

Future skills needs in the York, North Yorkshire and East Riding Local Enterprise Partnership Area

Transitional Area: East Riding

VCSE Sector: Amateur Sport

Beyond 2030 has produced this Report on behalf of Calderdale College and as part of the College's delivery of the 2017-18 ESF funded Skills Support for the Workforce programme across the York, North Yorkshire and East Riding Local Enterprise Partnership Area.

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1 Introduction

The EU's Cohesion policy aims to reduce economic and social disparities at regional level across the EU. Consequently, the European Commission has three categories of regional funding:

- **Less Developed regions**, whose GDP per capita is below 75% of the EU average.
- **Transition regions**, whose GDP per capita is between 75% and 90% of the EU average.
- **More Developed regions**, whose GDP per capita is above 90% of the EU average.

Within the YNYER LEP, York and North Yorkshire at nearly 98% GDP per capita is considered a More Developed Area (MDA), while East Riding at 83% is considered a Transition Area (TA) (Eurostat, 2016).

This report considers the amateur sport VCSE subsector within the Transitional Area (TA) of East Riding.

1.1 East Riding TA

East Riding is located in the region of Yorkshire and Humber. It borders North Yorkshire, South Yorkshire and Lincolnshire and covers over 900 square miles. The Humber Estuary and North Sea mark its southern and eastern limits. There are a few large settlements, such as Beverley, Bridlington and Goole. Around half of the population live in rural communities.

The economy is mainly based on agriculture and this, along with tourism, has contributed to the rural and seaside character of East Riding. The area has a number of historic buildings, nature reserves and the Yorkshire Wolds Way long-distance footpath.

The open and maritime aspects and lack of major urban developments have led to the county being allocated relatively high targets for the generation of energy from renewable sources. Easington, on the coast, is the site of a natural gas terminal, Easington Gas Terminal, owned and operated by Centrica Storage is one of three main terminals that process gas from the UK Continental Shelf.

Goole is a significant dock area which serves as a significant employer in logistics and related sectors.

Bishop Burton is home to Bishop Burton College, a further education and higher education college specialising in agriculture and equine studies.

East Riding has a resident population of 336,700, which equates to 29% of the LEP's total resident population (ONS, 2017). Nearly 162,400 individuals are employed in the area. Employment rates stand at 77.5% (Table 1). The area has a growing and increasingly ageing population and whilst the majority of the communities enjoy a high quality of life, deprivation is evident in some areas (East Riding Council, 2016).

Using YNYER LEP as the standard, we can see various differences in the productivity, skills and employment across East Riding. Table 1 highlights where the area performs better (green) or worse (red). For example, the job density is much lower in East Riding, as is the employment rate compared to the YNYER LEP area.

The economic inactivity rate is also much higher in East Riding (19.4%). While many of these are either retired, students, or looking after the home/family, it is worth noting that 23% (nearly 9,000) would like employment (ONS, 2017).

Table 1 Productivity, skills and jobs:

Measure	East Riding	North Yorkshire	York	YNYER LEP	England
Gross Weekly pay full time (£)	£526.30	£489.10	£509.60	£504.70	£544.70
Job density (the ratio of total jobs to population aged 16-64.	0.69	0.96	0.85	0.86	0.84
Employment Rate	77.5%	81.9%	78.0%	79.9%	75.0%
Self-Employment	10.6%	14.1%	9.6%	12.2%	10.6%
Full-time workers	66.1%	63.1%	62.7%	63.8%	69.1%
Workless Households	13.5%	10.9%	12.5%	11.9%	15.3%
Unemployment Rate	3.8%	2.3%	3.2%	3.0%	4.7%
Economically Inactive	19.4%	16.1%	18.8%	17.6%	21.2%
Level 4+	36.5%	35.9%	42.7%	37.5%	37.9%
No Qualifications	6.2%	6.5%	6.2%	6.3%	7.8%

Source: Office for National Statistics: LEP and National Labour Market Profiles; GVA for Local Enterprise Partnerships

Nearly 162,400 individuals work across the East Riding area. The largest employment sectors (excluding agriculture) are (ONS, 2015):

- Health and social work and manufacturing, both employing 14% of all workers.
- Retail and education, both employing 10% of the workforce.

Agriculture is a further sector of importance in the area. In terms of agriculture, the area has 1,856 holdings, with a total farming area of 204,191 hectares. 52% of the farmed area is for cereals, 21% arable crops, 4% fruit and vegetables and the 15% grassland (DEFRA, 2016). Total labour in agriculture stands at nearly 6,000 a slight decline from 2007 when 6,150 were employed. Nearly three in five (57%) of workers are full time, 32% are part time and one in ten (11%) are casual workers (Table 2).

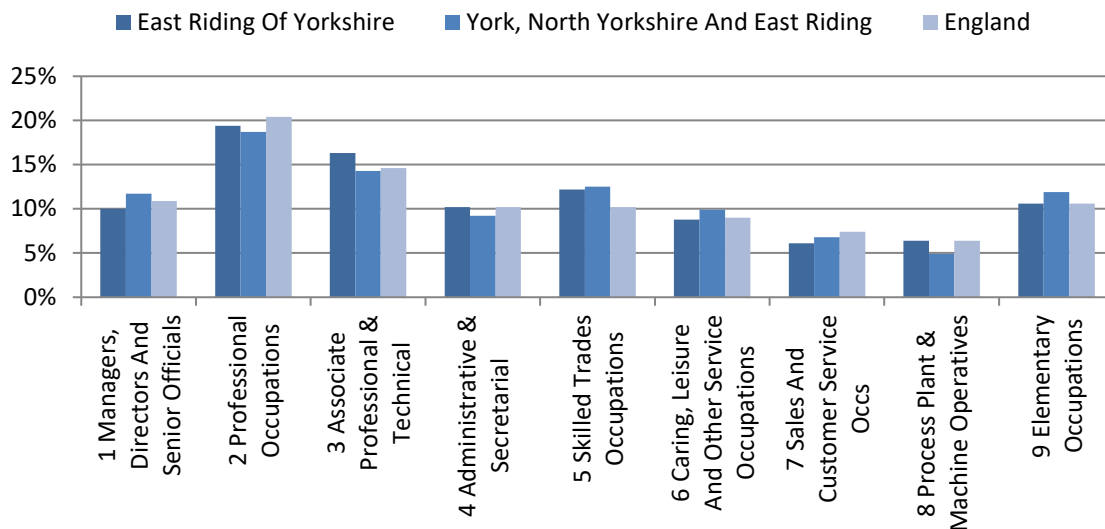
Table 2 Agricultural labour force on commercial holdings in East Riding of Yorkshire & Kingston upon Hull, 2013

	Number of people	%
Farmers, partners, directors and spouses full time	1,846	31%
Farmers, partners, directors and spouses part time	1,367	23%
Salaried managers	250	4%
Regular workers full time	1,271	21%
Regular workers part time	530	9%
Casual workers	661	11%
Total labour	5,924	100%

Source (DEFRA, 2016)

The occupational profile across East Riding is very similar to the LEP and national data (Figure 1).

Figure 1 Employment by broad occupation (Jan 2016 - Dec 2016)



Source (ONS, 2017)

1.1.1 Apprenticeships

Across East Riding there has been a decline in the number of individuals starting an apprenticeship (Table 3). In 2011/12, 6,040 individuals began an apprenticeship but by 2015/16 this had declined to 5,070 going against the national trend of growth in take up. Most apprenticeships are at a level 2 (66%) and 39% are undertaken those over 25 years of age.

Table 3 Apprenticeship Programme Starts by level and age, East Riding

Year	Total	Level (%)			Age (%)		
		Intermediate	Advanced	Higher	Under 19	19-24	25+
2011/12	6,040	65%	35%	*	21%	35%	43%
2012/13	5,010	63%	35%	1%	25%	33%	43%
2013/14	4,830	73%	25%	1%	24%	39%	36%
2014/15	5,360	67%	31%	2%	24%	38%	38%
2015/16	5,070	66%	31%	4%	25%	36%	39%

Source (DfE, et al., 2017) Apprenticeships geography data tool: starts 2011/12 to 2016/17

Two in three (66%) apprenticeship starts have been within Beverley and Holderness, 20% in East Yorkshire and 14% in, Haltemprice and Howden.

The most popular frameworks were across the subject area of Retail and Commercial Enterprise, accounting for 44% of all starts. Business, Administration and Law accounted for a further 18% and Health, Public Services and Care 15% (Table 4).

Table 4 Apprenticeship Programme Starts by Sector Subject Area (2015/16)

Sector Area	East Riding
Agriculture, Horticulture and Animal Care	80
Arts, Media and Publishing	10
Business, Administration and Law	890
Construction, Planning and the Built Environment	130
Education and Training	40
Engineering and Manufacturing Technologies	630
Health, Public Services and Care	750
Information and Communication Technology	160
Languages, Literature and Culture	-
Leisure, Travel and Tourism	130
Preparation for Life and Work	-
Retail and Commercial Enterprise	2,240
Science and Mathematics	-
Unknown	-
All	5,070

Source (DfE, et al., 2017)

1.1 Emerging developments in East Riding

Investment in transport, infrastructure, and housing continues to attract employers and business opportunities in the region. In 2015, the area saw 1,405 new businesses open, up from 1,100 in 2010 (ONS, 2016). Overall the number of business has increased 3% since 2010, from 12,335 to 12,665.

The East Riding Local Plan sets out its plans for development up to 2029 (East Riding Council, 2016).

East Riding have identified key sectors of renewable energy; manufacturing and engineering (including chemicals); agriculture/food and drink; tourism; ports and logistics (it is worth noting that the LEP has not identified ports and logistics as a priority sector); transport equipment; digital and creative industries; finance and business services; construction; public administration, defence, health and education; and retail (retail is also not considered a priority sector by the LEP).

Current key employment sites have been identified as Hedon Haven, Humber Bridgehead (Hessle), Melton and Capitol Park (Goole) and they will be safeguarded from alternative forms of development.

In addition, five sites in East Riding have Enterprise Zone status. These are at Elloughton-cum-Brough, Melton, Goole, Salt End and Hedon Haven. A series of financial incentives have been put in place alongside simplified planning approaches that will attract and support businesses in the renewable and low carbon energy sector.

Further examples of growth, investment, and development in the area include:

Outline planning application for the Yorkshire Energy Park, on a former aerodrome field in Preston, near Hull has recently been submitted and includes a data centre, education campus and power station. Developers Sewell Group said the scheme could create more than 1,000 jobs.

South Cliff Caravan Park in Bridlington, which currently has nearly 800 permanent static caravan pitches, 160 touring pitches, 20 tent pitches and 12 fleet hire caravans for holiday letting are seeking to extend and develop. Plans have been submitted for 31 additional pitches for tents; 15 new units for 'glamping' (or 'glamorous camping'); 48 additional touring pitches; 132 additional static pitches; and 19 additional lodges. There would also be new toilet blocks and new office accommodation for the staff at the site (with up to five new jobs created), and a new area for meeting and greeting arriving customers.

Beverley Parkland Care Home has recently opened. With its own pub, shop, cinema and hair and beauty spa it is expected to create 100 jobs as well as meet a growing demand for care.

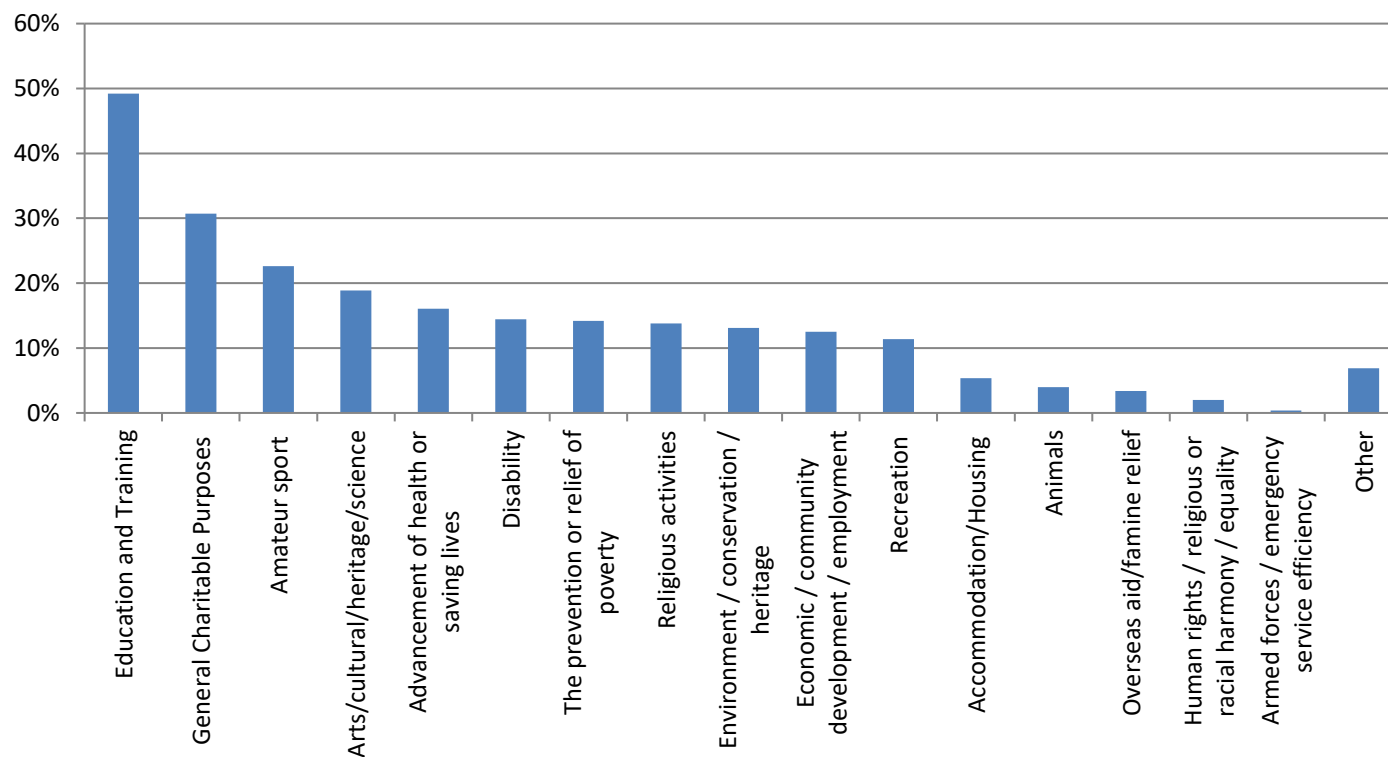
2 VCSE sector in East Riding

2.1 Introduction

In August 2017, approximately 1,300 charities were registered with the Charities Commission as active across East Riding (Charity Commission, 2017). However, we can expect the number of voluntary, community and social enterprises operating to be greater. There are an unknown number of informal, unregistered active voluntary groups and social enterprises not registered with the Charity Commission that perform an essential role in strengthening their communities and enriching individual lives. Furthermore, whilst several organisations are based and focus their purpose on the TA, there are others that have a much broader sphere of activity operating beyond the TA boundary.

Charities operating in the TA report operating across a range of functions (Figure 2). Nearly half (49%) provide educational and training opportunities, 23% report involvement with amateur sport and 19% within arts, cultural and heritage.

Figure 2 What charities in the TA do



Source (Charity Commission, 2017)

2.2 Amateur sport VSCE subsector

The benefits that sport can bring to people and society are widely recognised by government, not just in terms of physical and mental wellbeing but also individual, community and economic development (Sport England, 2016). VCSE sport clubs are recognised as playing a role in delivering governments sports policy (HM Government, 2015).

The majority of amateur sports clubs, such as Sunday league football and rugby teams, are voluntarily run. Some voluntary clubs own their own facilities but the majority hire them. Clubs often work in partnership with the private or public sector. For example, clubs use public sector facilities or gain sponsorship from private sector companies.

The latest figures from Sports England Active People Survey show that 26.4% of those over the age of 16 in East Riding were playing sport weekly in the year to September 2016. That's a decrease from the previous 12 months ago 33.7% were playing sport and goes against the national trend where participation increased (Sport England, 2016).

The East Riding area has around 300 registered charities reporting to operate in the field of amateur sport (Charity Commission, 2017). Some of these charities include:

- Disability Sports Humber

A disability sports charity in the Humber area supporting 100s of disabled people weekly in sport. They work in a number of ways:

- Giving grants to disabled people to keep playing sport, for example a grant for a special sports chair.
- Helping fund the clubs so they can keep open to make sure there will always be sport for all in the area.
- Holding events to showcase what disability sports can do.

- Riding for The Disabled Association

At the RDA, horses and ponies provide therapy, achievement and enjoyment to people with disabilities. They have centres all over the UK and all groups are run by volunteers (18,000 nationally). Across East Riding RDA groups include the Yorkshire Wolds RDA.

- Hessle Sporting Club

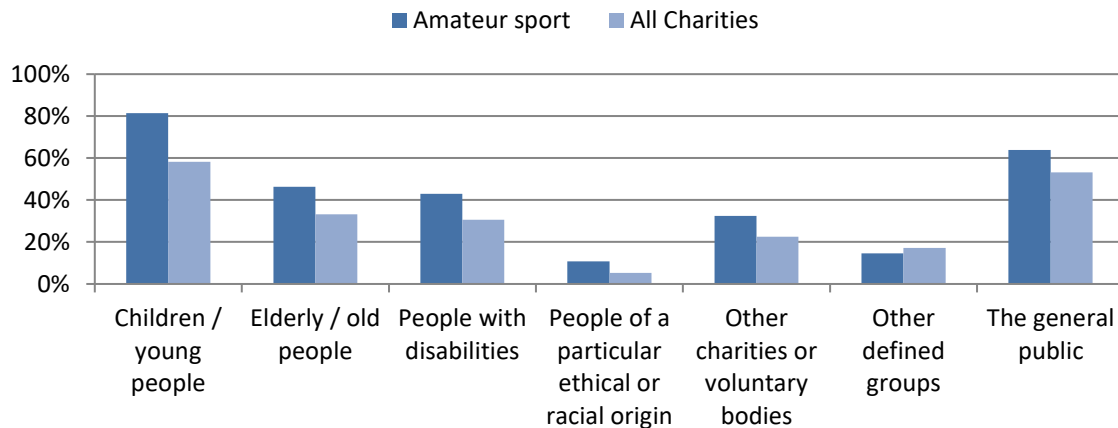
Formed in 1976, Hessle Sporting Club, has evolved into the largest club in the whole of East Yorkshire. It has 25 teams playing in the Hull Boys Sunday Football League, along with a successful Academy for 4 to 6-year olds.

- East Riding of Yorkshire Disabled Sports Association

This charity provides the opportunity for people with any disability to enjoy sport, principally swimming, for leisure, therapy or competition in a safe and friendly environment.

The majority (81%) of charities offering amateur sports help children and/or young people (Figure 3). This is much greater proportion when compared to all charities where around three in five (58%) help children and/or young people.

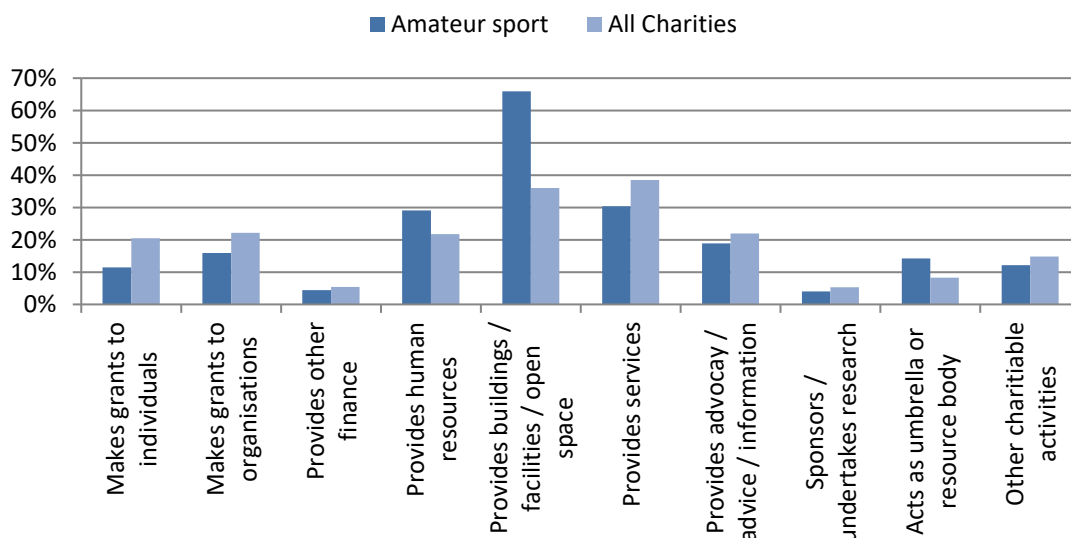
Figure 3 The focus of charities in the East Riding



Source (Charity Commission, 2017)

The way in which amateur sports charities operate is fairly similar to that reported by all charities (Figure 4). The main difference being that more charities in the subsector report providing facilities or spaces for the activities.

Figure 4 How charities in East Riding operate

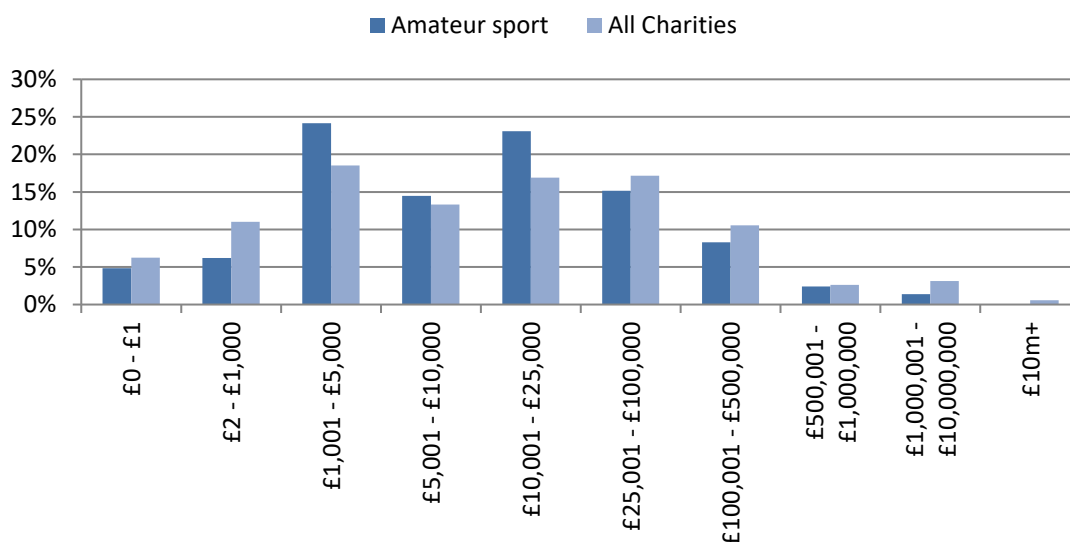


Source (Charity Commission, 2017)

Half (50%) of the charities offering amateur sports in East Riding have an income of less than £10k, with just 12% reporting an income greater than £100k.

This indicates that a large proportion of the charities in this subsector are small.

Figure 5 Income range of charities operating in East Riding



Source (Charity Commission, 2017)

2.1 Skills needs – Primary research testing the data

2.1.1 Planning for the future

Data tells us that across the LEP economy 58% of firms have a Business Plan which specifies objectives for the coming year, which is slightly lower than national findings of 62% (UKCES, 2016). 39% of firms had a training plan, again less than national average of 42%.

Our primary research suggests that many of the organisations operating in this space are well run and are particularly forward thinking in terms of business plans and strategic thinking. Given that many of these organisations are particularly small this may be surprising as this is clearly a difference with the private sector where small companies often do not have codified future plans. However, it is apparent that there is an amount of legislation affecting the VCSE sector which expects them to have certain policies and processes in place. Likewise, given the reliance on bidding for public or charity funding, there are often certain requirements to show that the funding is going to a well-run organisation. These two factors may explain why the VCSE sector is seemingly very different from the private sector in terms of Business Plans.

2.1.2 Recruitment and retention

In terms of recruitment, it is the recruitment and managing of volunteers that is most pressing.

Volunteering in sport has been seen as something people do for the benefit of others. Whether it's marshalling a fun run, managing money, driving people from A to B (and back) or even washing the muddy kit. Nationally there are 5.6 million people volunteers in sport and they are typically white, male and relatively comfortable financially (Sport England, 2016), but proportionally fewer disabled people, women and black, Asian and minority ethnic people volunteer in sport. This is something that needs to be considered.

The Institute for Volunteering Research found that most common fields of interest supported by volunteers was education, with sports and exercise and health and disability also in the top four (Low, et al., 2017).

Most volunteers joined organisations by 'word-of-mouth'. Because of this reliance on 'word-of-mouth' it can be hard for organisations to get greater diversity among volunteers.

Like the findings in the Third Sector Trends Study for Yorkshire and Humber (Chapman, 2017), we found that many organisations do make an effort to recruit volunteers, either by advertising or holding events. But we have routinely heard that recruiting new volunteers is something that many organisations within the whole sector struggle. In this part of the sector there is a high use of volunteers, but it is also one of the sub-sectors where there is a good pool of volunteers on which to draw, including parents, people looking to get into the sector as a career, and retired people.

Unfortunately, there have been a number of stories in the news of criminal activity which has affected the subsector. Instances of abuse has led to significant changes in background checks and safety processes. Likewise, there have been several measures taken by the Football Association and other governing bodies to more fully support people who become involved in officiating. Trained and qualified officials has been raised as a worrying gap across a range of sports.

Key roles performed by volunteers in the sport subsector include:

- Sport coaches
- Cooks/Chefs - sports teams have food at end of games
- Event makers / volunteers
- Youth mentors
- Photographers / video
- Match day referees / linesman / officials
- Groundsman

Examples of voluntary positions being sought in the subsector are highlighted below:

Hutton Cranswick Sports & Recreation Association

Hutton Cranswick Cricket Club are looking for range of volunteers who would like to help the cricket team. They are looking for:

- Coachers, Leaders and Instructors.
- Fundraiser.
- Match day support.
- Team managers.

<https://do-it.org/organisations/hutton-cranswick-cricket-club>

Driffield Skatepark

Driffield Skatepark is a registered charity and company. They have a manager to deal with day to day running of the park but need committee members to assist with decision making, help with the park in all sorts of ways and help at our fundraising events. They generally meet once a month.

HERIB (Hull & East Riding Institute for the Blind)

HEIRB are looking for volunteers who are interested in Sport and Leisure activities. At HERIB they run social events which involve taking visually impaired people walking, playing walking football, acoustic shooting and many other activities and they need sighted volunteers to help guide them.

Events are programmed so you will know when and where they are taking place, some run fortnightly and some monthly.

They are also looking for a mini bus driver to help transport people to these events. You will however need to be over 25 years old and have a clean driving licence for this.

<https://www.charityjob.co.uk/volunteer-jobs/volunteer/523925?tsId=1>

In a study such as this one where we consider the skills needed by the sector, high quality and committed volunteers has been much discussed. It is clear that organisations are investing in paid staff to attract, develop and retain this essential part of the workforce. Volunteers are needed across the skills level, right from Director/Trustee to someone who can lend a pair of hands for a few hours.

Whilst larger organisations may have formal development plans for the roles they actually want to fill with volunteers, the majority of smaller organisations have expressed a willingness to use whoever is willing to help.

Other solutions that exist to attract volunteers include:

[Do-it](#) is a database of UK volunteering opportunities. Individuals can search more than a million volunteering opportunities by interest, activity or location and then apply online.

[Charity Job](#) is a further job board site specifically for the charity, not for profit and voluntary sector jobs. Alongside jobs, the site also advertises voluntary positions.

2.1.3 What are the current skills needs and skills gaps?

Across all sectors in the LEP, 15% of firms report having a skills gap - i.e. where an employee is deemed by their employer to be not fully proficient, i.e. is not able to do their job to the required level (UKCES, 2016). Overall it has been calculated that approximately 21,200 individuals in the LEP are not proficient in their job.

The nature of the sector explains where skills are regarded as being key.

We routinely heard throughout our research of the need for coaches and match day officials.

Most people who become match officials have played the game themselves and are now looking to give something back to the game they love. To be a qualified/accredited match official, individuals will need to undertake training, being able to demonstrate knowledge of the rules of the game.

Specific requirements for coaching will depend on which sport you're coaching. The best place to seek advice on coaching standards is the national governing body for your sport. For example, the Football Association (FA) is the governing body for football, the Lawn Tennis Association (LTA) for tennis and so on.

Sports Coach UK recommended the following standards (UK Coaching, 2017):

- A Level 1 sport specific qualification if you're assisting a coach or helping out a club/group. (You may also need a DBS check and/or knowledge of first aid and safeguarding children.)
- A Level 2 sport specific coaching qualification if you're coaching independently.
- A Level 3 qualification if you want to deepen your coaching skills.

[Active Humber](#) are an organisation that can help individuals on their journey as a coach.

From our primary work, we can suggest that the following skills are particularly needed and valued by amateur sports VCSE organisations:

- Coaching qualifications.
- Referees / Officials.
- Volunteers with:
 - Safeguarding and Protecting Children
 - DBS clearance
 - First Aid

- Management skills in the sense of non-executive directors/trustees.
- Securing funding and fundraising.
- IT skills.

2.1.4 Training

Across all sectors in the LEP, 65% of firms had funded or arranged training for staff in the previous 12 months (UKCES, 2016). The vast majority of training and development is targeted at initial induction training and development and perceived statutory areas such as safeguarding.

Organisations in the subsector have also highlighted that whilst they are eager to train their staff they have neither the time nor can they access sufficient funding. This is interesting for the LEP and others, as there now seems to be general demand for skills and recognition that they are an important part of a successful future, but particularly small VCSE organisations are unable to receive the training they want – albeit for a variety of reasons.

2.2 Apprenticeships

However, as seen from our report on the national picture of the VCSE there were three sector specific frameworks but these are no longer ‘live’. The sector therefore does not have specific apprenticeship frameworks or standards. Generally, they make use of generic ones such as Business and Administration. In our primary work, we found that there is support for the principle of Apprenticeships but it was felt that they were often too large an intervention for this subsector. 50% of firms in this subsector have an income of less than £10k, with many run by a voluntary committee and not employing any staff. They are, therefore, entirely dependent upon freely given time to manage organisations and deliver the work needed.

2.3 Drivers of change

2.3.1 Political

National Governing Bodies (NGBs)

A number of voluntary clubs are affiliated to NGBs, such as Rugby Football Union, England and Wales Cricket Board, the Amateur Rowing Association. The NGB structure facilitates sports competitions and provides support for clubs.

But each NGB will have their own policy for developing the sport. This can cause a challenge to the organisations at grass-root level. Clubs will need to be aware of and response the NGB policies, which may add additional pressure to those involved in running the club.

Public Services

Government is looking to put small charities at the heart of public services (DCMS, 2016). It is recognised that the knowledge and expertise of these should be used to help shape and deliver public services across the county.

Therefore, three measures have been announced as part of a programme to help tackle the challenges of getting small charities into the public service supply chain. These are:

- Developing a placed based Public Service Incubator that helps small charities get commissioned.
- Exploring the development of a commissioning kitemark that will set out a best practice standard. As we have illustrated elsewhere, this sort of metric is a real gap in the VCSE sector, where we have been unable to find a recognised and widely used definition of excellence or best practice.
- Recruiting a voluntary, community and social enterprise crown representative.

Further information can be found on <https://www.gov.uk/government/news/putting-small-charities-at-the-heart-of-public-services>

Social Value Act - demonstrating impact

The Public Service (Social Value Act) requires commissioners who procure services to consider social, economic and environmental benefits.

Many VCSEs are well practiced at providing added social value through service delivery across many sectors including health, education, housing and transport. The Social Value Act creates an opportunity for bidders to demonstrate this to public service commissioners, who assess which potential providers would deliver maximum public benefit to the local community.

Legislation / Regulations

As with other industries which provide a service, this is a subsector which is heavily regulated.

Employers are not expecting there to be significant new legislation in the next few years, rather they are anticipating many current standards to simply move from EU legislation into UK law. But this is conjecture and nobody really knows!

2.3.2 Social

Governance

Thousands of people give up their free time to sit on charity boards as they want to make a difference to the communities and causes that they are passionate about. But now, more than ever before (perhaps because of the recent high-profile closures of charities), trustees of charities and community groups need to ensure that their organisations are being run efficiently and effectively.

This may mean looking at how services are delivered: can use of new technologies be made? Should organisations look outwards to other organisations in the same field seeking to work in partnership or at potential mergers? Is the organisation investing the time and resources to develop the skills of the volunteers and staff who deliver the services? But as important, are the right skills within trustee boards available to ensure that challenges of the future are met.

In the wake of the high-profile closure of Kids Company, we have heard concerns around attracting high quality non-executives (NEDs). There is a concern that a seemingly charitable act of becoming a non-executive director is something that can have important implications for a career. Moving forward therefore, we wonder if some of these concerns could be allayed by having comprehensive training on obligations and best practice for potential NEDs. This may be an effective way to improve the performance of the local VCSE sector as potential NEDs become completely familiar with expectations and legal obligations.

Volunteers

Encouraging volunteers is an ongoing issue in the subsector. Word of mouth was by far the most common route individuals took into volunteering. However, volunteers also get involved because they had previously used the organisation's services and/or seen a leaflet or poster.

But it is not just recruiting volunteers, it is also having the ability to manage them and keep individuals engaged. Crucially the VCSE sector needs volunteers, but this means that the organisations need skilled volunteer managers. These are often paid roles in larger organisations but in smaller organisations they are often volunteers themselves.

Members

The amateur sports market is highly competitive - individuals nowadays have a range of leisure activities and facilities to select from. This means that voluntary sports clubs must compete more fiercely for the time, money and commitment from members and volunteers.

Marketing and Communication

In today's marketplace, being noticed is a constant goal for most companies. Converting that awareness into patronage is a challenge for many charities.

Social media, in its various forms, presents the subsector with a direct way of reaching customers and volunteers as well as communicating key information about and any offers. But this presents a challenge, especially for the smaller businesses: expertise and time is required.

2.4 Future requirements

Employers in the VCSE sector clearly face a number of challenges in the near-term future. The crash of 2007 led to a significant change in the role and perception of the VCSE sector, with a number of initiatives leading to a view that the VCSE sector could and should be replacing significant parts of the public sector. As the public sector has been diminished, and as services have been cut, there has been an increased role for the VCSE sector. A clear example of this has been the growth of food banks. As state support has declined, there has been a growth of VCSE interventions. Worth noting is that we are not suggesting that these interventions have been perfect substitutes either in terms of magnitude or quality. As we have identified above, many VCSE organisations are very small and so the impacts they deliver are necessarily different from national initiatives.

The impact of the policy decisions made in the aftermath of the 2007 crash continue to be with us. Austerity policies continue to result in reduced social interventions and so there is this drive behind the VCSE sector to fill the gaps. However, it is not always the case that the state has pulled out and left behind lots of funding opportunities. Organisations in the sector tell us that funding is scarce and securing it is the number one risk and issue they face.

Austerity policies now have a sibling in the potential aftermath of Brexit in terms of the changes facing the VCSE sector. European funding through various 'pots', ESF, ERDF etc. has been a key way to finance the VCSE sector in the UK. Frankly, no one seems to know what will happen to these funding sources in March 2019. It seems unlikely that the UK will be able to access them, but the substitutes for them from the UK government have yet to be discussed. Indeed, we are not sure that there will be an attempt to replicate the funding. Consequently, the VCSE sector is at the edge of a new era. Demand is high for their interventions, but the sources of funding for the future are unclear.

Consequently, at least some of the thoughts of the future are speculative based on the above uncertainty.

In this way, many of the skills identified as being needed for the future are actually skills gaps which already exist.

The clear main issue facing the VCSE sector moving forward relates to accessing funding. The previous structures which have become understood (how to source European funding) will change and there will be new opportunities and challenges. In particular, any change of this nature has a greater impact on smaller organisations. Without dedicated resource aimed at identifying and sourcing funding, these smaller organisations face the very real prospect of running out of money. This of course has implications for the people with whom they engage.

In this issue, there is the possibility that larger organisations will have an advantage and so will effectively have a first mover advantage when it comes to accessing new funding routes. We wonder therefore if the LEP may wish to support the VCSE sector by providing this intelligence function in respect of identifying, and sourcing new funding.

2.5 So what does this mean for the future?

The importance of the VCSE sector has become more obvious in the wake of austerity and the cuts which have followed. Local authorities have been particularly hard hit and we have seen instances where under pressure councils have retreated to ensuring that they provide statutory mandated services. In this sense, it is clear that the VCSE sector is already, and will increasingly yet, be a key partner in delivering services and support seen as essential in the lives of many.

However, it is important to recognise that this increased role is not going to result in lots of funding becoming available. This is not a zero-sum game where the publicly funded sector loses out and the VCSE sector gains revenue. For the most part, the significance of the VCSE sector is increasing largely as a consequence of the decline in funded provision delivered in-house by relevant authorities.

There may indeed be some increases in funding, but the call to do 'more with less' is perhaps more relevant than ever to the VCSE sector.

We have highlighted a number of statistics and trends which may reasonably underpin policy responses to the new challenges.

- There are approximately 1,300 charities registered with the Charities Commission as active across East Riding.
- Nearly half (49%) of all charities report providing educational and training opportunities, 23% report involvement with amateur sport and 19% within arts, cultural and heritage.
- The East Riding area has around 300 registered charities reporting to operate in the field of amateur sport.
- The majority (81%) of charities offering amateur sports help children and/or young people. This is much greater proportion when compared to all charities where 58% help children and/or young people.
- More charities in the subsector report providing facilities or spaces for the activities than on average (66% compared to 36%).
- Half (50%) of the charities offering amateur sports in East Riding have an income of less than £10k, with just 12% reporting an income greater than £100k.

- In terms of recruitment, it is the recruitment and managing of volunteers that is most pressing.
- The sector makes a strong attempt to recruit volunteers in this area.
- Skills are particularly needed and valued by amateur sports VCSE organisations include; Coaching qualifications, referees / officials, volunteers with safeguarding and protecting children knowledge and DBS clearance, First Aid, management skills in the sense of non-executive directors/trustees and securing funding and fundraising.
- Organisations in the subsector have also highlighted that whilst they are eager to train their staff they have neither the time nor can they access sufficient funding.
- Government is looking to put small charities at the heart of public services, but the charities need have the skills to be able to bid for and win the funding.
- Social value impact measuring is important both to funders and to providers.
- Crucially the VCSE sector needs volunteers, but this means that the organisations need skilled volunteer managers.
- The right skills within trustee boards available to ensure that challenges of the future are met are essential.
- The amateur sports market is highly competitive - individuals nowadays have a range of leisure activities and facilities to select from. This means that voluntary sports clubs must compete more fiercely for the time, money and commitment from members and volunteers.
- Being noticed is a constant goal for most companies. Converting that awareness into patronage is a challenge for many charities. Expertise and time is required to make use of social media channels.
- Organisations in the sector tell us that funding is scarce and securing it is the number one risk and issue they face.
- Austerity policies and Brexit mean that sources of funding moving forwards are unclear. Any change in funding has a greater impact on smaller organisations.
- The LEP may wish to support the VCSE sector by providing this intelligence function in respect of identifying, and sourcing new funding.

As well as those organisations which are formally registered with the Charities Commission, we know that there are many others who work in this space. Consequently, we are able to show that as well as being an important sector, it is also a large one, albeit it is a difficult sector to accurately quantify. In the sector, many people work in voluntary roles. This is a key difference with other sectors. The voluntary workforce is absolutely crucial and without it, many organisations would not be able to function. Therefore, we note how important it is to renew and bring in a new set of volunteers to add to the current capacity. In just the same way that other sectors will have replacement demand, so too will the VCSE sector need replacement volunteers.

Certainly, this is an opportunity associated with the ageing population. Modern lifestyles and medicines mean that retired people are willing and able to work for far longer than in previous generations. They may bring professional skills and expertise with them which can be of huge benefit to the sector, particularly in a voluntary setting. But this is a challenge in and of itself, and may be something that the LEP could become a key player in, namely increasing participation in the VCSE sector across a range of roles on a voluntary basis.

We have highlighted that the increase in minimum wage is likely to have an impact on the sector. The private sector will expect to pass on the wage increase in price rises, but the VCSE sector has no similar avenue. Instead they are faced with funders who are looking for more impact for less investment, so the wage constraint is really important and has potentially serious implications. It also further drives the need for more volunteers, potentially to replace roles which may have previously been paid for roles.

We see three strands to the skills needs in the VCSE sector. These strands are common cross the whole sector; where there are differences it relates to the specifics of the parts of the sector in which the organisation operate.

2.5.1 The Three Strands

There is clearly a need for senior support in terms of governance. Across the entire VCSE sector, organisations have highlighted a determination to maintain challenging and high-quality Boards. As we understand it, securing high quality and committed trustees has always been a challenge for the sector. However, recent events such as the Kids Company closure have seemingly had an impact on the willingness of appropriately skilled people to enter governance roles. It is also noting that professionals feel under time pressure regarding their own work or business and so are less able or willing to make an additional time commitment. Where non-executive experience was routinely taken as a good thing, there is now more of a need to defend and explain other commitments which take the person out of the business.

In this sense, we have an interesting position where the same economic climate that increases the demand for the VCSE sector is also the climate which may make it difficult to attract high quality individuals to assist with governance.

Then there are clearly operational skills both in terms of on-going delivery, but also as a result of changes and expected future changes. We have presented these in more depth previously, but there are a number of skills which have clearly become important to the running of a successful VCSE organisation. These skills may have always been needed, but the changed environment in which the VCSE sector exists has also brought them to the fore. As well as the skills necessary to manage volunteers, which we've concluded may increase because of external pressures, there is an increased need for bid writers and business development type skills.

This is an important conclusion. All the way through this series of reports we have been careful to avoid the mistake of suggesting that there is a public-sector hole into which the VCSE sector must fit. It is of course accurate that there are opportunities and challenges associated with austerity for the VCSE sector. However, the third sector world has changed and organisations in the VCSE are having to work differently to face those challenges. These new skills and indeed new roles, reflect the competitive environment in which these organisations now operate. In this sense, the VCSE sector has, or will need to become more attuned to winning funding and seeing itself as the deliverer of a project, which will to some extent impact on future funding allocations. The days of receiving ongoing grant funding seem largely to have disappeared forever. Instead, funders want impact and more value for less money. This is a really important driver in organisational behaviour and one that is having an impact on the skills of the workforce.

Moving on from governance and operational skills we have identified the third group, namely front-line skills. The previous skills and needs may reasonably be seen as the back-office skills. Without them the organisations in the VCSE sector may struggle to exist or grow. Without the necessary functional skills however, these organisations will not fulfil their goals and ambitions.

As the VCSE sector grows and takes on new responsibilities, the necessary skills required will be affected. Here there is a direct causal relationship. This too is crucial. The VCSE sector in some senses is a reactive sector in that it exists to fix problems, address gaps etc. So as and when these gaps exist, the VCSE sector will need new additional skills to work with the affected cohorts. For instance, in recent years, certainly post 2007, there was an increased demand for providing support on financial and debt issues. The demographics of the population, whilst potentially an opportunity in the sense of attracting skilled governance level individuals, is also one of the main drivers for VCSE sector provision. Increasingly organisations in the space, work with lonely or isolated elderly people. Likewise, the change in education policy, particularly in relation to academies and free schools has undoubtedly increased the numbers of, and function of the VCSE sector working with young people.

We have heard alternative views on the detail of these functional skills. It is clear that organisations working in different parts of the sector, are different by definition. However, we have also considered the similarities between the parts of the sector. A front-line worker supporting a young person does a different job than does someone supporting a person with disabilities. But in many ways their aims are the same and so are their skills. There are practical differences and different legal frameworks associated with varying client groups. But many of the skills are very similar across the breadth of the VCSE sector.

Using these three areas, we are able to highlight the following as areas where the LEP and others may seek to support this part of the VCSE sector.

Governance	Operational	Functional
High quality boards	Management skills - particularly in relation to working with volunteers	English language skills
Committed trustees	Securing funding and fundraising	Necessary safeguarding qualifications and DBS checks
Financial support	IT skills	Coaching qualifications
	Understanding local communities and awareness of pre-existing solutions and partner organisations	Match officials
	Presentation skills relevant to working with external funders and stakeholder	First aid skills

3 Annex

Table 5 Employment by Industry in the LEP and Local Authorities

Industry	Craven	Hambleton	Harrogate	Richmondshire	Ryedale	Scarborough	Selby	York	North Yorkshire	East Riding of Yorkshire	YNYER LEP
2 : Mining, quarrying & utilities	125	500	350	225	200	200	2,000	400	4,000	1,250	5,000
3 : Manufacturing	3,000	6,000	5,000	1,000	5,000	5,000	7,000	4,500	36,000	17,000	53,000
4 : Construction	1,500	2,250	3,000	1,000	1,500	1,500	1,750	4,000	17,000	6,000	23,000
5 : Motor trades	450	900	1,750	350	700	600	500	1,500	7,000	3,000	10,000
6 : Wholesale	1,500	2,250	4,500	700	1,000	1,000	2,000	2,500	15,000	5,000	20,000
7 : Retail	3,000	3,500	8,000	2,000	1,750	5,000	2,250	14,000	39,000	12,000	51,000
8 : Transport & storage (inc postal)	1,000	1,750	3,000	600	600	1,250	3,500	4,500	17,000	6,000	23,000
9 : Accommodation & food services	3,000	3,500	8,000	3,000	3,000	7,000	2,000	11,000	42,000	9,000	51,000
10 : Information & communication	350	600	2,000	150	150	300	800	2,500	7,000	2,250	9,000
11 : Financial & insurance	2,500	450	2,500	150	350	600	300	4,500	12,000	1,250	13,000
12 : Property	450	800	1,500	400	800	1,000	300	2,000	7,000	1,750	9,000
13 : Professional, scientific & technical	1,750	2,250	8,000	1,000	1,500	1,250	3,000	8,000	27,000	7,000	34,000
14 : Business administration & support services	6,000	3,000	6,000	1,000	1,250	2,000	3,500	8,000	30,000	7,000	37,000
15 : Public administration & defence	450	3,500	2,000	800	700	1,250	700	5,000	15,000	10,000	24,000
16 : Education	3,000	3,000	7,000	1,500	2,250	3,500	3,500	12,000	36,000	12,000	48,000
17 : Health	2,250	5,000	12,000	1,500	1,750	8,000	3,000	16,000	50,000	17,000	67,000
18 : Arts, entertainment, recreation & other services	1,000	1,750	3,500	1,250	2,000	2,500	700	5,000	19,000	4,500	23,000
Column Total	31,000	41,000	80,000	17,000	25,000	43,000	36,000	105,000	379,000	122,000	500,000

(ONS, 2015)

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