

Implementation Board

Short Life Project Group
Supporting Governance

Meeting – August 31st 2017

Summary note

- The short life working group on governance welcomes the adoption of advice provided to the Implementation Board on July 31st in respect of the purpose; membership; code of practice; managing conflicts of interest etc.
- Building on the work of the SB - Strategic Planning Group there is a recommendation to establish three Sub Committees/Hubs of the Strategic Board
- A comprehensive mapping of existing governance fora was completed and further work is underway to categorise each forum in terms of it's relevance to the Strategic Board

Next Steps;

- Make explicit the scope of work that the Sub Committees/Hubs will undertake so that the Strategic Board can drive real change, enable tough decisions and ensure improved performance
- Prepare draft 'Terms of Reference' for each of the three Sub Committees
- Complete the categorisation of wider governance fora
- Determine if existing fora can be repurposed to meet the needs of the Strategic Board (SFC – Skills Committee)
- Identify opportunities to declutter and simplify the governance system

Themes for Strategic Committees/Hubs

Draft Strategic Plan Structure (1)

Vision: To make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth
 Long-term goal: "Scotland to rank amongst the **top quartile** of OECD countries for **productivity, equality & wellbeing and sustainability**"

...working within the strategic frame provided by:

SCOTLAND'S ECONOMIC STRATEGY
(and related SG Strategies)

NATIONAL PERFORMANCE
FRAMEWORK

INCLUSIVE GROWTH
FRAMEWORK

...focussed on the enterprise and skills systems, to achieve:

Dynamic, inclusive, globally competitive economy

High performing, inclusive labour market

Shaped by the widely-recognised *Drivers of Productivity and Growth*, set out in the Phase 2 Report:

INVESTMENT

Increased business investment
Infrastructure investment,
focused on developing key
growth opportunities.

SKILLS

A skilled, productive and
engaged workforce that can
access higher quality, higher
wage jobs.

INNOVATION

Increased growth through
business innovation and R&D
Stronger engagement between
research and industry.

INTERNATIONALISATION

More new exporters and
broader internationalisation.
Increased inward investment.

ENTERPRISE

More new businesses in
Scotland with higher growth
ambitions.
A full pipeline of entrepreneurs
building high-growth ventures

The plan will set out actions to address these drivers in a way that tackles inequalities across Scotland and generates long term sustainable growth:

FAIR WORK

Fulfilling, secure and well paid
jobs, where employees'
contributions are
encouraged, respected and
valued

PEOPLE

Economic benefits &
opportunities are spread
more widely across the
population, with lower
poverty levels & more equal
income & wealth distribution

PLACE/ REGIONAL

More economic opportunities
across cities, towns, regions
& rural areas, ensuring
sustainable communities

SUSTAINABLE & RESOURCE EFFICIENT

Maximising the positive
economic effect of
transitioning to a more
resource efficient, lower
carbon economy

Outcomes focused
& evidence Led

National Priorities
Inclusive Growth

Strategic Board
Priorities

Agency
Priorities

Themes for Strategic Committees/Hubs

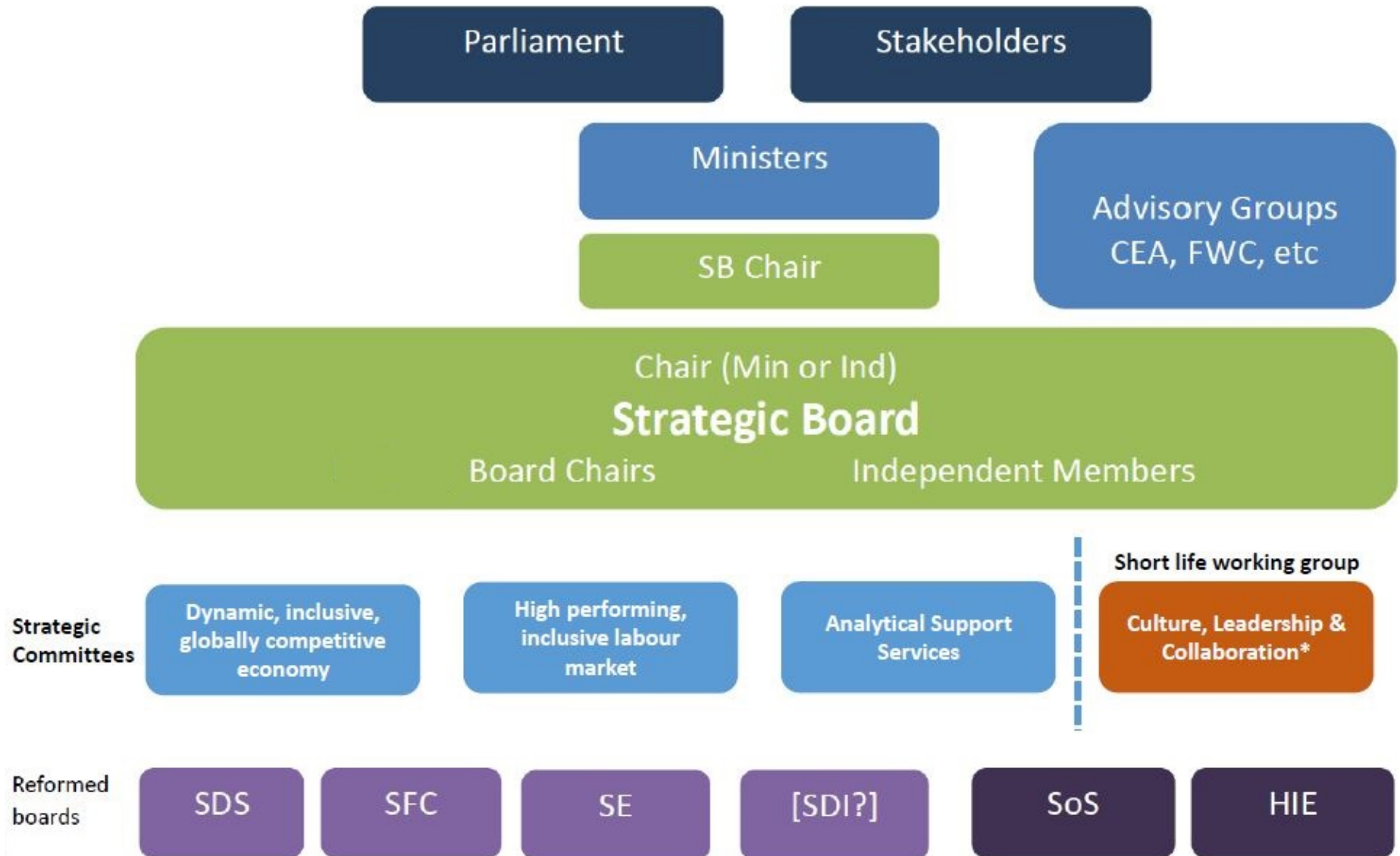
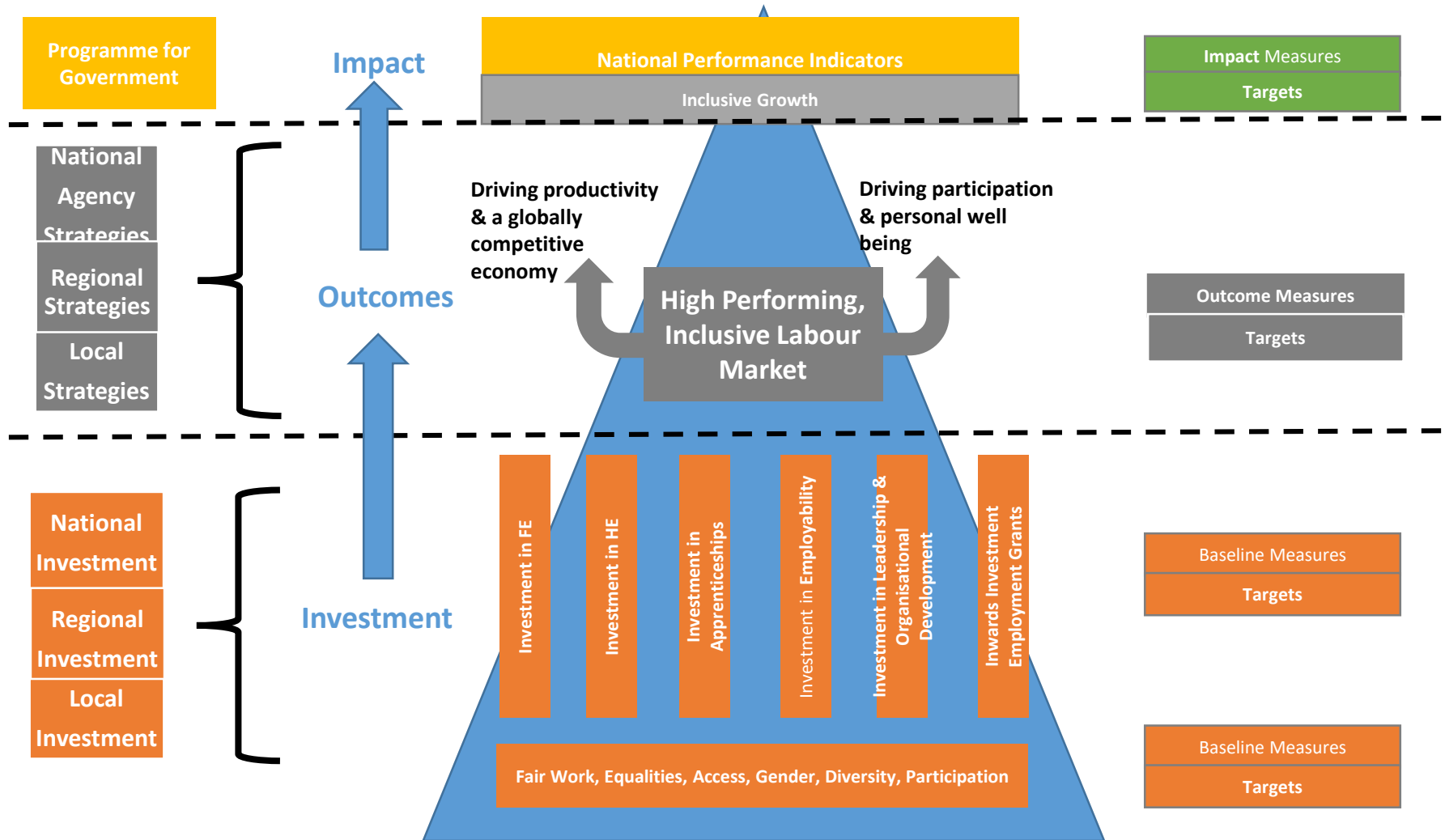


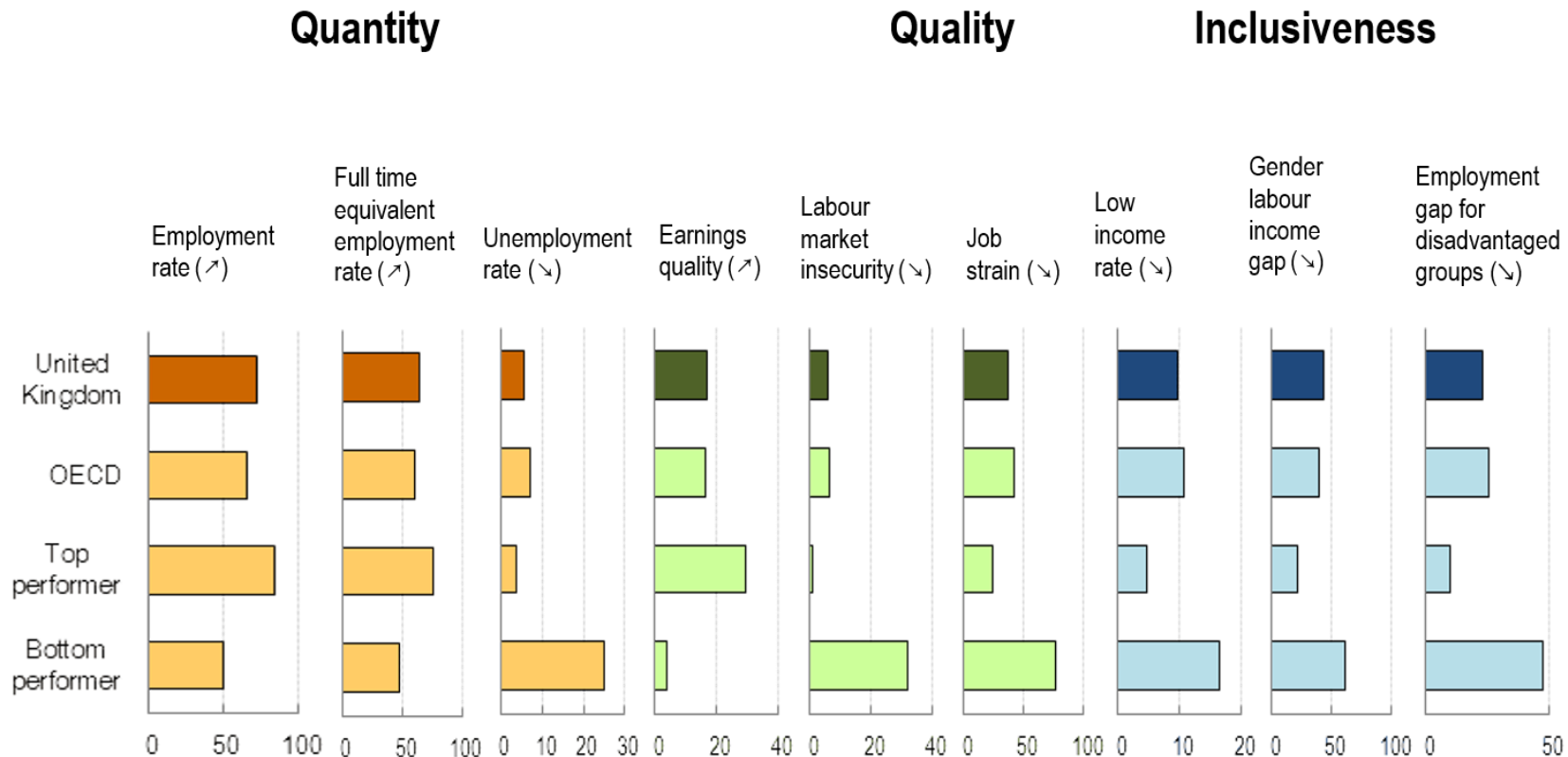
Illustration: Strategic Committees/Hubs – High performing, inclusive labour market



Strategic Board – Sub Committee would interrogate an evidence base for Scotland that critically reviews the national & regional performance against a set of highly localise and relevant output measures.

Illustration – Equivalent Scottish Data

OECD: Scoreboard of labour market performance for the UK



Appendix: Scoping Paper

Terms of reference

Strategic Committee/Hub:

High Performing, inclusive labour market

Mapping of Governance Fora

APPENDIX

Strategic Board – Sub Committee/Hub

High performing, inclusive labour market

Scoping Paper

Terms of Reference

August 2017

Core Terms of Reference for Sub Committees/Hubs

- The Strategic Board will scrutinise both nationally and regionally the core imperatives and challenges in addressing underperformance across productivity, global competitiveness and inclusive growth outcomes
- Strategic Board will focus on evidence led, outcomes, impacts and the return on investment from the Agency strategies against the Scottish Governments National Performance Framework, Productivity & Inclusive Growth
- Strategic Board will offer challenge and direction to the Agencies with a view to leveraging greater impacts on improving productivity, global competitiveness and inclusive growth
- Strategic Board will not duplicate the work of the Agencies and the scope within which the Strategic Board operates and the individual Agency Boards operate will be clearly defined in the terms of reference for the Strategic Board and its Sub Committees/Hubs

Themes for Sub Committees/Hubs

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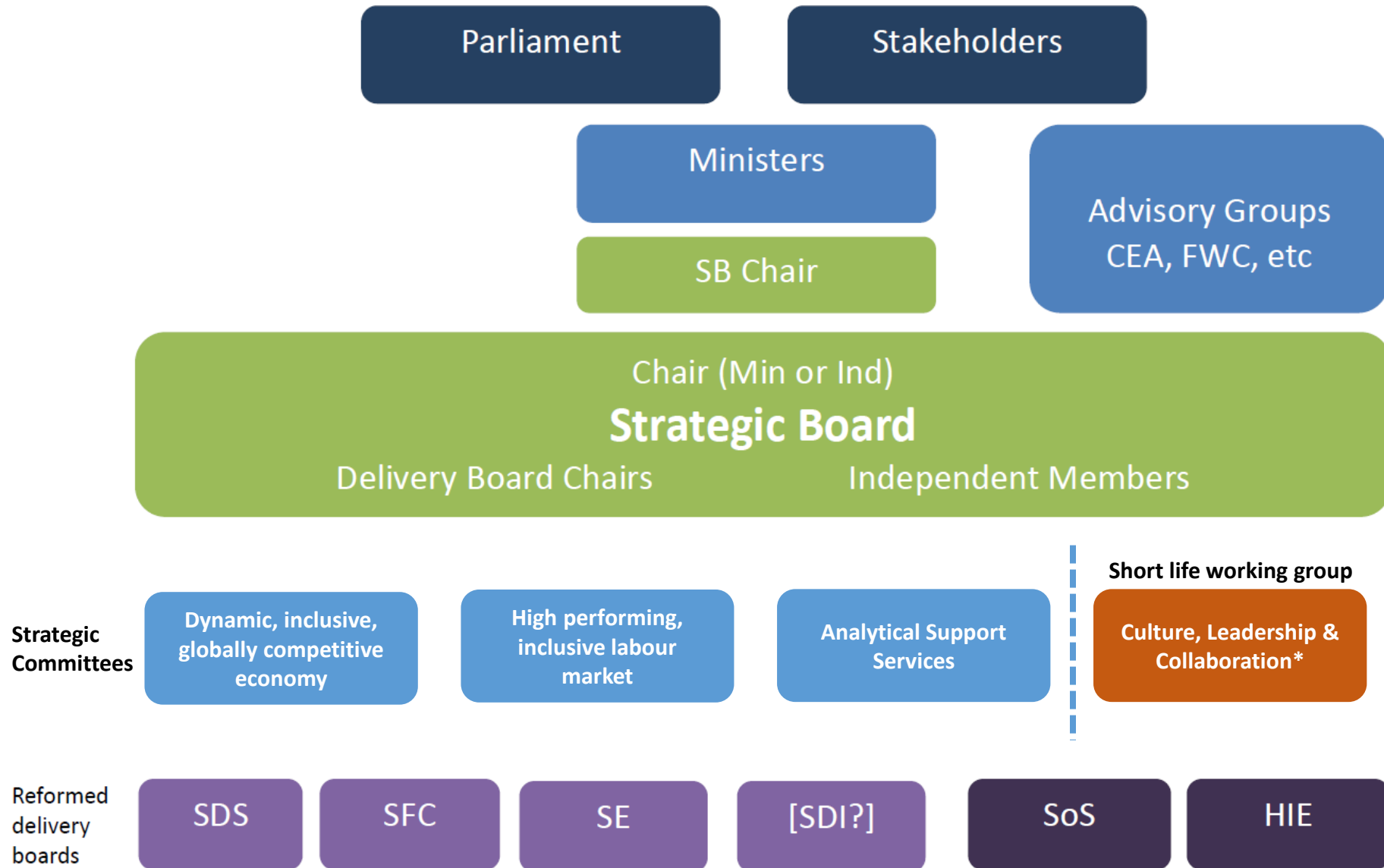
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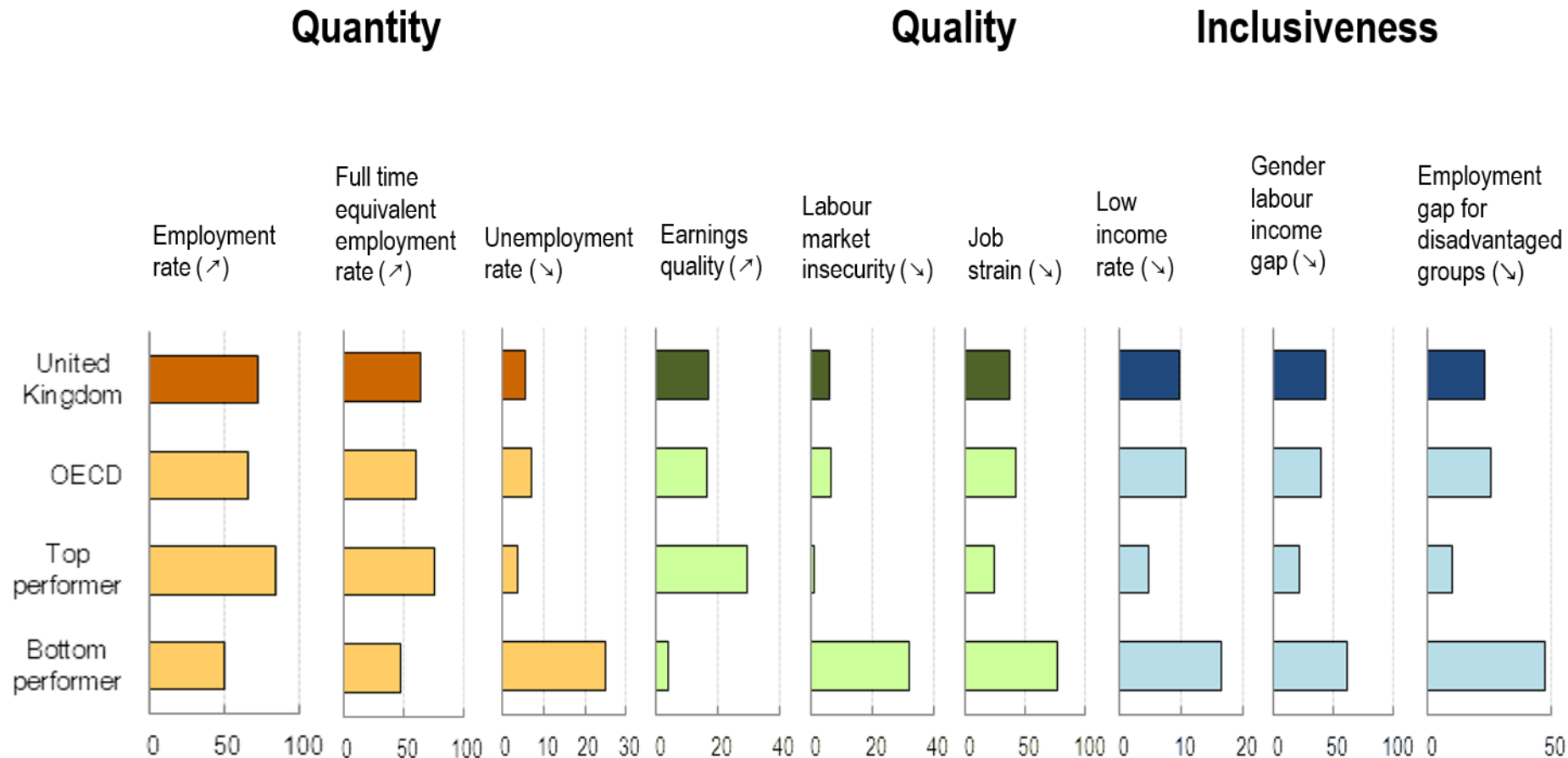
Themes for Strategic Committees/Hubs



Strategic Board – Sub Committee/Hub – High Performing Inclusive Growth (Illustration)

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OECD: Scoreboard of labour market performance for the UK



WHO

Programme for
Government

Scottish Government

National
Agency
Strategies

Regional
Strategies

Local
Strategies

Strategic Board
Oversight

National
Investment

Regional
Investment

Local
Investment

Current
Agency
Investments

WHAT

National Performance Indicators

Inclusive Growth

Driving productivity &
globally competitive
economy

Driving participation
& personal well being

High Performing,
Inclusive Labour
Market

Investment in FE

Investment in HE

Investment in
Apprenticeships

Investment in Employability

Investment in Leadership &
Organisational Development

Inwards Investment
Employment Grants

Fair Work, Equalities, Access, Gender, Diversity, Participation

EVIDENCE

National Performance
Measures

Impact Measures

Targets

Outcome Measures

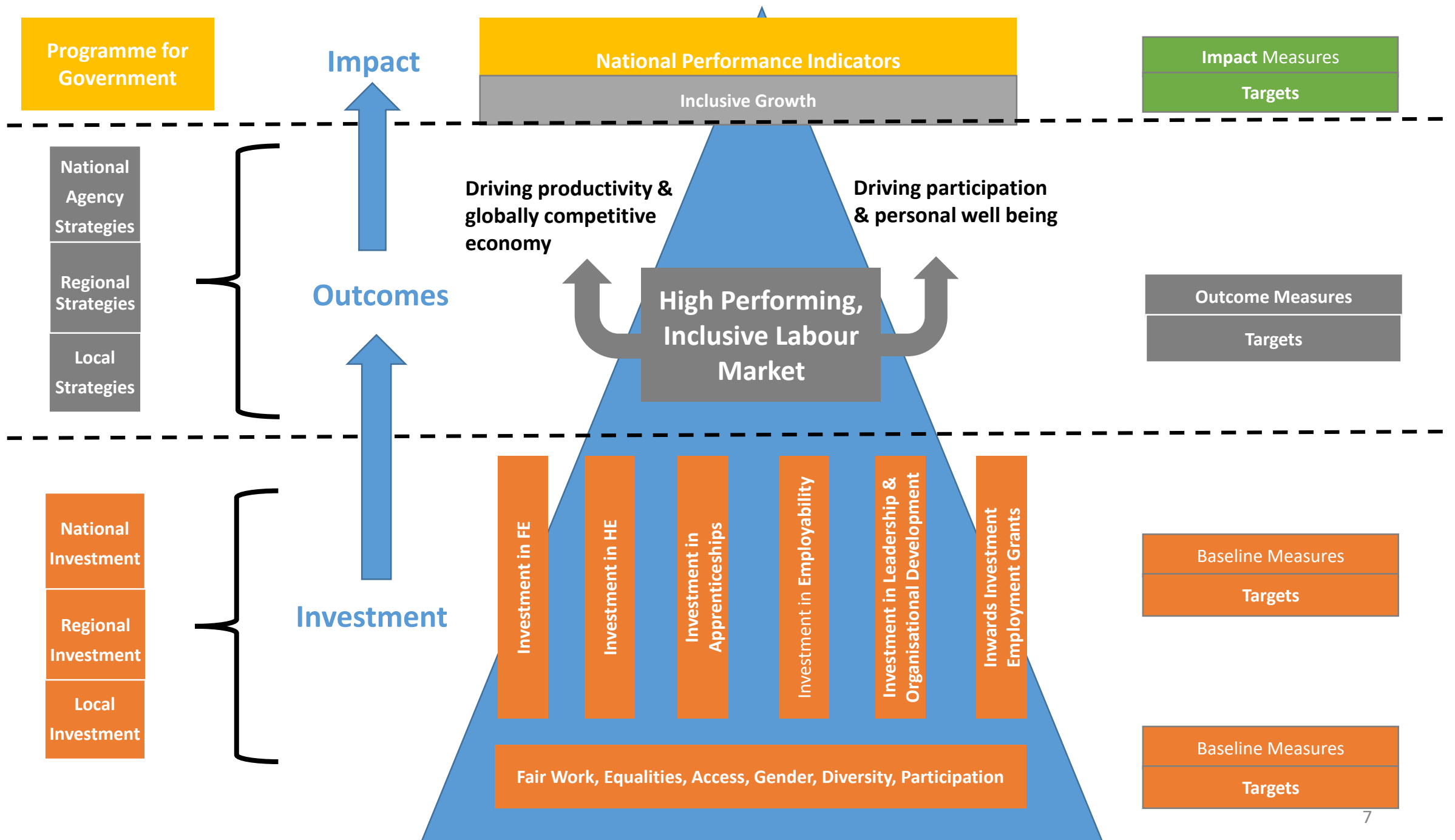
Targets

Baseline Measures

Targets

Baseline Measures

Targets



A high performing, inclusive labour market is one which:

- provides a wider and more comprehensive interpretation of success by focusing on a combination of economic, sustainability and social cohesion factors
- functions efficiently and equitably to match demand for people, skills & talent with the supply side
- has a strong employer led demand for people, skills & talent in terms of the quantity, quality and diversity of jobs generated by the labour market
- has a strong supply of people, skills & talent in terms of the number and characteristics of skilled people available to take jobs
- generates a market in which there are appropriate supporting conditions for education, training and work force development, welfare benefits and childcare provision: and adequate provision of housing, industrial development; digital and transport infrastructure
- functions both efficiently and equitably through intermediary institutions and interaction with other labour markets to bring the demand and supply sides of the labour market together

A high performing labour market consists of:

- employers (demand side) from the private, public, voluntary and third sectors who engage (lead..?) with intermediary agencies which design and operate initiatives that shape the supply of skilled workers that businesses need to compete in competitive national and global markets
- members of the workforce (supply side) located in regions
- individuals who recognise the need to constantly update and improve their skills to maintain and boost their employability
- a culture of enterprise, innovation & fair work, that is highly valued and recognised as the foundation for success for both employers and employees: and
- supporting agencies (and supporting strategies) that are knowledgeable and responsive to market failure through the design of solutions that are timely, effective and sustainable.

A high performing labour market also requires:

- appropriate supporting conditions. These are factors which, although not part of the labour market system itself, may operate to enhance or impair the performance of the labour market, they must be acknowledged as important influences on the performance of regional labour market development. Some of these external factors are determined at national (or even international) level and the extent to which they can be steered from within a region may be limited, and
- an effective system of early years & board education, training and workforce development supporting skills development on the supply side in response to the needs of the demand side, is a crucial influence on the performance of the labour market.

Other key elements effecting the functionality include:

- a stable macroeconomic and regulatory environment
- A commitment to the Fair Work Framework; work that offers effective voice, opportunity, security, fulfilment and respect; that balances rights & responsibilities of employers and workers and that can generate benefits for individuals, organisations & society
- the structure and operation of the system benefits, welfare provision and regulation
- availability and cost of childcare provision and other factors enabling participation in the labour market by all
- the demographic structure and dynamics of a region; eg. age, structure, size and growth of working age population and flows of immigration to and emigration from the region, economic and social drivers: and
- the housing, digital & transport infrastructure, industrial development opportunities as well as aspects of the physical environment of the region.

Components of High Performing, Inclusive Labour Markets

DEMAND SIDE OF THE LABOUR MARKET	FUNCTIONING OF THE LABOUR MARKET	SUPPLY SIDE OF THE LABOUR MARKET
Adequate volume of jobs	Labour market efficiency <ul style="list-style-type: none"> Effectively matches jobs to people (advice, guidance, placement services) Flexibility and adaptability Enables career progression and work-life balance 	Adequate volume of supply <p>Workforce size and location Economic activity rates</p>
Balance/quality of jobs Range of: <ul style="list-style-type: none"> Industries/sectors/clusters Range of skill requirements Range of pay levels Range of working arrangements (full-time/part-time; employee/self-employed) Workplace innovation practices 	Fair work & labour market equity <ul style="list-style-type: none"> Even and fair distribution of opportunities for individuals Even and fair distribution of opportunities for localities National minimum wage / Living Wage 	Adequate quality of supply <ul style="list-style-type: none"> Basic skills Technical skills Higher level skills Attitude Motivation Workforce health/well-being Voluntary/unpaid labour
Dynamism of the labour market <ul style="list-style-type: none"> Entrepreneurship/innovation New firm generation 	Effective and balanced interaction with other labour markets <ul style="list-style-type: none"> In adjacent regions Nationally/internationally 	Responsiveness of supply <ul style="list-style-type: none"> Renewal of skills Lifelong learning

Demand side: Economic growth generates a wide range of sustainable employment opportunities

- Scotland's economy will have a diverse employment structure, with a significant proportion of its businesses in growing industries
- Scotland's economy will have high performing business start up rates and take full advantage of its concentration of Tertiary education and associated research and development
- Scotland will have an effective and speedy planning system and enterprise development opportunities
- Scotland will have a strong culture of community and social enterprises which thrive
- Workplaces will provide a safe and high performing environment for all their employees
- Scotland will have an effective and high class public sector that exhibits the highest levels of productivity, customer service and delivery
- Workplaces will be family-friendly, taking account of workers' family responsibilities, including childcare
- A full range of employment opportunities will be accessible to all regardless of age, gender, ethnicity, religion, disability, etc

Demand side: A culture of fair work, enterprise and creativity

- Working practices and industrial relations will drive a culture of fair work
- Centres of Excellence, linked to Universities and Tertiary institutions, research institutes and other initiatives in excellence will work with industry resulting in a step change in investment and innovation, and R&D by the regions' businesses
- All those people that have the potential will have a real chance of starting their own business and their businesses surviving
- All work places will reflect the diversity of the region – from the existing workforce, the potential workforce and most importantly the under-utilised potential of marginalised groups.

Demand side: Businesses can compete globally

- Scotland's businesses will have high levels of productivity, be forward looking and value their workforce as their key asset – adaptive capability
- Businesses will take advantage of technology, constantly innovate and work closely with the Scotland's education and training providers
- Improve productivity through workplace innovation; effective use of new technologies; new product/service development
- Scotland will be a strong exporter of goods and services
- Scotland will have effective alignment within and across supporting bodies to respond to skills issues
- Businesses will clearly articulate their current and future skills requirements
- Boosting of innovative work practices & environments, management and leadership skills at levels to increase productivity and innovation

Demand side: Substantial opportunities for inward and indigenous investment

- There will be a wide choice of industrial development opportunities
- There will be a ready supply of skilled and responsive labour
- The education and training infrastructure will be highly regarded, substantiated by strong attainment levels with skills for today and tomorrow
- Scotland will be perceived as offering a high quality of life as well as an ideal location in which to do business
- Scotland will have a strong integrated ICT & digital infrastructure which enables efficient movement of people, goods and information
- Housing quality supply will be sufficient to attract and retain people and encourage inward and indigenous investment and will be located near appropriate public transport links

Supply side: Education, learning & skills are highly valued by individuals & businesses

- Individuals recognise the value of skills and a commitment to lifelong learning in relation to employment opportunities, earnings and career development
- High quality, timely labour market information and intelligence will be coherent and accessible, allowing individuals, businesses, communities and stakeholders to make informed decisions
- Intelligent, impartial and informed advice and guidance will be available to all
- Businesses will recognise the value in developing and investing in workplace innovation; workforce skills (both for their existing workforce and potential new entrants) in relation to increased productivity, improved products and services, customer service, employee commitment and profitability
- The quality of learning provision will meet demand (individual and employer) and recognised quality standards
- The value of work based pathways/skills (apprenticeships) will be widely valued and recognised
- Progression routes and pathways for learning will be clear and easily accessible

Supply side: Strong educational attainment & work based skills amongst market entrants

- Early years' education and interventions will inspire children to be creative and enterprising
- Strong performance will occur in educational and work based attainment from schools, colleges, tertiary institutions and training providers
- Labour market entrants will possess core transferable skills; literacy, numeracy, interpersonal, ICT & digital, employability and 'thinking skills'
- Regions will have high quality, flexible and responsive (demand led and future focussed) education, learning and skills infrastructure
- Education and training providers will have access to Labour Market Intelligence that enables them to anticipate economically driven demand
- There will be clarity of role and responsibilities in delivery of education and training to avoid overlapping or duplicated provision
- Public, voluntary and community sector provision will have more flexibility in funding provision that can respond quickly to demand requirements (recognising that the pace of change can be dramatic)
- Employers will better forecast their needs and will be committed to facilitating employees to meet those needs
- The style of education, learning and skills delivery will meet learner needs - flexibility

Supply side: A skilled & flexible workforce that can adapt to change and respond quickly to economic opportunities

- The skills profile and aspirations of the region's workforce will reflect the requirements of the existing and potential economy – future scoping
- Range of opportunities for different age groups e.g. youth, ageing population
- Employers and employees will have the skills to respond to change/rapid change
- A region's workforce will embrace the concept of portfolio career development rather than 'jobs for life'
- People will be able to progress through learning in non-linear ways after the age of 16
- Individuals will take ownership of their learning and responsibility for skill development
- Individuals will be willing to be mobile
- The region will have an inclusive labour market that fully utilises the talent of its people
- Interventions will successfully address the barriers facing those at most disadvantage and tackle problems of two speed economies that may exist
- Constraints to specific labour market groups will be broken and provide opportunities
- Barriers to labour market mobility will be addressed including transport, land-use planning, health, childcare, housing, immigration, image and aspiration
- A region will have, and will be perceived to have, "good" quality of life

Supply side: Can meet the increasing demand for higher level skills

- Tertiary institutions and other providers of higher and further education will forge strong links with industry and co-develop a stream of “work-ready” graduates, those with higher level skills that want to stay and work in the region
- Attract graduates/migrants and those with higher level skills from outside the region to meet the increasing demand for the knowledge driven economy
- Employment, learning and skills infrastructure will have the flexibility to deal with economic shocks and opportunities especially in light of the emerging ‘industrie 4.0’
- Emergency response arrangements will be in place to respond effectively to large-scale redundancies, with roles and responsibilities clearly identified - PACE
- Clarity of roles and responsibilities will exist regarding inward investment and business support, skills and training support
- Effective delivery mechanisms to join up learning, skills, information, business support through effective partnerships

Illustrative indicators.....

Demand side indicators

Employment rate (the proportion of working age population in employment) by age, gender, ethnicity, qualification level

Employment growth (the change in the number of jobs in the region over time)

Self containment (the degree to which the region is a net exporter or importer of labour)

% of total employment across major SIC/SOC GROUPS

Quality of jobs as measured in employment in knowledge sectors

Manufacturing GVA per capita

GDP per head

GDP per hour worked

Gross hourly earnings

Employment share (%) in high level occupations

Self employment share (%)

Employment share (%) in small firms

Business generation – business start-ups/ survival rates

Supply side indicators

Participation rates (% of working age population in employment, seeking work or in training)

Share (%) of workforce lacking basic numeric skills

Share (%) of workforce lacking basic literacy skills

Share (%) of workforce with no qualifications

Share (%) of workforce with higher level qualifications

Participation in post-16 full time education & training

Participation in work related training

Participation in adult learning

Immigrations – skilled migrants, work permits, business entrepreneur permits

Functioning of the Labour Market

Unemployment rate

Unemployment benefit payments

Share of long term unemployment

Vacancies as % of total employment

Share (%) of employers reporting hard to fill vacancies

Hard to fill vacancies as a % of jobs

Skills shortage vacancies as a % of all vacancies

Illustrative indicators.....

Fill rates by broad SOC (sectoral)

Labour market turnover (churn)

Incidence of part time working and home working

Employment rate comparisons for women/men, beneficiaries

Intra regional disparity of unemployment

Intra regional disparity of income

Employer perceptions of the coherence of the skills development infrastructure

% of employers offering learning opportunities

% of employers engaging in training as a solution to skills shortages

High or low skills trajectory region

**NEW STRATEGIC BOARD
DEVELOPING ADVISORY COMMITTEE STRUCTURE - MAPPING**

THEME	GROUPS/INITIATIVES	ROLE/MEMBERS
INNOVATION		
	Scotland Can Do Innovation Forum	<p><i>Scottish Government led forum created in May 2015 to help improve Scotland's innovation performance. Partner and delivery organisations include:</i></p> <ul style="list-style-type: none"> • Scottish Enterprise • Highlands and Islands Enterprise • Innovate UK • Scottish Funding Council <p><i>Members include:</i></p> <ul style="list-style-type: none"> • Entrepreneurial Scotland • Codebase Scotland Ltd • Alexander Dennis Ltd • Nesta • Aberdeen University
	Digital Scotland Business Excellence Partnership	<p>Scottish Government Public/Private Sector partnership board: Members include SE, HIE, SDS, ScotlandIS, FSB, COSLA, BGNU, TAG, Tech Partnership, SFC.</p> <p><i>Overall focus on:</i></p> <ul style="list-style-type: none"> • inclusive economic growth • reform public services • prepare children for the workplace of the future • tackle inequalities • empower communities <p>Two programmes overseen by board:</p> <ul style="list-style-type: none"> • Business facing digital skills and capabilities development for growth; and • Digital Skills development from pipeline to workplace – oversees delivery of the Digital Skills Investment Plan (Digital Technology Skills Group).
INTERNATIONAL		
	Trade Board	<p><i>Expert exporting group activity from a variety of perspectives to perform an advisory function to the Scottish Government. Covers both exports and inward investment</i></p> <p>Russell Dalgleish; Linda Steedman, CEO of eCom Scotland; Ian Donnelly, Rosyth Babcock; Michelle Crossan-Matos, Samsung Electronics Europe; Eric</p>

		Balish, Bank ABC ; Rachel Jones, SnapDragon ; James Withers, Scotland Food & Drink ; Nora Senior, Scottish Chambers of Commerce ; Jane Richardson, Entrepreneurial Scotland , Afzal Khushi, Trespas ; Karen Betts, Scotch Whisky Association . SDI and SG attend.
	Scottish Cities Alliance	<i>Scottish Government Project Collaboration of Scotland's seven cities – Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth and Stirling – and the Scottish Government working together to promote economic potential.</i>
	Scotland Food & Drink Exports Group/Partnership	Involves: <ul style="list-style-type: none"> • Scotland Food and Drink, • Scottish Development International, • Quality Meat Scotland, • Seafood Scotland, • Scottish Salmon Producers' Organisation, and • Scottish Bakers
	Connected Scotland	Supports the development of international opportunities for Scotland's higher education sector around international research collaboration, student recruitment and transnational education. Membership includes representatives from: <ul style="list-style-type: none"> • Scottish Government • Enterprise agencies • Scottish Development International • Scottish Funding Council • Royal Society of Edinburgh • Universities Scotland • <i>Colleges Scotland (recently invited / tbc)</i>
ENTERPRISE AND BUSINESS SUPPORT		
	Scottish/UK Business Growth Group	<i>To further joint work by the Scottish and UK Governments focused on shared ambitions for transformational change in Scotland's international trade, competitiveness and productivity.</i> Brendan Dick, SCDI ; Tim Allan and Waiyin Hatton, Scottish Chambers of Commerce ; Colin Borland, FSB ; David Watt, IoD ; Graeme Jones, Scottish Financial Enterprise ; Alison McGregor, CBI Scotland , Grahame Smith, STUC . UK Government: Lord Dunlop , Under-Secretary of State for Scotland; Tom Cartlidge, Scotland Office ; David Power, Scotland Office; Janis Makarewich-Hall, BEIS Scottish Government: Keith Brown MSP, Mike Russell MSP, Richard Rollison, Russell Bain, Joe Brown, Allan Ross

	Entrepreneurial Scotland (as lead of the Scotland CAN DO backbone initiative)	Network of Senior Business Leaders to led and promote levels of entrepreneurship. Facilitative leadership amplifying impact across entrepreneurial ecosystem.
	Fair Work Commission	Promoting fair work practices in Scotland. Anne Douglas, Scottish Futures Forum ; Linda Urquhart, Morton Fraser ; Mary Alexander, Unite Union ; Prof Patricia Findlay, Scottish Centre for Public Research ; Lilian Macer, Unison ; Bernadette Malone, P&K Council ; John Reid, Michelin ; Graeme Smith, STUC ; Henry Simmons, Alzheimer's Scotland
	Business Representative organisations – in context of delivering the Review outcomes	TO BE CREATED – SCDI, Entrepreneurial Scotland, IoD, Scottish Chambers of Commerce, FSB
	Business in the Parliament	Parliamentary bi-annual event for MSPs and business to discuss topical issues and opportunities of interest to business to collaboratively drive sustainable economic development
	Industry Leadership Groups (ILGs)	<p>ILGs are responsible for developing and delivering forward looking industry strategies. They provide strategic leadership and advice to industry and the public sector in Scotland, drawing on their members' national and international expertise on global trends and issues and the niche areas where Scotland has global competitiveness.</p> <p>Industry Leadership Groups comprise leading business figures drawn from across the private sector as well as senior representatives from the public sector including Scottish Enterprise, Scottish Government and key stakeholders.</p> <p>Current industry groups:</p> <ul style="list-style-type: none"> • Aerospace Defence and Marine • Construction Scotland • Chemical Sciences Scotland • Scottish Energy Advisory Board • Renewables Industry Advisory Group • Carbon Capture and Storage and Thermal Generation Advisory Group • Oil and Gas Industry Leadership Group • Digital Media Advisory Group • Scottish Forest and Timber Technologies Advisory Group • Financial Services Advisory Board (FiSAB) • Scottish Textiles Forum • Tourism Leadership Group • Life Sciences Advisory Board – LISAB

		<ul style="list-style-type: none"> • Technology Advisory Group • Scotland Food and Drink
INVESTMENT		
		Subset of International
SKILLS		
	Skills Committee	<p>The Skills Committee was established by the Scottish Funding Council as part of its statutory obligations under the Further and Higher Education (Scotland) Act 2005.</p> <p>The Committee informs the strategies and delivery work of the SFC and SDS. It brings together leaders from industry, universities and colleges, training providers, unions and other agencies connected to the skills and learning system, as well as a range of academic experts, with the purpose of giving strategic advice that is informed by evidence of demand.</p> <p>SFC is required, by legislation, to appoint one of its board members to be Chair of the Skills Committee. The Chairs of both SFC and SDS boards, in liaison with the Chair of the Skills Committee, appoint members, usually for a period of three years. Membership can be found here: http://www.sfc.ac.uk/aboutus/council_board_committees/Committees/Councilcommittees/skills_committee/about_us_committees_skills.aspx</p> <p>The existing Skills Committee will be repurposed as the Skills Committee of the Strategic Board to take on a new role which will provide an intermediate level of oversight at a greater level of detail between the SFC and SDS, their respective Boards and the Strategic Board. The Skills Committee will inform delivery of guidance and provide a joint decision making forum for the two agencies' boards on issues which affect both organisations. The remit and membership of the Skills Committee will be reviewed to allow it to take on this new role and accordingly draw on the right levels of expertise.</p> <p>The newly repurposed Skills Committee will act as the Skills Hub of the Strategic Board and will take full authority from the Strategic Board.</p>
	Digital Technology Skills Group	<p>Sub group of DSBEF (outlined under Innovation) Public/private sector group overseeing digital skills development, gender/equality action and implementation of the Digital Skills Investment Plan – Members include: SDS/SFC/HIE/SE/ES/SQA.</p>

		<p>This is similar to the other Skills groups we have flowing from the Industry Leadership Groups, such as in Tourism, Food & Drink and in Engineering.</p> <p>The Scottish Apprenticeship Advisory Board (SAAB) – below - could be considered as a strategically more important asset.</p>
	Scottish Apprenticeship Advisory Board (SAAB)	<p>The Scottish Apprenticeship Advisory Board (SAAB) gives employers and industry a leading role in developing apprenticeships in Scotland. Their knowledge and experience will help inform decisions about the future of apprenticeships. This will ensure apprenticeships develop to meet industry and economic need, fair work, and job opportunities.</p> <p>The Board was created following recommendations from the Commission for Developing Scotland's Young Workforce. It's led by employers and representatives from industry bodies across a range of sectors.</p> <p>The Board is made up of four groups: Group Board, Employer Engagement Group, Employer Equalities Group and the Frameworks and Standards Group. Read more about the membership of The Board in the Structure and Remit document. To find out more please visit apprenticeships.scot.</p>
	Developing Young Workforce Programme Board	<p>Programme Board with membership from the Wood Commission, national and local government, colleges and employers was established by the Scottish Government to provide strategic advice and challenge on progress. The Board meets quarterly. Membership at http://www.gov.scot/Topics/Education/developingtheyoungworkforce/programmeboard</p>
	Developing Young Workforce National Advisory Group	<p>Established to promote the vision of DYW. Maintains the political will and represents the views of senior stakeholders. Co-chaired by DFM and COSLA education spokesperson. Membership at http://www.gov.scot/Topics/Education/developingtheyoungworkforce/nationaladvisorygroup</p>
	Developing Young Workforce National Group	<p>The industry led National Invest in Young People Group is chaired by STV CEO Rob Woodward and provides oversight from industry, local government, the college sector and trade unions to for the establishment of a network of regional employer-led groups as a key element of the implementation of DYW.</p>
	15-24 Learner Journey Review Group	<p>The 15-24 Learner Journey Review Group, comprised of senior level staff from relevant agencies and</p>

		bodies to provide external scrutiny, challenge and act as a critical friend to the Learner Journey Review.
	School Governance reform: Regional Collaboratives	<p>Recent school governance reform has led to the creation of new regional collaboratives. These are new regional partnerships that link schools within regional partnerships aligned to a quality framework overseen by Education Scotland.</p> <p>These are currently in the design phase and present the opportunity to enable school's to fully embed DYW through the development of a school curriculum that is contextualised within its region, linking with colleges and potentially regional labour market priorities and supported through strengthened regional collaboration.</p> <p>They provide a whole school wide focus, including early years, and create the opportunity for joining up the DYW message through the school system; and the focus on pedagogy enables opportunities for a regional curriculum to more fully develop and for work-based learning approaches to become more widespread.</p> <p>Ultimately, if DYW is given its place within the partnerships, the new collaboratives present the biggest opportunity to promote work based learning and tackle the parity of esteem and variability issues currently experienced within regions and across the country.</p>
ECONOMIC DEVELOPMENT		
	National Economic Forum	The National Economic Forum provides an opportunity for new initiatives and partnerships to flourish as a form of broad-based social and economic partnership for Scotland. Audience and speakers are invited from across the business community.
	Local Economic Development Partnership Forum	Forum for central and local government, along with key economic development bodies and delivery agencies, to work together to drive sustainable economic growth across Scotland by promoting investment, employment, innovation and business support through focused, local interventions. Co-chaired by Minister for Business and the Economic Development Spokesperson for COSLA Membership includes SG, COSLA, SLAED, SE, HIE, VisitScotland and SDS
	Local Economic Development Senior Officers Group	Forum for senior officials from national, local and public sector business support delivery partners to drive the operational delivery of activity agreed at

		the Local Economic Development Partnership Forum. Membership includes SG, COSLA, SLAED, SE, HIE, BG and SDS
	Convention of the Highlands and Islands	A forum for central and local government to work collaboratively to deliver sustainable economic development across the Highlands and Islands.
	South of Scotland Alliance	A partnership between D&G and Scottish Borders Councils and Scottish Enterprise with business representatives from both local authority areas. Established as an Alliance in 2003 to provide a voice for the South of Scotland and to focus on addressing key strategic challenges facing the economic development of the area.
	Community Planning Partnerships	<p>A Community Planning Partnership (or CPP) is the name given to all those services that come together to take part in community planning. There are 32 CPPs across Scotland, one for each council area. Each CPP is responsible for developing and delivering a plan for its council area.</p> <p>Under Part 2 Community Planning, of the Community Empowerment (Scotland) Act 2015 CPPs are responsible for producing 2 types of plan to describe its local priorities, the improvements it plans for and by when.</p> <p>The first type of plan is Local Outcomes Improvement Plan which covers the whole council area. The second type of plan is a Locality Plan. Locality Plans cover smaller areas within the CPP area, usually focusing on those areas which benefit most from improvement. Each CPP will produce at least one Locality Plan and some CPPs will produce many – there is no fixed number. Locality planning aims to meet local needs and ambitions, so the views of local communities are particularly important.</p>
	Council of Economic Advisors	<p>The Council of Economic Advisers was first established in 2007 to advise Ministers on how to best position Scotland amongst the world's most competitive economies.</p> <p>The membership of the Council draws upon a range of knowledge and expertise and consists of leading figures from the private sector and academia, including two Nobel Laureates.</p> <p>The Council has two formal meetings a year, but takes forward a considerable amount of engagement and work between meetings with efforts focussed on:</p>

		<ul style="list-style-type: none"> • Improving the Competitiveness of the Scottish Economy; and • Tackling Inequality within Scotland.
OTHER POTENTIAL / SPECIFIC AREAS		
	Can Do Places	Infrastructure/Town Centres
	Gender – Women in Enterprise etc	Equalities

Appendix 1 Governance Landscape

1. Corporate Governance	2. Financial, Audit & Risk Assurance	3. Portfolio & Programme Delivery
<p>Strategic Board Executive Team Resources Board People Board Improvement Board Economy Board Constitution Board</p>	<p>SGARC SGARC/PARC Infrastructure & Investment Board Fiscal Strategy Board Fiscal Responsibility Board Fiscal Responsibility Steering Group COPFS ARC HW ARC LJ ARC FCS ARC EE ARC Remuneration Group Top Level Pay Committee Internal Audit Housing and Regeneration Finance Board</p>	<p>Streamlining Corporate Systems Steering Group Digital Communications Programme Board Digital Public Services Assurance Board Information Systems Investment Board People Strategy Programme Board Capability Steering Group Public Service Reform Board ELL Portfolio Board Learning Programme Board Strategic Corporate Services Board SLF Planning Group NXD Planning Group/ NXD Network Meeting Infrastructure Action Plan Board Resources Board Operational Group Public Boards and Corporate Diversity Programme Board Forth Replacement Crossing Project Board NHS Efficiency Portfolio Board DG Communities Meetings Justice Board Democratic Renewal and Future Delivery of Public Services Programme Board Smarter Workplaces Programme Board Social Security Programme Assurance Board Strategic Forum</p>

...yet more Landscape

Portfolio and Programme Delivery cont... (non- exhaustive snap shot)

Ministerial Group on Europe
 Scottish Energy Advisory Board
 Low Carbon Infrastructure Transition Programme – Programme Board
 Heat Network Partnership
 Zero Waste Taskforce
 Green Growth Programme Board
 Public Sector Climate Leaders Forum
 Climate Leaders Officers Group
 2020 Scotland's Climate Group
 Connected Scotland
 Scottish Cities Alliance - City Investment Network
 Strategic Historic Environment Forum
 COSLA Sports, Arts and Culture Working Group
 Public Procurement Reform Board
 Scottish Business Development Bank - Working Group
 Joint Programme Monitoring Committee
 Infrastructure Action Plan Portfolio Board (IAPPB)
 Scottish Rail Industry Planning & Advisory Group
 High Speed Rail (HSR) Scottish Partnership Group
 Business Gateway Management Group
 Business Pledge Planning and Delivery Group
 National Community Planning Group
 Scottish Export Joint Working Group

LED Partnership Forum / LED Senior Officers Group
 Scottish Economy Partnership Group
 Can Do Innovation Forum
 Innovation Strategic Partnership Group
 Innovation Partnership Board
 Innovation Policy Forum
 Horizon 2020 Cross Government Steering Group
 Cross Government Group for European Fund for Strategic Investments
 Tackling Inequalities Board
 Fair Work Convention Group
 Living Wage Leadership Group
 Developing the Young Workforce Programme Board
 Developing the Young Workforce National Advisory Group
 NHS Research Scotland (NRS) Strategy Board
 Health Science Scotland
 Trade and Investment Strategy Partnership
 Senior Officers Programme Board
 Scottish Employability Forum
 Digital Scotland Business Excellence Partnership Board
 Customer Engagement Alignment Sub-Group