

Working Together in BRADFORD

Local Delivery Plan

Introduction

“Working Together” is the Learning and Skills Council’s (LSC’s) National Strategy for working with the voluntary and community sector (VCS). Following publication of the Strategy in late 2004, local consultations were carried out with VCS organisations. Local Implementation Plans were produced as a result to identify which actions were needed to support the Strategy, at a local level.

The Bradford Implementation Plan was drafted in May 2005 following consultation within the District. The Plan identified local needs and specific actions required to support the Working Together Strategy in Bradford.

The LSC in West Yorkshire subsequently tendered for organisations in each local district to take forward delivery of the Implementation Plans. It has been agreed in Bradford that Bradford and District Learning Partnership will lead this through the Working Together in Bradford Project.

This Local Delivery Plan describes how actions identified within the Local Bradford Implementation Plan, will be delivered. The LSC has funded this activity until the end of October 2007. The Delivery Plan also makes reference to actions within the local Implementation Plan that are being delivered regionally and sub-regionally.

Sub-Regional Context

The LSC co-ordinates activities supporting the Working Together strategy through a sub-regional (West Yorkshire) Working Together Steering Group. This comprises local and sub-regional VCS and LSC representatives. Following submission of local District Implementation Plans in 2005, the LSC / VCS sub-regional Steering Group identified a number of actions that were common to more than one Plan. It was agreed that these needed to be taken forward at sub-regional level and they were subsequently commissioned as follows:

- E-Vision (Shared Training Resources) – West Yorkshire Learning Consortium
- Quality Improvement – Centre for Learning Excellence
- Management Information Systems (Data Mine) - VCTrain
- Skills Reviews – Morgan Kai (completed July 2006)

Contact details for these projects are included at Appendix 2. In addition the LSC intends to commission a sub-regional BME Network to support the engagement of BME organisations.

Some actions within the local Implementation Plans are being taken forward at the regional level:

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- Future Skills – Humberside Learning Consortium
- Agenda for Change – YH Regional Forum
- Benchmarking E-learning – MRS Consulting

Linking with the LSC's Working Together Steering Group, the voluntary and community sector (VCS) established a VCS Project Managers Group, made up of local and sub-regional representatives actively involved in the LSC Steering Group. The focus of this VCS group is on communications with the regional and sub-regional projects and between local districts, ensuring a coordinated approach from the sector on delivery of actions under Working Together. The group also aims to share good practice and lessons learnt.

Local Delivery Planning Approach

Local Districts in West Yorkshire are required to take into account the regional and sub-regional activities outlined above, rather than duplicating them at the local level. A matrix identifying which actions within the original Bradford Implementation Plan are to be taken forward locally, sub-regionally / regionally and nationally is attached at Appendix 1. In addition, some actions originally included in the Implementation Plan have, since May 2005, been developed and are being delivered in relation to other initiatives – most particularly ChangeUp/Capacity Builders. These linkages are also identified at Appendix 1.

This Delivery Plan therefore focuses on actions within the Bradford Implementation Plan that will be taken forward locally, filling continuing gaps and needs. Together these activities will comprise the Working Together in Bradford Project. It is important that the Delivery Plan includes key actions and interventions that are clearly achievable and relevant to the LSC's remit. Working Together in Bradford should be viewed as a way to develop and establish future ways of working between the public sector and the voluntary and community sector in Bradford for the long term.

As a sector-led Delivery Plan, the following issues are critical and should form the basis of delivery principles:

- Ownership and 'buy-in' of the Plan and its actions by local VCS organisations.
- Clear communication and delivery structures – helping those in the sector to understand how the plan will be delivered and which organisations will be responsible for specific actions
- Alignment with other activities taking place locally e.g. around the Local Area Agreement, ChangeUp/Capacity Builders to, as far as possible, minimise duplication and ensure effective use of limited resources.
- Linkages with the private and public sectors

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Many of the actions highlighted within the Working Together sub-regional and local implementation plans were provider-focussed. Activities within this Delivery Plan will focus on the whole sector rather than just the provider perspective.

The Working Together in Bradford Project is managed by the Learning Partnership through a Steering Group chaired by the Chairman of Bradford District Learning Partnership's Investing in Community-Based Learning (ICBL) Programme Group. The Group includes representatives from the LSC, VCS provider organisations, infrastructure (ISO) groups and non-provider organisations attending either by invitation or by expressing interest through the ICBL Group. Terms of Reference have been agreed to ensure that the outputs and outcomes of the Project can be met. A Project Co-ordinator has been appointed to lead work on the Project and to report back to the Steering Group on progress against individual activities.

The joint VCS / LSC Steering Group have agreed to establish a bursary scheme to reimburse the involvement of VCS representatives in Working Together activities. Bradford and District Learning Partnership will manage this scheme for specific Working Together in Bradford Project activities.

The following are to be achieved by the Working Together in Bradford Project, as stated in the submission to the LSC.

Outputs:

- 100 VCS and BME organisations engaged
- 200 individuals from VCS and BME organisations supported
- Information and dissemination events and workshops
- 3 communication formats

Outcomes

- Communication strategy developed
- Management of a bursary scheme for local VCS organisations
- Provider directory of Bradford VCS learning providers produced

Added value/soft outcomes

- More joining up of activities and resources to support the VCS within the context of learning and skills.
- More effective channels of communication established between the VCS and LSC.

Progress on the Delivery Plan will feed into the sub-regional Working Together VCS Project Managers Group and joint VCS / LSC Steering Group to ensure coherence with sub-regional work taking place and ensure activity is joined up. At local level,

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progress will also be communicated through Bradford & District Learning Partnership as contributing to the Local Area Agreement.

Actions identified within the Bradford Implementation Plan (2005) will be delivered under the following headings within this Delivery Plan:

- **Communications** – a two-way process which aims to promote the LSC's priorities to VCS organisations and engage the sector in working more closely with the LSC. It will also promote the work of VCS organisations in learning, strengths and good practice.
- **Provider-Related Activities** – Bradford and District Learning Partnership's Investing in Community-Based Learning (ICBL) Action Programme Group will lead on provider-related actions within the Plan. This will act as a forum for public, private and voluntary and community sector organisations linking with the development of the VCS Learning Forum.
- **Workforce Development** – a mechanism will be identified to pull together research and intelligence on the workforce development needs of the VCS in Bradford and to work with the appointed VCS sector broker.

It is important that the diverse range of BME-led organisations in Bradford are engaged and represented and the involvement of BME groups will be an integral part of all activities to be delivered through the Delivery Plan. Specific resources have been identified to ensure this engagement.

The following sections set out draft specifications for key elements of the Delivery Plan, including objectives, costs, target outputs / outcomes, timescales, management structures and mechanisms for delivery. A Delivery Timetable identifying the Project milestones is also attached. It is important to note that activities under the key areas will evolve over the lifetime of the Project. For all, the issue of sustainability after the Project ends in October 2007 will need to be addressed. It is important that activities are properly evaluated in order to decide which can be taken forward for the future.

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1. COMMUNICATIONS

Future communication between the LSC and VCS forms a key part of the Delivery Plan.

Lead Organisation(s): Bradford District Learning Partnership, Bradford CVS, C-Net, COEMO

Objectives:

- Communicate the LSC’s agenda and priorities to all voluntary and community sector organisations in Bradford
- Promote the involvement in learning of VCS organisations in Bradford, strengths and good practice
- Develop ongoing mechanisms for consultation between the VCS and the LSC
- Ensure effective representation of VCS issues at district level including the involvement of CNet and the VCS Learning Forum

Summary of Outputs:

- 3 communication formats
- 7 information and dissemination events
- 100 organisations consulted and engaged

Activities to be delivered:

Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead / Partner Orgs	Timescale	£
<i>Promotional work to the VCS with regard to how the LSC works (4.5)</i>	Draft Communications Strategy	Communications Strategy submitted to Steering Group	Project Co-ordinator	Nov 2006	N/A

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Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead / Partner Orgs	Timescale	£
Promotional work to the VCS with regard to how the LSC works cont'd (4.5)	Arrange Consultation / dissemination event and promote via CVS Bulletin, LP website / email, CNet and COEMO networks to a) communicate and consult with VCS organisations in Bradford regarding the LSC's remit, structure and priorities; b) explain Working Together and the local context, feedback outcomes from regional and sub-regional projects and promote requests for local participation c) communicate current overall local strategic context for the sector including that of BME groups	<ul style="list-style-type: none"> Promotional campaign using 3 communication formats 60 VCS organisations attend including at least 15 BME organisations 2 public sector organisations involved Evaluation identifies number of organisations newly engaged with the LSC through the event Meeting report identifies proposals for future working / mechanisms for consultation with the LSC, including at least 1 from BME groups 	Project Co-ordinator with CVS, COEMO	Early Dec 2006 (depends when LSC local priorities published)	5,000
Raise awareness and promote Implementation Plan activities and progress through all relevant networks and channels (4.8)	<ul style="list-style-type: none"> Learning Partnership and COEMO websites revised to include Working Together section. Working Together updates (bi-monthly) disseminated via CVS Bulletin, websites and e-mail groups. 	A minimum of 6 updates produced	Project Co-ordinator with COEMO, CVS	From Oct 06	4,000

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Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead / Partner Orgs	Timescale	£
Promotional work to the LSC with regard to how the VCS works, strengths and good practice (4.4)	Arrange meetings between VCS organisations (via Project Steering Group) and the LSC Local Partnership Team	2 seminars attended by at least 3 VCS organisations and LSC representatives	Project Co-ordinator with LSC	Feb 07 Jun 07	800
Promotional work about good practice and useful tools to support the work of VCS organisations (4.6)	Themed workshops on good practice within local VCS e.g. VYON, including at least one with BME focus	2 Workshops each attended by at least 10 VCS organisations	Project Co-ordinator (with COEMO, CVS)	Mar 07 July 07	1,000
Ensure a comprehensive database of VCS organisations and expertise for Bradford (3.3). Identify sources of expertise, capacity, research and resources within the sector (3.1)	Development of the DIVA Project. SEE SECTION ON PROVIDER-RELATED ACTIVITIES	SEE SECTION ON PROVIDER-RELATED ACTIVITIES	BMDC / Building Communities Partnership	July 07	SEE NEXT SECTION

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Working Together in Bradford Local Delivery Plan v6 (Nov 2006)

Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead / Partner Orgs	Timescale	£
Ensure LSC funding deadlines are clearly communicated and disseminated (1.7)	Funding deadlines communicated by LSC and disseminated via CVS Bulletin, email groups, LP and COEMO websites and b-funded website	<ul style="list-style-type: none"> 3 communication channels employed 	Project Co-ordinator with LSC, CVS, COEMO	Ongoing	500
Raise awareness of strategic initiatives impacting on sector (4.7)	Organise workshops to explore linkages and joined up working amongst VCS organisations, encouraging the same approach for local public sector organisations to minimise duplication/ overlapping activities	<ul style="list-style-type: none"> 2 events / workshops 2 promotional campaigns 30 VCS organisations attend including 6 BME organisations 3 public sector organisations involved 	Project Co-ordinator with CNet, ISO Group, COEMO CVS	April – Sept 07	3,000
Review and update Learning Partnership database of VCS organisations to ensure relevant linkages are made with key networks and organisations in the wider Sector (4.1)	Learning Partnership database linked to work being undertaken for Local Area Agreement	<ul style="list-style-type: none"> New VCS organisations on Learning Partnership database 	Project Co-ordinator with Learning Partnership Administrator	Ongoing from Oct 06	N/A
Organise and offer placements for LSC staff in sector organisations (4.3)	Arrange programme of cultural exchange between LSC staff and VCS organisations, including BME organisations	TO BE CONFIRMED	Project Co-ordinator with LSC	Jan – Sept 07	N/A

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2. PROVIDER-RELATED ACTIVITIES

Bradford & District Learning Partnership's Investing in Community-based Learning (ICBL) Action Programme Group currently fulfils the role of a network of learning providers across the VCS, private and public sectors. Although a need for a separate VCS network was identified within the Implementation Plan, recent developments in the LSC's structures underline the need to work across sectors and there is also increasing emphasis for VCS organisations to work in partnership with local strategic partners. It is imperative that the Working Together in Bradford Project links with existing structures and activities taking place e.g. as part of the Local Area Agreement, Neighbourhood Learning In Deprived Communities (NLDC) and Neighbourhood Renewal.

The ICBL Group will be tasked with performing VCS provider-related actions for the Working Together in Bradford Project. If agreed, the Project Co-ordinator will oversee these actions and will explore the future sustainability of the ICBL Group.

Lead Organisation(s): Bradford & District Learning Partnership Investing in Community-based Learning (ICBL) APG

Objectives

- Engage with VCS organisations that currently deliver learning / training and those who wish to.
- Raise wider awareness on the realities of contracting with the LSC
- Focus on specific areas of local expertise, strengths and need e.g. Skills for Life, refugee and asylum seekers/ economic migrants/ new arrivals / communities of interest, ESOL provision and disabled people (including working with the BME Network)
- Develop an effective and co-ordinated infrastructure that encompasses engagement activity, first step provision and progression
- Develop the infrastructure for outreach services, reaching learners within their 'comfort zones', either as providers or as engagement agencies working with other providers e.g. FE Colleges.
- Involve VCS employers and learning providers in a co-ordinated approach to workforce development in the sector.

Summary of Outputs:

- Local Learning Directory produced
- Model for local consortia arrangements developed and published
- Joint FE / VCS Working Group established and 2 meetings held

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- 2 workshops held on contracting issues, attended by at least 20 VCS organisations

Activities to be delivered:

Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
Identify sources of expertise, capacity, research and resources within the VCS and promote to LSC. Ensure inclusion of small groups as well as larger organisations (3.1/3.3)	<ul style="list-style-type: none"> ▪ Map organisations involved in learning in Bradford to include a) VCS learning providers - including client groups served, services provided and b) centres where outreach learning takes place. BME organisations to be included ▪ Produce and disseminate Learning Directory – electronic and hard copy - linked to current provider databases e.g. WYTAP, DIVA. ▪ Promote Learning Directory within the sector for local VCS organisations to meet their own workforce development needs 	<p>Working Group established with partners</p> <p>Mapping exercise / survey carried out</p> <p>Learning Directory produced and promoted (including at least 3 BME centres of learning) - electronic and hard copy versions.</p> <p>20 learners from VCS organisations access workforce development through the Learning Directory</p>	Project Co-ordinator with BMDC (DIVA), CVS, COEMO	<p>Oct 06 – Feb 07</p> <p>July 07</p> <p>Sept 07</p>	10,000

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Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
<i>Review membership of Investing in Community-based Learning APG to ensure representation from all key VCS networks (4.2)</i>	Review carried out through consultation exercise using Learning Partnership database	1 consultation exercise Revised VCS membership on APG published and disseminated	Learning Partnership	Nov – Dec 06	N/A
<i>Awareness raising to inform sector organisations of realities of contracting with LSC (1.8) Practical help with bid-writing / form-filling (1.6) Develop information and guidance on “full cost recovery” (1.2)</i>	Events arranged to coincide with commissioning deadlines e.g. NLDC, particularly for BME groups Disseminate outcomes of sub-regional WT projects to VCS learning providers and local communities through APG and Learning Partnership website	2 workshops on contracting with the LSC, each attended by at least 10 organisations, and including 1 targeted at BME groups Guidance on issue of “full cost recovery” developed e.g. with WYCAS SEE SECTION ON WORKFORCE DEVELOPMENT - Updates on sub-regional projects published on websites and included within CVS bulletin.	Project Co-ordinator with COEMO	From Oct 06	2,000

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Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
<p>Explore funding models that take into account the support required to engage learners through VCS organisations and the cash-flow issues of smaller organisations (1.3)</p> <p>Develop and co-ordinate a partnership model to improve delivery, including engagement and progression (1.17)</p>	<p>Dialogue with mainstream providers / FE Colleges: Establish sub-group of ICBL for VCS organisations (providers and centres for learning) to meet with local mainstream providers and explore mechanisms for joint working / franchise arrangements.</p>	<p>Joint VCS/FE Group established – 2 meetings held BME representation established</p>	ICBL Chairman	Jan 07	500
	<p>Develop model for local consortia arrangements, following on from sub-regional discussions. Mechanisms for the involvement of local BME groups and smaller groups to be clearly established.</p>	<p>Model for local consortia arrangements developed and published</p>	To be confirmed	From Nov 06	TBC

This project is supported by:



Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
<i>Ensure investment does not duplicate existing provision, and that VCS providers are fully aware of good practice and what provision already exists, using existing provision to supplement their own resources. (1.18)</i>	To be developed	To be developed	Project Co-ordinator		TBC

This project is supported by:



3. WORKFORCE DEVELOPMENT

Lead Organisation: To fulfil the objectives below, it is proposed either a) to convene a Working Group of VCS organisations interested in workforce development OR b) to appoint an appropriate (non-provider) VCS organisation / partner to lead this work.

Recommendations for the future management of this element of the Delivery Plan will be brought to the Project Steering Group, once discussions have been held with the recently appointed VCS sector broker, Business Link for West Yorkshire.

Objectives

- To promote the National Employer Training Programme to VCS organisations in Bradford and assess progress on the Future Skills project
- With the Sector Broker, to ensure the specific skills needs of VCS organisations in Bradford are being met by local, sub-regional and national workforce development initiatives, to develop an engagement strategy and identify gaps where needs are not being met
- To represent the diversity of sector organisations in the District enabling the Sector Broker to access as wide a range as possible (including small groups, those employing unpaid staff and BME organisations);
- To inform the Sector Broker of expertise available within the sector both locally and more widely to support sector needs. To help the Sector Broker promote this provision, and other provision external to the sector
- To disseminate information about provision /support available to the sector, through existing VCS communications channels.

Summary of Outputs:

- Promotion event for Train2Gain / Future Skills attended by 40 organisations
- 3 updates published on Workforce Development for local voluntary and community sector organisations
- 3 Workshops on issues identified within the Local Implementation Plan (change management, workforce development for Management Committees, e-learning) attended by a total of 45 individuals from VCS organisations
- Dissemination event held for learning providers on Working Together sub-regional projects (MIS, Quality, Shared Training Resources) attended by at least 10 VCS provider organisations

This project is supported by:



Activities to be delivered:

Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
<i>Work alongside Sector Broker to identify workforce development needs for the VCS in Bradford</i>	Schedule of meetings between Sector Broker (Business Link West Yorkshire) and Project	Engagement Strategy developed	Project Co-ordinator with BLWY	From Nov 06	N/A
<i>Clear regular communication and promotion to VCS organisations regarding what is available through the LSC Sector Brokerage including what is publicly-funded and what is not</i>	Promotion events and regular communication in CVS bulletins identifies government's priorities for funding	Promotion event for Train2Gain and / or Future Skills attended by 40 organisations of which at least 50% non-providers A minimum of 3 Workforce Development updates included in monthly CVS bulletins	Project Co-ordinator with BLWY	TBC	3,000

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Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
<i>Offer change management support to organisations who are wishing to further develop their provider role (1.11)</i>	Workshop covering advice and guidance as to how to access support for change management	Workshop attended by 20 VCS organisations, including 3 BME organisations	University of Bradford	TBC	1000
<i>Develop an engagement strategy incorporating e-learning, reflecting demand issues in the sector and recognising barriers such as access and cost(2.2)</i>	Workshop on e-learning	Workshop attended by 15 VCS representatives	TBC	TBC	1000
<i>Develop and disseminate guidance on workforce development issues for Management Committees(2.3)</i>	Workshop / training event on workforce development for Management Committees	Workshop attended by 20 VCS representatives	TBC	TBC	1000

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Action (Local Implementation Plan)	How delivered	Target outputs / outcomes	Lead	Timescale	£
<i>Implement locally recommendations / findings from MIS and Quality Improvement sub-regional projects (capacity-building and continuing professional development)</i>	Promote sub-regional projects within Working Together updates and invite participation from local organisations at Working Together events.	6 updates	Project Co-ordinator with Working Together Project Managers	Ongoing	1000
	Feedback to VCS Project Managers Group	Attendance at VCS Project Managers Group		Ongoing	
	Arrange workshop / dissemination event on findings from sub-regional projects	Workshop on MIS and Quality Improvement attended by 10 provider organisations		Jun 07	

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Working Together in Bradford - Delivery Timetable / Milestones*

Activity	Date
Project Steering Group established and terms of reference agreed	May 06
LSC contract agreed	Sept 06
Bursary scheme established	Sept 06
Project Co-ordinator in post	Oct 06
Delivery Plan agreed	Oct 06
Communications Strategy drafted	Oct 06
Learning Partnership and COEMO websites revised	Oct 06
WT Update (1)	Nov 06
Establish Learning Directory Working Group	Nov 06
Undertake ICBL APG membership review	Nov 06
VCS/LSC consultation / dissemination event	Dec 06
WT Update (2) – includes Workforce Development update	Dec 06
Mapping of VCS organisations involved in learning	Jan 06
Joint VCS / FE Working Group established	Jan 07
Secondments from LSC arranged	Jan 07
WT Update (3)	Feb 07
LSC Local Partnership Team / VCS Seminar 1	Feb 07
VCS Good Practice Workshop 1	Mar 07
Workshop 1 – strategic initiatives	April 07
WT Update (4) – includes Workforce Development update	Apr 07
Workshop on MIS / Quality Improvement sub-regional projects	Jun 07
LSC Local Partnership Team / VCS Seminar 2	Jun 07
WT Update (5)	Jun 07
Workshop 2 – strategic initiatives	July 07
Learning Provider Directory produced	July 07
VCS Good Practice Workshop 2	July 07
WT Update (6) – includes Workforce Development update	Aug 07
Project Evaluation	Sept 07

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* Note: Workforce Development outputs will be timetabled subject to agreement with the VCS Sector Broker.

The following dates are aligned to this delivery timetable:

- **Working Together in Bradford Project Steering Group** meetings
 - Wednesday 25 October 06
 - Wednesday 6 December 06
 - Wednesday 17 January 07
 - Wednesday 28 February 07
 - Wednesday 4 April 07
 - Wednesday 16 May 07
 - Wednesday 27 June 07
 - Tuesday 31 July 07
 - Wednesday 19 September 2007
(to be held at 1:30pm at Carlisle Business Centre):

- **Learning Partnership ICBL APG** meetings
 - 15 November 2006 (further dates to be confirmed)

- **Sub-regional VCS Project Managers Group** meetings
 - 8 November 2006 (further dates to be confirmed)

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WORKING TOGETHER IN BRADFORD – IMPLEMENTATION PLAN RECOMMENDED ACTIONS

Implementation Plan Action	Vehicle for Delivery	Lead Org	Timescales	Link with WT Sub-regional Plan	Other Linkages
1. VCS AS PROVIDER					
A) Funding					
1.1. Explore longer-term funding arrangements	National LSC	LSC		LSC National	
1.2. Develop information and guidance on “full-cost recovery” and undertake workshops for sector organisations	WT in Bradford – Provider-Related Activities	Bradford LLP		No Bradford-specific action identified	ChangeUp: Appointment of CVS funding advisers
1.3. Explore funding models that take into account the support required to engage learners through VCS organisations and the cash-flow issues of smaller organisations.	WT in Bradford – Provider-Related Activities	Bradford LLP		Plan identifies “LSC to acknowledge Widening Participation and E&D requires more time and resources to deliver”. But not clear who is leading on this	
1.4. Ensure funding details are included in tools such as b-funded and promoted widely.	WT in Bradford - Communications	Bradford LLP		No Bradford-specific action identified – see Leeds actions	
1.5. NEW ACTION Ensure sustainability, contingency planning and long term planning of effective provision so infrastructure is not lost	WT in Bradford – Provider-Related Activities	Bradford LLP		Identified in sub-regional Plan for LLP to action. Not in Bradford plan??	
1.6. Provide practical on-going support and workshops on bid-writing and form-filling, particularly for BME organisations.	WT in Bradford – Provider-Related Activities	Bradford LLP		Not identified	ChangeUp?

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Implementation Plan Action	Vehicle for Delivery	Lead Org	Timescales	Link with WT Sub-regional Plan	Other Linkages
B) Contracting					
1.7. Develop clear and realistic timescales for bidding and contracting, with clarity on processes and documentation	National LSC	LSC		LSC National	
1.8. Organise awareness raising workshops to inform sector organisations of realities of contracting with LSC	WT in Bradford – Provider-Related Activities	Bradford LLP			
1.9. Organise training on the NQF and develop guidance and clarity in tendering documentation; on qualification requirements i.e. what NVQ equivalents are acceptable?	WT in Bradford – Provider-Related Activities	Bradford LLP		Not identified	
C) Capacity Building and Quality Improvement (VCS and LSC)					
1.10. Identify and promote VCS strengths and good practice for the LSC and others	WT in Bradford - Communications	Bradford LLP			ChangeUp: activity on DIVA
1.11. Offer change management support to organisations who are wishing to further develop their provider role	WT in Bradford – Workforce Development	Bradford LLP			
1.12. Joint working to develop a centralised monitoring system that can support monitoring and contracting arrangements with reduced bureaucracy of participating organisations.	National LSC	LSC		LSC National	
1.13. Develop a sector-wide Management Information System which can deal with not only LSC funding/contracts, but other funding streams and quality requirements	Sub-regional Project Data Mine	VCTrain	July 2006- Sept 2007		
1.14. Provide training support and signposting on quality, particularly on the Common Inspection Framework and ALI standards.	Sub-regional Project VCS Quality Improvement Framework	CLE			
1.15. Develop and deliver quality assessments and checklists for providers wishing to contract with LSC.	Sub-regional Project VCS Quality Improvement Framework	CLE			

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Implementation Plan Action	Vehicle for Delivery	Lead Org	Timescales	Link with WT Sub-regional Plan	Other Linkages
1.16. Develop and maintain a BME network to exchange good practice and information, and encourage collaborative working at both a local and sub-regional level.	Sub-regional BME Network	To be confirmed			ChangeUp Race Equality Framework, Regional BME Skills Panel, BME Skills Champions, BME learning and skills database
D) Delivery Arrangements					
1.17. Develop and coordinate partnership model to improve delivery, including engagement and progression.	WT in Bradford – Provider-Related Activities	Bradford LLP		Identified as infrastructure issue - LLP to action.	
1.18. Set up a coordination facility, with liaison, data management and information dissemination objectives, to ensure investment does not duplicate existing provision, and to ensure that VCS providers are fully aware of good practice and what provision already exists, using existing provision to supplement their own resources.	WT in Bradford – Provider-Related Activities	Bradford LLP		No Bradford-specific action identified	
2. VCS AS EMPLOYER					
A) Demand					
2.1. Research into training needs, particularly those which are unique e.g. BME organisations	Sub-regional Project: VCS Brokerage	Morgan Kai		75 Skills Reviews to be carried out in Bradford	Train2gain
2.2. Develop an engagement strategy incorporating e-learning, reflecting demand issues in the sector	Sub-regional Project: VCS Brokerage WT in Bradford: Workforce Development	Morgan Kai Bradford LLP		Shared Training Resources Project? Sub-regional plan identifies need to explore different approaches in Bradford	Benchmarking e-learning Regional Project (MRS Consulting);

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Implementation Plan Action	Vehicle for Delivery	Lead Org	Timescales	Link with WT Sub-regional Plan	Other Linkages
2.3. Develop and disseminate guidance on workforce development issues for Management Committees	WT in Bradford - Workforce Development	Bradford LLP		Identified within sub-regional plan for LLP action	Links to ChangeUp (Performance and Governance Hubs) to be explored
B) Supply					
2.4. Identify and promote existing provision and sector specific expertise that could support organisations meeting skills needs (perhaps developing a specific section on WYTAP)	Sub-regional Project: VCS Brokerage WT in Bradford – Provider-Related Activities / Workforce Development	Morgan Kai Bradford LLP			
2.5. Dissemination of good practice and sharing expertise via relevant channels for communications	WT in Bradford - Communications	Bradford LLP			
3. VCS AS SOURCE OF EXPERTISE					
3.1. Identify sources of expertise, capacity, research and resources within the sector and promote through tools such as DIVA and Community Statistics Project.	WT in Bradford - Communications	Bradford LLP			
3.2. NEW ACTION Recognition of the sector's limited capacity to provide expertise without reimbursement	Sub-regional Bursary Scheme	Bradford LLP	Ongoing	Action proposed by sub-regional VCS Group	
3.3. Further develop and promote DIVA, to ensure that a comprehensive database of organisation and expertise exists for Bradford.	WT in Bradford - Communications	Bradford LLP		Identified as LLP action within sub-regional action plan.	ChangeUp
4. VCS AS CHANNEL OF COMMUNICATION					

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Implementation Plan Action	Vehicle for Delivery	Lead Org	Timescales	Link with WT Sub-regional Plan	Other Linkages
4.1. Review and update Learning Partnership website and database to ensure relevant linkages are made with key networks and organisations in the wider Sector.	WT in Bradford - Communications	Bradford LLP			
4.2. Ensure representation on Investing in Community-based Learning APG from all key networks, including COEMO.	WT in Bradford - Communications	Bradford LLP			
4.3. Organise and offer placements for LSC staff in sector organisations.	WT in Bradford - Communications	Bradford LLP			
4.4. Undertake promotional work to LSC with regard to how sector works	WT in Bradford - Communications	Bradford LLP			
4.5. Undertake promotional work to sector with regard to how LSC works	WT in Bradford - Communications	Bradford LLP			
4.6. Undertake promotional work about good practice and useful tools to support the work of VCS organisations.	WT in Bradford - Communications	Bradford LLP			
4.7. Organise a workshop to raise awareness of initiatives impacting on sector and explore linkages and joined up working amongst VCS organisations, whilst encouraging same approach for public sector organisations involved locally, to ensure duplication/overlap decreases.	WT in Bradford - Communications	Bradford LLP			
4.8. Raise awareness and promote Implementation Plan activities and progress through all relevant networks and communication channels.	WT in Bradford - Communications	Bradford LLP			

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WORKING TOGETHER IN WEST YORKSHIRE – PROJECT CONTACTS

Sub-Regional	Quality Improvement	Centre for Learning Excellence	Liz Singleton	www.clenetwork.org.uk
	MIS Datamine	VC Train	Sherine Ellison	www.vctrain.org.uk
	e-vision (Repository)	WYLC	Edwina Guinness	www.wylc.org.uk
	Skills Review	Morgan Kai		www.morgankai.com
	BME Network	Not yet approved		
Local (District)	Bradford	Bradford & District Learning Partnership	Peter Tate	www.bradfordlearningpartnership.org.uk/wt
	Calderdale	Voluntary Action Calderdale	Beverley Fearnley	www.calderdalewomen.org.uk
	Kirklees	Voluntary Action Kirklees	Brian Batson	www.voluntaryactionkirklees.org.uk
	Wakefield	Voluntary Action Wakefield	Alan Mackay	www.vawd.org.uk
	Leeds	Leeds Voice	Laura Breslin	www.leedsvoice.org.uk

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