

## Appendix 3:

### a) Glasgow RSIP Delivery Plan Monitoring Framework 2019/20

Priority Action Area 1: Ensure sufficient local and appropriately skilled people to deliver City Deal Projects, and to maximise benefits of improved transport and access to end use jobs					
Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
1.1	Work with Glasgow City Deal Programme Leads and Support Groups to build a comprehensive timeline of labour requirements by skill and volume and better align skills and employment activity	~ Process for generating information on employment and skills requirements established ~ Skills development and employment planning linked to CD Projects implemented ~ Cenefits Community Benefit Monitoring System implemented ~ Evidence Report of Glasgow City Region medium to long term labour requirements and demand <i>Reduce % employers reporting skills gaps (SO2)</i>	GCR Skills & Employment Portfolio Group; GCD Lead Officers and Support Groups	Work is underway from February 2020 to update data on City Deal Projects, timelines and costs in order for employment and skills requirements to be established. Construction skills/labour calculation tool to be purchased and applied to calculate total requirement. Skills and employment planning not progressed awaiting data from projects. Cenefits system implemented.	On Track
1.2	Improve skills alignment to better align college and university provision with labour market evidence and industry needs	~ Develop a 5-yearSkills Training plan for the Glasgow College Region ~ Set number local people trained and employed on CD Projects ~ Updated skills and training supply <i>City Region alignment and working is the norm for skills planning, investment and provision (SO1)</i>	Skills Development Scotland; Glasgow Colleges' Regional Board	5-year skills training plan and number local people trained and employed on CD Projects outstanding awaiting data from CD Projects. Skills and training supply data updated and ongoing	On Track
1.3	Grow the number of Glasgow City Region residents starting in relevant apprenticeships	~ Minimum 9000 apprenticeships starts across GCR <i>Increase Qualifications (SO3); reduce gaps (SO6)</i>	Skills Development Scotland; City Region Colleges and Universities	10,228 MA starts confirmed for 2018/19; data requested for 2019/20	Achieved
1.4	Review Community Benefit Clauses to better support skills development and align to employability programmes.	~ 50% increased use and take up of targeted CBs <i>Reduce labour market inequalities (SO5)</i>	GCR Skills & Employment Portfolio Group	Community Benefit menu update to include key target groups from active employability pipelines and links made between CB leads and Employability teams; outstanding if take-up of places increased	Achieved

Priority Action Area 2: Design and fund interventions and more effectively use procurement and other levers to secure major growth in workforce skills development.					
Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
2.1	Review current menu of community benefits and develop ask for greater focus on targeted recruitment, apprenticeships and support for work-based learning	~ Develop and establish GCR procurement guidelines that - align to Scottish Government wealth creation pilot; - leverage impact on socio-economic benefits; - strengthen links with workforce development; and - increase the use and focus of community benefit clauses ~ Revised menu for Community Benefits <i>Reduce employment inequalities (SO5)</i>	GCR Skills & Employment Portfolio Group	Community Benefits menu for City Deal Programme updated and implemented. GCR Procurement Guidelines updated for City Deal Programme; to be broadened out for 'business as usual'. Work commenced on reviewing Procurement procedures in line with Community Wealth principles.	On Track
2.2	Build upon and grow Flexible Workforce Development Fund to support upskilling and reskilling within the city region workforce	~ Provide upskilling training to at least 200 levy paying employers <i>Reduce % employer reporting skills gaps (SO2)</i>	Skills Development Scotland; City Region Colleges and Universities	Funding allocations to GCR College Regions in 2019/20 total £3,488,373 enabling a minimum of 232 levy paying employers to be funded at a maximum of £15,000 per employer. Figures unchanged from 2018/19.	Achieved
2.3	Develop a City Region approach to maximise the use of community benefit clauses throughout public sector procurement	~ Step change in the use of community benefit clauses <i>City Region Community Benefit Framework (RES 7.3)</i>	GCR Skills & Employment Portfolio Group	Discussions taken place within City Deal groups and Sustainable Procurement Group established to develop principles for all public sector procurement. To be progressed through development of Community Wealth Building Strategy	In Progress

Priority Action Area 3: Develop a suite of skills actions, focussed on inclusivity part of Inclusive Growth, to reduce full range of labour market inequalities and in-work poverty, and tackle issues of people further from the labour market.					
Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
3.1	Introduce Glasgow City Region Fair Work Strategy and Living Wage; develop a CR Fair	~ Strategy and Accreditation Scheme launched <i>Increase standard of jobs and average earnings (SO4)</i>	GCR Skills & Employment	No single strategy across City Region; will form part of regional framework	In Progress
3.2	Introduce Glasgow City Region Youth Guarantee focussed on priority groups and areas	~ Reduce regional disparities in Participation Measure <i>95% of school leavers enter employment, training or education (RES 3.4)</i> <i>Reduce labour market inequalities and gaps between SIMD areas and regional average (SO5, SO6)</i>	GCR Skills & Employment Portfolio Group	Action adopted from Regional Economic Strategy and Action Plan 2017. Development work carried out with Portfolio Group, SDS and Scottish Government. However, youth unemployment reduced dramatically since RES 2017; individual MAs have own schemes; little appetite for regional scheme. Anticipated increase in youth unemployment as a result of Covid-19; action to remain open and to be carried forward to 2020/21	Open
3.3	Work with the GCR Education Collaborative to expand offer for vocational training and Foundation Apprenticeships	~ 2000 Foundation Apprenticeships available to all senior phase pupils <i>Improved education and skills alignment and working across city region (SO1); reduce labour market inequalities and gaps between SIMD areas and regional average (SO5, SO6)</i>	Skills Development Scotland West Partnership (Glasgow City Region Education Improvement Collaborative) City Region Colleges and Universities	2050 new Foundation Apprenticeship opportunities offered in 2019/20 in addition to 1197 started in 2018 and 666 started in 2017 due to complete in 2020.	Achieved
3.4	Implement City Region Intensive Employability Programme for Parents to help tackle Child Poverty; Collaborate on local employability models and prepare for greater devolution of resources in 2020/21	~ Agreement and roll-out of Local Employability Model within the City Region ~ Commencement of CR Parental Employability Support (PES) Programme <i>Reduce labour market inequalities (SO5, SO6); improve alignment and CR working across geographies (SO1)</i>	GCR Skills & Employment Portfolio Group	Regional approach for Parental Employment Support Fund approved and implemented. Agreement in principle to regional approach for No One Left Behind and work ongoing to develop model. Paper on Regional Collaboration for Employability presented to CEG with action to complete model by October 2020.	On Track
3.5	Review and expand opportunities for widening access and develop appropriate sponsorship and support framework	~ Implementation plan for SFC 'Blueprint for Fairness' across the City region <i>Increase no. of people from disadvantaged backgrounds entering and completing FE/HE Opportunities (SO5)</i>	GCR Skills & Employment Portfolio Group City Region Colleges and Universities Scottish Funding Council	Plan implemented by GCR Colleges and Universities. Data required on number of widening access places and students	On Track

Priority Action Area 4: Develop and deliver skills interventions to address problems and grasp opportunities at city region level arising from BREXIT deal.					
Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
4.1	Improve our understanding of EU migrant labour in GCR employment by sector and geographic focus and implement targeted skills interventions to mitigate risks	~ Report published <i>Mitigating skills interventions incorporated in RSIP (SO1)</i>	GCR Intelligence Hub Scottish Enterprise Skills Development Scotland	Various assessments of impact in RSA and Commission Futures report; working ongoing to understand likely impact and additional impact of Covid-19 on migrant labour/skills; final report and mitigating action plan c/f to 2020/21.	In Progress
4.2	Collaborate across the city region to ensure a qualified workforce to meet the needs of early learning and childcare expansion	~ Continue to deliver enhanced levels of teaching activity in professional Early Learning and Childcare training qualifications at SCQF levels 7-9 ~Increase ELC MAs by 10% per annum <i>Reduce WA population no qualifications (SO3); reduce employment inequalities (SO5) and reduce gaps SIMD areas (SO6)</i>	City Region Colleges Skills Development Scotland	Significant targeted activity taken place; awaiting data on number of places offered and taken up	Achieved
4.3	Capitalise upon the strategic importance of the National Manufacturing Institute for Scotland and develop a Skills Academy	~ Skills Academy plans launched and implemented <i>Greater alignment and working across education and skills bodies and geographies (SO1)</i>	Scottish Government University of Strathclyde Skills Development Scotland	Skills Academy launched. Data required on number of places and outcomes	Achieved

Priority Action Area 5: Support businesses to move up the value chain, improve productivity and competitiveness, create more Fair Work and capitalise on opportunities for internationalisation.					
Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
5.1	Establish a Skills for Financial Services hub to support the city region's increasing international recognition in this sector	~ New training course developed to progress residents to employment in the financial services sector <i>Increase WA qualifications and reduce skills shortages (SO2, SO3)</i>	Glasgow Colleges Regional Board Skills Development Scotland	Partnership established among SDS, colleges and financial services companies in Glasgow City Region. Companies involved include Barclays (Chair), BNP Paribas, Clydesdale/Virgin, HSBC, JP Morgan, Lloyds Banking Group, Morgan Stanley and Tesco Bank. First four-credit course has been co-created by college and industry, and piloted with a cohort of recent college graduates, resulting in first direct recruitment into financial services role. Pilot course is being evaluated and second pilot planned, targeting a cohort of underemployed college and university graduates within Glasgow City Region. Partnership has been shortlisted for Pioneer award at Scottish Financial Services Awards. Data required on number of participants and job outcomes. Model to be developed for other sectors and initial discussions taken place in relation to construction, house building and infrastructure.	Achieved
5.2	Support the skills needs within the City Region's Tourism Strategy and its ambitious growth plans	~ Review skills needs and develop the curriculum offer for Tourism related qualifications by Glasgow City Region Colleges <i>Increase WA qualifications (SO3), reduce skills shortages (SO3)</i>	City Region Colleges Scottish Funding Council	Work underway to extend skills alignment for sector across all 6 GCR Colleges. Plans also in development for City Region Chefs Academy on hold due to Covid-19 crisis.	In Progress
5.3	Work with the CR Enterprise Portfolio to develop an integrated Enterprise and Employer offer aligned to skills gaps and shortages and to support business growth opportunities	~ Integrated offer developed and implemented <i>Reduce skills shortages (SO2), increase productivity (SO4), reduce inequalities (SO5) and reduce gaps in employment outcomes (SO6)</i>	GCR Skills/Employment and Enterprise Portfolios	Action adopted from Regional Economic Strategy and Action Plan 2017; linked to RSIP Actions 3.1 and 5.4 to develop a City Region Fair Work Strategy and Living Wage Accreditation Scheme. Joint workshop taken place between portfolios but little appetite for shared offer. Discussion underway to developed shared offer as part of Covid recovery response	In Progress
5.4	Implement City Region Fair Work Strategy	~ Publication of City Region Fair Work Strategy <i>Improve standard of jobs (SO4) and reduce inequalities (SO5)</i>	GCR Skills and Employment Portfolio	No single strategy across City Region; will form part of regional framework	In Progress

**Priority Action Area 6: Build capacity and evidence to underpin City Region wide skills planning and investment to address City Region needs and maximise opportunities, including intelligence on new key skills needs such as digital and meta-skills.**

Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
6.1	Support the development of the Glasgow City Region Intelligence Hub and work with the Hub to establish a city region approach to horizon scanning for future employment and skills needs	~ Intelligence Hub established with links to national, regional and local data sources <i>Improved understanding of new skills needs including digital and meta skills (SO1, SO2)</i>	GCR Intelligence Hub GCR Skills & Employment Portfolio	City Region Intelligence Hub established and Regional Strategic Assessment published. Framework in place to review and update data on a regular basis. Discussion ongoing with SFC, City Region Colleges and Universities to include additional data sets on leavers and qualifications.	Achieved
6.2	Support and work with the Digital Glasgow strategy to promote the growth of the city region as a hub for digital technologies; develop supportive skills interventions	~ Design a suite of digital skills interventions aligned more closely to needs of digital technologies sector <i>Increase WA Qualifications (SO3)</i>	City Region Colleges and Universities Scottish Funding Council	Various programmes running; updated required form Colleges/SFC. WCS Launch new Foundation Apprenticeship from August 2020	On Track
6.3	Develop complementary and integrated employability support interventions to promote and enable take up of digital skills by targeted groups	~ Establish criteria and referral mechanism to increase referrals to digital skills provision <i>Increase qualifications (SO3), reduce inequalities (SO5) and reduce Skills and employment gaps (SO6)</i>	GCR Skills and Employment Portfolio	Various processes in place within MAs; criteria and mechanisms to be agreed as part of regional model	On Track

**Priority Action Area 7: Review funding and other mechanisms to bring forward an action plan to promote greater education and skills alignment and collaboration at city region level, but also increase agility and adaptive resilience of the City Region skills system.**

Action Ref. No.	Detailed Action	Outputs and Outcomes	Lead Partner	Progress	RAG Status
7.1	Undertake a review of existing skills funding and other mechanisms	~ Action plan to promote greater alignment and increase agility of the city region skills system <i>Better alignment and working across city region (SO1)</i>	Intelligence Hub with CR Skills and Employment Portfolio Enterprise & Skills Strategic Board	Work undertaken to review total funding available for skills. GCR Colleges Group established to review and share data on alignment and increase agility of city region skills system.	In Progress
7.2	Contribute to the Scottish Funding Council review of national college funding arrangements	~ National funding arrangements which take account of Glasgow City Region needs. <i>Better alignment and working across city region (SO1)</i>	Scottish Funding Council with City Region Colleges and Universities	No progress to date. Detailed ask to be developed to Scottish Government as part of Economic Recovery Plan	Overdue
7.3	Develop our Glasgow City Skills Alignment Pilot for greater coordination of SFC outcome agreement funding with SDS commissioning activity	~ Greater coordination of the Glasgow Regional Outcome Agreement and SDS commissioning activity in Glasgow from 2020-21 onwards <i>Better alignment and working across city region (SO1)</i>	Skills Development Scotland and Glasgow Colleges Regional Board	GCR Colleges Group established to share and co-ordinate ROAs. Work underway to extend Skills Alignment Pilot to remaining two College Regions. Work on extending pilot for tourism and hospitality stalled due to Coronavirus pandemic	On Track
7.4	Develop a Skills Partnership Concordat for the city region to support delivery of RSIP	~ Concordat developed and signed by key partners <i>Better alignment and working across city region (SO1)</i>	GCR Skills and Employment Portfolio	Terms of Reference agreed for GCR Colleges Group and new Skills Portfolio Group. Meetings arranged in March/April to sign-off cancelled due to Coronavirus pandemic. ToR to be finalised at meeting on June 2020 and Concordat signed in Autumn.	On Track

## b) Glasgow RSIP Delivery Plan 2020/21

Priority Action Area 1: Ensure sufficient local and appropriately skilled people to deliver City Deal Projects, and to maximise benefits of improved transport and access to end use jobs				
Ref.	Action Plan 2020 - 2021	Outputs and Outcomes (Link to Strategic Outcomes)	Lead Partner / Stakeholders	Priority (Short, medium, long term)
1.1	Labour Force mapping of all City Deal Projects and benefits	Comprehensive timeline of labour requirements	<b>City Deal PMO</b> GCR Intelligence Hub	Short
1.2	Develop an Integrated Regional Employment and Skills Programme aligned to the City Deal Programme and economic growth:	Reduce %age employers reporting skills gaps Increase GCR Employment Rate	<b>GCR Skills Portfolio</b> City Deal PMO GCR Colleges & Universities West Partnership	Short - Medium
1.3	GIS Mapping of City Deal end job opportunities and transport links	Reduce inequalities in pay and employment access Increase GCR Employment Rate	<b>GCR Intelligence Hub</b>	Medium - Long
1.4	Integrate all aspects of transport planning to support skills and economic activity.	Reduce inequalities in pay and employment access Increase GCR Employment Rate	<b>GCR Transport Portfolio</b>	Medium - Long
Priority Action Area 2: Design and fund interventions and more effectively use procurement and other levers to secure major growth in workforce skills development.				
Ref.	Action Plan 2020 - 2021	Outputs and Outcomes	Lead Partner / Stakeholders	Priority
2.1	Targeted interventions by sector to protect jobs and support in-work progression	Reduce %age employers reporting skills gaps Increase average earnings	<b>GCR Skills and Employment Portfolios</b> GCR Enterprise Portfolio Scottish Enterprise	Short - Medium
2.2	Expand Workforce Development offering and Funding across the City Region	Increase productivity GCR top quartile of UK Core Cities	<b>GCR Skills Portfolio</b> Scottish Government Scottish Funding Council GCR Colleges & Universities	Short - Medium
2.3	Development of a Regional Community Wealth Building Strategy with strong people and skills focus	City Region alignment and working is the norm	<b>City Region PMO</b> Economic Delivery Group Regional Partnership	Medium - Long

**Priority Action Area 3: Develop a suite of skills actions, focussed on inclusivity part of Inclusive Growth, to reduce full range of labour market inequalities and in-work poverty, and tackle issues of people further from the labour market.**

Ref.	Action Plan 2020 - 2021	Outputs and Outcomes	Lead Partner / Stakeholders	Priority
3.1	Maintain momentum to increase Foundation, Modern and Graduate Apprenticeships and work with employers to explore shared apprenticeship models	Reduce %age of working age populations with no qualifications	<b>Skills Development Scotland</b> West Partnership	Short - Medium
3.2	<b>NEW</b> Creation of shared online learning resources.	City Region alignment and working across educations and skills bodies and geographies is the norm	<b>GCR Colleges &amp; Universities</b>	Short - Medium
3.3	Implement Active Labour Market Policies and Programmes to create jobs and incentivise employers; implement the Glasgow City Region Youth Guarantee;	Reduce %age of working age populations with no qualifications. Increase GCR Employment Rate	<b>GCR Skills &amp; Employment Portfolio</b> West Partnership	Short - Medium
3.4	Review and expand opportunities for widening access and develop appropriate sponsorship and support framework.	Halve gaps in education, skills and employment outcomes	<b>GCR Skills Portfolio</b> Scottish Funding Council GCR Colleges & Universities	Short - Medium
3.5	Implement Regional Employability Collaborative Model incorporating a City Region Jobs Portal and Brokerage Service, enhanced skills profiling and matching to opportunities and specialist services;	City Region alignment and working is the norm Increase GCR Employment Rate	<b>GCR Employment Portfolio</b> Economic Delivery Group Chief Executives Group	Short - Medium
3.6	Creation of a Flexible Skills Fund aligned to business needs and to support transitions, job retention and economic growth;	Additional resources for skills development programmes. Reduce %age of employers reporting skills shortages and skills gap vacancies. Increase productivity.	<b>GCR Skills &amp; Employment Portfolio</b> Scottish Government	Medium
3.7	Increase skills and qualifications through targeted employability interventions and job creation;	Reduce %age of working age populations with no qualifications. Increase GCR Employment Rate	<b>GCR Skills &amp; Employment Portfolio</b>	Medium
3.8	Introduce a Glasgow City Region Fair Work Strategy and accreditations scheme;	Reduce inequalities in pay and employment access	<b>GCR Employment Portfolio</b> Economic Delivery Group Chief Executives Group	Medium - Long



Priority Action Area 4: Develop and deliver skills interventions to address problems and grasp opportunities at city region level arising from BREXIT deal.				
Ref.	Action Plan 2020 - 2021	Outputs and Outcomes	Lead Partner / Stakeholders	Priority
4.1	Create more opportunities for upskilling and reskilling to support job retention and help tackle short-term unemployment;	Reduce the %age of working age people with no qualifications Increase productivity	Scottish Funding Council GCR Colleges & Universities	Short - Medium
4.2	Develop specialist support packages for people made redundant as a result of the BREXIT deal	Reduce %age employers reporting skills shortages and skills gaps Reduce %age of working age population with no qualifications Increase GCR employment rate	GCR Employment Portfolio	Medium - Long
4.3	Work with Scottish and UK Governments to ensure that post-study visa policies allow us to retain talent and grow our regional economy	Increase productivity	GCR Employment Portfolio Scottish and UK Governments	Medium - Long
Priority Action Area 5: Support businesses to move up the value chain, improve productivity and competitiveness, create more Fair Work and capitalise on				
Ref.	Action Plan 2020 - 2021	Outputs and Outcomes	Lead Partner / Stakeholders	Priority
5.1	<b>NEW</b> Assessment of skills needs of the worst hit industries	Reduce %age of employers reporting skills shortages and skills gaps. Protect jobs	Skills Development Scotland Scottish Enterprise	Short
5.2	<b>NEW</b> Develop an enhanced Regional PACE offer to companies and individuals facing redundancy to include a skills assessment and tailored skills advice and training	City Region alignment and working is the norm Reduce inequalities in pay and employment access	GCR Employment Portfolio Skills Development Scotland DWP	Short - Medium
5.3	Increase alignment between skills and enterprise through greater integration of skills and employment interventions with business development activity to protect jobs, promote progression and to enable business to realign activity and access new markets;	Increase productivity Increase average earnings GCR in top quartile of UK Core Cities	GCR Skills & Employment Portfolios GCR Enterprise Portfolio	Short - Medium
5.4	<b>NEW</b> Creation of sectoral hubs and bespoke skills programmes to support economic growth;	Reduce %age of employers reporting skills shortages and skills gaps. Reduce the %age of working age people with no qualifications Increase productivity	GCR Skills Portfolio Skills Development Scotland GCR Colleges & Universities	Medium - Long

Priority Action Area 6: Build capacity and evidence to underpin City Region wide skills planning and investment to address City Region needs and maximise opportunities, including intelligence on new key skills needs such as digital and meta-skills.				
Ref.	Action Plan 2020 - 2021	Outputs and Outcomes	Lead Partner / Stakeholders	Priority
6.1	Secure funding to expand Connecting Scotland Programme to increase digital access and capability	Reduce inequalities in pay and employment access Halve gap in education, skills and employment outcomes	<b>GCR Employment Portfolio</b> Scottish Government	Short
6.2	Increase in digital skills to support growth in the digital sector and also targeted at SMEs and job seekers/changers to support new ways of working	Reduce %age of employers reporting skills shortages and skills gaps Reduce %age working age population with no qualifications Increase productivity	<b>GCR Skills Portfolio</b> GCR Colleges and Universities	Short - Medium
6.3	Enhance levels of intelligence and mapping of skills demands and outcomes; improve understanding of migrant labour	City Region alignment and working is the norm	<b>GCR Intelligence Hub</b>	Short - Medium
6.4	Work with our skills providers and industry leads to ensure the integration of meta-skills in all vocational learning opportunities and to build career route ways	Reduce %age of employers reporting skills shortages and skills gaps Reduce %age working age population with no qualifications	<b>GCR Skills Portfolio</b> GCR Colleges and Universities	Medium - Long

**Priority Action Area 7: Review funding and other mechanisms to bring forward an action plan to promote greater education and skills alignment and collaboration at city region level, but also increase agility and adaptive resilience of the City Region skills system.**

<b>Ref.</b>	<b>Action Plan 2020 - 2021</b>	<b>Outputs and Outcomes</b>	<b>Lead Partner / Stakeholders</b>	<b>Priority</b>
7.1	Increase City Region influence in skills planning and investment decisions to ensure there is a skilled workforce to meet the demand from local businesses and support economic growth	City Region alignment and working is the norm for skills planning, investment and provision	<b>GCR Skills Portfolio</b> Scottish Government	Short
7.2	Roll-out of the Glasgow Skills Alignment Pilot across the remaining two college regions and increase collaboration through ROAs	City Region alignment and working is the norm for skills planning, investment and provision Reduce %age employers reporting skills shortages and skills gaps	<b>Skills Development Scotland/Scottish Funding Council</b> GCR Colleges and Universities	Short - Medium
7.3	Secure additional funding, including, post-EU Structural Funds, to establish a Flexible Skills Investment Fund to respond to economic opportunities and challenges	Increase productivity and job density	<b>Skills Portfolio</b> Scottish Government	Short - Medium
7.4	Continued development of the GCR Colleges Partnership and inclusion of Universities towards a single tertiary system as recommended in the Cumberford-Little report.	City Region alignment and working across education and skills bodies and geographies is the norm for skills planning, investment and provision	<b>GCR Skills Portfolio</b>	Medium
7.5	Improve alignment and integration of senior phase education to labour market requirements	City Region alignment and working across education and skills bodies and geographies is the norm for skills planning, investment and provision	<b>West Partnership</b> GCR Skills & Employment Portfolios	Medium - Long

