

LCAs' Management Training Pathway

Meeting notes 31st March 2022

Present: Sylvia Ward (Sheffield) , Andy Brown (Manchester), Caroline Newman (Swansea & East Talbot), Mark Hitchcock (Norfolk), Angela Kerr (South Somerset)

Apologies: Chris Roberts (Bromsgrove and Redditch), Andrea Dunhill, Sam Mabbott (CA Hart)

Background interests from those present

Sheffield is a reasonably large LCA and just gone through a process of restructure. Key interest around equipping staff to deal with responsibilities at the right level and lots of staff moved into their supervisor role without training.

Swansea and East Talbot –Some of the senior managers don't have the confidence to manage and colleagues may not appreciate the skills they have. Criticism from staff and advisers that there are no succession routes.

Andy – CEO at Manchester since 2007 with a background in training and in the advice sector for over 35 years. AB set up a mediation and training company with the aspiration to make mediation and conflict prevention and resolution training accessible to the VCSE.

Mark Hitchcock has a relevant background – lecturing in leadership and management – enjoys giving people the tools they can use on a daily basis. Norfolk Citizens Advice interests around staff developing skills for innovation, strategic leadership, champions around operational specialism

Angela – background in voluntary sector infrastructure development (management training) with an interest in equipping staff to move into management (of projects as well as advice services) due to the degree of income diversification and discrete projects run at CASS. Succession planning also key.

Andy observed that a typical CA pathway into management stems from having been a good adviser (assumption therefore that this individual will be a good manager). It was noted that as we have not provided a tool kit for managing and our colleagues have found it increasingly more challenging to manage effectively.

General observation: external courses often lack provision of practical tools that people can use in their workplace. Skill book and self-directed online learning not sufficient.

Skills in the group:

- Caroline – specialism in finance skills gap for senior management team - budgets, allocation of staff and cost recovery, productivity

Martin Pearson from Cit A might be a route to access for other finance related short courses

- Mark – Understanding leadership and management, managing people in the VCSE, managing projects, managing services and continuous improvement, understanding innovation and change in the workplace
- Angela – best practice in volunteer involvement, project management in the VCSE, developing a Theory of Change and delivering impact and innovation through projects and services, facilitate action learning sets.

Training Modules Table (below)

Updated to include items from discussion

We generally agreed that we could offer a cohort of learners (who remain together as a group) a mixture of tutor led sessions and action learning sets (peer to peer learning) that span over a period of time. This would enable learners to use real work situations as the basis for peer discussion and learning

What next

1. Survey network for interest and potential numbers (MH)
2. Explore support from Cit A (AB)
3. Invite learners to have involvement (co-design)
4. Face to face delivery for tutor led (AK)
5. Collection of management tools (all)

	Managing Training Pathway Modules			
1	Personal Development			
	Effective Communication skills	One day	Momentum Mediation	£
	Courageous Conversations	One day	Momentum Mediation	£
2	Moving in Management			
	Understanding Leadership and Management	One day	LCA CEO	
	Managing People In the Voluntary Sector & best practice in volunteer involvement	Two days	NCVO	£
3	Managing Projects v Managing Services			
	Managing projects (based on Prince2)	Two days	LCA CEO	
	Managing Services and continuous improvement	One /two days	LCA CEO	
4	Change Theme			
	Understanding Innovation and Change in the Workplace			
	Planning and Implementing Change			
5	Operations Management			
	Finance skills for managers	One/two days	LCA CEO Cit A	
	Cultural Competency	Half day	Diversity Trust	£
	Performance Monitoring and Reports	One	LCA CEO	
	Marketing and Communications	One day	LCA CEO	

