

## Integrated Employment and Skills (IES) Noticeboard

*Sharing information with our partner organisations*

### Welcome

Welcome to the Integrated Employment and Skills (IES) Noticeboard, which will be updated bi-monthly from January 2009. Items on this noticeboard will be accessible to LSC staff and our external partner organisations. Here we can share:

- up-to-date news and information about IES
- related documents/research/papers
- planning and other operational documents
- the work of IES-related groups and developments across the region

We have developed a series of plain English 'Basically' documents on areas of Integrated Employment and Skills:

- **1: Integrated Employment and Skills (IES)**  
[http://readingroom.lsc.gov.uk/lsc/SouthEast/Basically\\_\(1\)\\_IES-LSC.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/Basically_(1)_IES-LSC.pdf)
- **2: Local Employment Partnerships (LEP)**  
[http://readingroom.lsc.gov.uk/lsc/SouthEast/Basically\\_\(2\)\\_IES-LSC.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/Basically_(2)_IES-LSC.pdf)
- **3 Adult Advancement and Careers Service (aacs)**  
[http://readingroom.lsc.gov.uk/lsc/SouthEast/basically..\\_aacs.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/basically.._aacs.pdf)
- **4 Advancement Network Prototypes**  
[http://readingroom.lsc.gov.uk/lsc/SouthEast/basically..\\_ANP.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/basically.._ANP.pdf)
- **IES Customer Journey**  
[http://readingroom.lsc.gov.uk/lsc/SouthEast/2008\\_09\\_IES\\_Customer\\_Journey.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/2008_09_IES_Customer_Journey.pdf)

### 1. Integrated Employment and Skills (IES) Trial Update

The trial of the Integrated Employment and Skills (IES) service starts in Hampshire and Isle of Wight on 16 February 2009. Jobcentre Plus (JCP) and nextstep are working together to trial new service components such as the skills health check and an enhanced referral process between the service advisers. Skills accounts will also be offered to JCP customers as part of the trial.

Further information to follow in the next edition of the Noticeboard or contact [penny.askew@lsc.gov.uk](mailto:penny.askew@lsc.gov.uk)

### 2. nextstep prepare for IES Trial in Hampshire and Isle of Wight

With the Integrated Employment and Skills (IES) trial in Hampshire and Isle of Wight due to start on 16 February all organisations involved are gearing up for the launch, including nextstep. Training for advisers will commence on 10 February. It will include the LSC taking advisers through the new skills health check diagnostic tool, which is unique to the IES trial. The training will also cover the new training provision database, which provides nextstep and Jobcentre Plus (JCP) advisers access to web-based information on LSC funded pre-employment training.

Across the trial area a nextstep adviser will be co-located at a number of Jobcentre Plus locations. Approximately 20 nextstep advisers are involved. nextstep has worked closely with JCP and allocated advisers in line with the forecast demand. This means that in some areas such as Southampton, nextstep is providing nine staff days per week, whereas in more remote areas such as the New Forest, a nextstep adviser will be on site one day a week.

Nextstep looks forward to working with its partners and subcontractors to further improve the clients' overall experience and long-term prospects in learning and work.

Rosanna Stimson - Regional Marketing and Communications Co-ordinator  
01908 232808 [rosanna.stimson@vtplc.com](mailto:rosanna.stimson@vtplc.com)

### 3. IAG qualifications and Train to Gain

The IAG qualifications *NVQ Level 2 Advice and Guidance Support* and *NVQ Level 3 Advice and Guidance* attract Train to Gain funding and are available across the South East. Follow this link for more details:

[http://readingroom.lsc.gov.uk/lsc/SouthEast/IAG\\_Qualifications\\_with\\_TTG-IES\\_Noticeboard.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/IAG_Qualifications_with_TTG-IES_Noticeboard.pdf)

## 4. The SE Employment and Skills Accord – Moving from Intent to Practice

As previously reported (October Edition): In July 2008, SEEDA, LSC SE and Jobcentre Plus SE all signed up to a groundbreaking agreement the South East Accord, full details available by clicking this link: ([http://readingroom.lsc.gov.uk/lsc/SouthEast/South\\_East\\_Accord\\_on\\_Integrated\\_Employment\\_\\_\\_Skills,\\_23rd\\_July\\_2008.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/South_East_Accord_on_Integrated_Employment___Skills,_23rd_July_2008.pdf))

The accord is designed to allow closer working together in developing and delivering an employment and skills system, which is simpler, better integrated and able to deliver the skills and jobs needed to succeed in the 21<sup>st</sup> Century global economy. As architects of this Accord, the agencies are committed to actively seeking Local Authorities, the Health Service and other national, regional and local funding agencies to join them as partners in putting their commitment into practice. The aim is for the South East to be at the forefront of integrating employment and skills services to support welfare reform and productivity agendas.

The link below describes sub-regional developments related to the SE Accord.

[http://readingroom.lsc.gov.uk/lsc/SouthEast/Slough\\_IES\\_workshop\\_-\\_outcome\\_note\\_final.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/Slough_IES_workshop_-_outcome_note_final.pdf)

Slough

Urban South Hampshire (PUSH)

Thames Gateway

For further details: [jon.thompson@lsc.gov.uk](mailto:jon.thompson@lsc.gov.uk).

For further details: [allan.mccolgan@jobcentreplus.gsi.gov.uk](mailto:allan.mccolgan@jobcentreplus.gsi.gov.uk).

For further details: [krysia@open-agenda.co.uk](mailto:krysia@open-agenda.co.uk)

**The Integrated Planning Matrix** (JH Consulting) is being used by some of the sub-regional partners as a tool to put integrated employment and skills ideas and strategy into practice. Further details about the Matrix can be found at [http://www.jhconsulting.org.uk/integrated\\_service\\_planning.asp](http://www.jhconsulting.org.uk/integrated_service_planning.asp)

## 5. Train to Gain Flexibilities

### Jan 2009- SME Flexibilities

From 2 January 2009 the core Train to Gain offer for SMEs is enhanced to offer:

- Fully funded Level 2 qualifications and part-funded Level 3 qualifications regardless of whether the employee already has a qualification at that level. (All eligible repeat qualifications appear on Sector Skills Council approved list – Level 2: [http://readingroom.lsc.gov.uk/lsc/SouthEast/L2\\_repeats.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/L2_repeats.pdf) Level 3: [http://readingroom.lsc.gov.uk/lsc/SouthEast/L3\\_Repeats.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/L3_Repeats.pdf))
- A range of unit and thin qualifications in business critical areas: [http://readingroom.lsc.gov.uk/lsc/SouthEast/Unit-Thin\\_Quals.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/Unit-Thin_Quals.pdf)
- SME Leadership and Management offer extended to include companies with 5+ employees (previously 10-250).

The flexibilities extend to the Third Sector but for paid employees only, not volunteers.

Further information can be found here: [http://readingroom.lsc.gov.uk/lsc/SouthEast/SME\\_Flexibilities.ppt](http://readingroom.lsc.gov.uk/lsc/SouthEast/SME_Flexibilities.ppt) or visiting [www.traintogainprovidersse.org.uk](http://www.traintogainprovidersse.org.uk)

### April 2009 – Flexibilities for unemployed and those under notice/threat of redundancy

In response to the economic downturn, in the South East a special support package of £7million from ESF and Train to Gain will be available for additional flexibilities for the unemployed and those under notice or threat of redundancy.

The support package will target three priority groups: newly redundant individuals, those under notice or threat of redundancy, and the existing unemployed. All groups will be able to access fully funded support for a range of short courses that aid progression into sustainable employment. The offer will be fully customised, lasting 2-8 weeks and not restricted to units or qualifications.

Providers who are registered and approved on the Qualified Provider Framework (QPF) will be invited to tender for this activity from 26 January by visiting the LSC E-tendering portal at: <https://lsc.bravosolution.com/web/login.shtml>

## 6. The National Apprenticeship Vacancy Matching Service (AVMS)

The AVMS went fully live on the 5<sup>th</sup> January 2009 providing two-way opportunities for an apprenticeship match to take place online:

1. For potential candidates to register their details, search and apply online for Apprenticeships
2. For employers to search for and make contact with suitable candidates online

For further detail please contact [Henry.morgan@lsc.gov.uk](mailto:Henry.morgan@lsc.gov.uk) for a copy of Michelle Dunn's PowerPoint presentation and/or visit the website: <http://www.apprenticeships.org.uk/>

## 7. Sector Routeways Programmes from the Sector Skills Councils (SSCs)

Sector Routeways Programmes are **sector specific programmes** designed by the different Sector Skills Councils ready for use by providers.

For example, the Retail SSC programme is called 'Retail Works' and its purpose is to give work-ready learners the specific knowledge and understanding they need for gaining interviews and employment in the retail sector. For further information about Retail Works please contact [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk) for a copy of Gemma Behan's powerpoint presentation or contact Gemma at [Gemma.Behan@skillsmartretail.com](mailto:Gemma.Behan@skillsmartretail.com)

A number of other SSCs have/are developing Sector Routeways Programmes such as:

<a href="http://www.constructionskills.net">www.constructionskills.net</a>	<a href="http://www.assetskills.org">www.assetskills.org</a>	(Property, Facilities, Housing, Cleaning)
<a href="http://www.skillsforhealth.org.uk">www.skillsforhealth.org.uk</a>	<a href="http://www.goskills.org">www.goskills.org</a>	(passenger transport)
<a href="http://www.skillsactive.com">www.skillsactive.com</a>	<a href="http://www.peoplefirst.co.uk">www.peoplefirst.co.uk</a>	(Hosp, Leisure, Travel and Tourism)

Although open to all providers, these programmes would be ideal for those with Skills for Jobs contracts, specifically those working with learners closest to the labour market i.e. Sector Routeways (S03).

To find information and links to all SSCs visit the Sector Skills Alliance website: <http://www.sscalliance.org>

## 8. JCP Work Trials

**JCP Work Trials provide employers with a 'try before you buy' opportunity to recruitment. Key points about JCP Work Trials:**

- Can last up to 30 working days
- Suitable for most jobs of at least 16 hours per week
- Open to employers of all sizes and from all sectors
- Jobs must be expected to last at least 13 weeks

Who qualifies?

- Out of work 6 months+
- Lone Parents
- Some other harder to help customers
- On a New Deal
- People with health conditions
- Aged 18 or over where linked to a LEP

**Want to arrange a work trial?** Contact your JCP Labour Market Recruitment Adviser (LRMA):

Kent and Medway	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Kent_and_Medway.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Kent_and_Medway.pdf</a>
Surrey and Sussex	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Surrey_and_Sussex.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Surrey_and_Sussex.pdf</a>
Hampshire and IOW	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Hampshire.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Hampshire.pdf</a>
Thames Valley	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Thames_Valley.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/LMRA_Thames_Valley.pdf</a>

Have the following details ready: employer name, address, phone number, contact name, which vacancy, which customer(s) if known

**Got a 'Skills for Jobs' Sector Routeways contract?** JCP Work trials map directly to the requirements for LSC Sector Routeways work trials, so providers with these contracts can link directly to JCP to help with this part of their contract.

**Want to find out more about JCP Work Trials?** Contact [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk) for a copy of the Work Trials PowerPoint presentation, or contact [brandon.j.walder@jobcentreplus.gsi.gov.uk](mailto:brandon.j.walder@jobcentreplus.gsi.gov.uk) tel: 07887 823628

## 9. Skills for Life Improvement Programme (SfLIP)

Under this year's SfLIP, providers have opportunities to benefit from a wide range of expertise and resource that will help them to develop a whole organization approach to embedding literacy, language and numeracy. A key element of the SfLIP offer is the chance for providers to be part of a Peer Working Group (PWG). PWGs have a specific focus which is of shared interest to all providers attending, e.g. Train to Gain, Employability, Offender Learning. Here, providers work together on common issues, develop approaches and share experiences, resources and up to date information. These groups are chaired by Development Advisers, who will also be working on a one to one basis with each organisation, focusing on individual goals.

For further information about the SfLIP, how to apply and who is eligible visit the website <http://www.sflip.org.uk/woa.aspx> or contact the South East Regional Manager Jennifer James [jjames@cfbt.com](mailto:jjames@cfbt.com)

## 10. OLASS (Offender Learning and Skills Service)

The LSC has had responsibility for Offender Learning and Skills (OLASS) since 2005. The LSC distributes and monitors funding for education in the region's 27 publicly run prisons, including 3 Young Offender Institutions. OLASS is currently in the process of being re-contracted, with OLASS Phase 3 contracts to commence 1 August 2009.

### New Skills New Lives Programme

The New Skills New Lives Programme in Kent and Medway is an exciting development in OLASS in the Community provision. Key stakeholders include Kent Probation, LSC Kent and Medway, Kent Prison Service, Kent County Council, Kent Youth Offending Services, Justonestep, Medway Youth Offending Team, West Kent College, Kent Skills Plus, St Giles Trust and Jobcentre Plus.

The project provides stakeholders with a sustainable and targeted education and vocational training programme for offenders, which is integrated into the community. Mainstream community based training for Skills for Life and Train to Gain are identified as the principle funding streams which will support the programme

[New Skills New Lives Project Outline and Specification](#)

please contact [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk) for a copy

[December Kent & Medway OLASS in the Community E-bulletin](#)

please contact [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk) for a copy

### MIAP

MIAP (Managing Information Across Partners), is a system which allows information about learners to be easily transferred between partners. MIAP will be used in South East prisons from September/October 2009, and is underpinned by the LSC's Skills Accounts programme. Follow this link for more information: <http://readingroom.lsc.gov.uk/lsc/SouthEast/BER-MA~1.pdf>

### Transferring the under-18 OLASS estate to local authorities

From 2010, the under-18 OLASS estate will be handed over to local authorities. Below is a paper on the transfer, entitled Young Offenders in Custody and Community- Impact of Machinery of Government Changes:

<http://readingroom.lsc.gov.uk/lsc/SouthEast/BER-YO~1.pdf>

## Who's Who?

### LSC South East:

- |  |  |
|--|--|
| ■ <a href="mailto:Peter.Marsh@lsc.gov.uk">Peter.Marsh@lsc.gov.uk</a>                       | Regional Skills Director - SE Region   |
| ■ <a href="mailto:Fiona.Willmot@lsc.gov.uk">Fiona.Willmot@lsc.gov.uk</a>                   | Skills Development Director - IES, SE Region   |
| ■ <a href="mailto:Sue.Ormiston@lsc.gov.uk">Sue.Ormiston@lsc.gov.uk</a>                     | Skills Development Manager - IES, Workless Adults, SE Region   |
| ■ <a href="mailto:Viv.Ottaway@lsc.gov.uk">Viv.Ottaway@lsc.gov.uk</a>                       | Partnership Director - Surrey  |
| ■ <a href="mailto:Anne-Marie.Mountifield@lsc.gov.uk">Anne-Marie.Mountifield@lsc.gov.uk</a> | Partnership Director - HloW  |
| ■ <a href="mailto:Jill.Goddard@lsc.gov.uk">Jill.Goddard@lsc.gov.uk</a>                     | Economic Development Director - Thames Valley  |
| ■ <a href="mailto:Heather.Gray@lsc.gov.uk">Heather.Gray@lsc.gov.uk</a>                     | Partnership Manager - Kent and Medway  |
| ■ <a href="mailto:Penny.Askew@lsc.gov.uk">Penny.Askew@lsc.gov.uk</a>                       | Skills Development Manager - Skills Accounts   |
| ■ <a href="mailto:Letitia.Mason@lsc.gov.uk">Letitia.Mason@lsc.gov.uk</a>                   | Skills Development Manager - Personal and Community Development and Learning (PCDL) and Information Advice and Guidance (IAG/Next Steps) |
| ■ <a href="mailto:David.Wylie@lsc.gov.uk">David.Wylie@lsc.gov.uk</a>                       | Skills Development Manager - Skills for Life   |
| ■ <a href="mailto:Bryony.Kingsland@lsc.gov.uk">Bryony.Kingsland@lsc.gov.uk</a>             | Skills Development Manager - Offender Learning and Skills Service (OLASS)  |
| ■ <a href="mailto:Yasmin.Miller@lsc.gov.uk">Yasmin.Miller@lsc.gov.uk</a>                   | Skills Development Manager - Advancement Networks, IES provision database  |
| ■ <a href="mailto:Ellena.Thompson@lsc.gov.uk">Ellena.Thompson@lsc.gov.uk</a>               | Skills Development Manager - IES   |

### National LSC:

- |  |   |
|--|---|
| ■ <a href="mailto:Gareth.Thomas@lsc.gov.uk">Gareth.Thomas@lsc.gov.uk</a>       | IES Director  |
| ■ <a href="mailto:Vicky.Ganley@lsc.gov.uk">Vicky.Ganley@lsc.gov.uk</a>         | Senior Policy Manager - JCP relationship                          |
| ■ <a href="mailto:Christine.Ingall@lsc.gov.uk">Christine.Ingall@lsc.gov.uk</a> | Senior Policy Manager - Pre-employment provision                  |
| ■ <a href="mailto:Lynn.Payne@lsc.gov.uk">Lynn.Payne@lsc.gov.uk</a>             | Senior Policy manager - Systems, Management of IES Project Office |

## Useful Resources / Documents / Presentations

### ▪ LSC Pre-Employment Training (PET) Information Sheets (training provision details by area)

Hampshire and the Isle of Wight	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/HAMPSH~1.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/HAMPSH~1.pdf</a>
Kent and Medway	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/KENTME~1.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/KENTME~1.pdf</a>
Surrey	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/SURREY~1.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/SURREY~1.pdf</a>
Sussex	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/SUSSEX~1.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/SUSSEX~1.pdf</a>
Thames Valley	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/THAMES~1.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/THAMES~1.pdf</a>

### ▪ IES Map and Key:

[http://readingroom.lsc.gov.uk/lsc/SouthEast/LSC\\_ESP\\_SfJ\\_Key\\_to\\_IES\\_Map\\_for\\_noticeboard.pdf](http://readingroom.lsc.gov.uk/lsc/SouthEast/LSC_ESP_SfJ_Key_to_IES_Map_for_noticeboard.pdf)  
This map shows a visual picture of Pre-Employment training (PET) provision across the South East, available via [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk)

### ▪ South East Employability and Economic Context Powerpoint presentation

Trends and forecasts related to employability, available via [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk)

### ▪ ESF, Local Employment Partnerships and Sector Routeways PowerPoint presentation

Key points in context, available via [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk)

### ▪ Local Employment Partnerships PowerPoint presentation

Context, definition, process and support, available via [Henry.Morgan@lsc.gov.uk](mailto:Henry.Morgan@lsc.gov.uk)

## IES-related Groups

### IES Regional Implementation Group (partnership group)

#### ■ Terms of Reference inc. group members:

[http://www.esf2008-2011-se.org.uk/documents/IES\\_documents/Regional\\_Strategic\\_Implementation\\_Group.ToR.doc](http://www.esf2008-2011-se.org.uk/documents/IES_documents/Regional_Strategic_Implementation_Group.ToR.doc)

### IES Committee (LSC internal)

#### ■ Terms of Reference inc. group members (under development):

[http://www.esf2008-2011-se.org.uk/documents/IES\\_documents/Regional\\_Strategic\\_Implementation\\_Group.ToR.doc](http://www.esf2008-2011-se.org.uk/documents/IES_documents/Regional_Strategic_Implementation_Group.ToR.doc)

### IES Learning Programme Leads – SfJ and ESP (LSC internal)

#### ■ Terms of Reference inc. group members:

[http://www.esf2008-2011-se.org.uk/documents/IES\\_documents/ToR.FINAL.IES\\_Learning\\_Programme\\_Leads.doc](http://www.esf2008-2011-se.org.uk/documents/IES_documents/ToR.FINAL.IES_Learning_Programme_Leads.doc)

## Useful Links: Key reports/papers

■ South East Accord	<a href="http://readingroom.lsc.gov.uk/lsc/SouthEast/South_East_Accord.pdf">http://readingroom.lsc.gov.uk/lsc/SouthEast/South_East_Accord.pdf</a>
■ Ready for work	<a href="http://www.dwp.gov.uk/welfarereform/readyforwork/readyforwork.pdf">http://www.dwp.gov.uk/welfarereform/readyforwork/readyforwork.pdf</a>
■ Ready to Work, Skilled for Work	<a href="http://www.dius.gov.uk/publications/ready_to_work.pdf">http://www.dius.gov.uk/publications/ready_to_work.pdf</a>
■ In Work, better off	<a href="http://www.dwp.gov.uk/welfarereform/in-work-better-off/in-work-better-off.pdf">http://www.dwp.gov.uk/welfarereform/in-work-better-off/in-work-better-off.pdf</a>
■ Opportunity, Employment & Progression	<a href="http://www.dius.gov.uk/publications/7381-TSO-Skills.pdf">http://www.dius.gov.uk/publications/7381-TSO-Skills.pdf</a>
■ Work Skills	<a href="http://www.dius.gov.uk/publications/workskills.pdf">http://www.dius.gov.uk/publications/workskills.pdf</a>
■ No one written off	<a href="http://www.dwp.gov.uk/welfarereform/noonewrittenoff/noonewrittenoff-complete.pdf">http://www.dwp.gov.uk/welfarereform/noonewrittenoff/noonewrittenoff-complete.pdf</a>

## Websites

■ Department for Innovation, Universities and Skills	<a href="http://www.dius.gov.uk">www.dius.gov.uk</a>
■ Department for Work and Pensions	<a href="http://www.dwp.gov.uk">www.dwp.gov.uk</a>
■ Learning and Skills Council	<a href="http://www.lsc.gov.uk">www.lsc.gov.uk</a>
■ Skills Strategy	<a href="http://www.dcsf.gov.uk/skillsstrategy">www.dcsf.gov.uk/skillsstrategy</a>
■ UK Commission for Employment and Skills	<a href="http://www.ukces.org.uk">www.ukces.org.uk</a>
■ nextstep southeast	<a href="http://www.nextstepsoutheast.org.uk">www.nextstepsoutheast.org.uk</a>

If you would like to contribute to the IES Noticeboard, please send information to Henry Morgan  
[henry.morgan@lsc.gov.uk](mailto:henry.morgan@lsc.gov.uk)