

**SAAB**

Scottish  
Apprenticeship  
Advisory Board



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

**MARCH 2019**

# CONTENTS

	Page
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 Standards and Frameworks Group: Terms of Reference	11
Scottish Apprenticeship Advisory Board Frameworks and Standards Group: Board Membership	12
7 Scottish Apprenticeship Advisory Board Apprenticeship Engagement Group: Terms of Reference	13
Scottish Apprenticeship Advisory Board Apprenticeship Engagement Group: Board Membership	14
8 Centre for Work-Based Learning	15

# 1

## INTRODUCTION

**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 **Scottish Apprenticeship Advisory Board (SAAB)**.

Following 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.

SDS is also working with the university sector and 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.

**The Scottish Apprenticeship Advisory Board will consist of five 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.

### **Standards and Frameworks Group**

A technical group which will ensure that supporting structures are developed and maintained and contribute to an effective apprenticeship system in Scotland. The setup 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.

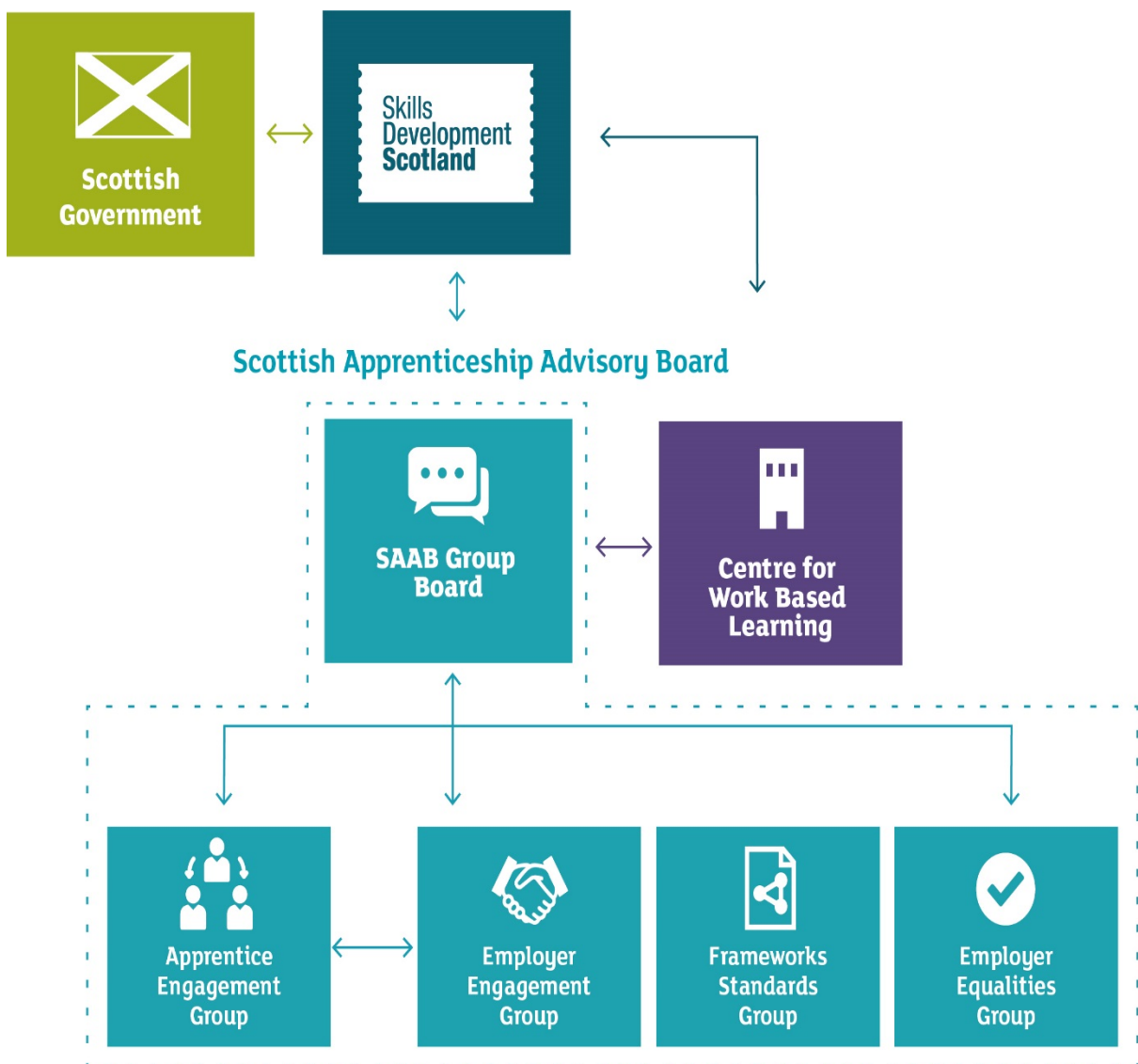
### **Apprenticeship Engagement Group**

Working with employers through SAAB, the Group will take on an ambassadorial role and be the face of apprenticeships in the Scottish apprenticeship system. They will communicate the benefits of Modern Apprenticeships and the expansion of Foundation and Graduate Level Apprenticeships to young people, employers, parents and other stakeholders.

# 2

## OVERVIEW OF THE STRUCTURE

### Apprenticeship Governance & Engagement Structure



# 3

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

### **Purpose**

The SAAB Group Board 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, highly 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	Title	Organisation
<b>Alastair Salvesen CBE</b>	Chairman	Dawnfresh Seafoods Ltd
<b>Alison McGregor - Co-Chair</b>	Non-Executive Director	Beatson Charity
<b>Allan Colquhoun</b>	University Liaison and Emerging Technologies Manager	Leonardo MW Ltd
<b>Amanda Bradley (Chair SFG)</b>	HR Business Partner	Scottish Power Energy Networks
<b>Annemarie O'Donnell</b>	Chief Executive	Glasgow City Council
<b>Billy Allan</b>	Chairman	Edwin James Holding
<b>Brendan Dick</b>	Chairman	Openreach Board
<b>Ed Monaghan</b>	Chief Executive	Mactaggart & Mickel Group Ltd
<b>Frank Mitchell (Co-Chair)</b>	CEO of SP Energy Networks	Scottish Power Energy Networks
<b>Graham Hutcheon</b>	CBI Scotland Chair	Edrington
<b>Grahame Smith</b>	General Secretary	STUC
<b>Henry Graham</b>	Chair	Lantra
<b>Janette Scott</b>	HR Director	The Gleneagles Hotel
<b>Jim McColl OBE</b>	Chairman & CEO	Clyde Blowers
<b>Sir Jim McDonald</b>	Principal Chair for CWBL Advisory Board	University of Strathclyde
<b>Maggie Morrison (Chair EEQ)</b>	Client Partner	NTT Data UK
<b>Martin Crewe</b>	Director	Barnardo's Scotland
<b>Natalie Buxton</b>	Director	Weber Shandwick
<b>Paul Campbell (Chair EEG)</b>	Head of Learning and Organisational Development	Scottish Water
<b>Paul Gray</b>	Chief Executive	NHS Scotland
<b>Sally Loudon</b>	CEO	COSLA
<b>Scott Alexander</b>	Managing Director for Construction North	Robertson Group
<b>Steve Timms</b>	Managing Director	BAE Systems
<b>Tim Allan</b>	CEO	Unicorn Property Group
<b>Observer</b>		
<b>Oonagh Gil</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, highly 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	Title	Organisation
<b>Alastair Cameron</b>	Director	Scotmas Group
<b>Barry McCulloch</b>	Senior Policy Adviser	FSB Scotland
<b>Christopher Sleight</b>	Training Manager for BBC Scotland	BBC
<b>Donald-Iain Brown</b>	Group Head of Talent	BBC
<b>Hector MacAulay</b>	Managing Director	Balfour Beatty
<b>Lee Ann Panglea</b>	CIPD Scotland and Northern Ireland	CIPD
<b>Liz Cameron</b>	Chief Executive and Director	Chambers of Commerce
<b>Matthew Sweeney</b>	Policy Officer	COSLA
<b>Mike Callaghan</b>	Policy Manager	COSLA
<b>Mike White</b>	Apprentice Manager – Early Career	RBS
<b>Moira McDonald</b>	Learning and Education Manager	NHS Greater Glasgow and Clyde
<b>Patricia Rainey</b>	Director	Rainey Consulting
<b>Paul Campbell (Chair EEG)</b>	Head of Learning and Organisational Development	Scottish Water
<b>Paul Sheerin</b>	Chief Executive	Scottish Engineering
<b>Robert Allan</b>	Human Resources Director, Chair of Tourism Alliance	Apex Hotels House
<b>Scott Baker</b>	Apprentice Development Manager	BT
<b>Sharon Faulkner</b>	Head of HR	Angus Council (COSLA)
<b>Sheila Gordon</b>	Training Academy Lead	Cornerstone
<b>Tony Elliott</b>	Director of HR	Robertson Group
<b>Tracy Black</b>	Deputy Director	CBI
<b>Vaughan Hart</b>	Managing Director	Scottish Building Federation
<b>Wendy Burton</b>	Director, Scottish Union Learning	(STUC Rep)
<b>Willie Wood</b>	Group HR Director	Johnstons of Elgin
<b>Observers</b>		
<b>George Brown</b>	Scottish Qualifications Authority	Head of Accreditation
<b>Nicola Sykes</b>	Scottish Government	Apprenticeships and Employer Incentives



# 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	Title	Organisation
<b>Aileen Smyth</b>	Organisational Dev Officer	Dundee City Council
<b>Angela Prentner-Smith</b>	Managing Director	This is Milk
<b>Carol Gillespie</b>	Senior HR Adviser	SEPA
<b>Chris Oswald</b>	Head of Policy and Communications	EHRC Scotland
<b>Helen Martin</b>	Assistant General Secretary	STUC
<b>Ian Hay</b>	Training & Development Manager	MacTaggart Scott
<b>Julia Stevenson</b>	Strategy, Leadership and Talent Lead	Scottish Water
<b>Louise Isobel MacDonald</b>	Diversity Inclusion Manager	The Wood Group
<b>Lynsey Chambers</b>	Queenslie Training Centre Manager	City Building
<b>Maggie Morrison - Chair</b>	Client Partner	NTT Data UK
<b>Mairi Elder</b>	Early Careers Manager	Scottish Power Networks
<b>Maria Williamson</b>	Children's Services Manager, Employability Services,	Action for Children
<b>Maureen Douglas</b>	HR Director, (ILG)	Forster Group
<b>Natalie Buxton</b>	Director	Weber Shandwick
<b>Saj Sharif</b>	C.E.O.	Zen Consultants (Sco) Ltd
<b>Steven Grier</b>	Country Manager Scotland	Microsoft
<b>Suzanne Sherry</b>	Early Careers Manager	GTG / Arnold Clark Automobiles Ltd
<b>Observers</b>		
<b>Callum Grigor</b>	Apprenticeship Policy Manager	Scottish Government
<b>Clyde Bradford</b>	Apprenticeship Policy Executive	Scottish Government
<b>Lynn Killick</b>	Senior Policy/Analysis	Scottish Funding Council
<b>Stuart McKenna</b>	Chief Executive	Scottish Training Federation

# 6

## SAAB STANDARDS AND FRAMEWORKS GROUP: TERMS OF REFERENCE

### Purpose

The Standards and Frameworks Group will oversee apprenticeship standards and frameworks development 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 standards, frameworks 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 Standards and Frameworks 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 Standards and Frameworks Group will also liaise with the Devolved Administrations on an interim approach to developing standards and frameworks. 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

## SAAB STANDARDS AND FRAMEWORKS GROUP: MEMBERSHIP

Name	Title	Organisation
Allan Colquhoun - Vice Chair	University Liaison and Emerging Technologies Manager	Leonardo MW Ltd
Amanda Bradley - Chair	H.R. Business Partner	ScottishPower Energy Networks
Craig Vickery	Head of ACCA Scotland	ACCA
David Whitehouse	Head of Capacity Planning	Doosan Babcock
Doreen Davidson	Governor/ Board Member	Edinburgh University/ Scottish Lifesciences Association
George Brown	Head of SQA Accreditation	SQA Accreditation
Helen Muir	HR Director and Co Secretary	Dawnfresh
Ian Stewart	HR Director	Devro
Dr Karen Petrie	Associate Dean for Learning and Teaching, School in Science and Engineering	University of Dundee, rep. Universities Scotland
Lucinda McAllister	Service Manager, Employability & Employer Engagement	Fife Council
Paul Mitchell	Head of Employment Affairs	Scottish Building Federation
Robbie Allan	Vice President	JP Morgan
Ruth Jennings	Qualifications Manager (Operational Skills Manager)	Sainsburys
Sara Dodd	Head of Curriculum & Accreditation	Codeclan
Sara Thiam	Regional Director Scotland	Institute of Civil Engineering
Sophia Wesolinski	Apprenticeship Manager	Chartered Banker Institute
Stuart McKenna	Chief Executive	Scottish Training Federation
Stuart Millar	Director - Education, Contracts and Business Development	Colleges Scotland
Tommy Breslin	Development Officer	Scottish Union Learning
<b>Observers</b>		
Victoria Roberts	Senior Policy Manager  Youth Employment Unit	Scottish Government
Michael Cross	Interim Director of Access, Skills and Outcome Agreements.	Scottish Funding Council

# 7

## SAAB APPRENTICE ENGAGEMENT GROUP: TERMS OF REFERENCE

### **Purpose**

The purpose of the AEG is to promote the value of apprenticeships and to champion the contribution they can make to individuals, employers and the economy in Scotland, with the aim of inspiring the next generation of young people and employers to get involved in apprenticeships.

Working with employers through SAAB, the Group will take on an ambassadorial role and be the face of apprenticeships in the Scottish apprenticeship system. They will communicate the benefits of Modern Apprenticeships and the expansion of Foundation and Graduate Level Apprenticeships to young people, employers, parents and other stakeholders.

The AEG will meet monthly (or every other month) depending on the issues to be discussed.

### **Key roles and responsibilities:**

On behalf of SAAB, the AEG will:

- Be ambassadors for apprenticeships to young people, employers, parents and other stakeholders, promoting the value/ benefits of apprenticeships
- Communicate the value of work-based learning through the group's engagement activities
- Support work to boost the profile of high-quality apprenticeships to support an increase in applications from target groups

This will be facilitated by:

- Direct contact with apprentices, employers and other key players, underpinned by SAAB/ SDS managed and led campaigns, effective marketing and engagement events, such as Scottish Apprenticeship Week, Scotland Apprentice Convention and Year of Young People 2018
- Working with SAAB/ SDS to help develop effective, streamlined and simple approaches to apprentice and key stakeholder engagement that increasingly uses digital services where appropriate
- Working with the SAAB to harness the power and influence of SAAB members to drive growth in high-quality apprenticeship volumes
- Supporting work towards an increase in higher and degree apprenticeships, BAME applicants, and other routes to ensure that apprenticeships are viewed as an attractive option to learners, parents and employers
- Gathering intelligence and feedback on challenges young people may experience on up taking an apprenticeship
- Being an active member of Scotland's Apprentice Network and participating in school visits to explain the benefits of apprenticeships to other young people

# 7

## SAAB APPRENTICE ENGAGEMENT GROUP: MEMBERSHIP

Name	Title	Organisation
Alexander Esplin	Higher Apprentice, WAN/LAN Delivery	BT
Anna McCormick	SCQF Level 6, Digital Marketing	Microsoft
Clara Erso	Administrative Assistant	Scottish Government
Daisy-Kay Moore	Sheet metal craft modern apprenticeship	BAE systems
Donna Graham	2nd year, Procurement	Robertson Group
John Reid	Support Officer	Scottish Government
Liam Boyle	Modern Apprenticeship - HND Civil Engineering	Balfour Beatty
Luke Smith	Design Engineering Technician Apprentice	Leonardo UK
Melissa Jeffrey	Personal Secretary	Scottish Government
Michael Collins	Level 4, Software Development for Business	JP Morgan Chase
Rachael Beattie	Level 8, IT and Telecommunication	RBS
Rebecca Steele	Apprentice Technician	Arnold Clark

# 8

## 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.