



1^{IN}3

1 IN 3 PEOPLE

contribute to society in Cornwall and the Isles of Scilly through volunteering.

THE VCSE SECTOR

is 1 of 3 sectors supporting sustainable growth.

VCSE ORGANISATIONS

develop innovative products and services for People, Planet and Profit.



**Voluntary, Community and Social Enterprise Sector
Employment and Skills Strategy 2014 – 2020**

Key Facts about the VCSE Sector in Cornwall and the Isles of Scilly 2013



MORE THAN 1 IN 3 PEOPLE - 36 % OF THE POPULATION OR 153,000 PEOPLE - ARE ACTIVE VOLUNTEERS.

£490 MILLION

THE VALUE OF VOLUNTEERING TO THE COUNTY IN 2013

THERE ARE OVER 4,525

FORMALLY RECOGNISED VOLUNTARY, COMMUNITY AND SOCIAL ENTERPRISE ORGANISATIONS



THERE ARE ESTIMATED TO BE AN ADDITIONAL

1,500

SMALL VOLUNTEER-LED COMMUNITY ORGANISATIONS

££££££

82%

OF VCSE ORGANISATIONS PROVIDE TRAINING FOR PAID STAFF

50%

OF THIS IS ACCREDITED

BARRIERS TO TRAINING ARE:

1

MONEY

2

TIME

3

LOCATION



OVER 22,000 EMPLOYEES

SKILLS NEEDS FOR THE NEXT 5 YEARS RELATE TO:

**MONEY
TECHNOLOGY
LEADERSHIP
COLLABORATION
CORE SKILLS**

Vision

A skilled workforce increasing the Voluntary, Community and Social Enterprise Sector contribution to sustainable social, economic and environmental development in Cornwall and the Isles of Scilly.



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Executive Summary

This strategy has been developed by Cornwall Voluntary Sector Forum (VSF) to help the Voluntary, Community and Social Enterprise Sector (VCSE) and strategic partners identify employment and skills challenges and opportunities. The aim is to enable the sector to increase its contribution to sustainable social, economic and environmental development in Cornwall and the Isles of Scilly.

The VCSE sector contributes to sustainable development through a triple bottom line approach:

- **Social** – By supporting excluded individuals and communities and creating innovative service delivery solutions.
- **Economic** – By encouraging entry into the labour market, upskilling the workforce, supporting career progression and developing products and services that test and create new markets through volunteer activity and social innovation.
- **Environment** – By leading community led innovation in problem solving, service and product developments which protect and promote the natural environment.

The sector includes local community and voluntary groups, registered charities, foundations, trusts, social enterprises, community interest companies, charitable incorporated organisations and co-operatives. Any profits are reinvested to support the organisations' aims.

- There are 22,300 VCSE sector employees in Cornwall and the Isles of Scilly representing 9% of the total workforce.
- The employment profile of the VCSE sector reflects a high proportion of women, over 50s and disabled people, providing opportunities for those groups who are under-represented in the workforce.
- 1 in 3 people contribute to society in Cornwall and the Isles of Scilly through volunteering. This is worth £490 million to the economy.

The VCSE sector provides a wide range of opportunities for people to gain skills for life through community volunteering and work experience. Reaching out to engage people who are least likely to participate and offering entry level employment opportunities is a key strength of the sector. This approach is particularly valuable in engaging those who may otherwise face exclusion due to personal, social, economic or geographical characteristics and challenges.

Current Challenges

Cuts to public sector budgets require a review of traditional service delivery to target resources and ensure cost effectiveness.

Welfare reforms have created additional barriers to engagement with, and inclusion of, the most vulnerable.

Changing demographics and the ageing population has and will continue to put additional and changing demands on support services.

It is hoped that the Localism Act (2011) and Right to Challenge (2012) will provide opportunities to strengthen community led developments and non-traditional approaches to service delivery.

The Public Services (Social Value) Act (2012) provides opportunities for VCSE organisations to compete for contracts to deliver public services. However it also brings new challenges for the sector relating to changes in commissioning processes, contract management and demonstrating impact.

Recommendations

To meet current challenges and enable the full contribution of the VCSE sector to social and economic developments, this strategy makes the following recommendations:

- VCSE leaders need to develop their skills in change management, commissioning processes, contract negotiation, forward planning and forecasting, product and service costing, governance and leadership.
- Commissioning processes need to be clear and flexible so that VCSE sector organisations can continue to use their skills and knowledge to provide relevant services.
- Resource allocation priorities and processes need to enable local allocation of resources to meet the needs of communities.
- New opportunities should be developed to engage those who are currently excluded from the labour market and upskill the workforce.
- The VCSE workforce needs equitable access to vocational and technical skills development opportunities to support high quality service delivery and growth.
- New cross sector partnerships and working arrangements are needed to make the most of knowledge and experience in different sectors and ensure cost effectiveness in the delivery of skills and employment opportunities.

Voluntary, Community and Social Enterprise Sector

Employment and Skills Strategy

The VCSE sector is well placed to increase what is already a significant contribution to the economic, social and environmental development of Cornwall and the Isles of Scilly. There is potential to build on established services, utilising skills and experience to adapt to meet the changing needs of the population in the current and projected economic and political climate.

The key strengths of the sector lie in:

- Innovation in products and services.
- Engagement and support of under-represented groups and communities.
- Flexibility and responsiveness to change.
- Community-led developments and capacity building.

This Employment and Skills Strategy aims to strengthen the sector, maximising its contribution to economic

progression to achieve the best social outcomes for all sectors of the population.

The strategic priorities have been identified through consultation with key VCSE sector organisations and with other partners underpinned by local and national data, research and good practice guidance.

This strategy supports each of the priorities identified in the Cornwall and The Isles of Scilly Local Enterprise Partnership (LEP) Strategy for 2014 – 2020.

Additional plans are currently being developed to support social environmental and economic progress in Cornwall and the Isles of Scilly. These include an Inclusion Strategy, a Social Enterprise Strategy and community-led development plans.

An overview of the Strategy

Who?	<ul style="list-style-type: none"> • Voluntary, Community and Social Enterprise Organisations • Supported by the Public Sector, Education Providers, Businesses and Investors
What?	<ul style="list-style-type: none"> • A development framework to strengthen and extend VCSE contribution to economic, social and environmental development • A clear vision for the future • 3 Priorities outlining what the VCSE can achieve • Aims identifying areas for development to achieve the Vision • Delivery plans with SMART targets
Why?	<ul style="list-style-type: none"> • Economic, social and environmental challenges • Opportunities to adapt and strengthen the sector • Local, national and international policy, priorities and directives • New European funding to support developments
How?	<ul style="list-style-type: none"> • Using the skills and experience of the VCSE Sector • Working together to strengthen the sector offer • Collaborating with others across sectors to develop new opportunities • Utilising available resources to lay solid foundations for the future
When?	<ul style="list-style-type: none"> • A 6 year plan 2014 - 2020 • Developed in 2013 • Pilot projects in 2014 • Linked to local and national development plans
Informed by?	<ul style="list-style-type: none"> • Research – Local, National and International – Primary and Secondary • Policy and Directives • Local plans, reviews and processes including LEP Strategy • Good practice guidance • VCSE profile, activity and skills • Consultation with VCSE, commissioners, planners and partners.

VCSE Sector Activity in Cornwall and the Isles of Scilly



In 2013 Cornwall VSF in partnership with Cornwall Council commissioned an independent research project to identify current sector activity, challenges, projected skills needs and potential for growth. This research, led by Transform Research, comprised of three stages: In depth interviews with sector leaders, strategic partners, statutory sector commissioners and education providers.

Comprehensive mapping of current VCSE organisations
A follow up survey of 425 VCSE organisations – a 10% representative cross section of identified VCSE organisations.

The following provides a summary of the key findings of this research.

Employment

The VCSE sector is active in an enormously wide range of spheres: many targeted on the cross cutting themes of equalities and the environment. Three quarters of VCSE staff work in the health, social care, welfare and education areas, with many clients and beneficiaries being from local disadvantaged and minority groups. Paid employment in the sector currently stands at c.22,300 representing c.9% of the total workforce compared with c.3% nationally and 7% in 2008. Women make up the majority of these staff (70%). Two thirds of staff are aged between 25 and 49 (67%) and a quarter (25%) aged 50+, with fewer than one in ten (8%) being under 25.

Volunteers

The research identified c.153,000 volunteers in CloS, representing over one in three of the adult population of 423,000 (36%). This finding is similar to the 34% reported in 2008, but because of the increase in the adult population since then represents c.20,000 more volunteers now. Three fifths of volunteers are women (62%) – an almost identical proportion to 2008 and very similar to the national figure (57%). 7% of volunteers are people with a disability, compared with 3% in 2008.

Economic activity

The annual turnover of the VCSE sector has increased markedly since 2008, when it was £390m, now being of the order of £580m million making it one of the largest contributors to the local economy. Combined with its role as a very major employer, the value of the sector to the economic wellbeing of CloS is highly significant. This new level of magnitude reflects both the growth of the VCSE sector nationally and the particular importance of the sector in CloS. The most important sources of finance for VCSE organisations are: fundraising; fees and charges from the private sector; and external grants from the public sector, local or central government. In addition to the direct economic contribution of its turnover, it is very important to note the economic value of the volunteering efforts, which are worth over £490 million each year; and equate to at least 23,500 full-time equivalent employees.

Employment Forecasting

30% of VCSE organisations said that there would be somewhat or significantly more employed staff in their organisations over the next five years who would be needed in: front line and delivery occupations (56%); administration, “back office”, support staff (26%); and project and contract managers (19%).

Research into the VCSE sector in Cornwall and the Isle of Wight found that Half of VCSE organisations did not think that there would be much change in employment numbers over the next five years – 52% saying that they would be “roughly the same”, while nearly one in eight said that employee numbers would decline over this period (12%).

Current Training

Over eight out of ten VCSE organisations (82%) said that they provided training for their staff and half for their volunteers (54%). Much of this training is relatively limited in scope: lasting between 1 to 5 days a year for full time (59%) and part time employees (72%), with half being accredited (52%). The training focussed on:

- Child protection/safeguarding;
- Compliance;
- Continuing Professional Development; and
- First Aid, Food Hygiene and Health and Safety.

Among VCSE organisations with paid staff who were being trained, only two fifths have a training budget (39%) – substantially lower than in 2008 (54%) and nationally in 2010 (64%). This finding is of great concern to the future development of the sector. The single biggest challenge being faced by the sector in providing or accessing training is cost.

Future Skills Needs

The key skills needs of VCSE organisations over the next five years are:

- Bid writing/tendering/grant applications/funding and fundraising;
- Interagency working/collaboration;
- Management, governance and leadership skills;
- Safeguarding; and
- ICT skills.

These covered the diverse challenges facing the sector: firstly in terms of the recognition of the need for the sector to be able to win work to sustain itself; secondly, the need to collaborate to do this (and to deliver) more effectively; thirdly, the need to better manage and run itself in challenging times; fourthly, the compliance and safety requirements for much of the delivery work of the sector;



and fifthly, the need to drive ICT skills improvements across all staffing levels – from basic ICT usage to working in more advanced and client specific areas.

The recommendations identified by the research address the key skills, training and organisational development issues faced by the VCSE sector:

- Ensuring VCSE staff and volunteers are highly skilled;
- Enabling access to training for VCSE organisations;
- Improving senior management skills;
- Greater collaboration; and
- Increasing awareness and evidence of VCSE value

The full research report can be viewed on the Cornwall VSF website.

Strengthening the Economy

The VCSE sector makes a significant contribution to the economy of Cornwall and the Isles of Scilly.

In 2013

- The annual turnover of the sector is £580 million.
- Volunteering hours are worth £490 million.
- 9% of the working population are employed in the VCSE sector.

All sectors in Cornwall and the Isles of Scilly are in a period of transition, facing financial challenges, changes to legislative frameworks and increasing expectations. The region has benefitted from external funding over the past few years which enabled the laying of foundations for the future and the piloting of projects to assist people.

The VCSE sector has demonstrated an ability to utilise available resources effectively to engage with all sections of the population and to develop and deliver innovative solutions which enable participation and progression.

The region is now moving towards a final phase of European funding which will be managed by the Local Enterprise Partnership (LEP). In consultation with partners they have identified the strategic development and investment priorities for the period 2014 – 2020 to ensure that this funding has the maximum positive economic outcomes. The VCSE sector has an important part to play in fulfilling these strategic priorities and utilising this funding to lay solid foundations for the future.

VCSE Contribution to Local Enterprise Partnership Economic Development Priorities

<p>LEP Priority 1 Inspiring business to achieve their national and global potential</p> <p>VCSE Contribution</p> <ul style="list-style-type: none"> • Engagement with alternative markets/groups/people • Making and establishing markets in Cornwall and beyond e.g. creative sector, renewables • Using grants to add economic value • Social return on investment • Leading by example and knowledge transfer • Collaboration 	<p>Guiding Principle The culture, communities and environment of Cornwall and the Isles of Scilly will remain special and unique.</p>	<p>LEP Priority 3 Creating value out of knowledge</p> <p>VCSE Contribution</p> <ul style="list-style-type: none"> • Collective Social Value • Community-led solutions • Social Innovation • Community engagement and support to progress • Social Enterprise • Knowledge transfer
<p>LEP Priority 2 Creating great careers here</p> <p>VCSE Contribution</p> <ul style="list-style-type: none"> • Engagement and employment of under-represented sections of community e.g. Women/older people • Advice, guidance and support • Skills development e.g. 50+, Active Plus, NEET • Volunteering, Work Experience and Apprenticeships • Community based entry level employment • Transferable skills development and careers progression between organisations/within the sector 		<p>LEP Priority 4 Using the natural environment responsibly as a key economic asset</p> <p>VCSE Contribution</p> <ul style="list-style-type: none"> • Community engagement, organisation and share in environmental solutions and products • Natural environment as an engagement tool

Cross Cutting Theme/Community Led Local development

VCSE Contribution • Unique skill and key strength of sector • Key principle of VCSE • Community organising • Co-design • Social Enterprise support • LEADER

Cross Cutting Theme Social Innovation

VCSE Contribution • Specialism of sector • Market Makers • Knowledge Transfer • Examples – FAB Labs, School for Social Entrepreneurs, Newquay Pathfinders, Unlocking Potential

SWOT Analysis

– based on interviews with sector leaders and others undertaken in August 2013 as part of the independent sector research.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Heineken effect – reach the parts others cannot • Highest volunteering rates in the UK • Embedded in local communities and trusted by them • Passionate and committed • Flexible and responsive • Great communicators to their communities • Feisty and resourceful • Strong track record in employment and skills • Good relationship with statutory bodies • Good employment practices 	<ul style="list-style-type: none"> • Poor leadership and senior management • Trustee boards lack skills and resistant to change • Inter-sector bun fights and squabbling • Not contract ready • Lacking basic policies and procedures • Lacking contract management skills and QMS • Lacking bid writing, marketing and presentation skills • Poor at evaluating • Mission drift – chasing funding • Precious – “we are here because we are here”
Opportunities	Threats
<ul style="list-style-type: none"> • Commissioning, Commissioning, Commissioning • ESIF social innovation theme • ESIF Lottery match funding • Social Value Act • Welfare Reform • Localism Act and right to challenge • Dismantling of the welfare state • Increased demand for services • Necessity being the mother of invention • Social Enterprise is flavour of the month 	<ul style="list-style-type: none"> • Commissioning, Commissioning, Commissioning • Austerity and funding cuts • Grant funding – low supply and high demand • Large contracts with payment by results • Low reserves, lack of investment funds • Competition from the big boys • Competition within the sector • Staff Mutualisation • Lack of differentiation – jack of all trades • Too small but resistant to consortiums and mergers

Factors influencing the sector					
Political	Economic	Social	Technological	Legal	Environment
* The perfect storm - austerity, demographic change, globalisation, climate change*					
<ul style="list-style-type: none"> Lack of clear political leadership in the world, UK and Cornwall Scepticism about national politics developed in the Westminster bubble Devolution, localism and the right to challenge Strategic commissioning Alternative service delivery and staff mutualisation 	<ul style="list-style-type: none"> Money tight and available funds decreasing to invest in infrastructure, capacity building and development/innovation Pre-crash economic model persists Comprehensive spending review Welfare reform, universal credit, personal independence payments Debt - working families one event from disaster SME based economy, seasonal and part time Investors reluctant to take on unsecured lending for project development Flat Economy with limited growth prospects Cost of raising capital often prohibitive Risk averse 	<ul style="list-style-type: none"> Demographic changes in Cornish Population, ageing profile Rural isolation and poor access to transport Disparate, scattered communities VCSE part of the fabric of Cornwall Support for alternative economic model and social enterprise Dismantling the welfare state Supporting individuals and communities to help themselves Impact of welfare reforms - unintended consequences Need increasing - funding decreasing 	<ul style="list-style-type: none"> Global communications - issues escalate quickly Fast pace and changing technology Superfast broadband Young people disappear into virtual worlds ICT and digital exclusion Remote and distance learning Tele-health and tele-care Rural transport and isolation IoS air and sea links Energy infrastructure, black and brown outs 	<ul style="list-style-type: none"> Lack of understanding regarding legal responsibilities of VCSE Poor knowledge of contracts/ Contract Management Governance and other legal policies not understood fully e.g. safeguarding 	<ul style="list-style-type: none"> Shift in national energy policy Cornwall has a outstanding natural environment Wind and marine resources are abundant Climate change has a potential impact on employment opportunities

PESTLE Analysis

- based on interviews with sector leaders and others undertaken in August 2013 as part of the independent sector research and additional points reflecting the specific characteristics and challenges faced by all sectors in Cornwall and the Isles of Scilly.

VCSE Skills Needs in Cornwall and the Isles of Scilly

These broad areas of skills development activity reflect local need to ensure consistency and quality of vocational and technical skills and the development of high level leadership and management skills to meet current challenges and support growth.

Firm Foundations in Service	Governance and Leadership	Skills for Business	Managing Volunteers	Measuring Effectiveness and Impact	
Health and Safety to ensure clients safety and promote healthy lifestyles – including safeguarding.	Strategic Planning in line with organisational and regional objectives and legal obligations.	Financial Planning, Fundraising, Procurement and Contract Management	Recruitment of all sectors of the community matching opportunities to organisational need.	Measuring Economic Impact reflecting county priorities.	
Vocational Skills including industry specific training at entry and progression levels.	Human Resources Management maximising links to schemes such as apprenticeships.	Partnerships and Collaborative Working to plan, finance and deliver services and training across sectors.	Support to enable respectful relationships and meaningful contributions.	Measuring Environmental Impact	
Communication to include face to face, written and virtual communication with clients, colleagues, partners and commissioners.	Compliance, Policy Development and Implementation in line with legal responsibilities and formal agreements including contracts.	Marketing and Communications utilising different methods including ICT.	Training and Development to promote and support individual and organisational progression.	Measuring Social Impact current and potential for individuals and communities – including Social Value and Social Return on Investment.	
Digital Inclusion and Effective Use of IT	Leadership and Representation in organisations and the broader community.				Presenting Evidence of Impact for internal and external audiences.
Planned and delivered flexibly to meet the needs of individuals, organisations and communities.					

Vision

A skilled workforce increasing the Voluntary, Community and Social Enterprise Sector contribution to sustainable social, economic and environmental development in Cornwall and the Isles of Scilly.

Priorities

1. Workforce Skills for All

A highly skilled, forward thinking, adaptable Voluntary, Community and Social Enterprise workforce providing entry level employment opportunities, career progression routes and added value through volunteering.

2. Social Innovation for New Goods and Services

Resilient and sustainable Voluntary, Community and Social Enterprise organisations delivering innovative solutions and relevant goods and services.

3. Community Engagement and Impact

Effective engagement of all sections of the community to achieve social, economic and environmental impact through a coordinated, visible and strong Voluntary, Community and Social Enterprise Sector.

Guiding Principles

Inclusion

Active engagement and support to enable full participation by all sections of society.

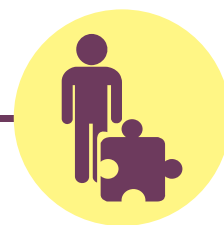
Collaboration

Working together within the sector and across disciplines to achieve maximum social and economic impact for people and communities.

Sustainability

Developing goods and services which are financially and environmentally sustainable.

Priority 1 – Workforce Skills for All



What are we aiming for?

A highly skilled, forward thinking, adaptable Voluntary, Community and Social Enterprise workforce providing entry level employment opportunities, career progression routes and added value through volunteering.

Why?

The VCSE sector in Cornwall and the Isles of Scilly employs 9% of the workforce and more than a third of all adults are involved in voluntary activity. This represents a significant contribution to the social, economic and environmental wellbeing of the County. It is important to ensure that these people have the training and support they need to use and extend their knowledge and skills to continue to make a positive difference to our communities. Clear information, relevant and accessible core training and skills development opportunities are essential to support this activity.

The current political and economic climate creates many challenges for individuals, communities and the region. In order to meet these challenges effectively, we need to be open to change and embrace new ways of working to address issues and create new opportunities. A full menu of coordinated higher level skills development opportunities including leadership, business skills and measuring impact will be key in achieving this.

The VCSE sector has a proven track record in providing community based volunteering and entry level employment opportunities. These often attract those who are not otherwise involved in economic activity and can provide the first stepping stone to employment and subsequent career progression. We can build on this expertise to develop more opportunities for people to get involved, make the most out of their experience and progress in the workforce.

How will we achieve this?

VCSE organisations need to work closely together to identify skills priorities and to plan to make the most of the available resources.

We need to think creatively and develop strong collaborative links and working arrangements with organisations in other sectors, including education providers and public sector organisations.

Together we need to develop training and skills development programmes which are cost effective, draw on expertise from across all sectors and offer generic and specialist opportunities as appropriate.

The Big Ideas

**VOLUNTEER
QUALIFICATIONS**

**VCSE SKILLS
INFORMATION
BANK**

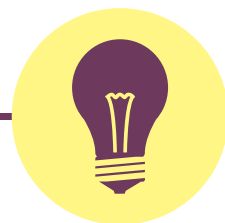
**VCSE/PUBLIC
SECTOR
LEADERSHIP
ACADEMY**

**VCSE
APPRENTICESHIP
PROGRAMME**

**Priority 1
Workforce
Skills for All**

**MULTI
ORGANISATION
WORK EXPERIENCE
PROGRAMME**

Priority 2 - Innovation for New Goods and Services



What are we aiming for?

Resilient and sustainable, Voluntary, Community And Social Enterprise organisations delivering innovative solutions and relevant goods and services.

Why?

VCSE organisations are driven by a need to facilitate change and achieve positive outcomes for individuals and communities. This means they tend to adopt a flexible approach which supports innovation in product and service design and delivery. The focus on clear social impact encourages people to get involved and has wider benefits for individuals and communities. This is a major strength of the VCSE sector. There is potential to share this expertise with others to support innovation in business and strengthen the economy in Cornwall and the Isles of Scilly.

In the current challenging economic climate, we need to encourage and support people in Cornwall and the Isles of Scilly to think creatively to develop their ideas to provide relevant sustainable services, by making informed choices and using business tools effectively. These developments will be supported by community based resources, advice and guidance, skills development and networking opportunities.

How will we achieve this?

VCSE community hubs and outreach services will meet the needs of individuals and communities by providing:

- Access to information,
- Business support and resources,
- Skills development opportunities,
- Networking and peer support.

New partnerships involving representatives from VCSE, public and private sector organisations will maximise opportunities to share knowledge, skills and resources and support collaborative working.

New programmes and projects will provide opportunities to explore innovative ideas and develop them into sustainable solutions, products and services. For example, 'Hack Spaces' in communities will enable people of all ages and backgrounds to experiment and innovate using the latest technology.



**THE ANNUAL
TURNOVER
OF THE
SECTOR**

The Big Ideas

**COMMUNITY
'HACK'
SPACES/
INCUBATION
UNITS**

**COMMUNITY
DEVELOPMENT
OUTREACH
SERVICE**

**BUSINESS SKILLS
DEVELOPMENT
PROGRAMME**

**MULTI SECTOR
SOCIAL INNOVATION
PARTNERSHIP &
COLLABORATION
PROGRAMME**

**Priority 2
Innovation
for New Goods
and Services**

**MULTI SECTOR
MENTORING,
SECONDMENT
& JOB SWAP
PROGRAMME**

Priority 3 – Engagement and Impact



What are we aiming for?

Effective engagement of all sections of the community in social, economic and environmental developments through a coordinated, visible and strong Voluntary, Community and Social Enterprise Sector.

Why?

VCSE sector organisations provide a range of support services, skills development opportunities and flexible employment options which enable those who face particular challenges to participate in voluntary activities and paid employment. The demographics of Cornwall and the Isles of Scilly are changing and welfare reforms have started to impact on many people who are supported by VCSE organisations. The changing needs of these groups needs to be prioritised and given full consideration.

New legislation, such as the Public Services (Social Value) Act (2012) and Localism Act (2011) has been introduced which will provide more opportunities for the VCSE sector to deliver public services. However, these changes will also bring new challenges in relation to commissioning processes, contract management and accountability. At the same time, cuts to government funding has resulted in increasing pressure on available finance and a need to clearly demonstrate impact and sustainability.

The long term economic prosperity of Cornwall and the Isles of Scilly depends on the people who live and work here. The VCSE sector makes a huge contribution to this by getting people involved in community activity, supporting those who need help and employing 9% of the working population. There is potential to strengthen

and build on this work. Cornwall and the Isles of Scilly Local Enterprise Partnership has identified economic priorities for the period up to 2020 utilising available European funding to enable growth and lay solid foundations for the future. The VCSE sector needs to be fully engaged in this process and use this opportunity to review and strengthen collaborative working arrangements within and beyond the sector, to ensure maximum impact for the people of Cornwall and the Isles of Scilly to 2020 and beyond.

How will we achieve this?

VCSE organisations have to work together to strengthen their collective voice to ensure that the contribution and needs of the sector are fully considered in plans for Cornwall and the Isles of Scilly. The review and development of communication mechanisms and representation arrangements will support this process.

The introduction of new research and development programmes will provide opportunities for people from different sectors to share knowledge and skills and puts plans in place which will be of maximum benefit to the people of Cornwall and the Isles of Scilly.

Leaders and managers will need to develop new skills to plan ahead, manage change, ensure contract readiness and compliance, equip staff with the skills needed to address new challenges and demonstrate impact beyond the service or product provided. Awareness raising campaigns, targeted activities and a coordinated package of skills development opportunities for trustees and sector leaders will be the key to achieving this.

The Big Ideas



Efficiency and improved services for people through collaboration

Why do we need to do this?

The current climate of austerity and budget cuts coupled with the need to increase efficiency and economic competitiveness highlights key challenges which are faced by all sectors. If we face these challenges together and support each other in new ways of working we can turn the negative into a positive – delivering cost effective, relevant and accessible services which meet the needs of our communities. To achieve this, we need to acknowledge and respect the particular skills of colleagues in different sectors and work together to review and strengthen partnerships, provide knowledge sharing opportunities, and plan, design and deliver services.

The VCSE sector in Cornwall and the Isles of Scilly has a strong track record in delivering innovative community-led services which have a significant economic social and environmental impact. There is further potential to build on this by strengthening collaborative work within the sector and developing initiatives with partners.

What will we do?

Potential cross sector activities in relation to employment and skills identified through consultation and reflected in this strategy include:

- Multi-sector apprenticeship, mentoring, secondment and job swap programmes,
- Multi-sector commissioning, tendering and procurement programme,
- Inspirational leadership and management programme, with specific VCSE modules,
- Multi-sector social innovation partnership and collaboration programme,
- Cornwall/National VCSE academy – with governance and leadership, applying business skills, managing volunteers and measuring effectiveness and impact as core modules,
- Multi-sector digital inclusion programme,
- Isles of Scilly sustainable communities research and development programme.

Engagement in entry level employment and career progression

Why do we need to do this?

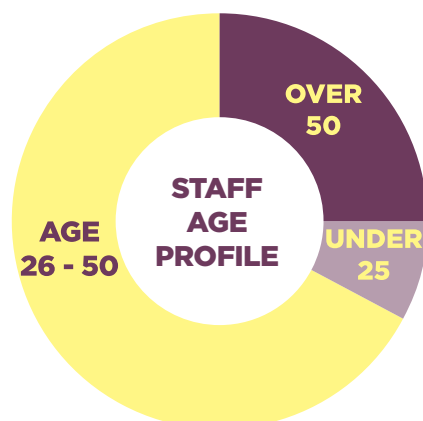
The VCSE sector has a key role to play in encouraging and supporting people to get involved in social, economic and environmental activity. Sector organisations develop strong, supportive, relationships with clients and communities and help those who need it to overcome the barriers they face. They provide volunteering, work experience and entry level employment opportunities for those who are not economically active and do not engage with traditional learning and employment activity. Participation in these activities helps individuals to develop their confidence and skills, which in turn raises aspirations and can lead to engagement with learning opportunities, entry into the labour market or next steps in career progression.

What will we do?

There is potential to build on this solid track record to develop new schemes which broaden experience within the VCSE sector, provide opportunities to share learning with partners from different sectors and reward the acquisition of transferable employment skills.

Examples in this strategy include:

- VCSE and service focus specific apprenticeships,
- Volunteer training and qualification programmes,
- Multi organisational work experience and mentoring schemes,
- A VCSE leadership academy,
- Multi sector knowledge transfer opportunities.



**25% OF VCSE
SECTOR
EMPLOYEES IN
CORNWALL &
THE ISLES OF
SCILLY ARE
AGED OVER 50
BUT ONLY 8%
ARE UNDER 25**

New employment opportunities through Social Innovation

Why do we need to do this?

Social innovation is at the heart of the Voluntary, Community and Social Enterprise sector. The focus on community-led solutions and individuals turning ideas into businesses supports creative thinking and the development of new products and services. This innovation creates new markets and enables those who may not consider traditional employment routes to contribute to social, economic and environmental development.

The VCSE sector in Cornwall and the Isles of Scilly is supported by established networks of experts. Recent successes include establishing the County as a hotbed of activity in the creative industries and a market leader for innovation in environmental solutions. There is potential to utilise these networks and build on successes to support further innovations and shared learning across sectors.

The recognition of the County as a Social Enterprise Zone will provide further opportunities to embed this approach in regeneration activity and provide new skills development and employment opportunities.

What will we do?

We can increase skills and employment in the VCSE sector and make a positive impact on other business approaches by utilising and extending existing models of support for social innovation.

Examples in this strategy include:

- Community based pre start up business guidance and support,
- Business skills development programme,
- Community hubs for access to advice and resources,
- Cross sector skills exchange projects,
- Cross sector knowledge transfer opportunities,
- VCSE specific leadership and management training,
- Sector representation on planning boards,
- Sector employment and skills academy,
- Enhanced communication mechanisms and promotional material regarding VCSE sector opportunities.

Maximising Social Value

Why do we need to do this?

VCSE organisations are driven by a need to facilitate change and achieve positive outcomes for individuals and communities. The focus on making a positive difference encourages people to get involved, adds social value and lays strong foundations for building community knowledge, skills and opportunities.

Under the terms of The Public Services (Social Value) Act 2012 all contracting authorities must consider the relevance of social, economic and environmental requirements when a contract for services is commissioned. This opens the door to increased consultation and engagement with the VCSE sector as well as with the business sector. This creates potential to increase activity in the sector but also creates challenges in relation to competition and a move away from grant funding for core services. In order to meet these challenges, VCSE organisations need to ensure that they have the skills and capacity not just to deliver contracted services but to plan ahead, bid for and manage contracts and demonstrate wider social impact.

What will we do?

We need to make sure that VCSE sector leaders are equipped with the skills, knowledge and opportunities they need to contribute to planning processes, ensure that they are contract ready and can demonstrate social impact. Specific activities in this strategy VCSE Employment and Skills Strategy which support this include:

- Review and development of VCSE Commissioning Board,
- Rolling skills development programmes for VCSE trustees and managers to include
 - Skills for Business
 - Measuring Effectiveness and Impact,
- Targeted training in collaborative working, procurement, commissioning processes and contract readiness,
- Briefings and events to provide policy and local implementation updates,
- Accountable sector representation on planning boards.

Taking steps towards the future - A sample of VCSE activity in 2013

Working with others to address training needs

VCSE youth work organisations and training providers have been working closely together and with partners in other sectors to identify skills needs and put plans in place to maximise the use of available resources and expertise to meet the challenges ahead.

Activities have included:

- consulting with providers to identify current training needs,
- strengthening VCSE training,
- coordinating future planning,
- developing a new 'Introduction to Youth Work' course,
- negotiating free access to skills development opportunities provided by public sector organisations,
- running a pilot looking into the feasibility of developing a training bank/barter system.

Turning innovative ideas into action

A new 'Engine Room' project has been launched at 3 key locations in Cornwall providing accessible support for budding and existing social entrepreneurs. People with an innovative idea who are thinking about turning it into a business can get help with making informed decisions and developing the skills to make it successful.

The centres, Cornwall Neighbourhoods for Change (CN4C) in Redruth, The Real Ideas Organisation (RIO) in Liskeard and School for Social Entrepreneurs (SFSE) in St Austell, are community based 'hubs' connecting social entrepreneurs, small businesses and others. They provide support, skills development, networking opportunities, access to physical resources and act as a shop window for social enterprises in Cornwall and the Isles of Scilly.

Creating new employment opportunities

Volunteer Cornwall are working with Penwith Community Development Trust (PCDT) and Cornwall Voluntary Sector Forum (VSF) to develop a scheme which will increase the availability of high quality VCSE apprenticeships by building on existing successful schemes and strengthening partnership working arrangements.

A toolkit, encouragement and support will be available to assist VCSE organisations in providing opportunities for people to learn and gain recognised qualifications whilst they work. The scheme will help to raise the profile of the VCSE as a career option and increase skills level at both entry and higher levels.



Making sure commissioned services have the maximum impact

Cornwall Voluntary Sector Forum (VSF) is working in partnership with Cornwall Council, East Cornwall Citizens Advice Bureau Initiative (ECCABI) and Pentreath Ltd to deliver a pilot project bringing VCSE organisations and commissioners together to consider social value.

The project provides an opportunity for collaborative problem solving and co-design which will help to ensure that that social value measures are both realistic and relevant and that new commissioning processes do not exclude potential providers thereby putting these organisations, their employees and service users at risk. Through their involvement in the project, VCSE organisations and commissioners will be able to highlight further challenges and skills needs and put plans in place to ensure that these can be addressed as new commissioning arrangements are rolled out.

Making a Difference to People

Case Studies



Putting Social Enterprise skills into action

Tamsin Radford graduated from the School for Social Entrepreneurs in 2013. The course taught her “everything I know about setting up a social enterprise” and gave her the support she needed to “make it through the hard times”. She is using her new skills to support the development of Maker Junction Community Interest Company on the Rame Peninsula in Cornwall. The organisation, which is community led and staffed largely by volunteers, draws on the natural assets and creative skills in Cornwall to provide community facilities and learning opportunities for young people. Their approach supports economic development and social cohesion as well as protecting the natural environment.



Using new confidence and skills to support others

Getting involved in Pentreath Ltd’s Fit for Life and Enablement projects, helped Emma Gale to recognise her skills and potential and gave her the confidence boost she needed to get involved in something she enjoyed. Becoming a volunteer at The Draceana Centre Youth Project gave Emma the opportunity to build on her knowledge and skills whilst making a valuable contribution to the lives of others. She grabbed the opportunity to access accredited training opportunities and gained an NVQ Level 2 qualification in Youth Work. This led to personal recognition as an Adult Learners Week winner and paid employment with the YMCA. Emma is keen to continue learning herself and is committed to supporting young people in getting the best out of life.



From leadership learning to career development

In 2013 Janice Brown completed the Institute of Leadership and Management (ILM) Level 3 training programme provided by Cornwall Leadership Academy through Cornwall College.

Janice works for Shared Lives South West, which is a charity working with adults with additional needs to support their full participation in society by connecting individuals with carers offering a home and/or support in the community. Following the achievement of her qualification, Janice was promoted to the position of Senior Shared Lives Coordinator in which she puts her leadership skills into practice on a daily basis balancing priorities and supporting staff, volunteers and carers. Participation in the ILM programme enabled Janice to progress her own career, and her enhanced leadership skills will have a lasting positive impact on Shared Lives South West colleagues and clients.

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Cornwall Leadership Academy was established in 2010 and secured funding to provide leadership learning opportunities for staff in Public Sector organisations. In 2011 these learning opportunities were opened up to VCSE organisations providing public services. The Academy has recently rebranded as Cornwall Learning Academy and broadened its remit to strengthen the strategic focus and promote collaboration to deliver a broader range of relevant learning opportunities for organisations providing public services. It is an excellent example of partnership planning and coordination to meet skills development needs in challenging times.

Next Steps – Implementing the Strategy



Aims

Key Aims have been identified for each of the three identified strategic priorities. These form a framework for sector leaders to plan, monitor impact and review progress over the 6 year lifetime of the strategy.

Priority 1 – Workforce Skills

Aims

1. Ensure that employees and volunteers across the sector have access to core training to deliver consistently high quality front line services.
2. Provide accessible and accredited opportunities for high level skills development to strengthen the sector and support sustainable growth.
3. Establish enhanced access to information about training and staff development opportunities.
4. Review and develop cross sector collaborative working to provide cost effective, relevant, training and staff development opportunities.
5. Develop cross sector collaboration to promote sector engagement and enable knowledge transfer
6. Review and develop VCSE sector careers information and dissemination in relation to work experience, volunteering, apprenticeships, employment opportunities and career progression routes.
7. Develop accredited frameworks to support skills recognition, professional development and career progression for volunteers and paid employees.

Supports EU Thematic Objectives

- 1 Innovation
- 3 Enhancing the Competitiveness of Small and Medium Size Enterprises
- 8 Promoting Employment and Supporting Labour Mobility
- 9 Promoting Social Inclusion and Combating Poverty
- 10 Investing in Education, Skills and Lifelong Learning
- Cross Cutting Theme - Community Led Development
- Cross Cutting Theme - Social Innovation

Supports LEP Priorities

- 1 Inspiring business to achieve their national and global potential
- 2 Creating great careers here
- 3 Creating Value out of knowledge

Next Steps – Implementing the Strategy

Priority 2 – Innovation for New Goods and Services

Aims

1. Increase provision of accessible community based advice, guidance and support services for sectors of the population excluded or at risk of exclusion from skills and employment opportunities.
2. Increase provision of community based skills and employment resources and support.

Supports EU Thematic Objectives

- 1 Innovation
 - 3 Enhancing the Competitiveness of Small and Medium Size Enterprises
 - 8 Promoting Employment and Supporting Labour Mobility
 - 9 Promoting Social Inclusion and Combating Poverty
 - 10 Investing in Education, Skills and Lifelong Learning
- Cross Cutting Theme - Community Led Development
Cross Cutting Theme - Social Innovation

Supports LEP Priorities

- 1 Inspiring business to achieve their national and global potential
- 2 Creating great careers here
- 3 Creating Value out of knowledge

Priority 3 – Engagement and Impact

Aims

1. Develop shared research and development opportunities, and frameworks to maximise social, economic and environmental impact of the VCSE.
2. Develop information and training for VCSE organisations to raise awareness and support organisational skills analysis, planning, investment and development.
3. Develop and promote rolling programme of low cost accessible skills development opportunities for Trustees to ensure effective governance of voluntary and community organisations.
4. Develop support for VCSE organisations to enable effective collaboration, contract readiness and sector development.
5. Strengthen VCSE sector collaborative planning, representation and communication related to employment and skills opportunities.

Supports EU Thematic Objectives

- 3 Enhancing the Competitiveness of Small and Medium Size Enterprises
 - 8 Promoting Employment and Supporting Labour Mobility
 - 9 Promoting Social Inclusion and Combating Poverty
 - 10 Investing in Education, Skills and Lifelong Learning
- Cross Cutting Theme - Community Led Development
Cross Cutting Theme - Social Innovation

Supports LEP Priorities

- 1 Inspiring business to achieve their national and global potential
- 2 Creating great careers here
- 3 Creating Value out of knowledge

Next Steps – Implementing the Strategy

Putting Strategy into Action



All areas of activity identified through research and consultation have been cross referenced to the strategic aims. This will support target setting and action planning and enable sector leaders, partners and commissioners to identify the specific contribution VCSE sector activities are making to this and broader strategic developments.

It is envisaged that detailed action planning will be carried out in 2014 outlining SMART targets, potential partners, sources of finance, desired outcomes and performance indicators.

Example Delivery Plan

Priority 1. Workforce Skills for All

A highly skilled, forward thinking, adaptable Voluntary, Community and Social Enterprise workforce providing entry level employment opportunities, career progression routes and added value through volunteering.

Aim

- 3.3 Develop accredited frameworks to support skills recognition, professional development and career progression for volunteers and paid employees.

Area of Activity	Year 1 Target	Year 3 Target	Year 5 Target	Key Performance Indicators	Lead/Key Delivery Partners	Funding Sources
3.3.1 Establish accredited VCSE apprenticeship scheme	Accredited framework in place. Delivery arrangements agreed.	Specified number of VCSE organisations involved in scheme. Specified number of young people complete.	Specified number of VCSE organisations involved in scheme. Specified number of young people complete.	<ul style="list-style-type: none"> Number of young people with level 3 qualification Number of young people progressing to paid employment 	Volunteer Cornwall/PCDT/CVSF/Cornwall College	Skills Funding Agency

Next Steps – Implementing the Strategy

Areas of Activity

Priority 1. Workforce Skills for All

Aim	Area of Activity
1.1 Ensure that employees and volunteers across the sector have access to core training to deliver consistently high quality front line services	1.1.1 Strengthen cross sector communication, planning and training delivery mechanisms to ensure core training needs of staff and volunteers delivering funded services are met.
	1.1.2 Develop and utilise central online resource to promote available training opportunities, enable shared training development, delivery and exchange arrangements.
	1.1.3 Ensure that mainstream training provision includes tailored sessions/activities which reflect the specific needs of the VCSE sector.
	1.1.4 Plan rolling programme of low cost core training to meet identified gaps in provision.
	1.1.5 Establish training fund to support individual access to specialist training including backfill if necessary.
1.2 Provide accessible and accredited opportunities for high level skills development to strengthen the sector and support sustainable growth	1.2.1 Develop and promote rolling programme of low cost accessible skills development opportunities for senior staff of voluntary and community organisations to reflect national and local priorities. To include <ul style="list-style-type: none"> • Governance and Leadership • Skills for Business • Managing Volunteers • Measuring Effectiveness and Impact.
	1.2.2 Develop and promote rolling programme of low cost accessible skills development opportunities for potential and existing social entrepreneurs. To include <ul style="list-style-type: none"> • Pre Start Up Business Options • Leadership and Business Management • Skills for Business • Measuring Effectiveness and Impact.
	1.2.3 Develop and deliver accredited modules to address specific VCSE sector needs and enhance mainstream qualification provision.
1.3 Establish enhanced access to information about skills development opportunities	1.3.1 Review and develop enhanced, coordinated information regarding skills development of the VCSE sector with clear links and signposts to additional information and support.
	1.3.2 Utilise identified VCSE community hubs and support workers to provide physical and supported access to information.

Next Steps – Implementing the Strategy

Areas of Activity

Aim	Area of Activity
1.4 Review and develop cross sector collaborative working to provide cost effective, relevant, skills development opportunities.	1.4.1 Work collaboratively across sectors to agree a vision and undertake a comprehensive future skills mapping exercise for Cornwall and the Isles of Scilly.
	1.4.2 Develop cross sector skills for employment and work experience exchange projects.
	1.4.3 Develop cross sector mentoring, shadowing and skills development opportunities.
	1.4.4 Develop a cross sector secondment and job swap programme.
	1.4.5 Establish scheme to enable and support experienced VCSE staff to develop and deliver training.
1.5 Develop cross sector collaboration to promote sector engagement and enable knowledge transfer.	1.5.1 Develop and promote cross sector partnership projects to provide VCSE work experience, voluntary opportunities, traineeships and apprenticeships.
	1.5.2 Review and develop mechanisms for cross sector knowledge transfer.
1.6 Review and develop VCSE sector careers information and dissemination in relation to work experience, volunteering, apprenticeships, employment opportunities and career	1.6.1 Develop public facing online information point linked to relevant cross sector online access points e.g. schools, job centre plus providing clear information about sector opportunities, access and progression routes.
	1.6.2 Develop promotional material and information regarding VCSE career opportunities, entry and progression routes.
	1.6.3 Review and develop sector links with points of access to employment and skills information and guidance to effectively communicate up to date accurate information about VCSE opportunities.
	1.6.4 Establish projects to develop awareness of VCSE opportunities with young people, women, disabled people, the over 50s and others under represented in the workforce.
1.7 Develop accredited frameworks to support skills recognition, professional development and career progression for	1.7.1 Establish accredited VCSE apprenticeship schemes.
	1.7.2 Review and extend accredited module based schemes to acknowledge volunteer skills and achievements.
	1.7.3 Establish a comprehensive Continuing Professional Development programme for VCSE employees in Cornwall and the Isles of Scilly.
	1.7.4 Develop a cross sector inspirational leadership and management programme with VCSE sector specific modules.

Next Steps – Implementing the Strategy

Areas of Activity

Priority 2. Social Innovation for New Goods and Services

Aim	Area of Activity
2.1 Increase provision of accessible community based advice, guidance and support services for sectors of the population excluded or at risk of	2.1.1 Review and develop targeted services to support those living in isolated communities in accessing and engaging in skills and employment opportunities.
	2.1.2 Review and develop targeted services to support individuals whose personal circumstances effect their capacity to access and engage in opportunities.
	2.1.3 Develop free opportunities for supported access to IT resources and training to enable full digital inclusion.
	2.1.4 Review and develop Skills for Life provision using the “Rocket” Community Development Model to add value to current provision.
2.2 Increase provision of community based skills and employment resources and support.	2.2.1 Provide a floating service in rural communities to give pre start up guidance, ongoing support and signposting service for small community based organisations.
	2.2.2 Develop specialised outreach services to give pre start up guidance ongoing support and signposting services for small community based organisations in disadvantaged neighbourhoods and working with disadvantaged groups.
	2.2.3 Establish at least 1 VCSE hub in each community network area to act as a central point for skills and employment information, advice and networking opportunities.
	2.2.4 Develop 6 VCSE organisations as resource centres in key locations across the county to provide low cost access to physical resources including IT for start up and low turnover VCSEs.
	2.2.5 Develop support service to provide introductory work experience and volunteering opportunities and maximise the benefits of this experience.

Next Steps – Implementing the Strategy

Areas of Activity

Priority 3. Engagement and Impact

Aim	Area of Activity
3.1 Develop shared research and development opportunities, and frameworks to maximise social, economic and environmental impact of the VCSE.	3.1.1 Develop social value frameworks, standards and training.
	3.1.2 Develop cross sector research and development programmes
	3.1.3 Develop online resources to support cross sector social knowledge transfer.
	3.1.4 Develop training and support in measuring and communicating impact.
3.2 Develop information and training for VCSE organisations to raise awareness and support organisational skills analysis, planning, investment and development	3.2.1 Plan and deliver campaigns supported with case studies to raise awareness of the importance of skills development.
	3.2.2 Provide training for trustees and senior managers in skills analysis, planning and investment.
	3.2.3 Develop and distribute information and resources to support skills awareness raising and planning
	3.2.4 Develop toolkits to support trustees and senior managers in carrying out skills audits and planning processes.
3.3 Develop and promote rolling programme of low cost accessible skills development opportunities for Trustees to ensure effective governance of voluntary and community organisations.	3.3.1 Develop a floating trustee support service.
	3.3.2 Develop tailored organisational review, diagnostics and support services for trustees.
	3.3.3 Provide a rolling programme of training in trustee roles and responsibilities at accessible community locations.
	3.3.4 Provide community based workshop sessions to provide trustees with up to date knowledge and skills in organisational governance and management.

Next Steps – Implementing the Strategy

Areas of Activity

Aim	Area of Activity
3.4 Develop support for VCSE organisations to enable effective collaboration, contract readiness and sector development.	3.4.1 Plan, promote and deliver training in collaborative working, procurement and commissioning processes and contract management.
	3.4.2 Plan, promote and deliver events and accessible information briefings to inform sector organisations about developments in policy and economic priorities which impact on sector skills and employment.
	3.4.3 Plan, promote and deliver training and events to increase understanding of commissioning processes connect VCSE organisations and commissioners and support developments.
3.5 Strengthen VCSE sector collaborative planning, representation and communication related to employment and skills opportunities.	3.5.1 Review and consider alternatives to the VCSE Commissioning Board to support VCSE Employment and Skills developments.
	3.5.2 Establish sector Employment and Skills partnership/academy to enable information sharing and collaborative work.
	3.5.3 Develop effectiveness of VCSE sector representation on all relevant cross sector employment and skills boards through training, support and clear accountability protocols.
	3.5.4 Increase staffing capacity to coordinate, facilitate and progress collaborative sector initiatives agreed by the Employment and Skills Partnership/Academy.
	3.5.5 Map, review and improve VCSE coordination of information and promotional activity regarding sector skills development opportunities including online resources and social media presence.

Implementation Timeline

Desktop Research and First Draft Strategy Development	May – June 2013	Cornwall VSF
Liaison with sector leaders, commissioners, stakeholders and LEP representatives re. sector priorities	July – Aug 2013	Cornwall VSF
Independent Sector Research and Profiling - desktop, telephone, online	Sept – Nov 2013	Transform Research for Cornwall on behalf of Cornwall VSF/ Cornwall Council
Production of strategy overview including background and next steps for sector leaders and follow up discussions	Sept 2013	Cornwall VSF
Review of strategic priorities in light of initial research and consultation	Oct 2013	Cornwall VSF
Online consultation of full draft strategy	Oct 2013	Cornwall VSF
Strategy consultation workshops	Oct – Nov 2013	Cornwall VSF/ Transform Research
Review of strategy in light of sector profiling, research key findings and consultation	Nov 2013	Cornwall VSF
Production of strategy information booklets and launch event	Dec 2013	Cornwall VSF
Production and publishing of Sector Profile and Research findings	Dec 2013	Transform Research/ Cornwall Council/ Cornwall VSF
Final amendments to full strategy for online publication	Dec 2013	Cornwall VSF
Development of activity plans to support delivery of the strategic priorities	Jan 2014	VCSE Leaders supported by Cornwall VSF
Pilot projects	Sept 2013 – Dec 2014	VCSE leaders and partners supported by Cornwall VSF
Implementation	2015 - 2020	VCSE organisations and partners

Evidence Base

Source	Date	Publisher
Strategy and Action The Economic Development Strategy for Cornwall and the Isles of Scilly 2007 - 2021	2006	Cornwall and Isles of Scilly Economic Forum
National Survey of Third Sector Organisations - Cornwall	2008	Cabinet Office - Office of the Third Sector
Valuing the Voluntary Sector,	2008	Perfect Moment for Cornwall Voluntary Sector Forum
Sector Qualifications Strategy	2009	Skills Third Sector
National Skills Framework for the Voluntary Sector	2010	Skills Third Sector
Convergence Matters	Sep-11	Perfect Moment for Cornwall Voluntary Sector Forum
The UK Voluntary Sector Workforce Almanac 2011	2011	Skills Third Sector
Cornwall and the Isles of Scilly Economic Growth Strategy 2012 - 2020	Jun-12	Cornwall and Isles of Scilly Local Enterprise Partnership
Cornwall's Voluntary and Community Sector Workforce Equipping Our Workforce for the Future (draft)	2012	Cornwall Voluntary Sector Forum
Cornwall and the Isles of Scilly Employment and Skills Strategy Draft	Apr-13	Cornwall and Isles of Scilly Local Enterprise Partnership
Preliminary Guidance to LEPs on Structural and Investment Fund Strategies	Apr-13	HM Government
Third Sector Engagement and Participation in the Learning and Skills Sector	Apr-13	Department for Business Innovation and Skills
Cornwall and the Isles of Scilly EU Structural and Investment Fund Strategy 2014 - 2020	May-13	Cornwall and Isles of Scilly Local Enterprise Partnership
Cornwall Inclusion Strategy Evidence Base	May-13	Cornwall Council
Integrated Territorial Investment Cohesion Policy 2014 - 2020	May-13	European Commission
The People's Business State of Social Enterprises Survey 2013	Jul-13	Social Enterprise UK
Have Your Say on Employment and Skills needs and opportunities in Cornwall and the Isles of Scilly - Survey Monkey Survey	Aug-13	Cornwall Voluntary Sector Forum
VCSE Sector Research	Dec-13	Transform Research for CVSF and Cornwall Council
Community Life Survey August 2012-April 2013	2013	The Cabinet Office
Cornwall Youth Work Workforce Development Plan	2013	Cornwall Council
UK Civil Society Almanac 2013	2013	NCVO

This strategy has been produced by Cornwall Voluntary Sector Forum on behalf of the Voluntary and Community Sector Commissioning Board as part of our ESF funded 'Future Skills' project.

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Please spread the word and continue to contribute so that we can ensure that the strategy has the maximum benefit for the people of Cornwall and The Isles of Scilly.



Cornwall Voluntary Sector Forum

13a Kenwyn Street, Truro, Cornwall TR1 3DJ

Web www.cornwallvsf.org
Tel 01872 241584
Twitter @cornwallvsf
Email admin@cornwallvsf.org

Reg. Charity No. 111169. Company No. 05371203