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All enhancement themes publications are also available at www.enhancementthemes.ac.uk

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Preface

The approach to quality and standards in Scotland is enhancement-led and learner-centred. It has been developed through a partnership of the Scottish Higher Education Funding Council (SHEFC), Universities Scotland, the National Union of Students in Scotland (NUS Scotland) and the Quality Assurance Agency for Higher Education (QAA) Scotland. The enhancement themes are a key element of a five part framework which has been designed to provide an integrated approach to quality assurance and enhancement, supporting learners and staff at all levels in enhancing higher education in Scotland drawing on developing, innovative practice within the UK and internationally.

The five elements of the framework are:

- a comprehensive programme of subject level reviews undertaken by the higher education institutions themselves; guidance on internal reviews is published by SHEFC (www.shefc.ac.uk)
- enhancement-led institutional review (ELIR) run by QAA Scotland (www.qaa.ac.uk/reviews/ELIR)
- improved forms of public information about quality; guidance on the information to be published by higher education institutions is provided by SHEFC (www.shefc.ac.uk)
- a greater voice for students in institutional quality systems, supported by a national development service - student participation in quality Scotland (sparqs) (www.sparqs.org.uk)
- a national programme of enhancement themes aimed at developing and sharing good practice to enhance the student learning experience, which are facilitated by QAA Scotland (www.enhancementthemes.ac.uk).

The topics for the themes are identified through consultation with the sector and implemented by steering committees whose members are drawn from the sector and the student body. The steering committees have the task of developing a programme of development activities, which draw upon national and international good practice. Publications emerging from each theme are intended to provide important reference points for higher education institutions in the ongoing strategic enhancement of their teaching and learning provision. Full details of each theme, its Steering Committee, the range of research and development activities, and the outcomes are published on the enhancement themes website (www.enhancementthemes.ac.uk).

To further support the implementation and embedding of a quality enhancement culture within the sector, including taking forward the outcomes of the various enhancement themes, a new overarching committee has been established, chaired by Professor Kenneth Miller (Vice-Principal, University of Strathclyde). It will have the important dual role of keeping the five-year rolling plan of enhancement themes under review and ensuring that the themes are taken forward in ways that can best support institutional enhancement strategies. We very much hope that the new committee, working with the individual topic-based themes' steering committees, will provide a powerful vehicle for the progression of the enhancement-led approach to quality and standards in Scottish higher education.

Norman Sharp
Director, QAA Scotland
The Skills for Business Network - A briefing paper for Scottish higher education institutions

This briefing written by the Sector Skills Alliance Scotland (SSAScot), is the first in a series of Employability publications produced as part of the work of the Employability enhancement theme.

Introduction
As part of the enhancement themes work on Employability, the Steering Committee commissioned SSAScot to produce this briefing paper for the sector on the Sector Skills Council (SSC) network, as it operates in Scotland, and the respective roles of SSAScot and the Sector Skills Development Agency (SSDA) in supporting it. The paper also outlines how the network could be a useful resource for higher education institutions in Scotland and how SSAScot could facilitate this.

The role of the Sector Skills Development Agency
The SSDA was set up in 2002 to fund and support the network of SSCs. The SSDA monitors the performance of SSCs across the UK; ensures quality and consistent standards across the network; provides minimum cover for essential functions in sectors without an SSC; ensures skills provision is designed to meet sector needs; ensures generic skills are effectively covered in the work of SSCs; promotes best practice sharing and benchmarking between sectors; and provides a website portal for public bodies and individuals to access sectoral labour market intelligence across the UK. In addition, it conducts considerable research into issues around skills and productivity and provides a focus for engagement on these issues with government departments across the UK. More information can be sourced at www.ssdad.org.uk

There were two recent key SSDA appointments for Scotland: a Head of Policy Development (Scotland) and a Partnership Manager for the Highlands and Islands. Contact details are in Appendix A.
The role of Sector Skills Councils

SSCs are independent, UK-wide, employer-led organisations which actively involve trade unions, professional bodies and other stakeholders in their sector. They began operating in 2001 as the successor organisations to National Training Organisations (NTOs), which had been working since 1997 to promote workplace training. SSCs are licensed by the Secretary of State for Education and Skills, in consultation with ministers of each home nation. As mentioned previously, they are funded and supported by the SSDA. The collective name given to SSCs and the SSDA is the Skills for Business Network.

Each SSC agrees sector priorities and targets with its employers and partners to address four key goals. These are:

- reducing skills gaps and shortages
- improving productivity, business and public service performance
- increasing opportunities to boost the skills and productivity of everyone in the sector’s workforce, including action on equal opportunities
- improving learning supply, including apprenticeships, higher education and national occupational standards.

There are currently 21 licensed SSCs and four in development. They are listed, along with contact details, in Appendix B.

National Occupational Standards

Writing and maintaining National Occupational Standards (NOS) is fundamental to SSCs. NOS define good practice in the way people work, based on the functions of their job. They can be regarded as quality standards for people. NOS are the foundation on which National Vocational Qualifications (NVQs) and Scottish Vocational Qualifications (SVQs) are developed. Moreover, the Scottish Qualifications Authority (SQA) is looking to use NOS in some form in all its qualifications.

In addition to forming the foundations for qualifications, NOS have a much wider strategic application, for example:

- business planning and workforce management
- design, delivery and evaluation of training
- recruitment and selection
- identification of individual development needs
- benchmarking
- change management.

NOS are established at UK level under the direction of the NOS Board, whose primary role is to guide the NOS programme so that it supports workforce development. The NOS Board’s membership is drawn from the Qualifications and Curriculum Authority, the SQA, the Qualifications, Curriculum and Assessment Authority for Wales, the Council for the Curriculum Examinations and Assessment, the SSDA and up to six employer representatives (there are currently five employer representatives). The four Government Administrations have observer status on the NOS Board.

The SSDA is currently managing the design and build of a NOS Directory, to enable free, public access to NOS. The NOS Directory can be accessed via www.standards.org.uk

Lifelong Learning UK - A Sector Skills Council for Lifelong Learning

It is important to note that an SSC, Lifelong Learning UK, has been established to lead the professional development of all those who work in the field of lifelong learning. This SSC has a footprint covering community-based learning and development, further education, higher education, libraries, archives and information services, and work-based learning. It will take over the workforce and standards development responsibilities of four former NTOs, i.e the Further Education NTO; the Higher Education Staff Development Agency; the Information Services NTO and Paulo, which covered community-based learning. Lifelong Learning UK became officially
operational in January 2005 and is currently in the process of recruiting a permanent Scottish manager.

The role of the Sector Skills Alliance Scotland

Following the establishment of the SSC network, SSAScot was launched in January 2003 to build on the good work and reputation established by its predecessor organisation, the Scottish Council of NTOs, which provided a support service to NTOs.

SSAScot acts as a support organisation to SSCs in Scotland. It provides guidance to and facilitates dialogue and collaboration between SSCs and key stakeholders. It is important to note that SSAScot supports both the SSCs, which are licensed and monitored by the SSDA, and other Sector Skills bodies which have responsibility for developing and maintaining NOS but are outwith the Skills for Business Network. These organisations are not eligible for SSC status, as they do not satisfy criteria with regard to industry coverage and size of workforce representation. Nonetheless, they still write standards and develop qualifications.

SSAScot has a key role in ensuring an effective link between sector bodies and the education and learning system in Scotland. As SSCs are UK-wide organisations, a thorough understanding of the distinctive nature of the Scottish education and training system is a prerequisite to successful operation. SSAScot aims to ensure that this understanding is in place. In order to assist SSCs to maximise their potential in Scotland, SSAScot, SSDA and the Scottish Executive are developing a joint action plan for 2005-06.

SSAScot offers a wide variety of services to SSCs and key partners. The annual two-day conference is now a landmark event in the lifelong learning calendar and is this year supported by a mid-term symposium and three stakeholder events.

Two SSAScot-facilitated working groups have become key to the network in Scotland. The Scottish Labour Market Group enables the SSC network to work closely with Futureskills Scotland (www.futureskillsscotland.org.uk). The most recent work of the group is the development of a series of sector profiles which summarise key labour market information for industry sectors across Scotland. The sector profile concept was developed in response to an identified need for comparable and consistent labour market information across sectors. The Scottish Managers Group is a forum for the Scottish managers of SSCs to discuss current issues and share good practice.

The SSAScot website (www.ssascot.org.uk) provides current lifelong learning information to both SSCs and other stakeholders. SSAScot also represents the SSCs on a number of high profile committees, thus ensuring their input to lifelong learning policy development.

In addition, SSAScot has a significant role in the operation of the Modern Apprenticeship (MA) programme in Scotland. They represent SSCs on the MA Implementation Group (MAIG), which endorses MA frameworks for use in Scotland. They also offer advice and guidance to SSCs during the development for revision of their frameworks, and undertake the registration and certification of 12 frameworks in Scotland on behalf of several SSCs.

Two MA publications are produced by SSAScot. Firstly, the MA Bulletin, a magazine sponsored by Highlands and Islands Enterprise, has become the definitive source for news and information about MAs in Scotland. The MA Bulletin is produced three times per year. Secondly, MAIG in Scotland, a monthly email newsletter, provides information of a more technical nature with regard to MAs.

SSAScot also produces a weekly e-intelligence bulletin, which provides an overview of news and current issues on lifelong learning in Scotland. It has a wide readership including, among others, SSCs, the Scottish Executive, Members of the Scottish Parliament, the enterprise networks, further education, higher education, SQA, Scottish Trade Union Congress and training providers.

Contact details for SSAScot are in Appendix A.
The Skills for Business Network and Sector Skills Alliance Scotland as a resource for higher education institutions

The following section lists the main SSC functions, which could be of use to higher education institutions (HEIs).

Gathering labour market information
Employability has become an increasingly important issue and is arguably now one of the main requirements of learners. One of the challenges facing HEIs is to provide courses that learners wish to undertake and which provide students with the skills and attributes needed by the labour market. SSCs are working closely with Futureskills Scotland and are able to provide information on the current and future skills needs of their sectors. The needs of employers can therefore be clearly articulated through SSCs.

Setting Sector Skills Agreements
Another important component of the skills framework are Sector Skills Agreements (SSAs), which will provide a means whereby employers and employees in each sector identify skills and productivity needs, the action they will take to meet those needs, and how they will collaborate with providers of education and training so that skills demand can influence the nature of supply.

There are currently four draft SSAs in development with the following SSCs: CITB ConstructionSkills, e-skills UK, SEMTA (engineering and science) and Skillset (broadcast and multimedia). Another six SSCs have started this work which is due to be completed in March 2006. A rolling programme for all 25 SSCs to develop SSAs by 2007 is in development. SSAs are developed via a five stage process.

1. Assessment of current and future skills needs.
2. Assessment of current provision.
3. Analysis of the gaps and weaknesses.
4. Agreeing the scope for collaborative action.
5. Developing an action plan with partners.

A project board, which is chaired by SSDA, oversees the development of SSAs in Scotland. Membership of the Project Board includes representation from the Funding Councils, Enterprise networks, SQA and Careers Scotland. A communication strategy for providers, such as higher education institutions, is currently in development. There is, therefore, much scope for collaboration between higher education and the Skills for Business Network to promote learning and qualifications, which meet the needs of employers as well as individuals.

Undertaking research
The SSDA is actively engaged in developing both the analytical capacity and evidence base of the Skills for Business Network. There is a variety of supporting activities including developing a substantial programme of research and evaluation; taking part in research across the UK; and setting up an academic network drawing on the expertise of leading academic experts in the field of labour market studies. Furthermore, in order to increase its capability for strategic research and policy development, the Skills for Business Network is also supported by a panel of experts who are primarily drawn from higher education institutions. All planned research work and outputs are published on the SSDA website at www.sdda.org.uk

It is evident that, in undertaking research, the Skills for Business Network is already collaborating with HEIs. This relationship can undoubtedly be developed and strengthened for future mutual benefit.

Promoting the vocational route
The traditional practice is for students to enter higher education directly from school or through further education colleges. However, in many sectors, progressing to higher education after lengthier periods in employment, perhaps to gain experience at technician levels in the first instance, may be of benefit both to the learner and their future employer.
While it is evident that many of the skills shortages at craft and technician level are not served by the higher education sector, there is merit in considering the potential opportunity that undertaking such skills may afford, for example as a route to other careers or to higher education. The Scottish Credit and Qualifications Framework (SCQF) and the Sector Skills bodies are already progressing in this regard. While the SCQF will provide a map of how generic qualifications are related, the Sector Skills bodies will map qualifications in occupational sectors. A project to pilot this work in four sectors is already underway and will be managed by SSAScot.

Responding to the changing face of learning
The traditional markets for learning are declining with many factors shaping future provision in Scotland.

A decreasing population means that the workforce is ageing and the pool of school leavers entering both work and further and higher education is potentially diminishing. Scottish Executive policies such as the development of a mass higher education system through widening participation and equality of opportunity are also important factors. Other influencing demographic factors include increasing ethnic diversity, the increasing role of women in the workplace and the challenges posed by the geography and population distribution of the Highlands and Islands.

There is also a move away from full-time extended learning to more flexible smaller chunks and increasing use of information and communications technology (ICT) in both teaching and assessment. The greater use of ICT affords greater opportunity as well as increased competition.

The proportion of small and micro businesses in the Scottish economy and the access and resource issues for these employers to undertake learning continues to be a particular challenge for SSCs.

SSCs are doing much to address these issues. A few examples include initiatives to encourage women into non-traditional sectors such as construction, engineering and technology; developing e-learning and assessment packages and encouraging older entrants into the MA programme.

Furthermore, SSCs are strengthening links with employers all over Scotland and are consolidating relationships with the Enterprise networks, colleges and other key stakeholders. In addition, some initial dialogue with the UHI Millennium Institute and the potential of its Learning Centre Networks has taken place.

Potential for collaboration and the way forward
To summarise, SSCs are able to offer access to quality labour market intelligence, input to SSAs, expertise on the vocational route as a stepping stone to career progression/higher education and sharing good practice on responding to the changing needs of learners.

To consolidate and progress links with higher education, SSAScot could offer to:
- provide updates on SSCs and lifelong learning issues via the e-intelligence bulletin
- provide up-to-date information on SSC projects and initiatives that will be of interest to the higher education sector
- provide access to expertise on skills issues either on a generic or sector basis
- provide a forum for discussions which could be, for example, a meeting, workshop, seminar or conference slot.
### Appendix A - Contact details for Sector Skills Alliance Scotland and Sector Skills Development Agency

#### Sector Skills Alliance Scotland

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Email</th>
<th>Tel:</th>
<th>Mobile:</th>
</tr>
</thead>
<tbody>
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<td></td>
</tr>
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<td>0131 226 7726</td>
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#### Sector Skills Development Agency

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<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Email</th>
<th>Tel:</th>
<th>Mobile:</th>
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</thead>
<tbody>
<tr>
<td>Head of Policy</td>
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<td>0141 228 2626</td>
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<table>
<thead>
<tr>
<th>Partnership Manager - Highlands and Islands</th>
<th>Jacqui Hepburn</th>
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<tbody>
<tr>
<td>C/o Highlands and Islands Enterprise</td>
<td></td>
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<tr>
<td>Cowan House</td>
<td></td>
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<tr>
<td>Inverness Retail Business Park</td>
<td></td>
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<tr>
<td>Inverness</td>
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<tr>
<td>IV2 7GF</td>
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</tr>
<tr>
<td>Email: <a href="mailto:jacqui.hepburn@ssda.org.uk">jacqui.hepburn@ssda.org.uk</a></td>
<td></td>
</tr>
<tr>
<td>Tel: 01463 2444 04</td>
<td></td>
</tr>
<tr>
<td>Mobile: 07776 465992</td>
<td></td>
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</tbody>
</table>
Appendix B - Contact details for Sector Skills bodies

Fully licenced Sector Skills Councils

<table>
<thead>
<tr>
<th>Asset skills</th>
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<tbody>
<tr>
<td>Sector coverage</td>
</tr>
</tbody>
</table>
| Chief Executive | Richard Beamish  
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| Scottish representation | Steven Proudfoot  
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Fax: 01887 829007 |

<table>
<thead>
<tr>
<th>Automotive skills</th>
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<tbody>
<tr>
<td>Sector coverage</td>
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</tbody>
</table>
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Tel: 01738 450 430  
Fax: 01738 450 449 |
| Cogent |
| Sector coverage | Oil and gas exploration and extraction, chemicals manufacturing and processing, petroleum refining, blending, storage and distribution, forecourt operations, oil fired heating services, manufacture of aviation fuels, bitumen, inks, polymer and nuclear industries. |

1 Information correct at time of going to press
### CITB ConstructionSkills

**Chief Executive**
John Ramsay  
Minerva House  
Bruntland Road  
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AB12 4QL  
Email: john.ramsay@cogent-ssc.com  
Tel: 01224 787800  
Fax: 01224 787830

**Scottish representation**
Lawrie Bain  
Contact as above  
Email: lawrie.bain@cogent-ssc.com

**Sector coverage**
CITB ConstructionSkills covers a wide range of sectors in the development and maintenance of the built environment and includes: house building (public and private); infrastructure (roads, railways and utilities); non-residential building in the private sector (schools, colleges, hospitals and offices); industrial building by the private sector (factories and warehouses); commercial building by the private sector (offices, shops, entertainment, health and education). Repair and maintenance work in all sectors is covered, as is the renting of construction machinery and professional design work in consultancies (engineering, architecture and surveying). Those doing construction work in other sectors eg public administration, real estate, building engineering services (plumbing and electrical contracting) are not covered.

### Energy and utility skills

**Chief Executive**
Peter Lobban  
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Fax: 0141 810 5632

**Sector coverage**
The industries comprising energy and utility skills form the top tier of the UK’s energy and utility supply pyramid representing all facets of the creation and delivery of electricity, fuel for heat, water, the removal of waste water and the waste management sector. These industries support the needs of industry, commerce and the nation.
**Chief Executive**

Tim Balcon  
Friars Gate Two  
1011 Stratford Road  
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**Scottish representation**

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**e-skills UK**

**Sector coverage**

Information technology, telecommunications and contact centres

**Chief Executive**

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---

**Financial Services Skills Council**

**Chief Executive**

Teresa Sayers  
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Tel: 020 7216 7366  
Fax: 020 7216 7360

**Scottish representation**

Paul Devoy  
Contact as above  
Email: paul.devoy@fssc.org.uk

**Sector coverage**

Banks, retail and wholesale, building societies, leasing, investment and unit trusts and venture capital, life insurance, non-life insurance, insurance brokers, administration of financial markets, pension funding, Independent Financial Advisers, unit trust companies, fund managers, asset managers, stockbrokers, actuaries, loss adjustors, exchanges - stock, futures, foreign, etc fund management.
### GoSkills

**Sector coverage**
Aviation (airports, operators and ground services), chauffeurs, coaches - both scheduled and non-scheduled, community bus services, driving instructors - all modes, private hire vehicles, scheduled bus services, taxis, trams and transport planners - public, private and schedulers. GoSkills is in discussions with car parking, bus lane and congestion charge enforcement interests over the possible inclusion of car parking and is also holding discussions with leading trade bodies in the merchant navy and ports industries.

**Chief Executive**
Peter Huntington
Concorde House
Trinity Park
Solihull
Birmingham
B37 7UQ
Email: info@goskills.org
Tel: 0121 635 5520
Fax: 0121 635 5521

**Scottish representative**
To be advised

### Improve

**Sector coverage**
The Food and Drink SSC represents employers operating in all sectors of the food and drink manufacturing and processing industry including sea fishing, craft bakery, meat and poultry, dairy and general food and drink.

### Chief Executive

<table>
<thead>
<tr>
<th>Sector coverage</th>
<th>Jack Matthews</th>
</tr>
</thead>
</table>
| Agricultural livestock and crops, animal care, animal technology, aquaculture, environmental conservation, equine, farriery, fencing, floristry, forestry and timber processing game conservation, land-based engineering, landscaping, productive horticulture, veterinary nursing. | Ground Floor
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York
YO10 5ZF
Email: jack.matthews@improveltd.co.uk
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Fax: 0845 644 0449 |

### Scottish representation

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<th>Jennifer Bryson</th>
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| address as above        | Email: jennifer.bryson@improveltd.co.uk
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Fax: 01738 553322
Mary Mitchell
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Lifelong Learning UK
Sector coverage
Community-based learning and development, further education, higher education, library and information services, work-based learning.

Chief Executive
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People 1st
Sector coverage
Hotels, restaurants, pubs and bars, hospitality services, contract catering, holiday parks (some aspects), caravan parks (some aspects), youth hostels, travel services, tourist services, events, gambling and betting, clubs, dance halls and discos, and visitor attractions.

Chief Executive
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Fax: 0131 624 4041

Lorraine Birrell
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Science, Engineering & Manufacturing Technologies Alliance

Sector coverage
Basic metal manufacture, metal products, mechanical equipment, electronics, electrical equipment, motor vehicles, aerospace, other transport equipment. Also, building and repairing of ships, boats, railway and tramway locomotives, and rolling stock, motorcycles, bicycles, pharmacy, forensic science, meteorology, parts of the pharmaceutical industry, biotechnology, genetics, nanotechnology and part of the packaging industry.

Chief Executive
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Skillfast-UK

Sector coverage
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Chief Executive
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SkillsActive

Sector coverage
Sport, recreation, children's play, health and fitness, outdoor education, training, caravans, recreation and adventure.

Chief Executive
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Pam Scott
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Joan Beattie
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Skills for Health

Sector coverage
Skills for Health represents the four UK health departments, all key stakeholders within the health sector, and has close working relationships with similar bodies working in related sectors, eg social care.

Director
John Rogers
1st Floor
Goldsmith House
Broad Plain
Bristol
BS2 0JP
Email: john.rogers@skillsforhealth.org.uk
Tel: 0117 922 1155
Fax: 0117 925 1800

Scottish representation
Michelle Bremner
Contact as above
Email: michelle.bremner@skillsforhealth.org.uk

Skills for Justice

Sector coverage
Custodial care, community justice and policing.

Chief Executive
Dick Winterton
9 Riverside Court
Don Road
Sheffield
S9 2TJ
Tel: 0114 261 1499

Scottish representation
Tommy Cuthbert
c/o Scottish Law Commission
140 Causewayside
Edinburgh
EH9 1PR
Email: tommy.cuthbert@skillsforjustice.com
Tel: 0131 662 5234

Skills for Logistics

Sector coverage
Freight transport by road, storage and warehousing, activities of other transport agencies, courier services, air freight (other scheduled air transport) rail freight (other transport via railways), freight inland sea and coastal water transport.

Chief Executive
Ian Hetherington
14 Warren Yard
Warren Farm Office Village
Stafford Road
Milton Keynes
MK12 5NW
Email: ian.hetherington@skillsforlogistics.org
Tel: 01908 313 360
Fax: 01908 313 006
Scottish representation  | Sheila McCullough  
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Contact as above</td>
<td></td>
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<tr>
<td>Email: <a href="mailto:sheila.mcculough@skillsforlogistics.org">sheila.mcculough@skillsforlogistics.org</a></td>
<td></td>
</tr>
<tr>
<td>Tel/Fax: 0131 552 1768</td>
<td></td>
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</tbody>
</table>

**Skillset**

**Sector coverage**  | Broadcast, film, video, interactive media and photo imaging. | 
**Chief Executive**  | Dinah Caine  
|----------------------|-------------------------------------------------------------| 
| 80-110 New Oxford Street | London  
| WC1A 1HB |  
| Email: dinahc@skillset.org | 
| Tel: 020 7520 5757 | 
| Fax: 020 7520 5758 | 

**Scottish representation**  | Alasdair Smith  
|-----------------------------|--------------------------| 
| c/o Scottish Screen  
| 249 West George Street  
| Glasgow |  
| G2 4QE |  
| Email: alasdairs@skillset.org | 
| Tel: 0141 222 2633 | 
| Fax: 0141 222 2644 | 

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**Skillsmart Retail**

**Sector coverage**  | Retail | 
**Chief Executive**  | Nigel Broom  
|----------------------|---------------------------------------------| 
| 40 Duke Street  
| London | W1A 1AB | 
| Email: nigel.broom@skillsmart.org.uk | 
| Tel: 020 7399 3450 | 
| Fax: 020 7399 3451 | 

**Scottish representation**  | Ian McAvoy  
|-----------------------------|--------------------------| 
| 4 Hunter Square  
| Edinburgh | EH1 1QW | 
| Email: ian.mcavoy@skillsmart.org.uk | 
| Tel: 07986 291084 | 

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**SummitSkills**

**Sector coverage**  | Electrotechnical, heating, ventilating, air conditioning, refrigeration and plumbing industries | 
**Chief Executive**  | Keith Marshall  
|----------------------|---------------------------------------------| 
| Fairbourne Drive  
| Atterbury | Milton Keynes  
| Buckinghamshire | MK10 9RG | 
| Email: keith.marshal@summitskills.org.uk | 
| Tel: 0870 351 4620 | 
| Fax: 0870 951 4621 |
| Scottish representation | Ian Stirrat  
The Walled Garden  
Bush Estate  
Midlothian  
EH26 0S  
Email: ian.stirrat@summitskills.org.uk  
Tel: 0131 445 9225 |
|-------------------------|--------------------------------------------------|

**Sector Skills Councils in development**

**Central Government**

<table>
<thead>
<tr>
<th>Sector coverage</th>
<th>Central Governmental employers comprise all government departments, executive agencies and non-departmental public bodies in the UK.</th>
</tr>
</thead>
</table>

| Central Government SSC Secretariat  
c/o Cabinet Office  
Admiralty Arch  
The Mall  
London  
SW1A 2WH  
Email: cgssc@cabinet-office.x.gsi.gov.uk  
Tel: 020 7276 1611  
Fax: 020 7276 1323 |

**Creative and cultural skills**

<table>
<thead>
<tr>
<th>Sector coverage</th>
<th>The arts (music, the performing arts, visual arts and literary arts); cultural heritage (museums, galleries and heritage organisations); crafts; design (specialist consultancies covering graphics, spatial and domestic products).</th>
</tr>
</thead>
</table>

**Chief Executive**

| Tom Bewick  
1 Marshall Court  
Marshall Street  
Holbeck  
Leeds  
LS11 9Y  
Email: info@ccskills.org.uk  
Tel: 0113 244 6254  
Fax: 0113 244 8577 |

**ProSkills**

<table>
<thead>
<tr>
<th>Sector coverage</th>
<th>A group of process and manufacturing industries - glass, extractives, coatings (paint), refractories and building products, paper, print and printed packaging.</th>
</tr>
</thead>
</table>

| Terry Watts  
(contact address for Mr Watts to be advised)  
Proskills  
c/o Building Products Training Council  
23 Shepherd Street  
Sheffield  
S3 7BA  
Email: info@proskills.org.uk  
Tel: 0114 275 9345 |

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## Skills for Care and Development

| Sector coverage | Social care policy is fully devolved to each of the four countries. The scope of the sector is defined by legislation in each of the countries, with some differences for the devolved administrations. It is anticipated that differences in the sector footprints will continue as services evolve to meet specific needs and changing legislative frameworks in individual countries. In Scotland, Skills for Care and Development covers the complete spectrum of those working in Social Work and Social Services in the statutory, voluntary and private sectors. Skills for Care and Development is a partnership among the Care Council for Wales, the Scottish Social Services Council, the Northern Ireland Social Care Council and Skills for Care Limited in England. |

| Chief Executive Scotland | Carole Wilkinson  
Scottish Social Services Council  
Compass House  
11 Riverside Drive  
Dundee  
DD1 4NY  
Email: carole.wilkinson@sssc.uk.com  
Tel: 01382 207101  
Fax: 01382 207215 |