

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

More Developed Area: York and North Yorkshire

VCSE Sector: Health and Social Care

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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Contents

1	Introduction	1
1.1	York and North Yorkshire MDA.....	1
1.2	Apprenticeships	3
1.1	Local Authorities	4
1.2	Emerging developments in York and North Yorkshire MDA.....	6
2	VCSE sector in North Yorkshire and York.....	8
2.1	Introduction to the VCSE sector in the MDA	8
2.1.1	Charities characteristics	8
2.2	Health and social care in YNYER.....	11
2.3	VCSE health and social care subsector.....	12
2.1	Skills needs – Primary research testing the data	16
2.1.1	Planning for the future.....	16
2.1.2	Recruitment	16
2.1.3	What are the current skills needs and skills gaps?	19
2.1.4	Training	19
2.1.5	Apprenticeships	20
2.2	Drivers of change	21
2.2.1	Political.....	21
2.2.2	Economic.....	22
2.2.3	Social	22
2.3	Future requirements.....	23
2.4	So what does this mean for the future?	24
2.4.1	The Three Strands	27
3	Annex	29
4	Bibliography	31

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 Health and Social Care VCSE subsector within the More Developed Area (MDA) of York and North Yorkshire.

1.1 York and North Yorkshire MDA

North Yorkshire covers an area of 8,654 square kilometres (3,341 sq mi), making it the largest county in England. The majority of the Yorkshire Dales and the North York Moors lie within North Yorkshire's boundaries, and around 40% of the county is covered by National Parks.

York and North Yorkshire is divided into a number of local government districts: Craven, Hambleton, Harrogate, Richmondshire, Ryedale, Scarborough, Selby and the City of York.

It has a resident population of 809,200, which equates to 71% of the LEPs resident population (ONS, 2017). Nearly 380,000 individuals are employed in the area. Employment rates stand at 81.9% for North Yorkshire and 78% in York compared to LEP average of 79.9% (Table 1).

Using YNYER LEP as the standard, we can see various differences in the productivity, skills and employment across North Yorkshire and York. Table 1 highlights where the area performs better (green) or worse (red). For example, self-employment in North Yorkshire stands at 14.1% - greater than within York, the LEP as a whole and the English average. However, the number of individuals qualified to level 4 or above is lower and the proportion with no qualifications is greater in North Yorkshire.

Table 1 Productivity, skills and jobs:

Measure	North Yorkshire	York	YNYER LEP	England
Gross Weekly pay full time (£)	£475.40	£505.40	£504.70	£544.20
Job density (the ratio of total jobs to population aged 16-64.	0.96	0.85	0.86	0.84
Employment Rate	81.9%	78.0%	79.9%	75.0%
Self-Employment	14.1%	9.6%	12.2%	10.6%
Full-time workers	63.1%	62.7%	63.8%	69.1%
Unemployment Rate	2.3%	3.2%	3.0%	4.7%
Economically Inactive	16.1%	18.8%	17.6%	21.2%
Level 4+	35.9%	42.7%	37.5%	37.9%
No Qualifications	6.5%	6.2%	6.3%	7.8%

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

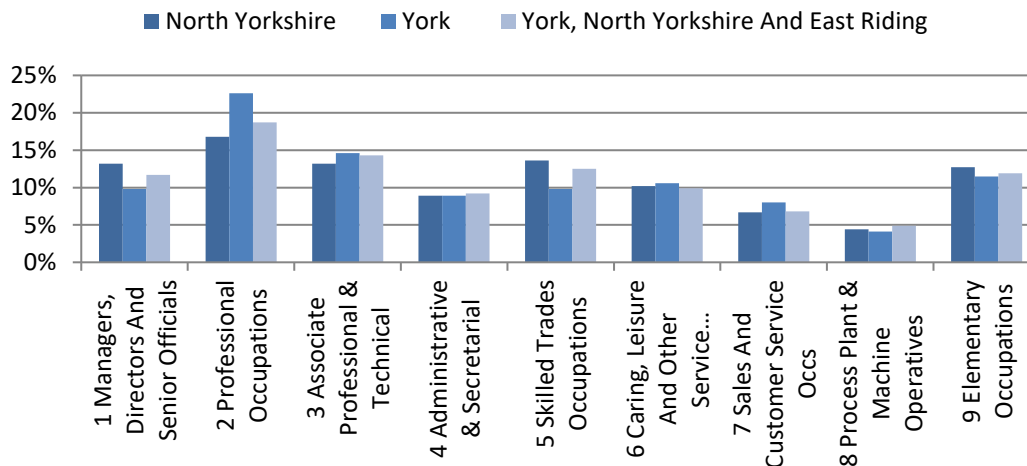
As previously mentioned, nearly 380,000 individuals work across the York and North Yorkshire area. The largest employment sectors are (ONS, 2015):

- Health and Social Work, employing 13% of all workers.
- Accommodation and food services, employing 11% of all workers.
- Retail, employing 10% of the workforce.

The occupational profile across York and North Yorkshire has some variations compared to the LEP and national data (Figure 1). For example:

- There are more managers in North Yorkshire - 13% compared to 10% in York and 12% at a YNYER LEP level.
- Nearly a quarter (23%) of the workforce are in professional occupations in York, compared to 17% in North Yorkshire.
- North Yorkshire has more skilled trade personnel than York (14% compared to 10%).

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



Source (ONS, 2017)

1.2 Apprenticeships

Across York and North Yorkshire there has been a steady number of individuals starting an apprenticeship. In 2011/12, just over 11,400 individuals started one, while by 2015/16 this had risen slightly to 11,570 (Table 2). Two in five (39%) of all starts have been within Richmondshire and 15% in York and 12% in Scarborough (DfE, et al., 2017).

The majority (70%) of apprenticeship starts were at an intermediate level. 4% were at a higher level. A quarter of all starts were by individuals under the age of 19 and 35% over the age of 25.

Table 2 Apprenticeship Programme Starts by level and age, York and North Yorkshire

Year	Total	Level (%)			Age (%)		
		Intermediate	Advanced	Higher	Under 19	19-24	25+
2011/12	11,400	75%	25%	*	31%	36%	33%
2012/13	11,520	72%	27%	1%	29%	38%	34%
2013/14	9,770	76%	22%	1%	27%	44%	28%
2014/15	12,920	76%	22%	2%	23%	45%	32%
2015/16	11,570	70%	27%	4%	25%	40%	35%

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

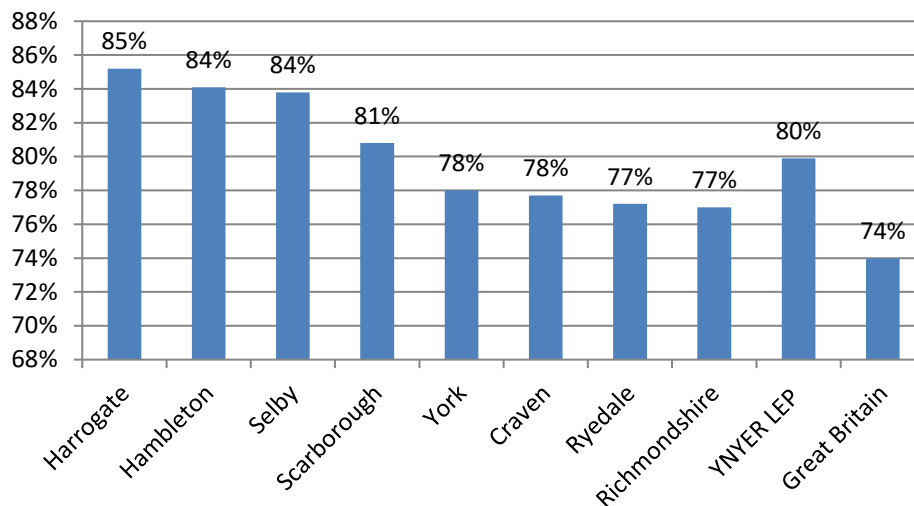
The most popular frameworks across the area were across the subject area of health, public services and care (49% of all starts). Business, administration and law accounted for a further 17% starts and Retail and commercial enterprise contributing 15% (DfE, et al., 2017).

1.1 Local Authorities

The York and North Yorkshire MDA is made up by a number of local government districts: Craven, Hambleton, Harrogate, Richmondshire, Ryedale, Scarborough, Selby and the City of York.

Looking in more detail at Local Authority level, we can see that there are variations in the employment rate: Harrogate has the highest at 85% while Richmondshire has the lowest at 77%. However, the employment rate in all local authorities is greater than the national average (Figure 2).

Figure 2 Employment rate across the LEP and North Yorkshire Local authorities



Source (ONS, 2017)

Using YNYER LEP as the standard; additional variations in the job, skills and productivity levels of each of the local authorities are highlighted in the table below. Where the area performs better, we have highlighted this in green with relatively poor performance being highlighted in red in Table 3. In summary:

- Four authorities have a lower weekly wage than the LEP average (Craven, Hambleton, Ryedale and Scarborough).
- In three authorities, the job density is above one - meaning that there is more than one job for every resident aged 16-64. These are Craven, Harrogate, and Ryedale. However Craven and Ryedale employment rate is lower than the LEP average.
- Self-employment is particularly high in Harrogate and Scarborough and also in Scarborough, the proportion of full-time workers is low.
- The proportion of workers with a level four qualification ranges from 23.5% in Hambleton to 50.4% in Craven.

Where the local authority area performs better than the YNYER standard we have highlighted this in green or worse in red in the table below.

Table 3 Productivity, skills and jobs by local authorities in York and North Yorkshire MDA

	Craven	Hambleton	Harrogate	Richmondshire	Ryedale	Scarborough	Selby	York	YNYER LEP	England
Gross Weekly pay full time (£)	£413.10	£496.80	£535.50	£507.20	£443.10	£460.30	£549.40	£509.60	£504.70	£544.70
Job density (the ratio of total jobs to population aged 16-64.	1.16	0.98	1.06	0.8	1.02	0.93	0.73	0.85	0.86	0.84
Employment Rate	77.7%	84.1%	85.2%	77.0%	77.2%	80.8%	83.8%	78.0%	79.9%	75.0%
Self-Employment	*	14.7%	19.2%	*	12.7%	18.0%	*	9.6%	12.2%	10.6%
Full-time workers	60%	65%	61.5%	62.5%	69.9%	58.5%	68.6%	62.7%	63.8%	69.1%
Unemployment Rate	3.2%	2.8%	2.7%	2.8%	3.3%	3.7%	3.8%	3.2%	3.0%	4.7%
Level 4+	50.4%	23.5%	42.9%	25.3%	36.8%	37.5%	31.0%	42.7%	37.5%	37.9%
No Qualifications	*	9.1%	*	*	*	7.4	8.9%	6.2%	6.3%	7.8%

(ONS, 2017) * data not available, sample too small

1.2 Emerging developments in York and North Yorkshire MDA

Improvements in transport, infrastructure, and housing continue to attract employers and business opportunities. Speaking with stakeholders we understand that each local authority has or is in the process of updating Local Plans and Investment Strategies. For example, Hambleton Inward Investment Strategy and Action Plan has just been published, with the aims to attract quality jobs to the district by looking at its unique selling qualities and how they can be recognised nationally. The initial focus will be on potential employment sites around Leeming Bar. The plan will look at the land, skills, support and opportunity the area has to offer investors, ensure a sufficient supply of good quality sites over the next five years, and encourage links between existing and potential new businesses in the area. It will also promote the creations of centres of excellence in some sectors.

Examples of growth, investment and development in the area includes:

The Fitzwilliam Malton Estate has received planning to change a vacant unit in Malton to form a gin or vodka distillery. This will include a retail area and office space. In addition, the Estate is seeking permission for a new restaurant in Malton, an area which is being marketed as the 'Food and Drink' capital of Yorkshire.

Al Khaleej International is looking at a site next to the Allerton Park waste incinerator, near the A1/A59 junction for a new sugar beet processing plant. The company has asked Harrogate Council planners for environmental opinions before it puts in a full planning application. If the new plant goes ahead, the company claims it would create employment for 200 to 300 jobs, and would buy sugar beet from 3500 farmers mainly across the North East of England (Prest, 2017).

Sirius Minerals PLC is seeking to become a leading producer of multi-nutrient fertilizer and current focus is the development of North Yorkshire Polyhalite project. Located 3.5km South of Whitby, the project will involve the extraction and granulation of the mineral. The project involves the construction of an underground mine, along with the necessary infrastructure above and below grounds that will be necessary for transporting processing and distributing the minerals. The project is expected to deliver 2,500 direct and indirect jobs (Sirius Minerals PLC, 2017).

Covance, a global drug development business, currently based in Harrogate where more than 1,000 people are employed, are expanding on the National Agri-Food Innovation Campus, at Sand Hutton near York. Opening in late 2017, the laboratory extension in York will employ up to 30 scientists (Knowlson, 2017).

ACM Global Laboratories, a medical diagnostic testing company, has added a second specialised building to its laboratory block in Hospital Fields Road, York. The jobs generated will be high tech and include laboratory scientists, life sciences project managers, quality assurance professionals and data managers (York Press, 2017).

Furthermore, in York, York Central - a 72-hectare site formed mainly of former railway land behind the station - could see the development of thousands of new homes and enough office space for 7,000 new jobs (City of York Council, 2017).

Near Whitby, a new 60-lodge holiday could be built on a hotel estate. The Classic Lodges hotel group has submitted an application to build a holiday park on its estate at Grinkle Park, following two years of extensive planning and consultation with the relevant authorities (Copeland, 2017). The development would see the restoration of the hotel's Grade II listed stable block, the re-introduction of a derelict caravan site, and the formation of two new lakes to complement the existing water feature. The lodges would be created in an environmentally considerate way and are aimed at the 'staycation' market of families who prefer to holiday in England than abroad. In addition to the construction jobs, once fully operational, the lodge park would create 25 jobs.

Discussions with Selby District Council highlighted a number of planning applications, including housing applications, the construction and operation of a combined cycle gas turbine (CCGT) power station, While Harworth Group Plc has recently secured the resolution to grant planning consent from Selby District Council to redevelop Kellingley Colliery, 151 acre site into a major new manufacturing and distribution centre, which could create 2,900 new jobs and bring investment into the region of £200m (Bean, 2017).

Newby Wiske Hall, formerly the North Yorkshire Police's Headquarters has been sold to PGL, a company that runs educational activities for schools and young people in March 2017. PGL plan to open the site in Spring 2018 and reported that they will create more than 100 jobs, not only in instructing activities, but in catering, housekeeping, site maintenance and management roles.

The above demonstrates some of the opportunities in the area where new firms are entering and currently resident employers are expanding. These developments will have multiplier effects across the supply chains and wherever consumption occurs.

2 VCSE sector in North Yorkshire and York

2.1 Introduction to the VCSE sector in the MDA

In August 2017, approximately 4,000 charities were registered with the Charities Commission as being active across North Yorkshire and York (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 a number of organisations are based and focus their purpose on the MDA, there are others that have a much broader sphere of activity operating beyond the MDA boundary.

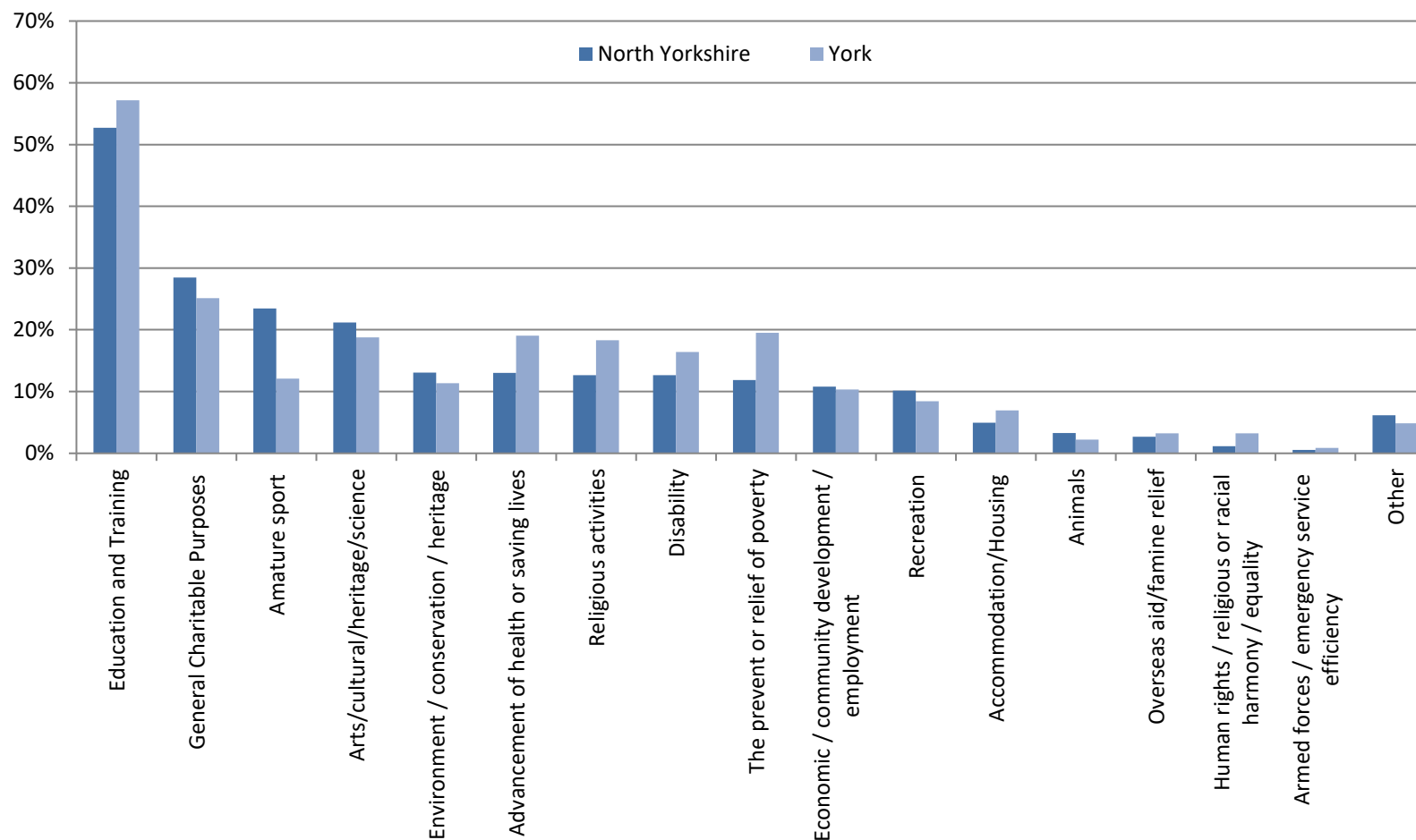
2.1.1 Charities characteristics

Charities operating in the MDA report operating across a range of functions (Figure 3). Over half are involved in education and training (53% in North Yorkshire and 57% in York).

There are some variations in activities between charities operating across North Yorkshire and York:

- A greater proportion of charities in North Yorkshire are involved in amateur sports than within York (23% compared to 12%).
- Charities in York were more likely, than those in North Yorkshire, to be involved in the prevention or relief of poverty, and/or the advancement of health or saving lives.

Figure 3 What charities in the MDA do

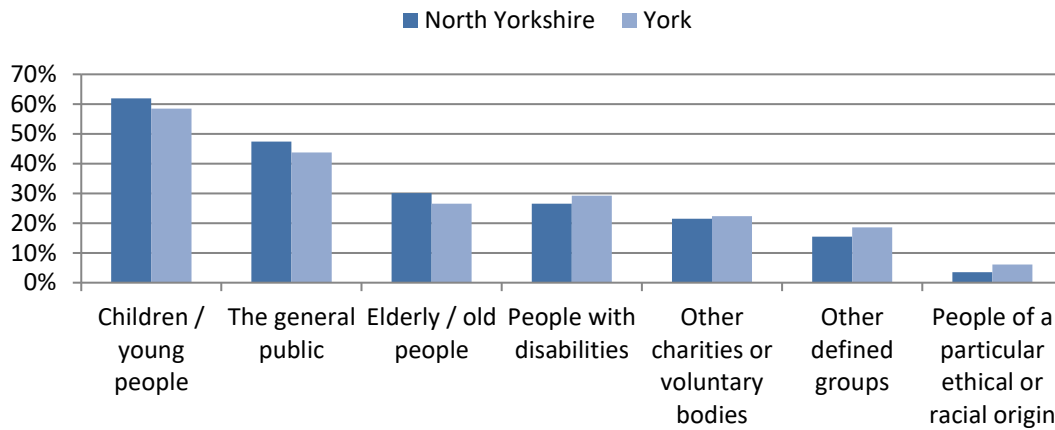


Source (Charity Commission, 2017)

The majority of charities operating in the MDA report helping children and young people (Figure 4). This is followed with aiding the general public.

There is little difference in who charities help based on the operating location of the charities.

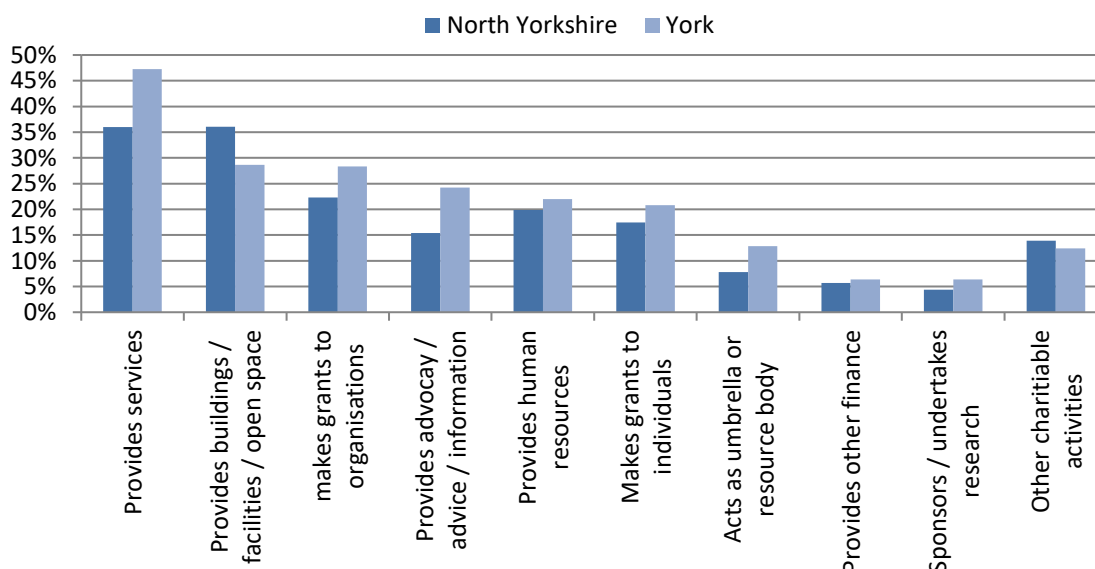
Figure 4 Who do charities operating in the MDA help



Source (Charity Commission, 2017)

Charities operate in a variety of ways, from providing services, facilities to grants and information and advice. Figure 5 highlights charities operating in York are more likely to provide services, advice and information, than in North Yorkshire.

Figure 5 How charities in the MDA operate

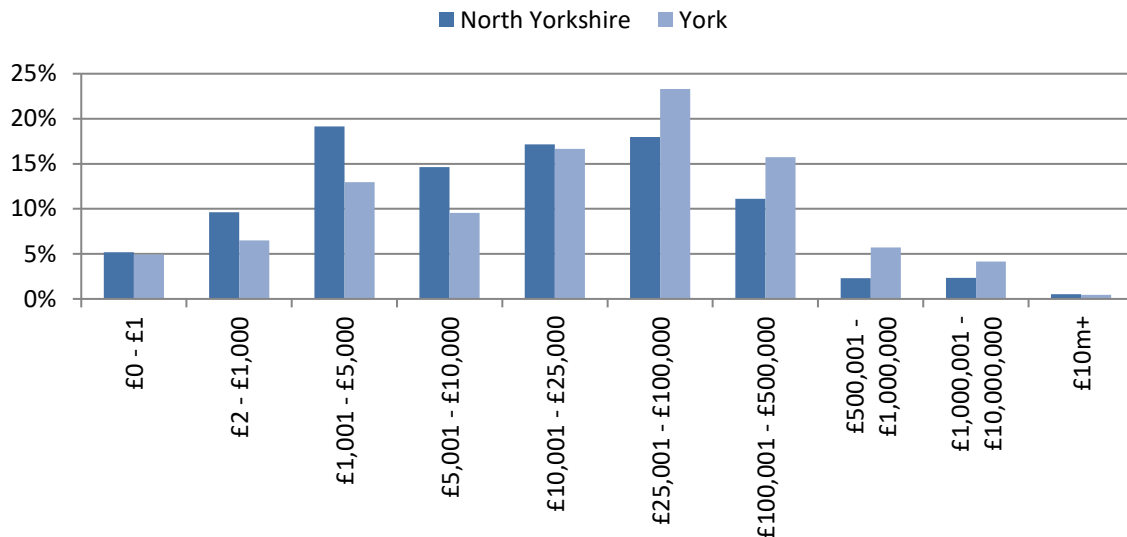


Source (Charity Commission, 2017)

By income, North Yorkshire would appear to have a greater proportion of smaller charities compared to York.

Half (49%) of charities operating in North Yorkshire reported receiving an annual income of less than £10,000. In York, this proportion was lower at 34%. A quarter (26%) of charities in York received an income of over £100k.

Figure 6 Income range of charities operating in the MDA



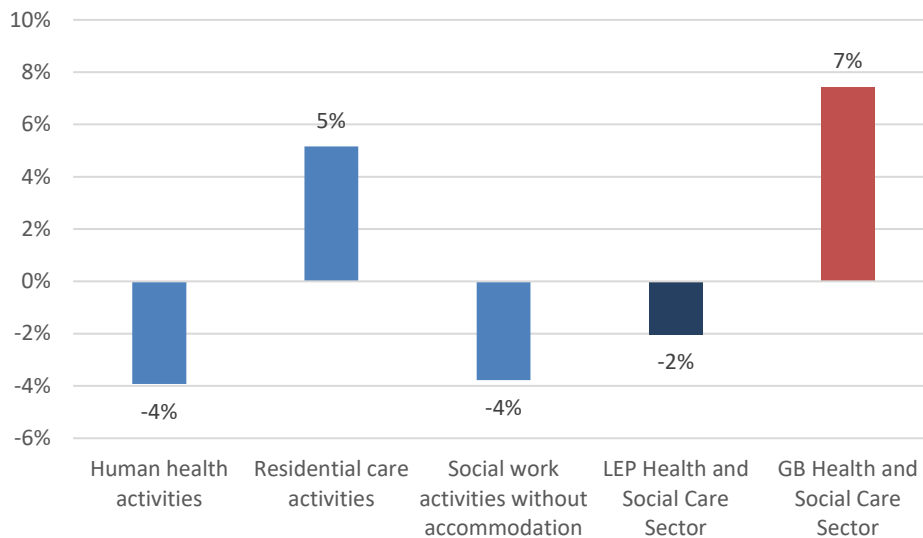
Source (Charity Commission, 2017)

2.2 Health and social care in YNYER

67,000 individuals work across the YNYER LEP health and social care sector, which is 13% of the total employment. Employment in the sector decreased by 2% between 2010 and 2015, bucking the national trend which saw a 7% increase in the same period (ONS, 2015).

The employment fortunes of each subsector between 2010 and 2015 reveals striking differences. Human health and social work activities both saw employment levels decrease by 4%, while residential care activities saw an increase of 5% in employment levels.

Figure 7 YNYER Health and social care employment change, 2010-2015



Source (ONS, 2015)

The most common job roles in the health and social care sector across the Yorkshire and Humber regions are shown below.

Table 4 Top 5 occupations in food and drink manufacture, Yorkshire and Humber

Rank	Occupation	Number employed
1	2231 'Nurses'	61,500
2	6145 'Care workers and home carers'	55,400
3	6141 'Nursing auxiliaries and assistants'	28,900
4	2211 'Medical practitioners'	22,300
5	2442 'Social workers'	10,400

Source (Office for National Statistics, et al., 2017)

Other significant roles include:

- Midwives.
- Receptionists.
- Welfare and housing associate professionals.
- Senior care workers.

2.3 VCSE health and social care subsector

VCSE organisations play a critical role in health and social care sector. They have and continue to make a substantial contribution to the delivery of high quality health and social care services and are integral to the wider health and care system. There are a number of facets within the health and social care sector in which the VCSE plays an important role.

It is clear than many individuals in the health and social care do not work for private firms (just 38% work for a private firm) (Office for National Statistics, et al., 2017). 11% of the health and social care workforce actually work for a VCSE. But there is variation when looking at the health and care areas. For example:

- 33% of those working in social care are employed by VCSE.
- 11% of those working in residential care activities are employed by a VCSE.
- While just 2% of the human health workforce, work within a VCSE (69% work for health authority or NHS)

Unsurprisingly therefore, the health and social care sector that is affected by events in the public and third sector.

VCSE organisations are key in the health and social care subsector as they are often uniquely able to offer support which looks at the whole person and whole family, thinking preventatively and whole-lifetime.

The subsector is very diverse, ranging from large organisation with significant income and staffing levels to small community groups largely run by volunteers. Often organisations draw on the contributions of staff, trustees and volunteers with first-hand knowledge and experience.

The type of health and social care work that VCSE organisations undertake is varied, reflecting their broad range of technical and professional skills. They can be providers of services, advocates, and/or bodies that represent the voice of service users, patients and carers.

The York and North Yorkshire MDA has over 500 registered charities reporting to operate in field of advancement of health or saving lives (Charity Commission, 2017). Some of these charities include:

- [North Yorkshire AIDS Action](#)

NYAA provides support for people in North Yorkshire and York who are living with or affected by HIV. Their support services are delivered as part of their partnership with York Teaching Hospital NHS.

- [North and West Yorkshire Association for Spina Bifida And Hydrocephalus](#)

The association provides direct assistance to children and adults with spina bifida and/or hydrocephalus and their parents/carers within North and West Yorkshire. They provide welfare grants, subsidised holidays and mutual support through activities, outings, workshops and seminars.

- [Hambleton And Richmondshire Carers Centre](#)

They provide support and advice to carers and the families of young carers across a range of subjects. They provide benefit advice, emotional support, social groups, activities and signposting. Working in partnership with carers they raise awareness of carer issues, contribute to local, regional and national debate and strategy for carers and collaborate with local agencies to strengthen the voice of carers.

- Next Steps Mental Health Resource Centre

Next Steps Well-being Centre supports people with mental health problems, wellbeing issues and preventing isolation and loneliness in Ryedale, North Yorkshire, by providing a drop-in centre, activities and outreach groups Kirkbymoorside/ Pickering and pop ups throughout Ryedale.

- York Against Cancer

A local charity helping local people affected by cancer. They provide care and support for patients and their families in York and North Yorkshire. They fund pioneering cancer research and provide cancer awareness education and information. All their work is funded by fundraising and donations. They have 8 employees and 70 volunteers.

- St Leonard's Hospice York

The hospice provides specialist palliative care and support for local people with life limiting illnesses. Employing 125 individuals the hospice is also supported by nearly 500 volunteers.

- The Retreat York

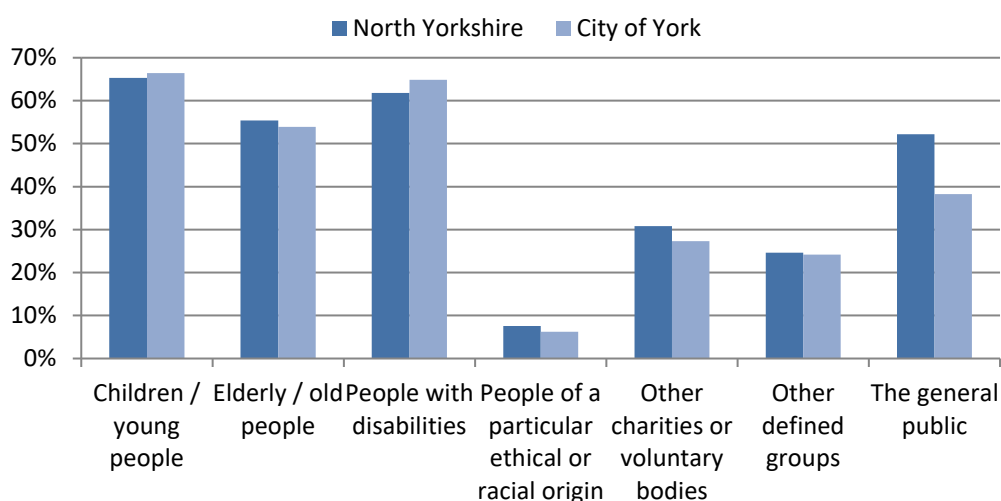
The Retreat is a charitable, not-for-profit provider of specialist mental health care. They work closely with the NHS to provide services for people with complex and challenging needs.

The majority of charities operating in health and social care reported helping (Figure 8):

- Children and/or young people.
- Elderly people.
- People with disabilities.

This subsector was much more likely to report helping elderly people and those with disabilities than charities on average (see Figure 4 above).

Figure 8 The focus of health and social care charities operating in the MDA



Source (Charity Commission, 2017)

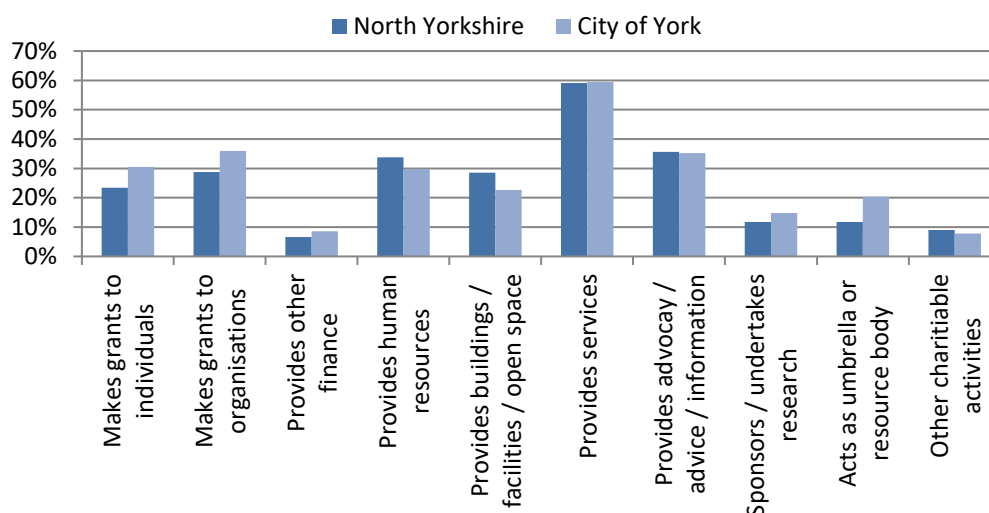
Charities in the subsector are much more likely to provide services and advice and information than on average (

Figure 9 and Figure 5). For example, across North Yorkshire 59% of charities in the subsector provide a service compared to 36% on average.

Charities in the subsector also provided other valuable services such as grants and undertaking research. For example:

- In York, three in ten (30%) charities operating in health and social care reported providing grants to individuals compared to 21% on average.
- Charities in the subsector were less likely to provide facilities/buildings or open space than on average.
- But they are more likely to sponsor or undertake research.

Figure 9 How health and social charities in the MDA operate



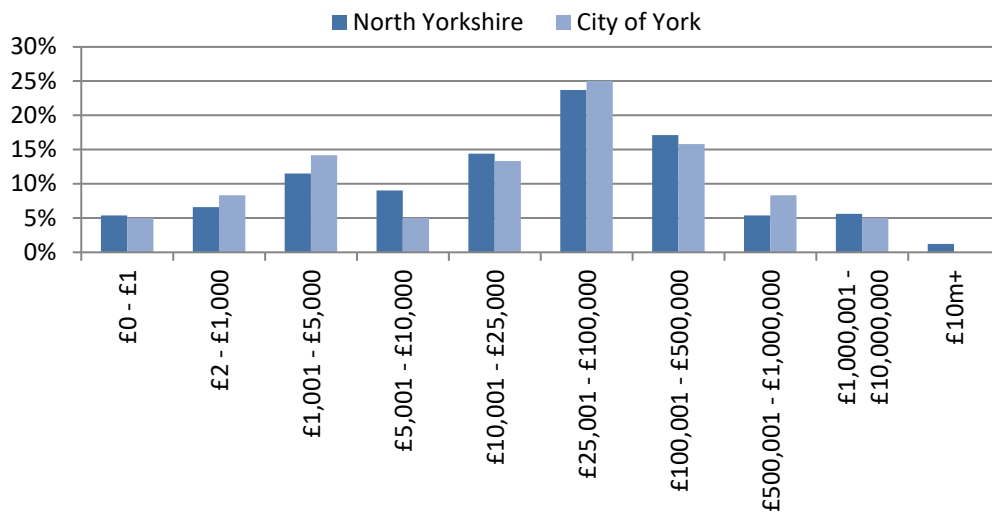
Source (Charity Commission, 2017)

A third (33%) of charities offering health and social care in York and North Yorkshire have an income of less than £10k and 29% had income over £100k.

The size of charities in this subsector in North Yorkshire is different than the average: There is a greater proportion of larger charities than on average, with 29% in the subsector reporting an income of £100k+ compared to 16%.

While in York the size is comparable (Figure 10 and Figure 6).

Figure 10 Income range of health and social care charities operating in the MDA



Source (Charity Commission, 2017)

2.1 Skills needs – Primary research testing the data

2.1.1 Planning for the future

Previous research in the LEP with businesses in the health and social care sector found 87% had specific business or training plans in place. Working to ensure they meet regulatory standards, such as those set by the Care Quality Commission (CQC), meant that the majority of SMEs had appraisal systems in place (Burke & Johnson, 2015).

Our primary research confirms this previous research with organisations in the subsector in the MDA normally having a business and training plan. 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 it is unusual to have Business Plans or Training Plans. However, it is apparent that there is an amount of legislation on 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 having Business Plans.

2.1.2 Recruitment

There are recruitment demands across the subsector, but firms report that when roles are advertised they receive sufficient number of applicants of a high standard.

Roles such as nursing and carers are in demand. For example, the Retreat York had several positions:

The Retreat York

The Retreat, a provider for mental health services, had several opportunities in August 2017.

Roles included:

- Staff Nurse (RMN) – Male Complex Dementia
- Staff Nurse (RMN) – Complex PTSD and Dissociative Disorders
- Staff Nurse (RMN) – Eating Disorders Service
- Staff Nurse (RMN) – Older Adult Female
- Specialist Dietitian - Eating Disorders
- Governance and Compliance Coordinator
- Contracts and Bids Leads
- Head Gardner

<http://www.theretreatyork.org.uk/current-opportunities.html>

The health and social care sector must be especially mindful of the new staff members that it brings on board, as so much of the sector is devoted to providing care to individuals who may be vulnerable. Thereby a key part of recruitment is DBS check. A DBS check refers to the Disclosure and Barring Services, which helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups. Safe recruitment practices and policies are essential in the subsector.

The establishment of the Fundraising Regulator in January 2016, following widespread public and media concern about how charities contact potential donors, has meant many charities undertaking a review of their fundraising strategy, leading to greater emphasis on certain income streams and therefore demand for candidates with the relevant skills. For example, there has been an increase in corporate fundraising and community fundraising teams as some organisations look to offset a potential fall in individual donations by building better and stronger partnerships with businesses and community groups. Therefore, there are more opportunities for fundraisers with relationship building and business development skills.

Even though many roles the VCSE sector have a lower salary compared to the private sector, factors such as flexible working, in which the sector leads the way, is key to attracting candidates. Candidates are willing to accept a lower wage in favour of greater flexibility and a better work/life balance, plus of course the opportunity to pursue a worthwhile cause.

One hospice was seeking a Volunteers Service Manager, highlighting the importance of volunteers in such an organisation and across the subsector.

Volunteering England (2012) compiled a list of more than 100 roles volunteers carry out in health and social care.

Table 5 Volunteering in health and social care — settings and roles

Setting	Example roles
Community settings	Social support for vulnerable groups; signposting and improving access to services; teaching and training; advocacy and interpreting; providing wellbeing activities in the community; coaching patients through lifestyle changes; fundraising.
Acute hospital care	Assisting with meal times; buddying; delivering supplies to frontline staff; collecting patient feedback; ambulance 'first responders'; plain language volunteers (to edit written materials); clerical support; welcoming and guiding around the hospital.
Mental health care	Peer support; friendship schemes; running drop-in centres and sports groups.
Palliative care	Bereavement counselling; providing emotional support to families; running support groups; training other volunteers.
Home care	Visiting and befriending older people outside care homes to reduce isolation; home escorts for vulnerable patients; carer support services.
Care homes	Supporting people to eat properly; providing activities that improve wellbeing; dining companions; providing entertainment.

Source (Naylor, et al., 2013)

The Institute for Volunteering Research found that the 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'.

In keeping with findings in the Third Sector Trends Study for Yorkshire and Humber (Chapman, 2017), we found that many organisations do try to recruit volunteers, either by advertising or holding events, this is now a key function of many paid for staff. 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 subsectors where there is a good pool of volunteers on which to draw.

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.

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).

The nature of the sector explains areas where skills are regarded as being key. From our primary work, we can suggest that the following skills are particularly needed and valued by health and social care VCSE organisations:

- Nursing or carers skills.
 - Dementia awareness.
 - End of life / Palliative care.
 - Mental health.
 - Safe handling of medicine.
- Management skills:
 - Of unpaid volunteer charity leaders/trustee.
 - Of the recruitment and management of volunteers.
- Volunteers with good communication skills, empathy
- Health and Wellbeing coaches
- Securing funding and fundraising.
- Project / Programme Management.
- Presentation skills.
- IT skills.
- Understanding local communities and awareness of pre-existing solutions and partner organisations.

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 training and development and statutory areas such as health and safety and safeguarding.

Our primary research found similar findings in this area. Safeguarding people is fundamental to high quality health and social care and is a key area for training in the sector – individuals need to be aware and understand their safeguarding duties and responsibilities. Additional training needs include:

- Dementia awareness.
- Equality and diversity.
- Nutrition.
- End of life / Palliative care.
- Mental health.
- Safe handling of medicine.

Cost and time were the main drag factors on engaging non-mandatory training,

Furthermore, with volunteers playing an important role in the sector, training is a key area to ensure legal compliance. Supporting innovative ways to deliver high quality, and low cost legally essential training is something that the LEP may consider as supporting the volunteer base is absolutely key to the sector.

Likewise, given that the LEP and its stakeholders constitute one of the key funding strands for many of the organisations in this sector, we wonder if there could be closer working between the two parts of the sector. In particular, funders could think about working to develop local providers and help upskill them according to their priorities. For instance, we know that other areas have prioritised ESA claimants and so have worked to develop the skills of the provider network. This is potentially an interesting model, where funders work with the provider network to upskill in the particular areas of real interest to them. This may move the focus away from skills to survive, and instead see training budgets used to deliver the desired impacts.

What we have found is the discrepancy between the micro and massive organisations. Organisations were determined to invest in their staff and volunteers given the obvious link with delivering impact. Sometimes training was focussed on salaried staff as a way by which to cascade skills to volunteers. In this sense, we wonder if salaried staff are necessarily skilled as educators. They may indeed have training in a particular area, but we wonder if their skills in cascading information onwards could be better addressed.

2.1.5 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.

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. 46% 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.

Larger firms that do offer apprenticeships tend to use the more generic frameworks. For example:

Mainstay, a charity which offers support to people who have a broad variety of mental health concerns, have a position available for a Business Administrator Apprentice.

The role will be to provide administrative support for project work. It will include IT support-regular updating of the data base, sending out appointment letters, post duty, filing and compiling new case files, typing reports and meeting minutes preparation for courses - admin of registration and evaluation forms and other associated admin tasks.

Source: <https://www.findapprenticeship.service.gov.uk/apprenticeship/-177545>

2.2 Drivers of change

2.2.1 Political

Election and Leaving the European Union

The result of the British General Election and the Brexit vote has left the voluntary sector facing an uncertain immediate future.

Nationally the voluntary sector employed a number of EU nationals: over 15,000 in social work, 4,700 in human health and 1,600 in residential care. The effect on inward migration policies from the EU and beyond could affect the sector's ability to recruit and retain skilled staff.

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!

2.2.2 Economic

Austerity / Budget restrictions

With resources being evermore scarce across the health care system, collaboration and partnership is becoming ever more critical. The Department of Health, Public Health England and NHS England (the three 'system partners') agree that prevention, community building, addressing the wider determinants of health, co-production and engaging those at particular risk of poor experiences and poor outcomes are all vital to the new health and care model, and that these areas of work cannot be successful without a strong and thriving VCSE sector (NHS England, 2015).

Thereby the system partners are committed to building partnerships and working with the VSCE to ensure delivery of high quality health and care interventions.

Wage levels

The National Minimum Wage (NMW) was first introduced in the UK in April 1999 at a rate of £3.60 per hour for over 21-year-olds. Prior to that there was no statutory minimum. In April 2016, the government introduced the National Living Wage (NLW) at a level of £7.20 per hour for those over 25 years old, increasing to £7.50 in April 2017. It is expected to rise to at least £9 per hour by 2020. The impact of this is likely to be significant on this subsector and one unintended consequence may be to push roles that are currently paid, into the voluntary part of the service.

2.2.3 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, 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.

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 most operators.

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.

2.3 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 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. European funding through various 'pots', ESF, ERDF etc. has been a key way to finance the VCSE sector. 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, 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.

2.4 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.

- Approximately 4,000 charities were registered with the Charities Commission as active across North Yorkshire and York.
- Over half of the charities report being involved in education and training (53% in North Yorkshire and 57% in York).
- A greater proportion of charities in North Yorkshire are involved in amateur sports than within York (23% compared to 12%).
- The majority of charities operating in the MDA report helping children and young people.
- Half (49%) of all charities operating in North Yorkshire reported receiving an annual income of less than £10,000. In York, this proportion was lower at 34%. A quarter (26%) of charities in York received an income of over £100k.
- The York and North Yorkshire MDA has over 500 registered charities reporting to operate in field of advancement of health or saving lives.
- A third (33%) of charities offering health and social care in York and North Yorkshire have an income of less than £10k and 29% had income over £100k.
- There is a greater proportion of larger charities than on average, with 29% in the subsector reporting an income of £100k+ compared to 16%.
- The establishment of the Fundraising Regulator in January 2016 has meant many charities undertaking a review of their fundraising strategy, leading to greater emphasis on certain income streams and therefore demand for candidates with the relevant skills.
- Sector is increasingly seeking corporate donors, therefore, there are more opportunities for fundraisers with relationship building and business development skills.
- The attractiveness of the sector is important - recruits are willing to accept a lower wage in favour of greater flexibility and a better work/life balance, plus of course the opportunity to pursue a worthwhile cause.
- Organisations do try to recruit volunteers, either by advertising or holding events and this is now a key function of many paid for staff.
- Nursing or carers skills are in demand.

- Organisations were determined to invest in their staff and volunteers given the obvious link with delivering impact. Sometimes training was focussed on salaried staff as a way by which to cascade skills to volunteers.
- There is a need for staff to be able to support volunteers in the VCSE sector.
- Supporting innovative ways to deliver high quality, and low cost legally essential training is something that the LEP may consider as supporting the volunteer base is absolutely key to the sector.
- Given that the LEP and its stakeholders constitute one of the key funding strands for many of the organisations in this sector, we wonder if there could be closer working between the two parts of the sector. In particular, funders could think about working to develop local providers and help upskill them according to their priorities.
- The clear main issue facing the VCSE sector moving forward relates to accessing funding. Previous structures which have become understood (how to source European funding) will change and there will be new opportunities and challenges. 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. The LEP may wish to support the VCSE sector by providing an intelligence function in respect of identifying, and sourcing new funding.
- Having comprehensive training on obligations and best practice for potential non-executives may be an effective way to improve the performance of the local VCSE sector.

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.

2.4.1 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 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 sector 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
Foundation trust governors	Management skills - particularly in relation to working with volunteers	English language skills
Committed charitable trustees	Securing funding and fundraising	Necessary safeguarding qualifications
Financial support	IT skills	Care / empathy skills
	Understanding local communities and awareness of pre-existing solutions and partner organisations. For example, volunteers can help coordinate support - i.e. feedback concerns about health, arrange appointments with health professionals	
	Presentation skills relevant to working with external funders and stakeholder	

3 Annex

Table 6 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)

Table 7 What charities operating in the MDA do

	North Yorkshire	City of York
General charitable purposes	950	170
Education and training	1761	387
Advancement of health or saving lives	435	129
Disability	422	111
The prevent or relief of poverty	396	132
Overseas aid/famine relief	90	22
Accommodation/Housing	166	47
Religious activities	423	124
Arts/cultural/heritage/science	707	127
Amateur sport	784	82
Animals	109	15
Environment / conservation / heritage	437	77
Economic / community development / employment	361	70
Armed forces / emergency service efficiency	18	6
Human rights / religious or racial harmony / equality	38	22
Recreation	339	57
Other	205	33
Total number of charities operating in the area	3340	677

Source (Charity Commission, 2017) as of 2/08/2017

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