

*Brighton & Hove*

**Learning Partnership**

**“Forging effective partnership working among providers and users of learning across the city.”**

**DEVELOPMENT PLAN 2004-2007**

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## Introduction

Brighton & Hove Learning Partnership was established in 1999 along with 104 others nationally to promote collaboration across the various sectors in which learning is offered. These include:

- Schools
- Further Education colleges
- Higher Education
- Work-based and workplace learning
- Adult and community learning
- The Community and Voluntary Sector

The main objectives of Brighton & Hove Learning Partnership (BHLP) are set out in the organisational mission statement that focuses BHLP to:

- Enable learning providers to work collaboratively to identify local learner, community and employer needs and encourage them to respond with collective (or co-operative) action.
- Be the focal point for learning providers and others to inform and influence strategic planning of learning provision in Brighton and Hove.
- Support providers to ensure that learning remains a vital component in social regeneration, economic and community development strategies across the city.

The results of a review of Learning Partnerships in April 2002, by York Consulting for the Department of Educational and Skills (DfES), established two core roles for Learning Partnerships:

- **Promoting provider collaboration in support of lifelong learning**
- **Maximising the contribution of learning to local regeneration**

The Government's emphasis on these two core roles has given Brighton & Hove Learning Partnership (BHLP) an opportunity to build upon the excellent collaborative working relationships that have been established between our members. BHLP has an excellent record of bringing organisations together to discuss issues affecting specific areas of education and skills across the city. As an organisation it now needs to move forward to enact change within the learning institutions it represents and ensure that the collaboration continues beyond the forum meeting table.

The structure of the BHLP has been examined by the Learning Partnership Manager, board members and the chairs of the working groups to ensure it is able to be responsive and aligned with current local, regional and national priorities. (Please see the organisational structure on page 7 for further details.)

## **Priority areas for activity 2004 – 2007**

A number of key local, regional, national and European strategies have been deployed since the inception of BHLF that have had an effect on this restructuring process and indeed enabled BHLF to refocus its work in a number of key areas. These include

### ***Sussex Learning & Skills Council Annual Plan 2004 – 5 & “Working Pays” the SLSC Workforce Development plan***

“The main areas of partnership action for 2004-05 are the FRESA Action Plan, the National Skills Strategy, the Entitlement to Learning at Level 2 For Adults, and the Workforce Skills Programme (WSP).” (Pg. 9) All these are taken into consideration within the plan.

Learning Pays highlights twelve sectors across Sussex that are deemed to have a shortage of skilled and qualified workers. BHLF will assist the supply side to match and meet the needs of employees, employers and those not in employment.

The Learning and Skills Council is also about to undertake a Strategic Area Review (StAR) across the city and the role that BHLF is intending to have within this process is highlighted within the plan.

### ***Education and Training 2010 (The Lisbon Strategy)***

This highlighted a number of specific themes that “received rather less attention than might have been expected.” Themes that are of particular relevance to BHLF include:

- “The potential for the workplace to be an inherently learning-orientated environment, rather than a place where theoretical knowledge is applied in practice”
- “The role of collective bargaining and public-private partnerships in increasing the participation in lifelong learning”
- “Early childhood learning – including the family environment and parents education – to which only a small number of countries refer”

The strategy goes on to state that “generally there is an emphasis on getting quality for the money already being spent than on new funding.”

Some of the actions highlighted in this development plan fit directly with these perceived gaps and will ensure that collectively, providers can avoid duplication and narrow gaps in provision across the city.

***Sussex LSC, Brighton & Hove, East Sussex & Connexions Post Inspection Action Plan for 14 – 19 Education (OfSTED)***

The strategic vision for the city highlighted in the 14-19 review are reflected in this plan where we seek to *“provide 14-19 education and training in Brighton & Hove which enables every young person to achieve their potential, and which will give them the confidence and skills to take their full place in society and employment.”*

***Brighton & Hove City Councils Corporate Plan 2004 – 7***

“Our vision is that by the age of 14 all young people will have succeeded in their basic education, and will be able to look forward with confidence to continuing to develop their skills and knowledge so that they can start to take their place in society as citizens. In practical terms, we want to continue to support high achievement in schools, ... and we want to see a larger number continuing their education and training beyond the age of 16.” (Pg. 17)

**South East England Development (SEEDA) Framework for Employment and Skills Action (FRESA)**

This includes a number of key actions that BHLPP can assist stakeholders develop including:

- Continue to work with local communities, identifying and addressing barriers to the take-up of learning and employment.
- Ensure sufficient provision of intensive outreach support and mentoring in regeneration and rural areas suffering long term/generational unemployment, providing job tasters, brokerage and training linked to job opportunities to tackle confidence and motivation barriers.

The additional work highlighted in the plan from the Area Investment Framework (AIF) is also in direct response to some of the actions highlighted in the FRESA.

***National Skills Strategy 2003***

The strategy highlights a number of key areas of work that BHLPP needs to recognise in its development and growth of partnership working to increase sector skills developments. These include:

- Motivating and supporting more learners to re-engage in learning
- Raising the ambition and the demand for skills by putting employers needs centre stage and showing them the benefits of investing in skill development.
- Assisting colleges and training providers to more responsive to employers’ and learners’ needs
- Achieve much better joint working across Government and the public services

***Skills in England 2003 Volume 2 (2004)***

Highlights the potential role Learning Partnerships can play within the implementation of the Skills Strategy:

“An important recent development in the delivery of policy has been the emergence of local bodies delivering skills and workforce as local partnerships involving many different organisations. Learning Partnerships are examples of this type of approach.” (Pg.15)

**BHLP priorities for 2004 - 5**

The five key priorities highlighted below are linked to the work currently being undertaken by BHLP and also reflect current SLSC objectives but should not be viewed as an exhaustive list of everything that BHLP is or should be involved in.

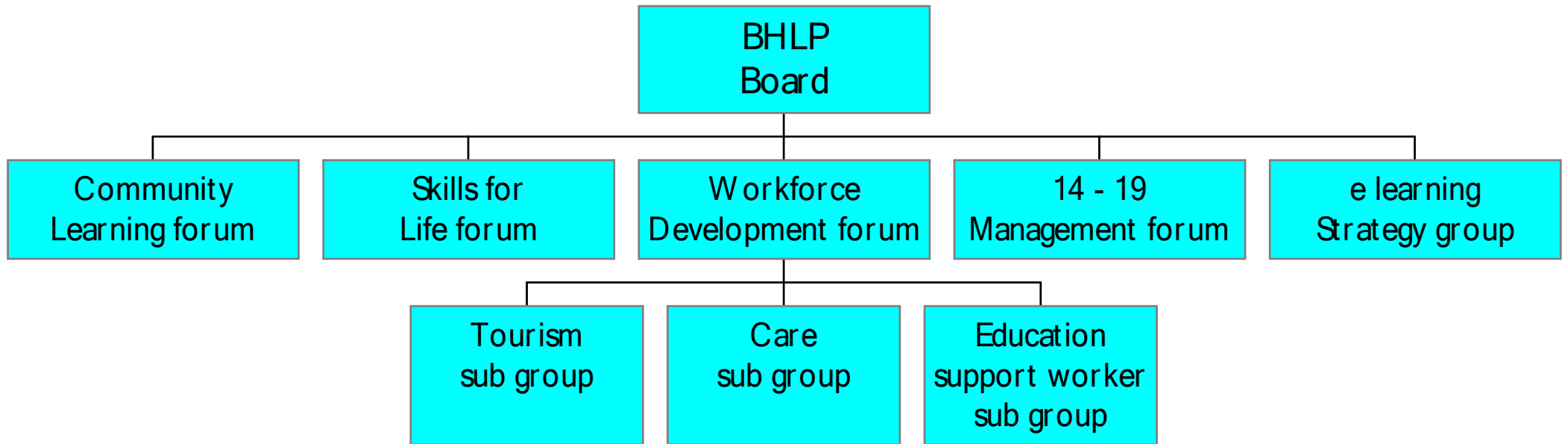
1. Generate partnership projects that develop and deliver the recommendations of the post OfSTED Action Plan.
2. Improve workforce development initiatives, including increased collaborative working by training providers in the public, private and voluntary sectors.
3. Working effectively and collaboratively to increase the quantity and quality of Skills for Life provision with other agencies including Sussex Learning and Skills Council, Skills for Life Development Centre and Jobcentre Plus.
4. Raise the quality and standard of provision, and build capacity within specialist community, voluntary and commercial learning providers by showcasing examples of good practice.
5. Build closer links and enable further collaborative work within all sectors to develop innovative ICT and e-learning activities.

The three-year development plan is split into three sections that will allow BHLP to achieve these objectives:

- **Improving the Participation of Young People in Learning**
- **Raising the Levels of Skills**
- **Developing the Learning Infrastructure**

The plan contains a number of actions that can be measured against progress to show what unique contribution BHL P can offer to its members, stakeholders, other partnerships or organisations and current/future funders.

# Brighton & Hove Learning Partnership structure



# Brighton & Hove Learning Partnership 3 Year Development Plan

## Improving the Participation of Young People in Learning

Activity	Collaboration/ Regeneration	Lead Group	Cost	Impact Measure	Timescale	Progress
<p>Develop LIDF project(s) that focus upon three identified weaknesses from the area wide inspection of 14 -19 education &amp; training:</p> <ol style="list-style-type: none"> <li>1. Reviewing and reshaping various city wide 14 – 19 focused groups to ensure they support the collaborative agenda required for the next five years, and promote collaboration among all Secondary and Post 16 providers.</li> <li>2. Developing City wide underpinning support for the increase in Work Based Learning opportunities, and increasing the take-up of training by potentially at risk/NEET youngsters.</li> <li>3. Secure as a result of 1and 2 an improved data and information capability across the City to ensure students have access to effective advice and guidance, in all forms.</li> </ol>	Collaboration	14 – 19 Management Group	£100k SLSC funding already secured	<ul style="list-style-type: none"> <li>• LIDF Projects developed around themes highlighted</li> <li>• LIDF Projects begin</li> <li>• Cities 14 – 19 focused groups reviewed &amp; rationalised</li> <li>• Improved data and information systems go online</li> <li>• Increase of WBL opportunities in city by 25% at level ½ across post 16 by 2007</li> </ul>	<p>Till Dec 04</p> <p>Jan 2005</p> <p>By July 2005</p> <p>July 2006</p> <p>Planned by March 2005 for 2007 roll out</p>	
Sponsor, encourage and monitor the development of a city wide 14 –19 curriculum framework that enables secondary schools, workbased learning providers, further education	Collaboration	14 – 19 Management Group	Additional funding being sought from LEA,	<ul style="list-style-type: none"> <li>• Agreement from Headteachers gained</li> <li>• Curriculum planning meetings</li> </ul>	<p>Nov 2004</p> <p>Nov 2004 – Jan 2005 Sept 05 (16+)</p>	

colleges and specialist colleges to provide a seamless and broad ranging curriculum offer			SLSC, Schools	<ul style="list-style-type: none"> <li>• begun Curriculum framework rolled out</li> </ul>	Sept 06 (14+)	
Increase Higher Education Institution (HEI) representation on 14 – 19 management group	Collaboration	As above		New members recruited	December 2004	
Link effectively with HEFCE funded Lifelong Learning Network that focuses upon widening participation and progression for 14 – 21 year olds into vocational level 4 qualifications	Collaboration	BHLP Manager and 14 – 19 Management Group		<ul style="list-style-type: none"> <li>• Steering group representation</li> <li>• Project proposals presented to universities</li> </ul>	2005 – 2007 (Dependant upon funding)	
Development of Neighbourhood Renewal (NR) project proposals that enable increased progression for young people between school and further Education	Collaboration/Regeneration	As above with NR team		<ul style="list-style-type: none"> <li>• Funding allocation known</li> <li>• Project developed</li> </ul>	2006 2006	

## Raising the Levels of Skills

Activity	Collaboration/Regeneration	Lead Group	Cost	Impact Measure	Timescale	Progress
Explore the potential of developing a funding application for an ESF proposal entitled <i>East Sussex Learning Champions</i> in partnership with East Sussex Learning Partnership (ESLP)	Collaboration	Workforce Development Group, ESLP, PDA network	No initial costs. Up to £186k until Dec 06 available	<ul style="list-style-type: none"> <li>• Initial investigation</li> <li>• Bid writing</li> <li>• Application submitted</li> </ul>	October 04 Oct/Nov 04 30/11/04	
Formation of tourism sector subgroup to map supply/demand of courses		Workforce	AIF allocation is	<ul style="list-style-type: none"> <li>• Report published</li> </ul>	April 2005	

across the city to feed into Area Investment Framework planning for 2005/6 and potentially develop a project focusing upon the findings of the mapping exercise.	Collaboration	Development Group	provisionally £25k 2005/6 & £50k 2006/7	<ul style="list-style-type: none"> <li>• AIF bid formulated in partnership</li> <li>• Project begins</li> </ul>	May/June 2005  Sept 2005	
Formation of education sector subgroup to map supply/demand of courses across the city to feed into Area Investment Framework planning for 2005/6 and potentially develop a project focusing upon the findings of the mapping exercise.	Collaboration	Workforce Development Group	No AIF allocation at present	<ul style="list-style-type: none"> <li>• Report published</li> <li>• Decision for Funding of project dependant upon findings</li> </ul>	Jan 2005	
Formation of care sector subgroup to map supply/demand of courses across the city to feed into Area Investment Framework planning for 2005/6 and potentially develop a project focusing upon the findings of the mapping exercise.	Collaboration	Workforce Development Group	AIF allocation is provisionally £25k 2005/6 & £50k 2006/7	<ul style="list-style-type: none"> <li>• Report published</li> <li>• AIF bid formulated in partnership</li> <li>• Project begins</li> </ul>	May 2005  June 2005  Sept 2005	
Formation of other sector specific subgroups that address SLSC "Learning Pays" workforce Development priorities that feed into AIF planning for 2006/7 and other SLSC funding stream to plug gaps in provision across the city (where appropriate.)	Collaboration	Workforce Development Group	-	<ul style="list-style-type: none"> <li>• Report published</li> <li>• Funding sourced</li> <li>• Project application</li> </ul>	2005/6/7  2006/7  2006/7	
A range of practitioner based seminars/ workshop events that compliment existing programmes across the city/region (from Skills for Life, elearning and work focused sectors highlighted in "Learning Pays")	Collaboration	BHLP Manager, SKIFL, elearning & WFD groups	04 - £4,000 05 - £3000 06 - £3000	<ul style="list-style-type: none"> <li>• A minimum of 3 events per annum sharing good practice/experience</li> <li>• Evaluation/feedba</li> </ul>	A minimum of 3 events per annum	

				ck from events		
Assisting the development of collaborative project proposals for EQUAL funding that focuses upon innovative employment and employability training provision within the city	Collaboration / Regeneration	BHLP Manager, SKIFL, elearning & WFD groups	Some project management fees from potential budget of £3.5 million	<ul style="list-style-type: none"> <li>• Dependant on successful second stage proposal</li> <li>• Formulation of partnership bids</li> <li>• Successful project proposals</li> </ul>	March 2005	March 05 – April 07 June 2005 – Dec 2006
Dissemination of research findings from EQUAL stage 1	Collaboration	All BHLP groups	-	<ul style="list-style-type: none"> <li>• Report circulated to all BHLP members and held on website</li> </ul>	March 2005	
Collation and publication of a directory of training providers across the city that detail the type of training each offers. This will assist the PDA network and the other mapping/information gathering exercises included in this development plan	Collaboration	SKIFL, WFD, CLEAR, ACL consortium	£1,500 publicity	<ul style="list-style-type: none"> <li>• Pro forma created</li> <li>• Information collated</li> <li>• Publication on website</li> <li>• Paper directory published</li> </ul>	Nov 2004 Feb 2005	Feb 2005 April 2005
BHLP will be the vehicle for taking a national research project forward entitled <i>Supporting training through Children's Centres</i> . It has two main areas of focus: <ul style="list-style-type: none"> <li>• Linking the family agenda and workforce development needs with the level 2 entitlement.</li> <li>• Improving parental access to basic, vocational and parenting skills</li> </ul>	Collaboration	SKIFL, WFD, NIACE Learning Partnership Manager	-	<ul style="list-style-type: none"> <li>• Project begins</li> <li>• Research report produced</li> <li>• National Conference in Brighton &amp; Hove</li> </ul>	Jan 05	Sept 05 Nov 05

## Developing the Learning Infrastructure

Activity	Collaboration/Regeneration	Lead Group	Cost	Impact Measure	Timescale	Progress
Manage the distribution of SRB/SLSC funded Capital Learning Fund that aims to increase education provision in community settings with small equipment grants of up to £5000	Regeneration	BHLP Manager and administrator	£75k for both 2004/5 & 2005/6 (already secured)	<ul style="list-style-type: none"> <li>20 awards allocated in each year</li> <li>year end evaluation for all applicants</li> <li>extension of scheme beyond 05/06</li> </ul>	<ul style="list-style-type: none"> <li>Deadlines Oct 04 &amp; Jan 05</li> <li>additional 05/06 dates</li> <li>Evaluation May 05</li> </ul>	
Jointly manage the Widening Adult Participation Action Fund (WAPAF) with Sussex Community & Voluntary Sector Consortium to improve participation of adult classified as non learners on community outreach provision in Brighton & Hove and East Sussex	Collaboration/Regeneration	BHLP Manager, Community & Voluntary Sector Learning	Budgeted within WAPAF total of £73k over 2 years (£1500)	<ul style="list-style-type: none"> <li>stage 1 report completed</li> <li>organisations courses updated</li> <li>final report disseminated</li> </ul>	<p>April 2005</p> <p>July/Sept 05</p> <p>Sept 2006</p>	
Review (with recommendations) of the success of current ACL subcontracting arrangements for specialist providers	Collaboration	BHLP Manager, Community & Voluntary Sector Learning	-	<ul style="list-style-type: none"> <li>initial meeting</li> <li>report to ACL consortium</li> <li>feedback from consortium</li> </ul>	<p>Dec 2004</p> <p>Jan/Feb 2005</p> <p>Feb 2005</p>	
Develop protocol with the Local Strategic Partnership (LSP) to enable BHLP to become the "learning arm" of the LSP	Regeneration	BHLP Manager & board	-	<ul style="list-style-type: none"> <li>Protocol signed by LSP/BHLP</li> <li>recognition of BHLP as "learning arm of the LSP"</li> </ul>	<p>March 2005</p> <p>June 2005</p>	
City wide Skills for Life action plan developed to enable gaps in service	Collaboration	BHLP Manager &	-	<ul style="list-style-type: none"> <li>Information type/detail agreed</li> <li>Information</li> </ul>	<p>Dec 2004</p> <p>Jan 2004</p>	

provision in both level and geographic spread to be highlighted		SKIFL Group		<ul style="list-style-type: none"> <li>collected Information published</li> </ul>	Feb 2004 & Annual review	
BHLP & its members to apply for a range of small scale funding opportunities to encourage provider collaboration on Skills for Life initiatives	Collaboration	BHLP Manager & SKIFL Group	-	<ul style="list-style-type: none"> <li>Application completed</li> <li>Application successful</li> </ul>	2 per annum 1 per annum	
Host a city wide event that focuses upon the LSC RARPA initiative and provide national models of best practice for providers of non accredited learning within the city	Collaboration	BHLP Manager, CLEAR forum and other ACL providers	£1000	<ul style="list-style-type: none"> <li>Key note speaker booked</li> <li>Publicity</li> <li>Event held</li> <li>Positive evaluation</li> </ul>	Dec 2004 Jan 2005 Feb 2005 April 2005	
Form specialist elearning forum to develop a city wide elearning strategy that links with Regional and National priorities	Collaboration	BHLP Manager, Wired Sussex & ACL team	-	<ul style="list-style-type: none"> <li>New group formed</li> <li>Draft strategy for consultation</li> <li>Final strategy produced</li> </ul>	Nov/Dec 04 Jan 2005 March 2005	
As a result of elearning strategy production pursue external funding for specific elearning projects	Collaboration	e learning sub group	-	<ul style="list-style-type: none"> <li>Funds highlighted</li> <li>Applications complete</li> <li>Projects begun</li> </ul>	Min 1 per annum for each measure highlighted	
Explore potential of developing a private/specialist provider sub group	Collaboration	BHLP Manager /Administrator	-	<ul style="list-style-type: none"> <li>number of requests for this group from new providers</li> </ul>	April 05	
Assist SLSC with Strategic Area Review (StAR) Process for planning area D	Collaboration	Whole of BHLP	£6000 for consultation events	<ul style="list-style-type: none"> <li>Three consultation events for StAR</li> <li>Dissemination event</li> </ul>	2005	

BHLP become change agents to ensure recommendations from the StAR process are enacted	Collaboration	BHLP	Dependant on specific role of BHLP	<ul style="list-style-type: none"> <li>Projects highlighted</li> <li>Projects begun</li> <li>Recommendations achieved</li> </ul>	2005/6?	
Develop BHLP website to improve flow of communication levels with and between members including e-alerts & discussion lists. All reports, plans and information on forum meetings displayed	Collaboration	BHLP Board, Manager & Administrator	£3000 04/05 £1000 per subsequent year	<ul style="list-style-type: none"> <li>Development phase</li> <li>website launch</li> <li>number of hits per month</li> <li>regular updates</li> </ul>	Nov – Dec 04 Jan/Feb 05 100 per month minimum of 6 per annum	
Publish BHLP newsletter quarterly that shares good practice from across the partnership as well as regional & national good practice.	Collaboration	BHLP Manager /Administrator	£2000	<ul style="list-style-type: none"> <li>Minimum of three newsletters per annum</li> <li>Good practice information collated</li> </ul>	Three newsletters per annum	

## APPENDIX 1

### BRIGHTON & HOVE LEARNING PARTNERSHIP AND SUSSEX LEARNING AND SKILLS COUNCIL PROTOCOL AGREEMENT

#### PURPOSE OF THIS PROTOCOL

This protocol has been created to enhance the capacity of both Sussex LSC and Brighton & Hove Learning Partnership to inspire and encourage more people to engage in learning in order to widen their opportunities, enrich their lives and improve their prospects.

#### UNDERPINNING PRINCIPLES

The protocol will be underpinned by the following principles:

- **Integrity and openness** – both parties insist on honesty and agree to conduct joint discussions, negotiations or related dealings in an open inclusive, consistent and rational manner
- **Resources** – both parties will endeavour to ensure that the appropriate level of resources are made available to carry out annually agreed priorities.
- **Confidentiality** – both parties agree to respect the need for confidentiality.
- **Information transfer** – both parties agree to keep each other apprised of any policy, practice and research developments
- **Open and honest communication** – communication arrangements will be put in place to ensure an effective and meaningful ongoing dialogue sufficient to meet the needs of the protocol.
- **Quality** – both parties agree to pursue the highest quality in all our joint activities.

#### SUSSEX STRATEGY DEVELOPMENT AND PLANNING

Sussex LSC and Brighton & Hove Learning Partnership will help plan and deliver integrated learning strategies by working together. This closer alignment between SLSC and the Brighton & Hove LP will:

- lead to sustainable growth in participation in successful learning;
- better equip people for participation in the workplace;
- better equip people for participation in the life of their communities;
- help embed a culture of lifelong learning into local communities; and
- help to achieve SLSC targets and strategic aims.

SLSC and Brighton & Hove LP will develop a relationship underpinned by a shared understanding of the learning and skills needs at national, regional and local levels and will work together to agree how best to meet those needs.

### **The Brighton & Hove Learning Partnership will:**

- be a strategic partner of Sussex LSC and contribute to development of plans, policy and delivery practices
- be suppliers, of particular services to SLSC on the basis of bids and grants
- provide advice and counsel for SLSC on local learning issues.

Sussex LSC will build on the work of Brighton & Hove Learning Partnership by engaging it in:

- reviewing and responding to emerging policies, at a national, regional and local level
- producing recommendations to SLSC on how learning provision should develop within their areas
- articulating and promoting the role of learning in regeneration within the LSPs
- influencing learning providers and stakeholders that operate in the LP area, and actively encouraging coherence and collaboration at a local level
- facilitating collaborative activities amongst learning providers that bring tangible benefits to learners
- providing advice to Sussex LSC on the allocation of resources to maximise impact

The Learning Partnership will continue to ensure that they have a good understanding of the needs of local learners, the local economy, local communities and the quality and relevance of existing learning provision.

Both parties will continue to have good relationships with other organisations such as Regional Development Agencies, Government Offices, Local Authorities and such local bodies that are relevant to deliver their remits. They will also need to understand how the plans and activities of these organisations interrelate so that they can help bring about greater coherence of learning provision.

The LP will produce a Learning Plan setting out the strategic objectives, priority areas and outputs relevant to Sussex LSC funding and priorities, as outlined by the LSC National Office.

The LP focus will continue to be to improve local co-ordination and collaboration for lifelong learning. This focus may extend to areas of activity outside the remit of Sussex LSC where the LP is likely to secure funding from sources other than Sussex LSC.

### **Membership and Operation of the Learning Partnership**

The membership of the LP will be open and inclusive and include a balanced representation of stakeholders involved in lifelong learning, which will broadly

reflect the areas it covers. Membership will ensure that DfES requirements are met. All partners will be of equal status within the partnership.

No changes to the current Learning Partnership geographic boundaries in Sussex will be made unless all parties are in agreement to such changes and full consideration has taken place.

The organisational structure and management of the LP are primarily matters for the Partnership itself. The LP will ensure that they have strategic groups covering the three learner groups in the SLSC Strategic Plan.

The LP will demonstrate adequate management of and accountability for funds derived from Sussex LSC. One of the Partnership's legally constituted member organisations will be the contractor for Sussex LSC purposes.

Both parties will agree on core and other activities. Those which are core to the LP will be the subject of the contract. All other activities may or may not be subject to other contractual arrangements.

## **LOCAL STRATEGIC PARTNERSHIPS**

Both parties agree that:

- The Learning Partnerships will be the learning arm of the Local Strategic Partnership
- Sussex LSC will be represented on LSPs if invited (as is the case in several places);
- They will seek to use their involvement with LSPs to promote lifelong learning and the targets and strategic aims of Sussex LSC.
- They will seek to achieve greater interagency support for the promotion and use of learning services.
- They will seek to maximise the impact of learning on regeneration.
- Relevant information arising from LSP meetings (and supporting 'learning and skills' group meetings) will be shared.

## **LEARNING PARTNERSHIP SUB GROUPS**

Both parties agree that:

- The LP will operate task groups which will be used to enable learning providers to collaborate effectively in the interests of their customers;
- By the invitation of the LP Sussex LSC will send appropriate representatives to those groups which are key to the achievement of Sussex LSC targets and strategic aims;
- The representatives of Sussex LSC will communicate to the management of Sussex LSC those policy and operational matters requiring action and in term will respond to those groups concerned;

- The groups will be used for consultation on plans, policies and delivery practices;
- The groups will be used as a means of more general communication and of sharing outcomes of projects;
- To acquire intelligence for workforce development activities a range of methods and business representation needs to be used;
- It is desirable for each sub group to have a member organisation to act as the lead partner.
- LP network/ area groups act as L & S support groups/implementation groups for relevant LSP.