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**REPORT TO THE NORTH WALES ECONOMIC AMBITION BOARD**  
**28 JUNE, 2019**

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**TITLE:** *Skills and Employment Programme, North Wales Growth Vision*  
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**1. PURPOSE OF THE REPORT**

- 1.1. The purpose of the report is to provide an update on progress and timetables for work on the projects within the Skills and Employment Programme of the Growth Deal and Growth Vision, and to seek approval for the resources needed to undertake the work going forward.
- 1.2. The report also provides a progress update on the work of the Regional Skills Partnership. It gives a brief overview of the recent RSP Inquiry and Independent Review and how this may impact on the proposed governance arrangements for a dual accountability approach to Welsh Government and NWEAB Skills and Employment programme.

**2. DECISION SOUGHT**

- 2.1. To fund the 1 FTE post required (£50,000 for 12 months) to continue work on Information & Advice Gateway and Employability Pathway projects.
- 2.2. To endorse the approach to coordinate the skills and employability programme and seek views in relation to the appointment of the Chair.

**3. REASONS FOR THE DECISION**

- 3.1. To enable work to continue on inter-related and co-dependant projects within the Skills and Employment Programme of the Growth Deal to deliver greater impact for the Region.

**4. BACKGROUND AND RELEVANT CONSIDERATIONS**

**4.1. North Wales Economic Ambition Board Growth Deal - Skills and Employment Programme**

- 4.1.1 The Skills and Employment programme forms one of the enabling strategic programmes within the North Wales Economic Ambition Board's Growth Deal and Growth Vision. The projects that fall within the Skills and Employment programme are a critical part of the group of key inter-related and co-dependant projects to deliver the Growth Vision. The programmes and projects are being managed in a co-ordinated way, in order to deliver greater impact in terms of ambition and use of resources within the Growth Deal and Vision in the Region.

4.1.2 The Programme includes a package of projects to tackle economic inactivity and deliver a more co-ordinated skills and employment advice and support service in the region. The successful delivery of the Programme will enable people to access support more easily and effectively to help them upskill and gain employment, ensuring a robust local workforce is available to meet future employment needs and opportunities in North Wales. A particular focus will be given to those who are inactive and to young people who will be inspired to access opportunities and exciting careers in North Wales.

4.1.3 The Skills and Employment programme consists of 5 projects:

- Information and Advice Gateway
- Employability Pathway
- Regional STEM – Achieving Excellence in Skills Development
- Digital Skills for North Wales (including digital automation)
- North Wales Health and Social Care – Achieving Excellence in Skills Development

4.1.4 There are also strong skills links with other Growth Deal projects, in particular, Llysfasi Carbon Neutral Farm and North Wales Tourism and Hospitality Centre of Excellence.

4.1.5 The key themes promoted by the Economic Ambition Board are particularly relevant to the skills agenda:

- **‘The importance of responsive and engaged local leadership’**  
Successful public service reform relies on effective local leadership, clear and joined up vision, and a positive approach that empowers operational staff to work together and overcome problems. This is the approach within the Economic Ambition Board. It offers clear local leadership and accountability, working with the Welsh Government and the UK Government as full partners. Employers in the private sector must also play a central role, and through the Business Delivery Board, will be fully involved in advising and challenging on issues such as service design and delivery, as well as investment decisions.
- **‘The opportunity through devolution of funding and control’**  
As stated in our Growth Vision, devolution of funding and control will free up the region to design services that meet local needs and respond to local priorities (rather than to one-size-fits-all rules). Effective, responsive employment and skills services will need to target different groups and different employers with different provision and in different ways. This will be captured in a regional skills and employment strategy, which will set clear objectives and outcomes, agree policy and design responses that meet regional and local needs. The commissioning, delivery and oversight of provision is co-ordinated at the regional level and can be integrated and aligned across services. It can be envisaged that the RSP can be funded through a combination of continued national grants, ESF, progressive devolution of existing funding streams, as well as resources from the EAB. This would create a single, seamless system with unity of purpose and strong relationships. This forms the basis to successfully integrate the skills and employment service in the region.

4.1.6 The successful delivery of the Skills and Employment Programme for North Wales will require close collaboration across Welsh Government divisions. The RSP team has created a close working relationship with Welsh Government with the aim on strengthening links through the North Wales Regional Team.

## **4.2. Regional Skills Partnership Background**

- 4.2.1 The North Wales Regional Skills Partnership was originally established in 2013 and brings together employers, Further Education, Work Based Learning and Higher Education training providers, the Third Sector, Local Authorities, DWP and Careers Wales. It was recognised as the Skills and Employment work stream of the North Wales Economic Ambition Board to inform and drive the skills agenda in North Wales.
- 4.2.2 Welsh Government's Policy Statement on Skills was announced in 2014 and this signalled a move to regional working, with a policy shift away from a sector-based approach. Regional Skills Partnerships (RSPs) were announced on 31st October, 2014. The NWEAB – RSP was identified as one of the three Regional Skills Partnerships in Wales. The RSP has been tasked by Welsh Government to prioritise the regional skills needs based upon regional and local employer led intelligence, in order to help align skills provision with identified demand in the region.
- 4.2.3 The move to a regional model was further strengthened by WG National Strategy "Prosperity for All" announced on 19 September, 2017, where employability and skills was identified as a cross-cutting theme, and the Economic Action Plan which was published in December 2018 which further strengthened the regional approach. This described a model for regional working that placed the role of RSPs as being an integral part of the delivery model.
- 4.2.4 The Regional Skills Partnership receives an annual contract and funding from Welsh Government. The RSP is contracted to deliver a regional employment and skills plan to Welsh Government as well as a planning and funding template which recommends increases or decreases in skills provision for post 16 Further Education and Work Based Learning. The contract schedule from Welsh Government also contains requirements for the RSP to maintain regional skills observatory, develop employer networks, work closely with Enterprise Zones and hold regional skills summits to disseminate their regional recommendations and outcomes. The funding pays for three RSP posts to deliver the regional approach, which include Regional Skills Manager, Senior Researcher and Assistant Researcher.

## **4.3. RSP Delivery Responsibilities 2019/20**

- 4.3.1 For 2019-20, the RSP has been tasked by Welsh Government to produce a 3 year Regional Employment Plan and Planning and Funding Template, with recommendations for changes to Further Education (FE) and Apprenticeships provision over a 3 year period. The RSP team are currently working with employers and stakeholders across the region to identify skills shortages/needs for the region which will inform the plan that is to be submitted to Welsh Government over the summer. The plan will be underpinned by robust Labour Market Intelligence and employer-led evidence. Developing the Regional Employment Plan by August 2019 to meet Welsh Government deadline is currently the RSP's priority. The aim is to present the draft plan to the next meeting of the NWEAB 26 July for comment.
- 4.3.2 The RSP has also been tasked by the North Wales Economic Ambition Board to develop and oversee delivery of the 5 projects that fall within the Skills and Employment Programme of the Growth Deal and Vision. The RSP team have limited capacity to be able to move this work forward, due to the commitments of the work for Welsh Government. Current progress of the projects, decisions required and ongoing resource needs are explained below.

## **4.4. Skills and Employment Programme - Project Updates and Resource Requirements**

- 4.4.1 A summary of work to date and progress for each of the projects are included in **Appendix 1**.

- 4.4.2 The RSP team are suggesting two phases to the development of the Skills and Employment Programme - Phase 1 (Developed and Implementation Activity) and Phase 2 (Initial scoping). Details of resource asks to develop the projects and expected outcomes are included below:

Phase 1 (Developed and Implementation Activity)			
Project Name	Current Resource	Resource Ask	Outcomes
<b>Information &amp; Advice Gateway Project</b>	RSP Manager & Additional resources	0.5 FTE post to scope and develop a brokerage service (£25k)	Brokerage Service Model ready to work with 5 Growth Deal projects in 2020.
<b>Employability Pathway Project</b>	Niall Waller, Flintshire CC	0.5 FTE post until Spring 2020 (£25k)	2 pathway projects co-designed and piloted – and made sustainable if successful 10 employers engaged in delivery 40 clients supported 1 learning event held
Phase 2 (Initial Scoping)			
<b>STEM Region Project</b>	Consultant commissioned to work on options (Ian Rees) - £25k	Confirmation on costs will be submitted to Executive Group in September when the STEM Framework Group have defined the options	STEM Framework Group to work on options, outcomes and recommendations for the RSP and Executive Group in September 2019, with a view to present to NWEAB
<b>Digital Skills for North Wales</b>	RSP Team currently scoping project	TBC – Further details to be presented to Executive Group in October/November 2019	TBC
<b>Health &amp; Social Care</b>	RSP Team & Health & Social Care Workforce Board	TBC	TBC

- 4.4.3 There is currently insufficient capacity in the RSP team, due to the demands of the Welsh Government contract work, to be able to carry out all the work required to develop the 5 projects included in the programme.
- 4.4.4 In summary, additional resource requirements for Phase 1 projects are:
- 1 FTE post to further develop and take forward the **Information & Advice Gateway and Employability Pathway project** (£50,000 for 12 months).
- 4.4.5 As noted above, Phase 2 projects are currently being scoped with a view to presenting an update/ resource asks to the Executive Group in November 2019.

#### **4.5. Future Governance**

- 4.5.1 Clarification is required on the governance relationship between the NWEAB and RSP going forwards and subsequent allocation and use of resources. The NWEAB Governance structures indicate a desire for a dual role for the RSP in the region, to maintain one place for strategic discussion about regional skills and employment, which can deliver both Welsh Government and NWEAB requirements.
- 4.5.2 However, an inquiry and an independent review of RSPs in Wales have both recently been undertaken, which may influence what governance arrangements can be jointly agreed going forwards.
- 4.5.3 The Economy, Infrastructure and Skills Committee of the Welsh Assembly recently held an inquiry into the RSPs in Wales. The Committee will be writing a report and recommendations following extensive evidence sessions with stakeholder from March – May 2019. The report and recommendations are likely to be published over the summer.
- 4.5.4 Hand in hand with this, SQW were commissioned in February 2019 by the Minister for Economy and Transport. SQW's remit included looking at the impact of RSPs and governance arrangements with a particular focus on relationships across the regions to City Deal and Growth Deal structures. Welsh Government are due to share the findings of this review with the RSP in June 2019.
- 4.5.5 Due to recent departure of the RSP Chair, the Partnership will be looking to appoint a private sector Chair to represent all employers in the region. Discussions are currently taking place on how to take this forward with the likelihood that it will go through a public appointment process for the appointment.
- 4.5.6 Given that the NWEAB has identified the critical role of the RSP in the delivery of its Skills and Employment Programme, the Board may wish to propose to Welsh Government a joint appointment for the role of Chair of the RSP.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1. Commit up to £50,000 of the "Project, Planning, Development and Support" Budget to continue work on Information & Advice Gateway and Employability Pathway projects.

#### **6. LEGAL IMPLICATIONS**

- 6.1. None at this stage.

#### **7. STAFFING IMPLICATIONS**

- 7.1. Allow the Programme Director to appoint 1 FTE post to further develop and take forward the Information & Advice Gateway and Employability Pathway project. The 1 FTE officer will be located within the Programme Office.

#### **8. IMPACT ON EQUALITIES**

- 8.1. None.

#### **9. CONSULTATIONS UNDERTAKEN**

- 9.1. Consultation has taken place with the Executive Officers' Group on 14 June, 2019.

## APPENDICES:

<b>Appendix 1</b>	Skills and Employment Programme Progress to date
<b>Appendix 2</b>	STEM Approach
<b>Appendix 3</b>	Employability Pathway Implementation Plan

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## STATUTORY OFFICERS RESPONSE:

**i. Monitoring Officer – Accountable Body:**

“No comments to add in relation to the propriety of the report.”

**ii. Statutory Finance Officer (the Accountable Body’s Section 151 Officer):**

“The Board has a ‘Project Planning, Development and Support’ budget of £320k available to procure external input, or to pay appropriate staff costs. If Board members agree this is a priority, they may decide to earmark £50,000 of this EAB resource on a one-off basis to finance this temporary ‘Employability Project Officer’ post for 12 months. It will not be possible to ‘capitalise’ this post’s salary, but if NWEAB succeeds in drawing down ESF grant, then that could finance 50% (£25,000) of this post. Board members should consider this proposal alongside commitments from the same budget to finance the Programme Office posts. The structure proposed under both agenda items, including this post, is affordable within the Board’s resources, but use of partial grant funding would retain flexibility for other initiatives.”

## **APPENDIX 1 SKILLS AND EMPLOYMENT PROGRAMME: PROGRESS UPDATE ON 5 PROJECTS**

### **Information and Advice Gateway**

The Information and Advice Gateway provides a “one stop” service that is rooted in the region. At the heart of this model will be a new, “one-stop” service bringing together information, advice and the delivery of employment, skills and wider support for individuals and for employers. It will bring together and localise support that is currently fragmented across business support, careers services, JCP services, adult skills, apprenticeships support and employment programmes. It will support the delivery of the Welsh Government Working Wales Programme and provide a quality brokerage service. By bringing these together it will reduce costs, complexity and duplication, improve services and respond to local needs. It will also make full use of physical assets across the range of services that host or delivery employment and skills services – including colleges, universities, councils, JCP offices, libraries, schools etc. These will benefit from a full fibre digital presence (see Growth Deal Digital Connectivity Project) to broaden access to services.

The outcome will be a clear offer for individuals and for employers. For individuals, this means a single system that can help with improving skills, preparing for work, finding work, changing careers and progressing in work. For employers, this means going beyond just placing vacancies and helping with recruitment. It means also helping businesses to grow their workforces, navigate the system, access funding, and deliver training, work placements, apprenticeships and other opportunities. This new service will also be connected to wider services, partners and support so that it not only integrates employment and skills, but must also act as a gateway to more specialist services and support that individuals and employers may need – including health services, budgeting support, housing, and welfare. It will create opportunities to co-locate services, join up with other Councils services and work in partnership with the wider public, voluntary and community sectors. This will improve the experience of individuals and employers,

The Outline Business Case for the Information and Advice Gateway project identified a number of work streams designed to improve access to information and advice about skills and employment in the region. The work streams are to:

- Increase impartial **employer engagement**;
- Support the development of the Welsh Government **Working Wales Programme**;
- Provide a **Brokerage Service** for skills development and recruitment for major projects in the region;
- Co-develop the use of an **Adult Bursary scheme**

The employer engagement element is being addressed through the Collaborative Regional Business Support project that is being developed and through a redefinition of the role of the Regional Engagement Team (RET) which has been agreed with WEFO.

The Gateway element is being implemented through close working with Welsh Government and Careers Wales on the roll out of Working Wales online resource. An Advisory Group has been set up and includes key stakeholders working together to align resources, test out referral systems to avoid duplication and add value to the client. This Group has been meeting since January and have scoped and discussed data sharing protocols, referral systems and the local support finder directory. Careers Wales have allocated a full time Stakeholder Manager post to the North Wales region to specifically support this work.

The Brokerage and Bursary elements are in early phases of development. Welsh Government are currently exploring the use of Personal Learning Account and as a region we are seeking to influence the development of the scheme, partly through Grŵp Llandrillo Menai hosting a pilot and through regular contact between the RSP Skills Manager and officers in Welsh Government.

A draft Implementation Plan is being developed outlining how the Brokerage Service could develop with a 'team North Wales' approach of working across organisational boundaries for key Growth Deal projects. Four Growth Deal projects, which have scope to generate more than 9,000 jobs in construction, infrastructure and other sectors have been highlighted, as potentially benefiting from the use of a Brokerage Service, but other significant projects in North Wales could also benefit. The paper describes the types of roles required to work together from various organisations including DWP, Careers Wales, HE and FE institutes, Local Government and Welsh Government, along with the role contractors play.

**The draft Implementation Plan will be presented at the RSP meeting in July 2019.**

### **Employability Pathway**

The Outline Business Case for Employability Pathway identified a need to better co-ordinate the complex range of employability provision across the region, for those who need help and support into employment, many of whom may not even be at a stage to be able to think about working. Employability support is a crucial element of the Growth Vision for North Wales to ensure growth is inclusive. Provision of employability support across North Wales is overly complex and few providers have a full understanding of the range of provision available. The client experience will not be coherent and clients are likely to be "recycled" between providers rather than supported to progress closer to the labour market. Businesses play a crucial role in supporting vulnerable clients to gain work experience skills and employment opportunities but engagement is chaotic with no co-ordination, common approaches or shared systems.

A task and finish group with officers from Local Government, FE institutions, Careers Wales, DWP, Betsi Cadwaladr Health Board, RSLs, Employers representative and Welsh Government, was established as a sub group of the Regional Skills Partnership with the task of developing an implementation plan to cover the early interventions needed. The Implementation Plan was presented to the RSP in February 2019 and is attached for information at **Appendix 3**.

The implementation plan for the programme focuses initially on:

- piloting tailored pathways into employment programmes for the construction and hospitality sectors – drawing together the range of provision into a managed progression route for clients;
- engaging the very wide range of providers and building a community of practice to raise standards and improve co-ordination;
- creating common systems for business engagement and for client needs assessment (linking into the development of the growth hub); and
- building operational links between providers and programmes, including the new Welsh Government programmes.

### **Regional STEM**

This project aims to promote, enhance and co-ordinate the STEM provision for pupils aged between 4-18 years of age, hence making young school and college learners more employable for business in North Wales.



Currently in its development phase, the project will consider the enhancement and co-ordination of STEM activities across North Wales. This approach would:

- Ensure that all North Wales learners benefited from STEM enhancement (from employers and other bodies) that enriches their school studies and that enthuses young learners to follow STEM related courses and potentially careers;
- Seek a “STEM Assured” or similar accreditation for the provision across the region to ensure that current employers can attract the number of applicants for employment with the suitable skills, knowledge and enthusiasm;
- Set North Wales apart, and above, other regions in the UK when employers considering inward investment are looking for a suitable future workforce.

An options paper was presented to the RSP meeting in May and following general agreement, an exploratory meeting was held with the STEM Foundation regarding the options of either:

- Obtaining their “kitemark” for the strategy, framework and plan developed for additional STEM activities in North Wales, or
- Utilising their STEM Strategy and STEM Assured processes to develop this work in the region.

Given the key role of FEIs in this process, initial discussions have been held with Coleg Cambria and Grŵp Llandrillo Menai to ascertain their support for the development and to explore possible approaches to reach the goal. Both FEIs were supportive of the development in principle, but were also keen to discuss this further to broaden their understanding and to ensure that it is aligned, and complementary to, emerging national and regional policy and strategy. (Welsh Government officials are currently looking at the development of an independent vehicle to gather and share good practice and push the boundaries of curriculum development and delivery. This is following a visit to the Basque Region of Spain).

Proposed Approach - That the Executive Group and RSP jointly establishes a STEM Framework Project Group to prepare the brief to commission further work, building on the evidence and direction of the Regional Skills Plan to avoid duplication and ensure that the framework is embedded within regional plans. It is proposed that the Project Group reports back to the Executive Group in September, with outline costs and recommendations for action, before presenting the brief for the work to the NWEAB. The approach is summarised in ***Appendix 2***.

### **Digital Skills for North Wales**

The aim for this project is to realise ‘North Wales ambition and desire to develop excellent digital skills, networks and relationships across the region; encouraging collaboration between public and private sector and maximising value for residents, businesses and the economy.’

Project development is in its early stages of research to scope what is required, to be able to develop a clear delivery plan to improve the digital skills of the current and future workforce of North Wales. It will be a partnership approach between Bangor University, Glyndwr University, Grŵp Llandrillo Menai, Coleg Cambria and the 6 Local Authorities. The delivery plan will be co-ordinated by the Regional Skills & Employment Partnership.

Key messages so far include:

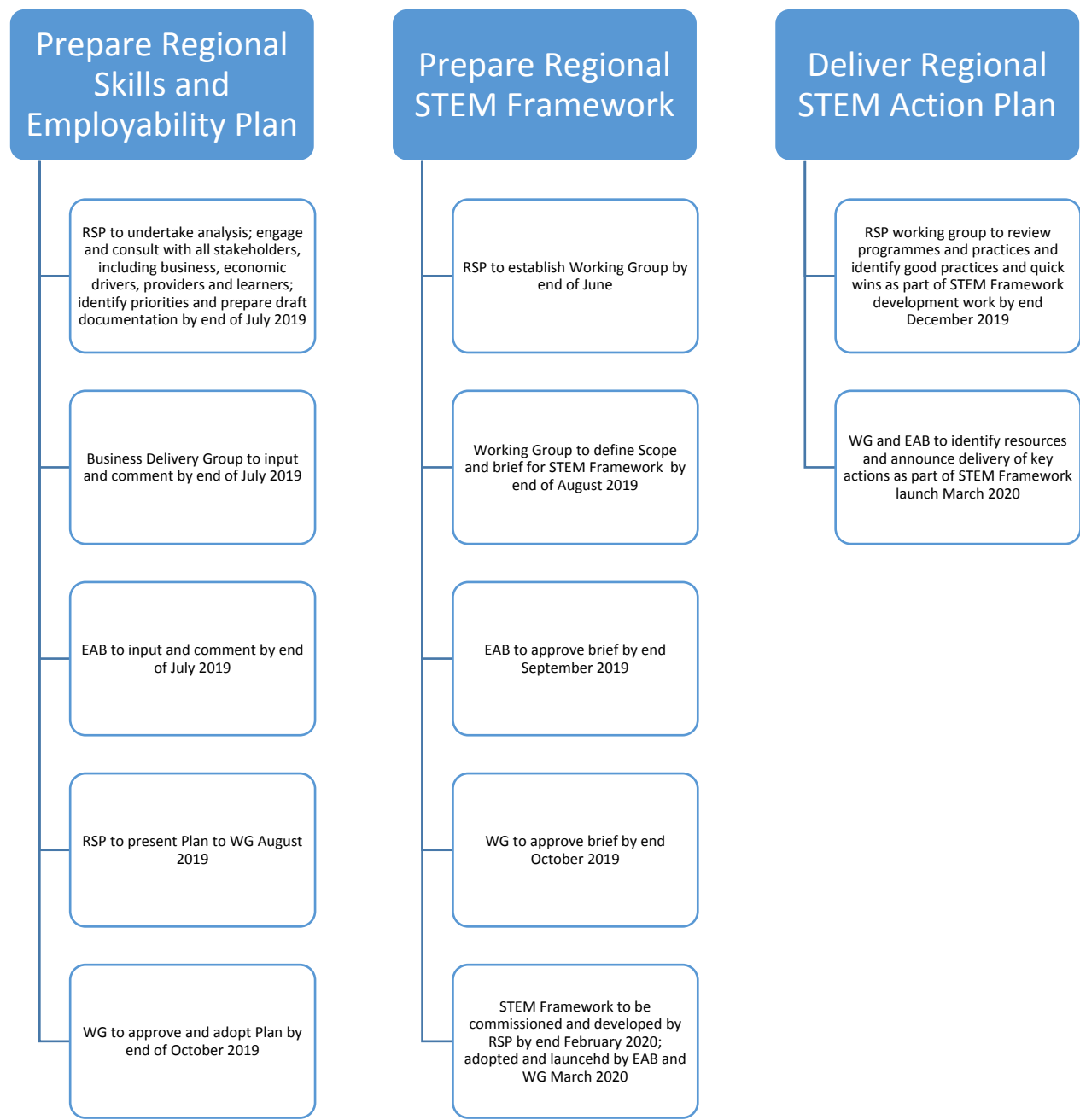
- We need to increase the supply of digital skills across the economy. Highly skilled and highly paid digital jobs grew at twice the rate of non-digital jobs between 2011-2015 (UK Industrial Strategy)

- We need to ensure that the computing curriculum for pupils aged 5-16, including coding and the basics of programming, is ambitious and rigorous. We need to deliver a comprehensive programme to improve the teaching of computing and drive up participation in computer science.
- The new digital age will change jobs and businesses, and we want to ensure that the local workforce in North Wales is able to capitalise on these opportunities.
- There will be particular emphasis on digital automation

#### **North Wales Health and Social Care - Skills Development**

An initial meeting has taken place with representative from the North Wales Health and Social Care Workforce Board, which is a sub group of the North Wales Health and Social Care Partnership Board, to begin the process of scoping what this project needs to focus on and to develop a business case and implementation plan. It will begin with a needs analysis to identify skills shortages and gaps that will potentially be arising from the replacement or reconfiguration of services, in line with the delivery of a Healthier Wales: Our Plan for Health and Social Care. Current work is further needs analysis.

**APPENDIX 2 – STEM APPROACH**



## North Wales Employability Pathway DRAFT v0.2

### The Employability Pathway

#### Pathway steps

Engagement  
Confidence building

Pre-employment support  
Developing soft skills

Developing work experience

Labour market entry

In work skills to enable  
progression

#### Support services

Mentoring to help individuals to navigate the system and  
continue to make positive progress

Specialist support to meet individual needs and to  
overcome barriers to employment

Apprenticeships

### Aims

- Contribute to inclusive growth in North Wales by enabling people claiming work related benefits to sustainably enter the labour market.
- Increase the efficiency and impact of employability support services.
- Employability support to form part of a wider client-centred approach to meeting complex needs.

### Objectives

- Co-ordinate support that helps people in to work and encourage collaboration and alignment between providers.
- Make finding help and support as easy and straightforward as possible.
- Provide more co-ordinated engagement with employers.
- Consistently demonstrate results with simplified shared measurement.

**36,400** 2016 households  
where no-one works

**98,100** 2016 people of working  
age economically inactive

**120,000** North Wales Economic Ambition  
Board new jobs forecast  
over next 20 years

## Priority actions

	Next 6 months	By the end of 2019	Longer term
1. Co-ordinate and simplify support that helps people in to work and encourage collaboration and alignment between providers.	<ul style="list-style-type: none"> <li>Engage voluntary sector providers and collate / share provision.</li> <li>Identify best practice and learning in implementing employability pathways.</li> <li>Link in into, and align with, the development of the emerging national and regional support programmes including Working Wales.</li> </ul>	<ul style="list-style-type: none"> <li>Map current work streams that promote specific sectors to students and unemployed.</li> <li>Build links with WG Childrens First pilot.</li> <li>Pilot co-ordinated pathways to employment programmes for construction and hospitality sectors.</li> <li>Increase awareness of role of short duration learning opportunities to supporting employment and progression.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the development of 'one stop shop' hubs in communities across North Wales.</li> <li>Develop programmes to encourage clients who have left unemployment to support others.</li> <li>Influence the development of new employability programmes and funding streams to ensure they fit into the regional delivery package.</li> <li>Identify gaps in provision and highlight to Regional Skills Partnership.</li> </ul>
2. Make finding help and support as easy and straightforward as possible.		<ul style="list-style-type: none"> <li>Identify best practice in using social media to engage and support clients.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt client-focussed app to provide engagement, encouragement, information, access to opportunities and to record achievement.</li> <li>Adopt 'support pledge' - every client gets a case worker to help them to navigate support.</li> <li>Disseminate Pathway information to front line staff in all sectors.</li> </ul>
3. Provide more co-ordinated engagement with employers.		<ul style="list-style-type: none"> <li>Encourage public sector bodies to make greater use of social value clauses in procurement.</li> </ul>	<ul style="list-style-type: none"> <li>Develop common processes to simplify business experience.</li> </ul>

		<ul style="list-style-type: none"> <li>• Encourage employers to open up opportunities (as per Wrexham Pledge).</li> <li>• Identify good practice in developing incentive schemes for employers.</li> </ul>	<ul style="list-style-type: none"> <li>• Build upon the success of prior brokerage schemes with wider programmes.</li> <li>• Develop platforms to enable employers providing work experience and supported employment to network and share learning.</li> <li>• Provide support and guidance to employers to help them to provide more structured feedback following work experience placements.</li> <li>• Identify employers that excel at providing opportunities and create opportunities for shared learning.</li> <li>• Build in-work support networks for employers and employees to build resilience.</li> </ul>
4. Consistently demonstrate high quality results with simplified shared measurement.	<ul style="list-style-type: none"> <li>• Survey current staff teams to understand shared support needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop shared repository of research on needs of client groups and on good practice.</li> <li>• Pilot shared learning sessions for multi-sectoral practitioner groups.</li> <li>• Review qualifications / professional standard options for front-line support staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt common client assessment tool.</li> <li>• Develop electronic record of achievement system (for example from WG outcome framework?)</li> <li>• Adopt common qualification standards and CPD opportunities for front-line staff.</li> </ul>