



Regional Networking in South West, UK

The South West is one of nine administrative regions in England. They have been somewhat artificially created for delivering central government policies and with the intention of 'devolving power to the regions' and in general do not represent true economic regions. Labour markets do not generally operate in concordance with administrative boundaries and least so in respect of regional ones. This is particularly the case for the South West, which, unlike many regions is not focused around a central conurbation and displays a wide variety of features. The South West is the largest of these regions (23,837 sq. km), covering one fifth of the land area of the country. Of all the regions in England it is the most logically defined by its geography, it is the most rural and is surrounded on 3 sides by the sea. Because of this the regional identity is perhaps stronger than in other region, there is a very active rural lobby, there are many seaside communities, and transport is an issue in the region. Having said this however it is made up of very different counties, for example there is a very strong 'Cornish' identity in the west of the region, whereas in the east of the region Wiltshire and Gloucestershire identify more with the Midlands and the South East. These differences are also reflected in the relative economic fortunes of the counties, the east of the region being somewhat more prosperous than the west. Regional strategies have been developed to try and bring the counties or subregions together. The Skills Market, Supply and Demand review (July 2004) identified over 150 strategies plans operating locally and regionally.



Recently the South West Regional Assembly produced [The Integrated Regional Strategy for the South West](#) which brings together the regional strategies in order to move towards better integration between regional strategies and more co-ordinated working between organisations in the region.

We are responding from the point of view of the South West Enterprise and Skills Alliance ([SWESA](#)). This is a recently formed Regional Skills Partnership for the South West which brings together employers and businesses, public funders of training, training providers and groups representing individual needs.



In order to make this a manageable task we are mainly referring to the process of developing the Regional Skills Strategy.

Rather than describe every organisation in the body of the questionnaire we are compiling an annex providing information on the key organisations, strategies and documents referred to in this response. Also many of these will be hyperlinked to relevant websites.

The organisation's / the region's experiences with regional co-operation

o ***With whom do you co-operate?***

SWESA has evolved through a series of policy developments and partnership working, both national and regional, this process is discussed later in question 4.

SWESA is a partnership organisation it is led by a partnership board made up of businesses and the public funders of skills provision in the region;

public funders of training, The South West of England regional Development Agency ([SWERDA](#)), the Learning and Skills Councils ([LSCs](#)), Jobcentre plus, Business Links, South West Local Government Association ([SWLGA](#)), Higher Education Funding Council for England ([HEFCE](#))/Higher Education Association for South West England ([HERDA-SW](#))

employers and businesses; Confederation of British Industry ([CBI](#)), Federation of Small Businesses, Small Business Service ([SBS](#)), Skills for Business Network (representing Sector Skills Councils for the South West, Engineering Employers Federation ([EEF](#)), South West Trades Union Congress ([SWTUC](#))

As well as the organisations which make up the board the Alliance is made up of a wide range of partners who represent business, public funders, training providers and individual learners. [NIACE](#) is an active member of the Alliance. The full list includes about 30 member organisations and is in the annex.

With so many different partners necessarily involved there are some problems keeping everyone included. Particularly the voluntary and community sector who have resource problems both in terms of time and finances attending meetings. So it will be important to address how we ensure long term evolutionary engagement across an area as large as the South. There could be IT solutions to this such as virtual platforms, but there could also be problems with acceptance and take up of that.

At a sub regional level there are sub regional partnerships ([SRP](#)) there are 7 of these and they are supported by the South West Regional Development Agency ([SWERDA](#)). They are made up of public, private and voluntary services organizations working together at a local level aiming to align with regional strategies.

o ***How do you co-operate? On a formal basis or an informal basis?***

We have both formal and informal cooperation.

Policy development responding to national agenda are carried out through a variety of mechanisms. The National Government Departments (those particularly engaged in the Learning and Skills agenda are Department of Trade and Industry ([Dti](#)), Department for Education and Skills ([DfES](#)) and Department for Work and Pensions ([DWP](#))), have representatives in the Regional Government Offices [GOSW](#). They also have agencies in the regions for developing regional policies and delivering services such as the [Jobcentre plus](#), [Learning and Skills Councils](#) and Regional Development Agencies.

Through a series of consultations the National Government develops policy documents, and publishes White Papers, which articulate their aspirations for delivering change/services etc.

In the case of the regional policy developments these describe how their agencies and representatives can deliver on these policies.

In the case of the Regional Skills Strategy development, the Framework for Regional Employment and Skills Action (FRESA) and the Skills Strategy White paper [21st Century Skills](#) the RDA was asked to lead on bringing partners together and developing regional policies to address the national, regional and local skills issues.

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The South West Regional Employment Forum (SWREF) was formed to draw up the SW FRESA¹. Frameworks for Employment and Skills Action will provide a single plan for what needs to happen in the region to create and maintain a healthy labour market, where:

- a wide range of sustainable job opportunities exist;
- every individual has the opportunity and skills to find employment;
- employers get the recruits they need with the skills they require (including basic skills);
- regional labour market and skills information and intelligence is coherent and accessible to a range of users.

The FRESA is a joint [DWP](#), [Dti](#), [DfES](#) initiative aimed at improving the joining up of policy and implementation at the regional and local level. This should ensure better use of resources and better services for customers.

The SWREF was a partnership organisation made up of a combination of public and private sector, employers and training providers. The emphasis was less on the development of a FRESA plan but on the process that developed for joint working. Government recognised that many barriers existed to real joint working, not least of which is the presence of centrally set targets and funding regimes, many of which are in conflict with each other and which make effective joint working by agencies extremely difficult. The FRESA process was seen as a way of identifying and developing mechanisms for overcoming these barriers.

Sub groups were formed within the Forum the first being South West Employment and Skills Research Forum which came out of a strong research network which had been in the region for many years. The Research Forum has representatives from the South West Skills and Learning Intelligence Module of the [Regional Observatory](#), [South West RDA](#), all [local Learning and Skills Councils](#), [Jobcentre Plus](#), Government Office for the South West ([GOSW](#)), the [South West TUC](#), [CBI](#), [Federation of Small Businesses](#), [HERDA SW](#), Learning and Skills Development Agency ([LSDA](#)), local government and business sectors.

It was agreed that the role of the Research Forum would be as follows; to

- advise SWREF and subgroups on employment and skills research matters,
- initiate and managing research activities,
- highlight strategic issues based upon research evidence,
- disseminate research findings to other audiences within the SW region in support of the SW FRESA,
- consult on research needs and identify gaps in research to inform and develop the SW FRESA and
- co-ordinate research activity between Research Forum/SW REF partner organisations.

Following this three strategic objectives groups formed to develop and take forward the action plan for the FRESA. Many of the activities being developed involved a research component so there was need for the research forum to be involved in the Strategic Objective groups. A communication protocol was agreed such that a research forum member would attend each of the strategic objectives groups and research proposals would be drawn up and the Forum would oversee the projects.

The key question is how effective has the FRESA process been in supporting joint working by the lead agencies in the region? The FRESA was in place for around two years and during that time the partners, through the FRESA strategic groups identified a range of priorities. One of the criticisms levelled has been the lack of a distinctive vision, as opposed to the more focused statements of many of the other regions. Research also indicated that skills market planners and providers in the region, remained sceptical, confused and poorly informed about the FRESA.

The reality was also that the nationally set targets and funding systems mitigated against effective collaboration at the regional level.

¹ The SW FRESA is the region's employment and skills strategy, outlining a series of strategic objectives, actions and activities to be delivered by the members of the South West Regional Employment Forum.





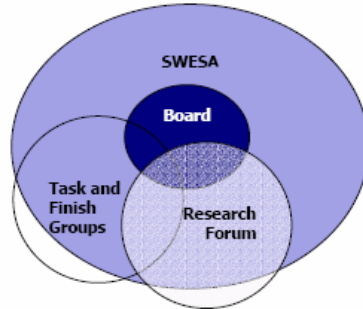
Following the publication of the Skills white paper the SWREF has evolved into the SWESA. The Strategic Objective groups have been discontinued and their work is now being followed up by task and finish groups within the SWESA and the Research forum has become the SWESA Research Forum.

The SWESA is made up of 4 elements; the core (the board), the strategic partnership (the alliance) the task and finish groups and the Research Forum. We are in the process of recruiting the executive support, which will be made up of a Director, a Provider Planning Development Manager, a Demand Partnership Development Manager, a Knowledge and Performance Development Manager and an Administrator.

This diagram gives an idea of the way the SWESA is structured.

Structures

- The Board
- The SWESA
- Task & Finish Groups
- The Research Forum
- Executive support
 - the staff team



Task & Finish Groups

The Task & Finish Groups will carry out agreed tasks as specified by the Board.

Research Forum

The Research Forum will monitor the health of the labour market with 4 components:

- Needs assessment
- Analysis
- Implementation
- Dissemination

The Partnership meets 4 times a year to;

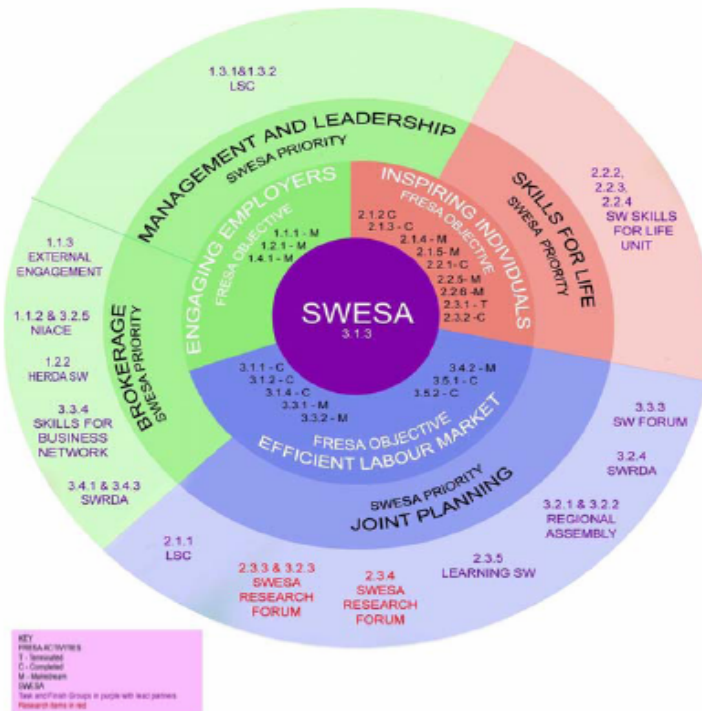
- Define the regional priorities to be pursued;
- Influence the allocation of resources for skills and enterprise;
- Review progress in relation to priorities, processes and actions; and
- Define new actions and priorities.

This diagram gives an idea of the process and which organisations lead on actions in each of the priorities. The numbers represent actions in the FRESA. In the centre the letters after them indicate what has happened to these actions, M-mainstream, C completed, T terminated. The actions in purple are being carried on by task and finish groups. The research forum activities are in red. The list of actions is in the annex





The Evolving South West Skills Strategy



The SWESA board meets 6 times a year plus extraordinary meetings.

Action plans are drawn up and agreed, progress and information is shared via newsletters circulated and on placed on the website.

The SWESA is at an early stage in its development but already concerns are being expressed about lack of understanding about the SWESA and its processes. The SWESA will need to act to deal with this to ensure that the goodwill established under the FRESA is not lost.

The SWESA is a development from the FRESA and is certainly seen as having more “teeth” than its predecessor. Part of the problem with effective joint working is that, however, many of the national barriers exist and have yet to be addressed.

There are also many informal networks which develop ad hoc either around a theme or within institutions such as the LSC networks. When these are successful they quite often develop into more formal networks, such as was the case for a group that was ‘commissioned’ to sit under the chairmanship of the SWTUC, to consider policy & strategy on migrant workers.

SLIM have developed the [South West Networks Database](#), which contains over 150 networks both informal and formal.

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The organisation's / the region's experiences with transforming information into knowledge, to be used on a strategic level

Since the region has been identified there have been many different processes for gathering evidence for policy development and monitoring purposes. [The South West Observatory](#) was set up as a focus for this information and intelligence. The Observatory consists of a central coordinating unit, five thematic modules, and seven Local Intelligence Networks, which link together and work closely under the guidance of an overall Advisory Group. SLIM is the Skills and Learning module.

The Observatory produces the [State of the South West](#), which is a key source of information for policy makers on 15 different topics.

They are also developing [South West ID](#), which is an expanding on-line library of information about South West England. It contains a warehouse of statistical datasets and a virtual library of research reports and policy documents.

National statistical data and information on is collected and held by the office of [National Statistics](#).

- o **Which kind of methods do you use?**
- o **In which form is the knowledge presented?**
- o **Describe your experiences with this form of presentation – advantages and disadvantages.**

In gathering evidence for the development of the Skills Strategy there have been various studies, reports and information gathering exercises.

The FRESA contained an overview of the health of the labour market in the South West, and a benchmarking exercise comparing the position of the South West against the other regions of the country, by reference to a suite of labour market indicators.

The Healthy Labour Market Review Group (HLMG) is a sub group of the Research forum and was formed in early 2003. Following the publication of the FRESA, this group felt that there were some limitations in the labour market analysis and the indicators. So this was revisited, with a group of 4 Academics and a dialogue was set up within the Region. A model was developed which could be used to analyse and monitor the 'health' of the labour market

The Model consists of a range of labour market indicators which are grouped into three types:
Broad outcome indicators – which can be monitored to inform the performance over the regional economy, but over which the organisations involved in delivering the FRESA are likely to have little direct influence;
Closer to policy indicators – which can be monitored to inform the performance of the regional strategy, and over which the organisations involved in delivering the FRESA may have some influence; and
Learning targets – which may be directly manipulated by organisations involved in delivering the FRESA.

The Institute of Employment Studies was engaged to undertake the analysis and their report [South West Healthy Labour Market Review](#) was completed in the spring of 2004.

This will be repeated annually and form a part of the Evaluation of the success of the SWESA.





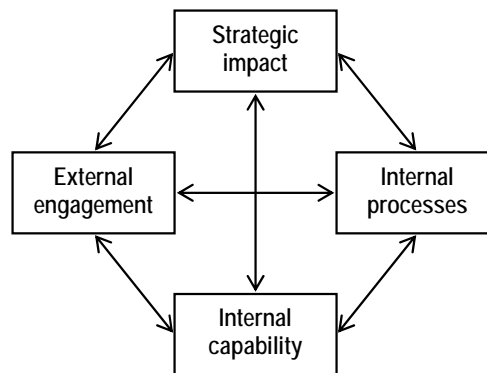
The Evaluation of the SWESA/Balanced scorecard

To support the implementation of the SWESA, an innovative performance measurement system has been developed. It has been designed to both monitor strategic impact and evaluate a set of factors that will when linked with decision cycles, drive future performance.

It has 4 key linked focus areas, see diagram opposite, which are reported on in two major components:

- The Strategic impact is examined in the labour market evaluation system mentioned above which differentiates broad outcome indicators from closer to policy measures; and

- A performance measurement architecture based on the 'Balanced Scorecard' approach that focuses on the role of external engagement, internal processes and internal capabilities in driving the future performance of the SWESA.



The Labour market will be reviewed annually and the Balanced Scorecard will be carried out Quarterly. We have so far carried out measurements in the First and Second Quarter (we will discuss this further in the next section).

SLIM Learning Themes use a unique method of examining current issues in the region. They provide an opportunity to explore specific skills issues with researchers and practitioners from across the South West. Topics are chosen to reflect the priorities of strategic partners and practitioners. They take place over a period of about 2 months.

SLIM produce a research briefs summarising existing knowledge on the topic, which are sent to participants. An on-line discussion then takes place which usually takes 3 to 4 weeks. At the conclusion of the on-line discussion, participants gather in a face to face workshop to share ideas further, hear from speakers and exchange their own practice. The final task is to synthesise everything that has been learnt into a report for the Theme sponsors, policy makers and participants. The Final Report will include lessons gleaned from the workshop, a synthesis of selected literature, good practice case studies and contributions from the on-line discussion forum.

The themes are a key process of engaging wider audience in research, transforming this to intelligence and then action. Recommendations are fed back to key decision-makers and are an opportunity to feed into a recognised regional consultation process. SLIM do 3 of these per year.

Other Studies

[Employment Learning and Skills in the South West](#)

[The South West Skills Market - review of Supply and Demand](#), carried out by SLIM, contains a thorough analysis of the demand and supply components of the South West skills market and how they interact. They carried analysis of existing supply side data, drew it together with the demand side data (such as the National Employer Skills survey and the South West Household survey 2002) and carried out an analysis of the major employers in the region.

This was followed by an assessment of the organisations' policies and their capacity to anticipate and respond to skills shortages. They reviewed 150 strategy documents and carried out telephone interviews. An early findings document was produced and presented at a consultation event, to identify common concerns and actions which could help joint planning by key organisations across the region.

[Labour Market Review](#) is published jointly by Jobcentre plus, SLIM and the Business and Economy module of the Observatory.



As mentioned there is also a great deal of activity at subregional level.

For instance the Strategic Area Reviews, carried out by each of the Local LSCs in the country. They are a review of learning provision, both that is currently offered and that is required in each sub region.

There is no doubt that the quality and volume of evidence has improved greatly since the Regional Observatory and its modules were established. This is well linked to the relevant policy areas. The critical issue is to what extent this evidence is used by policy makers and practitioners? This is very difficult to assess and the lack of flexibility of many agencies means that their ability to respond to evidence is limited. It also is essential that the role of evidence is mainstreamed and seen as strategically important.

The organisation's / the region's experiences with identification of regional key competencies and regional intelligence²

- **How do you do this?**
- **On the basis of which kind of information and knowledge?**
- **Which kind of organizations co-operate to do the work?**
- **How are the key competencies presented to the regional stakeholders?**
- **How do you make sure that you have acceptance and understanding on a political and a practical level at the same time?**

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Outside the FRESA/SWESA structure there are a huge variety of ways in which pictures of Regional competencies are being assembled, but these will be partial according to the organisations involved. The regional strategies are being developed in an attempt to align these

In the FRESA/SWESA process as mentioned previously, various studies have been carried out. These use benchmarking against other regions, SWOT (Strength Weakness Opportunity Threat) analysis, consultation documents, local surveys, regional surveys such as the South West Household Survey, national surveys such as the Labour Force Survey and the National Employers Skills Survey.

Evaluation of the SWESA

As mentioned above, in order to evaluate the effectiveness of the SWESA, this will be carried out using a combination of measures, we have described the outline in question 2. Here we describe the measures.

Strategic Impact measure

The Healthy Labour Market Review

The Healthy Labour Market Group, mentioned above, developed a way of evaluating the 'health' of the Labour Market using the 3 groups of indicators which are;

Broad Outcome Indicators

Employment, Balance and quality of employment, Working patterns and job types, Output and productivity, Population and migration, Labour supply, Unemployment, Equity in the labour market

Closer to Policy Indicators

Business generation and survival, Research and development, Labour market turnover, Vacancies and Skills, Work-related training

Learning Targets

Participation of young people, Adult participation, Qualifications of working age population, [Basic skills](#).

There is further detail of these indicators in the annex.

Balanced Scorecard

The external engagement is measured using three indicators,

- Business brokerage: % SME market penetration.
- Numbers of individuals engaged in publicly funded/supported leadership and management programmes.
- Numbers of individuals engaged in literacy, language and numeracy programmes.

This is data collected by partner organisations.

² Please see project application page 29 for further explanation of regional key competencies, as it is used in this project.



The internal processes and internal capacity measures are via a quarterly poll of 100 individuals from partner organisations.

So far we have carried out 2 of these, and have had 75-80% participation. There seems to be some dissatisfaction in the transition phase. During the development of the FRESA a lot of partners were engaged and partnerships and informal networks formed. As the SWESA is evolving some of the partners are not feeling as included as they were previously. They feel there is not enough time to discuss issues etc. Partners can feel that they are corralled, presented to and their presence is taken as their acceptance of priorities.

The Learning Themes as mentioned above bring together a wide breadth of knowledge and experience and are very highly regarded in the region. Recent topics have been;

- Age and Employability: the challenge for the South West,
- Improving Training and Development Opportunities for Graduates in the South West and
- Tutor training: building capacity in Skills for Life.

The South West Skills Market - review of Supply and Demand described above gives an account of the 'strengths, weaknesses, gaps and imbalances' of the regional skills market. It builds on the data analysis carried out in the *Healthy Labour Market Review* and *Employment Learning and Skills in the Southwest of England* and draws this together with the views of leaders and practitioners who plan, deliver and use skill in the region. This builds a more complete picture of the issues facing the region and what mechanisms we have in place to address them.

The organisation's / the region's experiences with developing strategies, that support the regional development?

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When the Regional Development Agencies (SWRDA in the South West) were formed in 1999 they were charged with improving the standard of living in the regions through sustainable economic development. They each produced Regional Economic Strategies (RES), to provide some structure to drawing together the many government initiatives, which were in place at the time.

In all regions skills and learning are seen as an important driver of economic development. Hence the Regional Skills Strategies sit within the Regional Economic Strategies. As mentioned previously their development has been by the Regional Skills Partnerships, which have been coordinated by the RDAs.

- **How do you do this?**
- **On the basis of which kind of information and knowledge?**

The development of the Regional Skills Strategy

Some of the process of the development of this has been discussed earlier.

National Agenda

Government recognises the need to address the skills and employment needs of the employers and individuals in the regions within an economic, demographic and social context. Several Departments get together and write a Framework for Regional Employment and Skills Action (FRESA Template³),

Regional

The Framework called for each RDA to set up a forum to draw up the plan. In the South West, the SWREF was formed with funding bodies, training organisations, employer groups and Trade unions.

As mentioned above, following a labour market analysis, the forum produced [SW FRESA](#) mentioned above With 3 strategic objectives

- Engaging Employers
- Inspiring Individuals
- Working for A Natural Balance

and over 40 supporting activities to help achieve a healthy labour market in the region.

³ Framework for Regional Employment and Skills Action Feb 2002, Dti, DWP, DfES
Endorsed by RDA's, CBI, LSCs, TUC, LGA, Employment Service (now Jobcentre Plus)



In July 2003 **National Government** produced [Skills Strategy White Paper 21st Century Skills](#) (The National Skills Strategy) which identifies work to be carried out to achieve the vision of: 'ensuring that across the nation, employers have the right skills to support the success of their businesses and organisations and individuals have the skills they need to be both employable and personally fulfilled'.

The skills strategy invites the RDA in each region to agree with its partners what structure will best deliver a better skilled workforce to support the achievement of the Regional Economic Strategy. The partners are the Regional Development Agency, the local Learning and Skills Councils, the Small Business Service, Jobcentre Plus and the Sector Skills Development Agency, supported by the relevant Government Office.

SWREF put together a [proposal](#) to Government outlining the process of developing the South West Regional skills Partnership that is moving from FRESA to SWESA

This was accepted with a few amendments and the SWREF evolved in the South West Enterprise and skills alliance (SWESA)

In moving forward to the SWESA the objectives of the SW FRESA will be maintained as will a series of outstanding FRESA activities linked to the top four priorities of:

- Brokerage;
- Management and Leadership;
- Literacy, Language and Numeracy; and
- Joint Planning.

Although strategies and action plans are developed at regional sub-regional and local level. They are developed within the framework of National Targets which does to a certain extent limit the flexibility to respond to local changes.

○ **Which kind of organizations co-operate to do the work?**

The FRESA/ SWESA partnership as mentioned above.

The Learning and Skills Councils ([LSC](#)) are a key partner in Skills Strategy development as they are the national government agency responsible for funding and planning education and training for over 16-year-olds in England. In the regions there the Local Learning and Skills councils ([LLSCs](#)) there are 6 in the South West. The LLSCs role is to develop locally responsive strategies to meet the nationally set targets. This is an example of the tension created between national and regional targets.

○ **How are the development strategies presented to the regional stakeholders?**

Through Consultation documents, published reports, action plans, regional conference, newsletters, websites

○ **How do you make sure that you have acceptance and understanding on a political and a practical level at the same time?**

The structures referred to above are meant to help create the dialogue between the levels. There has been a challenge in engaging some groups, particularly 65 local authorities. In identifying better ways of engaging local authorities discussion has now taken place with the South West Regional Assembly on the potential ways in which local authorities could be better engaged. It has been agreed in principle that the South West Local Government Association would best represent the views of local authorities as employers and also representing their role as civic leaders thus representing 'Individual Demand'. A representative has been identified to sit on the current SW REF and this will be extended through to the SWESA arrangements. In addition it is felt that the local authorities would have a significant role to play in SWESA developments at a sub regional level.

The organisation's / the region's experiences with working with scenarios

- **How do you do this?**
- **On the basis of which kind of information and knowledge?**
- **Which kind of organizations co-operate to do the work?**

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- o **How are the development strategies presented to the regional stakeholders?**
- o **How do you make sure that you have acceptance and understanding on a political and a practical level at the same time?**

The South West Regional Development Agency (SWRDA) and the South West Regional Assembly have commissioned the Centre for [Future Studies](#) to conduct a Foresight Study aimed at developing futures scenarios that are relevant to the South West and describe the region's situation and characteristics in 2026.

The purposes of the scenarios are to;

- inform future strategic and economic planning across the region, and
- act as a focus for planning and action that integrates and involves a wide range of regional partners, ensuring that they are working towards a collectively agreed vision for the future of the region.

The project is divided into two phases;

- a research phase where up to date thinking on forecasting in five key themes was investigated and collated
- and the construction and testing of the scenarios, where four scenarios for 4 different types of worlds were drawn up on the basis of the research.

The culmination of phase 2 was in a one day conference at which workshops were held and people were shown how to use the scenario planning tool.

The Conference started with a very professional multimedia presentation portraying four scenarios for 2026:

- Media World
- Risk Society
- Populist State
- Community Life.

In each scenario a range of people (the 'same character' in each scenario) spoke regarding how they found life to be. It was a very telling way of bringing out the idea of outcomes & results of strategies & policies as opposed to always focussing on the 'front end' of those.

One of the more memorable parts of the conference was a presentation from three students from South Dartmoor Community College. Rather like the multimedia presentation, they 'role-played' a monologue of what they hoped life might be like for four different people in 2026 - a school pupil, an elderly person, & a single mother. This was very powerful & the level of thinking behind the presentations encompassed all of the themes that the workshops later dealt with: politics, environment, technology, economics, community (society). Particularly striking were the thoughts concerning citizenship & politics & the role of digital technology.

'South West Scenarios 2026 will be used to inform the development of the RES, Regional Spatial Strategy (RSS), IRS, SWRDA's Corporate Plan and other key regional documents by assisting regional partners to form a view on what the region could be like in 2026. As such, South West Scenarios 2026 will ultimately inform both policy decisions and action planning. Although initially being developed as a tool for strategic planning by SWRDA and SWRA, it is expected that the scenarios will be used for future planning by businesses and partners across the region'

We are proposing using this process in [Work package 3](#) and have posted our preliminary thoughts on this on the platform.

The organisation's / the region's experiences with a strategic use of the social dialogue⁴

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⁴ Social dialogue is the term used to describe a joint consultation procedure involving the social partners. It involves discussion, joint action and sometimes negotiations between the social partners, and discussions between the social partners and government institutions.



The South West has the highest engagement in the voluntary sector of any other region (from the South West Forum website)

- o **Which background do your organization have to work with the social partners and the social dialogue?**
- o **Which organizations in your region co-operate within the frame of the social dialogue?**
- o **What is the main goal for your work with the social dialogue?**
- o **Have you registered any benefits within the work of the social dialogue in your region? If yes, which kind of benefits?**

Different sectors / social partners achieve a 'voice' within the SWESA and other regional structures. They tend to work at local level (Council of Voluntary Services etc) but are being brought together by SWERDA at regional level in order to provide a structure that allows them to feed into strategy and also a means of the RDA communicating outwards and harnessing the potential of these organisations for delivery in their own sectors.

The [South West Forum](#) was formed in 1999 to provide the structure ensuring that the voluntary and community sectors are genuinely engaged in developing and influencing policy. They have been actively involved in the FRESA/SWESA process.

There is national recognition for the important part the Community and Voluntary Sector play in local economies and their contribution to public service delivery. The [Treasury](#) has carried out a lot of work in this area. However there are tensions at all levels between economic development and GDP-focussed targets and social capital and well-being type targets.

[Equality South West](#) brings together six regional equality networks representing Age, Disability, Gender, Race, Religion/Belief and Sexual Orientation. ESW's principal aims are to ensure that the views and concerns of the various equalities strands are integrated and promoted at a strategic level through policy development; research and consultation; lobbying; campaigning; and dissemination of best practice. They are in development and currently carrying out consultation events

SLIM commissioned the study into developing a methodology to assess The Economic Contribution of the Voluntary Sector in the South West Region. June 2002.

Annex

1. Partnership/Group composition
2. Organisation descriptions, links
3. Resources/ Documents

1. Partnership/Group composition

SWESA Partnership

This recently formed Regional Skills Partnership for the South West bringing together employers and businesses, public funders of training, training providers and groups representing individual needs. The Alliance is the one partnership that unites the entire business community with a common goal - matching individual skills to employers' needs in South West England.

The Alliance builds on the work of the Framework for Regional Employment and Skills Action (FRESA) - the South West's response to the Government's White Paper - '21st Century Skills' - which asked for each region to develop a skills action plan identifying what was needed to maintain a healthy labour market.

The Alliance will put employers at centre stage in determining the skills needed to achieve a productive economy, whilst helping individuals gain the skills they need to be employed in the region.

SWESA Board (the links in this section will take you to a brief description in the table below, and you can then follow the links to the appropriate websites)

Confederation of British Industry ([CBI](#))

Engineering Employers Federation ([EEF](#))

Federation of Small Businesses ([FSB](#))

Higher Education Funding Council for England ([HEFCE](#))/Higher Education Association for South West England ([HERDA-SW](#))

Jobcentre [Plus](#)

Learning and Skills Council ([LSC](#))

Skills for Business [Network](#) (representing Sector Skills Councils in the South West)

Small Business Service ([SBS](#))/Business Link

South West Local Government Association (for South West Local Authorities) ([SWLGA](#))

South West of England Regional Development Agency ([SWRDA](#))

South West Trades Union Congress ([SWTUC](#))

SWESA wider partnership (the links in this section will take you to a brief description in the table below, and you can then follow the links to the appropriate websites)

Advisory, Conciliation and Arbitration Service ([ACAS](#))

Association of Colleges ([AOC](#))

Association of Learning Providers (representing private training providers) ([ALP](#))

Confederation of British Industry ([CBI](#))

[Connexions](#) (represented by Connexions Somerset)

Engineering Employers Federation ([EEF](#))

[Equality](#) South West

Federation of Small Businesses ([FSB](#))

Government Office for the South West ([GOSW](#))

Higher Education Funding Council for England ([HEFCE](#))

Higher Education Association for South West England ([HERDA-SW](#))

Jobcentre [Plus](#)

Learning and Skills Council ([LSC](#))

National Union of Students ([NUS](#))

National Institute of Adult Continuing Education ([NIACE](#))

[nextstep](#) (represented by Connexions Devon and Cornwall for providers of information, advice and guidance)

[Quality](#) South West Ltd

Regional Infrastructure for Social Enterprise ([rise sw](#))



Small Business Service ([SBS](#))/Business Link
 Skills for Business [Network](#) (2 places representing Sector Skills Council ([SSC](#))s in the South West and the Sector Skills Development Agency ([SSDA](#)))
 South West Local Government Association ([SWLGA](#))(for South West Local Authorities and Local Strategic Partnerships)
 South West of England Regional Development Agency ([SWRDA](#))
 South West Trades Union Congress ([SWTUC](#))
 South West [Forum](#)
 South West Regional Assembly ([SWRA](#))
 Sector Skills Directors/Managers
 Skills for [Health](#) (representing Health Services)
 Sub Regional Economic [Partnerships](#)
 Third Age Employment Network ([TAEN](#))
 University for Industry ([Ufi](#))

2. Organisation descriptions, links

Organisations
<p>Advisory, Conciliation and Arbitration Service (Sponsor department Dti) Publicly funded, non departmental agency whose role is to promote the improvement of employment relations. Plays role of mediator in industrial disputes, gives advice, runs courses, promotes fairness in the workplace</p>
<p>Association of Colleges, The Association was created in 1996 as the single voice to promote the interests of further education colleges in England and Wales. The Association provides a broad range of services to its subscribers. It represents their interests locally, regionally, nationally and internationally. Its management, split into various directorates, provides a pool of expertise on which the sector draws.</p>
<p>Association of Learning Providers (representing private training providers) The trade association, representing learning providers in discussions with government departments and agencies in policy development. It is made up of 400 private, not-for-profit and voluntary sector training organisations. There a South West representation</p>
<p>Confederation of British Industry Lobbying organisation for UK business, work with the UK government, international legislators and policy-makers to help UK businesses compete effectively. The South West Regional Office is in Bristol</p>
<p>Connexions</p> <p>The Connexion Service is the Government's lead agency supporting young people age 13-19. The aim of the organisation is:</p> <ul style="list-style-type: none"> • To ensure that all young people have the opportunity to learn the skills they need to make a success of their adult lives. The Connexions strategy establishes a learning framework for the whole of the teenage years. It aims to provide: • A coherent, appropriate, high-quality pathway to adult and working life for every young person, offering the widest possible individual choice; • The means to equip young people with the higher skill levels they will need to operate effectively in the rapidly changing jobs market of the future; • Targeted systems of support for those who need it, when they need it, linking all aspects of young people's lives. <p>The Connexions strategy is underpinned by four key themes:</p> <ul style="list-style-type: none"> • Flexible curriculum that engages different young people and leads to the relevant, sought-after qualifications; • Ensuring high-quality provision in school sixth forms, Further Education colleges and work-based learning;





Regional Key Competencies

- a way to manage structural changes (AT6)

- Targeting financial support for those in learning;
- Outreach, information, advice, support and guidance.

Connexions in the South West

Interestingly, the Skills Strategy does not include the local Connexions Services as a key regional partner for the RDA, listing them as 'other partners' who should be consulted with, along with Local Authorities, Ufi/learnirect, Local Strategic Partnerships, and representatives of employers and employees. As such, it does not distinguish its national, regional, or local roles. Within the South West region, and more so with the development of the FRESA, Connexions perhaps should be regarded as a key partner as it has representation in the SWESA. Within the South West region, the Connexions Service is represented by six Connexions Partnerships, each taking their policy and strategic lead from the National Connexions Strategic Plan (2000), which says it will work with the LSCs, at both local and national levels, the Local Learning Partnerships, and with employers.

Department for Education and Skills ([DfES](#))

Central Government Department with responsibility for overseeing development and delivery of policies relating to skills and learning. Sponsor department to the Learning and Skills Councils (LSCs), Learning and Skills Development Agency (LSDA), Skills for Business.

Department for Work and Pensions ([DWP](#))

Central Government Department responsible for the Government's welfare reform agenda. Its aim is to promote opportunity and independence for all. It delivers support and advice through a modern network of services to people of working age, employers, pensioners, families and children and disabled people.

Sponsor Department to Jobcentre plus

Department of Trade and Industry ([Dti](#)),

Central Government Department

Working to encourage business to be more competitive, sustainable and inclusive.

Sponsor department to [RDA's](#)

Engineering Employers Federation ([EEF](#)),

The organisation which represents manufacturing, engineering and technology-based businesses. They represent, lobby for and offer services and information.

[Equality South West](#)

Organisation in development, hoping to bring together and represent the many different organisations currently working on equality in the region.

[Federation of Small Businesses](#)(FSB)

The FSB is a campaigning pressure group promoting and protecting the interests of the self-employed and owners of small firms. It was formed in 1974, and has over 185,000 members across the UK. They offer assistance and support, lobbying - led by the Westminster Press and Parliamentary office - applying pressure on MPs, Government and Whitehall, lobby politicians in their constituencies and put the FSB viewpoint over to the media.

[Government Office for the South West](#) (GOSW),

Central Government presence in the regions. There are offices in Bristol, Plymouth and Truro and they represent the work and interests of nine Government departments, including the Department for Education and Skills([DfES](#)), Department for Trade and Industry([Dti](#)), and the department for Work and Pensions([DWP](#)).

Higher Education Association for South West England ([HERDA-SW](#))

HERDA-SW is the regional higher education association for South West England. They provide a forum for the 14 Universities and Higher Education Colleges in the region to work together. They provide a focal point for liaison and co-operation between members and with key regional organisations. They also develop and deliver a range of regional strategies and projects. Such as [Grad South West](#) an information and learning site, aiming to encourage graduates to come to the South west or remain here after graduating.

[Higher Education Funding Council for England](#)

HEFCE is the national organisation which distributes public money for teaching and research to universities and colleges. In doing so, it aims to promote high quality education and research, within a financially healthy sector. The Council also plays a key role in ensuring accountability



and promoting good practice.

Jobcentre Plus

Delivery agency for the Department of Work and Pensions. Jobcentre Plus is the lead agency for helping people not in employment to gain work through a range of support and benefit arrangements. They were formed in 2002 bringing together the Employment Service and the parts of the benefits agency responsible for working age people

The organisation's aim is to:

- Help more people into work and employers to fill their vacancies, and to provide people of working age with the help and support to which they are entitled. The agency has a wide remit that includes providing support for socially disadvantaged groups and provision of a range of welfare benefits. Its policy objectives most relevant to dealing with skills shortages include:
- Increase the effective labour supply by helping as many unemployed and economically inactive people of working age as possible to move into jobs or self-employment and active competition for jobs by making available to them job vacancies, information, advice, training and support and encouraging employers to open up more opportunities to them;
- Provide high quality and demand-led services to employers, which help them to fill job vacancies quickly and effectively with well-prepared and motivated employees;
- Help people of working age in the most disadvantaged groups and areas to move closer to the labour market, compete effectively for, and remain in, work and to adjust more quickly to economic change.

- At **national** level, sets the framework for performance management of Jobcentre Plus local operations, including skills/training;
- At **regional** level, participates in skills partnership to agree objectives for Jobcentre Plus activities to support the Regional Economic Strategy and its skills needs.

Jobcentre Plus in the South West

Within the region, a programme of converting old Jobcentres into Jobcentre Plus outlets is continuing. There is a regional management structure in place and an internal regional delivery plan. A new Employer Services team has been created in each region to take forward the agency's employer engagement strategy. Each regional team will be developing its own regional employer engagement plan in due course, but this is awaiting finalisation of the national plan. Currently, therefore, the agency in the region is continuing to work with the local LSCs and the RDA in providing training-to-work opportunities for unemployed people and those returning to work, and has been heavily involved in the development of the FRESA. They are beginning to develop regional Business Teams.

Learning and Skills Councils (LSCs),

At national level, sets strategic policy framework for operation of local LSC planning and funding; and works with Skills for Business Network on sector skills agreements;

- At regional level, participates in regional skills partnership, so that the conclusions can feed through to local delivery;
- At local level, plans and funds the supply of training, skills and qualifications, in the light of sectoral and regional skill needs, in order to meet local needs.

The LSC has the remit from Government to:

...take the lead on the skills agenda; to provide effective co-ordination and planning of learning provision; and to drive up standards in post-16 learning. It has a number of statutory duties including: encouraging participation in learning and training; and encouraging employer engagement in the skills agenda. The national LSC, set up in 2001, has a vision and mission: To deliver on the skills agenda, the LSC has set itself two key goals:

1. Improving participation in learning by young people;
2. Raising the level of skills.

The vision, mission and goals of the LSC are underpinned by a set of primary and supporting targets split into those relating to young people and those relating to wider skills.

The LSC has up-dated its Corporate Plan to 2006, published in September 2003. In this document, it identifies six strategic levers that are critical to achieving its goals:

- Changing the learning culture: Marketing the benefits of participation in learning, promoting relevance and excellence in provision and providing improved information and guidance for





businesses and learners;

- Engaging employers in shaping learning: Supporting the Government's Skills Strategy and working closely with business to close the skills gaps they face with targeted work-based training, continuous e-learning, vocational training and Modern Apprenticeships;
- Improving the quality of training and education: Active involvement in delivering Success for All; establishing learning and skills beacons, measuring employer and learner satisfaction, promoting CoVEs, reviewing performance and making capital investment in relevant provision;
- Reshaping local provision: Delivering high quality learning that meets local needs with local LSCs leading the collaborative approach to StARs, working with RDAs, Connexions, and other local partners and stakeholders in order to remove artificial boundaries that prevent provision from matching local need;
- Reviewing the funding of learning: Reducing bureaucracy, aligning funding with priorities, introducing new fee structures for employers and learners and using funding to encourage participation;
- A well-managed LSC: Being as efficient and effective as possible by reviewing the organisation's structure and resourcing with a view to being an exemplar learning organisation capable of delivering its undertakings.

[Learning and Skills Development Agency \(LSDA\)](#),

The Learning and Skills Development Agency is a strategic national resource for the development of policy and practice in post-16 education and training. The LSDA provides a comprehensive training and conference programme for education practitioners as well as managing a wide range of research and development projects and activities, working closely with the Further Education and Learning and Skills sectors. The LSDA offers services and products through national and [regional](#) staff, operating within key business areas.

Local Learning and Skills Councils

Within the South West region, there are six Local LSCs, with regional issues being co-ordinated by a new Regional Director. Each LSC has its own three-year strategy and annual business plan. The strategies, published in 2002 and continuing to 2005, are all somewhat different in format and content and perhaps seem a little out-of-date with the speed at which national and regional policy has moved on. Indeed, the National LSC has itself recently published an up-dated corporate strategy.

Of more use in understanding what the Local LSCs intend doing to meet the local and regional skills agenda are the new local Annual Plans, published in March 2004. All new local Annual Plans now follow a much simpler and common format, which aids understanding from a regional as well as a local perspective.

National Institute for Adult and Continuing Education - [NIACE](#)

NIACE is a non-governmental organisation working for more and different adult learners. NIACE's formal aim is "to promote the study and general advancement of adult continuing education". Less formally, we interpret this to mean advancing the interests of adult learners and potential learners. Our strategic plan commits NIACE to "support an increase in the total numbers of adults engaged in formal and informal learning in England and Wales; and at the same time to take positive action to improve opportunities and widen access to learning opportunities for those communities under-represented in current provision." We undertake this work through: advocacy to national and local government, funding bodies, industry and providers of education and training;

collaboration with providers across all sectors of post-compulsory education and training; and through fostering progression routes for adults seeking to develop pathways as learners; a commitment to supporting evaluation and monitoring and to high quality service; securing informed debate - through research, enquiry, publication and through arranging seminars and conferences;

effective networking - to ensure that lessons learned in one part of the system can be drawn on elsewhere;

ensuring that the best of international practice is available to its members and users;

a commitment to being itself a well-managed learning organisation.

NIACE is a registered charity and a company limited by guarantee under English law. It is a



membership organisation, with individual members and more than [500 corporate members](#) across the full range of providers, policy makers and users of adult learning opportunities. NIACE headquarters are in Leicester, England and Cardiff, Wales. NIACE also has a regional operation in each of the nine English regions. The organisation employs more than 200 staff.

[National Statistics](#)

Source of national regional and local level statistics, on Britains economy, population and society.

National Union of Students ([NUS](#))

NUS is a voluntary membership organisation comprising a confederation of local student representative organisations in colleges and universities throughout the United Kingdom and Northern Ireland which have chosen to affiliate and which pay a membership fee. There are 750 constituent members (CMs) - virtually every college and university in the country. NUS provides research, representation, training and expert advice for individual students and students' unions.

[nextstep](#)

Providers of information, advice and guidance about work and learning for people over 20.

[Quality South West Ltd](#)

Set up by Business Links not for profit organisation providing a range of assessment services against nationally recognised quality standards to help businesses improve performance. They use such assessment tools as [Investors in People](#), its associated Models, ISO and, for legal practices, [Lexcel](#)

[Regional Infrastructure for Social Enterprise](#) in the South West **rise-sw**

RISE is the voice for South West social enterprise and supports the development of sustainable social enterprises in the region. RISE is a membership organisation open to anyone interested in the social enterprise agenda in the South West They have a searchable business advice directory and run a business advice network.

Skills for Business Network-

Sector Skills Development Agency ([SSDA](#)) and Sector Skills Councils ([SSC](#))

The Skills for Business network comprises of the SSDA and SSCs The Sector Skills Development Agency (SSDA) funds, supports and champions the new UK-wide network of influential employer-led Sector Skills Councils (SSCs).

The SSDA

- Manage the setting up, co-ordination and development of the Skills for Business Network, and acts as ambassador for the network;
- Co-ordinates across the Skills for Business Network the development of good skills and productivity analysis, and the development of the sector skills agreement model;
- Through the regional network, ensures that the views and interests of SSCs are represented to regional partners. SSCs
- Define occupational standards for skills for each sector, as a basis for designing qualifications and courses;
- Act as national lead source of expertise on skills and productivity trends, skills needs and labour market analysis for each sector;
- Develop skills agreement where appropriate for their sector;
- Work with the LSC on designing national skills programmes;
- Results feed into regional skills partnerships to shape local training supply.

The SSDA is the Government's lead agency with the remit to help develop a new network of SSCs.

The vision of the SSDA is that:

The UK will have a workforce with world-class skills, which enable the highest levels of business performance across all sectors of the economy.

The SSDA and the SSCs form a unified network, the Skills for Business Network, which aims to deliver a step-change in positioning employers at the centre of the skills and workforce development challenge.

The SSDA has four strategic policy objectives to deliver its vision in its strategic plan 2003-2006:





Regional Key Competencies

- a way to manage structural changes [AT6]

- To grow the Skills for Business network;
- To help employers gain more influence;
- To improve productivity and skills;
- To develop the role of the SSDA.

Skills for Business Network in the South West

Within the region, the SSDA and the emerging SSCs work together through the Skills for Business Network. Each region has a network co-ordinator to provide a focal point for the RDA and LSCs to communicate with the network on regional and local skills issues.

Of the SSCs already in existence, perhaps [LANTRA](#) (For Environment and land based sector) and [CITB](#) (Construction Industry) have the strongest regional approach to their planning with analysis and plans for the South West. This is mainly because these SSCs have grown from former National Training Organisations (NTOs) that had a well established regional planning process in place. Other SSCs will be developing regionally-focused analysis and plans, but these are in development.

The Skills for Business network in the South West is currently developing a regional business delivery plan for all the SSCs operating in the region. It will take its focus from the National Skills Strategy to try and give some commonality of approach to the regional work of all the SSCs.

The plan will cover the next three years and will have six themes: Employer engagement; facilitating communication between employers and partner organisations; contributing to the delivery of the National Skills Strategy and the RES; sharing LMI and understanding; improving training provision and support; and contributing to cross sector skills strategies. This regional plan will feed into and help deliver the national sector skills agreements that are being prepared by each SSC.

[Skills for Health](#)

Skills for Health was established in April 2002 with support from the four UK health departments, the independent and voluntary health sectors and staff organisations to become the sector skills council for health across the UK.

Small Business Service in the South West, Small Business Service/Business Link

Within the region, the SBS is represented by Business Link (BL) franchise-holders co-ordinated by a SBS Regional Director. Currently, the BLs are managed through the SBS, but it has been announced that from next year, the delivery of BL services will be managed through the RDAs. There are six BL service providers in the South West region. Each has its own approach to the skills agenda. Most BLs are currently developing plans for their role in helping to deliver various local LSC activities, most notably brokering services and IiP.

Small Business Service ([SBS](#)),

The SBS is the Government's lead support agency for small businesses.

The aim of the SBS is to:

- Accelerate the drive to make the UK the best place to start and grow a business by 2005.

The SBS takes its policy and strategy lead from the policy framework, Small Business and Government – The Way Forward, (2002).

SBS has skills and workforce development issues as only part of a much wider business development remit. As such, its strategic content pertaining to skills is somewhat thinner than the other key agencies.

- At national level, sets framework for performance management of Business Link services.
- At regional level, participates in skills partnership to agree regional objectives for business support services which best serve the RES.

[South West Forum](#)

South West Forum was established in 1999, by voluntary and community organisations themselves, to ensure they had a strong and effective champion at regional level. The development of the Forum coincided with the creation of the Regional Development Agencies and Regional Assemblies and other regional structures.





Regional Key Competencies

- a way to manage structural changes (AT6)

South West Local Government Association ([SWLGA](#)), SWLGA is made up of the all the local authorities in the South West, that is over 50 of them. They are the regional arm of the Local government Association (LGA) and promote the regional interests of the population of the South West, and the local authorities that serve them.

[South West Observatory](#)

It has been formed by many different agencies that have an interest in, and a need for, robust information to underpin decision making and to monitor the impact of their work. Within the South West there is strong commitment to developing a shared approach to information between different partners including the [South West of England Regional Development Agency](#) (SWRDA), the [Regional Assembly](#), the [Government Office South West](#) and the [Environment Agency](#). These agencies all contribute to the working of the South West Observatory and all sit on its Management Board, together developing a shared intelligence function with different agencies contributing their respective skills and expertise.

The Observatory consists of a central coordinating unit, five thematic modules, and seven Local Intelligence Networks, which link together and work closely under the guidance of an overall Advisory Group. The modular structure was adopted to allow for flexibility of growth as funding became available, and also allows for individual modules to be constructed in a way that fits that particular community of users.

South West of England Regional Development Agency ([SWERDA](#))

The decision to establish Regional Development Agencies was taken by the Government in 1997 following a manifesto commitment to give more emphasis to regional development in England. The White Paper 'Building Partnerships for Prosperity' was launched in December 1997 and, following a period of consultation, the Regional Development Agencies Act 1998 was passed by Parliament.

All RDAs have a common mission statement. This is:

'To transform England's regions through sustainable economic development.'

The South West of England Regional Development Agency (South West RDA) became fully operational in April 1999.

SWERDA

- Developed Regional Economic Strategy (RES) to meet employer needs and regional priorities;
- Fund regional regeneration and economic development programmes;
- Co-ordinate regional skills partnership to ensure the regional partners agree skills and business support needs to meet the RES.

SWERDA has produced its latest RES, which has major elements devoted to the regional skills agenda. It co-ordinated the development of the FRESA in the region with the Regional Employment Forum (REF) and is currently coordinating the development of the new Regional Skills Partnership (SWESA). The RES identifies skills and learning as one of three key drivers to realise its economic vision. Within the strategy, there are three Strategic Objectives:

1. To raise business productivity;
2. To increase economic inclusion;
3. To improve regional communications and partnership.

South West Regional Assembly ([SWRA](#))

The South West Regional Assembly is a partnership of councillors from all local authorities in the region and representatives of various sectors with a role in the region's economic, social and environmental well-being. Full Assembly Meetings are usually held in Devon County Hall, Exeter, and are open to the public.

South West Trades Union Congress ([SWTUC](#))

The TUC is the voice of Britain at work. With 70 affiliated unions representing nearly seven million working people from all walks of life, we campaign for a fair deal at work and for social justice at home and abroad.

We negotiate in Europe, and at home build links with political parties, business, local communities and wider society.

[Sub Regional Economic Partnerships](#)





Regional Key Competencies

- a way to manage structural changes (AT6)

There are 7 of these and they are supported by the South West Regional Development Agency (SWRDA). They are made up of public, private and voluntary services organizations working together at a local level aiming to align with regional strategies.

They are [Bournemouth, Dorset & Poole Economic Partnership](#); [Cornwall and Isles of Scilly Economic Forum](#); Devon Economic Partnership; [Gloucestershire First](#); Somerset Strategic Partnership; [West of England Strategic Partnership](#); and [Wiltshire & Swindon Economic Partnership](#).

The RDA works with partnerships to seek to understand the economic characteristics of each of the sub-regions. They have valuable local knowledge on the development of regional objectives and priorities and can advise on the use of local organisations and mechanisms to deliver local action plans.

The [Treasury](#)

Third Age Employment Network ([TAEN](#))

TAEN is a campaigning organisation, working with the media, employers, intermediaries and government to change attitudes, public policies and practices. They are working for better opportunities for mature people to continue to learn, work and earn for as long as they want, or need, to do so. The Network has a Membership of 250 organisations and groups across the country who represent the leading UK expertise in helping mature people to overcome barriers of discrimination and realise their aims and ambitions.

University for Industry ([Ufi](#))

Ufi Ltd is the organisation responsible for **learndirect**, a government supported e-learning initiative, **learndirect advice** and **UK online**. Ufi was established in 1998 by the current government to take forward the concept of a "university for industry". Its mission is to use e-learning to boost the employability of individuals and the productivity and competitiveness of organisations.

3. Resources/ Documents

To be added

