

Delivering a Skills Advisory Group in the Heart of the South West

LEP Board Paper – 6.6

7 March 2019

1) Recommendation

1.1 That the Board:

- Agree to reshaping of the People Leadership Group into the HotSW Skills Advisory Panel ('SAP') / Employment, Skills and Learning Delivery Group ('ESLDG'), including relevant changes to the Group's membership and terms of reference in line with DfE's Requirements; and
- Agree to the expenditure of the £75,000 provided by the Department of Education (alongside other partner match) to secure relevant lead analytical capacity for the SAP, and establish a shared work programme over the next year.

2) Background

2.1 Skills Advisory Panels ('SAPs') are DfE's preferred approach for supporting Local Enterprise Partnerships and their partners to fulfil a leadership role within the skills arena. Key responsibilities would include helping to coordinate a shared understanding of current and future skills needs and labour market challenges, and inform and lead the people aspect of the emerging Local Industrial Strategies.

2.2 Announced as an integral part of the 2017 Industrial Strategy, SAPs are in essence local partnerships aimed at strengthening the link between public and private sector employers, local authorities, colleges and universities to better understand their local labour market needs. Made up of 15-20 members, the SAP is an advisory, information led group that can make informed choices about the best use of resources and priorities within a LEP's economic geography.

2.3 To facilitate the creation of SAPs as a policy approach, Government issued guidance in December 2018 to every LEP area setting out a new requirement upon them establish a SAP before October 2019. In doing so, it has set out 8 fundamental purposes for the SAPs:

- Provision of strong local leadership on skills prioritisation within a local area, engaging with employers and providers, and providing substantive skills advice to LEP Boards and other lead bodies to shape resources.
- Development of a clear understanding of the current and future local skills landscape and labour market within a LEP area, including:
 - the development of a robust and authoritative shared evidence base for skills and labour market analysis, which can identify areas of need and opportunity;
 - the development of a clear understanding of existing provision within a LEP area, including the extent to which it is addressing mobility and gaps in provision;

- knowledge of other local, regional and national provision plans and approaches; and
- the creation / reinforcement of routes for the dissemination of skills information, sharing analysis with employer and provider partners across the LEP.
- Coordination of local skills providers, through fostering cooperation between providers and actively working to align plans behind identified skills needs.
- Alignment and joint working with the National Careers Service / Careers Hub to ensure learners are properly informed about local career routes and opportunities, and that advisors are able to access up to date information.
- Leadership on the apprenticeship and T Level agenda, raising their profile with local employers and providers.
- Leadership / shaping of the People element of the Local Industrial Strategy, informing strong links between industrial sectors and skills provision.
- Dissemination of best practise and what works to partners, including Government and other SAPs, to improve overall efficiency within the skills landscape.

2.4 Alongside these policy objectives, Government has also provided a clear view through the guidance on the makeup, complementarity, and role of the SAPs within each area. Core points include:

- SAPs must adequately reflect the economic geography of their LEP areas in their membership, including a good balance of employers, providers, public sector partners and the third sector.
- SAP membership must also include membership from national agencies, including the ESFA, Cities and Local Growth Unit, and Jobcentre Plus.
- In doing so, SAPs should be no bigger than 15-20 formal members, though can include support and analytical members with observer status.
- SAPs need not be new bodies where an existing Employment and Skills Board or other structure already plays a similar role. In these instances however, they will need to be able to clearly demonstrate their alignment with SAP governance principles.
- SAP Board members will be expected to be able to demonstrate clear knowledge of the skills needs of the economy and speak authoritatively to the topic. Board members collectively will also be able to understand financial and resources matters linked to skills provision.
- In the first instance, SAPs will be advisory, shaping and guiding the content of the People strand of the LIS and wider skills prioritisation with partners. However, they will also have specific roles within T Level promotion, informing the Careers Service, and supporting ESFA / DfE / DWP in prioritisation activity.

- 2.5 Alongside guidance on the establishment of SAPs, Government also announced a one-off grant of £75,000 for each LEP to establish / reinforce SAP intelligence and analytical capability. This was subject to each LEP confirming its plans for the implementation of a SAP, as well as an initial outline of how the funding would be utilised. Further details on the preferred usage of this funding in the HotSW are set out in this paper.
- 2.6 As Board members will be aware, the LEP has also been developing its business plan and associated Target Operating Model ('TOM') over recent months to support its evolving strategic role. For its part, the proposed way forward would achieve both the requirements set down for the LEP and its partners around the creation of a SAP, and support the emerging TOM approach proposed. This would include strengthening governance, leadership and oversight of the skills, employment and inclusion agenda across the area, as well as support our ability to implement the Productivity Strategy and the LIS in the future.

3) Current Position

- 3.1 In line with guidance and the emerging requirements of the LIS process, the HotSW LEP working with partners is now required to put in place a Skills Advisory Panel. As already set out, this needs to be fully integrated within our wider governance structure and able to play a full role in shaping the emerging LIS and wider skills activity by October.
- 3.2 Fortunately, the HoTSW LEP finds itself well positioned to take forward this requirement. As with other LEPs, many of the functions set out through the SAP guidance are already carried out through either the LEPs existing People Leadership Group within the HotSW, or through the area's wider Employment and Skills Boards (North Devon, Exeter Growth Point, Somerset and Plymouth). This includes the prioritisation of funding; the commissioning and interpretation of labour market research; and the corralling of local leadership on the employment and skills agenda.
- 3.3 For its part, the LEP People Leadership Group strongly resembles the envisaged SAP in many ways, including a direct governance relationship with the LEP Board; a mixed membership of 22 from across the public, private, provider and third sector; a focus on providing specialist advice on employment, skills and social inclusion matters to the LEP board; and inclusion of core Government and national partners within its cohort.
- 3.3 With regards membership and intelligence capacity, the HotSW similarly benefits from a strong analytical collective which underpins much of its work. This includes in house capacity within the local authorities, research capability within our universities, Colleges and wider training provider partners, and strong third-party provision which the LEP can call in on a bespoke basis. The LEP also benefits from key analytical tools such as our shared Econometric Model and access to data cube and other research tools provided by Government.
- 3.4 Given the above, the key task in the HotSW is one of reform rather revolution, reshaping, aligning and complementing existing capacity to meet the Government's reinforced skills focus.

4) Taking forward a SAP within the HotSW

- 4.1 Given the strong synergies between the LEP's existing People Leadership Group and the emerging SAP, the preferred approach is to simply reform the existing group to

meet the new requirements placed on it by Government. To achieve this evolution of role, the People Leadership Group will require three areas of update:

- **Reform of Membership** – Whilst the membership of the existing People Leadership Group does meet the requirements of the SAP outlined, Government has asked partners to place a specific emphasis on business and provider membership. Whilst the People Leadership Group does include these groupings, this needs to be strengthened.

Given this, it is proposed to reform the membership of the SAP to include 20 core members going forward, as set out in Annex A of this report. Alongside this core membership, it is proposed that the partnership would be supported by observer members, which would include lead officers on skills and employment / analytical capability from within the Local Authorities / Universities (where not already Board members), who will support the SAPs day to day intelligence and other operations.

The group would also have the ability to call in attendees and experts as required, to inform discussions and activity.

- **People Group's Functions not aligned with the SAP agenda** – At present, the LEP People Leadership Group has both operational and strategic roles, including reviews of progress made on the ESF, Careers Hub and Digital Partnership programmes. Government guidance however sets out a strong preference that the SAP should principally focus upon intelligence and guidance in the first instance.

To ensure that these functions are not lost given their operational importance to the LEP, it is proposed moving forward to split People Leadership meeting into two parts; the formal SAP Board, which will focus on intelligence and prioritisation; and a new Employment, Skills and Learning Delivery Group ('ESLDG'), which will focus on programme management and oversight of skills funded activity commissioned by the LEP. This will include the Careers Hub, DfE Pilot Activity, ESF, Growth Deal projects, and other operational activity agreed for implementation through the Productivity Action Plan.

In practice, the split between these two functions will be seamless, with the intention to incorporate a Part A and Part B meeting structure, as with the SIP/ F&R process currently followed by the partnership. This would allow for continuity of existing operational matters within the skills agenda, as well as showing a clear differentiation between the functions of the two meetings. This will also allow for membership to differ between the two elements if felt necessary, allowing for a more focused SAP agenda more attuned to employer and provider interests.

Proposed membership of the two groups is set out in Annex A and B of this paper for information. Subject to this paper being approved, the LEP People Theme Leads will work with the Chair, Vice Chair and LEP CEX, as well as the wider People Leadership Group, to crystallise the specifics (in accordance with DfE's SAP guidance) over the next month. This will include discussions with existing People Group members about their preferences on involvement in the more operational ESLDG Group moving forward.

- **Review of the Group's Terms of Reference** – Given the above change in meeting structure, the existing People Leadership terms of reference will be amended appropriately. These will split the functions of the group into two distinct sections, with the focus on the core SAP functions as defined by government built in to fit

the group's new functionality. A draft Terms of Reference for the Group can be found in Annex C of this document.

- 4.2 In bringing forward the above, the LEP is also mindful that the evolution of the LEP People Leadership Group offers opportunities to strengthen the group's wider role and membership, as well as reaffirm and strengthen its transparency and clarity of purpose. Given this, as part of the refresh, new role descriptors for the two Boards and its members will be produced, as well as a forward activity plan for its first six months to allow members to understand how the boards will operate (and empower members) and report/ link to wider LEP Governance. Given the slightly wider / changed remit and membership of the SAP, additional work will also be undertaken around refreshing declaration of interests for members.
- 4.3 Subject to the above reforms being enacted however, the LEP would in a position to launch a revised SAP partnership from the April / May cycle of meeting, and one of the first LEPs to meet DfE Requirements.

5) Integrating Existing Skills Governance / Capacity across the HotSW

- 5.1 In bringing forward the SAP and reforming the People Leadership Group, the LEP will refresh links between it and related governance structures across the LEP family and wider geography. These break into three core areas:
- **Employment and Skills Boards** – In bringing forward the SAP, the 4 existing Employment and Skills Boards across the LEP area will be fully integrated within the new approach, with a named representative from each sitting on the SAP. As far as practicable, ESBs will also be encouraged to nominate a representative that can speak authoritatively about the sub-sectors and priority areas for their respective geography, ideally being a representative from a relevant lead business or other business partnership.
 - **Other LEP Leadership Groups** – In refreshing the People Leadership Group, the SAP will also be seeking to improving connectivity with the LEP's other Leadership Group and support the implementation of new TOM arrangements. To achieve this, a specific representative from the Business Leadership will also be a member of the SAP to provide continuity between the two groups and link emerging skills and employment activity to wider business development, leadership and innovation activity. More widely, a formal reporting process will also be established from the SAP to the LEP Board moving forward, seeking to better link together the two groups. Discussion on the most effective form on this will be taken forward over the next few weeks as the TOM model is finalised.
 - **People Leadership Group Sub Groups** – Under its existing terms of reference, the LEP People Leadership group has three sub group / task and finish groups which focus on specific project activity. These are Construction Labour and Skills; Enterprise Education; and Digital Inclusion and Skills. These groups were established to provide either a specific management role (such as taking forward the CEC contract around careers education) or to champion specific sectoral activity (in the case of construction).

Going forward, these groups will be retained, but will report on a regular basis to the ESLDG, with a more distinct focus on task and finish or project specific activity. The list of sub-groups will also be updated to include a fuller reflection of the sub-

boards and skills activity lines running across the LEP. These will include reporting from the following groups / projects / programmes:

- HotSW Construction Skills Group
- HotSW Digital Skills Partnership
- HotSW Careers Hub
- Hinkley Strategic Development Forum – People Group
- European Social Fund Programme
- Career Learning Pilots
- Apprenticeship Ambassador Network
- West Somerset opportunity Area/ Wider Social Mobility Project Activity

Reflecting the split of responsibilities between the SAP and ESLDG, the Employment, Skills and Learning Delivery Group will produce a half yearly update to the SAP on the activity of these core groups to inform member thinking around priorities. The SAP will also have call in powers if an area is of particular relevance to its activities or intelligence functions.

6) Research Capacity / Labour Market Intelligence

- 6.1 As set out, the LEP benefits from significant analytical capability across its local authority, university and provider, and third-party partners upon which the SAP will be able to draw. However, as found through the recent production of the Productivity strategy and LIS command paper access and understanding of this shared evidence base is often fragmentary, with a need to collate the area's common intelligence assets and identify and fill relevant gaps.
- 6.2 To facilitate this approach, and recognising a common challenge across the LEPs, DfE has provided each area with a further £75,000 of support in the next financial year towards enhancing the LEPs labour market analytical capability and crystallising the SAPs evidence base. The Department has also provided a 30-page outline of the type of data and ongoing analytical information that each SAP must hold moving forward, providing a substantive task to be achieved before the end of 2019/20.
- 6.3 This funding is in addition to a range of resources already allocated by the LEP and its partners towards clarifying the labour market position within the HotSW, with £30,000 already put aside by the LEP in 2019/20 to enhance our labour market intelligence capacity in advance of the finalisation of the Local Industrial Strategy, and similar collective resources within Local authority partners earmarked to carry out related activity within each of the upper tier areas.
- 6.3 It is therefore proposed that the LEP (working with its partners and in accordance with DfE's preferences for the funding) seeks to employ / second a lead analyst over the next financial year to take this activity strand forward. This post will undertake a similar convening role to that recently secured for the Digital Skills Partnership but will also be expected to be a strong analytical lead in their own right, with the ability to undertake independent research and interpretation work. The post will be integrated within the wider LEP People Management approach, working across the LEP geography and its partners.
- 6.4 In addition, the LEP is seeking to work with its university partners to bring together a wider two-year research and intelligence partnership approach, utilising LEP and partnership funding to support the creation of the SAPs baseline report, and then seek to engage specialist capacity to deep dive into specific gaps or areas of interest where existing capacity is not applicable. This programme will be guided by the newly

reformed SAP group but managed by the LEPs lead analyst (with the potential to embed the role as part of the overall approach).

- 6.5 Looking ahead, the emerging TOM also includes an intention to create / integrate an economic intelligence observatory approach into the LEPs evolving operating model. The Skills Analytical Lead will be a key member of this function, ensuring continuity and coordination of the labour market intelligence across the LEP's activity moving forward.

7) Next Steps

- 7.1 Subject to this paper being approved, the People Theme Lead and Ops Lead will work with the Chair of the People Leadership Group, Vice Chair and LEP Chief Executive to take forward four workstreams:

- **Recommissioning of the People Leadership Group** – Working with the existing LEP People Leadership group to refresh membership and agree roles moving forward, with the intention to launch the new panel in April / May 2019, alongside the aligned Skills and Employment Operation Group.
- **Recruitment of a Lead Labour Market Analyst** – Begin recruitment processes for the lead skills and employment analyst for the LEP, initially for a year, to take forward and collate the Panel's initial baseline study and forward research programme.
- **Procurement / Securing of Skills Analytical Capacity** – Working with University partners, take forward either relevant procurement (or other processes) to secure wider analytical capacity for the SAPs ongoing research programme, initially seeking to agree an approach covering the next two years.
- **Put in place the SAPs / ESLDGs Forward Work Programme**, building on the LEP Priorities for Skills and Employment agreed through the Productivity Strategy, Productivity Action Plan and emerging LIS.

Annex A – Proposed Skills Advisory Panel Membership

Role	Body / Representative
Chair	LEP Board Member (Provider or Private Sector)
Vice Chair	LEP Board Member (Provider or Private Sector)
Business Representative	Chamber of Commerce Representative
Business Representative	Federation of Small Business Representative
Business Representative	Employment and Skills Board (Plymouth)
Business Representative	Employment and Skills Board (North Devon)
Business Representative	Employment and Skills Board (Exeter Growth Area)
Business Representative	Employment and Skills Board (Somerset)
Business Representative	LEP Board Member / LEP Chief Executive (Business Leadership Group)
Provider Representative	University Representative
Provider Representative	FE Representative
Provider Representative	FE Representative
Provider Representative	Training Provider Network (Devon and Cornwall)
Provider Representative	Training Provider Network (Dorset and Somerset)
Local Authority Representative	Local Authority Lead Officer (People Theme Lead)
Local Authority Representative	Local Authority Lead Officer (TBC)
Third Sector Representative	Third Sector Representative
Agency / Government Representative	Employment and Skills Funding Agency
Agency / Government Representative	Cities and Local Growth Unit Representative
Agency / Government Representative	JobCentre Plus Representative

In addition to the above membership, the Board will also be attended by relevant observers and experts, which will include officers from local authority partners, university partners and other delivery and intelligence teams.

Annex B – Draft Employment, Skills and Learning Delivery Group Membership

Role	Body / Representative
Chair	LEP Board Member (Provider or Private Sector)
Vice Chair	LEP Board Member (Provider or Private Sector)
LEP Representative	LEP Chief Executive / LEP Head of Strategy and Operations
LEP Representative	LEP People Theme Lead
LEP Representative	LEP People Ops Lead
LEP Representative	LEP Business Theme Representative
Provider Representative	University Representative
Provider Representative	FE Representative
Provider Representative	Training Provider Network Representative
Local Area Representative	Devon Representative
Local Area Representative	Somerset Representative
Local Area Representative	Torbay Representative
Local Area Representative	Plymouth Representative
Third Sector Representative	Third Sector Representative
Agency / Government Representative	Job Centre Plus Representative

Whilst the ESLDG group would seek to have the following core membership, discussions will be held as part of the inception process with members of the SAP who may wish to retain their involvement in both groups (where appropriate). However, to ensure clarity of focus, there would be no expectation of involvement in both meetings.

Annex C – Draft Revised Terms of Reference for the Skills Advisory Panel / Employment, Skills and Learning Delivery Group

Name of the Group: Skills Advisory Panel / Employment, Skills and Learning Delivery Group

Purpose

- 1.1 The Skills Advisory Panel ('SAP') / Employment, Skills and Learning Delivery Group ('ESLDG') collectively make up one of the LEP's three Leadership Groups, alongside Place and People. The 'Leadership Groups' have been established to provide strategic leadership for their theme reporting to the LEP Board and informing the Local Industrial Strategy.
- 1.2 The SAP / ESLDG collectively provides expert support and advice for the governance and management of LEP and partner activity and delivery linked to skills, employment and social inclusion matters, including around European programmes, Growth funding and other government resources, and shared funding / policy approaches taken forward by the LEP and its partners.
- 1.3 Unlike other Leadership Group, the SAP / ESLDG Leadership Group is split into two defined groups, reflecting differing responsibilities based on distinct skills and employment functions. Whilst subject to a common agenda and interests, the two integrated groups can be defined as below:
 - **The Skills Advisory Panel**, a formal function required by Government to provide specific leadership of the skills agenda within the LEP, and a clear focus on setting strategic direction, intelligence collation and horizon scanning within the skills landscape.
 - **The Employment, Skills and Learning Delivery Group**, providing the LEP with operation oversight and advice to the board on employment, skills and social inclusion programme and project matters.

Activities

- 1.4 The activities of the group can be defined as below:

Part A: Skills Advisory Panel

- Provision of strong local leadership on skills prioritisation within the HotSW area, engaging with employers and providers, and providing substantive skills advice to the LEP Board and other lead bodies to shape resources.
- Development of a clear understanding of the current and future local skills landscape and labour market within the HotSW area, including:
 - the development of a robust and authoritative shared evidence base for skills and labour market analysis, which can identify areas of need and opportunity;
 - the development of a clear understanding of existing provision within the HotSW area, including the extent to which it is addressing mobility and gaps;

- knowledge of other local, regional and national provision plans and approaches; and
- the creation / reinforcement of routes for the dissemination of skills information, sharing analysis with employer and provider partners across the LEP.
- Coordination of local skills providers, through fostering cooperation between providers and actively working to align plans behind identified skills needs.
- Alignment and joint working with the National Careers Service / Careers Hub to ensure learners are properly informed about local career routes and opportunities, and that advisors are able to access up to date information.
- Leadership on the apprenticeship and T Level agenda, raising their profile with local employers and providers.
- Leadership / shaping of the People element of the Local Industrial Strategy, informing strong links between industrial and skills provision.
- Dissemination of best practise and what works to partners, including Government and other SAPs, to improve overall efficiency within the skills landscape.

Part B: Employment, Skills and Learning Delivery Group

- Provide management and oversight of LEP led and influenced programmes and projects related to skills, employment, education and social inclusion / economic mobility, including those concerned with European Funding, directly delivered projects like the Careers Hub, and wider partnership provision directly or indirectly funded by the LEP.
- Manage the activity of the LEPs Skills sub groups, seeking to sustain progress on areas of specific interest to the LEP Board, the SAP and the Employment, Skills and Learning Delivery Group
- Communicate the LEP's investment priorities for the skills and employment agenda, providing clear reporting to partners and wider stakeholder on progress
- Provide the LEP Board with specialist advice about broader education, employment, social inclusion and skills issues related to the growth agenda as appropriate.

Sub-Groups

- 1.5 Where appropriate, the Employment, Skills and Learning Delivery Group will establish 'task and finish' Groups / Project Boards, to facilitate progress on specific themes and issue. The Group will keep a register on these subgroups and seek to clearly define their work programme, including key objectives and milestones.
- 1.6 There are currently the following 'Task and Finish' Groups / Project Boards with an alignment to the Employment, Skills and Learning Delivery Group:
- HotSW Construction Skills Group

- HotSW Digital Skills Partnership
- HotSW Careers Hub
- Hinkley Strategic Development Forum – People Group
- European Social Fund Programme
- Career Learning Pilots
- Apprenticeship Ambassador Network
- West Somerset opportunity Area/ Wider Social Mobility Project Activity

1.7 The Skills Advisory Panel will have no task and finish groups, with delivery activity the responsibility of the Employment, Skills and Learning Delivery Group.

Membership

1.8 LEPs were originally established as a partnership between business and local government, alongside other important public, private and voluntary/community organisations. As such the composition of the LEP's Leadership Groups will reflect the spirit of a balanced partnership between public, private and voluntary/community sectors. This also reflects the guidance provided for the formation of the Skills Advisory Panel within each LEP area.

1.9 The SAP / ESLDG will therefore have a maximum of 20 members, drawn from across relevant areas of the public, private, provider and third-party partners.

1.10 The make up the membership will be as out set in Annex A of this document, as defined by the SAP Guidance Note December 2018.

1.11 The Chair and Vice Chair of the SAP / ESLDG will be a LEP Board Director from either a Private Sector or Provider background, agreed by and from with the SAP / ESLDG.

1.12 Where there is a vacant role on the group, new members will be agreed in accordance with the LEP's group member recruitment policy.

1.13 Devon County Council will provide the executive support for the SAP / ESLDG as part of its Service Level Agreement to lead the People Theme on behalf of the LEP. Relevant officers will also attend the meetings as non-voting members where not already on the Board.

1.14 Advisors and other key individuals may also be invited to attend the SAP / ESLDG to discuss specific items on the agenda.

Meetings

1.15 Meeting will be bimonthly.

1.16 Additional meetings can also be called at the discretion of the Chair.

1.17 Meeting papers will be circulated one week in advance of the meeting.

1.18 If the Chair is unable to attend, the Vice Chair will Chair the meeting. If both the Chair and Vice chair are unable to attend, the LEP Theme Lead will Chair.

Decisions

- 1.19 At least seven members must be present for the SAP / ESLDG to be quorate for the purposes of any formal decision-making item, and at least four members of these must be from the private or provider sector.
- 1.20 All decision will be made by consensus. Where consensus cannot be reached, decision deemed sufficiently 'novel or contentious' to be referred to the LEP Board in line with the '*Assurance and Accountability Framework*'.

Urgent Matters

- 1.21 For urgent matters which require decisions outside normal meetings, the Chair may make decisions on behalf of the Group in consultation with the Vice-Chair. Any decisions taken in this manner will require a full written update to the next Group meeting, justifying why an urgent decision was required and the actions taken.

Complaints

- 1.22 Should members of the SAP / ESLDG have a complaint or conflict that cannot be resolved, this should be reported to the following people in alignment with the recommended stages:

Stage 1: Theme Lead for People
Stage 2: Chief Executive of the HotSW LEP
Stage 3: Chair of the HotSW LEP Board

- 1.23 At each stage, if the dispute cannot be resolved within seven working days it will be escalated to the next level.

Conflicts of Interest

- 1.24 The SAP / ESLDG will often be involved with commenting on or advising on policy recommendations and / or funding programmes significant.
- 1.25 If any members of the group, through personal interests, employment, or through relatives or close personal friendship, have any interest at all, these should be declared through the Chair at the beginning of each meeting and this will be recorded in the minutes. If appropriate, you may be asked to leave the room.
- 1.26 This requirement is in addition to signing an annual statement; confirming that you have received, read and understood the LEP's Conflicts of Interest Policy and completed a Declarations of Interest Template, detailing the nature of any such conflicts

Amendment, Modifications and Variations

- 1.27 Any changes to these Terms of Reference must be agreed by the Chair of the SAP / ESLDG and subsequently endorsed by all members.

Agendas and Minutes

- 1.28 The Agenda for each meeting will include standard items as well as any additional items as required. Copies of the Agenda and Minutes will be available on the LEP's website in the public domain.

28. The LEP is committed to conducting its business in the most open and transparent way possible, however in exceptional circumstances information may be deemed sensitive, for example, business cases containing commercially sensitive details of a local business, and in such cases documents will have any such information removed.