

Voluntary and
community action
for London

**Voluntary and Community Sector
Skills & Workforce Development**

Report of London Regional Mapping Exercise

**London Voluntary Service Council
June 2010**

Context: The Voluntary and Community Sector (VCS) in London and its Workforce

The VCS in London

- There are 26,634 registered charities, over 60,000 community groups and 5,000 social enterprises.
- The sector contributes over £3 billion to London's GDP and delivers volunteering opportunities worth £932 million pa.
- Perhaps as much as one-third of all VCS income is from government sources.¹

Profile of London's VCS Workforce

- The sector employs around 250,000 people - 6.5% of London's working population.
- Local and sub-regional research suggests that London's VCS mirrors what is known about the sector nationally: a high percentage of the total workforce is voluntary with many organisations having no paid staff at all; a high percentage comprises small and medium-sized organisations with many having fewer than 10 staff; and the sector employs higher proportions of part-time workers, women, people from black and minority ethnic and refugee (BMER) communities, and people with a long-term illness or disability.²
- The sector provides an important route into paid employment for many from disadvantaged communities who gain vital skills, knowledge and experience through volunteering within their communities.
- The workforce includes paid and volunteer staff, and many thousands of volunteer trustees who play a vital role in ensuring the good governance and sustainability of VCS organisations.

VCS Workforce Development in London

Workforce development (WfD) refers to the skills, knowledge and behaviours that are needed by the workforce to deliver services both now and in the future, and how the learning and development needs of the workforce will be met and resourced. Effective WfD activity considers not just the development of skills, but also the actions required to increase the numbers of those considering jobs and careers in the sector, and tackling barriers to recruitment and retention.

- Though there are acknowledged gaps in intelligence on the workforce as a whole across the region, there is a wealth of data and local knowledge at both sub-regional and local levels which suggests that the most common skills gaps across the VCS are in management, leadership and planning; financial management and fundraising; computing and strategic use of ICT; communications and life skills.³
- Councils for Voluntary Service (CVS) are the most well-used local infrastructure support agencies – delivering workforce development activities (capacity-building, training and support for organisations, their staff and volunteers) in each London borough. Volunteer Centres are also an important source of support for the sector's considerable volunteer workforce and their employers including support with recruitment, retention, skills development and volunteer management.
- Networks also play an important role in WfD for the sector in London. They variously promote information exchange, peer support and learning; encourage joined-up approaches; and enable a sector 'voice' on issues and concerns across some of the many sub-sectors of the VCS. As well as local (borough-wide) networks there are more than 200 regional and sub-regional VCS networks in London – half of which are specialist sector networks.⁴

Section 1. Regional Voices (Voluntary and Community Sector) Network

- 1.1 London Voluntary Service Council (LVSC) is the Regional Voices (VCS) Network for London. LVSC's vision is of a vibrant and sustainable city where people's lives are enhanced through voluntary and community action. The organisation works primarily with second-tier VCS (infrastructure) organisations, and first-tier organisations operating in more than one borough. Workforce development has long been a core part of its work. It works with a wide range of national and local partners, across the sectors, to tackle issues of recruitment, retention and upskilling of the workforce. The tables that follow outline the organisation's approach to Workforce Development (WfD) with reference to the organisation's overall mission and strategic objectives, and key activities undertaken in relation to learning and skills, and wider workforce development.

Table 1.1 - LVSC's Strategic Goals

| | | | |
|---------------------------------------|---|---|---|
| Strategic Goals and Objectives | <p>Be an expert, influential resource for knowledge and policy</p> <ul style="list-style-type: none"> • Be an expert resource/directory for knowledge on the VCS • Be an influential centre of policy analysis and response • Evidence the impact of the sector on the lives of Londoners | <p>Act as an inclusive and collaborative leader for the sector</p> <ul style="list-style-type: none"> • Enable and deliver a strong strategic and independent voice • Promote and champion voluntary and community action • Build bridges between the sector and other partners | <p>Contribute to the development of vibrant and effective VCS organisations</p> <ul style="list-style-type: none"> • Equip people and organisations to serve their communities • Enable people and organisations to collaborate effectively • Share and encourage best practice |
|---------------------------------------|---|---|---|

LVSC's Role in Relation to Learning, Skills and Workforce Development

| WfD Agenda | Influencing WfD Policy | Leadership & Partnership | Learning & Skills Development |
|---------------------|--|--|---|
| Strategic WfD Goals | <ul style="list-style-type: none"> • To influence policy development, plans and investment in WfD in London, to ensure they are based on understanding of sector needs • To raise the profile of VCS work, its impact and significance across the region | <ul style="list-style-type: none"> • To develop a more coherent, influential London VCS voice on employment and skills issues • To encourage more links between infrastructure and frontline groups and between the sectors, both thematically and geographically, on WfD issues | <ul style="list-style-type: none"> • To develop a better informed, engaged and resourced VCS working on employment and skills issues in London • To contribute to a stronger culture of WfD across the sector, and to identify and promote good practice in meeting the sector's skills and WfD needs |

1.2 LVSC’s main activities related to learning, skills and Workforce Development for the sector are as outlined in the table below.

Table 1.2 - LVSC’s Learning, Skills and Workforce Development Activities

| | Influencing WfD Policy | Leadership & Partnership | Learning & Skills Development |
|--------------------------------|--|--|---|
| Activities in pursuit of goals | <ul style="list-style-type: none"> • Strengthening the evidence base on VCS skills and WfD needs through conducting, collating and raising awareness of research • Engaging on sector’s behalf at strategic level within appropriate regional and sub-regional bodies • Engaging and involving the sector in policy issues through networks and forums, resources and information | <ul style="list-style-type: none"> • Facilitating and co-ordinating a sector perspective on important policy and strategy issues related to employment and skills across the VCS in London • Promoting and enabling joint work on sector WfD issues through participation in and/or support for regional, sub-regional and thematic networks and consortia | <ul style="list-style-type: none"> • Providing information, resources, practical services and training to support WfD across the sector • Raising the profile of WfD and raising awareness of the benefits of a stronger culture of WfD across the sector. • Facilitating and supporting practitioner networks in identified priority areas to promote information exchange, collaboration, and sharing of learning and good practice. |
| Current work programme | <ul style="list-style-type: none"> • Acting as central point of information, collating data and sharing with key partners – eg. London Skills and Employment Observatory (LSEO) • Representing the VCS on the London Employment and Skills Board (LESB) • Co-ordinating the London Employment and Skills Policy Network | <ul style="list-style-type: none"> • Co-ordination of 2 policy networks, including related activities such as intelligence gathering, facilitating consultations, etc. • Involvement in regional and sub-regional strategic partnerships – eg. VCS representative on the LESB; VCS lead for the ChangeUp London Regional Consortium (LRC);⁵ and support for the LRC WfD Subgroup. | <ul style="list-style-type: none"> • Offering a range of learning opportunities including workshops, training, events and dissemination of online resources • Offering expert advice and guidance on HR issues via PEACe (Personnel, Employment Advice and Conciliation Service) • Co-ordinating two themed practitioner networks - Second Tier Advisors Network (STAN) and Cascade (for information and communication workers) |

- 1.3 In its different areas of activity related to skills and workforce development across the region, LVSC is collaborating with an extensive range of organisations, networks and consortia across the sectors. The main bodies with which LVSC is working at a strategic level are listed in the spreadsheet attached as *Appendix 1: Worksheet 1 (LVSC Strategic Partners)*. Maintaining strong links with sub-regional providers and networks is seen as an important part of the organisation's work to ensure that strategic planning at both regional and sub-regional levels complement and enhance/add value to each other.
- 1.4 Key resources and information sources relevant to sector skills development published by LVSC are available on the LVSC website at <http://www.lvsc.org.uk>, and also listed within wider resource list at *Appendix 1: Worksheet 2c (Data Sources – Workforce Development in London)*.
- 1.5 There are a number of individuals within the organisation involved in learning/skills and workforce development activity. The organisation's main focus is, however, on learning and skills, and for some time there has been a concern that taking forward wider work on workforce development would require a dedicated regional co-ordinator with a specific workforce development brief to engage with regional and sub-regional workforce development agendas. Key contacts at this time are as follows:

| Name | Job Title & Role/Links | Contact |
|------------------|--|---|
| Peter Lewis | Chief Executive Link: VCS representation on LSEB, link to London Regional (ChangeUp) Consortium, Chair of LVSC Employment and Skills Policy Network | T: 020 7700 8114 E: peter@lvsc.org.uk |
| Alison Blackwood | Head of Policy and Knowledge Link: overview of policy activity and involvement with a number of skills/WfD-related bodies (eg. Skills for Health London) at strategic level | T: 020 7700 8217 E: Alison@lvsc.org.uk |
| David Jones | LVSC Learning and Skills Manager Link: Lead on LVSC's training and skills development programmes | T: 020 7700 8112 E: david@lvsc.org.uk |
| Steve Kerr | Policy Officer - Employment and Skills Link: Facilitation of the London Employment and Skills Policy Network | T: 0203 349 8938 E: steve@lvsc.org.uk |

Section 2: Regional Sector Skills and Workforce Development Priorities

2.1 The following description of the sector skills and workforce development priorities for the London region is based on an analysis of three Regional strategies/plans:

- London Regional Workforce Development Strategy (2006-08)
- ChangeUp London Infrastructure Development Plan (2008-14)
- London Regional Consortium (LRC) Workforce Development Subgroup Workplan (2009-11)

It is worth noting that the region does not have a current Workforce Development Strategy. There are a number of reasons for this - one of which is a lack of regional resources (specifically a regional workforce development co-ordinator) to lead on the development of a revised regional WfD strategy. This being the case, the current WfD Subgroup (a Subgroup of the ChangeUp London Regional Consortium) simply built on the previous (2006-08) regional strategy by pooling information from across the group, building heavily on sub-regional knowledge, to create a regional workplan that would both build on work done and reflect policy and structural changes and new opportunities emerging across the region since 2008.

Regional Priorities:

Table 2.1a overleaf gives an overview of the priorities that have emerged consistently within each strategy/plan. The evidence base for each strategy, and information on the process by which each was developed, is contained within [Appendix 1: Worksheet 2c \(Data Sources – Workforce Development in London\)](#).

Regional Strategic Objectives:

Table 2.1b gives an overview of the strategic objectives that have been formulated to guide regional activity in response to the agreed priorities within each strategy/plan. Again, there is a clear consensus across the strategies/plans on what actions might be most impactful at a regional level. Our analysis of the priorities contained within each of the three regional strategies/plans is included as [Appendix 1: Worksheet 2a \(Outline of Regional WfD Priorities\)](#)

Sub-Regional Priorities:

With limited resources (only two of London's five sub-regions have a dedicated Workforce Development worker),⁶ some sub-regions have been able to develop their own Sub-Regional WfD Strategies. Appendix 1: [Worksheet 2b \(Outline of Sub-Regional WfD Priorities\)](#) gives a snapshot analysis of the key Sub-regional priorities as identified in these strategies, or, where these are not in place, an analysis of WfD priorities as identified in regional Changeup Infrastructure Development or Business Plans. This analysis confirms the continued importance of the priorities identified at a pan-London (regional) level.

Table 2.1a - Regional Skills and Workforce Development Priorities

| Area 1: Strategic, Policy and Resource Issues |
|---|
| <ul style="list-style-type: none"> • Need for better co-ordination; a stronger sector voice and influence; and more capacity to respond to opportunities • Lack of information/research - need for more evidence of VCS skills needs and gaps and better sector-specific LMI • Resource issues are a major concern – need for greater investment in WfD, in particular to support the development of an appropriately staffed network of sub-regional WfD co-ordinators, and a concern about short-term nature of funding. |
| Area 3: Recruitment and Retention |
| <ul style="list-style-type: none"> • Lack of awareness of the sector as an employer, or the sector not seen as an attractive option • Lack of career pathways and progression routes in a number of areas • Need to build a stronger culture of WfD – building understanding, awareness of benefits, and commitment within VCS |
| Area 2: Skills Gaps |
| <ul style="list-style-type: none"> • Managing organisations: leadership; management; financial management; funding; fundraising; communications • Engaging and serving communities: community development; information, advice and guidance • Skills for life: literacy, numeracy, language (ESOL), information and communication technology (ICT) |
| Area 4: WfD Provision, Demand and Take-Up |
| <ul style="list-style-type: none"> • Provision in some areas patchy and/or unco-ordinated, leading to gaps and/or duplication • Accessibility and quality issues – lack of flexibility in the way WfD opportunities are offered, and variable quality • Barriers to take-up – lack of funding for WfD; lack of time to release staff and/or motivation; staff facing cultural/language barriers |

Table 2.1b - Regional Strategic Objectives for Workforce Development

| Priorities: | Objectives: |
|--|---|
| Area 1. Strategic, Policy & Resource Issues <ul style="list-style-type: none"> • Co-ordination • Evidence base • Resources | <ol style="list-style-type: none"> 1. Build a strong, effective regional partnership to co-ordinate WfD for the VCS, supported by effective national, sub-regional and local partnerships and networks; securing adequate resources for strategic work on WfD – including through a network of a regional and sub-regional WfD Co-ordinators 2. Increase the quality and supply of accurate data/information and ensure that it informs WfD interventions in London 3. Influence and work with stakeholders and funders to improve understanding of, and meet the resource needs of London’s VSC workforce, ensuring recognition of the sector’s needs by the London Employment and Skills Board |
| Area 2. Recruitment & Retention: <ul style="list-style-type: none"> • Sector profile • Pathways • Valuing WfD | <ol style="list-style-type: none"> 4. Support VCOs to recruit and retain a skilled workforce that reflects London’s diverse communities 5. Develop the culture of the VCS and its workforce so it becomes one that values and embraces learning and skills development. 6. Promote professional development and recognise the need for clear career pathways matched by coherent qualification routes. |
| Area 3. Skills Gaps <ul style="list-style-type: none"> • Management • Services • Skills for life | <ol style="list-style-type: none"> 7. Develop and deliver initiatives where it makes sense to do so at a regional level – ie. where it adds value to sub-regional, local or sector-specific work to address skills gaps and/or tackle barriers to take-up 8. Support the development of effective leadership models for the sector (staff and trustees) and support the development of strategic and financial planning within the sector |
| Area 4. Provision & Take-Up <ul style="list-style-type: none"> • Co-ordination • Accessibility and quality • Barriers | <ol style="list-style-type: none"> 9. Improve the quality, appropriateness and supply of the learning and development opportunities available to the sector, streamlining provision where possible, and supporting initiatives that overcome barriers to employment and learning opportunities (eg. information, guidance and advice (IAG) services, adult learning, bursaries, work-based accreditation of learning) 10. Raise awareness of and promote relevant National Occupational Standards (NOS) within the sector 11. Develop strategic and financial planning in support of WfD to ensure adequate resourcing for VCOs – especially raising awareness of how to cost for Full Cost Recovery and lobbying funders on this issue. |

- 2.2** Feedback from key staff with a regional and sub-regional remit (and cross-referring regional priorities against both current sub-regional workforce development plans and sub-regional Change-up infrastructure development and business plans) suggests that the priorities we have listed above remain the right ones, but that a number of additional priorities are emerging – as reflected in both strategic planning and infrastructure support at the sub-regional and local levels.

2.2.1 Sector-Wide Priorities

Addressing resource issues: There is an ongoing concern across the region about resources for Workforce Development – at a regional, sub-regional and local level. This is set to become more acute with funding for the regional WfD subgroup (only £2k per year) about to run out in March 2011, and likewise the funding for the only two (part-time) sub-regional WfD Co-ordinators time limited and due to come to an end at the close of the financial year. This concern is emphasised in the importance placed on continuing to make the case for WfD resources (which is an explicit priority in all regional and sub-regional strategies) but also a growing emphasis on trying new ways of working to maximise the reach and impact of what resources are available – particularly in the light of cuts in public spending. Across the region at all levels we have seen a growing recognition that the sector needs to develop flexible modes of learning (including mentoring, shadowing, secondments, action learning, e-learning, and cascading of learning and peer support within organisations and networks) to extend the reach and impact of training and other learning opportunities.

New Roles and Funding Regimes for the Sector: Drilling down to the sub-regional level and local levels suggests that in terms of skills gaps there is a growing need to address changing skills needs arising from the sector's increasing involvement in the delivery of public services and changes in the funding regime for the sector (commissioning and grants). This is reflected an increase in training and dissemination of information aimed at supporting groups to understand and respond to this changing environment and culture – some of which we highlight elsewhere in this report (see Section 5). It is also reflected in some providers looking at working collaboratively to increase access to funds (see Section 4).

Equalities and diversity and the importance of the sector in reaching disadvantaged communities: The vital importance of the VCS in London in reaching out to and engaging disadvantaged communities has been widely recognised. The particular value of the sector's work in engaging and upskilling those other initiatives/agencies find 'hard to reach' is key. This has led to a growing recognition of the need for resourcing for entry-level qualifications and employability skills, and for upskilling community development and outreach workers – particularly those working to tackle inequalities in the region. Securing resources to support the development of skills in community development, and more generally within small community organisations, and support for organisations with an equalities focus, increasingly underpins many of the strategies/workplans related to workforce development across the region (see also outline of sub-sectoral work later in this report at Section 9).

2.2.2 Significant Sub-Sector WfD Priorities

Health and Social Care Skills: Health and Social Care is a strategic priority for LVSC and the organisation is engaging at a strategic level with the Department of Health via London's Strategic Health Authority (NHS London) and other strategic partners to map and engage with groups and networks addressing health and social care across the region, and to ensure that the sector's organisations and staff are equipped to respond to the rapidly changing health and social care agenda. Vital capacity-building work is taking place at both local and sub-regional levels and it is clear that supporting the sector to develop the necessary skills and knowledge required to keep pace with new health and social care agendas has become more of a priority in recent years (eg. the personalisation of care, safeguarding agendas, and a growth in interest in approaches to tackling persistent health inequalities across the region). Though this is not specifically reflected in regional strategies and workplans it is reflected in a growth in networking and training that focuses on these issues and significant levels of partnership working and engagement with local NHS Trusts and public sector social care and childcare agencies, particularly across local CVS (see Section 5 below).

The London 2012 Olympics and Paralympic Games: Though not reflected in regional assessments of WfD priorities, each sub-regional strategy makes reference to the implications and opportunities that might arise from the 2012 Games. It is clear that at a sub-regional level even outside of the five Olympic boroughs, there has been recognition of the major impact the Games might have on skills and WfD for the VCS. For instance, several of the current sub-regional strategies/action plans explicitly recognise the potential for upskilling of those involved in VCS youth services, community development and volunteering, and there is active engagement certainly across some sub-sectors with strategic bodies working on the 2012 skills and WfD agenda (see [Appendix 1: Worksheet 9](#)).

Section 3: Regional and Sub-Regional Networks and Advisory Groups

- 3.1 There are a number of important regional networks which bring together the voluntary and community sector with key partners to share information and ideas on sector skills needs and/or act as a strategic advisory or development group. We have included membership lists at [Appendix 1: Worksheet 3 \(Regional Skills and WfD Networks\)](#).

Table 3.1 - Regional Networks and Advisory Groups

| Network/Advisory Group | Contact |
|---|--|
| <p>London Regional Consortium (LRC) Workforce Development Subgroup</p> <p>This group steers and ensures the implementation of the LRC Workforce Development Workplan (Appendix 1: Worksheet 2b). The group is a subgroup of the London Regional ChangeUp Consortium and is made up of representatives of strategic bodies (LVSC, London Councils, LSC, Linking London, Advice UK and Skills for Care), the 5 sub-regional CVS networks, and a range of key 2nd-tier/infrastructure organisations. See membership list at Appendix 1: Worksheet 3. It meets quarterly, with additional subgroup meetings as required. It is currently aiming to strengthen the links between its work and related work within other LRC sub-groups – eg. volunteering.</p> | <p>Lisa Charalambous CLCVS Network Manager Central London CVS Network T: 020 7832 5807 E: lisac@vai.org.uk W: www.clcvs.net</p> |
| <p>LVSC’s London Employment and Skills Policy Network (LESPN)</p> <p>LESPN aims to provide a coherent collective policy voice for the sector; harness the expertise of VCS employment and skills providers and policy makers in order to influence the strategies and policies that affect the VCS workforce; and enable sharing of intelligence and best practice through the dissemination of policy information. It works with its members to respond to and influence policy across the region and aims to play a role in gathering important evidence on the sector’s workforce development needs over time. The forum has 32 active members (though many others benefit from its policy updates and e-bulletins). Its members work at regional, sub-regional and local levels with the main focus of the work supporting groups who work with those who are unemployed. It is chaired by LVSC Chief Executive Peter Lewis who is the link to the London Skills and Employment Board. See membership list at Appendix 1: Worksheet 1.</p> | <p>Peter Lewis/Steve Kerr LVSC 4th Floor, 88 Old Street London, EC1V 9HU T: 020 7700 8114 E: lespn@lvsc.org.uk W: www.lvsc.org.uk</p> |

3.2 The London Region has five Sub-Regions. We have identified two, or sometimes three, key VCS-led networks and forums that are active on workforce development issues and working on a sub-regional basis. In each region work is led by:

- (a) A partnership of borough-based infrastructure organisations – generally a CVS Partnership
- (b) A Change Up Consortium/Steering Group (usually led by that same regional CVS partnership); and, in some cases
- (c) A Sub-regional Training/Employment/Skills network (often a subgroup of the regional ‘infrastructure’ partnership).

This diagram of the structure for WfD planning within one of the sub-regions (North London sub-region) usefully illustrates the relationships that exist between these networks and regional and local networks. We have included it as it mirrors closely the arrangements in the other sub-regions, though the sub-regional networks vary slightly across the region.

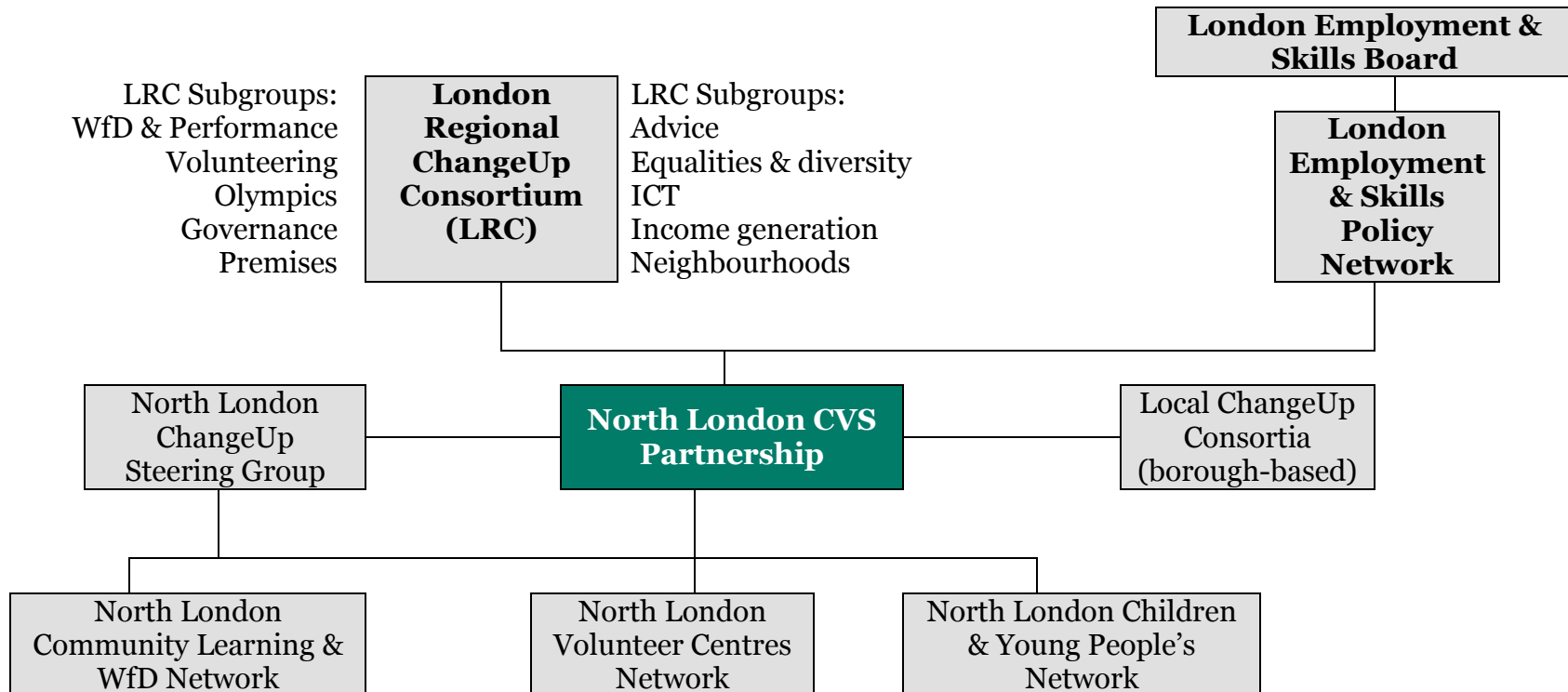


Table 3.2 - Sub-Regional Networks and Advisory Groups
(See Appendix 1: Worksheet 3 for full membership details.)

| Central London Sub-Regional Networks and Advisory Groups |
|--|
| <p>The Central London CVS Network - www.clcvs.net</p> <p>The CLCVS Network is a voluntary partnership whose members are the Councils for Voluntary Service (CVS) in the seven central London boroughs of Camden, Islington, Kensington & Chelsea, Westminster, Southwark, Lambeth and Wandsworth. It was set up in 2001 and is hosted by Voluntary Action Islington and facilitated by the CLCVS Network Manager (Lisa Charalambous). The Network manages the Central London Change-Up Consortium and its work (see below).</p> <p>The network aims to identify opportunities to maximise resources for the sector through partnership working; promote and raise awareness of the value, profile and contribution of the VCS; share good practice, skills and experience; ensure the sector in Central London has effective representation on any planning groups operating across the sub-region and region; and enable the involvement of the VCS in any sub-regional work. Current priorities for sub-regional work are: Workforce development; Commissioning and procurement; Measuring impact; Transforming social care.</p> |
| <p>Central London Change-Up Consortium – www.clcvs.net</p> <p>The Central London ChangeUp Consortium has been meeting since April 2005, to develop the priorities and actions required for delivery of effective infrastructure support to Central London’s VCS, building upon the work and issues identified through borough plans and aiming to highlight themes and priorities to feed into regional plans. The CLCVS Network leads on ensuring implementation of agreed sub-regional infrastructure plans. Membership includes the subregion’s 7 CVS Directors plus a range of networks and forums working sub-regionally on infrastructure, employment and skills issues.</p> <p>Current priorities for infrastructure support in the Central London subregion are: Workforce Development; Volunteering Best Practice; Commissioning and Procurement; Mapping CVS Training; and Mapping Courses to NOCN level 1 and progression routes.</p> |
| <p>Central London Workforce Development Project – www.clcvs.net</p> <p>The Central London Sub-Region is one of only two sub-regions with a dedicated (part-time) Workforce Development Co-ordinator. The postholder supports workforce development initiatives across the Central London sub-region, working closely with the CLCVS Network Manager to take forward priorities identified within the Central London Workforce Development Strategy and by the CLCVS Network members.</p> |

North London Sub-regional Networks and Advisory Groups

North London CVS Partnership - www.nlcvsp.org.uk

This sub-regional partnership between the four North London Councils of Voluntary Service (Barnet, Enfield, Haringey and Waltham Forest) is hosted by Barnet CVS. It is chaired by the sub-regional CVS co-ordinator (Karen Hart). The partnership is the lead accountable body for the North London Change-Up Consortium.

The NLCVSP aims to benefit the VCS and the communities it serves, by working strategically at a sub-regional level for local benefit. It facilitates sub-regional partnership and collaboration and aims to: share good practice and resources among infrastructure bodies; inform sub-regional policies and strategies to ensure the sector is included in them; lever funding into the sub-region, accessing funds not available locally; work with key sub-regional organisations (eg. the North London Strategic Alliance and the former LSC) to address issues strategically across the sub-region. Priorities are taken forward by a number of local networks including a Volunteer Services Network; Children and YP Services Network; a Local Authority Funders Network; and a Community Learning and Workforce Development Network.

North London ChangeUp Steering Group - www.nlcvsp.org.uk

Up-to-date information on the ChangeUp steering group membership and current priorities will shortly be available from the NLCVS partnership, including via their website.

North London Workforce Development & Community Learning Network - www.nlcvsp.org.uk

The group brings agencies together across the subregion to work on the North London Workforce Development Strategy. The network supports the training and learning needs of VCS staff, volunteers and management committee members and engages with VCOs to provide learning opportunities directly to the community. Members are able to apply to access funds from regional bodies such as the LDA. Membership is open to VCOs interested in or already working with other organisations across more than one borough. The network is supported by a part-time North London Workforce Development Co-ordinator (Mariam Wahab), funded through Capacity-Builders till 2011. The Workforce Development Co-ordinator also facilitates a Training Officers Network which meets quarterly to enable staff to share information, advice and resources.

South London Sub-regional networks and Advisory Groups

South London CVS Partnership - www.slcvspartnership.org.uk

The South London CVS Partnership is an informal partnership comprising the six Councils for Voluntary Service in the boroughs of Bromley, Croydon, Kingston upon Thames, Merton, Richmond upon Thames and Sutton. It was formed in 2001 and registered as a charitable limited company in 2007. The Partnership works with strategic sub-regional and regional bodies including the South London Partnership, Social Enterprise London and the LDA, and has a trading arm – the London Learning Consortium www.londonlc.org.uk (formerly the South London Learning Consortium). The partnership is co-ordinated by the South London CVS Partnership Manager (Charmaine Sainsbury).

The Partnership works to support the voluntary and community sector to develop and improve its contribution to the lives of local people in South London; to ensure that the voluntary and community sector has effective local representation; and that VCS organisations are able to share best practice, skills and expertise. They also work to build relationships with regional bodies to promote the interests of the 6 CVS and their members, and to access funding to improve and increase VCS services across the sub-region. Current priorities for the partnership are Community Learning; Small Firms Learning Accounts; Workforce Development; Learning in the Community; and Developing Young People through Community Action

South London ChangeUp Consortium (Staying Connected) – www.stayconnected.org.uk

The South London ChangeUp Consortium expanded its membership in 2008 to include all the borough and sub regional infrastructure organisations in South London. The original group of CVSs was joined by representatives of a number of Joint Networks meetings that had started to bring together the Managers of the subregion's Volunteer Centres, existing BME Forums, the London Learning Consortium, Superhighways and the South London BME Partnership. The Consortium is chaired by the Chief Executive of Voluntary Action Croydon, and administered by the SLCVS Partnership through the SLCVS Partnerships Manager.

The Staying Connected Consortium has the following sub-regional priorities: Improved communication across all the sub-regional networks in South London and effective engagement with equalities organisations; Better integration of regional specialist infrastructure services with sub-regional and local generalist infrastructure support; increased access to the London Learning Consortium services; and improving the skills and knowledge of infrastructure staff around sustainable funding, social enterprise opportunities, supporting frontline organisations. The Consortium is also involved in project work on volunteering (responding to the recession) through the South London Volunteer Centre Network.

East London Sub-regional Networks and Advisory Groups

East London CVS Network - www.elcvnetwork.org.uk

East London CVS Network (ELN) is a partnership of the ten CVS in the boroughs of Barking and Dagenham, Bexley, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge, Tower Hamlets, and the City of London. Formed in 2004 the network is hosted by Newham CVS and co-ordinated by the East London CVS Network Co-ordinator. The network also co-ordinates the work of the East London Sub-regional Change Up Consortium.

ELN aims to ensure issues of strategic concern are raised at regional and sub regional level - by establishing close relationships with sub-regional, regional and national bodies to promote corporate partner interests ; enhance and add value to local work; share best practice and expertise to maintain quality support for the VCS in East London; support and develop infrastructure services to meet the needs of the VCS in East London when they are best delivered sub regionally; use ELN as a platform for leveraging in resources for the benefit of partners and the wider VCS; map and analyse issues taking place at a borough level with a view to addressing them strategically; and analyse and disseminate policy and regional/national activity to Network members.

East London Change Up Consortium (The ChangeUp East London Partnership)

The partnership was established in 2005 and is facilitated by the ELCVS network. The membership includes the East London CVS network, the East London Volunteer Centre Network, Local Authorities, London Councils, public sector agencies working across the subregion, the East London BME network, each local ChangeUp Consortium and VCS infrastructure organisations delivering services in two or more East London boroughs. It is chaired by Voluntary Action Lewisham's Director.

The partnership aims to identify gaps in infrastructure provision and provide a forum for the sector, funders and statutory providers to develop responses to gaps; ensure good co-ordination of services; support local groups through quality infrastructure services; secure external understanding, support, valuing of and investment in the VCS; and influence policy and practice. The partnership's priorities are: workforce development, HR support, CRB checks, payroll, ICT, premises, 2012, supporting the development of the East London BME network, and work on commissioning and procurement.

East London Third Sector Workforce Development Coalition

The coalition brings together key agencies working strategically to tackle WfD in the sub-region, including the ChangeUp East London Partnership; the East London CVS Network; the Thames Gateway London Partnership, a local Third Sector Co-ordination and Strategy Group; the NE London Strategic Health Authority; Skills for Care North East London; the Havering Association of Voluntary and Community Organisations; the SE London Strategic Health Authority; the East London BME Network; London East Action for Development (LEAD) and the London Voluntary Sector Training Consortium (LVSTC). The aim of the coalition is to work together to develop a high quality, skilled workforce across the third sector in East London and it has produced and is responsible for ensuring the implementation of a comprehensive WfD Strategy for the sub-region.

West London Sub-regional Networks and Advisory Groups

West London (Voluntary and Community Sector) Network - www.westlondonnetwork.org.uk

The West London network brings together the 6 CVS in the West London regions (Hounslow, Hillingdon, Hammersmith & Fulham, Harrow, Brent and Ealing). Membership is wider than the CVS. The network has a steering group that brings together other infrastructure and VCS organisations including Southall Community Alliance, Outwest, Groundwork, REAP, Third Age Foundation, the Brent Volunteer Centre, Hounslow Crossroads, the West London YMCA and the West London VInvolved Team. It has 4 separate subgroups: a Training and Employment Forum (see elsewhere in Section 5); a BMER Network; a Volunteer Forum; and an LGBT Forum. The WLN staff are employed by Hounslow CVS and its Steering Group is chaired by the West London YMCA. Its priorities for 2009-11 include: Premises; volunteering; Olympics; infrastructure (subregional); training; diversity and equalities; and to develop the WL Change Up Consortia.

West London ChangeUp Steering Group

The West London ChangeUp Steering Group are the CVS Directors and Southall Community Alliance; Great Lakes Development Network; Groundwork West London; Hacan Clear Skies; Third Age Foundation; Harrow CAB, WESTREP (West London Refugee Forum); Renewal; Urban Partnership Group, Ealing Racial Equality Council; West London YMCA; The 2000 Club; Hillingdon Federation of Community Associations; and REAP. The group is supported by a Development Manager, John Carlin, based at the West London Network office. The group's core business is the implementation of the subregional changeup business plan.

Section 4: Voluntary and Community Sector Learning/Training Consortia (and other providers)

- 4.1 We outline below the main VCS Learning and Training Consortia with responsibility for managing the delivery of sector skills training (and, in a few cases, broader WfD-related activities). Many major providers of training for the VCS are connected to these networks so rather than list here, we have included information separately in *Appendix 1: Worksheet 4 (Consortia & Major Providers)*.

Table 4.1a - Regional Networks and Advisory Groups

| Learning/Training Consortia – Regional |
|---|
| <p>London Learning Consortium – www.londonlc.org.uk</p> <p>A Community Interest Company established in 2006 as an offshoot of South London CVS Network. It has a membership of over 140 organisations who offer learning/skills programmes – primarily small to medium-sized training providers, mainly from the VCS. Formerly the South London Learning Consortium, LLC officially (2010) began to work across the region. It has strong links with FE/community colleges and local authorities as well as VCS providers. Services offered include training (accredited and non-accredited and WfD programmes for employers, eg. Apprenticeships, Train to Gain and IAG); recruitment and management services; and professional end to end contract management services for the public, private and third sectors.</p> |
| <p>London Voluntary Sector Training Consortium (LVSTC) – www.lvstc.org.uk</p> <p>A Charity and Company Limited by Guarantee set up by a group of VCS training providers in 1989, who identified the need for in-depth advice in accessing EU Funds to support their work to deliver training for the unemployed. Its aims are to influence strategies for learning and skills that affect London’s VCS, and to help VCS organisations provide high quality training/services by and for socially excluded groups in London, with particular attention to accessing EU funds. It offers capacity building, partnership brokerage, advice and training and co-ordinates SKEIN (the skills for economic inclusion network).</p> |
| <p>London Training and Employment Partnership - www.ltep.org.uk</p> <p>This is a new pan-London initiative that brings together various partners including LVSTC, Open Age, Islington and Camden Training Networks, LEAP; the HCT group; Red Kite Learning; Ellingham; and the Blenheim Community Drugs Project under one umbrella. It aims to be a mechanism to enable the sector to access larger contract opportunities from funders such as DWP, LSC and LDA, building on the experience of the long-established consortia and providers that make up the partnership.</p> |

Table 4.1b - Sub-Regional Networks and Advisory Groups

| Learning/Training Consortia – Sub-Regional |
|---|
| East Tenders - www.easttenders.com |
| A consortium of VCS training providers funded through Capacity Builders and LSC, this is an East London CVS Network project hosted by Redbridge CVS and with a steering group of ELCVS network members. Any VCS provider delivering learning, skills and employment services in East London can join. Delivery partners membership is open to those wishing to participate in partnership funding bids; associate membership is open to any training provider. It focuses on partnership development; contract management; information on opportunities; development of local businesses' workforce; training and accreditation; and quality. |
| West London (VCS) Training and Employment Forum |
| The WLTEN was established in 2005. Currently it is open to all VCS groups, colleges, adult and community learning departments, LA officers and anyone involved in training and employment issues in the 6 West London Boroughs, plus RBKC and Westminster if they wish to attend. Recent meetings have looked at strategic issues, including the transition from the LSC to the SFA. The terms of reference for the forum are currently being refreshed and will be agreed at a forthcoming meeting in June 2010. The WLTEN is chaired by Third Age Foundation. |

Table 4.1c - Local Networks and Advisory Groups

| Learning/Training Consortia – Local |
|---|
| <p>Islington Training Network</p> <p>The network brings together primarily VCS organisations to work collaboratively to deliver employability skills training, enterprise and self-employment support to communities experiencing disadvantage in the labour market. It offers co-ordination for partnership bids and project monitoring; networking and seminars; advice and training; information on funding; and representation of VCS training providers at a strategic level. The ITN current work programme includes work on youth opportunities; promoting quality and performance; Start Well; cultural business investment; and work on domestic violence training. It works closely with Camden Training Network (CTN) to deliver a North Central Support programme for the unemployed (offering entry level training and supporting progression to further education). It has recently joined forces with CTN and other providers to work across boroughs (see Table 4.1a - London Training & Employment Partnership)</p> |
| <p>Camden Training Network</p> <p>The Camden Training Network is an umbrella (membership) organisation for VCS groups that work with disadvantaged people in Camden to obtain the skills, training and work experience they need to help them secure and sustain employment. CTN supports groups to access funding opportunities and raise the quality of their services through capacity-building and intermediary services and represents local providers at strategic forums including LB Camden's Economic Development and Health Employment Partnerships. It has recently joined the London Training and Employment Partnership.</p> |
| <p>Lewisham Voluntary Sector Training Network</p> <p>The network offers capacity-building services to VCS training providers on issues related to training, employment and community development. Its membership of more than 85 local groups ranges from small community groups offering lifelong learning opportunities to large training providers active in the borough.</p> |
| <p>Lambeth Employment and Training Providers Network</p> <p>The network was established under the umbrella of Lambeth First, Lambeth's LSP. It is a network for training and employment providers that aims to enable members to share good practice, develop joint work and work in a more joined-up way to meet local skills needs. Many of its members are VCS organisations.</p> |
| <p>Hackney Training and Employment Network</p> <p>HTEN is an umbrella organisation with 60 members - voluntary and community sector training and employment providers in Hackney. The network offers training, information and support to its members.</p> |

Table 4.1d - Local Networks and Advisory Groups under CVS Umbrella

| Local Learning/Training Networks under the umbrella of CVS |
|--|
| Kensington & Chelsea Employment and Training Opportunities |
| Kensington & Chelsea Social Council facilitate a consortium of VCS organisations who create job and training opportunities for local people. It meets 3-4 times a year and has 20 members from the local VCS and 2 associate members from local NHS organisations. It has made links to the London and Training Employment Network (as above) who provide a programme of support and assistance to its members. |
| Havering LEAD (London East Action for Development) |
| This CVS-led network of local VCS training providers offers information and advice about training opportunities for staff, volunteers; information about the new professional standards for teachers, trainers and tutors in the life long learning sector (PTTLS, CTTLS & DTTLS); and support for VCS training providers to access funding, build partnerships and develop. A range of training opportunities are available at the local level to members and local groups. |
| Hillingdon Training Network |
| The network brings Hillingdon VCS learning providers together to share ideas, best practice, collaboration and resources. It aims to raise the quality and effectiveness of learning opportunities offered to the community and support learner progression; map local VCS training provision, identify training needs and seek funding; facilitate access for VCS organisations to sub-regional and larger training provider support mechanisms; and work together to streamline provision (eg. referrals systems between training providers) to ensure community needs are fully met and resources effectively utilised. |
| Ealing Learning Providers' Network |
| Hosted by Ealing CVS, ELPN aims to increase access to quality training opportunities which support capacity-building, employment programmes and life-long learning by: sharing information about local, regional and national training initiatives; identifying common approaches to raise training standards and develop partnerships; influencing sub-regional skills/economic development programmes; accessing funding to capacity-build local providers. Members are organisations delivering training, including community and family learning providers. It links to the West London Training and Employability Network via West London Network, and LB Ealing's new 'Worklessness & Skills Specialist Scrutiny Panel'. |
| Southwark Skills |
| Southwark Skills offers a quarterly meeting for organisations focusing on issues relating to employment and skills training where they can discuss relevant issues, and collaborate and identify creative solutions particular to their part of the sector. Examples might include a consortium bid for a contract or lobbying for change on a particular theme. |

Section 5: Sub-Regional and Cross-Borough Infrastructure Activity

5.1 As well as the 5 sub-regional networks/partnerships outlined in 3.2 above, the main infrastructure organisations involved in workforce development at a cross-borough and/or sub-regional level are Councils for Voluntary Service (CVS). There are CVS in 32 of the 33 London boroughs (Tower Hamlets does not currently have a CVS though it has an active ChangeUp Consortium concerned with the co-ordination and delivery of infrastructure to local groups and ensuring a strong link to the East London CVS Partnership).

All 32 CVS in the London region are involved in WfD activity in their borough at both the strategic and service delivery levels:

- engaging with LSPs and other strategic bodies in their area and sub-regionally – including participating in ChangeUp borough-based consortia and sub-regional CVS partnerships. Each borough has its own Change-Up/Infrastructure Development Plan which includes some element of skills/WfD activity;
- collating information on local skills gaps (sometimes through conducting research) on local skills gaps, WfD needs and priorities; and
- delivering significant programmes of work aimed at upskilling the local VCS workforce (chiefly training and capacity-building services; networks that offer opportunities for information exchange, peer support and learning; and the production and dissemination of good practice information and resources).

In this work local CVS are engaging with paid staff, volunteers, trustees, whole organisations and sub-sectoral networks/groups. Many are host to, or at the least, working closely in partnership with their local Volunteer Centre/Bureau to meet the skills and workforce development needs of their local volunteer workforce.

We have referenced in the tables that follow only those CVS we found working either across boroughs or across the whole sub-region, where they are developing innovative approaches to WfD and/or responding to new priorities for the sector, and/or where they have worked with partners at a strategic level to produce a WfD strategy for the borough. Contact details for organisations and lead staff are as in [Appendix 1: Worksheet 5 \(Sub-Regional and Cross-Borough Infrastructure Activity\)](#).

Table 5.1a - Cross-Borough and Sub-Regional Infrastructure Activity

CVS Infrastructure Activity – Cross-Borough and Sub-Regional Working

- **Central London** - Target HR sub-regional HR Support programme – the sub-region is piloting a model for tackling the issue of lack of HR knowledge/skills in small organisations in a sustainable way through engagement of trustees and staff (led by Camden CVS - Basis Funding). The sub-region had a WfD strategy to 2008. A part-time WfD Co-ordinator is in post until April 2011.
- **North London** – The sub-region has an active Community Development and Learning Network and a Training Officers Network. A part-time WfD Co-ordinator is in post until April 2011 and there is a sub-regional WfD Strategy.
- **South London** – The sub-region had a WfD strategy to 2008. They also commissioned an accredited training needs analysis across the sub-region in 2007 which provided useful insights into one element of sub-regional WfD needs. The South London CVS Partnership works with a number of partners to promote different training activities, for instance, the current programme includes training from Greater London Enterprises on social enterprise development.
- **East London** - East London have a current WfD strategy which contains useful data on work happening across the sub-region and gaps (skills gaps and gaps in provision). Current sub-regional activities include taking forward plans for a cross-borough IT support project - being developed jointly between the boroughs of Lewisham, Greenwich and Bexley.
- **West London** – The WL Network’s Training and Employment Network is the sub-region’s main example of sub-regional working on employment and skills issues in the VCS. It involves all 6 West London Boroughs plus there is an open invitation to neighbouring boroughs – Kensington & Chelsea and Westminster – to attend as and when appropriate.

Table 5.1b - Examples of Borough-Based Infrastructure Activity of Interest

WfD Projects of Interest – Borough-based innovation, research, networking

- **Camden** - Better Governance Trustee Training Programme focused on developing skills for governance and then training trustees as trainers to cascade learning to others (Lottery funded) and time-limited WfD projects focusing on particular sub-sectors – eg. on Substance Misuse, and on Child Safeguarding for BMER and Faith Communities.
- **Islington** – Improving Reach programme delivers training tailored to the needs of local BME, Refugee, Migrant or Faith communities. Also a project offering training to embed community research skills in local communities.
- **Southwark** – Joint work to extend core training programme with additional training on community leadership and active citizenship through partnership working with local Active Citizens Hub (Volunteer Centre), Workers Education Association and others. The borough conducted a useful VCS Training Providers mapping exercise in 2009 (available from CVS website and has since established a borough-wide forum for training providers called Southwark Skills).
- **Barnet** – Core programme expanded to include training on measuring social impact, commissioning and procurement.
- **Croydon** – Core training enhanced by training programmes focused on third sector commissioning; training programmes for community representatives and health champions (community development); and social enterprise.
- **Tower Hamlets** – Range of partners involved in developing a VCS employer network and a sector strategy.
- **Brent** – Improving Reach programme offers training and advice for faith communities.
- **Lewisham** – Learning Partnership Project - a partnership approach to delivery of support to VCS - working with the Federation of Adult Skills Lewisham and other partners to enable career development and organisational sustainability.
- **Hammersmith & Fulham** – Offering CAF training for the CYP workforce, Social Enterprise Training, Trustee Training and work on third sector apprenticeships.
- **Ealing** – Workforce Strategy has been developed which contains useful information on local needs and plans. Also looking at developing a consortia around pathways to employment for older/disabled people, and has a cross-borough TIDE Training Partnership (Ealing, Hillingdon and Harrow) that offers a wide-ranging training/workshop programme.
- **Havering** – Havering LEAD – information services for local groups about local VCS training. Also the ACE (Accounting for Community Enterprises) project is working across three boroughs offering training in different areas of finance.
- **Barking & Dagenham** – Core training programme enhanced by training in community leadership, third sector commissioning and an action learning project for community groups.
- **Hackney** – Currently developing a third sector strategy. Offers training focused on the personalisation of care agenda; and participating in a Children’s Workforce Development Council (CWDC)-funded skills and professional development programme to develop local VCS Children’s workforce (through CWDC Strategic Partners Project – see Section 8).

Section 6: Employment and Skills Partnerships/Boards

6.1 Regional Body – The London Skills and Employment Board (LSEB)

The LSEB is chaired by the Mayor of London and is employer-led to ensure that its work is driven by the needs of employers and that skills provision meets the existing and future needs of the London workforce. Membership includes top London business leaders, large employers, small businesses, education specialists, local authorities, union representation and representation of the voluntary and community sector. We have attached a full membership list and given key contacts for further information at [Appendix 1: Worksheet 6 \(Employment & Skills Boards\)](#).

The Board's remit is to champion skills in London; to set regional priorities; to determine (and ensure implementation of) a London strategy for adult (post-19) skills training that focuses on the needs of adults in the labour market or seeking to enter it; and to forge a strong link between skills, employment and worklessness. The Board does not directly control budgets, funding, or policy. Its focus is rather on setting the agenda for activity across the region, and seeking to influence employment and skills agencies and programmes to meet identified workforce priorities –for instance, the work of the Skills Development Agency, London Development Agency, JobCentre Plus, and European Social Fund priorities in the region.

The Board developed the first Skills and Employment Strategy for London in July 2008, and updated this recently - in December 2009 following a review of the new evidence base (the recession and cuts in public spending); a review of the implications of changed structures (demise of old and emergence of new agencies), and consultation with key stakeholders.

VCS engagement with the Board is via the representation of London Voluntary Service Council (LVSC). LVSC's Chief Executive, Peter Lewis, is the only VCS representative on the Board. In order to ensure meaningful engagement and representation of the sector's perspective, and wider involvement across the sector, LVSC set up the London Employment and Skills Policy network, which informs LVSC's input into the board. Meetings of the network focus on feedback from Board meetings, identifying issues of concern, and developing VCS perspectives on the Board's agenda. Though VCS engagement with the Board is seen as important, to date the primary concern of the Board has been with issues of worklessness. The sector's WfD needs have not featured highly in either the most recent strategy, nor in discussions at Board level. That said, however, LVSC has brought to the Board's attention particular concerns from a VCS perspective that have since been considered. The first was a concern at the low employment rates for London's young people and BME communities (an issue also raised in other VCS organisations' response to the Board's most recent review and consultation – eg. by the Black Training and Employment Group (BTEG)); the second was a concern at the impact of changes in commissioning on VCS groups. In response to the latter the Board has commissioned research into this issue (forthcoming).

6.2 Sub-Regional and Local Skills and Employment Partnerships/Boards

There are two Sub-Regional Employment and Skills Partnership/Boards (or their equivalent) in London, both of which developed out of the City Strategy Pathfinders Initiative.* Local (borough-based) Skills and Employment Partnerships/Boards are uncommon across the region. We have mapped out levels of VCS engagement within existing partnerships purely as reflected in membership lists. Providing a commentary on the effectiveness of this engagement across so many partnerships has proved to be outside the scope of this mapping and, though of some interest, would require further work to engage and get feedback from those VCS groups and individuals involved. Key contacts for each Board/Partnership and any key strategies are included in *Appendix 1: Worksheet 6 (Employment and Skills Boards)*.

A key point about almost all the strategic Partnerships/Boards we have identified which focus on local skills and employment issues is that their primary focus is tackling worklessness and/or stimulating economic regeneration or recovery at the local (or sub-regional) level, and whilst there is variable involvement of the VCS in discussions and decision-making within these partnerships, the issue of VCS workforce development does not feature highly – in some cases barely at all.

Where Employment and Skills Partnerships/Boards or their equivalent do not exist, we found employment and skills issues generally picked up in the local area through local Community Strategies or, occasionally, employment themes or subgroups under the umbrella of the Local Strategic Partnership. In most cases the involvement of the VCS appears to be as a partner on the Local Strategic Partnership but in a majority of cases they do not appear to be actively engaged with employment and skills elements of Local Area Agreements or Community Strategies, and, perhaps as a result of this, the skills needs of the VCS workforce rarely feature in the various sub-regional and local strategies that deal more broadly with employment and skills issues supposedly across all sectors.

* Note

The City Strategy Pathfinders initiative aimed to test how best to combine the work of government agencies, local government and the private and voluntary sectors in a concerted local partnership (consortium) – to provide the support jobless people need to find and progress in work; and whether local stakeholders can deliver more by combining and aligning their efforts behind shared priorities, alongside more freedom to innovate, and tailor services in response to local needs.

Table 6.3a - Sub-Regional Skills and Employment Partnerships/Boards
(See Appendix 1: Worksheet 6)

| Sub-regional Skills and Employment Partnerships/Boards |
|---|
| West London Working – www.westlondonworking.org.uk |
| <p>West London Working is one of the 15 City Strategy Pathfinders nationally which has been supported by the DWP. Whilst not an Employment and Skills Board by name it functions as an employer-led board, which directs its work programme and uses the opportunity to influence the DWP, LSC, SFA and LDA, all of which attend meetings of the Board. West London Working is currently thinking about its future beyond its status as a DWP Pathfinder, which expires in March 2011, and the most appropriate model should the board become integral to co-commissioning future skills and employment provision. The Board is supported out of the LDA.</p> <p>VCS involvement: There is one VCS representative on the board - Clare Scott-Booth, the Director of the West London YMCA. Connections are made through the YMCA Director to other VCS Networks as she is also a member of the West London (CVS) Network and the West London Alliance.</p> |
| Five Borough Employment and Skills Partnership Board |
| <p>This board was established in 2006 as a result of the City Strategy Pathfinders Initiative. The role of the Five Borough Partnership Board was originally to oversee the CSP pilot for east and south east London and the Local Employment and Training Framework (an LDA funding programme). The Partnership Board meets quarterly and is chaired by the Leader of Greenwich Council. It has representation from each of the five Host (Olympic) Boroughs (Newham, Hackney, Waltham Forest, Greenwich and Tower Hamlets), the LDA, GLA, the ODA, LOCOG (Olympics), Job Centres Plus, LSC, the East London Business Alliance and the South East Region of the TUC. The Board is supported out of the LDA.</p> <p>VCS involvement: There is no VCS involvement at Board Level, though the East London CVS network is involved in various workstreams tasked with taking forward work across the sub-region. As a way to promote greater engagement with the sector, the network recently produced a useful briefing on the sector's potential contribution to 2012 activities across the 5 host boroughs and the benefits of cross-sector engagement: "Adding Value: Enhancing convergence through partnership working with the third sector." (available from www.elcvsnetwork.org.uk)</p> |

Table 6.3b - Local Skills and Employment Partnerships/Boards (Central London)

| Local Partnerships/Boards in Central London Sub-Region and VCS Involvement |
|---|
| <p>Lambeth Employment and Skills Board</p> <p>The Board's main aim is to achieve a 70% employment rate by 2012. It operates as a think tank for strategic activity, eg. developing the Employment and Skills Plan, the LAA, the Floor Target Action Plan (FTAP) and the Sustainable Community Strategy. The Board is committed to ensuring correct alignment and linkage with local providers to ensure services conceived by the Board are realistic and functional for delivery. It meets at least six times a year.</p> <p>VCS Involvement: Membership includes local New Deal, JobCentre Plus, NHS, Higher and Further Education providers, the LDA, the LSC, an Exec member (regeneration and enterprise), a local employers group and a training provider rep. There is no VCS representative on the group. (*NB. An update is required to this information. This may have been replaced by a subgroup of the LSP focused on Workforce Development. See appendix 1: worksheet 6.)</p> |
| <p>Wandsworth Employment and Skills Partnership</p> <p>The Board's main aim is to work together with all sectors of the community to improve the employment prospects and skills of Wandsworth's resident workforce, eg. agreeing local targets and actions, identifying gaps and action required, and supporting partners' bids for resources to deliver on the strategy. It feeds into the LSP and meets quarterly.</p> <p>VCS Involvement: There are 5 business/employer representatives; 8 public sector reps; the LDA; 2 local FE/HE providers; Prospects; and 2 VCS representatives – the local CVS (WVSDA) and Share Community.</p> |
| <p>Southwark Alliance Employment and Skills Partnership</p> <p>The Partnership was established in 2002 to develop and oversee the implementation of Southwark's Employment Strategy and Action Plan. It is one of the economic theme groups of the Southwark Alliance (the LSP) and works closely with a sister group (the Enterprise Partnership) to deliver the economic objectives of the Alliance. The Partnership's aim is to increase the employment rate and improve the vocational skills of Southwark residents by overseeing the implementation of the Southwark Employment Strategy and co-ordinating a range of services delivered through partner agencies working together to tackle worklessness in the borough. It also commissions research on the local economy.</p> <p>VCS Involvement: The Board is chaired by the LSC and has two VCS reps - Pecan and the St Giles Trust</p> |
| <p>Local arrangements where there is no local Employment and Skills Partnership/Board</p> <p>In the remaining boroughs the VCS inputs as a partner within the Local Strategic Partnership and its various subgroups/thematic groups – for instance, the Learning, Work and Business subgroup of Kensington & Chelsea LSP; the Camden Economic Development Partnership; and in Islington, a Business, Jobs and Training Partnership that involves VCS training providers through the Islington Training Network.</p> |

Table 6.3b - Local Skills and Employment Partnerships/Boards (North London)**Local Partnerships/Boards in North London Sub-Region and VCS Involvement**

None of the boroughs in the North London Sub-Region have a designated Employment and Skills Board/Partnership and there is no sub-regional Board/Partnership though the North London Strategic Alliance is a sub-regional strategic partnership that brings together public, private and VCS organisations to develop a vision for the sub-region in a number of areas and to provide strategic leadership across the sub-region, and tackling worklessness and the employment and skills agenda is one of the Alliance's strategic priorities. The VCS is involved in the regional strategic partnership through the North London CVS Partnership.

Local arrangements where there is no local Employment and Skills Partnership/Board

In the four North London boroughs the following arrangements exist:

- In Haringey there is an Enterprise Partnership Board with a subgroup, the Haringey Employment Partnership – but this is very business-focused and the VCS is not represented on the partnership but within the wider LSP through the local CVS.
- Likewise in Barnet there is no specific employment and skills partnership, nor a local Employment and Skills Strategy but the CVS is represented at the LSP level.
- In Waltham Forest –there is a local Enterprise, Employment and Skills Strategy linked to the LSP (where the local CVS is the sector representative).
- Enfield has a Skills and Employment Strategy but this was commissioned by the Local Education Business Partnership and is focused chiefly on issues affecting the education and business sectors.

Table 6.3b - Local Skills and Employment Partnerships/Boards (South London)

| Local Partnerships/Boards in West London Sub-Region and VCS Involvement |
|--|
| <p>None of the boroughs in the West London Sub-Region have a designated Employment and Skills Board or its equivalent. However, there is a sub-regional body as we have noted elsewhere, ie. West London Working. The sub-region also has a West London Strategic Partnership. Economic Development, Skills and Worklessness make up one of the board's 9 work programmes. The VCS are members of this partnership through the West London (VCS) Network. Other members include the West London Alliance, West London Business, the Strategic Health Authority and the Learning and Skills Council.</p> |
| Local arrangements where there is no local Employment and Skills Partnership/Board |
| <p>In Hounslow, Hillingdon, and Hammersmith & Fulham employment and skills issues fall within the local Community Strategies, and VCS input at a Board level is through LSP membership - where representation of the local VCS is either via the CEO of the local CVS and/or elected reps from VCS networks.</p> <p>In Brent the LSP relies on Brent in2 Work, a regeneration partnership, to deliver and co-ordinate employment and skills and reduce unemployment. It runs a quarterly employment and training forum for training providers that includes some VCS providers.</p> <p>Ealing has a (draft) Work and Skills strategy currently out for consultation that has been put together by a Skills and Employment subgroup of the LSP – there is involvement of the VCS via reps nominated through the Ealing Community Network.</p> <p>In Harrow though there is no Board or equivalent body, there is a borough-wide Employability and Skills Forum led by the local authority's Community Development Strategy and Economic Development Department.</p> |

Table 6.3b - Local Skills and Employment Partnerships/Boards (North London)

| Local Partnerships/Boards in South London Sub-Region and VCS Involvement |
|---|
| <p>Richmond Business, Skills and Employment Partnership</p> <p>Richmond is the only one of the 6 South London Sub-Regional boroughs to have a Skills and Employment Partnership in place. The Richmond Business, Skills and Employment Partnership (BSEP) is a subgroup of the Richmond Local Strategic Partnership. Its aim is to provide strategic guidance to the various bodies involved in providing employment, training, advice or other business support services within the local economy. The borough has an Economic Development Strategy 2009 which is an important focus of the BSEP's work.</p> <p>VSC Involvement: The Board comprises private, public and VCS business representatives, and is chaired by the Principal of a local Adult and Community College. The VCS representative is Richmond Council for Voluntary Service.</p> |
| <p>Local arrangements where there is no local Employment and Skills Partnership/Board</p> <p>In Bromley, Merton, Kingston and Sutton strategies relating to employment and skills are generally included within the wider work of the Community Strategy and activity might take place via an economic renewal or economic development forum or plan but CVS involvement takes place generally only through a seat at the LSP and/or some of its thematic groups/subgroups.</p> <p>Croydon has an Adult Learning, Employment and Skills Partnership responsible for delivering the Economic Development and Enterprise LAA Targets. It brings together employers, providers and representatives of the local community, training providers and VCS organisations.</p> |

Table 6.3b - Local Skills and Employment Partnerships/Boards (North London)

| Partnerships/Boards in East London Sub-Region and VCS Involvement |
|---|
| <p>Barking & Dagenham Skills, Jobs and Enterprise Board</p> <p>Barking & Dagenham Partnership have a new Skills, Jobs and Enterprise Board. In February 2010 it replaced the former Enterprise Board and the Business, Jobs and Skills Board, assuming a broader remit across the whole economic development agenda. The Board is focusing on the comparatively low levels of skills and qualifications in the borough.</p> <p>VCS involvement: This is through the Barking and Dagenham CVS.</p> |
| <p>Local arrangements where there is no local Employment and Skills Partnership/Board – LSP Subgroups</p> <p>Three boroughs in the sub-region have active partnerships focused specifically on employment, enterprise and skills which are subgroups or clusters of the Local Strategic Partnership – ie. Redbridge, Hackney and Newham.</p> <p>Redbridge has a local Employment and Skills Strategic Partnership known as “enterpriseREDBRIDGE”. It is one of the clusters of the Redbridge Strategic Partnership aimed at developing and supporting the Redbridge economy. Membership includes the nine Business Partnerships in the Borough, the Council, and the local CVS, community council, youth council, League of British Muslims and an older people’s forum. They deliver on a local Employment & Skills Strategy and Action Plan.</p> <p>In Hackney an Employment Strategy Working Group – a subgroup of the Economic Development Partnership (theme group within the LSP) have produced a Skills for Employment Strategy (2009). It says little about the VCS role and sector needs. Hackney Training and Employment Network (HTEN) were involved in the development of the strategy.</p> <p>Newham has an Employment and Enterprise Local Action Partnership Board (EELAPB). EELAPB is part of the LSP and was established in 2003 to address the government’s Worklessness Floor Targets at local level. Members of the EELAPB include Jobcentre Plus (JCP); the LSC; the LDA; an FE College; developers and employers. VCS representation is through the Newham Voluntary Sector Consortium. They have developed a local Employment Strategy.</p> |
| <p>Other local arrangements</p> <p>Greenwich, Bexley, Havering and Lewisham do not have local E&S Boards, though Bexley has an Education Business partnership and Lewisham an Economic Development and Enterprise Partnership. Engagement of the VCS in activities is via membership of the respective borough LSPs. Tower Hamlets – have an employment strategy (part of a wider Economic Strategy that has been developed by LSP partners); an enterprise strategy (outlining activity to support business growth and entrepreneurship –linked to the local Prosperous Community Plan); and they have a Third Sector Employment Network. The Council has also established a Third Sector Advisory Board that has produced a Third Sector Strategy (2009-11).</p> |

Section 7: Regional Skills Strategy

The Regional Skills Strategy for London is “*From Recession to Recovery: The Skills and Employment Strategy for London (2009-2014)*”. This is an updated version of London’s first regional Employment and Skills Strategy – “*London’s Future: The Skills and Employment Strategy for London 2008 – 2013*”. The original strategy was revised in December 2009 to take into account the impact of the recession and the steps deemed necessary to contribute to recovery at a time of reduced public expenditure, and a changing organisational landscape/changes in the skills infrastructure. The Strategy identifies key concerns as: High unemployment rate and rising; job losses in low skilled occupations and high numbers with no qualifications; and low employment amongst lone parents and others facing multiple barriers to employment. The basis of the revised strategy was an updated economic evidence base (“*The London Story Update 2009*”) and a stakeholder consultation. The London Skills and Employment Board is supported by a secretariat based at the London Development Agency (LDA). The lead contact for the strategy is the Secretariat Director, Judith Rutherford (judith.rutherford@lseb.org.uk) – or David Fowler, Secretariat Manager (david.fowler@lseb.org.uk).

Strategic Aims:

- Work with employers to support them in developing their businesses and keeping London’s economy competitive to provide more job and skills opportunities to Londoners. (Lead for subgroup on working with Employers is the LDA.)
- Support Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities. (Lead for subgroup on supporting individuals is JobCentres Plus - JCP)
- Create a fully integrated, customer-focused skills and employment system. (Lead on this was LSC until April 2010)

Short-term priorities to 2011:

- **Employers and Individuals:** Establish an integrated and compelling employment, skills and business support service offer that contributes to economic recovery and builds on good practice; and establish an integrated, compelling employment and skills service offer for young people and unemployed Londoners that helps them find sustained work. Work on the integrated service offer will consider the development of a single brand for adult skills and employers.
- **System & Structural:** Build a shared view of the future skills needs of London, including priority sectors at regional and sub-regional levels and work with delivery agencies to consider policy and commissioning models which recognise London’s priorities within national programmes.

7.1 The extent to which VCS skills, needs and interests are reflected in the strategy is as follows:

Strategic Aim 1: Working with employers - there is a keenness to lift levels of small and medium-sized enterprises engagement with employer-focused training (eg. Train to Gain, apprenticeships, and skills for jobs). There is also a desire to encourage greater workforce diversity – eg. through campaigns on employing older workers, those from local communities, and offering more flexible and part-time positions. Given the strengths of the VCS in reaching the target groups and offering flexible and part-time work, there might be an opportunity here to raise the profile of and possibly investment in the VCS.

Strategic Aim 2: Supporting Londoners to improve their skills, job and advancement prospects - (through integrated employment support and training opportunities). The strategy identifies that outreach to disadvantaged groups will be a key ingredient of support to tackle the recession, reduce unemployment and promote economic activity within disadvantaged groups. The strategy recognises that “outreach is most effectively carried out in locations and organisations that reach disadvantaged groups, who may not be engaged with the mainstream employment and skills system.” The strategy also expresses an interest in employability services, particularly for disadvantaged groups – eg. work trials, volunteering, ESOL and numeracy and literacy skills. Again this suggests opportunities for VCS engagement and for a wider recognition of the sector’s value in these areas of work given the extent to which the sector is already delivering outreach, community engagement, volunteering and lifeskills activities.

Strategic Aim 3: Creating a fully integrated, customer-focused skills and employment system – the LSEB is interested in the impact of the prime contractor model (where a large organisation is contracted to deliver services across a wide area and subcontracts some or all of the frontline service delivery to smaller groups). This would mostly be about demand-led services (ie. courses developed in response to employers’ needs) but there is an acknowledgement within the strategy that services will still be required for disadvantaged groups and for future skills (eg. green skills). The Strategy commits the Board to looking more closely at how well contracting models are working for disadvantaged groups and the VCS.

From the sector's perspective, the following issues and concerns have been voiced about the strategy:

- The LESB does see the VCS as having a role in delivering the strategy, in particular because of its effective reach into disadvantaged communities and this is to be welcomed. However, the need for skills development of the VCS workforce (and resourcing of the same) is not really mentioned within the strategy (or only in passing – p27 of the strategy refers to the need for employers to, “undertake more development of their workforces at all levels. This will need to include third sector organisations.”) This is a concern given the considerable contribution the sector makes as an employer, as service provider and partner in the delivery of many public services for London, and as a vital mechanism for community engagement and participation.
- The strategy commits the Board to exploring the potential threat to the sector posed by new contracting models (an issue the Board is exploring through a piece of commissioned research.) From the sector's perspective this research is welcome but concerns remain about the funding for smaller organisations in particular (often precisely those who can effectively engage with disadvantaged communities in the way the Strategy recognises). The sector recognises that there will be a need to continue to look at new ways of working collaboratively or with the private sector to adapt to the new commissioning environment in order to maximise the opportunities that may be offered within the strategy for workforce development.
- One ‘weakness’ of the strategy from the sector's perspective is that it is not being integrated with other important regional strategies – that perhaps an opportunity has been missed to join up with or complement other strategies (eg. on refugee integration, housing and health) that impact on employment and skills issues. The sector would like to see a greater valuing of, and encouragement of, holistic approaches to tackling employment and skills issues within disadvantaged communities, as are often modelled within and a feature of VCS service provision.

7.2 As we have noted elsewhere, the third sector was involved in the development of the Strategy through LVSC in its role as the region's VCS representative on the LSEB, and later again in the review and revision of the strategy in 2009 through the LVSC Employment and Skills Network. The organisation made a response to the review on behalf of the sector following a consultation with its members in 2009, and as we have also noted elsewhere, some activities have been developed in response to the sector's views and concerns.
(The response can be found at www.lvsc.org.uk/files/101450/FileName/LVSCresponsetoLSEBannualreviewconsultation.pdf)

Section 8: Sector Skills Councils and the Voluntary and Community Sector (all activity)

In this section we detail Sector Skills Councils activity relevant to the development of the VCS and its workforce in London. Information on VCS organisations or networks engaged in working with the Skills Councils is available in *Appendix 1: Worksheet 8 (Sector Skills Councils)*. We also reference the links between VCS strategic and development organisations and regional networks and the Sector Skills Councils (SSCs). There are 7 Sector Skills Councils that are relevant to London's VCS (on the basis of a significant VCS contribution being made to the work area or sub-sector concerned). These are as detailed below. Despite the significant VCS role and contribution in the subsectors identified, and numbers of VCS organisations and staff involved in activities, only 4 of the 7 have programmes in place that specifically address the workforce development needs of the sector in London.

Relevant Skills Councils active on VCS workforce development in the region:

- Skills Council for Care and Development London
www.skillsforcare.org.uk
- Skills for Health London
www.skillsforhealth.org.uk
- Skills Council for Care and Development – Children's Workforce Development Council London
www.cwdccouncil.org.uk
- Skills Active London
www.skillsactive.com

Relevant Skills Councils not currently active on VCS workforce development in the region:

- Skills for Justice
www.skillsforjustice.org
- Lifelong Learning UK
www.lluk.org
- Asset Skills – Cross-Sector Skills (ALLaN and Employability)
www.assetskills.org/crosssectorskills

8.1 Skills Council – Skills for Care & Development

Skills for Care London

1.5m UK workers work in the care sector, with 400,000 of these working for a charity or voluntary organisation. Skills for Care and NCVO have identified key skills gaps in soft skills –including communication skills; team working; and literacy.⁸ Skills for Care London has a London Regional Committee and active committees in each of the five sub-regions in order to implement projects and engage employers at a more local level. There is good engagement of the VCS across the region via the committees and their workplans – either through large providers (usually working cross-borough/pan-London) and/or through CVS Networks.

Skills for Care London Regional Committee: The Central London CVS Network Manager sits on this committee as a representative of the sector. Other large VCS providers (national) from the care sector are also involved (*see Appendix 1: Worksheet 8*).

North Central London (Barnet, Camden, Enfield, Haringey and Islington) has an Employers' Learning and Development Forum. Members of the forum include a representative from each local authority as well as private and VCS employers from each borough.

North East London Sub-Regional Committee (Barking & Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets, Waltham Forest & City of London) meets quarterly and is chaired by LB of Tower Hamlets. The remit of the committee is to represent the interests of the whole social care workforce as per the SfC remit in NE London and make decisions on action to be taken in priority areas covered. A wide-ranging workshop programme is available - covering issues ranging from dementia to quality standards. The committee has been working closely with the East London CVS Network to forge better links and working relationships with the VCS.

North West London Sub-Regional Committee (Ealing, Hounslow, Brent, Hillingdon, Harrow, Hammersmith & Fulham, Kensington & Chelsea and Westminster) meets quarterly and is co-chaired by Bright Recruitment and LB Ealing. Other members of the sub-regional committee include reps of Housing Associations/Trusts; boroughs; and VCS representatives.

South East London Sub-Regional Committee (Bexley, Bromley, Greenwich, Lambeth, Southwark and Lewisham) meets quarterly and is chaired by LB Southwark. The group has some VCS involvement and has 3 working groups looking at Leadership & Management; Recruitment & Retention; and Practice Learning/PQ.

South West London Sub-Regional Committee (Merton, Kingston-upon-Thames, Wandsworth, Richmond, Sutton and Croydon) meets quarterly and is co-chaired by LB Croydon and Kingston reps. It too has involvement of the VCS in some areas of its work.

Cross-Sector Work –SfC are also active on Skills for Life issues for care staff in London though this is not specifically targeted at the VCS. They have focused on producing resources (including a practical guide for employers and joint work with SCIE to create a free online resource named Care Skillsbase which helps managers in the adult care sector take constructive action on communication and number skills at <http://www.scie-careskillsbase.org.uk>). There is a designated London lead on SfL issues (see Appendix).

8.2 Skills Council – Skills for Health

Skills for Health London

The health sector as a whole in London employs over 249,500 people, which accounts for 6% of all the employment in the region. There are over 6,000 registered health and wellbeing charities in London. Skills for Health in London is working with health sector employers and other bodies to ensure that the people of London get the health care they need. They have made a link to the London Skills and Employment Board and had been working with members of the Learning and Skills Council's London regional team, to maximize use of the Joint Investment Framework (JIF) funding to address particular needs of the current and future health sector workforce (including the independent sector). There is engagement with the VCS on workforce development and skills at the local level in a number of initiatives and projects, and LVSC's Policy and Knowledge Manager sits on the Skills for Health London Committee as a VCS representative to support the engagement of the sector at this strategic level.

Skills for Health has a Regional Director and a Manager for London. Current activities in the London region relevant to the VCS include:

London Apprenticeships – working to promote apprenticeships across the health sector – including a conference in September 2009. They participate in a London Apprenticeships Taskforce. The main focus of the work to date, however, has been within the Public and not the PVI sector.

Independent Healthcare Organisations – SfH has been looking at how to support closer partnership working across traditional 'barriers' in healthcare provision to engage independent healthcare organisations (including VCS organisations) and NHS providers in providing better patient care in a joined up way. In February 2010 they launched a new publication 'Careers in Healthcare: A guide to Working in the Independent Healthcare Sector'. (Note – this is not London-specific activity but part of a national programme of work.)

Information to support workforce planning – In 2009 SfH produced an extensive LMI briefing for London.

8.3 Skills Council – Skills for Care & Development (Children’s Workforce Development Council)

Children’s Workforce Development Council London

Regionally as nationally a large proportion of the services for children, young people and families are provided by the independent sector with an estimated 70% of all youth support work done by the voluntary and community sector; and approximately 22% of full daycare and 64% of sessional daycare provision run by a voluntary organisation.⁹ There are concerns at both regional and national levels about third sector training needs – that provision should be evenly and widely spread, and where possible co-ordinated with statutory and private sector training, and that leaders and managers need specific training to support them in their roles, in particular in engaging with commissioning processes. The CWDC in London is focused on workforce reform and integrated working at a local and regional level. The Greater London Integrated Workforce Manager is the lead for the region.

The CWDC’s main initiative seeking to engage the voluntary and community sector in recent years had been until recently the Workforce Strategy Partners Programme (WSPP). This funded a wide range of projects across the region - all with some focus on third sector workforce development and strategic planning, with a majority led by VCS agencies (primarily local Councils for Voluntary Service). Plans are now being put in place to follow up on this with further initiatives relating to engagement of the VCS in workforce reform at the local level.

In London as in other regions, the CWDC is working with Skills Active and other organisations to oversee the progress of the Young People’s Workforce Reform Programme, and to support third sector workers and managers to respond to the new Integrated Youth Support Services agenda. They are involved in a capacity-building programme to improve the skills of the VCS youth workforce and particularly to equip frontline workers to meet the Every Child Matters and integrated working agendas.

8.4 Skills Council – Skills Active

Skills Active in London

There are more than 70,000 employees working in the sports, physical activity and playwork sector in London. This represents 13% of the total sector workforce in England. There are more than 140,00 coaches, and 3,600 active leisure, learning and wellbeing establishments in the region. 22% of establishments in the region report skills gaps in their existing workforce. Skills Active is engaging with employers and training providers across the sectors in London to assist in delivering the regional objectives of key partners, including the Sport England London region plan for Sport and work on the Olympic and Paralympic games at strategic and local levels. It is also delivering workforce development activities in the playwork sector.

Sub-regional Proactive Partnerships

There are 5 Pro-Active Partnerships across the region reflecting the 5 sub-regions with good VCS engagement in each:

- The Central London Team facilitates a Pro-Active Central VCS Network and works closely with the Central London CVS Network. Specific projects in the sub-region include training for staff and volunteers; Dare2Dance (getting young women active through dance); and Sport Unlimited – engaging a range of agencies in meeting the government’s 5 hour offer of sport for every young person
- The East London team have established community sports and physical activity networks (CSPANS) in each borough; they organise cross-sector networking events 3 times a year; and are working with Interactive to improve disabled people’s participation in physical activity.
- The North London team have established CSPANS across the subregion and are working with Volunteer Centre, V Involved and Greater London Volunteering to promote sports volunteering.
- In South London the team have focused much of their work on young women and people with disabilities
- In West London the team have engaged at a strategic level with the West London Partnership for the 2012 games and they are leading on aspects of the WLP’s 2010 action plan to increase participation in sport. They have appointed a West London 2010 officer to work with key partners and take work forward. This is over and above other projects being developed in the sub-region to promote participation.

2012 Olympics

Across the region Skills Active is involved in preparations for the 2012 Olympic Games and Paralympic Games. They are a member of the 2010 Volunteer Strategy Group and are delivering on two specific 2012 projects – Personal Best (a training and volunteering programme)¹⁰ and Recruit into Coaching.

See elsewhere (under CWDC) for joint work taking place to support the development of skills amongst play and youth workers, including across the VCS children and young people’s sector.

8.5 Other Relevant Skills Councils Not Active on VCS WfD in London Region

Skills for Justice in London

The work of the justice third sector in London is mostly in the area of community justice –work with offending behaviour; work with victims/survivors/witnesses; crime reduction; community safety; youth justice; substance misuse. SfJ has 5 national key skills priorities, 4 with implications for the VCS workforce, ie: Supporting implementation of NOS/qualifications; Promoting multi-agency learning ; Developing procurement/tendering skills; Supporting Third Sector agencies to access funding opportunities.

SfJ does not have a regional presence per se in London and much of their work is broadly cross-sector rather than sector specific. However, they have a Director with responsibility for engagement with the third sector nationally and an action plan for the Third Sector is being developed based on two pieces of research undertaken nationally into the sector's workforce development needs so this may change. In addition the Chief Executive of SfJ chairs the national Third Sector Forum of Sector Skills Councils to identify cross SSC work. The other area of work with which SfJ is involved nationally is the work with the CWDC (through its Skills for Justice Children's Workforce Network). Some of the major national VCS providers of services and WfD in the justice field, such as Victim Support and NACRO, are SfJ members active in London, and SfJ sees national work disseminating out to impact on the region through these members.

Lifelong Learning London

There are over 7,000 employers in London's lifelong learning sector, including 6,600 community learning and development providers. Approximately 149,000 people work in the sector in London – the largest figure for the regions. 46% (68,455) work in community development and learning – adult/family/community learning, community development and education, development education, working with parents and youth work. London's VCS is also a significant provider of work-based learning.

LLUK report having no programme of activities taking place specific for the VCS sector in London. They do, however, produce information on the Community Development and Learning (CLD) sector in London.¹¹ There are several Learning Partnerships in London (see Appendix) - cross-sectoral groupings of local learning providers (including VCS providers) that promote collaboration in support of lifelong learning, and seek to maximise the contribution of learning to local regeneration. They are often involved in a range of initiatives around basic skills, WfD, ICT and progression into HE. However, levels of VCS engagement in these is not high.

Section 9: Sub-Sector Skills and Workforce Development Activity

In the tables that follow we identify only a cross-section of the main providers and programmes of activity. We have focused chiefly on organisations/networks working regionally or sub-regionally rather than at the local level. Several larger national organisations engage on VCS WfD initiatives only marginally, often as part of a wider national programme but we have nonetheless included these where appropriate even where levels of engagement of London's VCS (eg. with national online learning opportunities) is not clear.

9.1 Sub-sector 1: Developing London's VCS Health & Social Care Workforce

Initiatives where there has been/might be some focus on VCS skills and workforce development include:

Skills Academies. (a) The National Skills Academy for Social Care (Social Care Institute for Excellence) is an employer-led organisation supporting training, development and career progression in adult social care. It is targeting learning support and training practice to small/medium-sized organisations to support a trained and skilled social care workforce across the sectors. Its priority is the development of management and leadership in the social care subsector and it is also working on improving commissioning skills in user and carer-led organisations – many of which will be VCS organisations (largely through an e-learning programme). There is not a London-specific, nor a VCS-specific work programme at this time. (b) The Skills Academy for Health London is working on addressing skills gaps across the region. The Academy is offering training on skills for life, leadership and management, and supporting projects including Train to Gain and Employers Responsive. It is also involved in ESOL for parents (in the East and South East City Strategy Pathfinder areas) and Enterprises on Track (LDA) – which brings together the expertise of five organisations to support women entrepreneurs to develop health-focused social enterprises through training, mentoring and one to one support.

Apprenticeships in Health and Social Care. The London Apprenticeship Company is supporting employers and apprentices, including within VCS settings (though primarily in the public sector at this time), to take-up apprenticeships in Health and Social Care.

London Development Centre is taking forward work on Health Trainers in London – Health Trainers work in local communities to reduce health inequalities in marginalised/hard to reach groups through encouraging and supporting behaviour change. The trainers, many from VCS organisations, undergo training which can lead to City & Guilds accreditation. LDC is working on this with the **London Health Trainer Hub** – including on MHFA training (see below).

Mental Health Skills Development. (a) Mental Health First Aid (MHFA) Training: There are many VCS groups accessing this across the region to improve mental health awareness and skills in the workforce. The programme is headed up by Care Services Improvement Partnership (CSIP) and National Institute for Mental Health In England (NIMHE) and training is taking place across a number of boroughs with input from local VCS providers – eg. Camden and Islington. (b) The national body, the Mental Health Providers Forum is active in London, and in the past year has looked at issues including Commissioning Support for London and supporting VCS providers to implement the Mental Health Recovery Star.

9.2 Sub-sector 2: Developing London's VCS Children & Young People's (CYP) Workforce

Initiatives where there has been/might be some focus on VCS skills and workforce development include:

VCS Engage in London Region have established a regional CYP Engage Network which brings together local VCS networks. The network is active on a pan-London VCS Action Plan that was developed in 2009. One of the priorities in this workplan is workforce development across the VCS so as to ensure a trained and qualified workforce with clear and affordable development pathways at all levels. Activities include encouraging more multi-agency training. They offer targeted support to boroughs through a self-evaluation framework and targeted support as appropriate. The network is involved with the CWDC's work on VCS WfD and VCS Engage (as part of Children England) is offering training and support around commissioning for small groups and other learning opportunities for the sector.

London Youth is a network of 400 youth clubs across London. They provide youth work training in London. The purpose of their training is to provide staff and volunteers with the support to enable them to provide better services to young people. The network is a partner in the Young Londoners Participation Network which supports those working in Children and Young People's Participation.

CSIP's Children and Families Programme aims to improve the health and well being of Children and Young People in London and amongst the things the programme is looking at is the engagement of the VCS in the Every Child Matters agenda. The work is linked to the VCS Action Plan (above).

London Play is a community Interest Company that works at a strategic level to promote activities for play in the capital as well as offering support for the development of skills and learning opportunities across the play sector. They offer playwork training and educational opportunities throughout the region. They are involved with the London Centre for Playwork Education and Training which is the regional branch of SkillsActive (see elsewhere).

9.3 Sub-sector 3: Developing London's VCS Justice Sector

Initiatives where there has been/might be some focus on VCS skills and workforce development include:

CLINKS – works across England and Wales to strengthen and develop partnerships between VCS organisations and the Prison and Probation Services. One main strand of work is in relation to the National Offender Management Service (NOMS) and they have in place a specific NOMS VCS Engagement Project that is looking at improving funding for VCS organisations, improving joint working, and promoting sector contribution. Over and above this programme the network offers training for staff in VCOs, including outcomes training, volunteering and other aspects of service delivery. Note – there is not a regional focus – the work is national but training does take place in the London region.

The London Anti-Social Behaviour Voluntary Sector (ASB VS) Network aims to enable community and voluntary group practitioners to share good practice, network, and benefit from quality training opportunities around innovative approaches to tackling ASB. They hold learning events and provide information and support for the VCS workforce. Their focus is tackling anti-social behaviour and youth crime in London and support is targeted at VCS practitioners and volunteers. ASB Online was launched in 2010 as a resource for London VCS groups – it is managed by the Community Safety Advisory Service, a project of London Action Trust.

Women's Aid Training. Nationally Women's Aid offers training that includes an accredited course on 'Effective responses to domestic and sexual violence/abuse' – the course is available in the London region. Though available to all staff across the subsector, many of the participants are from the VCS women's sector.

Catch-22 is a member of a national consortium (supported by the CWDC) that was set up in 2009 to deliver a major, national three-year programme of skills and training for professionals in the youth workforce. The consortium brings together Catch22, the National Youth Agency, the Virtual Staff College, (formerly) the Third Sector Leadership Centre, and the Network for Black professionals and regional youth work units. The main focus is the development of Leadership and Management and courses have been delivered in the London region.

9.4 Sub-sector 4: Developing London's VCS Playwork, Sports and Physical Activity Workforce

Initiatives where there has been/might be some focus on VCS skills and workforce development include:

London Community Sports Network (LCSN) is a second tier organisation; a network of voluntary and community groups that use sport as a tool for engaging communities or have an interest in promoting community-based sports development in London. Its main aim is to help organisations within London's voluntary and community sports sector to develop and grow, so they can attract more resources and deliver better sporting and personal development opportunities to their members and communities. It offers one-to-one support with over 100 community-based deliverers across the region – including self-help groups, youth-led organisations, tenants associations and BMER groups. Activities include training and support in the areas of action planning for sports projects, project management, monitoring and evaluating, fundraising and partnership working.

9.5 Sub-sector 6: Developing the Community Development & Lifelong Learning Sector

Initiatives where there has been/might be some focus on VCS skills and workforce development include:

The London Empowerment Partnership's Community Development Network London (CDNL) has developed work across the region on community development skills. Progress with the work is being fed back to the London Regional Consortium Workforce Development Subgroup. CDNL is an informal network for peer support and learning, policy discussion and campaigning by and for community development practitioners in London. It is organised by a small voluntary collective of community development (CD) practitioners and is being supported by the London Empowerment Partnership to provide a Community Development Workers Forum, which meets 2 to 3 times a year.

Linking London is the Lifelong Learning Network for London. Though the network primarily focuses on HE and FE Providers, they have a sub-group of 'specially designated (Adult Learning) providers, several of whom are engaged with VCS partners to deliver skills and learning opportunities relevant to the VCS workforce. These are: Working Men's College (courses include volunteer training and youthwork training); Mary Ward Centre (working closely with Camden's CVS on accredited project management and contracting and commissioning courses for VCS staff and managers – also hosted a WfD conference for the sector in 2007); Morley College (an extensive skills for life curriculum and ESOL courses and Courses in the Community programme); and the City Lit (eg. involvement in health and social care entry-level courses and Train to Gain). Birkbeck College, also a member of LinkingLondon, has a VCS Studies programme including foundation degrees and postgraduate study.

London Strategic Unit for Learning and Skills Workforce Development - based within the National Research and Development Centre for Adult Literacy and Numeracy (NRDC) did some work and training to improve the skills of those involved in lifelong learning in the VCS but this was in 2006 and little with a VCS focus has happened through the unit since.

The Community Sector Coalition has a leadership and governance workstream focused on skills development in the community sector. The programme is a national one but all elements are on offer in the London region. It is designed for managers and development workers from VCS support provider organisations.

Community Matters has a London Regional Co-ordinator and a programme of work that involves events and training for staff from community associations including training on commissioning, premises management and child safeguarding issues. **BASSAC** – this membership body for community associations has a leadership development programme for community leaders. It is a joint training programme with others as part of the Community Builders Programme. They offer a specific Leadership in London programme.

9.6 Skills and Workforce Development in Other VCS Sub-Sectors in London

Note – we have included in the tables that follow only those organisations known to work regionally or sub-regionally on learning, skills or broader WfD issues for the VCS.

The Information, Advice and Guidance (IAG) Subsector in London

LASA (the London Advice Services Alliance) - Over 1,000 of London's advice workers are represented through the London Advice Forum, which LASA convenes and chairs. The London Advice Forum is regarded as a key body to consult on issues affecting access to advice across London. It works alongside London funders, MPs, the GLA and the Mayor's Office and presents at London Councils advice sector meetings. LASA offers advice and training and policy work, including on ICT issues (as London ICT champion) promoting the sector's ICT infrastructure needs.

Advice UK London provide support, policy work, information and training for advice centres. They offer training and learning opportunities for advice workers and managers of advice services, including a number of accredited NVQ level courses focused on IAG, and also more recently new accredited training on Teaching in the Lifelong Learning Sector (PTLLS).

LVSC Networks – LVSC co-ordinates two networks for VCS staff that focus on peer support and learning. These are STAN (second-tier advisors network) and Cascade (for information and communications workers).

IAG Partnerships in Learning - There are three IAGPs in London focused on training for jobs, further education, grants, career development, finding work, local support and community groups, language difficulties, minority groups and disability. These partnerships (Pan-East London; Cross River; and East Thames) focus on networking and service delivery but they also offer staff training and development support on issues related to good practice and quality standards to providers, including VCS providers.

The Homelessness and Housing Subsector in London

Homeless Link - has over 130 members in London with a membership presence in most boroughs. The nature of membership varies from large homeless charities employing over 800 staff through to projects run entirely by volunteers. They have been funded to January 2013 by London Councils to provide capacity-building support and to build skills in the sector (working in partnership with the London Drug and Alcohol Network (LDAN) and Shelter London.)

Sitra – major provider of training, consultancy and information to the Housing Care and Support Sector doing some work in London, including targeted work in particular boroughs. Range of courses including for frontline staff and for senior staff, with advanced training available in leadership and management.

Shelter – this national group has a London base and offers training over more than 130 housing, social welfare and professional development courses for those working in housing and homelessness.

St Mungo's – a major supported housing provider in the capital that is also involved in wider skills development of staff in the sector. They offer training in housing support, client involvement, substance use and many other issues to a client base that is largely (though not solely) made up of staff and volunteers working in the voluntary and community sector.

Volunteering in London

Greater London Volunteering - is the regional umbrella organisation for volunteering in London. Members include Volunteer Centres and Volunteer Development Agencies covering every borough. GLV offers strategic and capacity-building support and brokerage services to over 50,000 volunteers and around 9,000 organisations. At the regional level they are active partners the London Regional Consortium for ChangeUp and LOCOG's (London Organising Committee of the Olympic Games) Changing Places management group. They also participate in the Mayor of London's Volunteering London group, which focuses on the volunteering legacy from London 2012, and deliver on a number of programmes to promote volunteering and develop the skills of volunteers and those who manage them (eg. the Personal Best Programme). Experts in Volunteering is a GLV project which has a Development Worker in each of London's sub-regions whose aim is to develop activities that build the capacity of volunteer-involving organisations and their staff so that they are managing volunteers well and providing Londoners with fulfilling volunteering experiences.

VInvolved fund a number of projects across the region aimed at promoting and developing volunteering. As well as training young volunteers, regional and sub-regional VInvolved teams are involved in workforce training. For instance, the VInvolved Team in West London is a part of the West London Voluntary Sector Network and has given capacity-building support and training to over 180 organisations and, like other teams, it supports forums for VCS volunteering organisations to network and share good practice and learning about recruiting and involving young people within their organisations.

Equalities Subsectors in London

Women's VCS in London:

The Women's Resource Centre (WRC) is a charity which supports women's organisations to be more effective and sustainable. They provide training, information, resources and one-to-one support on a range of organisational development issues. They also lobby decision-makers on behalf of the women's not-for-profit sector for improved representation and funding. Current priorities include policy work, supporting the violence against women and children sector, and campaigning. NB put something about training/workforce development issues.

Rights of Women – provide training for organisations on essential issues concerning women's rights. Our general courses are open to all women, and we can provide customised training on request. We train women's organisations, voluntary organisations, lawyers, social workers, employers, trade union representatives, legal advisors and others. Through training we enable individuals and agencies to ensure that they are protecting women's rights effectively.

BMER VCS in London

BTEG (The Black Training and Enterprise Group) offers training and capacity-building support to BME voluntary and community organisations – including in the London region – on a range of issues, including work with Children and Young People, training on writing tenders, and it engages at a strategic level on workforce development issues for BME staff – for instance initiatives looking at tackling the Ethnic Minority employment gap.

Evelyn Oldfield Unit provides training for staff and volunteers within Refugee & Migrant Community Organisations on a range of subjects, in order to help groups to build their capacity, develop skills and knowledge, and address issues that are relevant to them and their communities. They work in partnership with the **Refugee Council's Basis Project Team** to provide a more holistic and joined-up approach to meeting the needs of staff and volunteers within refugee VCS organisations in London through training and support.

LGBT sector in London

The LGBT Consortium, though a national body, is recruiting a regional Sector Development Officer for London to take forward work in the region on capacity-building, training and support for the LGBT sector in London and its workforce.

Section 10: Notes and References

¹ Guidestar 2006, London Development Agency, NCVO 2002

² For instance, recent State of the Sector Reports for several London Boroughs – eg. Wandsworth (2010); Kensington and Chelsea (2009); and Westminster (2009). There is no definitive data on the profile of the sector across the region as a whole but these (and other similar) relatively recent mapping exercises undertaken by CVS in London boroughs suggest these are key characteristics of the sector in many, if not most, London boroughs. See also data sources in Appendix 1: Spreadsheet 2c – Data Sources on VCS Workforce in London.

³ See Appendix 1: Spreadsheet 2c – Data Sources on VCS Workforce in London for information on skills gaps across the VCS in the region.

⁴ London Regional ChangeUp Consortium - mapping London VCS networks - Janice Needham and Jean Barclay, May 2005.

⁵ LVSC's work with ChangeUp in London involves: a place for the Chief Executive on the core membership of the ChangeUp London Regional Consortium (LRC); providing the secretariat function and acting as the LRC's financially accountable body - organising and minuting meetings and ensuring good financial governance for all LRC activity; drawing together the work of the LRC and the eight thematic sub-groups to produce the London Infrastructure Development Plan (LIDP); and distributing ChangeUp-related information to the 33 local consortia and five sub-regional consortia.

⁶ Central London CVS Network and North London CVS Partnership each have two Part-Time (two days) WfD Co-ordinators (funded by Capacity Builders until April 2011.)

⁷ BTEG response to the Review of the Mayor's Employment and Skills Strategy.

⁸ Information from SfC&D website and The Voluntary Sector Skills Survey (England) 2007, Jenny Clark, National Council of Voluntary Organisations (2007)

⁹ 'Childcare and Early Years Providers Survey' 2008 (England)

¹⁰ 'Personal Best' is run by the London Development Agency (LDA) and the Learning and Skills Council (LSC). Its aim is to offer the city's most disadvantaged the opportunity to develop a range of new skills. Formerly known as the Pre-Volunteer Programme, 'Personal Best' was trialled in 11 London Boroughs in 2007-08 with 370 Londoners taking part. The programme was rolled out across London after April 2008. The Personal Best training includes health and safety, first-aid awareness, customer relations, computer skills and an appreciation of the Olympic spirit. Courses are delivered by local colleges and training providers in the heart of communities. Participants also have the option of gaining a level one qualification in Event Volunteering. The LDA is leading on the project working with each local authority and key partners to target participants from groups that face the biggest barriers to employment. Borough advisers are also employed to offer guidance on how to find work, further training and take part in local sport and community events to hone their skills. Personal Best graduates will be guaranteed an interview to become a volunteer at Games time. The London Organising Committee of the Olympic Games has a target of taking 10% of Games-time volunteers from the national Personal Best programme. Recruitment for the Games time volunteer programme begins in 2010.

¹¹ For instance, the SSA Report 2009 relates to skills and WfD - www.lluk.org/sector-skills-assessment-2009-reports.htm, and their London factsheets talk about CLD in general though not specifically the VCS <http://www.lluk.org/documents/lifelong-learning-workforce-in-greater-london-factsheet.pdf>.