

Voluntary, Community & Social
Enterprise Sector (VCSE)
Workforce and Organisational
Development Strategy for York,
North Yorkshire and
The East Riding

2015 - 2020



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Vision

The Voluntary, Community and Social Enterprise (VCSE) sector will:

- Attract high quality people of all ages and be recognised as a career of choice
- Provide best practice in workforce and organisational development
- Set the standard for outstanding employment practices
- Create stronger communities to achieve economic, social and environmental outcomes
- Be more robust and sustainable

Introduction...

Voluntary, Community and Social Enterprise (VCSE) organisations operate across a diverse range of sectors including health and social care, skills and employment, arts and culture, sport and leisure and the environment. The sector is comprised of large local, regional and national charities, small and micro organisations and un-registered groups, all operating within a not-for personal profit model where surpluses and profits are re-invested to further social and/or environmental objectives.

The workforce is made up of both paid employees and volunteers. The 2011 report commissioned from IPPR North found that the sector contributed to the economy in the following ways:

- there are over 5,000 organisations in the VCSE in North Yorkshire and York
- the sector employs 7% of the sub-region's workforce, which is more than the energy and water sector, and is comparable to agriculture and fishing, transport and communications sectors
- some 140,000 volunteers are supported by VCSE organisations. If those volunteers were paid at the level of the national minimum wage, this would have a value of over £116 million a year to the economy.

These figures are used to extrapolate the estimated workforce for the LEP area in the Context section of this Strategy.

The VCSE sector is required to respond to the diverse needs of people who are disadvantaged through combinations of health and wellbeing, geography, financial and social statuses. This at a time of significant changes in the economic and policy landscape with a particular emphasis on the impact of the recession, significant welfare reforms and government austerity measures reducing statutory sector capacity at a time of increased demand for support. The VCSE sector is seen both nationally and locally as a key vehicle to mitigate the impact of these issues and as such is required to develop existing skills and respond to new requirements.

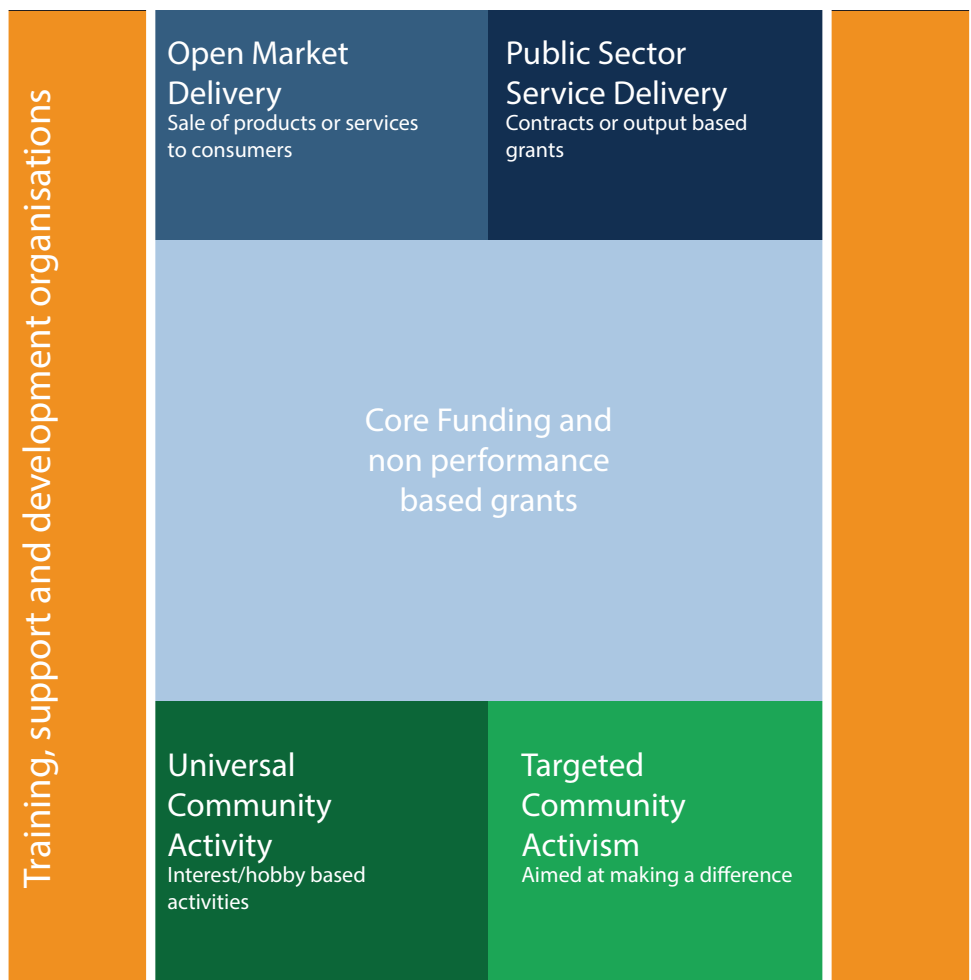
At a time of increasing demand for services, effective and sustainable VCSE organisations are essential to support communities and individuals who are most at risk. New funding streams and delivery models require the sector to diversify their offer and develop new and existing skills to demonstrate high quality service delivery. This represents an additional challenge for front-line providers who require appropriate support, training and development to support this change.

Understanding the marketplace in which the sector operates is key to developing a framework for organizational and workforce development that creates understanding of the different requirements for capacity and capability building depending on the type of services being delivered and the way that service is funded. It is also important to understand how this market place has changed since 2010.

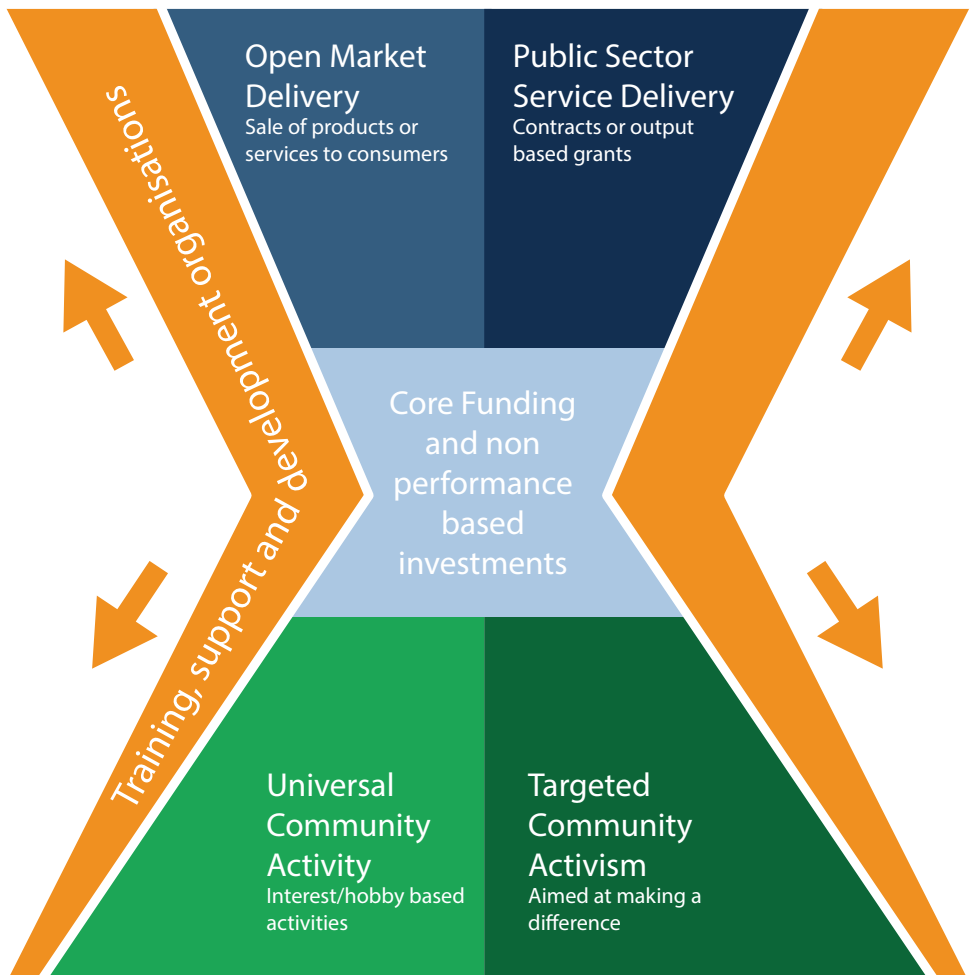
The diagram on the next page aims to illustrate the changes and inform the framework for this strategy.

VCSE Marketplace York, North Yorkshire and The East Riding

Voluntary Sector
Marketplace :
Historical



Voluntary Sector
Market Place:
Now



A skilled workforce increases the voluntary, community and social enterprise (VCSE) sector contribution to the economic and social well-being of communities and localities. The sector has always been committed to delivering a high quality service to its clients and recognizes the importance of investing in a skilled and competent workforce.

The York, North Yorkshire and East Riding Local Enterprise Partnership (YNYER LEP) area VCSE Strategic Leaders group identified the importance of developing a coordinated and strategic approach to the skills and competencies of the workforce and that different types of services require different types of skills. This strategy provides a framework for partners to work collaboratively to strengthen the sector to enable it to respond to the changes in the market in terms of services and activities.

Purpose and Principles

The purpose of this strategy is to develop and communicate a shared vision of the development, support and training needs of VCSE organisations and their workforce in order to respond to the changing market place and deliver the highest quality services to communities.

By setting out our vision, aims, objectives and intended outcomes within a strategic document, we can stimulate and enable collective action to create the right environment within which meaningful organisational and workforce development can take place. The strategy will improve and strengthen the quality of support services to front-line organisations and provide them with the skills, tools and support they need to become employers of choice for a highly trained and motivated workforce.

In order to achieve our shared vision we need to create a collective understanding of the workforce and organisational development needs of the sector and put in place specific measures to identify them that are proportional to the needs of individual organisations and the type of product/services they provide. This proportionality can be achieved by basing the framework around an understanding of the types of services organisations deliver and the skills and competencies required to respond to these.

This strategy focuses on the skills and competencies of the workforce and leadership and management of the paid workforce, volunteers and trustees, as key drivers of organisational success and development. This will enable organisations to future proof themselves and put in motion appropriate organisational changes in order to ensure a benchmark of quality and provision for the sector.

Regardless of size and the type of service they deliver organisations within the sector, have a number of common drivers that create the landscape for this strategy:

- The key to successful organisational and workforce development across a diverse range of partners is to ensure ownership of the strategy and its implementation is secured from the outset and a pro-active approach is taken to identifying what is necessary to make it succeed.
- Every part of the sector influences, directly or indirectly, every other part, and we must ensure that we anticipate the impact change has in one area on another. We must align our behaviours, performance management systems, procedures and structures to deliver the cultural shift required and we must ensure that all our changes are manageable, sustainable and introduced proportionately across the sector.
- Decisions and interventions need to be informed by current and robust data rather than relying only on historical or anecdotal needs and must be based on market demand and not limited by current supply. Support and development organisations and front line providers need to have the opportunity to contribute towards sector initiatives through participative ways. We must continuously reflect, re-examine and integrate discoveries throughout the process of change in order to achieve the desired outcomes.

This Strategy provides the framework and makes the linkages between external and internal influences.

This will enable us to manage the development of the sector in a cohesive, congruent manner enabling improved geographical consistency, benchmarks of quality and an emphasis on continuous improvement.

Benefits of a Robust and Effective VCSE

Individuals working in the sector...

- Have access to appropriate learning and skills opportunities to ensure competence and future career development
- Are able to respond to a changing market and increased demand on services
- Are provided with reassurance of their value and the commitment of VCSE organisations to their personal development and career progression
- Will be proud of working in a professional and forward thinking sector that supports active and engaged communities

VCSE Organisations...

- Have a vision for enhancing and sustaining the sector to meet current and future needs, by having resilient and robust organisations
- Have identified priorities around which partners can collaborate and work together to address common themes
- To provide a coherent plan which sets out a number of aims and objectives to increase the skills and competencies of the workforce and strengthen organisations
- Workforce development activities are driven by a clear and shared strategy and a shared collective vision

Policy makers and investors...

- Recognise what the VCSE sector brings to communities and how it makes changes and contributes to the lives and well-being of the population
- Can access organisations who can evidence their impact and how they perform against recognised quality standards, contracts, quality frameworks and meeting community needs
- Can access VCSE organisations who can deliver a high quality service that meets contractual and community need

Communities....

- Enabling independence and resilience by building the skills, resources and capacity of services for residents and communities. Empowered residents actively shaping their local area and enhancing their communities
- A vibrant, self-sustaining and ambitious VCSE sector providing opportunities for residents and communities to shape services, activities and priorities in their local area/community of interest
- Reassurance of a benchmark of quality from VCSE providers and a culture of continuous improvement and growth

Aims and Objectives...

1: Organisational Development

Equip front-line VCSE organisations with the skills, tools and support needed to become more sustainable and robust and adapt to changing market places

- 1.1 Provide high quality and consistent diagnostic assessment, action plans and effective signposting to existing and emerging support for organisational development activities
- 1.2 Identify, develop and roll-out delivery of organizational capacity and capability-building training and development that supports organisations to adapt to the changing VCSE marketplace
- 1.3 Support VCSE organisations to identify, prepare for and undertake assessment against relevant quality assurance standards and benchmarks appropriate to their delivery

2: Workforce Development

Empower highly trained and motivated VCSE employees and volunteers to deliver exceptional services to communities

- 2.1 Identify, develop and roll-out staff core and specialist competency frameworks that support and embed continuous professional development for employees and volunteers from entry level to senior management roles across all sections of the VCSE marketplace
- 2.2 Ensure VCSE employees and volunteers have access to relevant, high quality and affordable training and development including professional qualifications as required
- 2.3 Celebrate the skills and experience of the workforce through awards such as National Apprenticeship Awards, Adult Learner Awards, Volunteer awards and case studies

3: Workforce and organisational Development Delivery Partnership

Create a delivery partnership providing consistent, benchmarked and quality assured support, training and development to improve VCSE organisations and their workforce

- 3.1 Develop and embed standardised principles, tools and resources for organizational development diagnostic tools and action plans across all support, training and development providers
- 3.2 Develop a framework of competences for all providers of training and support services based on consistent quality assurance and evaluation processes for all support, training and development activities
- 3.3 Establish and maintain an e-market place of high quality, benchmarked and consistent products and services available to the sector at reduced rates (e.g. Accountancy, Recruitment, HR, Insurance, Legal, Marketing, Printing etc)

Next Steps...

- 1: Seek feedback from front-line organisations, strategic partners and the VCSE Strategic leaders Group to create cross-sector agreement regarding:
 - Vision
 - Voluntary Sector Marketplace Diagram
 - Aims and Objectives
- 2: Undertake a mapping exercise of the current tools, resources and provision and evaluate the effectiveness to create recommendations of tools and resources to be further developed and rolled out.
- 3: Utilise the mapping to identify unmet need regarding tools, resources and provision that need to be created, expanded and rolled out.
- 4: Secure funding to support the creation, further development and sector-wide roll-out of the aims and objectives of this strategy.

Timetable...

- Feedback and mapping launch – 6 April 2015
- Feedback and mapping close – 25 June 2015
- Final Strategy and Detailed Action Plan created – VCSE Strategic Leaders Group meeting on the 7 July 2015

Want to be involved..?

For up to date information of how you can be involved with the development of this strategy, including links to the mapping questionnaires and details of meetings and events in your area, please go to:

www.yourconsortium.org/workforcestrategy



strategic
leaders
group

This strategy has been developed by the VCSE Strategic Leaders Group which brings together Chief Executives of key VCSE organisations operating in York, North Yorkshire and the East Riding.