



**CORNWALL &
ISLES OF SCILLY**
LOCAL ENTERPRISE PARTNERSHIP

Cornwall and Isles of Scilly Employment and Skills Board Terms of Reference

The Employment and Skills Board (ESB) was established in 2011 and is a formally constituted sub-group of the Cornwall and Isles of Scilly (CloS) Local Enterprise Partnership (LEP) Board. The Board is responsible for driving the [Employment and Skills Strategy](#) and to providing strategic leadership that synchronises supply and demand for employment and skills, resulting in transformational change for current and future generations. The Board will help develop a clear understanding of current and future skills needs, driving change to provide skills needed in the local economies and to employers, while also recognising the position of CloS in regional and national employment and skills requirements. The ESB will take on the roles and responsibilities of the [Skills Advisory Panel](#) (SAP).

PURPOSE AND EXPECTATIONS

The aim of the Board is to boost economic growth by creating a more appropriate, relevant and highly skilled local workforce, shaping and influencing employment and skills training and support, to meet the skills needs of employers in Cornwall and Isles of Scilly. This will be achieved by engaging private and public sector employers, education providers, training providers and the voluntary and community sector in the delivery of the 'refreshed' Employment and Skills Strategy and associated action plan. The Board will support the delivery of the Employment and Skills aspects of the [Cornwall Devolution Deal](#). The Board will also align itself with the roles of Skills Advisory Panels.

Our vision is “**for Cornwall and the Isles of Scilly to have a healthy, skilled and productive workforce with access to rewarding jobs, clear progression pathways and opportunities for all**” which will be achieved through 4 Strategic Objectives:-

1. Develop our highly skilled workforce for tomorrow
2. Drive employer and individual engagement and investment in skills
3. Enable people to access and progress, in meaningful employment

4. Enable people to learn about career pathways and be equipped for the world of work

The Board will:-

- Drive, champion and review the Employment and Skills Strategy for Cornwall and Isles of Scilly;
- Offer leadership and steer the delivery of the Cornwall Devolution Deal, to include Adult Education Outcome Agreements;
- Act as a co-ordinator for local skills providers by fostering cooperation between providers in a mix of provision and, by actively working with a range of local providers to plan for how the skills needs are to be met;
- Provide strategic direction on funding priorities and future proposed skills investments;
- Co-ordinate local skills providers
- Optimise the impact of employment and skills investment for local communities, employers and individuals;
- Use experience and knowledge of Board Members and others associated with the Board to shape strategy and policy on learning and skills development;
- Commit to annual evidence reviews on employment and skills needs, demand and supply in the county;
- Provide CloS LEP and other appropriate bodies/groups with recommendations on employment and skills funding priorities and projects across Cornwall and Isles of Scilly;
- Champion the views of learners and those with lived experience;
- Share analysis and best practice with Central Government, Skills Advisory Panels and other Employment Advisory boards;
- Ensure it has representative businesses of different sizes and different sectors of CloS as defined in the SAP guidance and local CloS Strategies;
- Periodically invite the Education and Skills Funding Agency, Cities and Local Growth Unit, JobCentre Plus, relevant community and voluntary sectors and other key local partners to meetings;
- Inform the development and implementation of the 'People' component of the Local Industrial Strategy, working with the LEP to achieve this;
- Identify, analyse and develop clear understanding of the current and future local skills and of the local labor market and local skills provision;
- Develop a clear approach to address local skills and employment challenges and priorities now and over the next decade;
- Ensure that potential learners are informed about career paths and that local careers guidance and information is supported by local current

labor market information. This should involve working with National Careers Service area based contractors and the Careers and Enterprise Company's Enterprise Advisor Network to disseminate advice and guidance;

- Raise the profile of apprenticeships with local employers and providers of skills.

ROLES AND RESPONSIBILITIES

As well as attending Board meetings, members may be asked to represent the LEP and ESB at meetings/events, forums and committees and report back to the Board accordingly.

The specific role of Employment and Skills Board Members will be to:

- Provide strategic leadership and oversight of the delivery and implementation of the Employment and Skills Strategy;
- Support the efficient and effective working of a demand led training and skills system across Cornwall and Isles of Scilly, by working in partnership to identify and respond to current and future growth of employment and skills needs;
- Monitor and evaluate performance and effectiveness against the strategy and Terms of Reference; ensuring that both appropriate implementation plans and monitoring systems are in place;
- Use experience and knowledge to help shape strategy and policy on employment, learning and skills development;
- Influence commissioning across a range of projects through future investment, to ensure the strategic fit and broader economic context;
- Influence the prioritisation, planning and investment in employment and skills supply and shape delivery;
- Champion investment in skills by employers and individuals;
- Represent a range of people, organisations or views, not just their own or that of their own organisation.

The Board does not have a remit to deliver skills initiatives directly but it may from time to time facilitate joint working and partnerships between stakeholders to secure outcomes through co-production. This will involve: actively working with, and acting as a coordinator of local skills and education providers to encourage them to reflect the Boards analysis.

BOARD MEMBERSHIP AND MEETINGS

Cornwall and Isles of Scilly Employment and Skills Board is an advisory body with no legal status but with a specific role as a fully constituted sub group of CloS LEP. There will be between 15 and 20 members, including the Chair. The Chair will be a private sector Director of CloS LEP Board.

The Board membership; will be diverse and accurately represent CloS demographic of both employers and skills providers; should have suitable expertise to oversee skills and labor market analysis; and should ensure that two thirds of the Board is from the private sector by 2020. The Board is expected to be: representative of all types of skill providers; strongly representative of all types and sizes of employers (Small, Medium (SME's) and Larger Enterprises); and representative of the voluntary and community sector and other local key stakeholders. This will be reflected in the Board Membership as outlined in **Table 1**.

The Board and sub boards; will improve [gender balance](#) to ensure that one third of the board is made up of women and improve the representation of those with protected characteristics by 2020

Table 1: The proposed Board will comprise:

<u>Board Roles</u>	<u>Up to:</u>
Chair Private sector employer and LEP Board Member. <i>The Chair is appointed per Term of Reference.</i>	1
Vice-Chair To be nominated by the Board, from Members	[1]
Private sector – employers and providers The private sector representatives on the ESB should be representative of all employment and training provider sectors in Cornwall & Isles of Scilly. Furthermore, they should be representative of both SMEs (including micro businesses, social enterprise/community/voluntary (third sector) organisations) and large employers, and therefore reflective of the natural geography of the private sector employers and training providers.	9/10?
Public Sector – employers The public sector representatives on the ESB should be representative of all employment provider sectors in Cornwall & Isles of Scilly. This should include one NHS representative and one Cornwall Executive Group representative.	2

Public Sector – education, training and skills Representatives of Cornwall’s key Higher, Further and Secondary Education Institutions.	4/5?
Employee representative Union or other employee organisation representative.	1
Cornwall Council Strategic Directors - Economic Growth and Development and Children, Families and Adults (or named nominees within the Services).	2
TOTAL	20
Secretariat for the ESB to be provided by CloS LEP Executive Team/Cornwall Council Economic Growth, Skills and Culture Team.	N/A
<p>Observers (non-members) Local Authority Senior Officers, DWP, Education and Skills Funding Agency (EFSA), Cities and Local Growth Unit, JobCentre Plus and other government departments will be invited as observers.</p> <p>Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where particular expertise is required.</p> <p>A Secretariat, comprising staff from CloS LEP Executive Team will also be represented at all meetings.</p> <p>Occasional observers may request to attend a meeting through the Chair.</p>	N/A

All applicants to become members of the ESB will be required to complete an ‘Expression of Interest’ form which will be approved by the Cornwall and Isles of Scilly LEP. This form will be used to identify and appoint board members based on the key criteria within the Terms of Reference.

- The Chair of the ESB will be a Director of, and appointed by the LEP Board.
- Board Members shall be appointed for an initial term of 3 years.
- The Board will meet a minimum of 4 times a year with dates for forward meetings arranged annually in advance.
- If a Board member fails to attend 4 consecutive meetings, without good reason, their membership on the board will be revoked. A reduction in board members will result in a call for new board members. Any changes to the board membership will be updated in the ESB Terms of Reference.
- The quorum necessary shall be five members. The required members meeting either in person or by telephone will constitute a quorum.

- Members are expected to provide apologies if they cannot attend. There will be no substitutes.
- The Board Chair will be appointed for an initial term of 3 years and will be aligned with the LEP Board Chair term.

<u>Board Roles</u>	<u>Member Name</u>
Chair Private sector employer and LEP Board Member. <i>The Chair is appointed per Term of Reference.</i>	Paul Massey
Vice-Chair To be nominated by the Board, from Members	
Private sector – employers and providers The private sector representatives on the ESB should be representative of all employment and training provider sectors in Cornwall & Isles of Scilly. Furthermore, they should be representative of both SMEs (including micro businesses, social enterprise/community/voluntary (third sector) organisations) and large employers, and therefore reflective of the natural geography of the private sector employers and training providers.	Mel Colton-Dyer Lindsey Hall Dawn George Tarn Lamb Mark Williams Paul Wickes
Public Sector – employers The public sector representatives on the ESB should be representative of all employment provider sectors in Cornwall & Isles of Scilly. This should include one NHS representative and one Cornwall Executive Group representative.	
Public Sector – education, training and skills Representatives of Cornwall’s key Higher, Further and Secondary Education Institutions.	David Walrond Elaine McMahon Jim Grant
Employee representative Union or other employee organisation representative.	Stuart Roden
Cornwall Council Strategic Directors - Economic Growth and Development and Children, Families and Adults (or named nominees within the Services).	Phil Mason (Glenn Caplin) Tim Osborne
TOTAL	13
Secretariat for the ESB to be provided by CloS LEP Executive Team/Cornwall Council Economic Growth, Skills and Culture Team. A Secretariat, comprising staff from CloS LEP Executive	Stacey Sleeman Debbie Osborne Clare Harris Cathie Kessell

Team will also be represented at all meetings.	
<p>Observers (non-members) Local Authority Senior Officers, DWP, Education and Skills Funding Agency (EFSA), Cities and Local Growth Unit, JobCentre Plus and other government departments will be invited as observers.</p> <p>Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where particular expertise is required.</p> <p>Occasional observers may request to attend a meeting through the Chair.</p>	N/A

Appointed Board Members and Their Roles:

CORE PRINCIPALS

Board Members will be expected to adopt the following values/approaches:

- Championing to influence and lead by example
- Developing enterprising solutions that are creative
- Partnership working across the private, public and the third sector
- Sharing best practice
- Being inclusive and show consideration to each locality and community across Cornwall and Isles of Scilly.

Ideally, we want Board Members who:-

- Can see the 'big picture' for Cornwall and Isles of Scilly and can set aside the interests of their own organisations for the overall good of the place and people.
- Have an understanding of the employment and skills context across Cornwall and Isles of Scilly.
- Are empowered to speak on behalf of their sector, representative or stakeholder group and provide to the Board an agreed consensus position reflecting the views of their constituency (rather than just their own organisation).
- Have expert insight (including specialist financial and analytical knowledge) and can challenge.
- Can access a wider network for advice and research.

- Have some experience or expertise in managing skills/talent development or employment of staff/volunteers so know and can manage some of the challenges and requirements involved.
- Have some experience of working cross-sector and with Government departments.
- Are able to use their experience and knowledge to inform the commissioning of investments that cover employability and skills.
- Have committee experience and are skilled at providing succinct guidance, analytical input to the issues / interventions under discussion and skilled at building consensus.
- Have time available to prepare for and attend meetings as well attendance at any relevant task and finish groups.
- Have knowledge and expertise to advise on local strategies and oversee skills and labor market analysis.
- Can advise and assist with the implementation of effective local investment and funding for local skills.

ACCOUNTABILITY AND TRANSPARENCY

The ESB is committed to ensuring it provides the public and interested parties with key information and to enable the ESB to achieve transparency. As such, the ESB, hosted by the LEP, has an easy to navigate website, which is updated regularly. All papers for the main ESB Board and sub-boards, which involve decisions or recommendations about public money, will be made available on the LEP website. The ESB is committed to meet the timelines as set out in the National LEP Assurance Framework in accordance with the Local Government Act 1972. These timelines are:

- Meeting agendas and papers to be published 5 clear working days before the meeting takes place;
- Minutes of Board meetings to be published within 10 clear working days of the meeting taking place. This may be in draft if internal LEP processes require clearance before the minutes are finalised. The final minutes of Board meetings will be published within 10 clear working days of being ratified at the subsequent Board meeting.

In addition:

Any declaration of interest made at the meeting must be included in the minutes of the Board meeting. A new declaration of interest should be updated on the relevant member's register of interest.

Further information on the LEP's accountability and transparency

arrangements can be found within the LEP's [Assurance Framework](#).

SUB GROUPS

These groups will be accountable to and will report to the Employment and Skills Board and will be chaired by an ESB Member.

Pathways to Employment Group

The purpose of the group is to support the delivery of the Cornwall Education Strategy (into which the Raising Aspiration and Achievement (RAAS) priorities are embedded), Cornwall and Isles of Scilly Employment and Skills Strategy and Cornwall Careers Offer. The group will develop and oversee the delivery of programmes that respond to the strategic needs and priorities impacting upon pathways to employment for young people aged 11 – 25. The Group will inform the ESB and where appropriate about career paths and local careers guidance and information. The ESB will also reciprocate this.

Digital Skills Partnership Group

The purpose of this group is to: support the delivery of European Structural and Investment Funds (ESIF) Programmes; increase the number of 'digital champions'; develop peer to peer network; develop a volunteering framework with partners and businesses; and to support access to existing online partner services. The group will also implement the 'Digital Inclusion Strategy 2019-2013'; and work with and long side the Growth Hub, Skills Hub and the ESB to create better understanding of digital skills gaps. The group will report to the ESB and the Department for Digital, Culture, Media and Sport (DCMS).

Employer Led Skills Group

The Purpose of this group is to support the delivery of the Employment and Skills Strategy focusing on Strategic Objectives 1 (to develop our highly skilled workforce) and 2 (drive employer and individual engagement and investment in skills). The group will focus on strategic skills and employment needs of the local economy through a triangulated approach between businesses, universities, education and training providers.

TASK AND FINISH GROUPS

From time to time it may be necessary to establish specific skills task and finish groups and other skills and employer representatives may be invited to join these. Any group or panel will need to be sponsored by an Employment and Skills Board Member, who may or may not chair the group, depending on the issue under consideration. Each Task and Finish Group will have a 'Terms of

Reference' and the ESB Board Member will be expected to update at Board meetings.