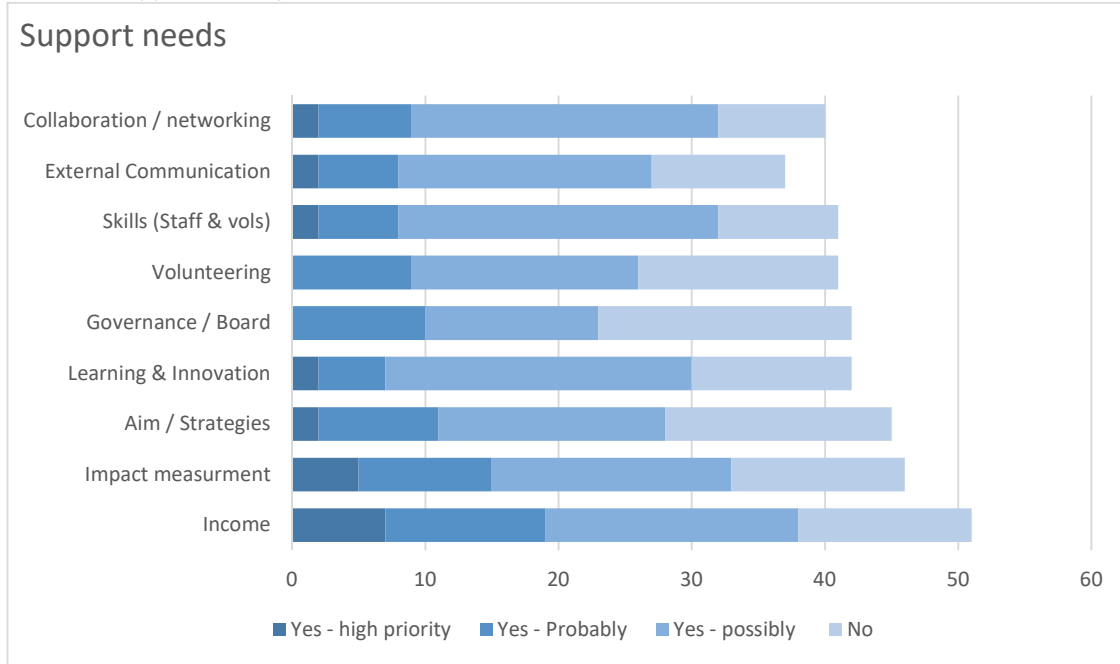
We have lost a year of fundraising and grants are becoming stretched whilst we are seeing an increase in demand for our services recently.

Whilst there is a plan, linked to mission and aims, clearly this has changed and is changing since COVID, so needs some updating in light of the situation we have been through and what lies ahead.

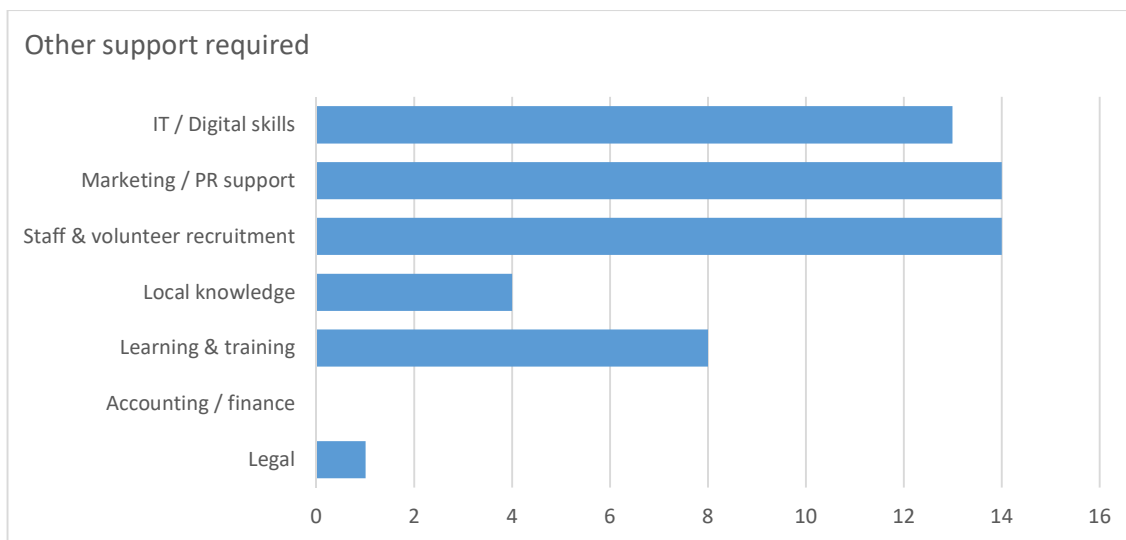
Support needs

Respondents were also asked for each area that they assessed, whether they would like support from South Hams CVS in that area. The Chart below shows responses. It shows 10 or organisations stating they would definitely or probably like support with most of the options. The most frequently requested areas for support are: income and impact measurement.

Chart 4 – Support needs from South Hams CVS



Respondents were asked if they would like support in a number of additional areas. The Chart below summarises responses. 14 organisations said they would like support with marketing /PR and staff and volunteer recruitment and 13 with IT/Digital skills. There was very limited interest in support with accounting & finance or legal issues.



The comments below, show more detail of respondent's needs, challenges or requirements in particular areas.

Funding

We are good at getting short term funding of up to a year but really need to look at some longer term and larger funding now.

We need to access core and unrestricted funding

Constantly looking for suitable funding but need some help to scale up in order to make project more viable long term

Strategy, planning and impact

Help with business planning would be really helpful i.e. a simple template and some training

Our lack of business experience makes it hard to take an overview

The clients that come to our groups are not particularly interested in filling out a survey about how our group has impacted them. It would be good to get some ideas on the best way to do this

We have learned from South Hams CVS in the past and we are using information gained to move forward with our current approach. However, it is always useful to have a third party to discuss ideas and issues with to try and resolve problems or identify new options and approaches.

People - board, staffing and volunteers

People are happy to attend and support in defining the Terms of Reference, agreeing roles and numbers and putting forward ideas but less enthusiastic about taking on an organising role, which is usually down to a few people prepared to put the work in.

Support is needed with Committee roles and supporting them to have a more active role within our charity, and to encourage new members to join, especially younger people.

Our Directors are new to their roles and I know would be keen to learn more about how they might support the CIC.

Trustees are very supportive and well-meaning but lack some skills and we need a more proactive approach from them

Our prime issue is that we really need more volunteers on board to help deliver our services.

Our volunteers are very keen but we aren't very good at things like supervision with them

IT & Digital

My computer skills have improved this year, but I still don't feel completely confident about them

We need to make better use of IT to handle and share records, link with members and communicate with stakeholders and potential volunteers and members

We have identified that we would benefit from a technology strategy and someone to lead this who also has a hands on approach!

Training & learning opportunities

We would love to improve our learning around diversity, inclusivity and safeguarding.

Low cost training around working with challenging people, boundaries, looking after yourself, mentoring etc would be fantastic

General / other

We'd love to have input around marketing, telling compelling stories, learning how to attract funds and to explore inclusivity and diversity

We are doing well in many areas, but because we are new to community work we are probably missing some obvious things. It'd be lovely to better understand how we could improve

Any advice, ideas and support both in improving communications, lobbying and influencing people, organisations and governing structures will be greatly appreciated.

Preferred method of support

Respondents were also asked how they would like to receive support from South Hams CVS. The most popular option was face-to-face, followed by 1:1 phone / email support and email bulletins. Tailored support at groups' own meetings was also frequently in respondents top 3 choices, but was no group's first choice. The Table below shows responses.

It should be noted that this was a complex table for completion, and quite a few respondents highlighted problems with it. There was, therefore fairly low completion rate, quite a few partially completed responses and the accuracy of the responses may be somewhat questionable.

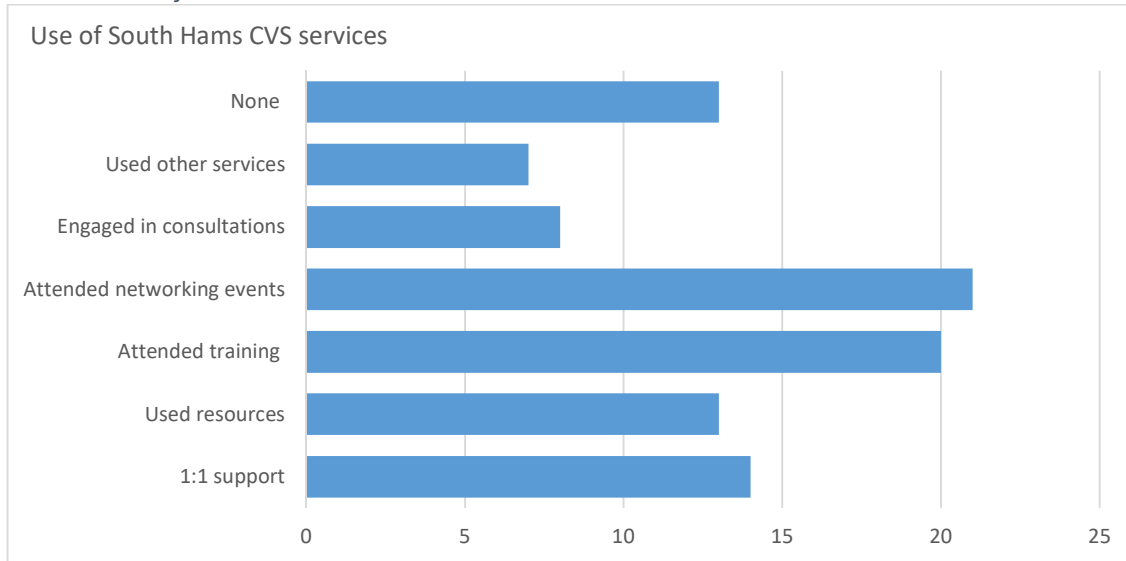
Table 6- Method of support delivery

Activity	1st	In top 3	In bottom 3	Total responses
1:1 face to face support	5	10	5	23
1:1 phone / email support	2	9	6	23
Email bulletins	2	9	7	28
Training events / workshops / skill shares	2	6	9	25
Outreach / pop up advice in villages/towns	2	6	6	23
Networking forums	1	2	13	24
Conferences	1	2	9	23
Web based information	0	6	9	27
Tailored support at your meetings	0	9	5	24
Other	5	5	9	14

Feedback on SHCVS and current support

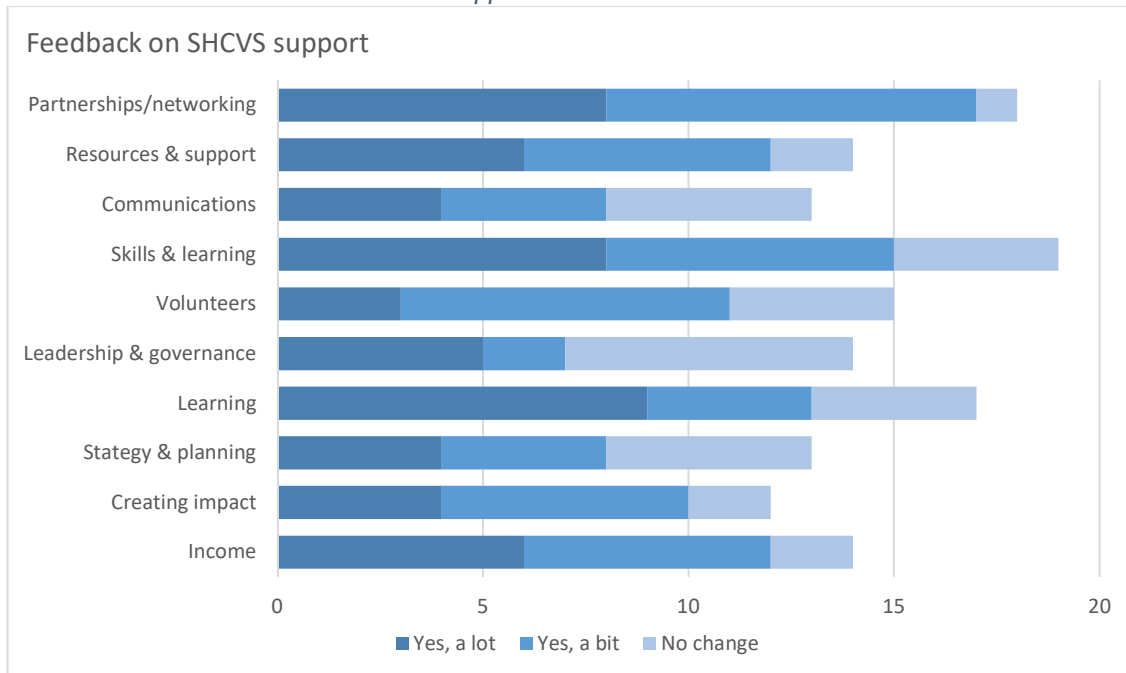
Around 1/3rd of respondents (giving a response to this question) had not used any of the CVS's services. The services most commonly used by respondents, were training and networking events.

Chart 5 – Use of South Hams CVS services



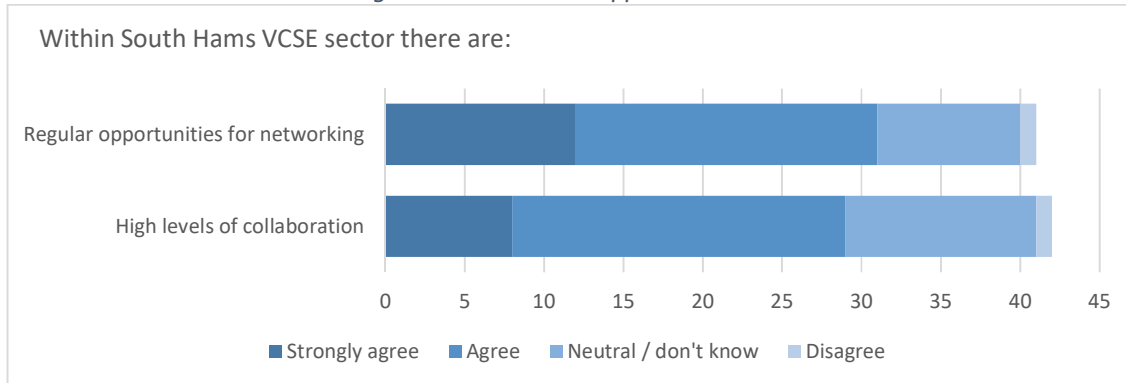
Those who had used services, were asked to rate whether they had been helpful. The Chart below shows feedback from those organisations who had accessed support, and gave feedback. Respondents said that leadership & governance support had been least helpful, whilst partnership and networking had helped almost all those attending.

Chart 6 – Feedback on South Hams CVS support



Respondents were asked to rate collaboration and networking within South Hams for VCSE organisations. The feedback can be seen in the Chart below, and indicates that around three quarters of those responding are positive, with the remainder either neutral or disagreeing. It should be noted that those VCSE responding to the survey are likely to be those who are already most engaged with the support service available and the networks it supports.

Chart 7 – Feedback on networking and collaboration opportunities



Formal and informal partnership working brings untold benefits and we are keen to support and be involved with any networking or 'cross pollination' activities

Would be nice to have a South Hams website where members of the public could find organisations that need volunteers or where they can find community groups to join.

Some respondents who hadn't used CVS services, highlighted that they would be potentially interested in doing so:

I am not a regular user of the CVS but know you are there and can seek advice/ support when the need arises.

I am not aware of us having had any previous engagement with SHCVS and am unsure on how much help you might be able to provide us but am interested in the possibility of some advice and support in areas where we are currently short of expertise, in particular exploiting IT and reaching potential users of our services

The following comments illustrate the comments made relating to South Hams CVS, by respondents. They show how the support is valued, and highlight the difference it makes for organisations locally.

CVS has helped with providing sources of funding opportunities as well as helping us with networking with other organisations

The availability of staff, in particular Jill Davies, to consult is extremely valuable

South Hams CVS have responded swiftly and appropriately to the pandemic, ensuring local organisations still know they are there and feel supported. My staff have attended numerous training sessions through the CVS during the pandemic, such as 5 steps to suicide, inclusion and diversity, which have been used in our day to day work. Thank you for your hard work and effort through the most challenging of times

The exchange of ideas between delegates at meetings is invariably of benefit

When I started our Social Enterprise I hadn't realised how much I would value and benefit from the support of South Hams CVS. There has been a real connection and a genuine interest from CVS staff into what we're doing and we feel that our ability to make a difference in our local community has been greatly enhanced as a result

Workshops have proved beneficial and help guide us in processes, procedures and obtaining funding via grants. We are also very grateful for the grants we have received from SHCVS themselves

The CVS has been there for us from the very start and still are. The three main areas we find so useful are helping us find funders, training on a wide variety of issues and recruiting volunteers. It is a great service.

You helped our Trustees to understand their roles and responsibilities

I would rather say that had we not had this support during the year I have been in post and going forward this, would leave a considerable unfillable gap - and I am not sure how we would be able to fully maintain and support our service

We enjoy our positive relationship with South Hams CVS. The support with funding opportunities is very valuable, as is the ad hoc support for various queries and issues we have to deal with such as volunteer recruitment, filling critical leadership roles, etc.

I think South Hams CVS provides an excellent service to local community groups, organisations and charities

Summary report produced for South Hams CVS by Clarity CIC
www.claritycic.org
May 2021

Appendix

List of responding organisations:

Alzheimer's Society
Battisborough Cross Croquet Club
Beacon Medical Group
Brixton Feoffee Trust
Coleridge Bus
Daisy and Rainbow Childcare
Dart Sailability (2 responses)
Dementia Friendly Parshes around the Yealm
Dynamic Adventures CIC
dys space
Erme Valley Rangers
Four Rivers Dementia alliance
Friends of Redfern Centre, Salcombe
Holbeton Parish Council
Home Start South and West Devon (4 responses)
Inner Compass Guide CIC
Kingsbridge and Saltstone Caring
Kingsbridge Area Food Bank
Kingsbridge Community Garden
Kingston Parish Council
Libraries Unlimited - Kingsbridge Library
Lions Club of Ivybridge
live west
Loddiswell Playing Fields and Village Hall Trust
MAC
Marie Curie
Modbury society
Moorvision
Norton Brook Patient Transport Service
Oxfam Bookshop
PL21 Transition Town Initiative
Proud2Be
Royal British Legion
Sandover Associates (2 responses)
SHAW
Shiatsu For Change
Sirona Therapeutic Horsemanship
South Brent & District Caring
South Hams Citizens Advice Bureau
Sustainable Malborough and South Huish Climate and Biodiversity
Sustainable South Hams.
The Veterans Farm-Able Foundation
Totnes Caring
Totnes Cinema

Totnes Connection Hub
Ugborough Football Club
Ugborough Parish Council
Vocal Advocacy
Walk Talk & Tea
Woolwell in bloom
Yealmpton & Brixton Community Volunteers
Yealmpton and Brixton WI

Appendix - Consultation Questions



South Hams Community and Voluntary Services Survey February 2021

South Hams Community and Voluntary Services (SHCVS) is carrying out a survey in order to inform its new Strategic Plan 2021-25, and to include the experiences and lessons learnt from the Covid-19 response over the past year. We would like to ensure that the activities of SHCVS best meet the changing needs of voluntary, community and social enterprise sector organisations (VCSE) working in our district over the next five years. Your inputs/responses are very important to us and we would really value your response. The deadline for responding is 28 February, but there's nothing like doing it right now!

All organisations completing the survey will be put into a lucky draw and a winner will receive £35 to spend on your choice of books from the Directory of Social Change.

Please answer the following questions:

1. Name of your organisation:

2. Geographical Area that you cover: *eg Dartmouth, South Hams, Devon, UK*

3. In 2020, what was your organisation's:

Annual Income £
(optional)

Number of paid staff:

Number of volunteers:

Total number of beneficiaries:
(approx)

Income

4. We aim to ensure that the organisations we work with have substantial income.

Which of the following best fits your organisation at the moment?

- We just go from one funding crisis to the next
- Income is a problem but we are starting to improve things
- We are getting better at income generation but have a long way to go
- Income is good enough but we need to improve in some areas
- Our income is robust and we have the skills and relationships we need

5. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on income, particularly the main issues you face and suggestions of where we can better support your organisation:

Creating Impact

6. We aim to ensure that the organisations we work with have what they need to make a difference for their beneficiaries and create maximum impact.

Which of the following best fits your organisation at the moment?

- We are concerned that we could be more effective and are starting to do something about this
- We are changing our practices to become more effective but there has been resistance and/or take up is patchy
- We are mostly creating a positive impact but there are some areas where we could do much better
- We use good practice across everything we do and have a very positive impact for our beneficiaries
- Don't know

7. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on the impact of your organisation, particularly the main issues you face and suggestions of where we could support your organisation:

Strategy & Planning

8. We aim to ensure that the organisations we work with have clear aims/strategies and use them to guide their work.

Which of the following best fits your organisation at the moment?

- We have no meaningful plans and just go from one day to the next
- We need to be more strategic and are starting to tackle this
- We are getting better at understanding needs and planning but there is a long way to go before we are really strategic
- We have a strategy linked to our mission and a good understanding of needs but there are some real gaps
- We are strategic and flexible in meeting needs in line with our mission

9. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on strategy & planning, particularly the main issues you face and suggestions of where we could support your organisation:

Learning

10. We aim to ensure that the organisations we work with are learning organisations and that there is a culture and practice of learning and innovation.

Does your organisation keep learning and improving?

Which best fits your organisation at the moment?

- We are not a learning organisation
- We are not yet listening and learning effectively; some ideas about improvements are floating around but not being taken forward
- Assessing achievements and impact takes place, but learning often gets lost
- We are a creative, learning organisation that puts lessons learnt into practice

11. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on your perception of your organisation as learning and innovative, the main issues you face and any ways in which we could encourage and facilitate greater learning:

Leadership and governance

12. We aim to ensure that the organisations we work with have good governance.

Which of the following best describes your board or management committee?

- People don't come to meetings and/or don't know their roles
- Governance is not working well enough but we are finding ways to improve
- Governance is mostly good enough with some areas where improvement is needed
- Our board/management committee is taking the organisation forward, working well together and ensures good governance

13. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on governance and leadership in your organisation, the main issues you face and any ways in which we could support better governance and leadership within your organisation:

Volunteers

14. On a scale of 1-5, is your organisation a good place to volunteer, where at 5 people are motivated, feel valued and have good supervision?

1 5

15. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on volunteer management in your organisation, the main issues you face and any ways in which we could support you in this area:

Skills and Training

16. We aim to ensure that across the sector people have the skills they need to carry out their roles. Do your staff and volunteers have the skills they need for the jobs/roles they do?

- No, skills development is an issue for us
- Some do and some don't – it varies
- Yes, mostly, but there are one or two areas where skills are lacking
- Yes, all people have the skills they need

17. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments related to the main issues you face and any suggestions of how we can assist more in this area, and any particular training and skills you need:

Communications

18. We aim to enable individual organisations to communicate effectively with all of their stakeholders including beneficiaries, funders and policy makers. *(This includes influencing policy discussions, through lobbying and responding to consultations.)*

Which of the following best describe your organisation at the moment in relation to influencing your external environment?

- We have minimal communications, limited visibility and we don't get involved in influencing
- We have some clear messages we are aiming to communicate and we respond to some consultations
- Our communications are good and we have had some success in influencing policy
- We communicate effectively and purposefully, and have clear messages that we communicate in a dynamic way and have a clear effect on their intended audience

19. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments on communications and the main challenges you face in doing it well and any suggestions of where we could support your organisation:

Resources and Support

20. Does your organisation need additional support in any of the following areas:

- Legal
- Accounting/finance
- Learning and training
- Local knowledge
- Staff and volunteer recruitment
- Marketing/promotional support
- IT/digital skills
- Other necessary services

21. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Any additional comments related to particular support you may need:

Partnerships & Networking

22. Please indicate whether you agree or disagree with the following statements:
Within South Hams' voluntary community and social enterprise sector (VCSE) there are:

	Strongly Agree	Agree	Neutral/Don't know	Disagree
A high level of collaboration and partnership between organisations on a range of areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networks and working groups bringing organisations together regularly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Is this an area where you would like support from SHCVS in the future?

- Yes, high priority
- Yes, probably
- Possibly
- No

Please add any comments you may have related to partnerships/networking, and any ideas as to how SHCVS could assist more in this area:

Feedback on our work and impact

24. Have you had direct contact with us or experience of our work?

(tick all which apply)

- Yes, we have received one to one support
- Yes, we have used your resources
- Yes, we have attended training events
- Yes, we have attended networking/collaborative events
- Yes, we have engaged in consultations or other activities to influence the external environment
- Yes, we have used other services to those above
- No, none of the above

25. If your organisation has received direct support from us please indicate whether that has helped in the following areas:

	Yes, a lot	Yes, a bit	No, no change	Not supported in this area
1.Income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.Creating impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.Strategy & Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.Leadership & Governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.Volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.Skills & Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.Resources & Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.Partnerships&Networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe any ways in which our work has made a difference to your organisation:

26. Which of these types of support do you prefer (number in order of preference 1-10 where 1 is lowest, 10 is greatest)

- One on one face to face support
- One to one phone/email support
- Email bulletins/newsletters
- Web-based information
- Training events / workshops / skill shares
- Tailored support at your meetings
- Outreach/Pop Up advice in villages / towns
- Networking forums
- Conferences
- Other, please specify below

27. In what ways could South Hams SHCVS be more useful to you?

28. Please use the space below to add anything not covered above, about any other issues faced by your organisation at the moment or about new issues you expect to face in future, or other support you would need?

Thank you very much for taking the time to respond to this survey. Your response is very important to us. Your answers will be treated in confidence and used alongside others to inform the development of our work.

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Affordable Rural Housing Task and Finish Group

Terms of Reference

Brief:

Research how other local authorities have successfully increased the delivery of affordable housing (directly and indirectly) within their boundaries and identify best practice and look at the successful establishment of community land trusts in rural areas and how these have been achieved.

This policy research piece should stay focused on identifying practical and implementable solutions in the South Hams context, working within the framework of the housing thematic delivery plan (Better Lives for All) and wider housing strategy.

Timescales:

Timescale for reporting back to Executive should be decided by O&S, but should reflect the housing crisis and the urgency for action.

Group membership:

To be decided by O&S, but should any members of the Council, not necessarily O&S Committee members, with a particular interest and expertise in planning and housing matters. In depth member research of this kind is expected to be time consuming and members may want to consider their availability on that basis.

Resourcing:

It is recognised that administrative support will be needed to facilitate virtual meetings with other Councils and will be provided. It will be for the group to undertake the research, compile recommendations and report back to Executive, following consideration by O&S.

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