

The logo for the Scottish Apprenticeship Advisory Board (SAAB) features the letters 'SAAB' in a bold, teal, sans-serif font. To the left of the letters is a solid dark blue vertical bar. A thin dark blue vertical line is positioned to the right of the letters, separating them from the text.

Scottish  
Apprenticeship  
Advisory Board

A solid dark blue horizontal bar is located to the right of the SAAB logo, extending across the top of the page.

# **SCOTTISH APPRENTICESHIP ADVISORY BOARD STRUCTURE AND REMIT**

# CONTENTS

1	Introduction	3
2	Overview of the Structure	4
3	Scottish Apprenticeship Advisory Board Group Board: Terms of Reference	5
	Scottish Apprenticeship Advisory Board Group: Board Membership	6
4	Scottish Apprenticeship Advisory Board Employer Engagement Group: Terms of Reference	7
	Scottish Apprenticeship Advisory Board Employer Engagement Group: Board Membership	8
5	Scottish Apprenticeship Advisory Board Employer Equalities Group: Terms of Reference	9
	Scottish Apprenticeship Advisory Board Employer Equalities Group: Board Membership	10
6	Scottish Apprenticeship Advisory Board Frameworks and Standards Group: Terms of Reference	11
	Scottish Apprenticeship Advisory Board Frameworks and Standards Group: Board Membership	12
7	Centre for Work-Based Learning	13

# 1

## INTRODUCTION

Originating from the recommendations of the Commissioning for Developing Scotland's Young Workforce, the purpose of the Scottish Apprenticeship Advisory Board (SAAB) is to provide employer leadership and contribution to the development of apprenticeships in Scotland; ensuring they are aligned with industry and economic need, Fair Work and job opportunities. It will be responsible for providing advice and making recommendations on the guiding principles, operational policy, systems and structures supporting apprenticeships in Scotland.

**The Board will consist of four groups as follows:**

### **A Group Board**

Includes senior business representation responsible for providing advice and making recommendations on the guiding principles, operational policy, systems and structures supporting apprenticeships in Scotland.

### **Employer Engagement Group**

Includes employer and business organisations and a representative of the Developing the Young Workforce National Group. This group's specific role is to listen, engage and communicate and distil information from employers on matters affecting Apprenticeships in Scotland.

### **Employer Equalities Group**

Incorporates representatives from business with a focus on equality and diversity. The group's remit is to address under-representation in apprenticeships; supporting improved access and participation.

### **Frameworks and Standards Group**

A technical group which will ensure that supporting structures are developed and maintained, and contribute to an effective apprenticeship system in Scotland. The set up of the Advisory Board comes at an important time for apprenticeships with the introduction of the levy from April 2017. SAAB will play a key role in advising on the use and fulfilment of the levy in Scotland which meets industry demand.

**Skills Development Scotland (SDS)**, the national skills agency, is responsible for managing the funding and promotion of Apprenticeships on behalf of **Scottish Government**. The SDS Board is responsible for facilitating employer leadership of apprenticeships through the SAAB. SDS is working with the university sector to set up the **Centre for Work-Based Learning**, which has a remit to promote the value of work-based learning in the Scottish education and training system. Through its research and development activities, the Institute will support the work of, and be informed by, the Advisory Board.

# 2

## OVERVIEW OF THE STRUCTURE

### Apprenticeship Governance & Engagement Structure



# 3

## SCOTTISH APPRENTICESHIP ADVISORY BOARD GROUP BOARD: TERMS OF REFERENCE

### Purpose

Originating from the recommendations of the Commissioning for Developing Scotland's Young Workforce, the purpose of the Scottish Apprenticeship Advisory Board (SAAB) is to provide employer leadership and contribution to the development of apprenticeships in Scotland; ensuring they are aligned with industry and economic need, Fair Work and job opportunities. This will include Foundation, Modern and Graduate Level Apprenticeships. It will be responsible for providing advice and making recommendations on the guiding principles, operational policy, systems and structures supporting apprenticeships in Scotland. The Group Board will normally meet twice per year.

### Key roles and Responsibilities

#### The Group Board's main responsibilities are to:

- Strengthen employer input to, and endorsement of, the strategic direction of apprenticeships and work based learning pathways, ensuring that the supporting apprenticeship "system" meets the needs of industry.
- Ensure the alignment of apprenticeships with economic growth and job opportunities
- Set and maintain the guiding principles for the core requirements of apprenticeship frameworks to achieve a competent, high skilled and flexible workforce.
- Inform and make recommendations on, and the priorities for, development and continuous improvement activities, including in the area of equalities.
- Provide advice on relevant matters affecting employers and on emerging policy which is likely to impact on the strategic direction of apprenticeships (e.g. the UK Apprenticeship Levy).
- Act as the "custodian" for approved apprenticeship frameworks on behalf of industry
- Be ambassadors for apprenticeships with other businesses and young people

# 3

# SCOTTISH APPRENTICESHIP ADVISORY BOARD GROUP MEMBERSHIP

Name	Organisation	Title
<b>John F McClelland CBE (Chair)</b>	Skills Development Scotland	Chair
<b>Graeme Waddell (Vice-Chair)</b>	Skills Development Scotland	Board Member
<b>Alastair Salvesen CBE</b>	Dawnfresh Seafoods Ltd	Chairman
<b>Alison McGregor</b>	HSBC	CEO Scotland
<b>Allan Colquhoun</b>	Leonardo UK	University Liaison & Emerging Technologies Manager
<b>Annemarie O'Donnell</b>	Glasgow City Council	CEO
<b>Brendan Dick</b>	Scotland Director	British Telecom Regions
<b>Damien Yeates</b>	Skills Development Scotland	CEO
<b>Doug Keillor</b>	BAM Construct UK Ltd	Executive Director
<b>Ed Monaghan</b>	Mactaggart & Mickel Group Ltd	CEO
<b>Eddie Hawthorne</b>	Arnold Clark	CEO
<b>Edel Harris</b>	Cornerstone	CEO
<b>Ellis Watson</b>	DC Thomson & Co Ltd	CEO
<b>Frank Mitchell</b>	Scottish Power Netowrks	CEO
<b>Graham Hutcheon</b>	Edrington Group	Managing Director of Operations
<b>Grahame Smith</b>	STUC	General Secretary
<b>Iain Stevenson</b>	BAE Systems	Managing Director
<b>Janette Scott</b>	The Gleneagles Hotel	HR Director
<b>Jim Hannigan</b>	Doosan Babcock	Director of Green Power Solutions
<b>Jim McColl OBE</b>	Clyde Blowers	Chairman and CEO
<b>Sir Jim McDonald</b>	University of Strathclyde	Principal
<b>John Reid</b>	Michelin Dundee	Operations Director
<b>Keith Taylor</b>	Robertson Group Ltd	Managing Director
<b>Maggie Morrison</b>	CGI	Vice President, Public Sector
<b>Martin Crewe</b>	Barnardo's Scotland	Director
<b>Natalie Buxton</b>	Weber Shandwick	Director
<b>Paul Campbell</b>	Scottish Water	Organisational Learning & Development Lead
<b>Paul Gray</b>	NHS Scotland	CEO
<b>Phil Lawless</b>	LifeScan Scotland	Director
<b>Sally Loudon</b>	COSLA	CEO
<b>Steve Gold</b>	Oracle Corporation UK Ltd	Vice President
<b>Tim Allan</b>	Unicorn Property Group	CEO
<b>Toby-Peyton Jones</b>	Siemens UK & North West Europe	HR Director
Observer		
<b>Hugh McAloon</b>	Scottish Government	Deputy Director, Youth Employment Division, Fair Work Directorate

# 4

## SCOTTISH APPRENTICESHIP ADVISORY BOARD EMPLOYER ENGAGEMENT GROUP: TERMS OF REFERENCE

### **Purpose**

The overall aim of this group is to strength employer input into the strategic direction of apprenticeships and work based learning pathways, ensuring that the supporting apprenticeship “system” meets the needs of industry.

This group’s specific role is to listen, engage and communicate and distil information from employers on matters affecting Apprenticeships in Scotland. It will gather insights from employers and industry groups on how best to support and encourage employer participation in apprenticeships. Its work will inform the other SAAB Groups.

The Group will normally meet twice per year, prior to Group Board meetings.

### **Key roles and Responsibilities**

**The main responsibilities of the SAAB Employer Engagement Group are to liaise with the SAAB**

#### **Group Board in relation to the following:**

- The alignment of MAs with economic growth, job opportunities and fair work
- The guiding principles for the core requirements of apprenticeship frameworks to achieve a competent, high skilled and flexible workforce.
- The priorities for development and continuous improvement activities
- Promotion and communication on apprenticeships to employers
- Relevant matters affecting employers e.g. emerging policy which is likely to impact on the strategic
- direction of apprenticeships (e.g. the UK Apprenticeship Levy)

#### **And to:**

- Be ambassadors for apprenticeships with other businesses and young people
- Establish and maintain links with Developing Young People Regional Groups
- Provide advice on relevant matters affecting employers and on emerging policy which is likely to impact on the strategic direction of apprenticeships (e.g. the UK Apprenticeship Levy).
- Act as the “custodian” for approved apprenticeship frameworks on behalf of industry
- Be ambassadors for apprenticeships with other businesses and young people

# 4

## SCOTTISH APPRENTICESHIP ADVISORY BOARD EMPLOYER ENGAGEMENT GROUP: MEMBERSHIP

Name	Organisation	Title
<b>Paul Campbell (Chair)</b>	Scottish Water	Chair Organisational Learning & Development Lead
<b>Barry McCulloch</b>	Federation of Small Businesses (FSB) Scotland	Senior Policy Adviser
<b>Bryan Buchan</b>	Scottish Engineering	CEO
<b>Edel Harris</b>	Cornerstone	CEO
<b>David Linton</b>	BT	Head of Graduate Development
<b>David Watt</b>	Institute of Directors	Executive Director
<b>Donald-Iain Brown</b>	BBC	Group Head of Talent
<b>Hector MacAulay</b>	Balfour Beatty	Managing Director
<b>Hugh Aitken</b>	Confederation of British Industry (CBI) Scotland	Regional Director
<b>Jane Wood</b>	Scottish Retail Consortium	Apprenticeship Quality Manager – Boots
<b>Lee Ann Panglea</b>	CIPD	CIPD Scotland and Northern Ireland
<b>Liz Cameron</b>	Chambers of Commerce	CEO and Director
<b>Lyndsay Lauder</b>	NHS Greater Glasgow & Clyde	Head of People and Change – Organisational Effectiveness
<b>Mark Bevan</b>	SCDI	CEO
<b>Martin Dick</b>	Robertson Group Ltd	Group Central Services Director
<b>Mike Callaghan</b>	COSLA	Policy Manager
<b>Mike White</b>	Royal Bank of Scotland	Early Careers – Apprenticeships Manager
<b>Patricia Rainey</b>	Rainey Consultancy	Director
<b>Robert Allan</b>	Apex Hotels House	HR Director
<b>Sharon Faulkner</b>	Angus Council	Head of HR
<b>Vaughan Hart</b>	Scottish Building Federation	Managing Director
<b>Willie Wood</b>	Johnstons of Elgin	Group HR Director
<b>Wendy Burton</b>	Scottish Union Learning	STUC Representative
<b>Observers</b>		
<b>George Brown</b>	Scottish Qualifications Authority	Head of Accreditation
<b>Nicola Sykes</b>	Scottish Government	Head of Apprenticeships and Employer Incentives
<b>Veronica Lynch</b>	Colleges Scotland	Director of External Relations, Dundee and Angus College



# 5

## SCOTTISH APPRENTICESHIP ADVISORY BOARD EMPLOYER EQUALITIES GROUP: TERMS OF REFERENCE

### **Purpose**

The overall aim of this group is to strengthen the employer contribution to the development of apprenticeships in Scotland ensuring they are aligned with industry, economic need, and job opportunities.

This group's specific role is to address under-representation in apprenticeships and support better access to and participation in Apprenticeships. It will gather insight on equalities in relation to apprenticeships and any challenges or good practice from employers. Its work will inform the other Groups.

The group will normally meet twice per year in advance of Group Board meetings.

### **Key roles and Responsibilities**

The main responsibilities of the SAAB Employer Equalities Group are to provide advice to the other Groups in relation to:

- The strategies and policies which are most likely to impact on employer behaviour to improve representation in participation and outcomes.
- The content and prioritisation of continuous improvement activity and policy in addressing under-representation

### **And to:**

- Be ambassadors for Apprenticeships with other employers
- Champion and promote best practice amongst employers in addressing under-representation

# 5

## SCOTTISH APPRENTICESHIP ADVISORY BOARD EMPLOYER EQUALITIES GROUP: MEMBERSHIP

Name	Organisation	Title
<b>Maggie Morrison (Chair)</b>	CGI Scotland	Vice President, Public Sector Scotland
<b>Angela Prentner-Smith</b>	This is Milk	Managing Director
<b>Aileen Smyth</b>	Dundee City Council	COSLA
<b>Bruce Gunn</b>	DNDP	Managing Director
<b>Carol Gillespie</b>	SEPA	Senior HR Advisor
<b>Chris Oswald</b>	EHRC Scotland	Head of Policy and Communications
<b>Helen Martin</b>	STUC	Assistant Secretary
<b>Ian Hay</b>	MacTaggart Scott	Training and Development Manager
<b>Jim McHarg</b>	The Weir Group	HR Director and Co Secretary (ILG)
<b>Julia Stevenson</b>	Scottish Water	Strategy, Leadership and Talent Lead
<b>Katie Mosley</b>	Lockheed Martin	Talent Acquisition Specialist
<b>Lesley de Jager</b>	The Wood Group	People and Organisation Director – UK & Africa
<b>Lynsey Chambers</b>	City Building	Queenslie Training Centre Manager
<b>Maria Williamson</b>	Action for Children	Children's Services Manager, Employability Services
<b>Mark McCafferty</b>	MITIE	Regional HR Manager – Scotland
<b>Maureen Douglas</b>	Forster Group	HR Director (ILG)
<b>Saj Sharif</b>	Zen Consultants (Sco) Ltd	CEO
<b>Steven Grier</b>	Microsoft	Country Manager Scotland
<b>Observers</b>		
<b>Callum Grigor</b>	Scottish Government	Apprenticeship Policy Manager
<b>Fiona Burns</b>	Scottish Funding Council	
<b>Stuart McKenna</b>	Scottish Training Federation	CEO
<b>Victoria Beattie</b>	Scottish Government	Head of Workforce Equality Team

# 6

## SCOTTISH APPRENTICESHIP ADVISORY BOARD FRAMEWORKS AND STANDARDS GROUP: TERMS OF REFERENCE

### Purpose

The Frameworks and Standards Group will oversee apprenticeship framework development and standards for the apprenticeship family in Scotland and ensure they are demand/employer-led. The Group will also ensure they are aligned with industry, economic, job and progression opportunities and develop transferable skills for occupations which have common currency across the UK. This will include Foundation, Modern and Graduate Level Apprenticeships. It will ensure that supporting structures are developed and maintained using evidence-based approaches as well as contributing to an effective apprenticeship system in Scotland. The Group will also provide thought leadership on the shape of frameworks, standards and quality approaches to apprenticeships. The group will normally meet 4 times per year, with sub group operational meetings every six weeks.

### Key roles and Responsibilities

**The main responsibilities of the Frameworks and Standards Group and associated sub groups are to:**

- Provide thought leadership and share information and intelligence with the other Groups to support policy development and delivery of apprenticeships in Scotland
- Identify and share good practice to improve the operation of apprenticeships in Scotland
- Use knowledge and expertise to promote greater understanding about apprenticeships
- Provide advice to the other Groups on prioritising development activity
- Monitor development activity for standards, qualifications and apprenticeships
- Scrutinise, challenge and approve all apprenticeship frameworks for use in Scotland
- Have oversight of end to end quality assurance within apprenticeships
- Act as the custodian of approved apprenticeship frameworks on behalf of industry

**The Frameworks and Standards Group will also liaise with the Devolved Administrations on an interim approach to developing frameworks and standards. It will:**

- Represent Scotland on the Tripartite Commissioning Board
- Make recommendations on approval of standards to the Tripartite Commissioning Board
- Report on the approval of Scotland-specific products to the Tripartite Commissioning Board

# 6

## SCOTTISH APPRENTICESHIP ADVISORY BOARD FRAMEWORKS AND STANDARDS GROUP: MEMBERSHIP

Name	Organisation	Title
Allan Colquhoun (Vice Chair)	Leonardo UK	University Liaison and Emerging Technologies Manager
Craig Vickery	ACCA	Head of ACCA Scotland
Daniel Pedley	Chartered Insurance Institute	Strategic Executive Adviser to the CEO
David Whitehouse	Doosan Babcock	Head of Capacity Planning
Di Blackburn	Sainsburys	Operational Skills Manager
George Brown	SQA Accreditation	Head of SQA Accreditation
Helen Muir	Dawnfresh	HR Director and Co Secretary (ILG)
Ian Stewart	Devro	HR Director
Jackie Galbraith	Colleges Scotland	Vice Principal – Strategy, Planning and Performance at Ayrshire College
Karen Petrie	Universities Scotland	Associate Dean for Learning and Teaching, University of Dundee
Liz Campbell	Law Society Scotland	Director of Education, Training and Qualifications
Lucinda McAllister	Fife Council	Service Manager, Employability and Employer Engagement
Paul Mitchell	Scottish Building Federation	FSG Remit
Robbie Robinson	JP Morgan	Technology Excellence Manager
Ruth Jennings	Sainsburys	Qualifications Manager (Operational Skills Manager)
Sara Dodd	Codeclan	Head of Curriculum & Accreditation
Sara Thiam	Institute of Civil Engineering	Regional Director Scotland
Sheena Greco	NHS Education Scotland	Principal Educator
Sophia Wesolinski	Chartered Banker Institute	Apprenticeship Manager
Stuart McKenna	Scottish Training Federation	Chief Executive
Sue Renny	Superdrug	Apprenticeship Programme Manager
Tommy Breslin	Scottish Union Learning	Development Officer
<b>Observers</b>		
Joe Dowd	Scottish Government	Senior Policy Manager/ Youth Employment Unit
Michael Cross	Interim Director of Access, Skills and Outcome Agreement	Scottish Funding Council

# 7

## CENTRE FOR WORK BASED LEARNING

### **Proposition**

The Centre will align its work with the Scottish Apprenticeship Advisory Board, its committees and regional partnerships of work based learning providers (including further and higher education) to build the capacity needed to implement a quality experience through the apprenticeship family of products.

The core of the Centre's work with policy makers, educators, employers and individuals will be through a tripartite approach around:

### **Policy**

Supporting research to develop and influence policy in work based learning;

### **Practice**

Supporting the development and delivery of high quality work based learning pathways through the apprenticeship family through innovative and flexible delivery/funding models;

### **Perception**

Providing a voice for work based learning to challenge thinking and effect attitudinal and cultural change.