



[www.veni.org.uk](http://www.veni.org.uk)

# VENI – Where Next?

*What we’ve achieved so far....*

*What we’re planning next....*

*Future funding possibilities....*

**June 2023**

## Contents

1. Introduction .....	2
2. Context.....	2
3. What we’ve achieved so far.....	2
Partnership.....	3
VENI Manifesto .....	3
Events – Raising the Profile of the Visitor Economy .....	5
VENI Training.....	7
VENI Apprenticeships.....	7
VENI Internships and Masterclasses .....	7
VENI Publications .....	8
VENI - Working with Schools – A Case Study .....	9
4. Moving forward... the Next Six Months .....	10
5. Conclusion.....	12
Funding Options.....	12
VENI – A Model for Other Curriculum Areas?.....	13

## 1. Introduction

The VENI project (part-funded by the European Social Fund) is entering its final stage. The project was approved in September 2021 and the funding will need to be spent by December 2023.

This report attempts to accomplish three things:

- First, this is a review of what has been achieved in the past 20 months;
- Secondly, the work still to be done is outlined and the legacy that the project hopes to leave behind is discussed.
- Thirdly and perhaps most importantly, the question is posed: has VENI achieved all it needs to? Should we be content to close down the project at the end of the year (December 2023), or is there a case for continuing VENI into 2024 and beyond? This last question has to be addressed with clarity. There is nothing wrong in bringing a project to a natural end. Moreover, if it is not to end, the inevitable question arises: how will it be funded if it is to continue? So the third part of this report looks ahead to 2024 and beyond with a view to exploring funding possibilities from other funding sources.

## 2. Context

VENI is a partnership project - fronted by Visit East of England, administered by West Suffolk College, and involving Suffolk New College, East Coast College, Suffolk Growth Partnership, Visit Great Yarmouth, Visit North Norfolk, and North Norfolk District Council. All partners have played a major role in the success of this project as detailed below.

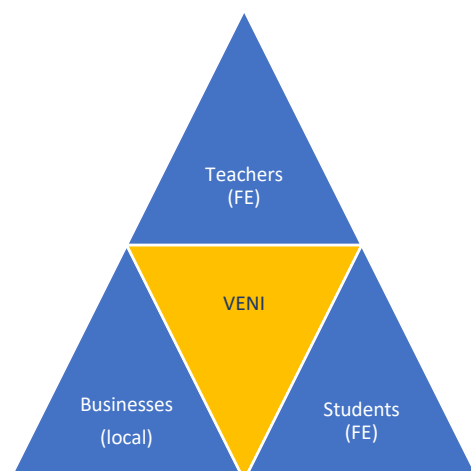
VENI is the Visitor Economy Network Initiative. With the Latin imperative, it is calling us to East Anglia. But what happens when we arrive here? The VENI Project focuses on the people working in the businesses and those 'in the labour pipeline'. What does it mean to work in this group of sectors which together make up the Visitor Economy? Do we think of low pay, long hours and little aspiration or is it possible to imagine a dynamic group of sectors working together, with a well-paid, committed workforce, to make the visitor experience one to remember for all the right reasons?

## 3. What we've achieved so far

- Partnership
- Manifesto
- Events
- Training, Apprenticeships, Interns, and Masterclasses
- Publications
- Working with Schools – A Case Study

## Partnership

We set out to bring colleges and businesses closer together, and to create a triangular bond between young people, educators and employers.



Our strong and inclusive partnership has provided businesses (especially SMEs) across the region with a support framework and a sounding board for recruitment and skills concerns; it has brought together educationalists, SME owners, and students in a meaningful way for the first time – ensuring that businesses understand the educational landscape, tutors gain knowledge about the breadth of the sectors comprising the visitor economy, and students from courses beyond travel & tourism or catering, begin to understand the career possibilities within the visitor economy. Business engagement through Visit East of England and Local Flavours has exceeded our targets.

Across the partnership, our approach is to under-promise and over-deliver and we expect to achieve higher results than contracted. This project is about changing the cultural mindset, building a consensus on how to improve recruitment and skills across the visitor economy and how to strengthen the workforce pipeline by raising awareness about careers across the industry.

## VENI Manifesto

In June 2022, partly as a review of how far we had progressed and partly as a guide to what we still needed to do, we produced a VENI Manifesto. This became our guide for the next year and it is probably sensible to review our successes and challenges through the lens of the Manifesto.

Table 1 shows the Manifesto's 12 points and shows progress to date against each point.

**Table 1 – VENI Manifesto – June 2022**

VENI Skills Manifesto	Progress - June 2023
1. A Skills Academy needs to be for all age groups and not just young people.	Working on an online brokerage model which will help link employers with older workers keen on returning to the workplace.
2. A campaign to demonstrate the breadth of careers available in the sector needs to be launched in 2022 and rolled out through 2023.	Attended the Skills and Careers Fair in March 2023 - Launched new Careers Brochure – see <a href="http://www.veni.org.uk">www.veni.org.uk</a>
3. A campaign to promote apprenticeships (‘ a job with training’) within the sector needs to be developed both for employers and people considering a career in the sector. Currently awareness of the opportunities, and flexibility of apprenticeships is poor.	Created the Apprenticeship Brochure "Skill-Ful" and have offered the first VENI apprenticeship to a West Suffolk College student who completed a VENI internship in June. She will be employed by Visit of East England - as part of a VENI pilot initiative. Other partners are exploring apprenticeship options too, and we hope to have a successful model for the future.
4. In time for the 22/23 academic year we need to explore ways of creating a Visitor Economy ‘Umbrella’ Programme for students at college on any course. Such a programme might include additional qualifications (e.g. World Host), opportunities to engage with businesses, work experience, and job opportunities. Some kind of ‘badge’ (Visitor Economy Champion?) and end of year award/prize (a job interview?) could be considered.	WSC has made some progress here with masterclasses running for students from a range of courses (e.g. business, Animal Studies, and Travel & Tourism). The internship programme for three students has run over the last year. We hope to have a concrete offer ready for September 2023 - this should promote the mantra that you can be studying any course and still be a part of the VENI Skills Academy - which offers additional short courses, masterclasses, and 'elevated' work experience opportunities.
5. We need to redouble our efforts to inspire school age children about the sector and to raise awareness among teachers in general about the breadth of jobs available in the sector.	Choose Hospitality is leading the way on school engagement and all college partners have programmes that encourage schools to come into college to work and train in their restaurants. These programmes will be more widely promoted in the final stages of the VENI project.
6. A Visitor Economy dynamic regional Careers Events Programme, designed and delivered by and for young people needs to be planned for 2023 and this should be aimed at students on all courses. The Visitor Economy needs people with all sorts of skills.	All three colleges have held career focused events this year. WSC are planning a major careers fair for Autumn 2023.
7. We should use ICANBEA to promote the sector, and to act as a catalyst for job opportunities.	Early on in the project we liaised closely with ICANBEA who now have a dedicated section for the Visitor Economy. ICANBEA also support VENI by attending many of our events.

VENI Skills Manifesto	Progress - June 2023
8. A brochure celebrating lots of different careers in the sector should be produced (cross-referenced to ICANBEA). We should also be inspiring employers to consider recruiting older people for the workforce.	Careers Brochure has been published – see <a href="http://www.veni.org.uk">www.veni.org.uk</a> .
9. Promotional campaigns need to make use of key facts about the current state of play in the sector using, e.g. EMSI data.	There is more we can do here. WSC has just renewed its LightCast (EMSI) contract for this year. We need to add live data to the VENI website and cross link to VEE and ICANBEA.
10. Center Parcs endorses this vision and will champion the cause - hopefully acting as a beacon for other employers to participate.	We have made significant progress with Center Parcs and now also have several other businesses on board - providing masterclasses and work experience opportunities. Need to explore more internship and apprenticeship opportunities with Center Parcs and other VENI Employers.
11. Explore funding opportunities for 2024 and beyond.	Work in progress ...
12. Explore shorter term funding possibly through Shared Prosperity Fund to engage businesses and establish a skills and careers alliance for the sector.	Work in progress...

### Events – Raising the Profile of the Visitor Economy

What purpose do events serve? First of all they are networking opportunities - bringing people together. Secondly, they provide an opportunity for work experience and skills development. Thirdly events enable VENI partners and businesses to raise their profile and showcase particular initiatives. Fourth, these events provide a market place for the visitor economy - making visible the services, careers and breadth of jobs available to new audiences. They provide an opportunity to tell stories, publicise case studies and share best practice. And finally, events are a way of demonstrating the strength and breadth of the visitor economy - and the wide ranging careers available.

Events are a good vehicle for promoting the relationship between educators, employers and students (the triangle mentioned above) and for raising awareness about the breadth of career opportunities across the visitor economy. Working with Local Flavours, we have been involved in over 85 events across the two counties. Table 2 provides more details.

Table 2 – Selected VENI Events – Sept 2021 – May 2023

Title	Date	Place	County	Event Type	VENI Partner
<b>2021 (sept - Dec )</b>					
Newmarket Food and Drink	10- 12/09/2021	Newmarket	Suffolk	Consumer	Suffolk Growth Hub
Local Flavours - trade event	29/09/2021	Norwich	Norfolk	Trade	West Suffolk College
TSA Christmas Lights	04/12/2021	Thorpe St Andrew	Norfolk	Consumer	Visit EofE
Wynterfest	05/12/2021	Wymondham	Norfolk	Consumer	Visit EofE
<b>2022 Events</b>					
Community Event	9/2/2022	East Coast College	Norfolk	Students/Consumer	East Coast College
The Visitor Experience Experts breakfast	2/3/2022	Bury St Edmunds	Suffolk	Business Networking	West Suffolk College
Local Flavours Roadshow	3/3/2022	Attleborough	Norfolk	Consumer	West Suffolk College
Norfolk Skills and Career Festival	9- 10/3/2022	Norfolk Showground	Norfolk	Students	Visit EofE
Local Flavours Roadshow	12/3/2022	Dereham	Norfolk	Consumer	West Suffolk College
Local Flavours Roadshow	19/3/2022	Swaffham	Norfolk	Consumer	West Suffolk College
Local Flavours Roadshow	23/3/2022	Wattton	Norfolk	Consumer	West Suffolk College
Local Flavours Roadshow	25/3/2022	Thetford	Norfolk	Consumer	West Suffolk College
Gt Yarmouth Food Festival	26-27/3/2022	Great Yarmouth	Norfolk	Consumer	East Coast College
The Big Day Out	7/5/2022	Suffolk Rural College	Suffolk	Consumer	Suffolk New College
Diss Organ Festival	15/05/2022	Diss	Norfolk	Consumer	Visit EofE
Suffolk Show	30th May - 1st June	Ipswich	Suffolk	Consumer	Visit EofE
Costessey Fete	04/06/2022	Costessey	Norfolk	Consumer	Visit EofE
BBBF/Snflk Business Forum	08/06/2022	Broadland	Norfolk	Business Networking	Local Business Forums
Gorleston Seafront Festival	11/06/2022	Gorleston	Norfolk	Consumer	Gt Yarmouth Tourism
Sotterley Country Show	26/06/2022	Beccles	Suffolk	Consumer	East Coast College
Royal Norfolk Show	28-30th/6/2022	Norwich	Norfolk	Consumer	Visit EofE
Thetford Business Forum = breakfast	06/07/2022	Thetford	Norfolk	Business Networking	Local Business Forums
Thet Fest	09/07/2022	Thetford	Norfolk	Consumer	West Suffolk College
Punjab Festival	10/07/2022	Thetford	Norfolk	Consumer	West Suffolk College
The Aylsham Show	29/08/2022	Aylsham	Norfolk	Consumer	Visit EofE
Heart of Halesworth - High Street Event	03/09/2022	Halesworth	Suffolk	Consumer	Suffolk Growth
HR Group meeting	09/09/2022	Thetford	Norfolk	Business Networking	West Suffolk College
Attleborough and Snetterton Business Forum	14/09/2022	Attleborough	Norfolk	Business Networking	Local Business Forums
Local Flavours 2022 - trade event	21/09/2022	Norfolk	Norfolk	Trade	West Suffolk College
Food and Drink - Producer breakfast	23/09/2022	Norfolk	Norfolk	Business Networking	Local Business Forums
Alburgh Festival	24 - 25/09/2022	Suffolk	Suffolk	Consumer	Suffolk New College
Business Breakfast	27/09/2022	Suffolk	Suffolk	Business Networking	Suffolk New College
Local flavours on location at Suffolk New college	01/10/2022	Ipswich	Suffolk	Consumer	New Suffolk College
Business Day	11/10/2022	Bury St Edmunds	Suffolk	Students	West Suffolk College
Bungay Food Festival	23/10/2022	Bungay	Suffolk	Consumer	East Coast College
VEE Conference	02/11/2022	Ipswich	Suffolk	Business Networking	Visit EofE
Bury Christmas Food and Drink Festival	27/11/2022	Bury St Edmunds	Suffolk	Consumer	West Suffolk College
Wymondham Wynterfest	04/12/2022	Wymondham	Norfolk	Consumer	Visit EofE
Centre Parcs - Masterclass	07/12/2022	Elveden	Suffolk	Students	West Suffolk College
<b>2023 Events</b>					
Banham Zoo - Masterclass	25/1/2023	Banham Zoo	Norfolk	Students	West Suffolk College
Community Day	26/01/2023	East Coast College	Norfolk	Students/Consumer	East Coast College
Norwich City - Master Class	22/2/2023	NCFE	Norfolk	Students	West Suffolk College
Norfolk and Suffolk Skills and Careers	8 -9/03/2023	Norfolk Showground	Norfolk	Students	Visit EofE
Thetford Academy Career Festival	16/03/2023	Thetford Academy	Norfolk	Students	West Suffolk College
Junior Chef Day	18/3/2022	West Suffolk College	Suffolk	Consumer	West Suffolk College
Bury Cathedral - Masterclass	22/3/2023	Bury Cathedral	Suffolk	Students	West Suffolk College
BFIC Sampling - Bury St Edmunds	25/3/23	Bury St Edmunds	Suffolk	Consumer	Local Flavours
Suffolk New Open Day	28/3/2023	Suffolk College	Suffolk	Students/Consumer	Suffolk New College
BFIC Sampling - Newmarket	15/4/2023	Newmarket	Suffolk	Consumer	Local Flavours
Shop Windows Event	28/04/2023	Bury St Edmunds	Suffolk	Students	West Suffolk College
BFIC - Suffolk Food Hall	29/04/2023	Suffolk Food Hall	Suffolk	Consumer	Local Flavours
The Big One	13/5/2023	Suffolk Rural College	Suffolk	Consumer	Suffolk Rural College
South Suffolk Show	14/05/2023	Ingham	Suffolk	Consumer	West Suffolk College
The Hotel Folk - Masterclass	17/5/2023	Thorpeness	Suffolk	Students	West Suffolk College
Crab and Lobster Festival	20 -21/05/2023	Cromer	Norfolk	Consumer	North Norfolk Council
Beccles Food Festival	27/5/2023	Beccles	Suffolk	Consumer	East Coast College
Suffolk Show	5/2023 and 1st June	Ipswich	Suffolk	Consumer	Suffolk New College
Gorleston Seafront Festival	10/06/2023	Gorleston	Norfolk	Consumer	Visit Great Yarmouth
Sotterley Country Fair	25/6/2022	Sotterley	Suffolk	Consumer	East Coast College
Suffolk One - Employability Conference	26/07/2023	Ipswich	Suffolk	Students	Suffolk One
Royal Norfolk Show	27 - 28 - 29/6/2023	Norwich	Norfolk	Consumer	East Coast College
Stowmarket Food and Drink Festival	02/07/2023	Stowmarket	Suffolk	Consumer	West Suffolk College
Punjab Festival	09/07/2023	Thetford	Norfolk	Consumer	West Suffolk College
Swaffham Centenary Celebrations?	13/08/2023	Swaffham	Norfolk	Consumer	North Norfolk Council
The Aylsham Show	28/08/2023	Aylsham	Norfolk	Consumer	North Norfolk Council
Harleston Food Festival	16/9/2023	Harleston	Norfolk	Consumer	East Coast College
Aldeburgh Food and Drink Festival	23 - 24/09/2023	Aldeburgh	Suffolk	Consumer	Suffolk New College
TBF Quarterly Breakfast	06/10/2023	Thetford	Norfolk	Business Networking	Local Business Forum
Suffolk Careers and Skills Festival	11/10/2023	Ipswich	Suffolk	Students	Suffolk New College
Bungay Food and Drink Festival	15/10/2023	Bungay	suffolk	Consumer	East Coast College

## VENI Training

A key part of VENI is the preparation of young people for work in the visitor economy. To this end, we have run 85 courses since the project began with a total of 848 participants involved. Courses were at both Level 2 (248 completions in total) and Level 3 (451 completions in total). Course subjects ranged from Customer Service (approximately 200 attendees on World Host courses); to Food Safety; Personal Licence; Mental Health Awareness; Conflict Management and CV Building.

## VENI Apprenticeships

The VENI apprenticeship is different! We are currently piloting a new approach to delivering apprenticeships in the visitor economy. By selecting the most generic apprenticeships at Level 2, Level 3 and Level 4, we have designed a skills package which combines the rigour of a general business apprenticeship with specific employer led masterclasses, a skills network and a digital skills passport to give apprentices the best chance of progressing in their visitor economy career.

## VENI Internships and Masterclasses

Over the last year we have awarded three students with VENI 'internships' which have offered young people an insight into different aspects of the visitor experience. At the same time we have trialled a series of employer led masterclasses, working with some of the best employers in the region. Six masterclasses were delivered over the last six months. We worked with six employers to highlight different aspects of the visitor economy and to give students a broad appreciation of the career opportunities available.

**Table 3 - Masterclasses**

Date	Business	Subject
07/12/2023	Center Parcs(Accommodation)	CV Writing and Interview Skills
25/01/2023	Banham Zoo (Wildlife and Zoos)	Team Building and communication skills
22/02/2023	Norwich City Football Club (Festivals and events)	Level Playing Field (Accessibility)
22/03/2023	Bury Cathedral (Heritage and History)	Time Management
19/04/2023	Bury Market Team (Towns and Cities)	Marketing Research
17/05/2023	The Hotel Folk (Hospitality)	Customer Service Skills



In the last year we have produced three publications as well as having a key section in the Visit East of England Destination Development Plan “What’s Next”. These three publications are listed below and can be viewed or downloaded from [www.veni.org.uk](http://www.veni.org.uk).

**VENI Skills Prospectus** – a guide to courses offered by the three partner colleges to people working in, or hoping to work in, the visitor economy.

**The Visitor Economy Careers Guide** – a brochure providing lots of information about careers in the visitor economy as well as case studies of people working in different sectors.

**VENI Skill\_ful – A VENI Skills Academy Apprenticeship journey** – detailing a new approach to apprenticeships in the sector.



## VENI - Working with Schools – A Case Study

### Choose Hospitality

The 2022/23 Choose Hospitality project focused on changing perceptions of the hospitality and visitor economy sectors in West Suffolk.

The concept of the project was based on businesses needing more people to take up careers in the hospitality sector, particularly in light of the negative impacts from Brexit and Covid. We worked with local hospitality leaders to help celebrate the varied amount of career options on offer and to dispel industry myths. The project set out to inspire, support and raise awareness of opportunities among West Suffolk hospitality businesses.

To encourage and support young people considering a career in the hospitality industry, individuals who began a suitable apprenticeship or study course at West Suffolk College in September 2022 were given a £300 'Welcome to Hospitality' incentive award. Students were able to utilise the funds to aid with uniform and equipment purchases, as well as travel expenses. This project has helped 20 students ranging in age from 16 to 19.

Children had the opportunity to enter a competition to win a place on a fully funded introductory stage programme at West Suffolk College, specifically designed to give young people a chance to experience working in a professional kitchen.

There were 21 impressive entries from children aged 10-15 years. As the standard of entries were so high, West Suffolk Council decided to provide an additional bursary of £1000, which was match-funded by Our Bury St Edmunds BID to enable the runners up of the competition to take part.

The first round of winners started their fully funded Junior Chef course in September 2022 with the runners up starting their course in January 2023.

The training helped 21 youngsters, and we have got promising comments from several students who attest that the course stimulated their interest in the profession, and they will now seek a future as a chef.

The young chefs spent eight weeks training in the professional kitchen at West Suffolk College, under the College's Chef Manager, Stuart Ascott. Each week saw a new dish being prepared, by the end of the course the students had learnt the art of preparing and cooking fresh food, plus service techniques. Whether they fancy a career as a chef or just wanted to have fun, it was a brilliant opportunity to learn new skills and techniques.

On the last day of each course, a celebration was conducted to honour the students' outstanding accomplishments, and family and/or friends were invited. The experience of sharing a meal with the family helped us forge deeper bonds with the wider community and spread the crucial word about the rewarding professions in the field.

A parent said the course "exceeded our expectations and we feel grateful that our child had this experience. He couldn't wait for each Saturday to come around and he was lively and enthusiastic after each session."

The proof is in the pudding, with one student saying "I liked learning new skills and new recipes whilst working in a professional kitchen. Chef Stuart was a good teacher as he was encouraging and helpful."

## 4. Moving forward... the Next Six Months

- Creating a Skills Academy - this is an overarching framework for the development of skills, engagement of businesses, and promotion of careers across the sector - working with the Further Education community in East Anglia.
- Creating an Employer Best Practice network in association the VENI Skills Academy – and focusing on the engagement of SMEs across the region.
- Continuing to Bring together different parts of the Visitor Economy.
- Promoting careers and fast track management opportunities across the sectors of the Visitor Economy.
- Inspiring FE colleges to adapt and embrace a unified approach to Visitor Economy skills.

Building on the work undertaken over the last 20 months, we intend to deliver a joined-up package of interventions which will provide a platform for community cohesion and build much needed skills for a vibrant Visitor Economy of the future. The Skills Academy is not a place. It is not a set curriculum either. Rather it is a visible collaboration between willing colleges in East Anglia to work together to offer people in their catchment areas an opportunity to explore a career in the visitor economy. The Skills Academy is the name we give to a group of initiatives aimed at bringing businesses, educators and students closer together.

The VENI Skills Academy aims to provide a platform on which economic growth and community cohesion can thrive. The Skills Academy, a flagship initiative within the project, will create new opportunities for young people to start out on exciting careers in the sector.

Participating Colleges will be at the heart of the Skills Academy but businesses need to provide leadership and guidance. Specifically we will work with:

**Colleges** - providing them with a clear framework for engagement with the sector - offering work experience, career mapping, pathways to management and close relationships with local employers.

**Local authorities and Destination Marketing Organisations (DMOs)** – providing a platform to invest in skills, support local businesses, and raise industry awareness

**Older people** keen on a return to work. It will provide them with a structured opportunity to experience different roles across the sector and to gain skills and develop character strengths to help them progress in the sector of their choice.

**Young people** at college studying any course. It will provide them with an academy framework to boost their careers and prepare them for work in many different sectors of the visitor economy. Ultimately, the Academy would like to establish a Passport scheme so that

young people can log their work experience and qualifications, create digital profiles and present themselves to the industry professionally.

**Teachers** - especially those in Further Education - to help them develop professionally, learn about all parts of the visitor economy and widen their teaching opportunities and career development.

**Entrepreneurs** - those people who have a passion for service and wish to innovate to succeed. The Academy will provide mentoring support, encourage sector networking, and seek out funding support to enable people to start and grow their business ideas.

Visit East of England will play a key part in bringing about these initiatives, acting as an organisational umbrella and providing the branding for the Skills Academy.

**In short, we Need to be:**

1. Working with schools ( see Choose Hospitality model for example).
2. Training people already in work
3. Training older people and encourage a return to the workforce 'on their terms'. Let's turn the infamous 'flexibility' in the visitor economy to the advantage of people looking for part-time and seasonal only work.
4. Involving other FE colleges who can respond more easily to these local needs. Local authorities could then contract directly with their local college to deliver these skills priorities in their areas.
5. Continue to build profile through events
6. Build relationships with businesses with a view to placing apprenticeships, work placements and other work experience arrangements.
7. Explore opportunities to support both countywide interventions (e.g. the VENI Apprenticeship Model and district level interventions (e.g. initiatives such as Choose Hospitality).

## 5. Conclusion

What to conclude? Surely we can say that VENI has galvanised a group of sectors and sparked debate about skills. This debate is two sided. On the one hand it's about the skills that businesses say they need. On the other it is about developing 'skills rich' jobs. The two have not always been compatible. Many employers face significant labour shortages, which stifle growth. From their perspective, what's needed is a labour force with the basic skills for success - most can be grouped around the theme of 'work-ready' skills. But what young people are looking for is a job with career potential, a career to match their aspirations, and job opportunities which respect and build on the skills they have already acquired.

So VENI may have helped shape this debate, especially with its focus on the triangle involving businesses, educators and students which has always been at the heart of the VENI vision.

What does this mean in practice? How has this tripartite relationship developed? Through high profile events, business led masterclasses, short industry relevant courses and school initiatives aimed at introducing young people to the hospitality sector, the VENI Project has not only made an impact across the two counties but also kept the conversation going between education and business. We need to ensure that this work is not lost, does not fizzle out as funding comes to an end. Turning to 2024 and beyond, what is worth saving, what activity should seek funding, from whom? And for what purpose?

### Funding Options

As has been mentioned earlier, there is no reason to automatically assume that VENI has some sort of entitlement to additional funding. As a project part-funded by the European Social Fund, it has delivered against its objectives and arguably created significant impact and left a legacy. But that doesn't mean it deserves to be extended through other funding. In this section of the report, we explore the options for the next stage of development including a 'do nothing' option.

#### **1. Do nothing**

The VENI project could come to a natural end and initiatives could continue under various other brands. For example, events that have been delivered through VENI could continue to be funded by other sources without necessarily pursuing the VENI brand. What would be lost without VENI? It's possible to argue that the whole partnership approach, the collaboration between colleges and the education-business partnership would be in jeopardy without the presence of VENI. A do nothing option ultimately means abandoning any ambition for a joined up approach to skills in the visitor economy.

#### **2. Funding core elements of VENI.**

To provide some core funding for website maintenance, an annual conference, an employer forum, and a learning network would allow VENI to grow without making any commitment

to a more expensive programme. To put it simply, might the two county council's (Norfolk and Suffolk) provide some core funding that would keep the VENI alliance alive?

### **3. Shared Prosperity Fund Possibilities?**

As an adjunct to Point 2, one can imagine different district councils agreeing to fund activity in their respective areas. Events certainly spring to mind, but also skills initiatives such as the VENI Apprenticeship could conceivably be funded on a selective basis, through the skills part of the Shared Prosperity Fund. Additional qualifications could be funded by districts on the basis of local employer endorsement and local delivery.

## **VENI – A Model for Other Curriculum Areas?**

Might the VENI model have wider application in further education?

The further education landscape is changing and apprenticeships and T-Levels will be a key feature. In the VENI Project we have explored ways of promoting apprenticeships to employers, educators and students in a more flexible and appealing manner. First we have seen the benefit of promoting generic business apprenticeships as a way of building in flexibility for different types of job roles. Then we have added into the package a series of sector specific masterclasses delivered by employers from the visitor economy. And then we have also looked at the possibility of creating a learning network to bring young people venturing into the world of work closer together. So whilst the core apprenticeship is deliberately 'general', the add-on extras (e.g. masterclasses) are specific to the sector and employer derived.

Could such a model be adopted for students on vocational courses e.g. T-Levels? Following the same logic as above, industry placements (a key part of the T-Level package) could be enhanced through a programme of sector specific masterclasses delivered as part of the curriculum with the full involvement of employers.

To go one step further, could this innovation be tested in the wider services sector?