

CWDC Funded Hertfordshire PVI Engagement Project. Final Report - April 2007

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for Community Action Dacorum & Hertfordshire Children's Trust Partnership



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Appendix 1. Survey on Engagement questionnaire

Appendix 2. Analysis by category / class of services provided

Appendix 3. Logical Framework for PVI Engagement Event

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1. Executive Summary

This 5 month study funded by the CWDC sought to address the following broad aims:

- Review of activity in the PVI sector relating to children, young people and families
- Survey workforce development activities within PVI sector
- Understand barriers within PVI to four strategic challenges in HCTP Workforce Development Strategy.
- Identify key factors & priorities for the PVI in moving forward in workforce development

The results of the work reveal a very broad range of activities being undertaken by organisations both employing staff and those staffed mainly by volunteers. With the broad exception of Early Years, the work of organisations is not categorised into defined age groups but rather the sector seems to have formed itself to address particular needs. With respect to geographical spread of the work, the study reveals that over 40% of organisations do not simply operate in one District, but work in multiple areas, or across the County; this may present issues for the sector in respect to District based commissioning. The variation in turnover of these organisations is vast from the very small turning over hundreds of pounds to those turning over millions. This study has sought to broadly classify the work within the sector in order to understand issues more specific to the types of work being undertaken.

A broad range of workforce development is occurring in the sector, with induction protocols being almost universal. Training and development of staff is clearly a priority to the sector. The report does identify a number of issues including the variety of motivations for people engaging in work in this sector, which can have a knock on impact on workforce development especially in getting attendance at training courses.

Barriers and potential solutions are discussed across the strategic challenges. The key messages emerging being the importance of continued dialogue between the PVI sector and HCTP in implementing the Workforce Development Strategy, and understanding the diversity of the sector which precludes a 'one solution fits all' approach.

The sector identified networking and the continued provision of training around Workforce Development as of high importance. The Engagement Event identified a lack of awareness of both the CWDC and Workforce Development by the sector which needs further activity to address. A number of recommendations are made.

2. Aims

The broad aims of the 5 month project were to : -

- Review activity PVI sector relating to children, young people and families.
- Survey workforce development activities within PVI sector
- Understand barriers within PVI to four strategic challenges in HCTP Workforce Development Strategy:
 - a. Recruitment; of appropriate people
 - b. Retaining and developing people
 - c. Partnership working
 - d. Promote stronger leadership, management & supervision
- Identify key factors & priorities for the PVI in moving forward in workforce development

3. Methodology

Four broad methodologies were employed for this study over a 4 month period (December 2006 to March 2007)

- **Semi structured questionnaire** (see Appendix 1). This was devised and distributed by Community Action Dacorum. 93 responses from a range of organisations were received and are analysed in the results section
- **Focus interviews with 3 organisations.** The interviewees were chosen to give a range of client age groups, geography, and funding scenarios (i.e. funded by HCTP and funded separately). For practical reasons all of these organisations were larger in both numbers of staff & volunteers and turnover.
- **Half day Engagement Event** at the All Saints Pastoral Centre, London Colney, on the 26th March 2007. A logical framework detailing Purpose, Outputs and associated Activities for the event can be found in Appendix 3. Over 26 individual organisations were represented at the event, and attended one of the workshops on either :
 - a. The Children’s Trust Partnership – A pro-active role for the sector?, **or**
 - b. Workforce Development Strategy and My Organisation
- **Membership of Regional Reference Board.** Methodology, results, and discussions were developed throughout the project by means of membership of an eastern region ‘CWDC - PVI Forum’. Organisations undertaking the CWDC PVI project across the East met on a bi-monthly cycle to share progress, learning and transfer knowledge and ideas, under the guidance of the CWDC Regional Development Manager (East), Patrick Branigan.

4. Results & Discussion

Survey & Focus Interviews

In all some 93 responses were received to the survey. The attached analyses deal with both individual responses to the questions asked (see Appendix 1 for full copy of survey document devised and circulated by Community Action Dacorum). Comments and discussion from Focus Interviews are interspersed in the discussion below.

The analysis of results at Appendix 2 has categorised the results, seeking to determine whether there are similar or the same issues emanating from groups with similar backgrounds/clients. These results were prepared from an interim sample of 61 responses to the survey. In preparing Appendix 2 a number of groups fall into a number of the different categorises highlighted. As such therefore there has been an element of double counting, although it is the issues that are relevant as brought out from the responses in seeking to determine whether there are common “threads” emanating from organisations dealing with the same or similar clientele; further discussion on this can be found towards the end of this section.

Question 1 – Age Range of Children/Young People Supported.

Only 23% (21) of those responding could specify falling within the age ranges of the groups suggested by the survey. In the main most responders suggested a wider range of support covering all age ranges from 0 to 19. In fact, three of those responding highlighted that their support covered groups ranging up to 24/25 years of age. Where age group was defined it tended to be in the 0-4 or Early Years category, with a lesser number of responses for the 5-11 category. **In summary over 75% of the PVI sector organisations work with multiple age groups.**

Question 2 – Primary Service Areas Covered

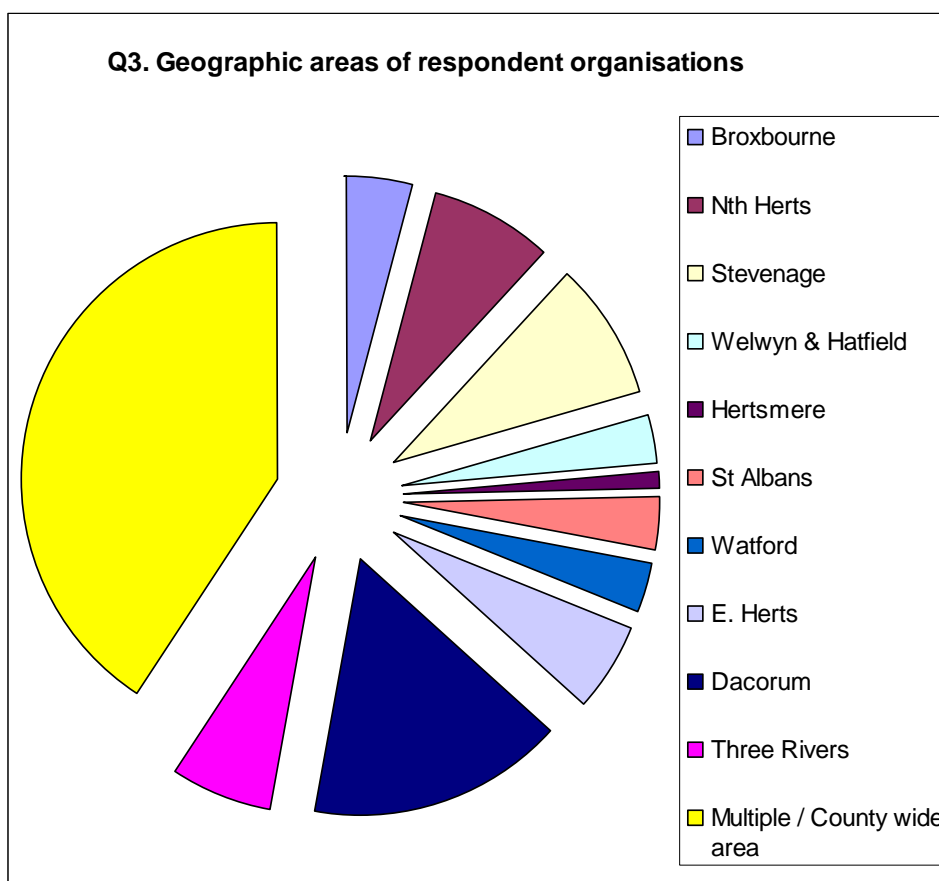
Clearly few of those responding saw their support as falling into only one of the service areas mentioned in the questionnaire. This appears to reflect the fact that **PVI organisations** do not view their contribution purely in a narrow field of support **but focus upon wider issues that affect children/young people and families** albeit there is a specific concentration of the elements of support that any one group can deliver. Similar to question 1, the Early Years group was the most defined responding group

Question 3 – Geographic Areas of Organisations

The spread of responses from across the County can be analysed as follows:-

General Area	No. of responses
Broxbourne	4
Nth Herts	7
Stevenage	8
Welwyn & Hatfield	3
Hertsmere	1
St Albans	3
Watford	3
E. Herts	5
Dacorum	15
Three Rivers	6
Multiple / County wide area	38

From the table above and chart below, it can be seen that there was a reasonable cross section of organisations responding from across the County. The survey does not appear to highlight any specific concerns/issues linked to geographical location, but does indicate that **over 40% of responding organisations work either in multiple districts or are Countywide**. This could have implications with a move to district based commissioning of services by HCTP.



Question 4 – Staffing

Little can be drawn from the information provided. The survey appears to show that all organisations are well supported at all levels of F/T, P/T, Volunteers and Management Committee. However it is recognised that **organisations are rarely “swamped” with willing volunteers**, and a number of comments were made that organisations always need more Volunteers.

Question 5/6 – Working with Partners

85% (79) of the responders had entered into Partnership arrangements. In the main all had declared the **arrangements to work well** although there was one response saying that they were “partially successful”, with one further comment that working with Statutory Bodies was difficult. The range of Partners was wide covering both the public and private sectors, schools, colleges, LEAs, health and other Caring organisations, Uniformed Groups, Churches, St Johns Ambulance etc.

Question 7 – What would assist in closer joint working

A number of suggestions were made by many organisations embracing the issue of closer networking and sharing views/ideas and experiences. Listed below is a list of the comments made:-

- Meet with others and share good practice
- Less Paperwork
- Directory of contacts and summary of activities/aims
- More Networking to share ideas
- F/T post to cover all Churches in area
- Better co-ordination of local Network
- Use of Forums
- More knowledge of others
- Herts. CC to establish advertising of services (not web)
- Central database of Voluntary organisations
- County wide contact
- Awareness of others
- Cross Herts. Multi-disciplinary advertising of services

- Database on what is happening
- Research in local area
- Quality time to share and plan
- Meeting place
- Resources, time, funding
- Increased volunteer levels
- Focussed network groups
- Conferences that equip not just inspire
- Complete & updated county directory

The colour coding of these responses was presented at the ‘engagement day’ as broadly relating to: **networking**, **resources**, **joint advertising**, **directory / database**. There was broad acceptance from the group present that these were the main themes, but the overwhelming response was that a **networking forum** was needed. The themes and purpose of this forum(s) needed further debate but even a rolling focus around workforce development was welcomed. Alongside this there appears to be scope to explore systems, processes, procedures and contacts to be put in place to ensure that organisations do not feel isolated and that there is the ability to share quality information and views, and that these are maintained and updated.

Question 8/9a – Organisations who have recruited in last 12 months

58% (54) of the organisations responding had successfully recruited in the last 12 months. One organisation noted problems with recruitment, which was solved by internal promotion and investment in training.

Question 9(b) – Advertising Media and which worked best

The responses highlighted a range of advertising media covering:-

- | | |
|----------------------------------|------------------------|
| ➤ Local - Word of Mouth | ➤ Newsletters |
| ➤ National and local press | ➤ Road Shows |
| ➤ Advertising in Libraries/shops | ➤ Networking |
| ➤ Job Centres | ➤ Counselling Agencies |
| ➤ Website | ➤ University/Colleges |
| ➤ Notice Boards | |

Comments highlighted that both local press, and web site advertising had been successful in some cases, word of mouth in others. Most organisations had not relied upon just one method of advertising ensuring a wider spread, although a number of comments suggested local advertising was more successful. Publications receiving specific mentions were: Young in Herts, Teach in Herts Online, Nursery World, & County Jobs.

Question 10 – Assistance with Recruitment of staff

Suggestions embraced:-

- | | |
|---|--|
| ❖ A dedicated Recruitment Agency | ❖ Establish low cost advertising |
| ❖ Road shows/Open Days | ❖ Local employment advertisement for charities |
| ❖ General advertising on behalf of groups | ❖ Standardised recruitment pack |
| ❖ Establishment of a recruitment database | ❖ HR Support |
| ❖ Information from HCC Youth service | ❖ Funding |
| ❖ Specialist Agencies/ Voluntary Bureaux | ❖ More contact with groups |
| ❖ Assessment Centres | ❖ CV writing |
| | ❖ Application forms |
| | ❖ Interview skills |

- ❖ Website to advertise the role of staff & volunteers in organisations
- ❖ Increasing awareness of volunteering opportunities
- ❖ Regular updates
- ❖ Deal with local papers to reduce advertising costs

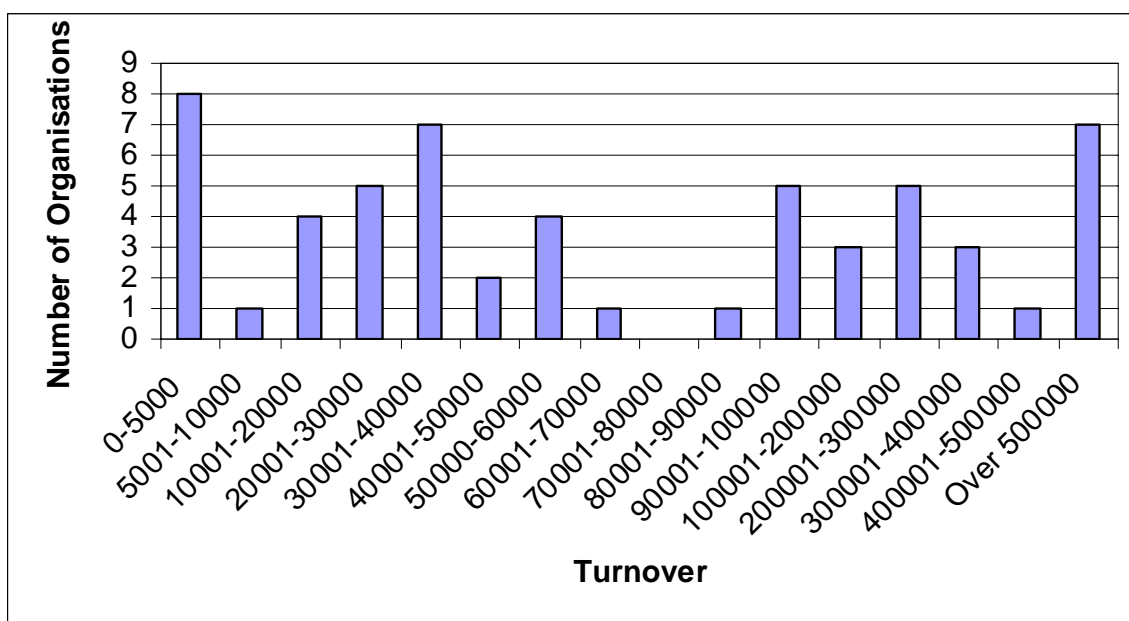
The colour coding of these responses was presented at the ‘engagement day’ as broadly relating to: **skills / support**, **infrastructure**, **resources**. There was broad acceptance from the group present that these were the main themes.

Question 11/12(a)- Training Budgets/spend

41% (38) of the responding organisations had dedicated training budgets. Spend across organisations encompassed a wide range from £100 to £85.5K in the last 12 months. More detailed analysis reveals that **58% of those with a dedicated budget declared total figures of £1000 or less per annum.** A further 42% have budgets of £1001 – 5000pa, with the remaining 24% having over £10,000pa; this group did include a number of national organisations that may have submitted national figures skewing the results. However is it clear both that the PVI sector has very limited budgets when it comes to training, and that there is a huge disparity amongst training spend within this sector.

Question 12(b) – Annual expenditure of Organisation

Only 61% of the surveyed organisations responded to this question. There was a variety of responses ranging from organisations with a turnover of £500 up to one organisation having a turnover of £8.2M (Private Sector School). The bar graph below indicates the spread of turnovers: 54% of organisations turnover under £60,000; 33% turnover over £100,000.



Question 13 – What Training provided/accessed in last 12 months

Most organisations appeared to have been engaged in training activities within the last 12 months through either utilising external courses of providing/accessing other internal sources. The range of training covered issues such as:-

- First Aid
- Child Protection
- H&S
- Food Hygiene
- Behaviour Planning
- Leadership
- Using the Bible
- Special Needs

- Preparing for School Assembly
- Early Years
- Speech Therapy
- Drugs
- Benefits
- Counselling
- Anti-bullying
- Young Carers
- Recruitment
- Pregnancy
- Voluntary Challenge Events
- Better Management
- Relationship skills
- Mediation
- Play
- Violence
- Assertiveness
- Taking Care of Yourself
- Managing Volunteers
- Risk Assessment
- IT
- Child Care
- Sustainable Development
- Planning
- Admin. Issues
- Valuing Volunteers
- Counselling
- Vulnerable Adults
- Numeracy
- Literacy
- Pregnancy
- Cancer and bereavement counselling
- Diversity
- Swimming qualifications
- Team Building
- Substance Misuse
- SENCO
- Mental Health

Question 14 – Barriers to Accessing Training

The responses to this question were split, with 54% (50) responded answering they experienced no barriers to accessing training and 46% (42) responding that they have problems. The responses did not triangulate with turnover indicating this is wider than simply a size of organisation issue. The views put forward as to why there were barriers included:-

- Distance of courses
- Timing of courses
- Cost of courses
- Not being “in the loop” of knowing what training was available
- Time allocation
- Staff cover
- Lack of knowledge of opportunities
- Not having a training budget
- Availability of Volunteers
- Venues difficult
- Child care
- Courses on weekends
- Finding the right affordable course
- Accessible courses
- Availability of courses in right area.
- Suitable venues for non-drivers
- Funding

The colour coding of these responses was presented at the ‘engagement day’ as broadly relating to: **practical issues**, **awareness**, **resources**. There was broad acceptance from the group present that these were the main themes.

Clearly, funding is always going to be an issue when organisations are attempting to access and provide training to their staff. However from the responses above there is a view emerging that beyond cost there are barriers firstly in knowing what is available and whether such availability / timing / location is appropriate to meet the needs of, particularly volunteers.

Discussions in the semi-structured focussed interviews pertaining to this question also covered the issue of **motivation for undertaking the work** by staff & volunteers of PVI organisations. The point was made it could be seen that there are two broad simple groups in PVI sector, those for which the work is part of their own career and those for whom the work is their contribution to society. The motivation therefore for each of these groups to engage within training is very different. Whilst this maybe considered as an over-simplistic view it does highlight an issue that is perhaps unique to this sector that will have an impact on training and development of the some parts of the sector.

A further issue that came from the interviews was that of **access to training for service users**. Whether or not staff & volunteers in organisations benefit and / or engage in training opportunities, service users could benefit from accredited and recognised qualifications both in future careers, but also in developing the next generation of volunteers & staff for organisations.

Semi-structured interviews also indicated the **advantages of regional & national awareness and networking** in both accessing the right training and being aware of issues that impact on medium term strategic organisational planning. This again points to the need for networking and appropriate / target knowledge sharing forums to support organisations.

Question 15 – What could be put in place to overcome the barriers

Many positive ideas were put forward covering:-

- | | |
|--|---|
| ✓ Providing cover for staff | ✓ Reasonable cost courses |
| ✓ More notice of training events | ✓ Organisations to keep in touch |
| ✓ More local venues | ✓ Web based information |
| ✓ Providing courses on weekends and evenings | ✓ Database of providers |
| ✓ Creating a F/T post to co-ordinate training amongst Churches with area | ✓ Training from Partners |
| ✓ Have Networking Days | ✓ Local and subsidised sharing of training |
| ✓ E-mail information | ✓ Work with Colleges |
| ✓ More accessible/local courses | ✓ Support and advice on qualifications & training |
| ✓ Better funding | ✓ More involvement with setting up of courses |
| ✓ Courses provided by HCC | |

The colour coding of these responses was presented at the 'engagement day' as broadly relating to: **practical issues**, **awareness**, and **resources**. There was broad acceptance from the group present that these were the main themes. Clearly from these answers there is a view that **organisations could be sharing information more** about what training events are provided, particularly focusing on relevant courses within an area that can be shared across a number of organisations. The need for **dedicated staff to co-ordinate** these activities also featured a number of times.

Question 16 – What Induction is provided

In the main those responding did **recognise the need and contribution of providing Induction training**. Only one organisation responded by saying that there was no Induction process. There were common themes running through many organisations Induction process embracing areas such as:-

- | | |
|---------------------------|------------------------------|
| 🚧 Health and Safety | 🚧 Child Protection |
| 🚧 Policies and Procedures | 🚧 Use of Handbooks / folders |
| 🚧 Risk Assessment | 🚧 Mentoring |

Other methods adopted covered aspects such as:-

- | | |
|--------------------------|------------------|
| 🚧 Administrative tasks | 🚧 Reports |
| 🚧 Shadowing | 🚧 Citizenship |
| 🚧 Manager led induction | 🚧 Core functions |
| 🚧 On the Job Training | 🚧 Tours |
| 🚧 Support for Volunteers | 🚧 Diversity |

- ✚ Volunteering in England
- ✚ Terms and Condition of Service
- ✚ Visits

- ✚ 3 month appraisal of new staff

Specific areas were included in the induction process related to the nature of the service such as:-

- ✚ Craft work
- ✚ Kit awareness
- ✚ Academic issues
- ✚ Project History

Worthy of particular note is Home Start's Induction process consisting a number of weeks of local training with residential elements included.

Question 17 – Support for an Induction Toolkit and what elements to include

Almost half those responding indicated that they would support the establishment of a web based Induction Toolkit with **49% (45) responding positively and 15% (14) others saying they may support/use this if available**. The areas suggested for inclusion within such a Toolkit covered, in particular those “common” areas highlighted above in Question 16 together with other areas not apparently covered already within induction processes. The areas for inclusion therefore included:-

- | | |
|---|---|
| a) Setting up groups | v) First Aid |
| b) Risk assessment | w) Legal Updates |
| c) Insurances | x) Common knowledge |
| d) Child Protection | y) Rigorous outlets for recruitment needs |
| e) Health & Safety | z) Information of Voluntary sector |
| f) Forums | aa) Links with Statutory sector |
| g) Advice on discipline | bb) Model documents |
| h) Teaching skills | cc) Links to resources |
| i) Communication skills | dd) First Aid |
| j) Sex Education | ee) Selection/Recruitment |
| k) Core issue for Youth | ff) Working with people |
| l) Planning | gg) Communication skills |
| m) Finance/Grants | hh) Goal setting |
| n) Role Models | |
| o) Roles/responsibilities | |
| p) How to claims expenses | |
| q) Training opportunities | |
| r) Accessing services | |
| s) Equal Opportunities | |
| t) Data Protection | |
| u) Community based services for children/youth with learning difficulties and/or disabilities | |

The obvious issue for the sector with the development and implementation of the Common Induction Toolkit is the **established use by the vast majority of organisations of existing induction protocols**. Persuading organisation to adopt a common toolkit will no doubt have issues, and will probably also require customisation to both individual organisations and the perhaps even segments of the sector as a whole.

Question 18 – Is Staff Turnover an issue?

86% of those organisations responding indicated staff turnover was not an issue. Those organisations that indicated turnover as an issue did appear to be successful in replacing those volunteers/staff members being lost through turnover in their answers to Question 8/9(a).

Question 19 – Measures to assist with Staff Turnover

Suggestions for support in this area covered:-

- | | |
|--|--|
| i. Conduct Exit Interviews | vii. Wider advertising |
| ii. More Staff Development | viii. Baby sitters and drivers |
| iii. Providing funding for advertising | ix. Meeting times |
| iv. Less pressure on staff members | x. Encouragement for young people return as volunteers |
| v. Terms and Conditions of Service | xi. Feedback (from those leaving?) |
| vi. Lone working | |

Question 20 – Involvement in Cross Sector Partnership at developing a more co-ordinated approach to Workforce Development

30% (27) of those responding said they were prepared to participate with a further 14% (13) indicating they may be prepared to participate on such a group.

Question 21 – Receiving ongoing information on Workforce development

77% (71) of those responding said they would wish to be involved in receiving information on workforce development. A further 3% said they may be happy to receive ongoing information.

Categorisation of the responding organisations

Organisations responding to the survey were broadly categorised into groupings such :

1. Early Years 0-4 yrs
2. Uniformed Groups
3. Faith Groups
4. Youth
5. Family Support/Social Care
6. (Special) Education (5-19 yrs)
7. Children (5-11 yrs)
8. Young People (12+)
9. Health Related

Appendix 2 gives a breakdown the responses to the survey questions by question for 61 of the organisations. As is noted above a number of times the scope of the PVI sector is huge, and understanding the response by ‘class’ can help to identify specific issues within the wider setting. A number of questions gave similar responses across the classification grouping within the sector, those that did not are discussed further below.

Joint Working

Individual classifications gave some different responses to the question of improving Joint Working: Early Years organisations made comments on “meeting with others to share good practice” & “less paperwork”; Faith organisations suggested a worker to cover the various church based work in the area; Health organisations suggested “quality time to share planning & improve communication routes”

Training

The spread of organisation with and without training budgets was across all classifications, with Early Years and Uniformed Groups appearing to be the best resourced.

Regarding barriers to training, only Early Years organisations noted the provision of child care as a barrier to training. Many classifications commented on cost and accessibility, but also regarding networking and communication in classifications such as Family Support, Young People, Special Education, and Faith

Induction

Induction was universal across the classifications, with a core of generic topics built upon with organisation / task specific topics. Topics to include within a web-based toolkit were wide and varied, with a common core like Child Protection but with suggestions like forums, and signposting to services within Herts. Many of the topics suggested far from induction perhaps indicating a market for a wider range of online training for both new and established staff, and including organisational leaders / managers.

Staff Turnover

The classifications of Youth, Children & Young People all gave higher responses relative to the other categories of staff turnover being an issue. Youth organisations suggested exit interviews, and more staff development may assist with turnover. Comments regarding pressure on staff and lone working featured across a number of classifications.

Engagement

There was a general spread of availability and desire to sit on at cross sector partnership meetings, with only Early Years having no definite 'yes' responses. The spread of interest in receiving further information relating to workforce development was universal across the classifications.

Engagement Event Workshops

The engagement event featured the following presentations and workshops :

1. "Children's Trust Update and Future Priorities" John Harris, Director of Children's Services.
2. "CWDC – Role, Function and Future Plans" Peg Alexander, National Development Officer Voluntary, Community & Faith
3. "Herts. Children's Workforce Development Strategy" Alan Dining, Deputy Director Integrated Children's Services.
4. "Report on PVI Sector Engagement" Matt Buttery, Family Matters Institute
5. Workshops
 - a. The Children's Trust Partnership – A proactive role for the sector?
 - b. Workforce Development Strategy and my organisation

Workshop A was attended by approximately 16 organisations. Discussion centred around the Children's Trust Update and Year 2 priorities, representation of the sector through Children's Trust Partnership Sub-Groups, and general engagement of the sector. The workshop concluded on an **increased need for communication of information** to the sector, which could include a **specific forum / networking meeting to discuss issues relating to the sector and disseminate information.**

Workshop B was attended by 14 organisations. The table below summarises the spread of organisations, and there reasons for attending Workshop B. The main **reasons for attendance was to understand an overview of the CWDC & Workforce**

Development Strategy and there application to individual organisations, and to discuss issues around training. It was generally felt this event was the start of this process for many organisations.

Organisation Type	Purpose for attending event	Apply & Overview	Training	Networking	Retention	BME	Funding
Youth	Does this apply to me	x					
Early Years	Overview	x					
School	How is my organisation affected	x					
Youth	From HR, wants and overview of how it fits	x					
Special Education	Common induction, relationship of NNEB & NVQ		x				
Health	Networking			x			
Uniformed Group & Early Years	Want child protection officer - can supply first aid		x				
Children & Uniformed	Training & Money		x				x
Children & Young People	Training & retention,		x		x		
BME Generalist	Capacity of BME sector					x	
General - multiple	Learn & network	x		x			
Early Years, Family Support/Social Care	Training perspective, frustration that sector seen as unskilled workforce, 100 paid staff		x				
General – multiple	Access, elderly volunteers are not going to come to training.		x				
Herts CC	Training & retention, understand access issues, network, regional CWDC representatives		x		x		

Workshop B. Workforce Development Strategy and My Organisation

Workshop B also identified and general lack of awareness of the CWDC and workforce development; **less than a third of the room was aware of the Common Assessment Framework (CAF)**. Specific issues relating to individual organisations were raised and discussed. The general conclusion of the workshop was that delegates would like a **rolling programme of half day workshops**, taking specific topics relating to workforce development, and geographically spread around the county. It was felt this would also help to address the more general need for **networking** identified by a number of responses in the survey.

5. Conclusions

This study sought to address the following broad aims:

1. Review of activity in the PVI sector relating to children, young people and families

The survey responses revealed a very broad activity of work by organisations both employing staff and those staffed mainly by volunteers. With the broad exception of Early Years, the work of organisations is not categorised into defined age groups but rather the sector seems to have formed itself to address particular needs. With respect to geographical spread of the work, the study did reveal that over 40% of organisations do not simply operate in one District, but work in multiple areas, or across the County; this may present issues for the sector in respect to District based commissioning. The variation in turnover of these organisations is vast from the very small turning over hundreds of pounds to those turning over millions. This study has sought to broadly classify the work within the sector in order to understand issues more specific to the types of work being undertaken.

2. Survey workforce development activities within PVI sector

A broad range of workforce development is occurring in the sector, with induction protocols being almost universal. Training and development of staff is clearly a priority of the sector; the report does identify a number of issues including the variety of motivations for people engaging in work in this sector, which can have a knock on impact on workforce development especially in getting attendance at training courses.

3. Understand barriers within PVI to four strategic challenges in HCTP Workforce Development Strategy.

Barriers and potential solutions are discussed above. The key messages emerging being the importance of continued dialogue between the PVI sector and HCTP in implementing the Workforce Development Strategy, and understanding the diversity of the sector which precludes a 'one solution fits all' approach. The lack of dedicated Human Resources professionals / functions within many PVI organisations, especially the smaller ones, also presents a key challenge for this sector in addressing all four of the strategic challenges.

4. Identify key factors & priorities for the PVI in moving forward in workforce development

The sector identified networking and the continued provision of training in this area as of high importance. The lack of awareness of both the CWDC and Workforce Development by the sector needs further activity. A number of suggestions were made regarding shared recruitment activities, which need further investigation and scoping. The main barriers to training were cost, but also identifying the right courses of high quality, an area in which the Integrated Qualifications Framework could assist. The near universal implementation of induction protocols by the sector needs further investigation in order to determine how best to harmonise with the Common Induction Framework.

6. Recommendations

The recommendations of this study are : -

1. Establishment of PVI sector forum(s) with a rolling programme of workshops examining different aspects of Workforce Development. Elements of these should be delivered in close collaboration with HCTP.
2. Provision of specialist Human Resources support services to the PVI sector. This could also take the form of a programme designed to up-skill, key individuals, leaders and managers within the sector.
3. Co-authoring of the Common Induction Framework with PVI representatives and HCTP representatives; further training and work to support organisations to harmonize CIF with their current procedures may also be necessary, as may funding for resources of handbooks etc.
4. A review of the County Directory's list of PVI organisations & dissemination of information therein.
5. Exploration of common recruitment activities across the partnership; e.g. web, joint advertising, recruitment road shows, recruitment database etc
6. Improved knowledge sharing of the core elements of workforce development throughout sector, both from national, regional and local perspectives.
7. Presentation to the Workforce Development Group of HTCP the information gathered within this study regarding the diversity of organisations within the PVI sector for future planning in respect to Workforce Development.