

MORAY
COMMUNITY PLANNING
PARTNERSHIP

EMPLOYABILITY STRATEGY

SEPTEMBER 2013

MORAY EMPLOYABILITY STRATEGY

1.0 The overall aim of the Moray Community Planning Partnerships' policy and action plan is to:

“To provide leadership and direction to ensure that the Partnership is proactive around issues of employability and employment in the context of economic growth and diversification in Moray”

2.0 BACKGROUND

Moray is fortunate in the higher than average levels of economic activity, employment and low unemployment and at first glance looks to be relatively healthy given the current economic situation, but these figures do not give the whole picture, low unemployment is masked by high levels of outmigration and seasonal employment; the population of young people is relatively low and almost three quarters of those brought up in the area leave, often for work or education opportunities elsewhere. In Moray there is a concentration in the food and drink sectors where levels of pay are traditionally low and despite high employment average wage levels lag 14% behind the rest of Scotland.

There is also a high concentration of employment in the public sector, including defence and a relatively low proportion of graduates in the Moray workplace. There is a need for diversification into higher value economic sectors. The labour market is relatively tight: the availability of labour and appropriate skills are critical issues to businesses wishing to expand or locate in an area, levels of pay are traditionally low.

Other drivers for change currently are:

- Slow economic growth and difficult economic situation
- The reform of welfare benefits
- The reform of public services
- The recent government initiative of Post 16 reform of education and skills-
“Putting Learners at the Centre”

Employability is an area which has historically been the preserve of a wide range of agencies and different services, an area that is sometime perceived as disparate and seemingly unconnected. This can lead to confusion for those people seeking skills and jobs and those who provide services that support and particularly those who provide jobs. It is also an area that is central to the development of economic growth and has often been seen as separate.

The principal public agencies involved in development of employability in Moray currently include:

- The Moray Council
- Job Centre Plus
- Skills Development Scotland
- The Moray Economic Partnership
- Highlands & Islands Enterprise
- NHS Grampian
- The Moray College UHI (Higher and Further Education)

The public sector partners work mainly on the “supply” side of the labour market assisting people to obtain the capability, skills and information to obtain employment. The direction that this Strategy is developing is that this supply side will work together with the demand side i.e. employers in Moray

Third Sector Interface

As well as the public bodies which contribute to the employability agenda there are a wide range of voluntary and not for profit organisations including Social Enterprises that make an invaluable contribution to the employability agenda. These organisations play a crucial role in assisting individuals to overcome personal barriers to employment as well as providing specific employability programmes and in some cases, business development support to Social Enterprises. They are often employers in their own right and provide work experience and volunteering opportunities.

NATIONAL POLICY

Renewing Public Services

The Government’s response to the ‘*Christie report on the future delivery of public services*’ which is based on the following four pillars

- Strategy and Effective Leadership
- Better Integration and Partnership Working
- Towards Prevention – Tackling Inequality
- Improving Performance

The Employability Framework for Scotland (‘Working for Growth’)

This document replaced the original framework (‘Workforce plus’) and it focus is on joining up actions and aligning resources at a local level through “active management by local employability partnerships.”

Action For Jobs - Supporting Young Scots into Work: Scotland's Youth Employment Strategy

This strategy provides an overview of the Government's approach to harnessing and supporting the national effort required to increase youth employment through a national strategic approach which builds on the knowledge, experience and commitment of others. The Government’s approach to this challenge is designed to make a positive difference for young people in the short, medium and long term.

This strategy is a call to action, a catalyst for change, a stimulus for collaborative, innovative responses to supporting young people into employment. It is built upon three strategic themes:

- Adopting an all-Government, all-Scotland approach to supporting youth employment;
- Enhancing support for young people; and
- Engaging with employers.

Post 16 Education (Scotland) Bill

Aims to provide a strong base for Post 16 educational reform and covers six key areas;

- University Governance
- Widening access
- College Regionalisation
- A review of fundable further and higher education
- Data sharing measures

Health Inequalities Briefings - NHS Scotland

The briefings identify that employability interventions which provide people with a sense of control and develop personal resilience are most likely to reduce health inequalities.

Relevant key actions for Community Planning Partnership include:

- Linking health outcomes to employability practice
- Early prevention and intervention strategies through exemplar employment practices and encouraging business to replicate.

Scottish Employability Forum

Was set up by the Scottish Government to support delivery of public sector/government strategies by leading efforts to reduce unemployment and increase employment in Scotland. It will do this by providing political leadership, and oversight and stakeholder guidance of employability in the context of economic recovery. It will prioritise the linkage between economic development and employability services, raising the quality.

The Moray Community Planning Partnership Single Outcome Agreement

The overarching aim of our Single Outcome Agreement is to provide the best possible outcomes by providing leadership for Moray through collaborative and partnership working to design and deliver better services. In order to create and sustain a better quality of life and opportunity for all Moray citizens the partnership has established the following 6 key outcomes, one of those being employability and employment skills. Public services have a core set of values which aim to promote and deliver positive outcomes, foster resilient communities, resourceful and dynamic communities and tackle inequalities. In particular public services aim to:

- Play a key role in developing and maintaining a buoyant local economy.
- Provide sustainable community, business and cultural infrastructure.
- Improve and protect the environment.
- Ensure security and community safety.
- Promote health and wellbeing.
- Foster community and individual learning and attainment.
- Protect and support the vulnerable and those in need.
- Empowerment of the community to work in partnership to help shape the places and community in which we live.

It is in this context that the development of the outcomes for employability and employment skills is crucial as the future economic health and wealth of Moray is dependent on the skill and employability of the workforce.

The Rocket Science Report

The key recommendations from the “Rocket Science” study carried out over late 2012 into early 2013, produced in May 2013 and commissioned by the Employment Action Group, was into employability and economic growth provide key elements of this integrated Employability Strategy for Moray.

The strategic actions are listed below:

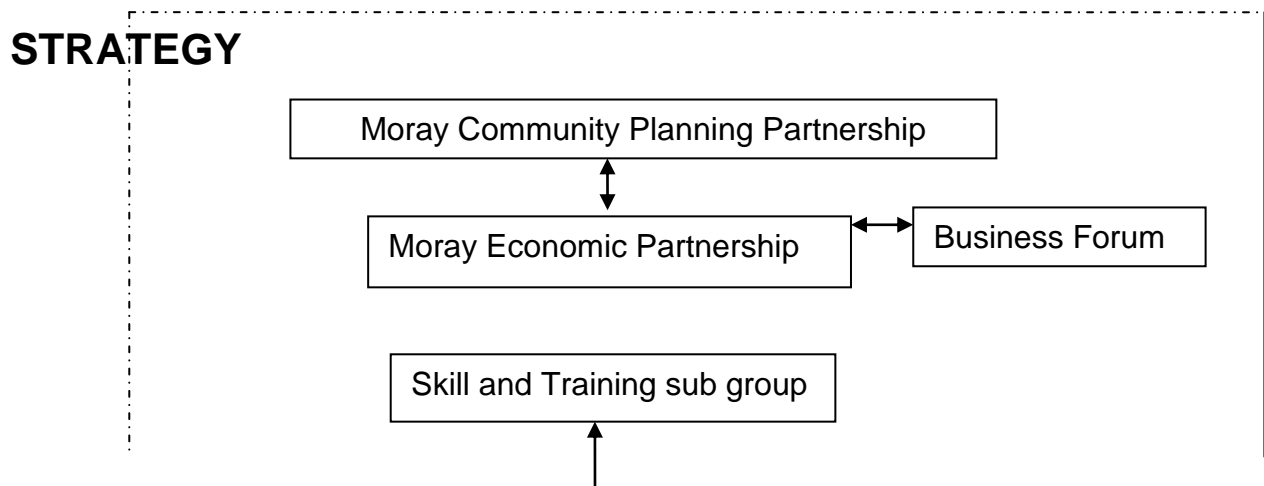
- Better linking of economic development and employability services;
- Enhancing Business growth and recruitment
- Analyse the nature of employment and unemployment in Moray
- Enhancing the flow of intelligence on business requirements
- A Youth Employability Activity plan
- The development of a Pipeline approach which includes early intervention through an all ages approach to employability.
- A coordinated Partnership approach to maximising resources
- Transition to post statutory schooling options
- Enhancing support and opportunities for those furthest from work
- Raising the quality of work available – ensuring that jobs are more sustainable, and offer a stable and a genuine route out of benefit dependency.

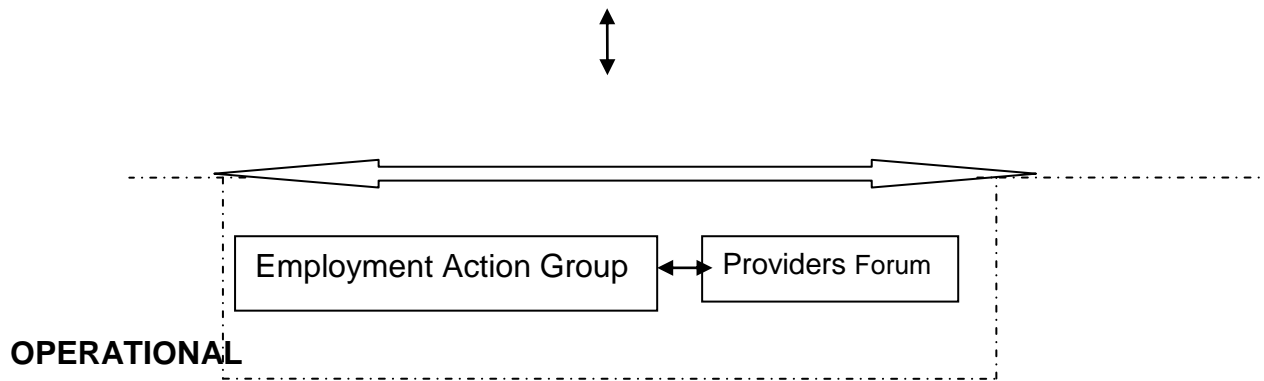
STRUCTURE

As outlined in Working for Growth it is important that the links between Economic Development and Employability are built and the Moray Economic Strategy and Elgin City of The Future economic development and the development of growth in the economy is crucial to the generation of suitable job opportunities.

There needs to be a clear communication route from the strategic to the operational with the skills and training sub group providing a direct link to the Moray Economic Partnership, to key figures in the business community and to major employers in the public sector.

It is essential that there is connectivity between the Moray Economic Partnership and the Employment Action Group therefore the strategy will be taken forward, developed, managed and monitored by the existing framework for employability in Moray and the relationships will be clear using the following structure.





- The Skills and Training sub group will assume the **strategic** lead role for the employability as an integral part of the Moray economic partnership its membership and role make it well suited to drive the strategy and develop the link to the Economic Strategy.
- The Employment Action Group has been acting as the Local Employability Partnership on behalf of the Community Planning Partnership. It would retain some of the key **operational** tasks including an overview of The Moray Community Planning Partnership and partners contributions to employability and employment. It is important that there is an employer presence in both the operational as well as the strategic group.

OBJECTIVES

The objectives for the strategy are to ensure:

- The development of a coordinated approach to employability in Moray;
- Best use of funding to support employability and business growth;
- A 'joined-up' offer to job seekers and employers through closer service alignment and integration; and
- Improving the match between skills development/employment support and training and the needs of employers and the wider economy.

PRIORITIES

The priorities for the strategy will be:

- Better linking of economic development and employability services;
- Raising the quality of work available – ensuring that jobs are more sustainable;
- Creating a stable and a genuine route out of benefit dependency for example;
- Improving young people's learning opportunities, skills development and participation in the labour market;
- Aligning resources where possible; and
- Assessing and responding where possible to the impact of welfare reform in relation to employability for individuals and the wider economy.

This strategy and subsequent action plan seek to emphasise and develop the premise that employability policy in Moray should have the twin purpose of supporting the economy and ensuring that those who struggle most in the labour market are not left behind. As pressures on public funding increase, partnership working needs to be strengthened to maximise employability.

PRINCIPLES

The principles that the Strategy will apply will be

- Taking account of the Christie Report that all services are built around people and communities, their needs, aspirations, capacities and skills.
- Public service organisations in Moray will work together effectively and with the private and third sector to achieve the outcomes we have agreed.
- The strategy and plan should prioritise prevention, reducing inequalities and promoting equality and as public agencies we should improve performance and reduce costs.
- The strategy makes sure that displacement in the labour market does not occur.
- The strategy will be driven by the needs of employers.
- Employment and employability needs to be placed in the context of business growth.
- The approach needs to be based on the distinctive character and features of Moray business and its labour market.
- The strategy will build on what is already there in terms of good practice and the use of key local resources.
- There will be effective and timely sharing of relevant data between partners.
- The strategy and action plan will be reflective and will learn from good practice and will minimise risk while maximising learning.
- There will be recognition of the sources of private sector support.
- The building of trust in the support given to employers.

STRATEGIC ACTIONS

- 1. Coordinate Employability and Economic Development**
- 2. Enhancing business growth and recruitment**
- 3. Building business into school**
- 4. Establish and develop Moray Skills All Age Pipeline**
- 5. Develop a comprehensive Youth Employment Activity Plan**
- 6. Enhancing support and opportunities for those furthest from work**
- 7. Enhancing opportunities through procurement community benefit clauses**

In order to achieve the strategic aim of this strategy the Moray Community Planning Partnership shall:

- 1. COORDINATE EMPLOYABILITY AND ECONOMIC DEVELOPMENT**
 - Enhancing Business growth and recruitment by providing enhanced support to employers from employability agencies
 - Enhancing the flow of intelligence on business requirements
 - Developing closer more effective links between the schools and employers
 - Developing closer more effective links between the Moray College and training providers and employers
- 2. ENHANCING BUSINESS GROWTH AND RECRUITMENT**

- The Moray Economic Strategy will focus on business growth and inward investment
- Transforming awareness of support service – promoted single point of contact to complement existing relationships – ‘front door’ to full range
- Active engagement with micro-businesses to support growth through recruitment (led by Business Gateway) – **‘Moray Micro’** (*Commitment to find best match, not any match*), unemployed or employed, Matching skill requirements - bespoke skill development, Work placement/trail, Inception and follow up support
- The development of a “Joined up” business support service - HIE a/c managed businesses, Business Gateway, tsiMoray, Jobcentre Plus, Skills Development Scotland, local accountants, Federation of Small Business /Chamber of Commerce, Moray Partnership planning/building regulations/trading standards/environmental health/licensing.
- Key employability agencies will spot and respond to all ‘cues’ for support
- Key requirements of employers are understood and disseminated to develop intelligence sharing model
- Drawing on all information about current and emerging needs
- Effective use of regular and accurate labour market statistics

3. BUSINESS INTO SCHOOL

- Develop closer more effective links between the schools, college and employers
- The creation of the **‘Moray Match’** (a guarantee of employee readiness outlining 5 key characteristics sought by employers agreed with the school) building on existing certificate of work readiness and introduction to work place skills.
- Build effective career management skills using My World of Work providing additional support to teaching staff
- Bi annual conferences between guidance staff and employers to explore employer needs, skill shortages, key sectoral requirements
- Identify and use opportunities to promote the work of schools to employers
- A one door Work Placement approach

4. ESTABLISH AND DEVELOP A MORAY SKILLS ALL AGE PIPELINE

- Ensure there is a process for updating the information and making it accessible
- Clarify and set clear boundaries for inclusion
- Develop pipeline into school age provision
- Create seamless provision (customer journey) flowing through the stages with effective referral and assessment systems across all sectors
- Analyse nature of unemployment
- Develop Moray offer that brings together the elements of Supply - Demand-provision
- Produce a customised guide for young people
- Multi agency gateway
- Develop and create a Job agency for Partnership lists (those furthest away from job market)
- Commitment from Community Planning partners to preferential interviews

5. DEVELOP A COMPREHENSIVE YOUTH EMPLOYMENT ACTIVITY PLAN

- Create and implement detailed Action Plan through “opportunities for all”;
- Allow earlier identification of need, through a needs-led assessment (where appropriate) leading to staged intervention prior to a young person reaching statutory school leaving age;
- Work with schools in the development of a broad range of learning opportunities during senior phase;
- Focus through ‘Opportunities for All, on guarantee that all young people 16 to 19 should receive ongoing offers and support throughout transition;
- Provide a clear rationale for a young person pursuing any learning/training route, with a defined end point, outcomes and identified progression route, taking account of and managing expectations of young people and parents or carers;
- Establish and develop Activity Agreements as a viable option for some young people in particular those furthest from the labour market;
- Ensure successful post-16 transitions to education, employment or training for all young people, with targeted support for those who need it most through a cohesive and collective effort from a range of partners;
- Prioritise provision for 16-19 year olds, paying particular attention to those at risk of disengaging from learning and training after school and that any offer is appropriate to their needs, circumstances and ambitions; and offers progression;
- Track and monitor young people as they move through and beyond the learning system;
- Ensure provision complies with the requirements of the Additional Support for Learning Act to ensure consistent, timely, post-16 transition planning and reflects the principles of GIRFEC (and its future legislation); and
- Adopt outcome measures and related funding recognise the need for more tailored provision and, often, longer to achieve.

6. ENHANCING SUPPORT AND OPPORTUNITIES FOR THOSE FURTHEST FROM WORK

- Developing an effective strategy of prevention and support through the development of the Youth Action plan and use of the All Ages Pipeline;
- Developing effective data sharing;
- Develop new and innovative ways to support people back to work, liaising, closely with employment sectors and individual employers to ascertain their requirements from prospective employees;
- Develop a greater understanding by all partners/customers of the value of customer engagement with the voluntary sector as an excellent source of work experience; and
- Development of local Work Clubs for Young People aged 16-24 driven by local demand and reflecting the needs of the local community.

7. ENHANCING OPPORTUNITIES THROUGH PROCUREMENT COMMUNITY BENEFIT CLAUSES

- All partners will develop clear community benefit clauses that will support the creation of local jobs and policies that take account of youth employment and the needs of those furthest from the job market.

8. COMMUNICATION

- In order for the strategy to be effective it is important that those people with an interest in employability are aware of the opportunities, developments and the dynamic employability scene in Moray. Key agencies and their staff have particular needs and the ability to keep and be kept up to date with developments is crucial to the furthering of an integrated strategy. The key stakeholders in this process are those young people, their parents the unemployed who need to be aware of appropriate opportunities and developments. It is therefore important that the employability strategy has a clear communication plan that covers the needs of all stakeholders and the development of a communication plan will be a priority for the EAG.