

# Designing a place-based leadership programme for Leicester and Leicestershire: A scoping study

## Findings report

- Methodology
- Summary of findings
- Understanding the local social purpose sector
- Understanding local leaders
- Understanding local leadership development needs

## Methodology

The following findings are based on:

- Semi-structured interviews with 16 key informants representing the following organisations:

### Sector overview

- Leicester City Council, Voluntary and Community Sector Engagement Manager
- Leicestershire County Council, Funding Manager
- Blaby District Council, Community Development and Partnerships Manager
- Northwest Leicestershire District Council, Community Focus Team Leader
- Leicester and Leicestershire Enterprise Partnership, Economic Strategy Manager
- Voluntary Action Leicestershire, CEO
- Voluntary Action South Leicestershire, Charity Manager
- Lloyds Bank Foundation, Grant Manager
- Leicestershire and Rutland Sports Partnership, Sports Development Officer
- CASE, CEO
- BID Leicester, Director

### Practitioner organisations

- Leicestershire Cares, CEO
  - St Philips Centre, CEO
  - WEA, Senior Area Education Manager
  - The Centre Project, CEO
  - VISTA Ageing Together Partnership, Programme Manager and Community Connector
- 2 focus groups: 14 attendees in total holding a range of positions/roles in the community sector including: trustees; programme/project/service managers; community activists/ambassadors; a deputy director.
  - Online survey: 62 respondents representing a range of people from different sized organisations and in different positions/roles across the community sector in Leicester and Leicestershire.

## Survey sample

- The survey was sent to a range of individual and umbrella organisations active within the community sector in Leicester and Leicestershire, to support its distribution. The following organisations supported its distribution, either via their own newsletter or sending a one-off email: Voluntary Action Leicestershire (VAL); Voluntary Action South Leicestershire (VASL); a number of district council officers responsible for relationships with the local VCS; the Reaching People membership; and the City and County Council VCS contacts/funding managers
- The survey was completed by people holding a range of positions within the community sector in Leicester and Leicestershire including CEO's (15), trustees (9), practitioners (including admin) (15), volunteers (7) and community leaders or activists (8). The majority of respondents have 1 position; 8 people noted that they hold 2 or more positions.
- 17% have been in the sector under 2 years, however the majority of respondents (62%) have been involved in the sector for 5 or more years.
- Only 4 respondents were completed by those representing organisations with no paid members of staff.
- Organisations focusing on Sport and Religious Activities are less represented in the survey sample compared to the overall Charity Commission data. There are more organisations providing 'accommodation/housing', 'economic development' and 'human rights' in the survey sample compared to the Charity Commission data.

Overall, a total of 92 people took part across the 3 research methods.

## Summary of findings

### The Local Community Sector

- Leicester and Leicestershire has a large number of small charities registered in the area. 83% have an income of £100K or less (based on Charity Commission data, 2016/2017)
- A large number of these charities fall within the 'education/training' subsector (53%). After 'general charitable purpose', the next three subsectors that are most represented in the area include 'religious activities' (24%), 'the prevention or relief of poverty' (22%) and 'amateur sport' (20%).
- The sector was described as rich, diverse and vibrant, with many long-standing organisations and leaders that have a good track record and many years' experience. The sector is felt to be responsive and adaptive to local need, addressing key social problems and providing person-centred services that support some of the hardest to reach. The workforce was also described as passionate, talented and committed, and it is felt to be a diverse workforce, thus bringing lots of experience to the local sector.
- However, the sector is facing a range of challenges including:
  - An increasingly competitive funding environment, which is making collaboration and relationship building harder work, and it is disadvantaging smaller organisations as the market contracts: *"...the overall climate is one of fear and look after your own, so doing innovative, collaborative, cross-disciplinary, cross-community work is harder to pull off and requires more cajoling and encouraging and building networks before it can happen."* / *"Large prime organisations are bidding for small, local contracts as the market contracts."*
  - Responding to increasing demand for services as a result of cuts in public funding and growing levels of need/vulnerability
  - Succession planning: *"You meet the same people in all the meetings."*
  - Difficulties adapting to the new funding environment, including the levels of innovation and entrepreneurialism required as a result: *"Innovation is slow in coming...the sector is not adapting...sitting back and moaning...lack of get up and go and entrepreneurialism"* (NB. This is not everywhere)
  - Difficulties recruiting, attracting and retaining experienced staff, volunteers and trustees.
- As a result, the priorities for the community sector in Leicester and Leicestershire are felt to be about:
  - Future proofing and uncovering new people/talent

- Creating a more collegiate, collaborative and trusting environment
- Protecting the workforce in a demanding working environment, and by investing in staff for their own career progression
- Listening to stakeholders and ensuring that services develop and adapt appropriately to the wider context

This was summarised by one interviewee when they said: *“We need a resilient sector that can respond to things that are coming around the corner... we need well-developed people within it.”*

## Thinking about a Leadership Development programme for Leicester and Leicestershire

### What does leadership development mean to people? (Based on feedback from interviews and focus groups)

- **Nurturing and inspiring leaders:** *“It’s about spotting potential and nurturing people to become leaders...” / “It’s about creating a joined-up vision which inspires, motivates and drives people forwards.”*
- **Skill development:** *“It’s about helping people to identify the skills, abilities and behaviours they need to [be the leaders of today].” / “...developing confidence in one’s self and one’s own abilities.” / “growth in personal self-awareness and development.” / “Time to sit back and reflect on strengths and weaknesses” /*
- **Investment in organisations’ future:** *“Investing in your organisation’s future” / “Raising awareness of how to deal with issues and move an organisation forward” / “helping [leaders] to get a strategic vision...”*
- **Access to peer support and networks:** *“As a voluntary sector leader, it can be very lonely when you’re at the top of the organisation.... Between the trustees and staff, so you’re piggy in the middle.”*

### Respondents were very clear about what they feel are some of the skills/qualities/behaviours required of leaders in the community sector today including:

- **Skills:** financial management; negotiation skills; relationship building; entrepreneurial; able to keep an open mind; think strategically; keep abreast of the external environment; listening skills; sales and marketing;
- **Qualities/behaviours:** confident, self-assured and approachable; demonstrate honesty, integrity and reliability; being an enabler and willing to invest in your workforce

### What would people hope to gain from a leadership development programme?

- Supporting people to ‘improve/build on their own leadership skills, qualities and capabilities’ and ‘understand more about the local sector and how context can affect leadership’ are the two things that the most survey respondents want to gain from attending a leadership development programme (40% and 39% respectively)
- There was also an appetite for people understanding more about their own leadership styles and spending time thinking about how best to lead others based on their values, motivations and strengths.
- Other things people would hope to gain (\*based on feedback from the interviews and focus groups) included:
  - Technical skills
  - Access to longstanding networks that last beyond the length of the programme and encourage relationship building: *“Some meeting of difference - as a leader in Leicester you need to be comfortable with working with people that are different from themselves.” / “...provision of ongoing support or mentoring so that people can take their learning and do something with it.”*
  - A chance to be inspired
  - Some wanted some kind of certification, especially if doing the course for their CV/career progression. This was also felt to be a good incentive for organisations to release staff onto the programme (i.e. they gain something specific)

### What people liked the most about previous Leadership Development courses they’ve been on: (survey respondents)

- Take away activities that had an impact on their day to day/ a toolkit of tried and tested practices: *“I left with a clear plan of how this knowledge, advice and training could impact on my work from the next day and from then onwards.”*
- Pitched at the right level
- Time to put learning into practice and then reconvene as a group to progress further - monthly sessions across a 12-month period
- Being challenged: *“I pushed myself into ‘stretch zone’ and gave me a different perspective.”*
- Grounded in day to day realities
- Interactive sessions
- No preparation needed
- Local support network / sharing experiences/ meeting others

### Target audience?

- Definite appetite for tailoring the programme to meet multiple needs i.e. different cohorts
- Particular cohorts may be:
  - Trustees
  - Community leaders (\*however, this may not be the best term as it conjures up something negative for some sections of the community sector i.e. community leaders are not always seen to be truly representative of the community, but rather ‘gatekeepers’)
  - People who are new to the sector
  - Those who don’t usually take part in these types of opportunities
  - Programme and operational staff
  - Senior leaders (\*would they need a programme specifically, or could they be involved in a different way e.g. as mentors or coaches?)
- When thinking about this, it was felt that the programme should take into account the following:
  - The different content requirements for each cohort (\*some people felt that more senior leaders may feel that they have nothing to learn; some may want more technical knowledge and skills, whereas for others it may be more a chance to stop and reflect)
  - The different commitment levels that may be appropriate for different cohorts
  - Whether or not to distinguish cohorts based on organisational size and/or paid/unpaid leadership positions, rather than just role?
  - Be mindful of the benefits of cross-pollination of cohorts (\*this could be something that takes place during the course of the programme; think about the extent to which people could learn something from each other)
  - How to be mindful of the power of language and what may help people recognise that the course would be something that is relevant to them.
  - Does it need to involve just community sector participants or is there some value in including people who are working with/alongside the community sector and, as such, are in positions of influence and/or are invested in Leicester and Leicestershire as a place?

### How should a leadership development programme be structured? (content and format)

- There was strong support for all 6 of the Clore Social Leadership capabilities: *“These all resonate so much with everything I’ve done, everything I think about, everything that gets me up in the morning.”*
- The extent to which they will resonate with all potential cohorts, however, was questioned: *“They’re great titles, but what would they meant o small, local group? Whatever is offered has to be relatable to that organisation.”*
- There are three that stood out having analysed the survey, interviews and focus groups:
  - **Enabling, supporting and inspiring others (Empowering Enabler)** (53% of respondents voted for this on the survey and 55% voted for ‘influencing others’)
  - **Developing effective partnerships (Generous collaborator)** (56% of respondents voted for this)

- **Driving change (Courageous change maker)** (47% of respondents voted for this)
- There was little appetite for residential. A monthly commitment was the most voted for, however frequency of delivery was felt to be dependent on the needs of the cohort: *“Senior leaders may need infrequent space, with a bit of a technical refresh but with more personal development and coaching. Emerging leaders may need more of an intense burst with follow-up.”*
- Timing of the programme (i.e. morning, late avo, evening) etc received mixed feedback. This is likely to be something that is very individual based on caring responsibilities/capacity etc.
- Coaching/mentoring (i.e. 1 to 1 support that is available outside of a session), workshops and direct training were selected by the most respondents. However, 81% selected three or more methods of delivery, suggesting that a varied programme of delivery may be welcomed.
- Participative, discursive sessions where people get to look at case studies/scenarios were mentioned, with plenty of opportunity for networking
- Some interviewees felt that having some charge associated with the programme may say something about ‘quality’ of the programme, and it may mean it is less easy to pull out i.e. there is a level of commitment to the programme. However, the appropriate cost was felt to be very much dependent on the individual depending on: whether they are in a paid or voluntary role; the income of the organisation they work for; the particular financial pressure the organisation is under; the value the organisation places on workforce development. If some certification was awarded, an element of payment may be more accepted?

### What will make it successful?

- The survey found that a tailored programme, that keeps the costs low and clearly articulates the benefits to different audiences, is what’s needed to make the programme a success
- These findings were added to during the interviews and focus groups:
  - Appropriate level of content tailored to the needs of attendees
  - Demonstrate its value in order to ‘sell’ it to organisations; clear purpose. *“We get a lot of emails about free courses... you really need to tell people what they’re going to get out of it.”*
  - Offer recognisable transferable skills that are not just suited to the community sector
  - A brand that *“oozes kudos and quality.”*
  - Accessible - i.e. a flexible structure and delivery
  - Offers a chance for personal growth and understanding as well as skill development
- A few respondents noted the power of word of mouth i.e. personal recommendation to attend the programme. This really spoke to the potential idea of rolling out the programme slowly so that there is time allowed for momentum and appetite to build. This wasn’t something that emerged from the survey (only 13% thought rolling out the programme slowly would add to its success), however given what is known about gatekeepers and the potential problem of ‘usual suspects’, a slower roll-out may be worth considering.

## Understanding the local social purpose sector

<p>How many social purpose organisations are there?</p> <p><i>Data sources: Charity Commission<sup>1</sup>; materials from local infrastructure bodies</i></p>	<p>There are 2525 registered charities in Leicester and Leicestershire, as based on Charity Commission data submitted in 2016/2017</p> <p><i>NB. VAL used to produce a 'state of the sector' report, however this is no longer produced on a regular basis due to the reduction in the infrastructure contract. However, a recent document provided by Reaching People said that VAL has 3295 local VCSE groups on their database. The breakdown by income was as follows:</i></p> <table border="1" data-bbox="592 450 1497 651"> <thead> <tr> <th colspan="2">Charity Commission scale (income p.a.)</th> <th>% of local VCSE Groups</th> </tr> </thead> <tbody> <tr> <td><b>Micro</b></td> <td>£0 to £10,000</td> <td>43.3%</td> </tr> <tr> <td><b>Small</b></td> <td>£10,001 to £100,000</td> <td>35.5%</td> </tr> <tr> <td><b>Medium</b></td> <td>£100,001 to £500,000</td> <td>17.6%</td> </tr> <tr> <td><b>Large</b></td> <td>£500,001 to £5,000,000</td> <td>2.9%</td> </tr> <tr> <td><b>Major</b></td> <td>£5,000,000 plus</td> <td>0.5%</td> </tr> </tbody> </table> <p>This table shows similar findings to the Charity Commission data displayed below.</p>		Charity Commission scale (income p.a.)		% of local VCSE Groups	<b>Micro</b>	£0 to £10,000	43.3%	<b>Small</b>	£10,001 to £100,000	35.5%	<b>Medium</b>	£100,001 to £500,000	17.6%	<b>Large</b>	£500,001 to £5,000,000	2.9%	<b>Major</b>	£5,000,000 plus	0.5%														
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<p>What are the key challenges faced by the local sector?</p>	<p><u>Based on the interviews and focus groups, the following issues were mentioned:</u></p>
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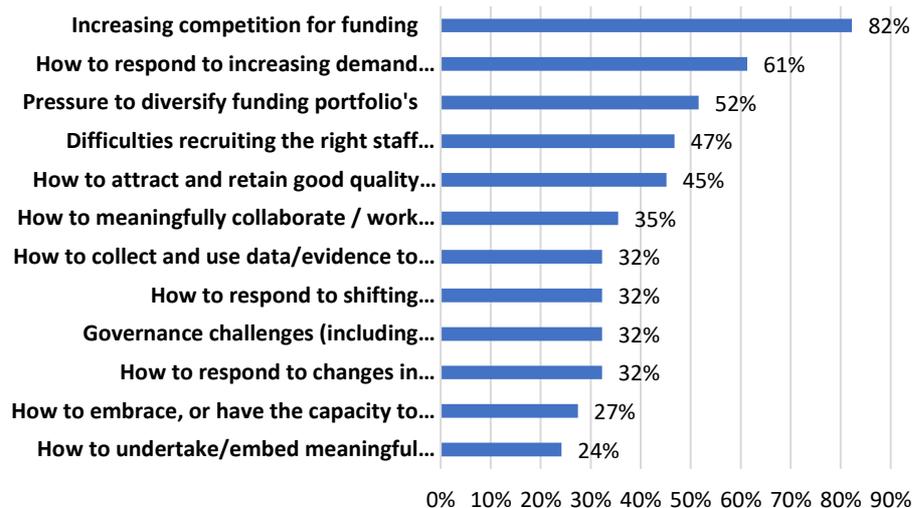
<sup>1</sup> <https://www.gov.uk/government/organisations/charity-commission>

Data sources: Informant interviews; focus group; survey; materials from local infrastructure bodies or funders where available

- **“Succession planning is a huge issue”**. (This was mentioned a number of times across all data sources). There is no new blood: *“You meet the same people in all the meetings.” / “...a lot of people have just floated up there.”*
- Also a **problem with gatekeepers**: *“...community leaders is a dirty word in my sector [faith sector]... it equals mostly men, agents who stop change, people who have particular views of difference and women in particular” / “...community leaders plays into egos... it ends in a seat in the House of Lords... they’re firmly interested in keeping the gate shut.” / “Those who report to be community leaders are often not community leaders... they’re often of a different age and generation... do they really understand the current needs of their communities?”*
- **Increasing demand on services as a result of cuts in public funding and growing levels of need/vulnerability**
- **Increasingly competitive funding environment, stifling collaboration and disadvantaging smaller organisations as the market contracts**: *“...it has triggered communities to become self-interested and self-sufficient” / “...the overall climate is one of fear and look after your own, so doing innovative, collaborative, cross-disciplinary, cross-community work is harder to pull off and requires more cajoling and encouraging and building networks before it can happen.” / “Large prime organisations are bidding for small, local contracts as the market contracts.” / “rise of quasi private sector...not rooted in values but it’s all about unit cost and targets.” / “There is an expectancy for organisations to work together, but due to the lack of funding available, most organisations are always in competition with each other for funding, which doesn’t make space to build good working relationships between organisations - this grow resentment and negative feelings between organisations.”*
- **Struggling to innovate and adapt**: *“Innovation is slow in coming...the sector is not adapting...sitting back and moaning...lack of get up and go and entrepreneurialism”* (\*not everyone agreed with this however - some felt that the survival of a large number of organisations was testament to the sectors ability to adapt) / *“...We’re trying to be creative and responsive when hemmed in by bureaucratic funding requirements.” / “People immediately sit in their comfort zone of delivering services... social entrepreneurship and things like social investment we’re miles away from.” / “We have a problem with parochialism in this city... it should be about change in communities...In the City, some people have been used to working with a Labour conduit and there was money around...now they’re totally lost... now people need to be entrepreneurial, flexible and adaptive... but some people are sluggish.”*
- **Reduced support for VCS** (e.g. reduction in main infrastructure contract locally)
- **Attracting volunteers with experience, as well as recruiting and maintaining good quality trustees**
- **Duplication in places**
- Difficulties associated with **sustainability and diversifying funding**
- **Increasing costs associated with back office functions**

Within the survey, we asked people to select the range of challenges they are facing. 66% of the sample selected 4 or more challenges; 34% selected 6 or more. Competition for funding, responding to increasing demand for services and the pressure to diversify funding portfolios are challenges experienced by the most number of respondents. This is followed by ‘difficulties recruiting the right staff and/or volunteers’ and ‘how to attract and retain good quality leaders’ (see graph below)

### A chart to show the percentage of respondents who face the following set of challenges



What are the key priorities the local sector would like to see addressed?

*Data sources: Informant interviews; focus group; survey; materials from local infrastructure bodies or funders where available*

- **Succession planning/ future proofing:** *"We need to uncover some new people."*
- **Collaboration** between groups/organisations delivering similar services: *"we need a more embracing and co-operative community so that we are all working to the same goal, and not just looking after the sector we work in" / "The system sets us up against each other...it makes people cagey and concerned about sharing with each other...people holding onto things...we need to break this down."*
- **Developing trust** (related to the point above)
- More contact and engagement with the business sector
- Volunteer recruitment, management and training
- Trustee recruitment
- **Challenging and advocating for change;** leaders who can support this and who can challenge authority
- **Offering career progression** to core staff
- **Service adaptation and development** to respond to increasing need
- **Listening** to community need as well as the voice of ground work staff
- **Looking after the welfare of staff and volunteers in a demanding workplace**
- **Skill development**
- **Embracing and developing a digital offer**

*"We need a resilient sector that can respond to things that are coming around the corner... we need well-developed people within it."*

What are the main strengths of the local social purpose sector?

*Data sources: Informant interviews; focus group; survey; materials from local infrastructure bodies or funders where available*

- **Rich, diverse and vibrant:** *"we have all localities and communities covered" / "...representing the diversity of the City" / "...you couldn't take the VCS out of Leicester" / "...we'd be lost without them"*
- **Many long-standing organisations with a good track record**
- **Well-networked** *"...people know each other well"*
- **Long-standing leaders and managers with a lot of experience**
- **Addressing key social problems** such as isolation and unemployment
- **Responsive and adaptive** to local need due to proximity to communities
- **Very few big nationals;** lots of specialist organisations surviving and many are locally rooted

	<ul style="list-style-type: none"> <li>- <b>Culture of collaboration??</b> (*this depended on who you spoke to). Good in the homeless sector and youth sector (based on two comments made), less good in the advice sector (according to one comment)</li> <li>- <b>Passionate, talented and committed workforce</b></li> <li>- <b>Diverse workforce</b>, bringing lots of life experience to the local sector</li> <li>- <b>Person-centred services</b></li> <li>- <b>Focused on supporting some of the hardest to reach</b></li> </ul>
<p>How well are networks perceived to function?  <i>Data sources: Informant interviews; focus group; materials from local infrastructure bodies or funders where available</i></p>	<ul style="list-style-type: none"> <li>- A number of networks were found to exist for the VCS including: <ul style="list-style-type: none"> <li>o VAL's 'Health and Social Care' and 'Children and Young People' Network and Learn sessions</li> <li>o VAL's Volunteering Network</li> <li>o Community Network Blaby District</li> <li>o Voluntary and Community Sector Network events (North West Leicestershire)</li> <li>o The Hinckley and Bosworth Borough Council and the VCS Partnership Forum (<a href="http://nextgenhinckley.org/page/partnership-forum">http://nextgenhinckley.org/page/partnership-forum</a>)</li> <li>o [Could not find anything in Melton or Charnwood]</li> <li>o Leicester Homelessness Charter</li> <li>o Health and Wellbeing Forum, Harborough District Council (every 6 months)</li> <li>o Befriending Network (<a href="http://www.befriending.co.uk/training-events/common-ground-meetings/24833-common-ground-meeting-leicester">www.befriending.co.uk/training-events/common-ground-meetings/24833-common-ground-meeting-leicester</a>)</li> <li>o Transport Federation (Harborough)</li> <li>o Oadby and Wigston Borough Council – Community Engagement Forum (contact: <a href="mailto:veronika.quintyne@oadby-wigston.gov.uk">veronika.quintyne@oadby-wigston.gov.uk</a> )</li> </ul> </li> </ul> <p>People go along. No real sense as to how these are functioning per se. People happy that they're in existence. Some of them were described as a bit too 'moany'. For some of the district forums, they use them as a capacity building opportunity e.g. address topics such as GDPR. VAL has streamlined the number of networks and forums they provide (alongside reduced value of the infrastructure contract)</p>
<p>Do the networks as they exist result in fruitful collaborations? If so, please give examples?  <i>Data sources: Informant interviews; focus group; materials from local infrastructure bodies or funders where available</i></p>	<ul style="list-style-type: none"> <li>- Very dependent on who you speak to.</li> <li>- Some sense from smaller organisations that they may be included initially but then excluded once they have offered up their good ideas. "[Collaboration and partnership working] is patchy...there are opportunities to do so, but people take advantage..."</li> </ul>
<p>What examples of multi-stakeholder work/collaboration/partnerships are there (if any)?  <i>Data source: Informant interviews</i></p>	<ul style="list-style-type: none"> <li>- VISTA Ageing Together Partnership – 15 partners</li> <li>- Reaching People consortium</li> <li>- Moneywise (at least 10 organisations mentioned) <a href="https://www.moneywiseplus.co.uk/about-us/">https://www.moneywiseplus.co.uk/about-us/</a></li> <li>- <b>Building Better Opportunities</b> bids (EU) led to some successful collaborations e.g. The Great Project which is led by VAL but includes partnerships with 'Business in the Community', Leicestershire County Council and Enstruct Training (<a href="https://www.greatproject.org.uk/our-partners/">https://www.greatproject.org.uk/our-partners/</a>)</li> <li>- The Yes project is a partnership of 9 youth organisations and charities (<a href="https://www.yesproject.org/who-we-are/">https://www.yesproject.org/who-we-are/</a>)</li> </ul>

	<ul style="list-style-type: none"> <li>- Very dependent on availability of/criteria of funding and whether collaboration is a requirement/incentivised.</li> </ul>
<p>What existing leadership development opportunities are there locally?  <i>Data source: Informant interview; desk research</i></p>	<ul style="list-style-type: none"> <li>- CASE used to deliver leadership training courses but there is no longer funding for this.</li> <li>- LOROS deliver courses on ‘thoughtful leadership’, ‘aspiring leaders’ and ‘leading for change’ £395 for a residential course (1 night/ 2 days??) (<a href="https://www.loros.co.uk/education-training-research/online-prospectus/view/short-courses/aspiring-leaders-5">https://www.loros.co.uk/education-training-research/online-prospectus/view/short-courses/aspiring-leaders-5</a>)</li> <li>- VISTA are planning to put on some training for Community Champions in the summer – contact Ruth Rigby about this. (<a href="mailto:Ruth@leicesteraingtogether.org.uk">Ruth@leicesteraingtogether.org.uk</a>)</li> <li>- St Philips Centre are in their first of 3 years delivering leadership training. They have a programme for young people (<a href="https://www.stphilipscentre.co.uk/young-adults-leader-training">https://www.stphilipscentre.co.uk/young-adults-leader-training</a>) and one other (no information to be found on website about this)</li> <li>- Kings Fund was mentioned</li> <li>- Directory of Social Change was mentioned</li> </ul> <p>Survey respondents also mentioned the following: (some of these may have been historic)</p> <ul style="list-style-type: none"> <li>- Leicester College</li> <li>- DeMontford University</li> <li>- Leicester City Council (not mentioned by interviewee)</li> <li>- CASE (historic)</li> <li>- Transformational leadership via the County Council (not mentioned by interviewee)</li> <li>- MA in Leading Change (Nottingham Trent Uni)</li> <li>- ILM (<a href="https://www.i-l-m.com/">https://www.i-l-m.com/</a>)</li> <li>- PERA (<a href="http://www.peraeemea.com/business-leadership/">http://www.peraeemea.com/business-leadership/</a>)</li> <li>- Catch 22</li> <li>- St Philip’s Centre</li> <li>- CASS Business School</li> <li>- Arts Council England</li> </ul>

## Research template (2) – Understanding local leaders

<p><i>Based on the survey data, which leaders involved in local organisations express interest in the programme:</i></p>		
<p>Role: (people could tick all that apply; 8 people had more than one role)</p>	CEOs/Deputy CEO	15
	Director/ Senior managers	13
	Programme/project/ operational managers	11
	Board members/trustees	9
	Practitioner	15
	Volunteers	7

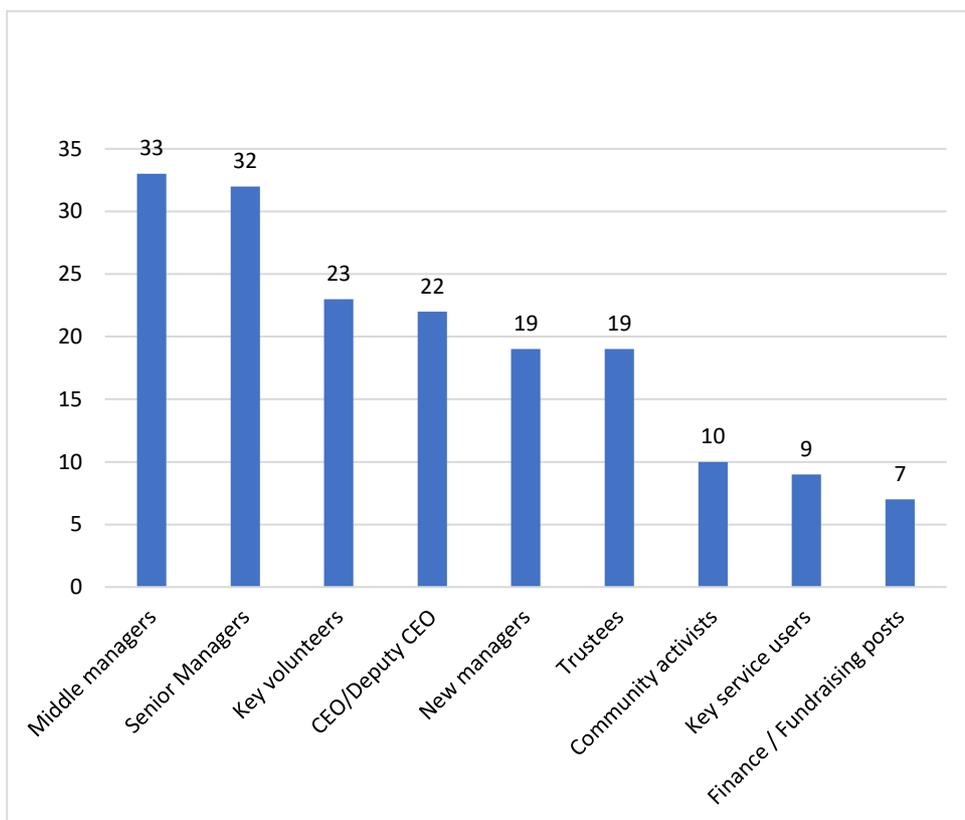
	Community leader / group leader	5
	Community activist	3
Years in current role:	0-2	11
	3-5	12
	5-10	9
	Over 10	30 (*This may be reflecting the fact that the survey was completed by people in organisations that have a larger income than the local picture generally?? Are the 'experienced' leaders attracted to the larger organisations? Or does this reflect the fact that the voice of the sector is largely dominated by people who have been around a long time, as has come up during the research)
Organisation size: (*14/ 24% didn't know)	Under £10K	4 (9%) * under-represented compared to the local sector
	£10K- £100K	7 (15%)
	£101K - £500K	18 (38%)
	Over £500K	18 (38%) * over-represented compared to the local sector
Numbers of paid staff: (*6/10% didn't know)	None	4 (7%)
	1 - 5	10 (18%)
	6-10	15 (27%)
	11-20	10 (18%)
	Over 20	17 (30%)
Numbers of volunteers:	None	7
	1 - 5	8
	6-10	9
	11-20	4
	Over 20	31
Sub sector (based on Charity Commission definitions): (based on 62 respondents)	<p>Information and advice services – 27 (44%)  Education/Training/Employment – 21 (34%)  General Charitable Purposes – 16 (26%)  Economic/Community Development – 13 (21%)  Prevention or relief of poverty – 15 (24%)  Accommodation/Housing – 11 (18%)  Disability – 9 (15%)  Human rights / Religious or racial harmony/ Equality and Diversity – 8 (13%)  Advancement of health or saving of lives – 6 (10%)  Religious activities – 5 (8%)  Sport – 5 (8%)  Recreation/ leisure – 5 (8%)  Environment/ Conservation/ Heritage – 3 (5%)  Arts/ Culture/ Heritage/ Science – 3 (5%)  Animals - 1 (2%)  Armed forces - 0  Overseas aid / famine relief - 0</p> <p>45% of the sample fell into one subsector  35% of the sample fell into 2 - 3 subsectors  19% of the sample fell into 4 or more subsectors</p>	
In what ways (if any) does this profile differ from the overall sector profile outlined in	<ul style="list-style-type: none"> <li>- Higher percentage of larger organisations completing the sample compared to the Charity Commission data. E.g. 38% have an income of 'over £500K' in the survey sample compared to 5% in the Charity Commission data. Only 9% completed the survey with an income of 'under £10K' compared to 51% of organisations in the Charity Commission data.</li> </ul>	

the previous section?	<ul style="list-style-type: none"> <li>- Organisations focusing on Sport and Religious Activities are less represented in the survey sample compared to the overall Charity Commission data. There are more organisations providing 'accommodation/housing', 'economic development' and 'human rights' in the survey sample compared to the Charity Commission data.</li> </ul>
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### Research template (3) – Understanding local leadership development needs

<p>What does leadership development mean to potential participants? Data sources: informant interviews; focus group</p>	<ul style="list-style-type: none"> <li>- <b>Nurturing and inspiring leaders:</b> <i>"It's about spotting potential and nurturing people to become leaders..." / "It's about creating a joined-up vision which inspires, motivates and drives people forwards."</i></li> <li>- <b>Skill development:</b> <i>"It's about helping people to identify the skills, abilities and behaviours they need to [be the leaders of today]." / "...developing confidence in one's self and one's own abilities." / "growth in personal self-awareness and development." / "Time to sit back and reflect on strengths and weaknesses" /</i></li> <li>- <b>Investment in an organisation's future:</b> <i>"Investing in your organisation's future" / "Raising awareness of how to deal with issues and move an organisation forward" / "helping them to get a strategic vision and be values-based."</i></li> <li>- <b>Access to peer support and networks:</b> <i>"As a voluntary sector leader, it can be very lonely when you're at the top of the organisation.... Between the trustees and staff, so you're piggy in the middle."</i></li> </ul> <p><u>Skills/ Qualities/ Behaviours needed in leaders today;</u></p> <ul style="list-style-type: none"> <li>- <b>Negotiation skills</b></li> <li>- <b>Collaboration skills</b> - developing and identifying shared agendas/ relationship building skills</li> <li>- <b>Approachable:</b> <i>"Be able to engage with different people from across different sectors" / "leadership today is about inclusivity, breaking down barriers, taking people along with you."</i></li> <li>- <b>Confident and self-assured</b> (<i>"so that people want to follow them"</i>)</li> <li>- <b>Demonstrate integrity, honesty and reliability:</b> <i>"You need to do what you say you're going to do so that people trust you."</i></li> <li>- <b>Be able to think strategically/see the bigger picture:</b> <i>"Be able to think about what is coming over the horizon." / "Be a problem solver" / "Keeping abreast of what's happening 'out there.'" / "We can't stop austerity, but we need to be able to manage within it."</i></li> <li>- <b>People management and the ability to invest in a workforce</b> - <i>"your workforce is your greatest asset."</i></li> <li>- <b>Entrepreneurialism</b></li> <li>- <b>Keeping an open mind</b></li> <li>- <b>Being an enabler:</b> <i>"It's about being the engine at the back of the vehicle... it's not about charisma and narcissism."</i></li> <li>- <b>Good budgeting and financial management skills;</b> financial acumen, including bid writing skills</li> <li>- <b>Understanding and demonstrating your impact</b></li> <li>- <b>Listening skills</b> to really understand the needs of different stakeholders (including users, communities, commissioners and funders, staff etc): <i>"That's one of the biggest deficits... listening properly to a range of stakeholders."</i></li> <li>- <b>Achieving attitudinal change in others; encouraging change in others</b></li> <li>- <b>Be able to control and tell the organisation's narrative:</b> <i>"Being story-less is a problem for some organisations... there is an assumption that what they're doing matters the most and that they're the only ones doing it."</i></li> <li>- <b>Be able to make your case; sales and marketing</b></li> </ul>
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Which groups does the programme need to reach? <i>Data source: informant interviews; focus group; survey</i>	CEOs/Directors	22
	Senior managers	32
	Middle managers	33
	New managers	19
	Board members	19
	Key Volunteers	23
	Activists	10
	Key service users	9
	Finance/Fundraising posts	7



Interview and focus group data

- A definite feeling that something at the ‘community level’ is needed (i.e. those managing mini-projects or those creating relationships with, and/or responding to need within, communities). Interestingly, the high numbers of people who identified ‘key volunteers’ as an appropriate target for a LD programme (see survey findings) arguably demonstrates this.

*“We’ll be in dire need of some good management and leadership skills...the Council haven’t got the money to sustain anything...so community leadership will be holding things together.”*

*“Ensuring that activity and interventions last beyond this programme is very important to us... it requires skills and capacity in communities themselves.”*

However, what is required at this level, and how the programme is ‘sold’, will need to be thought through to ensure that these people see the programme as relevant to them, and something that they will benefit from/not alienating.

- **The idea of having separate cohorts was welcomed:** *“People learn from others around them...you learn most from other people who are in the same place as you, so having separate cohorts makes sense.”* However, there may be value in thinking about **how variables such as organisational size, and whether or not someone is in a paid or unpaid position, may impact on what those cohorts should be** and how much time each cohort may have to commit to the programme.
- **Definite support for a cohort for trustees.** *“We need board members who can positively and constructively challenge...”*
- **Having something for senior leaders** (in terms of hierarchy) was seen to be important to ensure that the learning can be implemented within organisations: *“...for people who have the organisational power to implement the learning.”* However, there was a sense that **people at this level will need to be attracted by new content:** *“There will be people sitting in the room who think ‘I’m dealing with this every single day... there may not be new content for me.”* Some people also questioned whether senior leaders were the real target audience? Could they be involved more in a mentoring/coaching capacity so that they develop skills to enable and support others to develop whilst passing on some of their technical skills and knowledge?
- **The extent to which people can learn something from each other should be thought about when designing the cohorts.** E.g. *“There are different challenges for strategic leaders and operational leaders but it would be good for these to stay together as one cohort potentially as there should be movement between these groups of people.”* However, occasionally bringing the different cohorts together to ensure there is a shared vision and learning amongst the cohorts was suggested. *“There could be some cross-pollination of cohorts and people in different positions where they have different things to offer and gain in both ways.”* The extent to which this programme should only be for those in the community sector was also questioned for the same reason. *“Is it more about bringing people in a room who are interested in, or invested in, making Leicester and Leicestershire the best place to be?”* If so, then the feeling was that a cross-sector programme could be beneficial. [What about those who are trying to influence/shake-up the sector to ensure that it adapts to the external environment?]
- **People new to the sector** was another cohort where there was some support given the importance of understanding the bigger picture.
- **Programme and operational staff** - technical skills to lead programmes effectively, which may include a range of skills such as listening (to service users and staff/volunteers), partnership working, financial management, motivating the workforce etc. These may also be the people who become the next generation of senior leaders.
- **Reaching those who may not usually take part** as a way to address the issue of gatekeepers and the lack of new blood. E.g. Women? The younger generation?

What leadership development have local leaders previously experienced? And who provided it?  
Data source: survey

Survey answers to be analysed against

40 of the 62 respondents had attended previous leadership/management training. The percentage of people who had attended definitely increased in relation to organisational size. For example, 62% of those who had attended were in organisations with an income of £100K or more. However, there were still some people who attended in some of the smaller organisations i.e. 21% of those who attended were currently in organisations with £100K income or less.

(\*NB. This assumes that they undertook this training whilst working with/ volunteering with the organisation they currently represent).

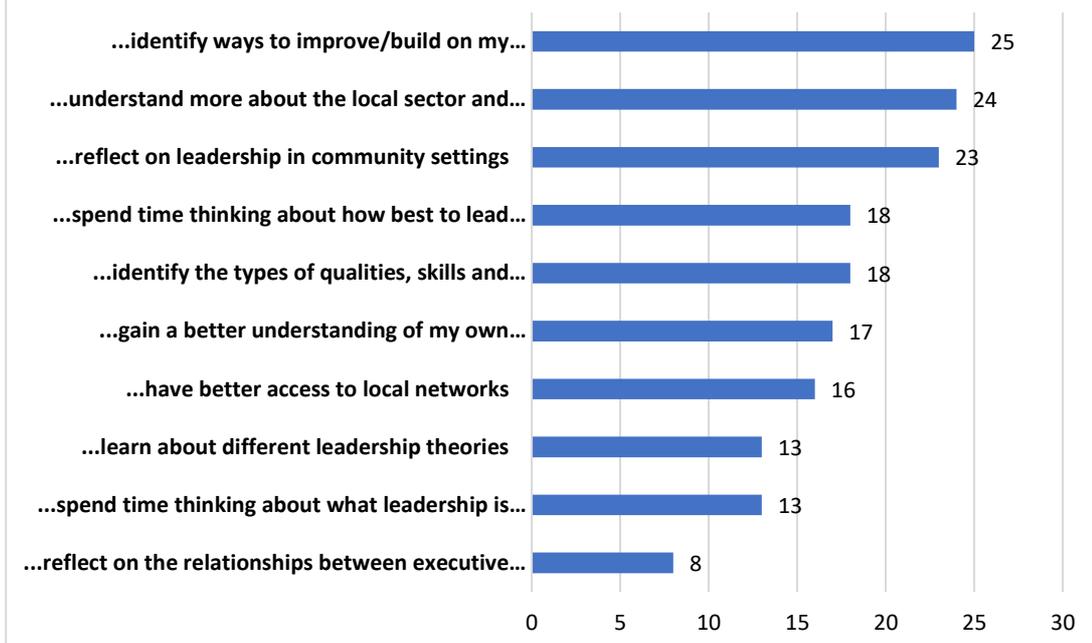
**What people liked the most about previous Leadership Development courses they’ve been on:**

- Take away activities that had an impact on their day to day/ a toolkit of tried and tested practices: *“I left with a clear plan of how this knowledge, advice and training could impact on my work from the next day and from then onwards.”*
- Pitched at the right level

<p><i>subsectors and size of organisation</i></p>	<ul style="list-style-type: none"> <li>• Time to put learning into practice and then reconvene as a group to progress further - monthly sessions across a 12-month period</li> <li>• Being challenged: <i>“I pushed myself into ‘stretch zone’ and gave me a different perspective.”</i></li> <li>• Grounded in day to day realities</li> <li>• Interactive sessions</li> <li>• No preparation needed</li> <li>• Local support network / sharing experiences/ meeting others</li> </ul>
<p>What leadership capabilities require a focus? Based on CSL’s capabilities framework. <i>Data sources: survey; focus group</i></p>	<p>Within the survey data, key informant interviews and the focus groups, it was clear that each of these capabilities resonated with people and were all felt to be important. As one interviewee said, <i>“these all resonate so much with everything I’ve done, everything I think about, everything that gets me up in the morning.”</i> Another respondent talked about them as inspiring and they made them want to know more and focus on the areas they know they are weaker in.</p> <p>However, a few respondents were cautious about the extent to which these particular capabilities, in terms of the language, may appear alien or off-putting to some potential attendees. <i>“They [the capabilities] seem very senior...people would not necessarily recognise these in themselves as they’re doing them automatically...” / “It sounds difficult...people will think ‘I wouldn’t be able to do that’.” / “They’re great titles, but what would they meant o small, local group? Whatever is offered has to be relatable to that organisation.”</i></p> <p>However, language aside, there were three that stood out as being particularly important in the current context:</p> <ul style="list-style-type: none"> <li>• <b>Enabling, supporting and inspiring others (Empowering Enabler)</b> (53% of respondents voted for this on the survey and 55% voted for ‘influencing others’)</li> <li>• Developing a strategy and vision (Focused strategist) (37%)</li> <li>• Finding solutions to social problems (Passionate advocate) (45%)</li> <li>• <b>Driving change (Courageous change maker)</b> (47% of respondents voted for this)</li> <li>• Effective communications (Inspirational communicator) (40%)</li> <li>• <b>Developing effective partnerships (Generous collaborator)</b> (56% of respondents voted for this)</li> </ul> <p>Interestingly, the research has found that collaboration, succession planning and thinking innovatively about sustainability are among some of the key challenges facing the sector, which the areas listed above seem to correspond with.</p>

<p>How does the focus on these capabilities differ by role?  <i>Data source: survey</i></p>	<p>Main notable differences from the survey sample are: <b><i>(NB. Because some people had more than one role, these findings should be treated cautiously as it is unclear as to which role has the biggest impact on someone's answer.)</i></b></p> <ul style="list-style-type: none"> <li>- Chief Executives agree that 'enabling, supporting and inspiring others', 'driving change' and 'influencing others', are the top three capabilities they said they would benefit most from focusing on.</li> <li>- 'Influencing others' was selected by a large proportion of directors, trustees, volunteers and community leaders (71% or more of these cohorts selected influencing others)</li> <li>- 'Enabling, supporting and inspiring others' was also a high priority for volunteers and community leaders.</li> <li>- 'Developing effective partnerships' was a fairly high priority amongst board members (67% of this cohort selected this).</li> <li>- 'Effective communication' was a priority for volunteers and community leaders (86% and 80% respectively).</li> <li>- Practitioners had the widest variety of responses, with no option receiving more than 33% of this cohort's selection (i.e. they want different things from a LD programme)</li> <li>- 'Facilitating organisational change' was a top priority for Directors (92%)</li> </ul>	
<p>What do potential participants hope to get out of the programme?  <i>Data sources: informant interviews; focus group; survey</i>   <i>Survey answers to be analysed against role, sub-sectors and size of organisation</i></p>	<p>Understanding own leadership style</p>	<p>17 (27%)</p>
	<p>Better access to networks</p>	<p>16 (26%)</p>
	<p>Understanding more about what leadership is and how it differs from management</p>	<p>13 (21%)</p>
	<p>Understandings theories about leadership</p>	<p>13 (21%)</p>
	<p>Understanding how best to lead others based on their values, motivations and strengths</p>	<p>18 (29%)</p>
	<p>Understanding more about the local sector and how that context affects leadership</p>	<p>24 (39%)</p>
	<p>Identifying ways to improve/build on my leadership qualities, skills and capabilities</p>	<p>25 (40%)</p>
	<p>Identify the types of qualities, skills and capabilities required of social sector leaders</p>	<p>18 (29%)</p>
	<p>Reflect on leadership in community settings</p>	<p>23 (37%)</p>
	<p>Reflect on the relationships between executive and non-executive leaders</p>	<p>8 (13%)</p>
	<p></p>	<p></p>

### A chart to show what respondents would hope to gain from a leadership development programme



Supporting people to ‘improve/build on their own leadership skills, qualities and capabilities’ and ‘understanding more about the local sector and how context can affect leadership’ are the two things most people want to gain from attending a leadership development programme. (\*NB. People could only select up to three options).

#### Interview data and focus groups – what people would hope to gain:

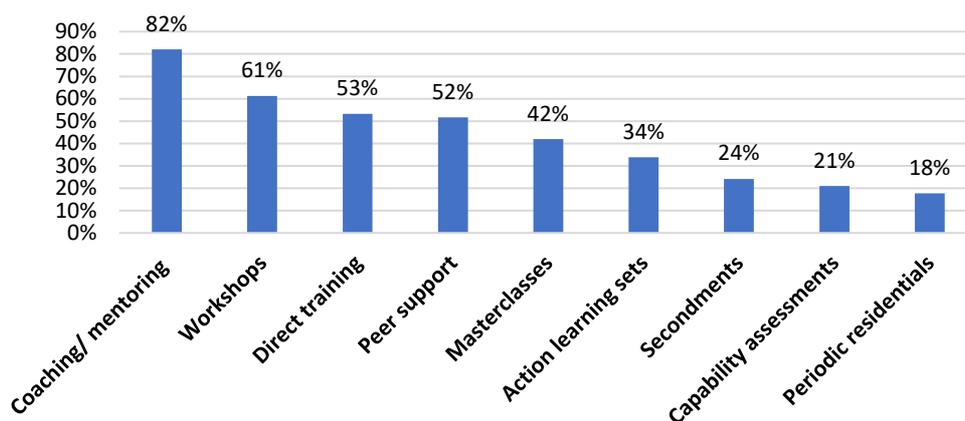
- Some kind of certification is felt to be important by some, particularly those who would be interested in the programme as a way to invest in their career. It was suggested that certification may also be important to organisations so that they feel their staff are getting something concrete from the programme
- Technical skills; Hints and tips about how to do job better were definitely mentioned - this backs up survey data findings. “[People will want] *hints and tips about how to be better in their jobs.*” This will enable people to ‘step-up’.
- Access to long-lasting, supportive networks that last beyond the length of the programme and encourage relationship building was felt to be important. “*Nurtured relationships*” / “*Some meeting of difference - as a leader in Leicester you need to be comfortable with working with people that are different from themselves.*” / “*...provision of ongoing support or mentoring so that people can take their learning and do something with it.*”
- “*I’d like to come into contact with people who are inspiring... I would think ‘am I going to learn something from people in this room?’*” (Senior manager)
- Give people confidence that they’re doing a good job

*“Organisations will want leaders to be technically better at their jobs and to be better people. For the wider sector, it’s more about the technical skills.”*

What might prevent leaders from taking up the offer? <i>Data sources:</i>	Time constraints	<b>52 (84%)</b> - on the whole, this was the first barrier mentioned in the interviews and focus groups too. (See below for feedback on time commitment and times of delivery)
	Financial constraints	<b>33 (53%)</b> - if there is to be a cost attached, it was felt that this should take into account organisational income. Some respondents questioned whether some kind of charge may increase commitment to a longer-term/sequential programme and/or whether it potentially suggests

informant interviews; focus group; survey		something about 'quality'. "If the programme is free, will people respect it and turn up?" / "It may be seen as nice, but not a serious add on." However, ensuring that people know what it is they will be paying for, will be important. I.e. what is the value/gain?
	Unsure about benefit	<b>23 (37%)</b> - interestingly, ensuring that the programme appears relevant and has a clear purpose, was a stronger finding throughout the interviews and focus groups: "It needs to be clear about what it's doing as it [leadership] can be a woolly concept."
	Other barriers to attending	<ul style="list-style-type: none"> <li>- <b>Feeling as if someone doesn't have anything to learn.</b></li> <li>- <b>If there is no 'yardstick' against which people can measure themselves with in order to identify whether or not it is intended for them/something they could benefit from.</b> "some people may be embarrassed to attend if they course is not defined enough." / "You need to give people a yardstick to measure themselves against so that they can see if the programme is for them. You don't want people dropping out as it's too easy or too difficult."</li> <li>- <b>Language will be important:</b> "If we called some people community champions, they would withdraw."</li> <li>- <b>Organisation may not release them from their day job</b></li> <li>- <b>Lack of aspiration to be a leader:</b> "some people are just concerned about getting enough volunteers to the next event." / "There are people who do not take up these opportunities and yet they have the ability to do so..."</li> <li>- <b>Location:</b> it was clear that some people don't even travel to the North or South of their own district (according to some County respondents)</li> <li>- <b>Simply unaware of the programme</b></li> </ul>
What programme components would potential participants like to see? Data sources: focus group; survey	Coaching/Mentoring	51 (82%)
	Capability assessments	13 (21%)
	Training	33 (53%)
	Action learning sets	21 (34%)
	Peer support	32 (52%)
	Secondments	15 (24%)
	Masterclasses	26 (42%)
	Workshops	38 (61%)
	Periodic residentials	11 (18%)
	<u>Interviews and focus groups</u>	<ul style="list-style-type: none"> <li>- A few people noted how much people learn from each other</li> <li>- Also, the importance of working through scenarios and case studies: "Leadership gets crystallised in challenging situations."</li> <li>- Definite appetite for opportunity to discuss, participate and "not be done to".</li> <li>- Only benefit of residentials that was voiced as that it can speed up the 'getting to know each other', however with caring responsibilities and over-stretched workforce, there seemed to be little appetite for residentials.</li> </ul>

**A chart to show the types of delivery methods respondents would like to see included in a leadership development programme**



Who might not engage with this process? And why?  
Data source: informant interviews

- Questions over engagement with 'Tier 3' organisations - i.e. community groups/clubs which are often volunteer-led, mainly for capacity reasons. However, the importance of these groups/clubs - i.e. locally-led, locally-focused activity - was mentioned a few times.

Q: How can the programme support people involved at this level of activity? Is leadership the right terminology here? Is management a more related term?

What level of engagement would suit different groups of participants best?  
Data sources: focus group; survey

Residentials	11 (18%)
A day a week	6 (10%)
A day a fortnight	12 (19%)
A day a month	38 (61%)
Morning sessions	13 (21%)
Late afternoon sessions	7 (11%)
Evening classes	10 (16%)
Other	

Overall, feedback about timing and format of a programme was a fairly mixed picture, depending on people's caring responsibilities, whether they work full or part time and whether they felt that their organisation would release them for the time etc. [Being flexible about this and negotiating this with each cohort may be one way to accommodate this mixed feedback?]

It was clear that a monthly commitment was by far the most popular - [with potential coaching/mentoring offered between times?]

One interviewee explained that it would be easier to schedule 2 days out of their calendar compared to a ½ day workshop, which is easier to miss. Another interviewee also felt that the frequency of delivery would need to be different depending on the cohort. E.g. "Senior leaders would need

*infrequent space, with a bit of a technical refresh but with more personal development and coaching. Emerging leaders may need more of an intense burst with follow-up.”*

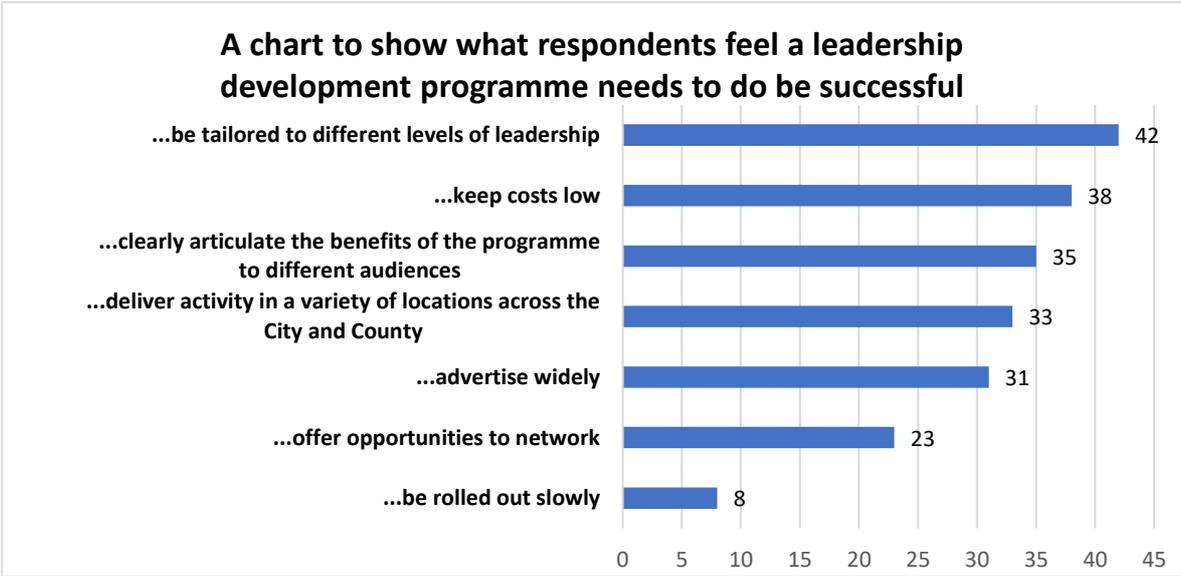
Would potential participants be prepared to pay a nominal fee?  
*Data sources: focus group; survey*  
*Survey answers to be analysed against sub-sectors and size of organisation*

Yes/No? How much is reasonable?  
 This was felt to be very much dependent on the individual depending on whether they are in a paid or voluntary role; the income of the organisation they work for; the particular financial pressure the organisation is under; the value the organisation places on workforce development. If some certification was awarded, an element of payment may be more accepted. And what payment says about ‘quality’ should also be taken into account. Would an organisation release someone for a free course?  
 Overall, ensuring that any cost is competitive, realistic and somehow takes these factors into account may be a fair way to go forward.  
 No one gave a particular amount as they didn’t know what was on the table in terms of the offer i.e. level of commitment expected/ course outcomes etc.

What does a leadership development programme need to do to be successful?

*Data Sources: survey, interviews*

The survey found that a tailored programme, that keeps the costs low and clearly articulates the benefits to different audiences, is what’s needed to make the programme a success (see graph below).



- These findings were added to during the interviews and focus groups:
- Appropriate level of content tailored to the needs of attendees
  - Demonstrate its value in order to ‘sell’ it to organisations; clear purpose. *“We get a lot of emails about free courses... you really need to tell people what they’re going to get out of it.”*
  - Participative
  - Plenty of opportunities for networking
  - Actionable:
  - Relevant to participants’ real situations
  - Offer recognisable transferable skills that are not just suited to the community sector
  - A brand that *“oozes kudo “s and quality.”*
  - Creates an appetite

- 
- Accessible - i.e. a flexible structure and delivery
  - Personal growth and understanding
  - Skill development
  - Tap into the power of word of mouth (This really spoke to the potential idea of rolling out the programme slowly so that there is time allowed for momentum and appetite to build. This isn't something that came out of the survey however).