

APPENDIX 1

Association of Town Centre Management
PO Box 242
Westerham
TN16 9EU

VAT Reg No: 629241833
Telephone: 44 (0) 300 330 0980
Email: accounts@atcm.org



Mid Ulster District Council FAO Mary Mc Cullagh, Town Strategy Manager Burn Road Cookstown Co Tyrone BT80 8DT VAT Reg No:
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Invoice Number:	66052
Invoice Date:	01/01/2021
Order Number:	
Our Ref:	COOKSTO W

Quant Details

1.00 2021 Full Band 1 Membership

Unit Price	Net Amount	VAT Rate	VAT
545.00	545.00	20.00	109.00

Terms: 21 days from invoice date - please ensure invoice number is quoted on payment

BACS Details

Bank:	Lloyds TSB
Account Name:	Ass Twn Centre Man
Sort Code:	30-92-32
Account Number:	01440295

Total Net Amount (£)	545.00
Total VAT Amount (£)	109.00
Invoice Total (£)	654.00

**Work and Wellbeing
Level 4
Design Centre
39 Corporation Street
Belfast
BT1 3BA
Phone: (028) 9082 3357
Email: deirdre.ward@communities-ni.gov.uk**

Date: 09 November 2020

Dear Chief Executive,

RE: Labour Market Partnerships

You may recall my presentation to SOLACE NI in February 2020 to update on Employability NI and proposals for introducing Labour Market Partnerships (LMPs). LMPs aim to improve labour market conditions by working through coordinated, collaborative, multi-agency partnerships, achieving regional objectives whilst being flexible to meet the needs presented by localised conditions and helping to connect employers with employees.

You will be aware of the widespread impact that Covid-19 restrictions have had on the labour market and I would like to assure you that DfC have been working alongside key stakeholders to implement a number of measures to assist in addressing the impact on the labour market. LMPs are one of the measures that could help towards labour market recovery.

You will be aware that Labour Market Partnerships require the establishment of a local multi-agency partnership within each of the 11 Council areas and a regional LMP to oversee the work of the 11 Local LMPs. Implementation of the full LMP model will take some time to develop, however we are now moving towards implementation of interim local LMPs to help test the model, expedite local actions to improve labour market conditions in partnership and to help move towards full implementation in a phased approach.

Some Councils are already working to introducing Interim LMPs in their areas. I am writing to invite you to join us in this process and utilise existing Community Planning structures to enable the establishment of Interim LMPs within your area. The table below provides an overview of the timetable for implementation of the LMP model.

Year	Proposed Actions
2020-2021	<ul style="list-style-type: none"> - Establish LMP secretariat, membership and form Interim partnerships - Undertake statistical analysis and identification of priorities - Training/awareness raising for secretariat and members
2021-2022	<ul style="list-style-type: none"> - Produce Annual Action Plan - Delivery against Action Plan - Co-commissioning of local projects with DfC - Provide Annual Report/Evaluation of performance
2022-2023	<ul style="list-style-type: none"> - Implementation of final local LMPs in all areas - Produce Strategic Plans and Annual Action Plans - Delivery against Action Plan - Monitoring and evaluation of progress

If you would like to discuss establishing an Interim local LMP in your area within the timeframes above or if you would like further information about Employability NI, please contact the Employability NI team on DfC.EmployabilityNI@communities-ni.gov.uk. You will appreciate that we are moving towards introduction of Interim LMPs in the immediate term, therefore if you would like to work with us to implement an Interim LMP in your Council area, please notify us by 30 November 2020.

Kind Regards



Deirdre Ward

Director, Work & Wellbeing

Year	Proposed Actions
2020-2021	<ul style="list-style-type: none"> - Establish LMP secretariat, membership and form Interim partnerships - Undertake statistical analysis and identification of priorities - Training/awareness raising for secretariat and members
2021-2022	<ul style="list-style-type: none"> - Produce Annual Action Plan - Delivery against Action Plan - Co-commissioning of local projects with DfC - Provide Annual Report/Evaluation of performance
2022-2023	<ul style="list-style-type: none"> - Implementation of final local LMPs in all areas - Produce Strategic Plans and Annual Action Plans - Delivery against Action Plan - Monitoring and evaluation of progress

If you would like to discuss establishing an Interim local LMP in your area within the timeframes above or if you would like further information about Employability NI, please contact the Employability NI team on DfC.EmployabilityNI@communities-ni.gov.uk. You will appreciate that we are moving towards introduction of Interim LMPs in the immediate term, therefore if you would like to work with us to implement an Interim LMP in your Council area, please notify us by 30 November 2020.

Kind Regards



Deirdre Ward

Director, Work & Wellbeing

APPENDIX 2B
LETTER FROM DFC RE LABOUR MARKET PARTNERSHIPS -
18.12.20



Work and Wellbeing
Level 4
Design Centre
39 Corporation Street
Belfast
BT1 3BA
Phone: (028) 9090 9394 / 07596 892988
Email: andrew.irwin@communities-ni.gov.uk

Date: 18 December 2020

Dear LMP Secretariat,

RE: Interim Local Labour Market Partnerships (LMPs)

Following on from the letter issued by Deirdre Ward on 9 November 2020 and your interest in establishing an Interim Local LMP in your area, you will be aware that the Department have been progressing plans, through the Employability NI initiative. This includes the development of a regional partnership and 11 local partnerships based within Council areas, utilising existing Council structures for the interim period in 2021-22.

I am writing to establish your proposals for establishing an Interim Local LMP. It is anticipated that this will be part of your existing Community Planning framework, but can sit separately if you feel there is a more appropriate structure within your area.

I would be most appreciative if you would complete the attached forms, outlining your proposals for establishing an interim partnership within the coming months and the key contacts for ongoing correspondence. It would be most helpful if completed forms could be **returned by Wednesday 6th January 2021**.

The Department is willing to assisting wherever possible in establishing Interim local LMPs and should you require any further assistance or information, please do not hesitate in contacting me using the details provided above.

Kind regards

Andrew Irwin

Andrew Irwin
Employability NI

Interim Local LMP Partnership Proposals

Please complete this form to indicate which existing structure you propose to utilise to perform the functions of the interim LMP and information about its operation.

Council Area	
Name of Existing Partnership/Group	
Is there an Overarching Structure that the Partnership/Group is Linked to? Does the Partnership/Group report to/operate under Community Planning, Economic Development etc.	
Main Current Objectives of Partnership/Group Please list the main objectives (e.g. Employment, economic inactivity, skills development, local business expansion etc) and any key achievements. You can provide a progress report if this has been completed.	
Who Currently Provides the Secretariat Function?	
What Governance Arrangements are Currently in Place? Are there Terms of Reference, Standing Orders or other arrangements in place currently? If so please provide a copy.	
Current Chairperson Name and Organisation.	
Current Membership Please list the current members and their organisation.	
Proposed Additional Members Please list any additional members you would like to invite onto the Partnership/Group in forming the Interim Local LMP.	
How Often Will the Group Meet? The Interim Local LMP should meet frequently. It should be noted, when the full LMP model is implemented it is expected that Local LMPs will meet 6 times per annum on a bi-monthly basis as a minimum.	
Current Funding Position Does the Partnership/Group have any current funding in place and if so please list the amounts and the funding providers.	
When do you hope to have an interim Partnership established? Please provide the month and year. It should be noted that the Department aim to establish Interim LMPs in 2020-21, with delivery beginning in 2021-22.	
Any other relevant information	

Interim Local LMP Points of Contact Form

Please complete the form below, indicating who you would like the Department to liaise with as the Interim LMP model develops.

Council Area	
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Main Contact	
Name	
Employer	
Role	
Email	
Telephone	
Mobile	
Address	

Secondary Contact	
Name	
Employer	
Role	
Email	
Telephone	
Mobile	
Address	

APPENDIX 2C

Generic LMP Logo

**Code of Practice for the Exercise of Functions by
Local Labour Market Partnerships**

Insert date

Contents	Page
Chapter 1: Introduction	2
Chapter 2: Overview	3
Chapter 3: Membership and Structure	11
Chapter 4: Delivery against the Strategic Objectives	16
Chapter 5: Governance and Accountability	20
Chapter 6: Administration of the Partnerships	23

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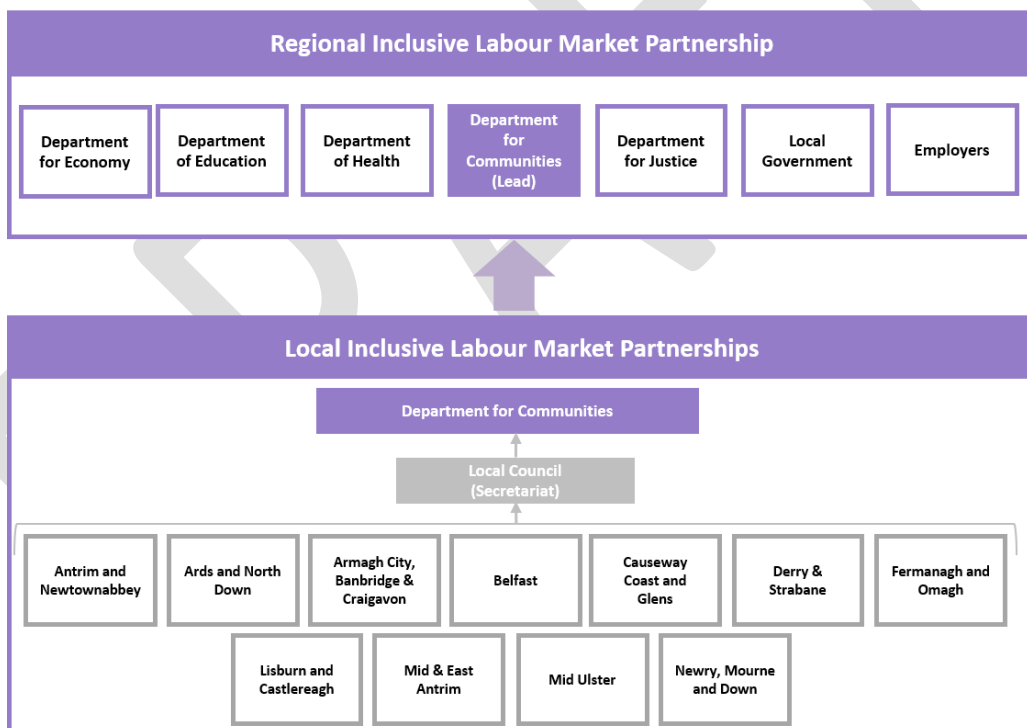
Chapter 1: Introduction

- 1.1 Labour Market Partnerships (LMPs) focus on engagement at both the regional level and local Council level to ensure that relevant partners and stakeholders are engaged in addressing employability outcomes, labour market conditions and the provision of employability services.
- 1.2 The LMP approach is two tiered, tier one at the regional/NI level, and tier two at each of the 11 local Councils.
- 1.3 This Code of Practice provides guidance on the exercise of functions by Local Labour Market Partnerships (LMPs).
- 1.4 The purpose of the Code is to provide LMPs with guidance, rather than prescriptive operational requirements, so there is sufficient flexibility to ensure that the requirements of running the Partnership do not detract from the delivery of services and deliver outcomes for the community. However, it is also vital that there are sufficient governance and accountability mechanisms in place so that the public and the Department for Communities (DfC) can be assured of the Partnerships' effectiveness.
- 1.5 The Code is a working document. In the course of operating LMPs, it is likely that issues will emerge that will require further consideration and possible inclusion. The Employability NI Programme Board will, when required, supplement this Code and the LMP member's handbook with detailed guidance to support the development of LMPs.
- 1.6 This Code should be widely disseminated among those involved in the operation of LMPs. Any queries about the content of the Code, or requests for further copies, should be directed as follows:

Secretariat to Labour Market Partnerships
Work and Wellbeing Division
Department for Communities
Design Centre
39 Corporation Street
Belfast
BT1 3BA

Chapter 2: Overview

- 2.1 The aim is to establish a regional LMP with Department for Communities (DfC) as the lead agency and 11 local LMPs (one for each council area in Northern Ireland), with the relevant local Council providing secretariat support to the partnership.
- 2.2 Engagement across central government, local government, business, community and voluntary sectors is key to delivering the best possible outcomes for citizens in each locality. It is vital that Central Government Departments and Local Government collaborative effectively and join up with local business, community and voluntary sectors to ensure a co-ordinated and integrated employability offer is provided to citizens.
- 2.3 The local LMPs are accountable to the regional LMP, as detailed in the high level design diagram below.



Title

- 2.4 The Partnership shall be named the 'Labour Market Partnership' with the corresponding Council area to the fore, providing regional uniformity but retaining a localisation of the corresponding partnership. More detail in respect of naming and use of logos is provided within the branding guidelines. The names of the Local LMPs will be:

- Antrim and Newtownabbey Labour Market Partnership

- Ards and North Down Labour Market Partnership
- Armagh, Banbridge and Craigavon Labour Market Partnership
- Belfast Labour Market Partnership
- Causeway Coast and Glens Labour Market Partnership
- Derry and Strabane Labour Market Partnership
- Fermanagh and Omagh Labour Market Partnership
- Lisburn and Castlereagh Labour Market Partnership
- Mind and East Antrim Labour Market Partnership
- Mid Ulster Labour Market Partnership
- Newry, Mourne and Down Labour Market Partnership

2.3 It is anticipated that the administrative office of the Local LMP secretariat will be within Council Offices and that appropriate contact details will be made publically available.

Status

2.4 The local council has an important role in facilitating the local LMP, however the LMP should have the ability to take decisions independently. The status of the local LMPs should therefore be that of an unincorporated association.

Purpose

2.5 The aim of the Partnership is to help improve employability outcomes and labour market conditions locally by working through coordinated, collaborative, multi-agency partnerships, achieving regional objectives whilst being flexible to meet the needs presented by localised conditions and helping to connect employers with employees. The Partnerships will be expected to provide an integrated approach to address labour market challenges by bringing together, in a single body, the necessary local knowledge and expertise to build on existing structures locally, operating in a holistic, streamlined and joined up way.

2.6 The key objectives of the Labour Market Partnership approach is to develop local plans tailored to each area depending on skills, sector, requirements; agree sector/industry needs at local level; review supply and demand levels for skills, expertise, qualifications etc at local level and commission new provision to fill any local gaps.

Roles and Responsibilities

Employability NI (ENI) Programme Board / Regional LMP

2.7 The ENI Programme Board will perform the role of the regional LMP

2.8 Employability NI has the following objectives:

- **Economically Inactive** – To reduce the number of customers who are economically inactive due to a disability and / or health condition or because they have family or caring responsibilities by assisting them to enter into employment or to move them closer to the labour market;
- **Long Term Unemployed** – To reduce the number of customers who are long term unemployed by assisting them to enter employment;
- **Disability** – To provide support to workers with a disability and / or a health condition to prevent them falling out of employment.
- **Skilled Labour Supply** – To put in place a first class service for employers that facilitates their access to a suitable skilled labour supply; and
- **Economic Shock** - To provide support to customers who are in danger of falling out of employment suddenly due to significant labour market changes

2.9 The role and responsibilities of the regional LMP include:

- **To provide strategic direction**
- **To ensure alignment with PfG targets and outcomes**
- **The coordination, pooling and alignment of budgets to support Employability NI provision**
- **To agree a performance framework to guide the setting of performance expectations in the delivery of services**
- **To co-design and commission all centrally contracted provision**
- **To evaluate Employability NI services**
- **To provide oversight and approval of Local LMP Plans**
- **To act as an escalation route for resolving issues in local planning and implementation that could not be resolved by local Partnerships**
- **Responsibility for collating and disseminating all labour market information to inform plans**
- **To support and build capacity and capability at all levels of planning and delivery**
- **To promote and manage an annual Employability NI event.**

Department for Communities (DfC)

2.10 DfC are the lead partner in the ENI Programme Board

2.11 The DfC was established in May 2006 following the restructuring of Northern Ireland Departments. The Work and Health group within the DfC is focused on helping people improve their lives by helping them into work, providing support to those who are unable to work and positively working with those people who won't work.

2.12 The role and responsibilities of the DfC include:

- Securing regional LMP membership
- Providing all secretariat services for the regional LMP including convening meetings, circulating meeting papers and other administrative support as required
- Commissioning professional services as required
- Achievement of relevant Programme for Government targets
- Supporting the development and delivery of local LMPs
- Promoting the work of ENI, Regional LMP and local LMPs

2.13 DfC is responsible for making all payments of eligible expenditure for local LMPs and must ensure that:

- The local LMP acknowledges the role of the Council in providing the administrative and financial management function to the local LMP
- Robust fraud and irregularity prevention activities are undertaken
- The quality of programme implementation is monitored
- Monitoring of financial output is carried out
- The procedures and eligibility of funding requests is checked before payment is authorised
- Effective procedures are in place for identification of priorities and measures against delivery outputs and targets

Council

2.14 The local LMP Secretariat and any associated staff will be appointed directly by the Council and will be responsible for day to day management of strategic and operational issues relating to the LMP. The key to the success of the Local LMPs will be to align with existing and proposed Community Planning themes and structures.

2.15 The role and responsibilities of the Council will be to:

- Provide all local LMP secretariat services including convening meetings, circulating agendas, minutes, preparing papers and other administrative support as required
- Employ any staff required to manage and monitor the local LMP
- Secure membership to the Partnership, brief and support members
- Commission any professional services as agreed / required by the Partnership
- Ensure Standing Orders are in place for the local LMP
- Promoting the work of the local LMP

2.16 The Local LMP secretariat's roles and responsibilities include:

- **Provide advice and support to the LMP members to ensure effective and efficient operation of the partnership.**
- Careful financial stewardship and making best use of public funds
- Provide progress reports on the implementation of plans, where appropriate recommend revisions for consideration and implement any agreed revisions/remedial action to plans
- Co-ordinate and assist the work of the LMP in developing and implementing strategic/operational plans.
- Manage and co-ordinate administrative support service for the LMP, including financial resources relating to the work of the LMP and to report on the extent to which the LMP has achieved its objectives.
- Communicate advice and guidance to the LMP on legislation, policy, commissioning research, statistical reports, publications relating to the work of LMP and local employability/labour market issues.
- Identify, develop and procure interventions to help improve employability outcomes and/or labour Market conditions locally.
- Develop local policies and procedures relating to the work of the LMP, in compliance with statutory requirements, and act as the designated officer for the purposes of complying with Freedom of Information, Data Protection and Equality legislation and monitor their implementation.
- Network with partners, develop and maintain relationships with statutory agencies and other public and private sector organisations, and identify opportunities to market and promote the positive image of the LMP.
- Assist the LMP in identifying priorities arising from statistical information and consultation as a basis for developing Partnership Plans.
- Develop, with Members, a district wide programme of work in order to enhance the public awareness of the LMP.
- Promote the work of the LMP through the media and other communications channels.

2.17 The role and responsibilities of the LMP will be:

- To develop and agree Local Inclusive Labour Market Plans that ensures alignment with Programme for Government and Community Planning targets and outcomes
- To effectively integrate regional contracted provision with local services and programmes
- To provide strategic direction and support to help address local labour market challenges
- To ensure that Employability NI meets local needs and opportunities
- To effectively integrate NI contracted provision with local services and programmes
- To act as an escalation route for resolving issues in local planning and implementation for resolving issues relating to employability and the local labour market
- To set performance expectations for local contracted provision as part of the NI performance framework
- To co-design and commission additional services as required to meet local need
- Ensuring that the proceedings of the meetings are recorded in minutes, to include the declaration of any interests held by LMP members
- To develop and to provide means of collecting and collating all data re: local performance
- To report on progress to the Regional LMP through quarterly monitoring, annual report and when otherwise requested
- To analyse, collect and disseminate labour market information which supports programme delivery
- To ensure capacity and capability across local delivery providers operating on behalf of or in partnership with the local LMP, meets local needs
- To host a minimum of two local public events (i.e. jobs fairs, redundancy clinics, information events) that may be targeted towards specific issues or employment sectors that may have aroused interest or concern to help address local employability and labour market issues
- To input towards the annual Employability NI event
- Promoting the work of the local LMP, Regional LMP and Employability NI
- Ensure that any sub-committees have agreed Terms of Reference in place
- Develop and agree a Communications Strategy for the LMP

LMP Functions

2.18 Each LMP shall host regular partnership meetings to monitor the performance of the local labour market, identify priorities for inclusion in the annual action plan and monitoring performance against these priorities. As a minimum, partnership meetings should occur no less than on 6 occasions per annum, hosted bi-monthly.

2.19 If required, the Partnership can meet more frequently in order to effectively carry out its functions.

2.20 The functions of local LMPs shall include:

- Provide views to the regional LMP on any matter concerning the labour market and/or employability within the local area;
- Make arrangements for obtaining co-operation locally to help improve employability outcomes and labour market conditions locally;
- Make arrangements for obtaining statistical information as well as views about labour market matters, and consider fully any information obtained;
- Act as a general forum for discussion and consultation on matters affecting employability and/or the local labour market;
- Prepare plans for enhancing local employability outcomes;
- Identify targets or other indicators by reference to which it can assess the extent to which those issues are addressed by action taken in accordance with any such plans;
- Deliver targeted interventions such as regional job fairs, employability pipelines, redundancy responses etc;
- Provide appropriate financial or other support as it considers appropriate to projects or programmes designed to enhance employability outcomes or labour market conditions locally;
- In exercising its functions, a LMP shall have regard to the Code of Conduct for LMP Members.

2.21 In summary, LMPs will:

- **Review and Engage** to obtain relevant information and develop an understanding of labour market conditions, employability matters and any issues of concern.
- **Identify and Prioritise** particular issues and prepare plans for how these can be addressed.

- **Deliver** targeted interventions to help improve employability outcomes and labour market conditions locally, directly through their own interventions, through the work of their delivery groups or through support for the work of others.
- **Monitor** performance to ensure delivery against Partnership Plans.

Supporting the NI Executive's Strategic Objectives

2.22 Taken together with the strategic objectives identified within the Programme for Government, these overarching functions will shape the work of the Partnerships. The strategic objectives for LMPs and the proposed OBA approach are intended to help ensure a partnership approach to the successful delivery of the functions of the LMPs.

2.23 The current relevant outcomes (may be subject to change following any revision to the Programme for Government) identified within the Programme for Government are:

- Outcome 3: 'We have a more equal society'
- Outcome 6: 'We have more people working in better jobs'
- Outcome 8: 'We care for others and help those in need'

2.24 The DfC is the lead department for a number of indicators, through which progress on these outcomes will be measured:

- Indicator 17: Economic inactivity rates excluding students
- Indicator 32: Employment rate of 16-64 year olds by deprivation quintile
- Indicator 33: % of people working part-time who would like to work more hours

2.25 Within this framework, however, as much autonomy as possible has been given to individual Partnerships, so that they can develop Partnership Plans and a programme of delivery best suited to the characteristics or needs of their locality.

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Chapter 3: Membership and Structure

Regional LMP Membership

3.1 The function of the regional LMP is performed by the Employability NI programme Board, membership of which is comprised of representation from:

- Department for Communities (Lead)
- Department for the Economy
- Department of Health
- Department of Education
- Department of Justice
- Invest NI
- SOLACE NI
- Belfast City Council (City Deal Representative)
- Derry City & Strabane Council (City Deal Representative)

Local LMP Membership

3.2 Local LMPs are to be comprised of membership from a number of different groups, as a minimum, representation must include:

- Local Council staff
- Local JBO
- Local Careers Service
- Health Trust
- Education Authority
- Area Learning Communities
- Further Education College
- Enterprise Partner

3.3 The local LMP may also wish to locally designate organisations to the partnership, because of the local contribution and expertise that those organisations bring, for a period to be defined by the Partnership. Alternatively the LMP may wish to invite organisations to attend LMP meetings or committees in response to emerging issues. The list below is not exhaustive but LMPs may wish to consider representation from:

- University representation
- NI Housing Executive (if involved in employability)
- Housing Association (if involved in employability)
- Employer representatives (i.e. Town Centre Management, Chamber of Commerce etc)
- Voluntary / Community representatives

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Individual roles and responsibilities

- 3.4 LMP members are personally responsible for all their decisions, for avoiding the risk of damaging confidence in the partnership and must comply with the 'Code of Conduct for LMP Members'.
- 3.5 Each member of the LMP shares a common role in supporting and developing the work of the LMP and all members have equal voting rights
- 3.6 An LMPs members' principal commitment is to deliver the functions of the LMP
- 3.7 Roles and responsibilities of an LMP member include:
- To work collectively with the other Members to successfully carry out the functions of the partnership.
 - To identify priorities to improve employability outcomes and/or labour market conditions locally.
 - To deliver an improvement in employability outcomes and/or labour market conditions locally by putting in place implementation structures and delivery mechanisms through a partnership approach.
 - To attend LMP meetings, training and events and keep up -to-date with issues relevant to the work of the partnership.
 - To prepare partnership plans, in line with guidance.
 - To develop, support and implement projects to enhance the labour market.
 - To monitor and evaluate performance of the LMP and associated projects effectively.
 - To ensure Partnership Plans reflect the statistical information and views / concerns within the local area.
 - To contribute to a general forum for discussion and consultation on all matters relating to employability and the labour market locally.
 - To maintain an up to date knowledge and understanding of the local labour market and employability matters.
 - To raise awareness of the work of the partnership.
 - To adhere to relevant financial and other guidance.
 - To adhere to the Code of Conduct for LMP Members.
 - To adhere to LMP Standing Orders.
- 3.8 LMP members may take on additional duties, including Chairperson or Vice-Chairperson of the local LMP and/or Chairperson of a sub-committee.
- 3.9 The LMP Chairperson is selected from the LMP membership to the office of Chairperson for a 12 month period.

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3.10 The roles and responsibilities of the LMP Chairperson include:

- Regulate proceedings in accordance with the LMP Code of Practice and Standing Orders
- Encouraging consensus on decisions and a corporate view on any issues that arise as the LMP discharges its functions
- Enabling the LMP to conduct its business in a positive and non-threatening environment by ensuring that those participating are not subjected to unreasonable questioning, inappropriate challenge, verbal abuse or challenging another member's integrity
- Ensure that discussion is relevant to the item on the agenda and that no individual or group either dominates or are excluded and that all members have the opportunity to contribute to the discussion
- Decide if an issue requires to be put to vote and, if it does, if the proposed motion or amendment is in order
- Decide points of order and other incidental questions which require decision at the time
- Adjourn a meeting when circumstances justify or require it as necessary
- Ensure that the LMP delivers against its strategic objectives
- Demonstrate a commitment to the work of the LMP by contributing to LMP meetings, training and other events
- Ensuring that the Vice-Chairperson is briefed appropriately so they may fulfil their role
- Representing the views of the LMP to the general public and speak on behalf of the LMP to the media

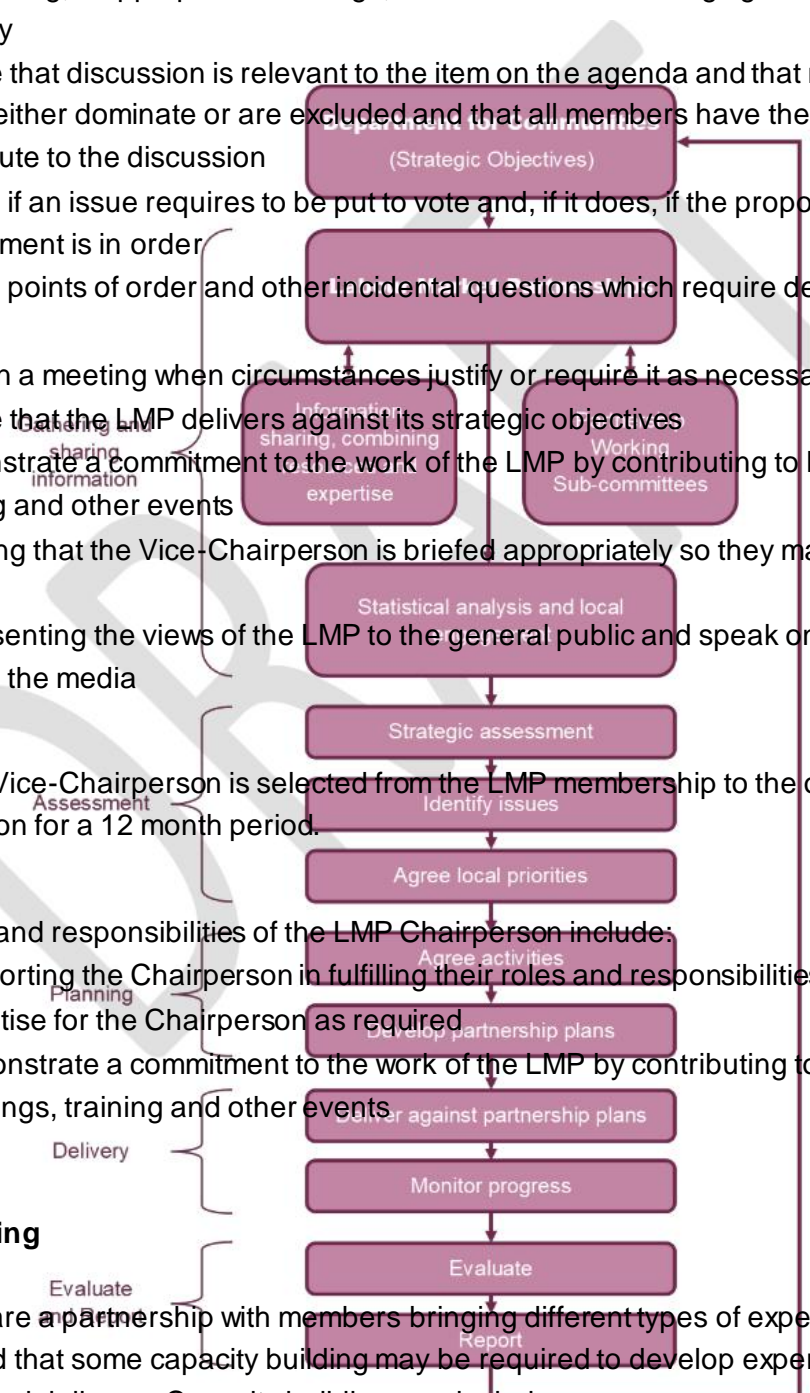
3.11 The LMP Vice-Chairperson is selected from the LMP membership to the office of Chairperson for a 12 month period.

3.12 The roles and responsibilities of the LMP Chairperson include:

- Supporting the Chairperson in fulfilling their roles and responsibilities
- Deputise for the Chairperson as required
- Demonstrate a commitment to the work of the LMP by contributing to LMP meetings, training and other events

Capacity Building

3.13 As LMPs are a partnership with members bringing different types of expertise it is anticipated that some capacity building may be required to develop expertise and support local delivery. Capacity building may include:



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- **Labour Market** - understanding the regional and local labour market, the nature and volumes of flows into and out of work, causes of long-term unemployment, economic inactivity, youth unemployment, NEETs etc
- **Employability and Skills Provision** – building awareness of the full suite of existing provision including central government provision, Local Authority provision and other provision.
- **Best Practice Employability Initiatives:** potentially hosted by guest speakers or study visit
- **Job Shadowing:** time spent shadowing employability experts
- **Project Management Training:** specific to project management skills to facilitate oversight and monitoring of project delivery.

Working in Partnership

3.14 The key to effective partnership working is ensuring that all members of the LMP work together and are committed to achieving the same goal. Each LMP is expected to set out terms of participation to ensure all members fully understand what is expected of them. Issues which are particularly pertinent include:

- **Attendances at meetings** - LMP members are expected to attend all relevant meetings of the LMP including any that occur outside of normal working hours. Arrangements for meetings will be agreed by each LMP.
- **Expected contribution** - LMP members are expected to contribute to the delivery of the partnership plan and by drawing on their own specialist knowledge/expertise. LMP members' organisations are not obliged to make a financial contribution to the LMP rather their contribution will be their wealth of specialised knowledge and experience that will assist the LMP address key issues;
- The LMP should act as a **hub for information and knowledge exchange** and members should ensure that any relevant information coming from the LMP, is disseminated throughout their organisation. Similarly any relevant information from the member's organisation should be disseminated through the local LMP.

Structure

3.15 The LMP should provide a strong and accountable structure for:

- Partnership working between government Departments and agencies, local government and other commissioners of employability support
- Agreeing the priority groups for interventions

- Co-designing employability interventions at a Northern Ireland and local level
- Agreeing the funding of interventions, including the devolution, integration and/or alignment of budgets
- Co-commissioning interventions at the appropriate level
- Monitoring and measuring performance against expected performance levels
- Developing expertise at all levels to co-design and co-commission interventions
- Building capabilities and networking providers of services at the local and NI levels.

3.16 The following sections offer guidance on how this might be achieved.

3.17 It is recognised that LMPs need to take account of, and work closely with, other existing businesses, communities and partnership structures in their areas. LMPs may establish sub-committees that are appropriate to the discharging of its functions and/or enable discussion on localised issues.

3.18 LMP sub-committees must be comprised LMP members but, in addition, may co-opt persons who are not members of the LMP. A person so co-opted may not vote on any matter but otherwise is to be treated as a member of the committee. This process may help the LMP to engage with appropriate local organisations and third sector bodies in identifying and prioritising, delivering and monitoring. All sub-committees should have a 'Terms of Reference' in place and report directly to the LMP.

Chapter 4: Delivery against the Strategic Objectives

Context

- 4.1 It is important that the members of the LMP act together to achieve the strategic objectives and the local priorities captured in Partnership Plans. All members of the LMP are responsible for combining their individual and organisational knowledge in a way that best facilitates the aim of improving employability and labour market conditions locally. A model for how this could be achieved is set out below.

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Review and engage to identify local considerations

- 4.2 The LMP shall review statistical information and other evidence relevant to the local area to obtain an understanding of the current labour market conditions, comparing this with regional information as necessary.
- 4.3 The LMP shall engage with key stakeholders to identify and prioritise, at the earliest possible stage, any emerging labour market issues and/or employability matters that might require local action and resolution. The LMP shall seek local participation and support in developing and delivering an effective response, and to improve co-operation in improving labour market conditions.
- 4.4 The LMP should use all the information gained to:
- Prepare the Partnership Plan, which should incorporate all relevant information;
 - Upon request, provide input to the plans of other organisations represented on the LMP; and
 - Co-ordinate and liaise with other organisations to help ensure that Partnership Plans are delivered in the most effective manner, where possible integrating delivery with existing structures, in particular the Community Plan and working collaboratively with others to avoid duplication of services.
- 4.5 It is important that any engagement is appropriate to the task and audience. This may include consultation, attendance at meetings, facilitating or attending public or stakeholder events and providing guidance on labour market considerations and/or employability matters.

Publicly available information

- 4.6 Local LMPs should be committed to transparency, minutes of meetings and annual reports, demonstrating performance against targets in local Partnership Plans should be readily available and preferably available electronically through associated websites.
- 4.7 Through their work, the LMP must keep the community informed about what the LMP are doing and how to make contact so they can ask questions or obtain further information.
- 4.8 The LMP will develop a communications plan and will produce material for inclusion on the Council websites including contact information and Annual Reports as a minimum.

Branding and Marketing

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4.9 It is mandatory for all projects/programmes supported to promote the funding provided, which will include the use of appropriate logos and wording on stationary, literature and promotional material.

4.10 The LMP Chairperson is responsible for representing the views of the LMP and may be asked to speak on behalf of the LMP to the media or the public. No other members should speak on behalf of the LMP without the consent of the Chairperson.

Preparing Partnership Plans

4.11 The LMP must develop Partnership Plans for its area within a timescale set by the Employability NI Programme Board. This must be informed by the strategic objectives set by the Employability NI Programme Board and the relevant Community Plan, whilst addressing local characteristics or identified needs within the local area. It should take account of regional and local statistical information and other local issues of relevance.

4.12 LMPs must provide two main Partnership Plans:

- Strategic Plan – Outlining strategic targets and objectives over a 3 year period.
- Annual Action Plan – Outlining detailed plans and funding allocation for delivery over the financial year to meet the targets and objectives of the Strategic Plan.

4.13 The LMP should ensure that the Partnership Plans contains costed key priorities and outcomes, as well as details of what resources will be required for delivery. It should indicate what outcomes are expected, including details of what services the LMP will deliver in the area. The Partnership Plan should be made widely available to the public.

4.14 The LMP should establish systems and processes in order for it to deliver its work plan effectively, supported by the LMP secretariat. Where appropriate, this should include financial or other support for initiatives designed to improve employability outcomes and/or labour market conditions. Any such initiatives may be delivered by the LMP itself or by working collaboratively to support the activities of others.

Delivering the Partnership Plan

4.15 LMPs should consider how their Partnership Plans can help to support efforts to improve employability and labour market conditions in their areas. The priorities of the Partnership Plans should have clear links with the relevant priorities in the organisational plans of LMP Members, with areas of work delivered by other related functions within Councils (e.g. Economic Development and align with the Community Plan) and the NI Executives strategic targets.

- 4.16 In delivering the Partnership Plans opportunities for early intervention or quick response should be identified where possible, in order to reduce the impact of labour market shock within the local economy.
- 4.17 Delivery should also address long standing issues for example building confidence in identified sections of the community where issues are prevalent (e.g. rural communities, neighbourhood renewal areas etc) or with individuals who find difficulty in engaging the labour market (e.g. long term unemployed, people with disabilities etc).
- 4.18 LMPs should involve their members and any other relevant bodies to work together alongside businesses and the wider community, to help address local labour market issues and employability matters. They should also work to give confidence to individuals in moving closer to the labour market, engaging in the labour market for the first time, re-engage with the labour market or to progress in the workplace.

Monitoring LMP Performance

- 4.19 The local LMP is responsible for ensuring the successful delivery of its Partnership Plan and will report quarterly to the Employability NI Programme Board on progress in implementing its Plan and associated financial expenditure.
- 4.20 Local LMPs must also publish an Annual Report within 3 months of the end of the financial year (by 1 July each year).
- 4.21 The Annual Report will include an assessment of the LMP's performance against the targets contained in its Plan, achievements and specific information as to how the LMP has carried out its functions. The report will also demonstrate linkages with relevant strategies and how the actions of the LMP have contributed to strategic objectives.

Chapter 5: Governance and Accountability

Regional LMP / ENI Programme Board

- 5.1 The Employability NI Programme Board has been established to set the direction for Employability NI, support decision making and oversees overall progress, providing both challenge and approval on key issues affecting progress.
- 5.2 The work of the local LMPs will be overseen by the Employability NI Programme Board, who will assess the effectiveness of LMPs, providing support and assistance where required in performing their functions.
- 5.3 The Employability NI Programme Board requires each local LMP to prepare Partnership Plans. Upon approving an LMP's Partnership Plan the ENI Programme Board, allocates funding to that LMP, enabling the objectives of the Partnership Plan to be met.
- 5.4 LMPs will report to the DfC quarterly (who will in turn report to ENI Programme Board) against the objectives set out in their Partnership Plans, who in turn will report to the Employability NI Programme Board.

Department for Communities (DfC)

- 5.5 The DfC Work and Health Group is the lead partner in the Employability NI Programme Board and responsible for overseeing LMPs.

Council

- 5.6 The Employability NI Programme Board funds the LMP through the Council, and the Council Chief Executive is the Accounting Officer for the funding provided by the Employability NI Programme Board.

The Council, will:

- Enter into a contract with DfC to deliver an administrative and financial management function to the LMP
- Provide the LMP with administration services and facilities including receipt of payment, disbursement, management and accounting for funds awarded
- Ensure that those involved in delivery of the LMP have the necessary skills and knowledge to carry out their functions competently. i.e. eligibility of expenditure, appropriate equality, employment legislation including Section 75
- Ensure appropriate attendance at all training provided/identified as necessary for delivery of the LMP

- Ensure compliance with the provisions of the Data Protection Act 1998

5.7 As the Partnership Secretariat the Council may accept additional sums of money or deliver additional programmes at the discretion of the LMP in addition to any funding provided by the ENI Programme Board. The ENI Programme Board must be notified if additional funding is received, detailing the amount and purpose of the funding.

Local LMP

5.8 The LMP should ensure that its Partnership Plans take into account other strategic priorities such as those of the Employability NI Programme Board and other related strategies including those of the member organisations.

5.9 The LMP is required to comply with the accountability framework set out by the Employability NI Programme Board in the LMP Financial Guidelines, and any other relevant directives issued by the Employability NI Programme Board.

5.10 The LMP will ensure that its functions are carried out in accordance with the relevant local Council's governance and financial framework.

Reporting Requirements

5.11 Local LMP performance and financial reporting will include the following:

- **Quarterly reports on progress** from the LMP to the Employability NI Programme Board on the implementation of its Partnership Plan.
- **Annual report from the LMP to the Council and the Employability NI Programme Board** – to be submitted within 3 months of the end of the financial year, this report will include general information on the exercise of functions. It is a requirement that LMPs structure the report by setting out their achievements against their Plan, demonstrating linkages with relevant strategies and how the actions of the LMP have met the strategic objectives set by the Employability NI Programme Board. The report will be published on behalf of the LMP by the Council in an appropriate format.
- **Specific Reports from the LMP to the Employability NI Programme Board** – from time to time, the Employability NI Programme Board may request specific reports. The Employability NI Programme Board will specify the requirements for these reports at the time of commissioning. The Employability NI Programme Board will

provide further guidance on the reports as required, however they could relate to any issues that have a particular significance at that time.

Public

- 5.12 It is essential that the LMP is accessible and transparent, the public should have the opportunity to consider and comment on performance and financial reports.
- 5.13 Public events should be attended by as many LMP members as possible to help raise the profile of the LMP and to ensure the partnership is kept informed with up to date information.
- 5.14 The LMP are also required to host events where key stakeholders in the employability arena, including members of the public can attend.

Chapter 6: Administration of the Partnerships

- 6.1 The LMP is responsible for ensuring the effective administration of the Partnership and must agree standing orders (with the support of the secretariat) setting out how their business will be regulated.
- 6.2 The Employability NI Programme Board shall, for each financial year, make to the council grants of such amounts as the Employability NI Programme Board may determine for defraying or contributing towards the expenses of the council in that year in connection with LMPs.
- 6.3 Each Council should provide the relevant staffing to support the operation of the LMP in its area, though this will be subject to an ongoing commitment of financial support from the Employability NI Programme Board. The LMP may ask the Council to ensure the appropriate balance of skills to support the LMP.
- 6.4 As Accounting Officer, the Chief Executive of the Council shall also provide the compliance and assurance framework for LMPs and incorporate the financial management of the LMP within the Council's existing processes, including the development of annual estimates (in line with local government schedules) and financial reports.
- 6.5 LMPs should develop and agree standing orders for regulating the transaction of the business of the Partnership. The list below is not exhaustive but standing orders should include:
- Purpose and timeframes for LMP Annual General Meeting
 - Election of Office Bearers, roles of Office Bearers and duration of term
 - The quorum for a LMP meeting
 - Rules for debate
 - Voting rights and procedure in the case of an equal division of votes
 - Procedure if the Chair and Vice-Chair are absent from and LMP meeting
 - Timeframes and agreement for issuing meeting papers
 - Establishment of LMP sub-committees
- 6.6 Efforts should be made to find agreement within the Partnership without the need for voting. However, where necessary, proposals shall be determined by a majority of the votes of those members present and who are entitled to vote.

Contents	Page
Chapter 1: Introduction	2
Chapter 2: Overview	3
Chapter 3: Membership and Structure	11
Chapter 4: Delivery against the Strategic Objectives	16
Chapter 5: Governance and Accountability	20
Chapter 6: Administration of the Partnerships	23

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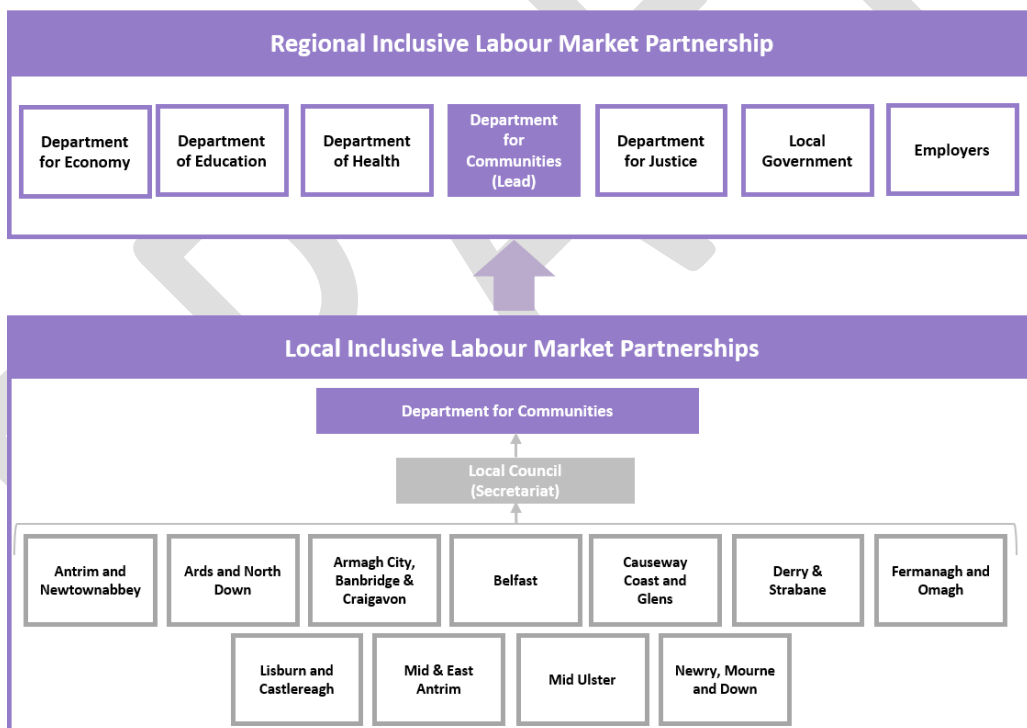
Chapter 1: Introduction

- 1.1 Labour Market Partnerships (LMPs) focus on engagement at both the regional level and local Council level to ensure that relevant partners and stakeholders are engaged in addressing employability outcomes, labour market conditions and the provision of employability services.
- 1.2 The LMP approach is two tiered, tier one at the regional/NI level, and tier two at each of the 11 local Councils.
- 1.3 This Code of Practice provides guidance on the exercise of functions by Local Labour Market Partnerships (LMPs).
- 1.4 The purpose of the Code is to provide LMPs with guidance, rather than prescriptive operational requirements, so there is sufficient flexibility to ensure that the requirements of running the Partnership do not detract from the delivery of services and deliver outcomes for the community. However, it is also vital that there are sufficient governance and accountability mechanisms in place so that the public and the Department for Communities (DfC) can be assured of the Partnerships' effectiveness.
- 1.5 The Code is a working document. In the course of operating LMPs, it is likely that issues will emerge that will require further consideration and possible inclusion. The Employability NI Programme Board will, when required, supplement this Code and the LMP member's handbook with detailed guidance to support the development of LMPs.
- 1.6 This Code should be widely disseminated among those involved in the operation of LMPs. Any queries about the content of the Code, or requests for further copies, should be directed as follows:

Secretariat to Labour Market Partnerships
Work and Wellbeing Division
Department for Communities
Design Centre
39 Corporation Street
Belfast
BT1 3BA

Chapter 2: Overview

- 2.1 The aim is to establish a regional LMP with Department for Communities (DfC) as the lead agency and 11 local LMPs (one for each council area in Northern Ireland), with the relevant local Council providing secretariat support to the partnership.
- 2.2 Engagement across central government, local government, business, community and voluntary sectors is key to delivering the best possible outcomes for citizens in each locality. It is vital that Central Government Departments and Local Government collaborative effectively and join up with local business, community and voluntary sectors to ensure a co-ordinated and integrated employability offer is provided to citizens.
- 2.3 The local LMPs are accountable to the regional LMP, as detailed in the high level design diagram below.



Title

- 2.4 The Partnership shall be named the 'Labour Market Partnership' with the corresponding Council area to the fore, providing regional uniformity but retaining a localisation of the corresponding partnership. More detail in respect of naming and use of logos is provided within the branding guidelines. The names of the Local LMPs will be:

- Antrim and Newtownabbey Labour Market Partnership

- Ards and North Down Labour Market Partnership
- Armagh, Banbridge and Craigavon Labour Market Partnership
- Belfast Labour Market Partnership
- Causeway Coast and Glens Labour Market Partnership
- Derry and Strabane Labour Market Partnership
- Fermanagh and Omagh Labour Market Partnership
- Lisburn and Castlereagh Labour Market Partnership
- Mind and East Antrim Labour Market Partnership
- Mid Ulster Labour Market Partnership
- Newry, Mourne and Down Labour Market Partnership

2.3 It is anticipated that the administrative office of the Local LMP secretariat will be within Council Offices and that appropriate contact details will be made publically available.

Status

2.4 The local council has an important role in facilitating the local LMP, however the LMP should have the ability to take decisions independently. The status of the local LMPs should therefore be that of an unincorporated association.

Purpose

2.5 The aim of the Partnership is to help improve employability outcomes and labour market conditions locally by working through coordinated, collaborative, multi-agency partnerships, achieving regional objectives whilst being flexible to meet the needs presented by localised conditions and helping to connect employers with employees. The Partnerships will be expected to provide an integrated approach to address labour market challenges by bringing together, in a single body, the necessary local knowledge and expertise to build on existing structures locally, operating in a holistic, streamlined and joined up way.

2.6 The key objectives of the Labour Market Partnership approach is to develop local plans tailored to each area depending on skills, sector, requirements; agree sector/industry needs at local level; review supply and demand levels for skills, expertise, qualifications etc at local level and commission new provision to fill any local gaps.

Roles and Responsibilities

Employability NI (ENI) Programme Board / Regional LMP

2.7 The ENI Programme Board will perform the role of the regional LMP

2.8 Employability NI has the following objectives:

- **Economically Inactive** – To reduce the number of customers who are economically inactive due to a disability and / or health condition or because they have family or caring responsibilities by assisting them to enter into employment or to move them closer to the labour market;
- **Long Term Unemployed** – To reduce the number of customers who are long term unemployed by assisting them to enter employment;
- **Disability** – To provide support to workers with a disability and / or a health condition to prevent them falling out of employment.
- **Skilled Labour Supply** – To put in place a first class service for employers that facilitates their access to a suitable skilled labour supply; and
- **Economic Shock** - To provide support to customers who are in danger of falling out of employment suddenly due to significant labour market changes

2.9 The role and responsibilities of the regional LMP include:

- **To provide strategic direction**
- **To ensure alignment with PfG targets and outcomes**
- **The coordination, pooling and alignment of budgets to support Employability NI provision**
- **To agree a performance framework to guide the setting of performance expectations in the delivery of services**
- **To co-design and commission all centrally contracted provision**
- **To evaluate Employability NI services**
- **To provide oversight and approval of Local LMP Plans**
- **To act as an escalation route for resolving issues in local planning and implementation that could not be resolved by local Partnerships**
- **Responsibility for collating and disseminating all labour market information to inform plans**
- **To support and build capacity and capability at all levels of planning and delivery**
- **To promote and manage an annual Employability NI event.**

Department for Communities (DfC)

2.10 DfC are the lead partner in the ENI Programme Board

2.11 The DfC was established in May 2006 following the restructuring of Northern Ireland Departments. The Work and Health group within the DfC is focused on helping people improve their lives by helping them into work, providing support to those who are unable to work and positively working with those people who won't work.

2.12 The role and responsibilities of the DfC include:

- Securing regional LMP membership
- Providing all secretariat services for the regional LMP including convening meetings, circulating meeting papers and other administrative support as required
- Commissioning professional services as required
- Achievement of relevant Programme for Government targets
- Supporting the development and delivery of local LMPs
- Promoting the work of ENI, Regional LMP and local LMPs

2.13 DfC is responsible for making all payments of eligible expenditure for local LMPs and must ensure that:

- The local LMP acknowledges the role of the Council in providing the administrative and financial management function to the local LMP
- Robust fraud and irregularity prevention activities are undertaken
- The quality of programme implementation is monitored
- Monitoring of financial output is carried out
- The procedures and eligibility of funding requests is checked before payment is authorised
- Effective procedures are in place for identification of priorities and measures against delivery outputs and targets

Council

2.14 The local LMP Secretariat and any associated staff will be appointed directly by the Council and will be responsible for day to day management of strategic and operational issues relating to the LMP. The key to the success of the Local LMPs will be to align with existing and proposed Community Planning themes and structures.

2.15 The role and responsibilities of the Council will be to:

- Provide all local LMP secretariat services including convening meetings, circulating agendas, minutes, preparing papers and other administrative support as required
- Employ any staff required to manage and monitor the local LMP
- Secure membership to the Partnership, brief and support members
- Commission any professional services as agreed / required by the Partnership
- Ensure Standing Orders are in place for the local LMP
- Promoting the work of the local LMP

2.16 The Local LMP secretariat's roles and responsibilities include:

- **Provide advice and support to the LMP members to ensure effective and efficient operation of the partnership.**
- Careful financial stewardship and making best use of public funds
- Provide progress reports on the implementation of plans, where appropriate recommend revisions for consideration and implement any agreed revisions/remedial action to plans
- Co-ordinate and assist the work of the LMP in developing and implementing strategic/operational plans.
- Manage and co-ordinate administrative support service for the LMP, including financial resources relating to the work of the LMP and to report on the extent to which the LMP has achieved its objectives.
- Communicate advice and guidance to the LMP on legislation, policy, commissioning research, statistical reports, publications relating to the work of LMP and local employability/labour market issues.
- Identify, develop and procure interventions to help improve employability outcomes and/or labour Market conditions locally.
- Develop local policies and procedures relating to the work of the LMP, in compliance with statutory requirements, and act as the designated officer for the purposes of complying with Freedom of Information, Data Protection and Equality legislation and monitor their implementation.
- Network with partners, develop and maintain relationships with statutory agencies and other public and private sector organisations, and identify opportunities to market and promote the positive image of the LMP.
- Assist the LMP in identifying priorities arising from statistical information and consultation as a basis for developing Partnership Plans.
- Develop, with Members, a district wide programme of work in order to enhance the public awareness of the LMP.
- Promote the work of the LMP through the media and other communications channels.

2.17 The role and responsibilities of the LMP will be:

- To develop and agree Local Inclusive Labour Market Plans that ensures alignment with Programme for Government and Community Planning targets and outcomes
- To effectively integrate regional contracted provision with local services and programmes
- To provide strategic direction and support to help address local labour market challenges
- To ensure that Employability NI meets local needs and opportunities
- To effectively integrate NI contracted provision with local services and programmes
- To act as an escalation route for resolving issues in local planning and implementation for resolving issues relating to employability and the local labour market
- To set performance expectations for local contracted provision as part of the NI performance framework
- To co-design and commission additional services as required to meet local need
- Ensuring that the proceedings of the meetings are recorded in minutes, to include the declaration of any interests held by LMP members
- To develop and to provide means of collecting and collating all data re: local performance
- To report on progress to the Regional LMP through quarterly monitoring, annual report and when otherwise requested
- To analyse, collect and disseminate labour market information which supports programme delivery
- To ensure capacity and capability across local delivery providers operating on behalf of or in partnership with the local LMP, meets local needs
- To host a minimum of two local public events (i.e. jobs fairs, redundancy clinics, information events) that may be targeted towards specific issues or employment sectors that may have aroused interest or concern to help address local employability and labour market issues
- To input towards the annual Employability NI event
- Promoting the work of the local LMP, Regional LMP and Employability NI
- Ensure that any sub-committees have agreed Terms of Reference in place
- Develop and agree a Communications Strategy for the LMP

LMP Functions

2.18 Each LMP shall host regular partnership meetings to monitor the performance of the local labour market, identify priorities for inclusion in the annual action plan and monitoring performance against these priorities. As a minimum, partnership meetings should occur no less than on 6 occasions per annum, hosted bi-monthly.

2.19 If required, the Partnership can meet more frequently in order to effectively carry out its functions.

2.20 The functions of local LMPs shall include:

- Provide views to the regional LMP on any matter concerning the labour market and/or employability within the local area;
- Make arrangements for obtaining co-operation locally to help improve employability outcomes and labour market conditions locally;
- Make arrangements for obtaining statistical information as well as views about labour market matters, and consider fully any information obtained;
- Act as a general forum for discussion and consultation on matters affecting employability and/or the local labour market;
- Prepare plans for enhancing local employability outcomes;
- Identify targets or other indicators by reference to which it can assess the extent to which those issues are addressed by action taken in accordance with any such plans;
- Deliver targeted interventions such as regional job fairs, employability pipelines, redundancy responses etc;
- Provide appropriate financial or other support as it considers appropriate to projects or programmes designed to enhance employability outcomes or labour market conditions locally;
- In exercising its functions, a LMP shall have regard to the Code of Conduct for LMP Members.

2.21 In summary, LMPs will:

- **Review and Engage** to obtain relevant information and develop an understanding of labour market conditions, employability matters and any issues of concern.
- **Identify and Prioritise** particular issues and prepare plans for how these can be addressed.

- **Deliver** targeted interventions to help improve employability outcomes and labour market conditions locally, directly through their own interventions, through the work of their delivery groups or through support for the work of others.
- **Monitor** performance to ensure delivery against Partnership Plans.

Supporting the NI Executive's Strategic Objectives

2.22 Taken together with the strategic objectives identified within the Programme for Government, these overarching functions will shape the work of the Partnerships. The strategic objectives for LMPs and the proposed OBA approach are intended to help ensure a partnership approach to the successful delivery of the functions of the LMPs.

2.23 The current relevant outcomes (may be subject to change following any revision to the Programme for Government) identified within the Programme for Government are:

- Outcome 3: 'We have a more equal society'
- Outcome 6: 'We have more people working in better jobs'
- Outcome 8: 'We care for others and help those in need'

2.24 The DfC is the lead department for a number of indicators, through which progress on these outcomes will be measured:

- Indicator 17: Economic inactivity rates excluding students
- Indicator 32: Employment rate of 16-64 year olds by deprivation quintile
- Indicator 33: % of people working part-time who would like to work more hours

2.25 Within this framework, however, as much autonomy as possible has been given to individual Partnerships, so that they can develop Partnership Plans and a programme of delivery best suited to the characteristics or needs of their locality.

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Chapter 3: Membership and Structure

Regional LMP Membership

3.1 The function of the regional LMP is performed by the Employability NI programme Board, membership of which is comprised of representation from:

- Department for Communities (Lead)
- Department for the Economy
- Department of Health
- Department of Education
- Department of Justice
- Invest NI
- SOLACE NI
- Belfast City Council (City Deal Representative)
- Derry City & Strabane Council (City Deal Representative)

Local LMP Membership

3.2 Local LMPs are to be comprised of membership from a number of different groups, as a minimum, representation must include:

- Local Council staff
- Local JBO
- Local Careers Service
- Health Trust
- Education Authority
- Area Learning Communities
- Further Education College
- Enterprise Partner

3.3 The local LMP may also wish to locally designate organisations to the partnership, because of the local contribution and expertise that those organisations bring, for a period to be defined by the Partnership. Alternatively the LMP may wish to invite organisations to attend LMP meetings or committees in response to emerging issues. The list below is not exhaustive but LMPs may wish to consider representation from:

- University representation
- NI Housing Executive (if involved in employability)
- Housing Association (if involved in employability)
- Employer representatives (i.e. Town Centre Management, Chamber of Commerce etc)
- Voluntary / Community representatives

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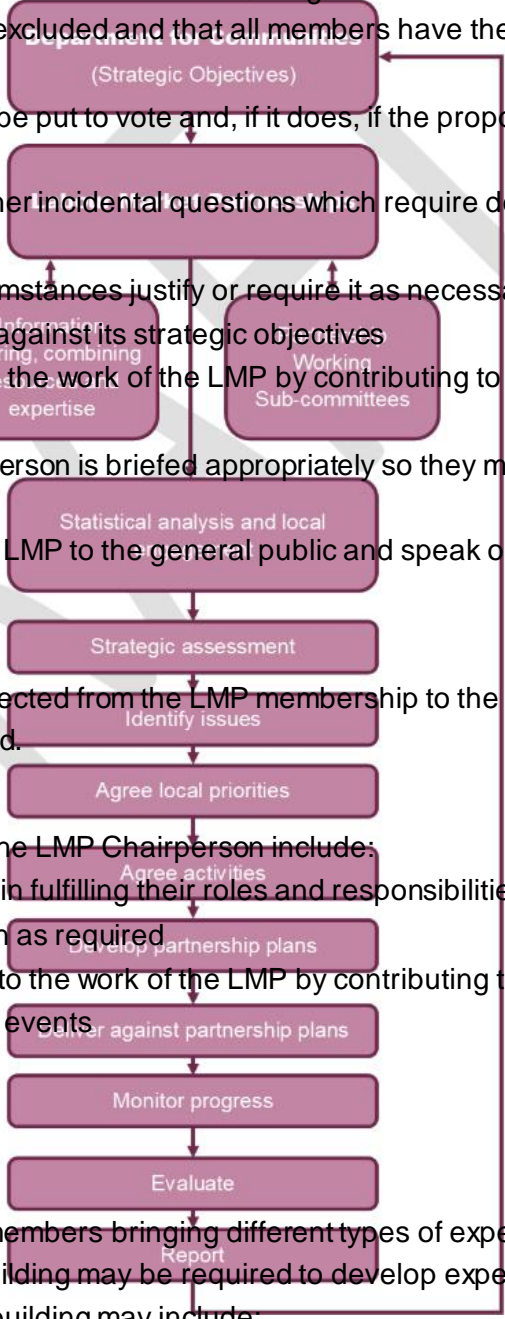
Individual roles and responsibilities

- 3.4 LMP members are personally responsible for all their decisions, for avoiding the risk of damaging confidence in the partnership and must comply with the 'Code of Conduct for LMP Members'.
- 3.5 Each member of the LMP shares a common role in supporting and developing the work of the LMP and all members have equal voting rights
- 3.6 An LMPs members' principal commitment is to deliver the functions of the LMP
- 3.7 Roles and responsibilities of an LMP member include:
- To work collectively with the other Members to successfully carry out the functions of the partnership.
 - To identify priorities to improve employability outcomes and/or labour market conditions locally.
 - To deliver an improvement in employability outcomes and/or labour market conditions locally by putting in place implementation structures and delivery mechanisms through a partnership approach.
 - To attend LMP meetings, training and events and keep up -to-date with issues relevant to the work of the partnership.
 - To prepare partnership plans, in line with guidance.
 - To develop, support and implement projects to enhance the labour market.
 - To monitor and evaluate performance of the LMP and associated projects effectively.
 - To ensure Partnership Plans reflect the statistical information and views / concerns within the local area.
 - To contribute to a general forum for discussion and consultation on all matters relating to employability and the labour market locally.
 - To maintain an up to date knowledge and understanding of the local labour market and employability matters.
 - To raise awareness of the work of the partnership.
 - To adhere to relevant financial and other guidance.
 - To adhere to the Code of Conduct for LMP Members.
 - To adhere to LMP Standing Orders.
- 3.8 LMP members may take on additional duties, including Chairperson or Vice-Chairperson of the local LMP and/or Chairperson of a sub-committee.
- 3.9 The LMP Chairperson is selected from the LMP membership to the office of Chairperson for a 12 month period.

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3.10 The roles and responsibilities of the LMP Chairperson include:

- Regulate proceedings in accordance with the LMP Code of Practice and Standing Orders
- Encouraging consensus on decisions and a corporate view on any issues that arise as the LMP discharges its functions
- Enabling the LMP to conduct its business in a positive and non-threatening environment by ensuring that those participating are not subjected to unreasonable questioning, inappropriate challenge, verbal abuse or challenging another member's integrity
- Ensure that discussion is relevant to the item on the agenda and that no individual or group either dominates or are excluded and that all members have the opportunity to contribute to the discussion
- Decide if an issue requires to be put to vote and, if it does, if the proposed motion or amendment is in order
- Decide points of order and other incidental questions which require decision at the time
- Adjourn a meeting when circumstances justify or require it as necessary
- Ensure that the LMP delivers against its strategic objectives
- Demonstrate a commitment to the work of the LMP by contributing to LMP meetings, training and other events
- Ensuring that the Vice-Chairperson is briefed appropriately so they may fulfil their role
- Representing the views of the LMP to the general public and speak on behalf of the LMP to the media



3.11 The LMP Vice-Chairperson is selected from the LMP membership to the office of Chairperson for a 12 month period.

3.12 The roles and responsibilities of the LMP Chairperson include:

- Supporting the Chairperson in fulfilling their roles and responsibilities
- Deputise for the Chairperson as required
- Demonstrate a commitment to the work of the LMP by contributing to LMP meetings, training and other events

Capacity Building

3.13 As LMPs are a partnership with members bringing different types of expertise it is anticipated that some capacity building may be required to develop expertise and support local delivery. Capacity building may include:

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- **Labour Market** - understanding the regional and local labour market, the nature and volumes of flows into and out of work, causes of long-term unemployment, economic inactivity, youth unemployment, NEETs etc
- **Employability and Skills Provision** – building awareness of the full suite of existing provision including central government provision, Local Authority provision and other provision.
- **Best Practice Employability Initiatives:** potentially hosted by guest speakers or study visit
- **Job Shadowing:** time spent shadowing employability experts
- **Project Management Training:** specific to project management skills to facilitate oversight and monitoring of project delivery.

Working in Partnership

3.14 The key to effective partnership working is ensuring that all members of the LMP work together and are committed to achieving the same goal. Each LMP is expected to set out terms of participation to ensure all members fully understand what is expected of them. Issues which are particularly pertinent include:

- **Attendances at meetings** - LMP members are expected to attend all relevant meetings of the LMP including any that occur outside of normal working hours. Arrangements for meetings will be agreed by each LMP.
- **Expected contribution** - LMP members are expected to contribute to the delivery of the partnership plan and by drawing on their own specialist knowledge/expertise. LMP members' organisations are not obliged to make a financial contribution to the LMP rather their contribution will be their wealth of specialised knowledge and experience that will assist the LMP address key issues;
- The LMP should act as a **hub for information and knowledge exchange** and members should ensure that any relevant information coming from the LMP, is disseminated throughout their organisation. Similarly any relevant information from the member's organisation should be disseminated through the local LMP.

Structure

3.15 The LMP should provide a strong and accountable structure for:

- Partnership working between government Departments and agencies, local government and other commissioners of employability support
- Agreeing the priority groups for interventions

- Co-designing employability interventions at a Northern Ireland and local level
- Agreeing the funding of interventions, including the devolution, integration and/or alignment of budgets
- Co-commissioning interventions at the appropriate level
- Monitoring and measuring performance against expected performance levels
- Developing expertise at all levels to co-design and co-commission interventions
- Building capabilities and networking providers of services at the local and NI levels.

3.16 The following sections offer guidance on how this might be achieved.

3.17 It is recognised that LMPs need to take account of, and work closely with, other existing businesses, communities and partnership structures in their areas. LMPs may establish sub-committees that are appropriate to the discharging of its functions and/or enable discussion on localised issues.

3.18 LMP sub-committees must be comprised LMP members but, in addition, may co-opt persons who are not members of the LMP. A person so co-opted may not vote on any matter but otherwise is to be treated as a member of the committee. This process may help the LMP to engage with appropriate local organisations and third sector bodies in identifying and prioritising, delivering and monitoring. All sub-committees should have a 'Terms of Reference' in place and report directly to the LMP.

Chapter 4: Delivery against the Strategic Objectives

Context

- 4.1 It is important that the members of the LMP act together to achieve the strategic objectives and the local priorities captured in Partnership Plans. All members of the LMP are responsible for combining their individual and organisational knowledge in a way that best facilitates the aim of improving employability and labour market conditions locally. A model for how this could be achieved is set out below.

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Review and engage to identify local considerations

- 4.2 The LMP shall review statistical information and other evidence relevant to the local area to obtain an understanding of the current labour market conditions, comparing this with regional information as necessary.
- 4.3 The LMP shall engage with key stakeholders to identify and prioritise, at the earliest possible stage, any emerging labour market issues and/or employability matters that might require local action and resolution. The LMP shall seek local participation and support in developing and delivering an effective response, and to improve co-operation in improving labour market conditions.
- 4.4 The LMP should use all the information gained to:
- Prepare the Partnership Plan, which should incorporate all relevant information;
 - Upon request, provide input to the plans of other organisations represented on the LMP; and
 - Co-ordinate and liaise with other organisations to help ensure that Partnership Plans are delivered in the most effective manner, where possible integrating delivery with existing structures, in particular the Community Plan and working collaboratively with others to avoid duplication of services.
- 4.5 It is important that any engagement is appropriate to the task and audience. This may include consultation, attendance at meetings, facilitating or attending public or stakeholder events and providing guidance on labour market considerations and/or employability matters.

Publicly available information

- 4.6 Local LMPs should be committed to transparency, minutes of meetings and annual reports, demonstrating performance against targets in local Partnership Plans should be readily available and preferably available electronically through associated websites.
- 4.7 Through their work, the LMP must keep the community informed about what the LMP are doing and how to make contact so they can ask questions or obtain further information.
- 4.8 The LMP will develop a communications plan and will produce material for inclusion on the Council websites including contact information and Annual Reports as a minimum.

Branding and Marketing

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- 4.9 It is mandatory for all projects/programmes supported to promote the funding provided, which will include the use of appropriate logos and wording on stationary, literature and promotional material.
- 4.10 The LMP Chairperson is responsible for representing the views of the LMP and may be asked to speak on behalf of the LMP to the media or the public. No other members should speak on behalf of the LMP without the consent of the Chairperson.

Preparing Partnership Plans

4.11 The LMP must develop Partnership Plans for its area within a timescale set by the Employability NI Programme Board. This must be informed by the strategic objectives set by the Employability NI Programme Board and the relevant Community Plan, whilst addressing local characteristics or identified needs within the local area. It should take account of regional and local statistical information and other local issues of relevance.

4.12 LMPs must provide two main Partnership Plans:

- Strategic Plan – Outlining strategic targets and objectives over a 3 year period.
- Annual Action Plan – Outlining detailed plans and funding allocation for delivery over the financial year to meet the targets and objectives of the Strategic Plan.

4.13 The LMP should ensure that the Partnership Plans contains costed key priorities and outcomes, as well as details of what resources will be required for delivery. It should indicate what outcomes are expected, including details of what services the LMP will deliver in the area. The Partnership Plan should be made widely available to the public.

4.14 The LMP should establish systems and processes in order for it to deliver its work plan effectively, supported by the LMP secretariat. Where appropriate, this should include financial or other support for initiatives designed to improve employability outcomes and/or labour market conditions. Any such initiatives may be delivered by the LMP itself or by working collaboratively to support the activities of others.

Delivering the Partnership Plan

4.15 LMPs should consider how their Partnership Plans can help to support efforts to improve employability and labour market conditions in their areas. The priorities of the Partnership Plans should have clear links with the relevant priorities in the organisational plans of LMP Members, with areas of work delivered by other related functions within Councils (e.g. Economic Development and align with the Community Plan) and the NI Executives strategic targets.

- 4.16 In delivering the Partnership Plans opportunities for early intervention or quick response should be identified where possible, in order to reduce the impact of labour market shock within the local economy.
- 4.17 Delivery should also address long standing issues for example building confidence in identified sections of the community where issues are prevalent (e.g. rural communities, neighbourhood renewal areas etc) or with individuals who find difficulty in engaging the labour market (e.g. long term unemployed, people with disabilities etc).
- 4.18 LMPs should involve their members and any other relevant bodies to work together alongside businesses and the wider community, to help address local labour market issues and employability matters. They should also work to give confidence to individuals in moving closer to the labour market, engaging in the labour market for the first time, re-engage with the labour market or to progress in the workplace.

Monitoring LMP Performance

- 4.19 The local LMP is responsible for ensuring the successful delivery of its Partnership Plan and will report quarterly to the Employability NI Programme Board on progress in implementing its Plan and associated financial expenditure.
- 4.20 Local LMPs must also publish an Annual Report within 3 months of the end of the financial year (by 1 July each year).
- 4.21 The Annual Report will include an assessment of the LMP's performance against the targets contained in its Plan, achievements and specific information as to how the LMP has carried out its functions. The report will also demonstrate linkages with relevant strategies and how the actions of the LMP have contributed to strategic objectives.

Chapter 5: Governance and Accountability

Regional LMP / ENI Programme Board

- 5.1 The Employability NI Programme Board has been established to set the direction for Employability NI, support decision making and oversees overall progress, providing both challenge and approval on key issues affecting progress.
- 5.2 The work of the local LMPs will be overseen by the Employability NI Programme Board, who will assess the effectiveness of LMPs, providing support and assistance where required in performing their functions.
- 5.3 The Employability NI Programme Board requires each local LMP to prepare Partnership Plans. Upon approving an LMP's Partnership Plan the ENI Programme Board, allocates funding to that LMP, enabling the objectives of the Partnership Plan to be met.
- 5.4 LMPs will report to the DfC quarterly (who will in turn report to ENI Programme Board) against the objectives set out in their Partnership Plans, who in turn will report to the Employability NI Programme Board.

Department for Communities (DfC)

- 5.5 The DfC Work and Health Group is the lead partner in the Employability NI Programme Board and responsible for overseeing LMPs.

Council

- 5.6 The Employability NI Programme Board funds the LMP through the Council, and the Council Chief Executive is the Accounting Officer for the funding provided by the Employability NI Programme Board.

The Council, will:

- Enter into a contract with DfC to deliver an administrative and financial management function to the LMP
- Provide the LMP with administration services and facilities including receipt of payment, disbursement, management and accounting for funds awarded
- Ensure that those involved in delivery of the LMP have the necessary skills and knowledge to carry out their functions competently. i.e. eligibility of expenditure, appropriate equality, employment legislation including Section 75
- Ensure appropriate attendance at all training provided/identified as necessary for delivery of the LMP

- Ensure compliance with the provisions of the Data Protection Act 1998

5.7 As the Partnership Secretariat the Council may accept additional sums of money or deliver additional programmes at the discretion of the LMP in addition to any funding provided by the ENI Programme Board. The ENI Programme Board must be notified if additional funding is received, detailing the amount and purpose of the funding.

Local LMP

5.8 The LMP should ensure that its Partnership Plans take into account other strategic priorities such as those of the Employability NI Programme Board and other related strategies including those of the member organisations.

5.9 The LMP is required to comply with the accountability framework set out by the Employability NI Programme Board in the LMP Financial Guidelines, and any other relevant directives issued by the Employability NI Programme Board.

5.10 The LMP will ensure that its functions are carried out in accordance with the relevant local Council's governance and financial framework.

Reporting Requirements

5.11 Local LMP performance and financial reporting will include the following:

- **Quarterly reports on progress** from the LMP to the Employability NI Programme Board on the implementation of its Partnership Plan.
- **Annual report from the LMP to the Council and the Employability NI Programme Board** – to be submitted within 3 months of the end of the financial year, this report will include general information on the exercise of functions. It is a requirement that LMPs structure the report by setting out their achievements against their Plan, demonstrating linkages with relevant strategies and how the actions of the LMP have met the strategic objectives set by the Employability NI Programme Board. The report will be published on behalf of the LMP by the Council in an appropriate format.
- **Specific Reports from the LMP to the Employability NI Programme Board** – from time to time, the Employability NI Programme Board may request specific reports. The Employability NI Programme Board will specify the requirements for these reports at the time of commissioning. The Employability NI Programme Board will

provide further guidance on the reports as required, however they could relate to any issues that have a particular significance at that time.

Public

- 5.12 It is essential that the LMP is accessible and transparent, the public should have the opportunity to consider and comment on performance and financial reports.
- 5.13 Public events should be attended by as many LMP members as possible to help raise the profile of the LMP and to ensure the partnership is kept informed with up to date information.
- 5.14 The LMP are also required to host events where key stakeholders in the employability arena, including members of the public can attend.

Chapter 6: Administration of the Partnerships

- 6.1 The LMP is responsible for ensuring the effective administration of the Partnership and must agree standing orders (with the support of the secretariat) setting out how their business will be regulated.
- 6.2 The Employability NI Programme Board shall, for each financial year, make to the council grants of such amounts as the Employability NI Programme Board may determine for defraying or contributing towards the expenses of the council in that year in connection with LMPs.
- 6.3 Each Council should provide the relevant staffing to support the operation of the LMP in its area, though this will be subject to an ongoing commitment of financial support from the Employability NI Programme Board. The LMP may ask the Council to ensure the appropriate balance of skills to support the LMP.
- 6.4 As Accounting Officer, the Chief Executive of the Council shall also provide the compliance and assurance framework for LMPs and incorporate the financial management of the LMP within the Council's existing processes, including the development of annual estimates (in line with local government schedules) and financial reports.
- 6.5 LMPs should develop and agree standing orders for regulating the transaction of the business of the Partnership. The list below is not exhaustive but standing orders should include:
- Purpose and timeframes for LMP Annual General Meeting
 - Election of Office Bearers, roles of Office Bearers and duration of term
 - The quorum for a LMP meeting
 - Rules for debate
 - Voting rights and procedure in the case of an equal division of votes
 - Procedure if the Chair and Vice-Chair are absent from and LMP meeting
 - Timeframes and agreement for issuing meeting papers
 - Establishment of LMP sub-committees
- 6.6 Efforts should be made to find agreement within the Partnership without the need for voting. However, where necessary, proposals shall be determined by a majority of the votes of those members present and who are entitled to vote.

