

Funded by



Skills Support for the Workforce

Third Sector Capacity Building Partner End of Project Report

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July 2015



Background

In June 2013, One East Midlands were appointed as one of three 'Capacity Building Partners' in the delivery of the ESF funded 'Skills Support for the Workforce' project for the Leicester & Leicestershire Local Enterprise Partnership area.

The project, led by Leicester College, aims to build the strength and resilience of business and their employees across Leicestershire by supporting individual learning, ongoing access to training opportunities and ultimately career progression.

The project is financed through the European Social Fund and is also delivered in partnership with:

- Stephenson College
- Loughborough College
- South Leicestershire College
- Enable
- Business2Business
- EMFEC

The purpose of the Capacity Building function, delivered by One East Midlands, was to support the success of the project and enhance equality and reach across beneficiary groups. The focus of our work was with Voluntary & Community Sector (VCS) organisations and social enterprises (collectively the 'third sector') in Leicestershire with sufficient scale to employ a minimum of 5 employees.

Specifically our role was to:

Activity	Actions
Support effective joint working with third sector (VCS) organisations:	<ul style="list-style-type: none"> • Increase awareness and understanding of VCS needs with delivery partners • Promote techniques for effective working with VCS • Identification of skills needs within VCS organisations
Encourage VCS take-up of workforce skills opportunities; raising programme profile within the VCS	<ul style="list-style-type: none"> • Bespoke web signposting • Quarterly targeted bulletin • Targeted e:shots (to agreed priority audience) • Referrals to delivery partners for eligibility and skills needs assessment
Promoting VCS success stories	<ul style="list-style-type: none"> • Identify, create and publish success stories as case studies from within the VCS • Promote good practice in joint working between project partners and the VCS
Maximise reach and impact for target beneficiaries	<ul style="list-style-type: none"> • Promote take up amongst groups and networks specifically supporting: <ul style="list-style-type: none"> ○ Women ○ People with disabilities ○ People aged over 50 and ○ People from minority ethnic communities

Methodology and outputs

Throughout the project, One East Midlands have shaped the capacity building role in order to create tools and resources of benefit both within and beyond the lifespan of this project. Our approach has included:

- **Identifying the audience:** Building a database of organisations and communication ‘partners’ across Leicestershire to enable regular bulletins and communication to be circulated. The database was a foundation to support project promotion, build awareness, research needs and encourage take-up of available learning opportunities;

Outputs and deliverables
Database of 885 organisations created, maintained and being further developed
8 e:bulletins circulated plus included in monthly One EM e-bulletins
885 organisations contacted via targeted mailings and campaigns
26 organisations directly referred for programme entry or eligibility assessment plus many following direct signposted routes to entry

- **Creating an engagement platform:** Building a website page to promote learning opportunities and create links into the programme;

Outputs and deliverables
Webpage created and updated at : http://www.oneeastmidlands.org.uk/skillssupportfortheworkforce

- **Showcasing success:** Publishing case studies which identify the benefits of participation in the project for VCS organizations and their employees;

Outputs and deliverables
3 case studies produced and published (also available on webpage) <ul style="list-style-type: none"> - Cooke Training - Faith in People and - Whitwick Community Enterprises

- **Shaping provision:** Undertaking research with third sector employers regarding their current and future workforce development and business development needs. This research was analysed at an event held in April 2015 which probed further the type of workforce development support and the desired delivery methods that would be of greatest benefit to the VCS.

Outputs and deliverables
Research undertaken with 39 VCS groups to identify current and future workforce development skills needs. Results analysed and reported.
Research undertaken with 40 social enterprise / trading charities to identify current and future business needs, growth potential and concerns. Results presented.
1 event to shape future thinking and provision for the VCS workforce; findings forming the basis of recommendations within this report

Skills Support for the Workforce: Cooke Training Services

Skills Support for the Workforce is a European Social Fund funded scheme to help improve the skills of employees and volunteers working in the voluntary, community and social enterprise sector. The delivery partners are Leicester College, Loughborough College, South Leicestershire College and Stephenson College and capacity building partners are One East Midlands, Enable, Business2Business and EMFEC.

Located in Beaumont Leys and established in 2005 to help low income Leicester residents learn how to use computers and have internet access, Cooke Training Services is one organisation that has benefited from Skills Support for the Workforce.

The organisation, which is part of Cooke e-Learning Foundation, offers a range of accredited training, volunteering opportunities, work experience placements, signposting to further learning opportunities and career advice, computer recycling, and IT sales and repairs for small businesses, voluntary groups and individuals.



Starting at Cooke Training Services as a volunteer over eight years ago and working up to the position of Education and Training Manager, Martin Buchanan found out about Skills Support for the Workforce when Enable, the voluntary and community sector learning and skills consortium for the East Midlands, visited his workplace and discussed the various free training available.

This led to Martin enrolling on the Information, Advice and Guidance, Level 3 course, which across four units covered how to establish communication skills; how to support a client to make use of a service; how to develop and sustain the interaction; and how to complete an action plan with the client. Martin chose the course to improve his future work and career prospects and help him to assist his learners and clients in a more proactive way.

For information on Cooke Training Services visit <http://cooketrainingervices.com> and for Skills Support for the Workforce visit www.oneeastmidlands.org.uk/skillssupportforthe-workforce.

"I am a strong believer in lifelong learning and it is good to get a qualification that reinforces the work that I already do."

Martin Buchanan

Key Findings and Recommendations

Delivery of this project highlighted a number of learning points that One EM believes are relevant to the partnership, to future programme delivery and to the Voluntary and Community Sector.

- **Programme level:**

The Leicester & Leicestershire SSW project, along with others across the East Midlands, took some time to commence delivery. Factors influencing the rate of start-up included developing clear monitoring and sub-contracting arrangements, obtaining clarity over deliverables and eligibility criteria (e.g. volunteers) and complexity arising from the funding of two delivery partnerships within the same LEP area.

In a project with a relatively short timescale such as this one, further delays make it very difficult to meet the expected outputs within the timeframe made available. When the target audience also tends to be smaller organisations (SMEs, as typified by most voluntary & community organisation) this is further exacerbated by the need to disseminate marketing through complex networks reaching small organisations and subsequent delays in organisational response as a result of low organisational capacity.

Recommendations for Funders / ESF
Ensure programme eligibility criteria are clear from the outset and that any changes to eligibility or other programme criteria are communicated across all delivery partnerships consistently.
In the event of 2 applicants both being favoured by the funder, these should be encouraged to combine delivery into a single partnership rather than create separate projects competing for learners and risking confusion for employers.
Developing demand and ensuring that learning products meet employers needs takes time; projects of this kind require a longer timescale to ensure that where needs are identified, products can be developed and delivered in order to meet those needs. Future workforce development projects should therefore be commissioned over longer timescales to ensure breadth and depth of engagement and impact.

'I did not know there are so many options for free training and career development courses until Enable came and discussed them with us'.

*Martin Buchanan
Cooke Training*

Skills Support for the Workforce: Whitwick Community Enterprises

Skills Support for the Workforce is a European Social Fund funded scheme to help improve the skills of employees and volunteers working in the voluntary, community and social enterprise sector. The delivery partners are Leicester College, Loughborough College, South Leicestershire College and Stephenson College and capacity building partners are One East Midlands, Enable, Business2Business and EMFEC.

Set up in 2007 by local people and for the benefit of local people, registered charity Whitwick Community Enterprises, which delivers training for 14 to 24 year olds and referrals by Job Centre Plus, including work and home based qualifications, is one organisation that has benefited from Skills Support for the Workforce.

Starting at Whitwick Community Enterprises 12 months ago, initially on a three month contract, HR Officer Katy Ford started studying for the CIPD Level 3 Diploma in HR Practice at Stephenson College, Coalville in September 2014.



The course, which takes place three hours a week on Thursday evenings, covers the key areas those who work in HR are likely to be involved in, with modules including learning and development; data management; recruitment; performance; handling change; and managing the employment relationship from induction to exit. Katy and her fellow-students complete an assignment at the end of each module alongside interactive elements including presentations.

The benefit of attending the course for Katy, who is new to HR, is that the knowledge and skills she has gained are useful for both her current and future career, whilst Whitwick Community Enterprises benefits from Katy being able to put what she learns immediately into practice.

Although the course was not initially part of the of the Skills Support for the Workforce programme, Enable, the voluntary and community sector learning and skills consortium for the East Midlands, negotiated with Stephenson College for Katy's place to be funded through the scheme.

Katy has found Stephenson College to be very keen for the sector to access training through the Skills Support for the Workforce scheme, making sure that paperwork is correct and that problems do not arise.

Alongside Katy, 11 other staff and volunteers from Whitwick Community Enterprises have undertaken free training as part of the Skills Support for the Workforce scheme, enabling the charity to increase its skills and knowledge base and make substantial savings in training costs. Courses attended include:

- **Partnership level:**

This was the first project undertaken by this particular delivery partnership. Despite some early teething issues, many beyond the partnerships own control, the end product has been a structure which works well in collectively addressing local workforce needs.

The presence of capacity building partners for both the VCS and private sector SMEs has been a major benefit. The target audience for this programme was, on the whole, small organisations who lack capacity to research and spend time identifying and meeting internal workforce needs. The presence of the capacity building partners create the means to reach these smaller organisations, encourage participation and feed back to delivery partners on shifts in demand.

The primary barrier was an initial lack of understanding and clarity of the benefit of capacity building input to the project. These early misunderstandings meant that capacity building partners were not able to identify need and promote uptake as early as they otherwise could; which may have impacted on overall outputs and the opportunity to flex products to meet need later in the programme.

From a VCS perspective, much of our capacity building approach relied on highlighting the benefits the programme had delivered to VCS organisations in order to encourage uptake from others. However, we found it very difficult to identify from project partners which VCS groups they had been working with and highlight good examples.

Recommendations for the Partnership
Begin capacity building activity at the earliest available opportunity. This will create a platform for early marketing and promotion, create demand and allow the supply of learning opportunities to be flexed and amended to meet changing needs.
Create protocols to ensure better sharing of success stories to ensure these can be marketed to encourage further uptake and demonstrate the overall success of the project.
Be clear from the outset on the role and expectations of capacity building partners.

“The course provides formal knowledge to back my work up and give me the skills needed to work in HR.”

Katy Ford
Whitwick Community Enterprises

Skills Support for the Workforce: Faith in People

Skills Support for the Workforce is a European Social Fund funded scheme to help improve the skills of employees and volunteers working in the voluntary, community and social enterprise sector. The delivery partners are Leicester College, Loughborough College, South Leicestershire College and Stephenson College and capacity building partners are One East Midlands, Enable, Business2Business and EMFEC.

One Leicester charity that has benefited from the scheme is Faith in People, whose mission is to improve the health and wellbeing of people living with HIV and provide support and advice for those affected by HIV. The charity works with people of faith and non-faith, helping users of their services to come to terms with their diagnosis.

Vicky Brooks, Adult Support Worker at Faith in People, began the Internal Quality Assurance Assessment Award, Level 4 course, at Leicester College in October 2014. The course covers internal quality assurance of the assessment process within a centre or organisation, by sampling planning, monitoring and advising on the practice of assessors. This



includes both the verification of competence based qualifications and moderation of taught programmes in a learning environment.

Made up of two assignments and a day a week in college, the course builds on Vicky's previous training qualification and quality assurance course and will enable the charity to set up an accredited course for its service users and transfer the knowledge Vicky has gained when applying for other quality assurance marks.

Vicky found out about the scheme when Enable, the voluntary and community sector learning and skills consortium for the East Midlands, visited the charity and discussed the various free training available. Vicky found the course easy to apply for and found everyone involved in the process and at Leicester College helpful and supportive.

Vicky and Faith in People's Chief Executive, Ian Clowes, would highly recommend Skills Support for the Workforce to others, with Ian stating:

"If there are courses that can enhance skills and offer users something that fits their needs then it makes it better for everyone."

Faith in People is also looking to use the scheme to help the unemployed volunteers at its recently opened charity shop in Hinckley to complete customer service courses, enabling them to gain qualifications and return to work.

For information on Faith in People visit www.faithinpeople.co.uk and for information on Skills Support for the Workforce visit www.oneeastmidlands.org.uk/skillssupportfortheworkforce.

- **Voluntary & Community Sector level:**

The three case studies provided within the content of this report clearly demonstrate the value that numerous organisations across the VCS gained from this project. In addition to paid employees, the extension of eligibility to ‘volunteers’ meant that many organisations whose services rely on delivery through a skilled volunteer resource network also benefited, as did the volunteers themselves.

From a VCS perspective, the greatest barrier to participation has been the mismatch between learning opportunities available and the needs and aspirations of the sector.

Our 2014 VCS survey (see appendix A) highlighted the needs for sector-specific training in safeguarding, volunteer recruitment & management, marketing, charity law and various aspects of health & safety.

Our subsequent 2015 business survey and event (appendices B and C) reinforced the needs identified above, especially with regard to sales and marketing, but also highlighted the following issues:

- Much VCS training is internal – organisationally specific and delivered ‘in-house’. What would be helpful is more ‘train the trainer’ type provision to ensure that knowledge transfer within organisations is more effective as a result of improved internal training skills;
- The VCS values the opportunity to learn from other organisations and other approaches – training opportunities built on this thinking are most beneficial;
- Bite-size is key for the VCS – small courses that can be undertaken quickly but could build up to a full qualification over time;
- Learning provision for service delivery organisations should mirror the training frameworks used by their funders / commissioners e.g. local authority Children’s Services
- The VCS as a sector is highly skilled however many employees enter the sector after a change in their life circumstances, meaning their skills do not match the role they are employed in.

In contrast, the courses available to the VCS (as publicised on our website from information provided by partners) were not addressing the core needs as identified . Having worked with project partners for some time we are confident that, had more time been available, these courses could now have been adapted to make them more VCS appropriate in their content and delivery and that new products that did meet needs could have been made available.

Recommendations for Future VCS Engagement
Consider eligibility criteria for the VCS early on – ensure volunteers and those with existing but irrelevant qualifications can still qualify for support.
Provide training that will improve the quality of internal knowledge transfer within organisations – potentially linked to existing HR and leadership courses.
Base new products on other public-sector training framework standards and outcomes.
Create modular training products across the partnership, built on individual provider expertise, that can be flexibly accessed and may build up to full qualifications over time.

Appendix A: Report of the 2014 VCS Workforce Skills Survey Leicester & Leicestershire

In June and July 2014 One East Midlands, the regional infrastructure organisation for voluntary and community organisations in the East Midlands and a capacity building partner in the Skills Support for the Workforce scheme, carried out a survey to find out what skills and training charities, voluntary and community sector, social enterprises and other not-for-profit organisations in Leicester and Leicestershire wanted from scheme so that it could be fed back to the colleges delivering the scheme.

A link to the survey was circulated by email to over 700 charities, voluntary and community sector, social enterprises and other not-for-profit organisations in Leicester and Leicestershire. From these the survey received 41 responses, across 39 organisations, representing a range of sizes, geographical areas and focuses. A list of these organisations can be found below.

- Age UK Leicester Shire & Rutland
- Akwaaba Ayeh Mental Health
- Ashby Road Estate Community Centre
- Bhawsar Community Group
- B-inspired
- Clockwise Credit Union Ltd
- Contemporary Music for All East Midlands
- Diocese of Leicester
- East Park Activity Group
- Enderby Area U3A
- Heartland Youth for Christ
- Hinckley & Bosworth Community Transport
- John Storer Charnwood
- Leicester City Of Sanctuary
- Leicester Islamic Academy
- Leicester Print Workshop
- Leicestershire & Rutland Cricket Limited
- Leicestershire & Rutland Federation of WIs
- LeicesterShire Citizens Advice Bureau
- Leonard Cheshire Disability
- Market Harborough Methodist Church
- Market Harborough Street Pastors
- Melton and Oakham Waterways Society
- RCCG City of Favour
- Shree Prajapati Association Leicester
- Sikh Community Centre
- SOFA
- St Andrews Play Association
- St Matthews & Highfield Community Point
- St Matthews Children's Action Group
- St Philip's Centre
- St. Francis Community Centre
- Strides! (Leicester)
- Syston and District Volunteer Centre

- The City of Leicester Scout Districts Management Charitable Trust
- The U Foundation
- West Leicestershire Mind
- Whitwick Community Enterprises
- Youth Shelter

When asked what the current skills requirements were for their organisation, the following responses were received.

As you can see the main current skills requirements for organisations are developing funding strategies, emergency first aid, funding and fundraising, governance and charity law, health and safety at work, marketing and promoting, safeguarding, trustee roles and responsibilities, and volunteer recruitment and retention. Far less of a current skills requirement were information and advice, managing community buildings, quality assurance, and social enterprise and trading.

Business planning	42.5%
Collaboration and working together	45%
Commissioning and tendering	32.5%
Committee skills	37.5%
Developing funding strategy	50%
Emergency first aid	57.5%
Equality and diversity	37.5%
Food safety	42.5%
Funding and fundraising	62.5%
Governance and charity law	52.5%
Health and safety at work	57.5%
Human resources	32.5%
Information and advice	17.5%
ICT and computing	52.5%
Managing community buildings	12.5%
Managing finances	32.5%
Marketing and promoting	60%
Monitoring and evaluation	32.5%
Understanding outcomes and impact	35%
Personal e.g. dealing with conflict	37.5%
Quality assurance	22%
Safeguarding	52.5%
Social enterprise and trading	15%
Social media	30%
Trustee roles and responsibilities	50%
Volunteer recruitment and retention	52.5%

In addition, the following comments were received in regard to organisations' current skills requirements:

- The skills needed for our volunteers to run a Campsite are more of the practical nature. We need access to gaining a Chainsaw operating certificate, and things like that. Can you offer?
- Community transport/sexual health services.
- Management and leadership / Change management.

When asked what the future skills requirements were for their organisation to continue and grow, the following responses were received. Although the results between this and the previous question were similar there were also clear differences in some of the skills requirements selected.

As you can see the main future skills requirements for organisations are developing funding strategy, equality and diversity, funding and fundraising, and marketing and promotion.

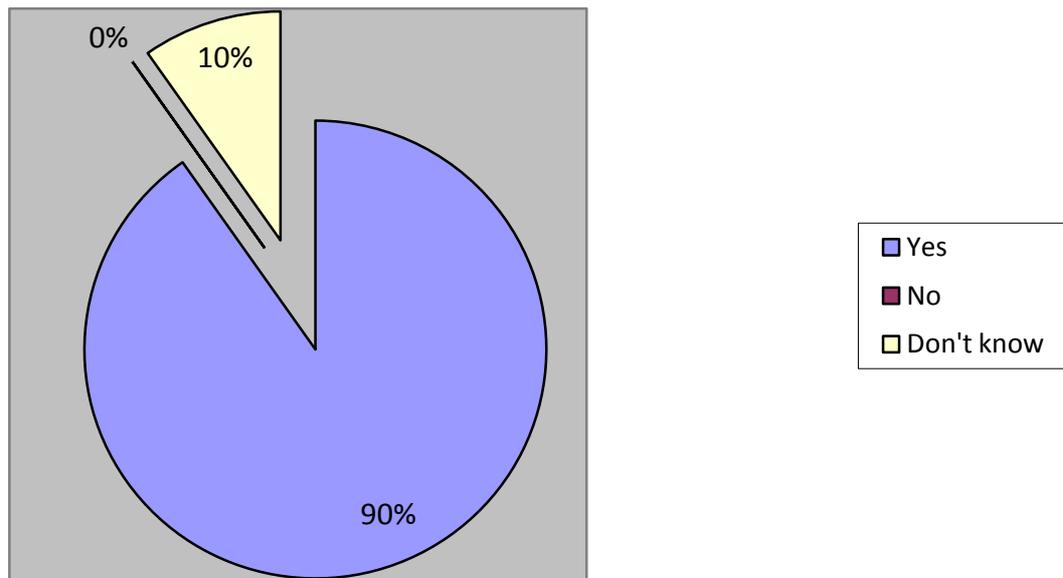
Far less of a future skills requirement were information and advice, managing community buildings, managing finance, personal, and charity assurance.

Business planning	47.22%
Collaboration and working together	47.22%
Commissioning and tendering	38.89%
Committee skills	33.33%
Developing funding strategy	61.11%
Emergency first aid	41.67%
Equality and diversity	30.56%
Food safety	27.78%
Funding and fundraising	63.89%
Governance and charity law	44.44%
Health and safety at work	38.89%
Human resources	27.78%
Information and advice	22.22%
ICT and computing	41.67%
Managing community buildings	22.22%
Managing finances	25.00%
Marketing and promoting	72.22%
Monitoring and evaluation	41.67%
Understanding outcomes and impact	33.33%
Personal e.g. dealing with conflict	25%
Quality assurance	25%
Safeguarding	38.89%
Social enterprise and trading	22.22%
Social media	30.56%
Trustee roles and responsibilities	30.56%
Volunteer recruitment and retention	44.44%

In addition, the following comment was received in regard to organisations' future skills requirements:

- Creative thinking/responding to changing funding environment.

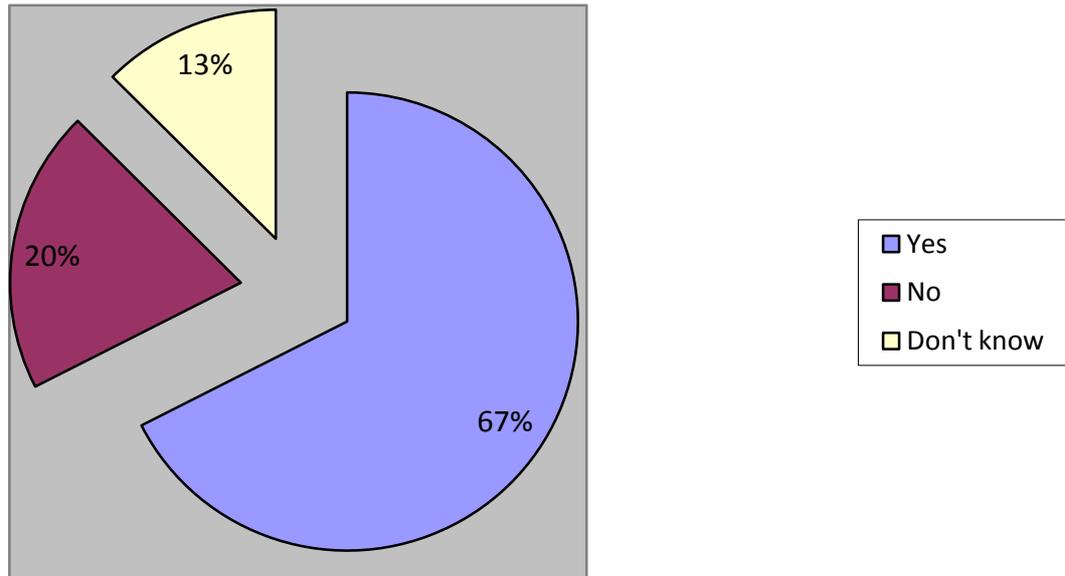
When asked if training courses were offered for their employees and eligible volunteers in some or all of the skills areas they selected, as part of the free Skills Support for the Workforce scheme, would they be interested in taking part, 90.24% of respondents said yes with no-one saying no and the remaining respondents did not know.*



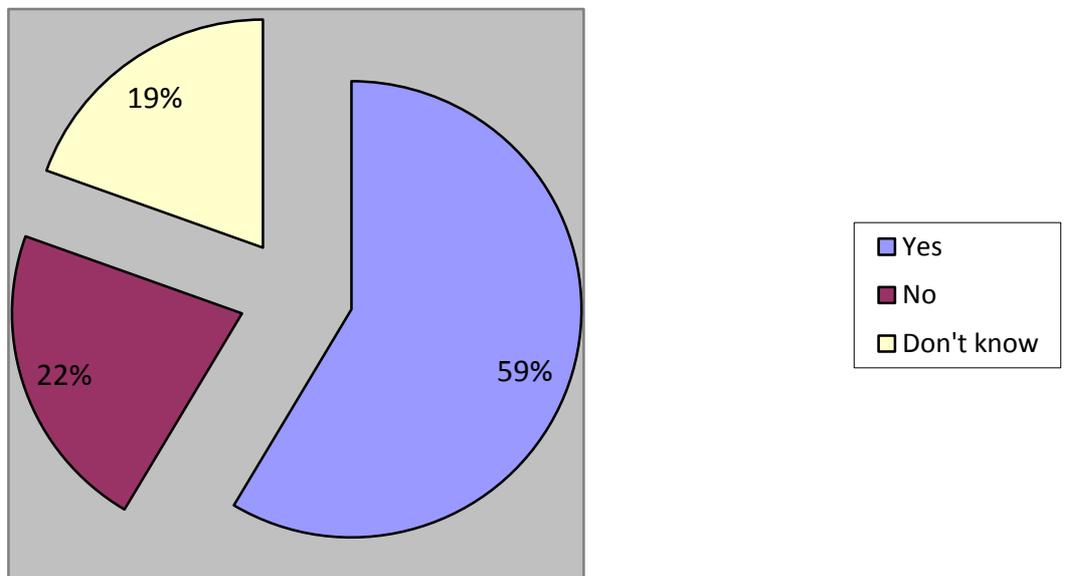
In addition, the following comment was received in regard to organisations' would be interested in taking part:

- If courses were relevant to our needs.

When asked if they you like to be contacted by the One East Midlands co-capacity building partner at Enable to discuss how they can benefit from the Skills Support for the Workforce scheme, 67 percent of respondents said yes, 20 percent said no and 13 percent did not know. *



When asked if they would be happy to talk further with the partners of the Skills Support for the Workforce scheme about their skills requirements as an organisation if the opportunity arose in future, e.g. as part of a meeting or focus group, 58 percent of respondents said yes, 22 percent said no and 20 percent did not know.*



Finally, the survey asked respondents to provide any further comments on the skills requirements of their organisation, staff and volunteers, with the following comments received.

- We are a very small charity, myself being the main administrator, responsible for most duties. We pride ourselves on having no salaries to pay, allowing funds raised to be directed to the projects that we support. This obviously limits our experience and knowledge, we therefore need assistance in many key areas of running a charity.
- All the staff are at very different levels of qualifications. Some have part time work and volunteer in free time. Others are full time workers and give the same. None are paid staff. We have a few qualifications in the area of community work and volunteering, and also a few has health safety and food but we really need all staff to the same level and qualifications as we wish to support the volunteers that are not working but seek employment and with volunteering it is a way of gaining many different skills and qualifications where you could use in a new position or job, also it would help boost the confidence of many of our volunteers.
- None of our volunteers do enough hours for us to qualify for the training. The Administrator is paid a self-employed to work 10 hours a week and would be eligible for the training but cannot commit at this point to undertaking any further study.
- We have recently had a big change over in staff and as such have lost a great deal of the experience that we had. As a charity, training cost is always an issue but we would be interested in finding out what training would be available to us.

** Please note that due to data protection the contact details of those respondents who said yes have not been published in this report but can be contacted on request by One East Midlands and where appropriate will be forwarded onto Enable.*

**Appendix B: Summary of Social Enterprise Business Needs
Joint presentation with CASE**

Social Enterprise Business Survey

- Two surveys were carried out in April 2015
 - Core survey by telephone of 24 enterprises with 54% response rate
 - Additional shorter email survey to 80 enterprises with 20% response rate
 - There was additional qualitative information and insight from meetings with clients however this has not been included.
- The typical range of people employed was 5 to 10 people.
- The sector was defined as profitable trading enterprises who also were making a social impact and were not for private profit.
- Covered co-operatives, companies ltd by guarantee, CICs and primarily trading charities

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Future Growth

- Last year 50% reported business growth
- 91% are planning for growth in their business
 - 66% increase in people employed
 - 66% introduce a new product or service
 - 66% expect to increase profits
- Comparison in email survey:
 - 75% expected growth in turnover and employees
 - 60% expected to develop/offer new products and services

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Business Concerns

- The main areas of concern in the core survey were:
 - 77% access to finance
 - 66% finding new business
 - 66% regulation and red tape
 - 41% identified cash flow as being of great concern
- In the email survey the major constraints to growth were:
 - Marketing and sales was an issue; 63% of respondents had some need and 25% described this area as a major need.
 - 57% access to finance
 - 38% people recruitment and retention
 - 31% identified premises

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Business Support

- A significant 75% in the core survey had a business plan
- 80% had sought business advice in the last 12 months.
 - 84% cited a sector specific support organisation
 - 50% had referred to professional advice eg an accountant
 - Least preferred were web based, social media and government advice
- Email survey had 100% having sought advice
 - CASE was quoted by 94% of respondents
 - Also included professional services, web –based (12%) , [LforB](#) (6%) and growth accelerator (6%)

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Business Gateway

- Business Gateway, general support however 50% sought reassurance the advice would “understand and share the ethos and values of the sector”
 - Speaking to an advisor on business plans and issues 67%
 - General advice on Growth – 58%
 - Developing a business plan – 58%
 - NB least interest in export, funding new premises and research and development; our interpretation is this is a mix of lack of need related to the sector or a lack of awareness support relevance & availability
- Access to support
 - 67% face to face
 - 42% workshops

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Workforce Recruitment & Development

- 65% of core respondents had recruited people in the last year
- 41% of these had difficulties however no underlying cause discernible
- 81% provided skills training
- 75% provided both off and on the job training
- 75% used sector specialist support with 100% satisfaction
- Private sector providers were used for regulated training eg food hygiene
- The one key issue in self reported skills gap was for management and supervisory skills (41%)
- NB contrast with major limit growth being sales & marketing.

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Conclusions

- There were similar results with the different methods
- High level of expected growth
 - People employed
 - Turnover
 - Profit
- Innovative sector
- High focus on ethos and way of doing things

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Conclusions

- Value one to one support from people who understand their values
- Across sectors identity as a social enterprise was important to them.
- Low expectation to export.
- High level of innovation, not seen as an area to look for available support.
- Challenges otherwise in line with other businesses

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Appendix C: Findings of the VCS Workforce Development Event 30th April 2015 – Devonshire Place, Leicester

At the Leicester event attendees received presentations from One East Midlands and CASE on the structure and workforce needs of the VCS (as identified through various recent research methods) and from the LEP on their future role.

Following presentation attendees were asked to consider 2 aspects with regard to VCS workforce development:

1. Identifying unmet need

- What have we missed?
- Looking to the future – are there emerging sector skills needs that we also need to plan for?
- How do VCSE needs differ from that of the wider business sector? Where is it the same?

Results are summarised as:

- LLEP must understand that VCS and Social Enterprise are not the same, may have different needs. VCS is also not just about volunteers; it is still a 'business' and different career development levels are required.
- How do we develop the Chief Executives of the future? Loss of relationships, knowledge and skills when CEOs retire/move on. Lack of succession planning.
- Would be useful if training frameworks matched frameworks used by, for example, Directors of Childrens Services?
- LLEP looking for more flexibility in future, for example to offer online training. They also want local providers with a track record who understand the local market so aiming to write tender specifications that favour local providers. Through these meetings, we are able to inform the spec.
- being comms ready; managing/delivering EU projects; understanding consortia structure and management (how to assemble and run/operate effectively); monitoring/evaluation/evidence/impact; marketing and marketing support/capacity (understanding the value of effective marketing)
- technology isn't everything!! – need softer skills, esp in VCS; comms / interpersonal / customer services
- organisational management – learning from practice in UK and overseas (cross sector techniques applied in VCSE)
- training the trainer to help us deliver better in-house skills development. Staff are teaching young people even though they have no formal teaching experience/qualification. However costs for providing a teaching qualification are prohibitive; could units of training help cover some of the skills shortages?
- creative problem solving
- Trying to get volunteers, many who are older people with limited IT skills to undertake any form of "e-safety" training so they can support young people is a difficulty.
- Trouble finding progression routes for young people [once they have completed level 1 passport to volunteering]
- There seems to be no youth work qualification except from De-Montfort University for young people would like to do Youth Work training

- Why is there no Apprenticeship for Volunteering? Is there a volunteering NVQ? [if enough people wanted one could one be developed?]
- There's a real need for HR Training – but may be not a full ILM courses.
- A pick and mix approach to Leadership and Management training would be good

2. Shaping provision

- What, if anything, isn't working in meeting the skills and workforce development needs of the VCSE? Why?
- What could be done differently to address this?
 - Providers?
 - Delivery mechanisms?
 - Location?
 - Timing?
 - Curriculum / range?
- What can LLEP and/or local learning providers do to address this?

Shaping provision

- more experience and networking activities with other orgs is better than traditional learning
- bite sized products that can build to full qualifications; quick, focused courses – nothing drawn out. Shift focus from 'qualifications' to 'skills'.
- in house – but need to improve internal training skills
- flexible use of funding to meet business need –not restricted by existing qualification level
- We need better marketing and advertising to the CVS of what is available from colleges but also what the sector can provide for each other.
- Knowing who to go to and the mechanisms for the development of a package of training to meet the skills needed.
- Who sets the "hours" for volunteers being eligible to receive skills support? Some volunteers need the additional skills but don't meet the minimum hours
- Lots of part time workers in the VCS - Small hourly contracts often mean staff fall outside the eligibility criteria – this is a massive barrier to the sector in accessing skills/training
- Buying in first aid for example, from a private provider is easy and has a fixed delivery price – would have no idea how or who to contact at a college
- Sometimes it's the time/day that is the problem – could colleges be more flexible in the location/timing they choose to deliver training?
- Could "assessors" or college development staff spend some time in a VCS organisation – volunteering perhaps?