Further Education
Specialisation and Innovation

Pathfinder project funding prospectus

July 2008
Ministerial Foreword

Following the Machinery of Government changes a year ago, I was delighted to be appointed the first Secretary of State for Innovation, Universities and Skills. In bringing together the innovation, higher education (HE), science and skills agendas, we have a unique opportunity to demonstrate not only innovative ways to deliver skills, but how skills can deliver innovation.

One of the key challenges facing Britain is the Skills Race – a race which we can and must win. In the future, we will need more flexibility and creativity than ever and we will need to harness the skills and talents of all our people to compete globally. Britain must lead in high value added services in manufacturing, sustainability, research, and science. To achieve this, we need to be world-class in enterprise, innovation, creativity and education; with everyone enabled to achieve their potential.

Innovation Nation opens up for the first time the prospect of the FE system helping deliver the Government’s aim to make the UK the leading place in the world to be an innovative business or public service. A revenue based FE Specialisation and Innovation fund has been created to unlock the talent of the FE workforce to deliver business innovation through knowledge transfer. Those FE colleges and training providers that are experts in their field are best placed to be innovative, but few are engaged in the business innovation market. New ideas come from how people create, combine and share their ideas and are rarely the result of a flash of inspiration from a lone inventor. So networking, specialisation and innovation go hand in hand.

There are some good examples of specialist provider networks in the FE system, many comprising former Centres of Vocational Excellence, some now forming specialist networks around National Skills Academies, and Training Quality Standard accreditation, others having established independent networks of their own, some of these operating regionally, some UK wide. We want to encourage these specialist networks to have a wider influence on their business communities and engage with them in innovative ways.

Pathfinder projects are needed to show how specialist networks can accelerate capacity building in the skills, behaviours and business processes needed if the wider FE system is to engage more strongly in the knowledge transfer and business innovation market.

I am delighted to have been able to allocate funding for a number of pathfinder projects. I hope to see many high quality bids in response to this prospectus. What are the strengths and weaknesses of your networks? Where do you most need to build your knowledge transfer capacity? Could you do more by working collaboratively or by drawing in other stakeholder voices? Most importantly, could you signpost the way for other specialist networks to follow? You know best where the knowledge transfer gaps and development priorities lie, but I would particularly welcome bids from existing networks seeking to increase their capacity to meet our strategic skills challenges, such as the transition to a low carbon economy. Above all I need you to be ambitious and innovative, and I and my Ministerial colleagues will be standing by to support you wholeheartedly in that effort.

John Denham
Secretary of State for Innovation, Universities and Skills
Preface

The LSC are pleased to have been asked by John Denham, Secretary of State for Innovation, Universities and Skills, to launch the Further Education (FE) Specialisation and Innovation pathfinder funding prospectus.

FE colleges and training providers working in specialist networks have distinguishing features that could be of enormous benefit to promoting innovation in local businesses:

- Local knowledge including links to the knowledge base in other organisations
- A practical rather than an academic approach
- Access to subject specialists, with knowledge that could be deployed to great effect within a business context, and
- Technical facilities to demonstrate the most up to date technology and its potential business application

By pooling their collective knowledge and expertise and working collaboratively, specialist networks could make the business innovation market work.

The Specialisation and Innovation fund will provide the opportunity for FE colleges and training providers to develop their skills and enhance their reputation for innovation and specialism and to further establish their vital support role in helping businesses to succeed in the global knowledge economy.

Proposals will be expected to demonstrate how their network will accelerate capacity building in the skills, behaviours and business processes needed to engage strongly in the knowledge and technology transfer (KTT) and business innovation market. This is as much about how to participate successfully in the knowledge and technology transfer market as it is about what best practice in this field looks like and signposting the way for others to follow.

Potential business-facing activities could include:

- Joint marketing initiatives to promote the full range of business innovation expertise available across networks of specialist providers
- Collaborative working to segment the business innovation market and develop packages of specialist business development support.

Potential provider-facing activities could include:

- Pooling staff expertise and harmonising business processes as a way of building collective capacity to grow the KTT market
- Collaborative staff training and development programmes to develop the skills, behaviours and business processes needed for successful KTT
- Working pro-actively as learning communities and taking steps to embed best practice across specialist networks and the wider FE system
- Unlocking the many sources of funding that can be brought to bear on making the FE KTT market work

Potential capacity building projects could include those that promote existing networks of specialist providers to employers, or those that investigate how we can ensure that the FE workforce remains at the cutting edge of industry development.

If you think that you have the right specialist network to take this forward, a compelling vision for building capacity in business innovation, and the commitment to make for a successful project, then the LSC would welcome an application from you.

Mark Haysom CBE
Chief Executive, Learning and Skills Council
1. Introduction

1.1 In the Innovation Nation White Paper published in March 2008, the Department for Innovation, Universities and Skills (DIUS) set out initial plans for a revenue-based FE Specialisation and Innovation fund. This fund will facilitate a number of ‘pathfinder’ projects to explore ways to develop the capacity and capability of the FE workforce to drive business innovation through knowledge and technology transfer.

1.2 This prospectus announces the launch of this fund, and invites FE specialist networks to propose projects which will allow FE colleges and training providers to build their collective expertise, learn from best practice, and identify appropriate mechanisms for developing business innovation capacity across the wider FE system.

1.3 By investing in these pathfinder projects, the LSC aims to help FE specialist networks to:

- build their capacity to engage more strongly in the emerging business innovation market
- grow the business innovation market by working collaboratively to provide a wider range of innovative solutions to more employers
- improve the impact of their business innovation services on business performance and productivity by benchmarking against the market leaders
- refine the way they manage and deliver their business innovation services across their network as part of an on-going continuous improvement process, and
- learn from their experiences, and share that learning proactively across their network and more widely across the FE sector

1.4 There are many sources of funding in the system to support the delivery of FE Knowledge and Technology Transfer activity, and we would like more FE colleges and training providers to take advantage of them. These pathfinder projects are not finance for developing or delivering new products and services for employers. They are an investment in learning and capacity building.

We particularly want to encourage proposals from specialist networks that are already engaged (and preferably leading the way) in FE knowledge transfer and business innovation, that have a plan and funding to deliver those services, but also have aspirations to change and/or enhance what they do, extend their reach and business impact, by working collaboratively.

1.5 Securing funding for your pathfinder project represents a significant investment by the LSC. We want to support lasting change, and for that reason the pathfinder funding carries certain obligations. Firstly we want to invest in measurable change; it is only through a strong framework of outcomes and the means to track them that we can all understand what worked and why, and disseminate that learning to others. Secondly, we expect all those involved in delivering these projects to work together, with the LSC and its partners, and with Ministers, to share their experiences, sharpen their thinking and embed the lessons learned. Finally, we are looking to support projects which are capable of being successfully mainstreamed towards the end of the project plan period. We are looking for projects which can signpost powerful ways to continuously improve the capacity of the FE system to deliver business innovation.

1.6 The years ahead hold the prospect of real challenge and opportunity for FE colleges and training providers. The future will be as much about stimulating as responding to rising employer demand for skills and business innovation services. This will be particularly true of the skills and innovation needed if we are to play our full part in emerging markets, such as the transition to a low carbon, resource efficient, economy, for example.

1.7 Investing in pathfinder projects will help us better understand how we can unlock the talent of the FE workforce and use the latent expertise in the FE system to stimulate business innovation and raise employer demand for the skills we will need in the future.
2. Making the FE business innovation market

2.1 FE colleges and training providers work in the local economy, in direct and practical relationship with more than 250,000 employers. At their best, they work in close partnership with employers to ensure that the skills of the workforce evolve smoothly in anticipation of business need. But FE colleges and training providers have a significant, untapped potential to do much more, by using their collective knowledge and expertise to help employers improve the way they do business.

2.2 That is the vision behind FE Specialisation and Innovation – a deeper, more dynamic relationship with employers, drawing on the expertise in the FE system, which complements and stimulates employer demand for skills and qualifications. But we are some way off that vision. That is why we are starting with a small number of pathfinder projects, as vehicles for learning and understanding how we might use specialist networks to accelerate the capacity building effort, so that more FE colleges and training providers can become agents of business innovation and improvement.

2.3 FE colleges and training providers have not traditionally engaged in this market, but they are ideally placed to make a unique contribution to knowledge transfer and business innovation, one that sits naturally with their core purpose. They are not HE institutions, although many do provide higher level skills and qualifications, and some are successfully engaged in Knowledge Transfer Partnerships alongside their HE partners. Nor are they research centres, creating and accumulating cutting edge knowledge for transfer to business. FE colleges and training providers are a vital channel for distributing existing knowledge and technology, making these available to employers in new ways and applying them creatively in real working environments. Business innovation does not necessarily have to be ‘cutting edge’ to be of economic value.

2.4 The capacity building effort that is needed is not something FE colleges and training providers will be able to do in isolation – they will certainly need to work very closely with employers, but they will also need to work with other partners if they are to make the business innovation market in a sustainable way, build their collective capacity to engage in it quickly, and benchmark their performance against the best in the business. Partners will inevitably include FE colleges and training providers in specialist networks, but they could also include Regional Development Agencies, HE institutions, Sector Skills Councils, National Skills Academies, employers or Business Links for example. The partners and the benchmarks do not have to be local – they could be regional, national or international. What matters is that the pathfinders are working with the right partners and stakeholders, at the cutting edge of business innovation practice, and importing that learning into their specialist networks.

2.5 We know some FE colleges and training providers are already leading the way in delivering knowledge transfer and business innovation services to business. Learning from their experience, and the experience of the HE knowledge transfer market, is a crucial first step if we are to see innovation become a recognised part of the FE offer. The benefits of achieving that goal are substantial, both for the wider economy and also for the FE system. Those that can create sustainable business innovation markets will position themselves in dynamic relationships with employers. This will be a significant trading advantage in a demand-led funding system, and a major boost to the reputation of a self-regulating sector, as well as being an invaluable source of evidence for continued accreditation against the Training Quality Standard, and/or for membership of NSA-led specialist networks.
3. Investing to build business innovation capacity

3.1 The pathfinder projects are investments in realising the full potential of specialist networks to deliver business innovation through knowledge and technology transfer. They are about benchmarking, internally and externally, making improvements and learning from those improvement journeys. Project funds are for use n enabling change which will lead to improvements in the range and quality of the business innovation offer; for signposting the capacity building effort that is needed before this improved offer can be replicated across the wider FE system.

3.2 We expect pathfinder projects to add lasting value to services already available in the market. Those involved in a pathfinder project are likely to belong to an established specialist network, and be working closely with employers to help them develop new markets, products or services. This work is likely to be sustainably funded already – be it through charging employers directly or through accessing existing funding streams such as the Knowledge Transfer Partnerships (KTPs)¹ supported by the Technology Strategy Board.

3.3 Given the scale of the market opportunity and the absence of any real competition, pathfinder projects are likely to be supported by a collaborative network of organisations – starting with FE colleges and training providers, but embracing employers and their supply chains, and other bodies too, such as HE institutions, Sector Skills Councils, trade bodies, RDAs or others. The sizes and shapes of these specialist networks will differ widely – what we are looking for are networks which represent more value to their members and to employers than the sum of their parts.

3.4 Because the ultimate purpose of the pathfinder projects is to help understand how best to accelerate capacity building in knowledge and technology transfer across the wider FE sector, those involved will need to demonstrate the capacity to generate and share learning about what they do. That means that projects must be able to demonstrate leadership, and also be ready to articulate what has worked for them, what has not and why, and have connectivity with other networks to share that knowledge.

3.5 For those reasons, every pathfinder project will have a plan for improvement and reflection continuing for some time after LSC investment has taken place.

¹See http://www.ktponline.org.uk for further information.
4. What the pathfinder projects will and will not involve

4.1 While we are looking for creative approaches to the capacity building activities that projects should invest in, and how any changes can be mainstreamed and made to last for the longer term, it is also important to explain what the projects should not be doing:

**Not paying for delivery:** projects should be about building capacity to engage more strongly in the business innovation market, or adding value to delivery already going on by enabling and embedding change, but not paying for delivery.

**Not sustaining activities which are running out of funding:** proposals to use project funding to sustain existing infrastructure which would otherwise be at risk, or dismantled, do not provide a sustainable model for learning through benchmarking, change and improvement.

**Not adding new services to an already-complex market:** as the LSC is committed to the wider agenda of simplifying the business support landscape, project activities should not run counter to that goal, and should ensure appropriate stakeholders (such as Business Link) are engaged.

**Not fixing a passing problem:** projects must address critical gaps in capacity, or underlying issues preventing delivery of high impact business innovation services – we are not interested in short-term projects which lack ambition.

**Not capacity building in one organisation:** there are already substantial opportunities in place for individual provider development and support; for example, through the new World Class Skills programme provided by the Learning and Skills Improvement Service (LSIS). Projects should be concerned with building capacity and capability across a network, and focused on a specific set of service outcomes, away from the core purpose of skills delivery.

4.2 As a starting point for those considering making a proposal, some examples of the many possible areas for improvement projects might consider tackling are set out on the next page. Many improvement measures are likely to be short-term and experimental in nature; but a sound proposal will need to balance these with continuous improvement mechanisms that can turn short-term or localised results into embedded practice across the network.
### Improvement

| Develop new collaborative models for delivering business innovation to employers | Some bespoke training services are on offer to employers and are delivering with success in parts of the network, but the ideal of delivering business innovation services through knowledge transfer is some way off. Investing collectively in improved working practices for delivering these services offers the prospect of much greater impact for the specialist network, and real bottom line benefits for employers. |
| Create a mechanism for a structured and sustainable dialogue between providers and employers that delivers real bottom line benefits | Not simple research, or token employer representation, but creating a genuine mechanism for a sustainable dialogue with employers about the market opportunities that could be made available to them with the right help from the specialist network; with an opportunity for both sides to collaborate, exchange knowledge, learn and continue to learn from each other. |
| Create a mechanism for leveraging other funding sources into the specialist network to support business innovation | Knowledge transfer and business innovation services are already being delivered to a limited set of employers across the network, but restructuring how this happens allows more employers to access additional funding sources – so understanding the many sources of funding potentially available, and bringing these to bear in imaginative ways on the employer offer, leads to a radical improvement in the availability and affordability of business innovation services, and enhances the reach and reputation of the specialist network. |
| Widen participation in specialist networks delivering knowledge transfer and business innovation | Knowledge transfer and business innovation services are being delivered but only through a very small network – new members, appropriately developed and supported, could transform the range and quality of the employer offer. New members could come from the public or private sector, and could include major employers. They could be chosen because they hold Training Quality Standard accreditation, or because they meet some other agreed benchmark. The challenge will be to bring new members into the network in a way which adds to its collective impact without diluting quality or damaging reputation. |

**4.3** While we do not rule out new networks forming to deliver pathfinder projects, and we are very keen to stimulate innovative approaches, it is fair to say that there is a presumption in favour of supporting project proposals from established specialist networks that are a vehicle for investing in and improving already-working products and services. We need to find out more about how they can achieve impact, both with employers and across the wider FE system. We think established networks are more likely to rise to that challenge quickly.

**4.4** All pathfinder projects will last 12 months but the LSC will work closely with the DIUS over a further 12 month period to monitor the impact of the work they are undertaking and to share their experiences.
5. Support for pathfinder projects

5.1 Learning and Skills Improvement Service (LSIS) will be providing a programme of facilitation and support for the work of pathfinder projects through its World Class Skills – developing responsive provision programme.

5.2 Each project will determine which aspects of innovative practice should be the focus of their capacity building effort, and LSIS will support that by helping them to formulate a research and development approach. Each project will be invited to draw up an action plan of areas to develop and investigate which will then be monitored through reports designed to share process and practice with other pathfinder projects and the wider FE sector.

5.3 As part of their proposals, projects will propose a framework for measuring the outcomes of the investment, and the impact of the proposed change and mainstreaming activities. The collection and sharing of this performance data will also be the starting point for wider learning activities, as well as quarterly reviews with LSC.

5.4 Beyond this, there will be opportunities for all the pathfinder projects and their different stakeholders to come together to review progress, and opportunities to maximise learning through peer and Ministerial review at the mid and end points.

5.5 Reviews and reports are likely to cover

- The rationale for the project and the scale of the network’s ambition
- The process used to identify areas for research and development
- Stakeholder and employer engagement in the project
- The capacity building action plan
- Progress in meeting the action plan milestones and objectives
- Self-assessment reports covering challenges, successes and solutions
- Processes used and success in mainstreaming the outcomes

5.6 The facilitation for this will be designed to meet the specific needs of each project but is likely to consist of regular review meetings and support and advice through face to face meetings and consultancy.

5.7 LSIS will facilitate the sharing of emerging findings and effective practice across the pathfinder projects through three national events. The first of these will launch the projects and the research and development programme. The second will feed back on emerging findings at the mid point, and the third will summarise the final outcomes and actions which will take forward and embed practice both in each of the specialist networks and across the wider FE sector.

5.8 Pathfinder projects will need to take an active part in this approach and be willing to share their findings with others as part of a wider learning community.
6. What we’re looking for

Who should submit a proposal?

6.1 We are looking for a small number of highly impactive projects. We will favour proposals which come from those specialist FE networks which can demonstrate:

- **Eligibility:** they have at least one FE college or training provider member in receipt of LSC funding, and preferably more
- **Sustainability:** business innovation and knowledge transfer activities that are already funded and will take place with or without the award of project funding
- **Potential:** a clear idea of how the network’s current performance can be improved, and what their collective potential will look like following capacity building
- **Collaboration:** members that fully support and engage with the capacity building effort, and who can offer the collective breadth, leadership and development potential to make for a powerful learning experience for all concerned
- **Connectivity:** linkage to the delivery of wider skills and innovation policies, including, for example, National Skills Academies, Training Quality Standard, Innovation Vouchers and Knowledge Transfer Partnerships
- **Aspiration:** an ability to leverage funding or in-kind contributions from other sources, public or private, national or regional, because the vision for the network is so compelling

What will a project look like?

6.2 We see the pathfinder projects as investments involving a great deal of trust – trust that the risk taken in backing new ideas will be repaid with competence and commitment from those running them. Public funds are being offered because we want to learn from your experience – but we need to make sure that the experiences are going to be the right ones, with lots of learning to offer.

6.3 Within the overall scope set out in the previous section, we expect to make investments in each project of between £200,000 and £800,000 (inclusive of VAT). This money will be a grant for improvement activity, with no requirement for providers in a specialist network to find matching resources, although it will be a distinct advantage if your project is able to leverage additional funding sources. The investment will be made over 12 months from selection, against a project plan which should cover a further 12 months in ongoing mainstreaming and reflective activity.

6.4 Once selected, those leading a project will agree their project plan with the LSC and set to work. We anticipate an accountable but autonomous working relationship, with a commitment from projects to report back regularly against the improvement outcomes they have set out in their proposals and agreed with us, and to participate fully in network learning activities for the duration of the project plan.
How should you develop your proposals?

6.5 The criteria that we will use in selecting projects for investment are set out later in this prospectus, but the question underlying all of them will be: are there credible plans to achieve measurable improvement, which will be mainstreamed within the network and the lessons shared beyond it?

What is the gap? Starting from your network’s existing business innovation offer, define the baseline position and agree a vision of a changed, better future and an idea of how this can be realised.

What is the plan? With the idea of how the vision can be realised, set out a clear project plan to invest in the enabling activities that are needed for capacity building, and then embed the outcomes into the network and its member organisations.

How will we know? Starting from the baseline position used to define the gap the project is designed to fill, set out the framework of measurable outcomes which the network will use to track its progress and the benefits of its work.

Where do the projects fit in the wider policy context?

6.6 Innovation is essential to our future economic prosperity and quality of life. To raise productivity, foster competitive businesses, and meet the challenges of globalisation, the UK must excel at all types of innovation. The plan to invest in pathfinder projects fits with a wider set of policies concerned with improving the reputation and impact of the FE system. Where projects demonstrate coherent links to any of these associated policy strands, this will strengthen their applications significantly:

Train to Gain. The LSC Train to Gain service provides impartial, independent advice on training to businesses across England. It can help businesses improve their productivity and competitiveness by ensuring that employees have the right skills linked to a training plan.

Training Quality Standard: the successor to the CoVE programme and the means by which the employers, SSCs and LSC recognise responsiveness and specialist vocational excellence, the Training Quality Standard represents an important quality bar for those aspiring to demonstrate business impact, and be partners to employers or members of NSA-led specialist networks.

Knowledge Transfer Partnerships: as set out in the Innovation Nation White Paper, DIUS and the TSB are in the process of doubling the number of KTPs and extending eligibility to FE colleges and training providers².

FE Specialisation and Innovation Fund for capital: in Building Colleges for the Future, the LSC set out plans for all capital projects to have a specialisation focus, and identified £180m to support the roll-out of the National Skills Academy (NSA) programme.

National Skills Academies: 10 NSAs are now up and running and we are on target to deliver 12 by the end of 2008. NSAs bring together networks of specialist providers and other stakeholders delivering for key sector employers. As employer-led centres of excellence, NSAs have a natural potential to bring leadership and accountability to specialist networks focused on SSC and employer needs.

²See http://www.ktponline.org.uk
7. How to apply and how we will decide

7.1 Your application for funding needs to set out your proposals under the following headings, which also serve as the assessment framework against which your proposals will be scored:

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<tr>
<th>Criterion</th>
<th>Measure</th>
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<td><strong>Business model</strong></td>
<td><strong>Proposition:</strong> a definition of the business solutions currently provided to develop markets, products, services or ways of working.</td>
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<td><strong>Sustainability:</strong> the existing financing of the solutions provided, and a demonstration of their robustness over the two-year lifecycle of the project.</td>
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<td></td>
<td><strong>Network:</strong> the membership of the network, with defined roles and contributions and evidence that it is sufficiently broad and has the right links to deliver its proposition.</td>
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<tr>
<td><strong>Capacity building proposal</strong></td>
<td><strong>Vision and approach:</strong> a compelling picture of the future, defining the enhanced capacity, capability, position and/or reach to be achieved, and how this would be funded, delivered and achieved.</td>
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<td></td>
<td><strong>Project plan:</strong> a project plan over two years with a clear route mapped through start-up, research, change and development activities, and mainstreaming, with clear milestones, timings, resources and accountabilities.</td>
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<td><strong>Outcomes:</strong> the outcomes by which the change will be measured, a ‘baseline’ (or plan for defining this) and a robust approach to collecting and reporting data.</td>
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<tr>
<td><strong>Competence &amp; capability</strong></td>
<td><strong>Management:</strong> how the project will be led and managed, including key personnel, governance and organisation arrangements, and management approach.</td>
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<td><strong>Learning:</strong> how the network will evaluate their experiences over the two years of the project, mainstream the learning within the network, and articulate it more widely across the FE system in a way others can follow.</td>
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<td></td>
<td><strong>Use of funds:</strong> an identification of the funds requested and how they are to be used, explaining their links to the project plan, any additional resources made available, or leveraged, by the network, and overall value for money.</td>
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Putting together your proposal

7.2 To help you, we have provided an application form template for you to complete. In making the case for your project proposal, the more you can offer hard evidence on the gaps it will address, the efficacy of the proposed approach, and your ability to deliver on it, the better it will fare in the selection process.

7.3 As already explained, a successful application sets out credible plans to achieve measurable improvement, which can be mainstreamed within the network and the lessons shared beyond it. We are less concerned with the specific innovation outcomes a project delivers for employers at this stage, than with the lessons learned about building capacity to deliver business innovation that it can offer your network and the FE sector more generally.

What happens when you submit your proposals?

7.4 The closing date for applications is **17 September 2008**. At that point, all applications will be assessed against the prospectus criteria by members from an expert panel led by the LSC.

7.5 We want to make decisions as quickly as can be achieved while ensuring an open and transparent process, and so we envisage that successful bidders will be informed by **15 October 2008**. The LSC’s decision will be recommended to the Minister for public announcement, allowing us to begin work with successful bidders to turn their proposals into agreed delivery plans to begin work in **November 2008 at the latest**.
8. Next steps

8.1 The timetable for submission is as follows:

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<th>Event</th>
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<tr>
<td>Prospectus launched, inviting proposals</td>
<td>25 July 08</td>
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<tr>
<td>Deadline for submission of proposals</td>
<td>17 September 08</td>
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<tr>
<td>Confirmation of selected proposals</td>
<td>15 October 08</td>
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<tr>
<td>Announcement of selected proposals in the DIUS Annual Innovation Report</td>
<td>22 October 08</td>
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<tr>
<td>Negotiations to convert proposals into agreed delivery plans</td>
<td>October 08</td>
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<tr>
<td>Work begins on projects</td>
<td>November 08</td>
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8.2 Expressions of Interest should be submitted to the LSC by 5pm on 17th September 2008, using the Application Form template. This is a word document which can be downloaded from the LSC website. Applications should be no longer than 25 pages, in at least 10 point typeface. Once completed, they should be submitted by e-mail to Innovation@lsc.gov.uk and a signed original sent to:

Richard Marsh  
Employer Responsiveness Director  
Learning and Skills Council  
Cheylesmore House  
Quinton Road  
Coventry  
CV1 2WT

8.3 If you think that you have the right specialist network to take this forward, a compelling vision for building capacity in business innovation, and the commitment to make for a successful project, then the LSC hopes that you will submit an application.

8.4 To help you in that process we are providing an email facility for enquiries at Innovation@lsc.gov.uk and a question and answer facility through www.lsc.gov.uk/innovation which you should check regularly for updates before submitting your application.