



Developing Voluntary Sector Learning Structures for the Voluntary and Community Sector in Norfolk

A report commissioned by VSIPD



Produced by
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Development etc.

November 2006



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Acknowledgements

We would like to thank everybody who attended the consultation meetings on behalf of their individual organisations.

We are particularly grateful to the Learning and Skills Sub-group for assisting in the development of the workshop sessions and for ensuring that the organisations in the respective geographic areas were aware of the consultation and able to participate.

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Executive Summary

During November 2006 three consultation meetings took place in King's Lynn, Norwich & Great Yarmouth. 36 people attended. Two further people took part in telephone discussions.

Aims of the consultation

1. To establish the preferred nature of the proposed Strategic & Delivery bodies, their membership & geographical location
2. To establish the preferred communication structures and mechanisms to ensure that there is clear & timely communication between the sector as a whole, local networks, delivery group network & the strategic group.
3. To make recommendations for the development of the proposed structures & the communication processes

Whilst comments regarding the proposed strategic & delivery bodies, their membership & geographical location was mixed, it was possible to get a consensus view regarding a way forward. The recommendations in this report are based on this consensus. Most attendees were clear that they wanted things to move forward positively and that more discussion was not an option- they wanted ACTION.

"Getting Smarter" A Learning and Skills Strategy for Norfolk's Voluntary and Community Sector¹, had identified a structure (appendix 1) that could & should be adopted for the sector. However, whilst agreeing that a similar structure should be adopted, feedback from this consultation highlighted a number of changes that will need to be made in order for it to work effectively:

- Membership should be democratically elected & be taken from a broader range of organisations including social enterprises & Third Sector Organisations
- Cross-County coverage is also essential. A five-area system, like that adopted by the LSC and NCC was suggested as a way forward

¹ Commissioned by the Infrastructure VCS Consortium Learning and Skills Sub Group 2005. Available for download http://www.developmentetc.co.uk/Getting_Smarter.htm

² Learning and Skills Council. www.lsc.gov.uk

This would need to be supported by a communications strategy that incorporated all stakeholders & their information requirements. Mechanisms to be used such as meetings, e-mails, newsletters & web-based information would also need consideration. Administrative support at both local area & county level was also deemed to be critically important.

It was widely accepted that partnership working is a way forward for the sector & those involved in the consultation agreed that the right groupings & their influence needed to be recognised and managed appropriately. The importance of the contribution of non-VCS organisations was noted and the necessity to work together to bring about strategic co-ordination between the VCS sector was confirmed.

Although this consultation did not focus primarily on the development of VCS LSC Consortium² people attending had begun to think about how it might work and what the impact on the sector might be. Generally it was felt that this could be a positive way forward, particularly as it could assist VCS organisations in accessing funding, not currently available, from the LSC and others.

The recommendations in this report will be presented to the Infrastructure VCS Consortium for consideration. If adopted there will be resource implications for the sector. However, adopting structures that support a vision for the sector should help to identify new opportunities, a joined-up approach to engaging with them & bring about future sustainability.



Purpose of the Consultation

As the lead organisation for workforce development within the sector and as a member of the Norfolk Infrastructure VCS Consortium Learning and Skills Sub Group, VSIPD were asked to take forward the early actions outlined in ***“Getting Smarter” A Learning and Skills Strategy for Norfolk’s Voluntary and Community Sector***¹.

Early actions within the report included a recommendation for the setting up of formal structures to support the future development of voluntary sector learning and skills.

There are a number of formal and informal VCS learning and skills networks currently in existence, in a number of locations in Norfolk. The strategy recommended a consolidation of these into two formal groups/networks, suggesting that local networks feed into them. There was a recommendation for:

- a) A Strategy Group – a key strategic body with responsibility for facilitating the delivery of the ***“Getting Smarter”***¹ strategy
- b) A Delivery Network – providers of services including, training, those developing learning programmes, accreditation bodies and those delivering skills evaluations/providing resources. Their role will be to deliver against the strategic objectives of the ***“Getting Smarter”***¹ strategy

In order to establish the most appropriate structures and membership it was proposed that a consultation take place with those organisations and individuals currently involved in VCS Learning and Skills. This would identify what was required to meet the needs of those organisations whilst at the same time moving the strategy forward.

It was agreed that consultation should take place through a number of forum meetings/workshops across Norfolk and these should be independently facilitated.

In September 2006 Development etc. was commissioned to undertake this work. During November 2006 three consultation meetings/workshops were held in King’s Lynn, Norwich and Great Yarmouth. A fourth meeting/workshop planned for Thetford was cancelled because there was not enough take-up in the area. Delegates who had expressed an interest from this area gave telephone feedback instead. A range of relevant organisations and individuals attended the consultation and participated in the telephone survey.



The purpose of the consultation meetings/workshops was

- To establish the preferred nature of the proposed Strategic and Delivery bodies, their membership and their geographical location.
- To establish the preferred communication structures and mechanisms to ensure that there is clear and timely communication between the sector as a whole, local networks, the delivery group network and the strategic group.
- To provide a report outlining the results of the consultation and recommendations for the development of the proposed structures and communications processes.

In planning the consultation meetings the following reports and developments were taken into account:

- The "Getting Smarter"¹ document
- The LSC's Working Together strategy³
- Regionalisation of the LSC
- The LSC's approach to future contracting with the VCS – a move towards learning consortia
- ChangeUp Norfolk's objective around learning and Skills
- The national agenda relating to workforce development for the VCS

³. Working Together Strategy – download from <http://readingroom.lsc.gov.uk/lsc/2005/quality/goodpractice/working-together-in-practice-vol-1.pdf>

Recommendations made as a result of the consultation will be presented to the Norfolk Infrastructure Consortium.



The Consultation

Methodology / Procedures

The consultation took the form of a Consultation Meeting. Delegates were invited to attend for two and a half hours. The workshops had the following structure -

- Aims of the session
- Background to the consultation –
 - how did we get here? Presented by Nilkki Bennett - VSIPD
- Workshops –
 - an opportunity for all attendees to give thoughts, opinions and answers to a range of questions. Answers were recorded onto flip-charts
- Discussion
- Close.

36 people participated in the consultation.

Copies of the workshop documentation can be found in appendix 1

Background Information

Learning and Skills Structures for the VCS – How did we get here? – Presented by Nikki Bennett VSIPD

The proposal for the setting up of formal and accountable Learning and Skills structures for the voluntary and community sector have come from the recently commissioned “Getting Smarter” document – a learning and skills strategy for the VCS (The Guild, 2005).

This work, funded by the Governments ChangeUp initiative, a programme designed to build the capacity of the VCS infrastructure to better support frontline voluntary and community groups, made a number of recommendations to improve the strategic and operational structures for learning and skills development in the VCS in Norfolk.

The research for “Getting Smarter” called upon the historical context of existing structures and mechanisms for communication which can be summarised briefly as follows:

Early 1990’s – Norfolk Social Services funded project with the aim of increasing skills levels within VCS organisations to enable them to take on Service Level Agreements. Managed by Norfolk Rural Community Council on behalf of the Norfolk Voluntary Resources Group (an alliance of the four main generic infrastructure organisations in the county), the project consisted of a part-time co-ordinator running one day courses on aspects to do with managing voluntary and community organisation.

Late 1990’s – the establishment of the Voluntary and Community Alliance Across Norfolk (VOLCAAN)



partnership – a partnership project, led by Norfolk and Norwich Voluntary Services with 30 other partner organisations and funded through European Social Fund. One of the projects that emerged from VOLCAAN was the training Development Project which included a ‘brokerage’ service to provide information on a wide range of learning opportunities. The bi-monthly “Portfolio” training digest was also set up alongside the provision of a cross sector network of training providers and VCOs (The Norfolk Training Network), designed to enable stronger networking and create better intersectoral awareness. All of these activities were co-ordinated through the Training Development Officer post which was still part funded by Norfolk Social Services.

June 2000 - funding for VOLCAAN ended and Norfolk Social Services increased funding to maintain the part-time, renamed, Learning and Skills Officer post, to continue the Portfolio brokerage and training digest and to facilitate the Norfolk Training Network.

A further outcome of the VOLCAAN project was the establishment of a cross sector group to look at developing a Continuous Professional Development (CPD) framework for the VCS. This group set up a consortium and bid for lottery funding to carry out research into the professional development needs of the sector, the availability and appropriateness of current training provision and the development of a framework offering progression from entry level to Masters level for VCS staff and volunteers.

2001 - in response to the research document “Meeting the Challenge’ (Crouch), the Voluntary Sector Initiative for Professional development (VSIPD) was formally established as an independent organisation to take forward the VCS CPD agenda and address some of the needs identified through the research.

2004 – The Government launched the ChangeUp Programme and invited County Consortia to develop Local Infrastructure Plans, which prioritised key Infrastructure development needs for the county. One of the Key Objectives identified in the Norfolk plan was:

“To improve the quantity and quality of Learning and Skills Development available to the VCS”

An early priority activity within this objective was the preparation of a Voluntary Sector Training Strategy for Norfolk, to encompass the need for training to be equally available throughout the county, to ensure training is developed to deal with major changes in service delivery and to respond to the LSC sector skills plan.

2005 - It was agreed that a group of interested consortium member organisations come together to develop the brief for the strategy consultation, develop beneficial partnerships and drive forward the resulting strategy.
This sub group (currently known as the Norfolk VCS Infrastructure Learning and Skills Strategy group)



is lead by VSIPD, the primary infrastructure organisation responsible for promoting and supporting workforce development and learning and skills activity within the sector. It has, over the past year, guided the work of the VCS learning and skills strategy, gathered information on regional and national developments in VCS learning and skills and held monthly meetings to discuss a range of learning and development issues for the sector. It is accountable to the Norfolk VCS Infrastructure Consortium and reports back on progress at monthly consortium meetings.

2006 – Continuation funding from ChangeUp provided a small amount of funding to further develop consortium work and VSIPD made a proposal to take forward the early action recommendations proposed in the “Getting Smarter” document. These early actions were focused on the setting up of structures that would support and drive forward the actions outlined in the strategy document. The recommended structures were for a strategic group (made up of key VCS Infrastructure bodies) to oversee the development and execution of the strategy and for a delivery network of VCS providers to be responsible for carrying out the action plan. It was the decision of the Consortium that, in order to ensure that any resulting structures were appropriate and acceptable to the wider sector, a further consultation exercise take place to provide an opportunity for frontline organisations with an interest in Learning and Skills to be able to contribute their views on what they feel any such structure should look like. They should also consider how they feel the structures may work for them, paying particular attention to lines of communication and opportunities for representation. *Nikki Bennett, VSIPD, September 2006*

Findings / analysis

A record of individual comments given by consultation group area is given in appendix 2



Learning and Skills and VCS Organisations

Learning and skills delivered across the network is rich and varied in its nature. A variety of VCS organisations and partners both deliver training and benefit from training. Recipients include volunteers, employees, the community, staff and a variety of others including parents linked to schools and offenders.

The wealth of expertise that exists across the sector was evident during the consultation as was the increasing role played by the sector in delivering Government-led policy.

Strategically, most determined their own direction. Being steered by a variety of means and mechanisms – some at local, some County, some Regional, but many now recognised Nationally determined policies. In addition some people did make reference to the Local Strategic Partnerships that have been set up at District Council level.

The relationship with other sector organisations was mixed- some working well with statutory sector organisations including colleges and the health services and others solely working with the VCS.

The role of private sector organisations was discussed. It was felt that in the Norwich area they were seen to dominate the Training Network as a way of promoting their business interests rather than contributing to VCS.

In all areas the Next Steps networking meetings were seen to be very beneficial and encouraged pro-active networking amongst all partners across all sectors.

Communication

Communication structures at local level are very strong.

It was widely accepted that partnership working is important and will be a way forward for many.

It is important to ensure all VCS organisations have access to necessary communications and decision making must involve people from all parts of the sector

Individual organisations must still have their own identity

Ground up approach must be retained – community voice is given

Electronic Communications -

The e-mail system via The Learning & Skills Officer are well used, although some fed-back that the emails are too frequent and untargeted. Consideration needs to be given to developing procedures to ensure better use of e-mail and electronic newsletters/communications

It was also felt that the website is not used to its full capacity. This was generally acknowledged to be a weakness and an area that needs significant improvement if communications across the sector is to improve at County and eventually Regional level.

The importance of external agencies web-based information was sighted as a way of keeping a broader view.

Hard Copy Communications -

It was felt by some that Portfolio isn't used to its fullest potential and that more information could be communicated in this way. Many agreed that having the hard copy on their desk allowed them to peruse at odd times throughout their working day.



Meetings

It was agreed that getting the right people along to the right meetings is often a problem.

Generally people are good at representing their own organisation at their own level of interest but are often poor at representing a group of organisations or their organisation as a whole. This is specifically so where they do not have strategic responsibility and an overview of the organisation(s).

Structures

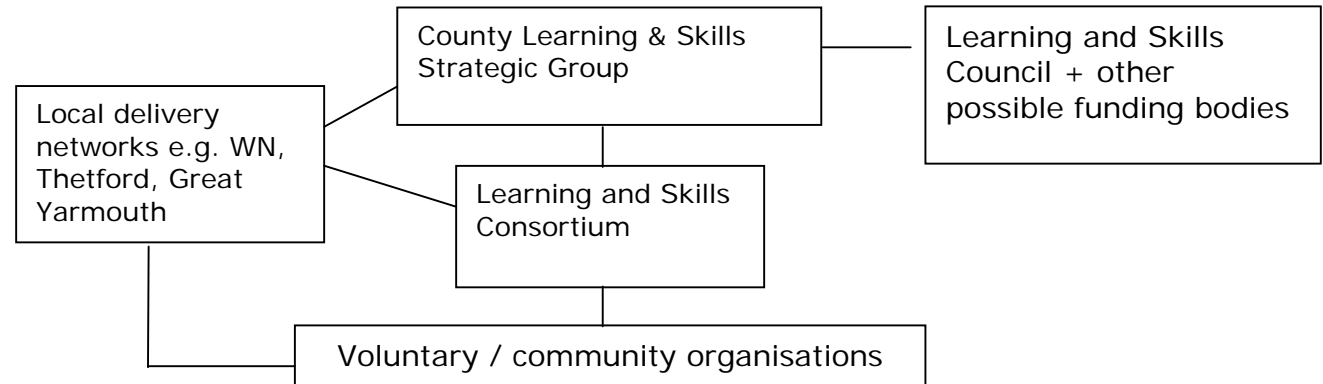
Current Structures

Where organisations are linked to the current Strategic Groups they are generally happy with the outcomes and processes. Achievement from these groups has been effective to date however, little is known in the outreach areas about the newly emerging strategic structures and the benefits of linking into the Learning and Skills Sub-groups.

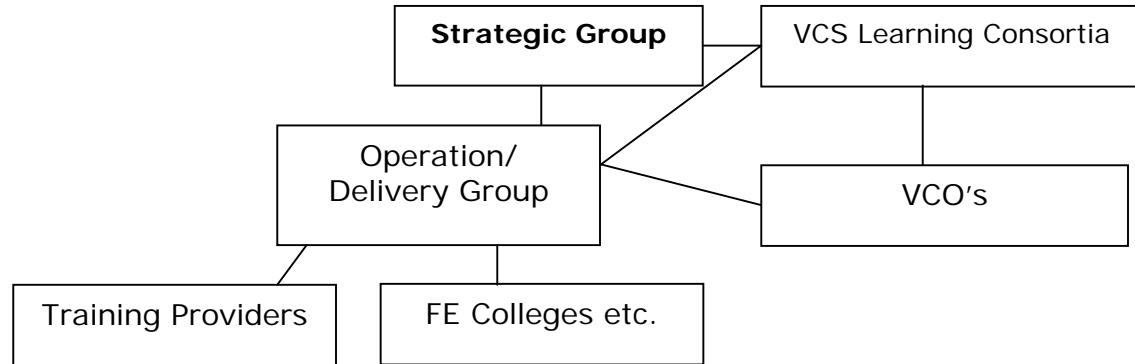
Generally though there is a feeling that if properly administered these could be effective with strong local area partnerships linking into the County Group was seen to be a way forward.

Suggested New Structures for each area – developed at each Consultation Meeting

West:



Norwich:

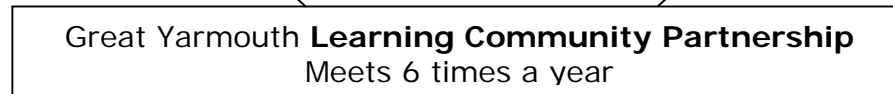


Great Yarmouth:

Strategic Level



Operational Level



Delivery Level



VCS Learning & Skills Consortium

In suggesting possible new structures, the existing infrastructure organisations – NVS and the Strategic Group were suggested as possible managing agents, however the response to this was mixed.

Each of the structures included a VCS LSC Consortium. Although this was a small part of this consultation exercise people attending had begun to think about how it might work and what the impact on the sector might be.

Generally it was felt that this could be a positive way forward for the sector, particularly as it could assist the sector in accessing funding, not currently accessible, from the LSC and others.

Some felt too however that there could be potential for the LSC to influence too significantly the VSC consortiums strategy. Attendees felt that the thing that made the VCS unique was its ability to respond well and in an innovative way to the local community, often by un-structured routes and that it is important to retain this.

For some larger organisations there was a feeling that they did not want or need to participate. They did not want to lose core funding through sub-contracting with a larger agency.

Additional concern was expressed by smaller organisations regarding being 'left out' or unable to participate.



Other Fears/Concerns

- A real fear of being excluded and not able to engage with the sector as it is now
- Of losing the spontaneity and creativity for which the sector is renowned
- Too much hierarchical and ill-informed power directing resources – the need for which would be better determined at micro-level
- No innovation
- Loss of individual contracts and funding
- Same people – no change
- Too many meetings – no action

Change

Generally it was accepted that change is imminent. In particular participants were fully aware of the steer being given by key agencies for Countywide and Regional wide groups to engage with rather than individual organisations. It was felt quite strongly that one of the remits of a countywide group

might be to lobby for recognition of the individualist nature of VCS organisations. Funding and sustainability was an issue. In particular the resourcing of a structure that could both support the individuality of organisations and give a strategic steer.

Some challenged the basis that there was a need for a formal sector framework especially as some organisations were already working to other strategies. One person stated that it was part of their strategy to autonomously decide and manage their own training needs as this generated income to sustain their organisation.

Accountability of the organisations involved was of significant importance and that newly defined protocols, including signed agreements would need to be established. It was also felt that known and trusted routes through established agencies would ensure this happened.

Third Sector Organisations (TSO) was considered to be a convenient term as it gives the sector strength in as much as it provides an opportunity for the value in the sector to be understood and the challenges for the sector recognised. For many it was seen as a term of recognition.

For most people participating, not being part of the formal structures in order to remain informed and engaged in Learning and Skills was not an option.

Simply 'we die', said one participant.



Conclusions

Structures

The structure given in the 'Getting Smarter' document and implemented currently – (see appendices) could and should work.

Although not perfect at the moment, a new structure should not be created. These existing arrangements do have the basis/format to move forward and be improved upon.

People who know about them are just beginning to understand them and feel it could be maximised through effective communications and promotion of its purpose.

Geographical location

The existing local geographic framework could be built upon further. Models of good practice exist in both Great Yarmouth and Kings Lynn and these have a lot of potential to be more effective if resourced in a more sustainable fashion.

The Training Network had become very Norwich focussed- perhaps this is then the Norwich area's version of what they have in King's Lynn and Great Yarmouth.

The strength of the County-wide Norfolk Ambition and Shaping Norfolk's Future is recognised, as is the importance of Regional and National Strategies. Some smaller organisations find it difficult to get involved and or be influenced by these.

VCS organisations could work together in the five areas in the same way as other key agencies have done e.g. link into the LSP / NCC / LSC area frameworks i.e.

Central Area – Norwich

Western Area – Kings Lynn

Southern Area – Diss/Thetford

Northern Area – Cromer/Dereham/North Walsham

Eastern Area – Great Yarmouth/Acle,

This will assist them in having the opportunity to link through their designated representative. Both the LSC and NCC have adopted these areas. It was noted that the Voluntary Sector Children's Forum has been set up along these lines and could possibly be an example of good practise.

Membership of the Strategic Group

The Strategic Group will need to bring together both the infrastructure organisations who cover the whole of Norfolk and importantly key VCS personnel who represent the 5 areas.



It was also highlighted that it needs to be representative of **all** Third Sector Organisations including Social Enterprises.

The Strategic Group could then feed into County and Regional frameworks i.e. Shaping the Future and the Regional Strategy – identify future sources of funding etc. e.g. Investing in Communities.

Some said it should include representatives from the statutory sector – others said not. A possible route may be to ask people to vote on this issue.

If the Strategic Group remains as a VCS/TSO only certain meetings could involve other sector partners. This is felt to be very important particularly if the Strategic Group is to bring about strategic co-ordination between its sector and other sectors.

The following **key points** were also made. There should be;-

- Clear aims, objectives and responsibilities – AGM type structure (possibly an elected body)
- Signed agreements – commitment works both ways
- Representatives with a known responsibility to the areas/specific themes – accountability to the areas/themes
- Meeting framework – agenda agreed and known by everyone – people able to feed in
- Publicly distributed
- Minutes made available to all
- Feeding back to area groups by representatives and area groups responding/requesting
- Area sub-groups and area interest groups were important
- Need for funding – the strategic and area group would need to be resourced – a key appointee holding/supporting the whole thing or a lead organisation taking control
- Better engagement with the wider VCS not just those involved in training
- Needs to be seen as a **New and Innovative Model** not a revamp of the old – **bottom up approach** – not top down – ‘micro-level’ needs to determine what’s needed at local level
- Meetings to be held around the County
- An effective Communications Strategy must underpin the whole structure
- Those involved must take responsibility for making it work



Recommendations

1. There should be one Countywide Strategic Group (CSG).

⁴ Representatives will be 'elected' through a yearly vote. Once elected representatives will have specific roles and will be tasked and required to represent their peers equally and fully.

The preferred nature of the proposed Strategic and Delivery bodies, membership and geographical location is given as a diagram in appendix

The group would represent ALL Third Sector Organisations *charities, voluntary organisations, community groups and social enterprises

The **Countywide Strategic Group (CSG)** should consist of Elected⁴ Representatives from :-

- The **five** areas (North, South, East, West and Central)
- The Countywide infrastructure organisations
- Other identified themed sub-groups.

The membership for this group should remain **VCS/Third Sector Organisations**; however there should be affiliated membership by others with a major interest in the sector e.g. LSC, ACER/FE/HE, EEDA, NLP, Adult Education, Business Link and others. Invitation to meetings would be by agenda topic etc.

Key agenda items for the meetings should include:

- County/Regional planning
- Funding opportunities
- Feedback/consultation around Change-up, Working Together, Capacity Builders, Norfolk Infrastructure Plan
- Sector issues, concerns and consultation needs
- Communication strategy
- Development of a strategy for 'demand-led learning'

The **Countywide Strategic Group (CSG)** should meet at least three times a year at times to link in with Regional/County planning meetings.

The meetings should be held and hosted by different organisations around the County.



2. There should be an area VCS/TSO Group (Area Third Sector Group - ATSG)

It should be chaired by the elected (see above) representative who takes responsibility as part of this role for bringing information from the **CSG** to the **ATSG** and vice versa. Additional attendees would be those involved in Learning and Skills at local level including non-VCS/TSO organisations as appropriate/chosen/defined in each area e.g. Next Steps Co-ordinators.

Key agenda items for the meetings should include:

- Feedback from the most recent CSG
- Actions/recommendations for the CSG
- Local planning
- Funding opportunities
- Input into strategy as appropriate
- Feedback/consultation around Change-up, Working Together, Capacity Builders, Norfolk Infrastructure Plan
- Sector issues, concerns and consultation needs
- Communication strategy

The primary influence must be VCS organisations.

3. The above needs to be under-pinned by a strong and effective communication strategy

The Strategy must identify and support the structures and mechanisms to ensure that there is clear and timely communication between the sector as a whole, local networks, the delivery group network and the strategic group.

The Communication Strategy must be developed and its plan implemented.

It will document how information will be disseminated to, and received from, all stakeholders involved in Learning and Skills for the sector. It will identify the means/medium and frequency of communication between the different parties. It will be used to establish and manage on-going communications.

In developing the communications strategy the following questions will need to be considered

- Who are our stakeholders?
- Does the information given to stakeholders meet their requirements?
- Does the information received from stakeholders meet our requirements?
- Is all the necessary information disseminated?
- Are the roles and responsibilities of the individuals involved in the communication strategy understood by them?
- Are these roles being carried out satisfactorily?



Options for Implementation



The following information will need to be collated

- List of stakeholders and their information requirements
- Communication mechanisms to be used (such as meetings by different types, written reports, seminars, workshops, videos, e-mails, newsletters)
- Key elements of information to be distributed by the different mechanisms - including frequency and information collection and collation
- Roles and responsibilities of key individuals responsible for ensuring communication is adequate / appropriate and timely
- Identification of how unexpected information from other parties (including stakeholders) will be handled within the scope of the activity.
- Web based technology and its use
- Joint marketing strategy

The following can be developed to underpin the structure

- Stakeholder Map
- Vision Statement
- Programme/Action Plan with timescales for delivery –reviewed at meetings by the membership

1. Communication Strategy as outlined above to include

- Web-based communications including e mail
- Paper-based communications including newsletters
- Logo / common identity
- Data-base of stakeholders
- Communications officer / officers - Area / Countywide
- Meeting co-ordination – timescales /agendas/minutes
- Membership of groups/meetings
- Reporting structures

2. Management of the structures - Area / Countywide

- VCS strategic group needs to be representative of all the county VCS/TSO (including Social Enterprise) who have a County remit - people like Rural Community Council etc.
- Overall management - need to identify by whom - they will need administrative support + support for communications - see above - could be managed/administered as part of existing infrastructure role as now
- Would suggest who does this is decided democratically - could be part of a new role

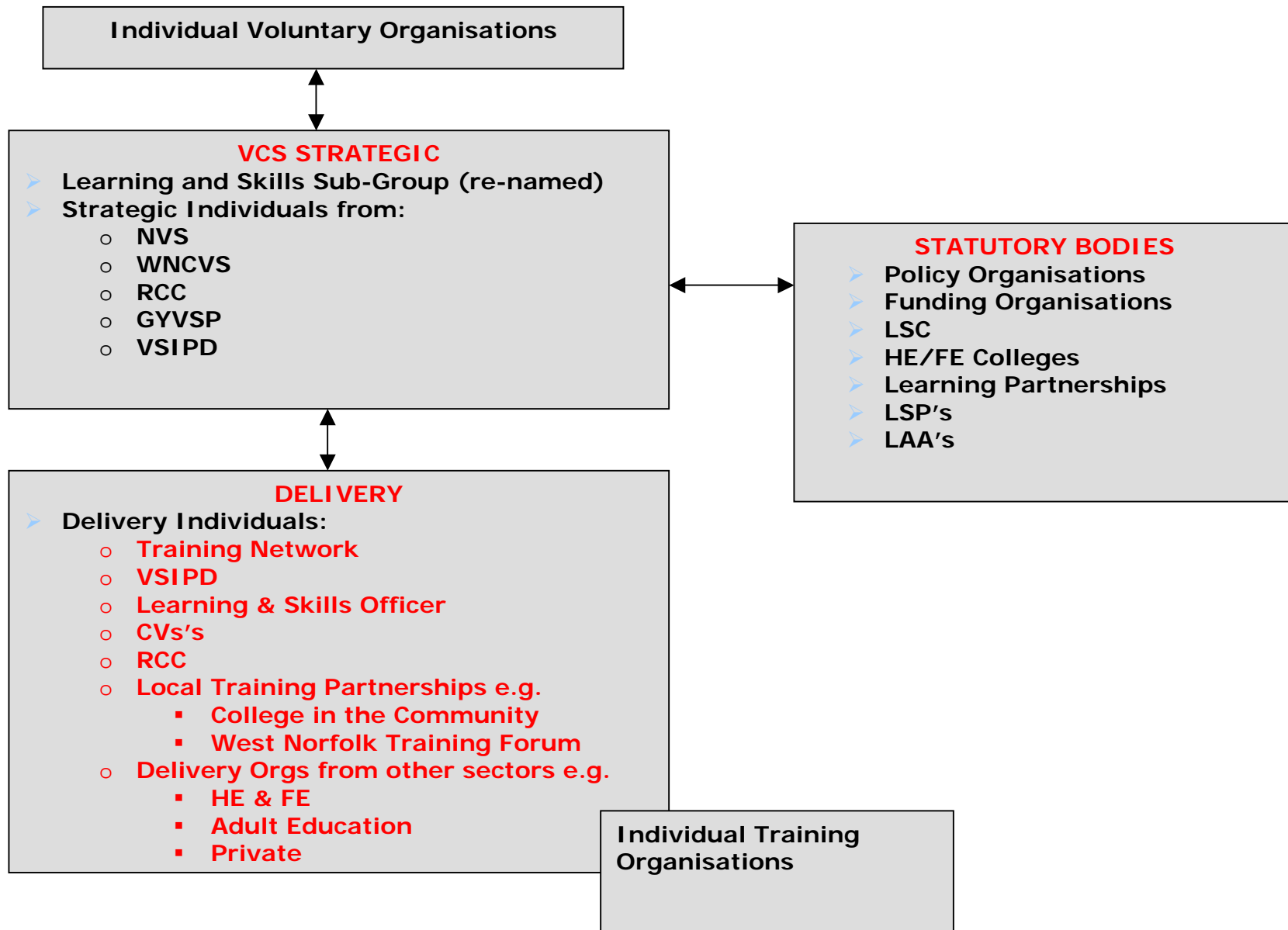
3. Administration of the structures – Area / Countywide

4. Marketing plan

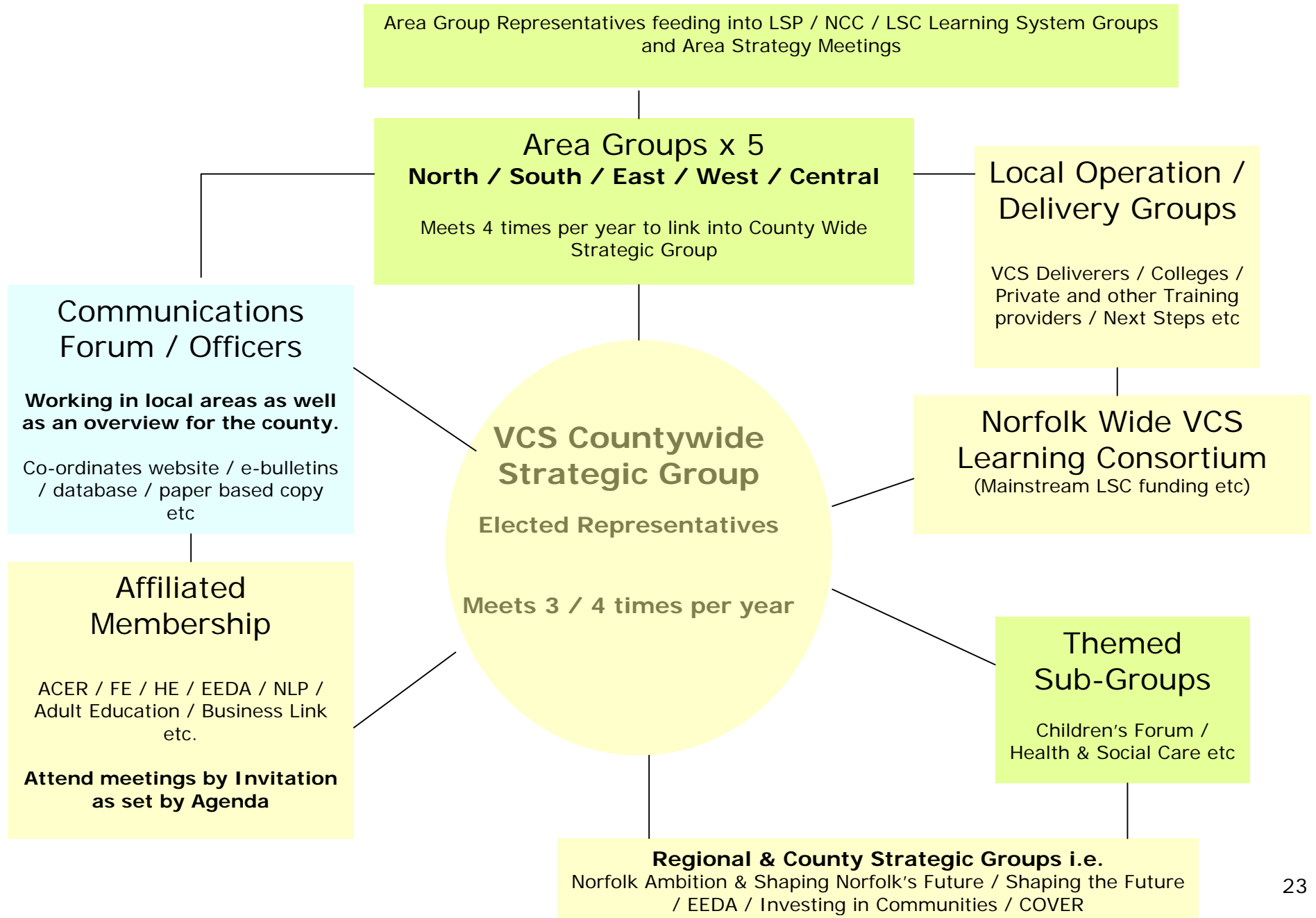
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Getting Smarter Suggested Structure



Consultation Proposed Structure





Getting Smarter – Consultation Event Organisations Involved

Ad Ed
Meridian East
ppd UK
Meridian East
Ormiston Children & Families Trust
West Norfolk VCA
College of West Anglia
Isis Training
Age Concern
Chairman INDIGO
OCN
Community Music East
UEA
Ormiston Children & Families Trust
Julian Housing
Families at Bowthorpe
Family Matters
Meridian East
Health Improvement Advisor
NNVS
Aylsham High School
Fakenham LC
The Guild
NNVS
Development etc.
Great Yarmouth Community Trust
Gt Yarmouth Learning Community
Community Connections
Central Library
The Priory Children's Centre
Griffin Partnership
Rural Community Council

Getting Smarter -Consultation Event

Agenda

9.15– 9.30	Arrival and Coffee	
9.30	Welcome	Nikki Bennett
	Aims of the session	Jan Munn
9.35	Background to the consultation. How did we get here?	Nikki Bennett VSIPD
9.45	Local context	Representative from local VSO
9.50	Key themes in the Getting Smarter document	Jan Munn Development etc
10.05	Workshop sessions - Taking things forward	All
11.10	Break	
11.25	Key issues from workshop/s and next steps	All
12.00	Close	

This event has been managed by the VSIPD in collaboration with members of the Learning and Skills Sub Group and organised/facilitated by



Getting Smarter – Consultation Event Attendee Evaluation

The following are the number of responses per evaluation statement across the 3 events. There were 36 attendees in total.

	Excellent	Very Good	OK	Poor
I thought that the facilitator was	8	15	1	
I think that the resources and materials used were appropriate for the event	5	14	5	
I understood what was required of me	3	12	9	
I enjoyed the processes used	4	12	8	
I think that the venue was	8	5	10	1
I am pleased I took part in this consultation and think my contribution will be used	5	14	3	

Any other comments

- It was good to be involved in this event – facilitators were very informative and helpful
- Very worthwhile
- It would have been good to see more Vol groups
- Would like to be updated about next steps
- Want to see outcome to know
- Getting Smarter provides a positive way forward – LSC issue may become a distraction
- Would have liked another discussion session
- Didn't feel relevant to me – more clarity about intended outcomes would have been useful
- Wish to be consulted re. Any learning issue
- Would like to be more involved – have greater understanding