

3 October 2012

EMPLOYABILITY STRATEGY AND ACTION PLAN FOR PERTH AND KINROSS**Report by Executive Director (Environment)**

This report outlines a new Community Planning Employability Strategy and Action Plan for Perth and Kinross.

RECOMMENDATION(S)

- 1 The Council is asked to:
 - (i) Approve the Employability Strategy and Action Plan subject to the identification of appropriate resources.
 - (ii) Approve the governance arrangements as outlined within the report.
 - (iii) Instruct the Executive Director (Environment) to bring forward annual progress reports on the Strategy and Action Plan.

BACKGROUND

- 2 The Council approved the first ever Community Planning Partnership Employability Strategy and Action Plan at its June 2008 meeting. The Strategy and Action Plan was also subsequently approved by the Community Planning Partnership. This was developed and initially implemented prior to the effects of the global recession which started to impact significantly on unemployment levels in the spring of 2009.
- 3 Since the previously approved Strategy was developed there have been major changes in the economy, the labour market and in both the UK and Scottish Government's policy response.
- 4 Against the current backdrop of a worsening crisis in the Euro zone and tighter lending conditions imposed by UK banks, the Bank of England's quarterly inflation report cut its growth forecast for 2012 from the 1.25% predicted three months ago to zero, and believes the bounce-back next year will be weaker than previously anticipated. The report also predicted that it would not be until 2014 that activity would return to its pre-recession peak in 2008, and warned that recovery would be long and hard.
- 5 In terms of labour market changes if we review the position in 2008 and compare to the current data, a significant decline has been witnessed over that period. In May 2008 the numbers on Job Seekers Allowance (JSA) in Perth & Kinross were 970 or 1.1%, compared to August 2012 data which reveals that 2214 (2.4%) are currently receiving JSA. The numbers unemployed peaked at 2529 in February 2012, then declined slightly but are

now on the increase again. The biggest rise proportionately has been in the numbers of 18-24 year olds on JSA, which has risen from 250 in May 2008 (2.1% of population that age, and 26% of all unemployed) to 695 in August 2012 (5.3% of population that age, and 31% of all unemployed).

- 6 If you look at the overall numbers on Work-related benefits the numbers have increased from 7370 (8.1%) to 8840 (9.4%).
- 7 In relation to labour demand there has been a substantial reduction in the numbers of notified vacancies, down from 933 in September 2008 to 598 in July 2012. In addition many vacancies are now part-time, and there are many more individuals chasing each vacancy.
- 8 Just as the labour market has been changing rapidly, so has the policy environment. This has had implications for the development of our own revised Strategy and Action Plan. There are a number of important changes which are detailed within the Strategy document attached at Appendix 1. The key changes include the introduction of the Work Programme by the UK Government, the rolling out of Welfare Reform including an on-going migration of claimants from Incapacity Benefit to Job Seekers Allowance or Employment Support Allowance.
- 9 In Scotland, the **Youth Employment Strategy** has released £30m of additional funding heavily targeted on the needs of 16-19 year olds, partly in support of the **Opportunities for All** pledge made by the Scottish Government. Specifically, the Government is also committed to delivering 25,000 Modern Apprentices (MA) annually; 7000 flexible training opportunities; promoting joined up working at all levels to overcome barriers to work; and the PACE initiative which supports those being made redundant. Within Scotland the review of the 16+ learning and skills system will also bring about a radical transformation of the college sector.
- 10 In addition to the ever-changing policy framework, an added challenge is one of significant reductions in public spending across all public agencies dealing with the employability agenda, and the drive to re-focus spend on preventative actions.
- 11 Given this, we need to reflect in our strategic approach how much we are able to do for different client groups. This is to get the balance right between supporting those furthest from the labour market to move towards employment (which is increasingly difficult in the current climate), versus resourcing those who can secure sustained employment with a more modest investment of resource.
- 12 In addition it should be recognised that a significant amount of positive activity is already on-going in the Employability arena locally, and that a number of very positive outcomes are already being achieved by the Council and its partners, at a time when securing employment is increasingly difficult.

CURRENT EMPLOYABILITY ACTIONS AND OUTCOMES

Young People

- 13 The Council and its Community Planning partners are currently delivering a broad range of Employability activities from on-going work in schools which gives young people increased confidence and an understanding of the world of work, to more practical vocational courses delivered through the school curriculum. Vocational courses on offer have increased significantly in the last couple of years. Further activity is also delivered through our Youth Services team delivering courses like the LINC programme in partnership with Skills Development Scotland and the voluntary sector. LINC programmes target young people aged 16+ in need of additional support to help them move into positive and sustained destinations. Since January 2011, 78 young people participated in LINC programmes, with 88% moving into positive destinations in learning, training and work.

Short-Term Unemployed

- 14 The Council has also funded new initiatives in the last two years including The Hub employability support and advice centre based in the St. Johns Shopping Centre in Perth. Operational since mid November 2011, the Hub is manned with staff from a range of Council services in conjunction with colleagues from our key employability partners Skills Development Scotland and Job Centre Plus.
- 15 The Hub essentially provides an informal and relaxed setting offering drop-in one-to-one advice and support to individuals looking to enter or re-enter the jobs market. Following an initial skills analysis by our experienced staff, individuals receive advice and assistance which leads to CV preparation, intensive job search activities, and mock interviews. The Hub also holds local vacancies, many of which are additional to those available via the Job Centre.
- 16 In its relatively short life span, this multi agency staffed unit has delivered significant outcomes. Over 3100 individuals have enquired at the Unit with 475 of those signing up for intensive support. Those 475 individuals have applied for over 2100 vacancies, and 153 individuals have secured employment as a result of the support received via The Hub.
- 17 In addition in December 2012 we introduced the new Enhancing Opportunities Grant (EOG) which provides Training and Discretionary Grants for individuals on low incomes; part-time workers, and the unemployed. It is designed to support short vocational training courses which will improve the chances of individuals gaining employment, or becoming self-employed. Since December 2010 we have awarded 183 grants towards a wide variety of training courses, with 32 individuals gaining employment as a result, and 26 individuals starting their own business as a result. The remaining individuals have gained qualifications which will improve their employment opportunities now and in the future.

Specialist Provision

- 18 The Health and Social Care Academy which is funded by Skills Development Scotland and delivered in partnership by Perth College, NHS Tayside and the Council provides a tailored training programme which supports the unemployed into job opportunities in the health and social care sectors. The Academy has been operational since 2008 and has an excellent track record in delivering positive outcomes. 92 individuals overall have been on academy programmes since 2008 and 70 (76%) have achieved a positive destination. 56 (61%) individuals have gone into employment, with a further 7 each into volunteering and college courses.
- 19 In 2011 the Council established an Employability Network with 23 agencies and Council services participating. The network aims to improve the employability of clients furthest from the job market (particularly those who require health, community care or criminal justice services). In the year from April 2011 to March 2012 service providers in the network have supported 504 clients. 114 clients have been supported into employment, a further 107 have been supported to sustain existing employment, 114 have benefitted from volunteering opportunities, and a further 169 have been supported to gain accredited training.

Council as an Employer

- 20 In February 2012, the Council committed £250,000 per annum to help tackle unemployment in Perth and Kinross. The Council has made a commitment to employ 250 MAs and 30 professional trainees, over the next 5 years. We currently have a total of 64 modern apprentices; 61 within the Council and a further 3 employed by LiveActive.
- 21 As outlined by the examples above, a significant amount of activity is currently being delivered both individually by the Council, and in partnership with our Community Planning partners.

THE STRATEGY – Aims, Priorities and Actions

- 22 The Strategy development process was assisted by two interactive workshops earlier in 2012 involving members of the Employment Connections Partnership, and facilitated by Professor Alan MacGregor of Glasgow University. The strategy evolved to include feedback from the discussion at the workshops around the suggested aims, priority groups and key strategic actions.
- 23 The Strategy's Vision mirrors that outlined within our Community Plan 2006-2020.

“Our vision is of a confident and ambitious Perth & Kinross, to which everyone can contribute and in which all can share. We will create and sustain vibrant, safe, healthy and inclusive communities in which people are respected, nurtured and supported and where learning and enterprise are promoted.”

- 24 In relation to employability our aims are to ensure that:
- Our school leavers leave school well prepared for the world of work, and the growing numbers of unemployed young people are supported into positive destinations.
 - Our most disadvantaged residents farthest from the labour market, and possibly with complex needs, are given the right assistance to help them towards employment.
 - Those out of work for shorter periods, particularly young people, are helped back into work as quickly as possible
 - Our residents are sufficiently mobile that they can take advantage of all employment opportunities regardless of location.
 - Employers across the public, private and voluntary sectors work together to ensure those who most need employment are given an equal opportunity to compete for jobs
 - The number and quality of jobs in our area can be grown sustainably.
- 25 The revised Employability Strategy reflects that much is already being done, and is designed to ensure that our responses remain relevant, our interventions are focused on the right outcomes, and our combined expenditure across the various Community Planning partners is used to better effect. Appendix A of the Strategy summarises the principal organisational roles and current activities across the key members of the Employment Connections Partnership.

Moving Forward - Our Priority Groups

- 26 Labour market analysis and evidence, discussions with Community Planning Partners, and reflections on the levels of support already available to certain groups of unemployed requires the refreshed Employability Strategy and Action Plan to focus on:
- Young people aged 14-24 currently unemployed or at risk of becoming unemployed.
 - Individuals with significant disadvantages who want or need help to find and sustain employment.
 - The short-term unemployed who can be assisted to find sustainable employment, and make a more immediate contribution to local economic growth.
- 27 The rationale for concentrating on these particular groupings is outlined at appendix B of the Strategy.
- 28 In addition to these priorities groups, the CPP will also seek to develop area specific initiatives. These will focus on those individuals living in specific disadvantaged communities, where social, economic and physical factors combine to make sustained employment more difficult. Unemployment levels vary across Perth and Kinross and specific actions will be considered to assist

those in areas where levels are consistently high. Within Perth unemployment is significantly higher in the central wards, along with Letham, Muirton and Hillyland. Outwith Perth unemployment is highest in Crieff South and Rattray/Glenshee area.

Our Commitments

29 The Strategy identifies six high level commitments:-

- We will continue to prepare our young people for the future by working with them to be better equipped for the world of work when they leave education, supporting them to access appropriate training or work opportunities
- We will ensure those who are already disadvantaged are given access to appropriate employability support, training and employment opportunities
- We will support the shorter-term unemployed (pre-Work Programme) by providing tailored advice and support to assist them to improve their employment opportunities
- We will work with businesses to help them grow and create more jobs, increasing local employment opportunities
- We will lever more employment benefits from both public and private sector investments.
- We will ensure appropriate governance and management systems are in place to monitor the strategy.

30 A detailed Action Plan is attached at appendix C within the Strategy document.

Governance and Monitoring

31 The effectiveness and impact of our actions will be improved by proposing a more transparent single employability partnership. This will have a clear strategic role in relation to monitoring and scrutinising activity and outcomes. To support this, some work requires to be completed to produce a robust intervention framework that identifies the range of available provision that address each of our priorities. Importantly this will also identify any gaps and a protocol will be put in place to ensure there is partnership-wide agreement on how best to fill these gaps.

32 It is acknowledged that a review of the political decision-making structures and Community Planning framework is underway. In that context, it is felt that consideration should be given to forming a single partnership which would bring together all the elements involved in delivering on the employability agenda. It is recommended that the existing Community Planning Employment Connections Partnership is re-cast to fulfil this role and it is recommended that the other partnerships (the Housing & Community Care Employability Network, and the 16+ Learning Choices group) will focus on operational delivery.

- 33 Local outcomes will be developed as part of our refreshed Community Plan and Single Outcome Agreement that give a greater focus on specific employability indicators. This will allow the Community Planning Partnership and the Council to measure progress more effectively. Therefore, a more sophisticated set of local outcome indicators will be developed. To aid the monitoring of these indicators the partnership will require to implement a cross agency client monitoring system, and this will be one of the early actions in the new Action Plan.
- 34 Appendix B within the Strategy document outlines the various organisations and the roles they currently play in providing employability support. They range from the key public sector agencies such as Job Centre Plus and Skills Development Scotland, to Perth College, the Voluntary Sector, Training Providers, Employers and Employer organisations such as the Chamber of Commerce and the Federation of Small Businesses.

Role of the Council

- 35 In addition the Council itself plays a pivotal and important role in terms of its varied responsibilities: as a key local employer (providing Modern Apprenticeship, Training for Work and Graduate Training opportunities); as an educator and mentor for our young people in preparing them for the world of work; by providing services directly and via others to support those with complex needs; and as a direct provider and funder of employability projects and initiatives such as The Hub, and the Enhancing Opportunities Grant for individuals.
- 36 The Council's recently approved Sustainable Procurement policy seeks to underpin the use of social, economic, and environmental criteria in the development of public contracts, embedding community benefit requirements into our procurement processes. This will facilitate the stipulation of social and environmental considerations in our Contracts, ensuring the potential for public procurement projects to maximise their impact on training, employment and investment in a local community and its overall longer term regeneration.
- 37 More detail of our current activity is outlined in the strategy document at Appendix B. One of the key early actions is to review the current activities across the partnership (including within the various Council services), along with the cost and outcomes related to those employability actions.
- 38 Overall we are also expected to coordinate the work of the Community Planning Partnership's Employment Connections Partnership, and to report to Scottish Government on progress and outcomes.
- 39 In terms of the internal Council governance we have established an Employability Project Board comprising senior level staff to review, challenge and ensure internal coordination of employability activities. This will link into the wider CPP Employment Connections strategic partnership. The Council has a key role in leading and coordinating the implementation and monitoring of the Strategy and related Action Plan

CONSULTATION

- 40 The Head of Human Resources, The Head of Education (Secondary and Inclusion), and the Depute Director (Housing and Community Care) have been consulted on the contents of the report. The members of the Community Planning Executive Officer Group and the Employment Connections Partnership have also been consulted in the preparation of the Strategy.

RESOURCE IMPLICATIONS

- 41 The Council is asked to note that across the Community Planning Partnership resources will be required to resource the Action Plan. For those activities which have been identified for Council services to lead on, a request will be considered as part of the revenue budget process for 2013/14.
- 42 The delivery of the Employability Strategy and Action Plan will be subject to the approval of these resources.

COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

- 43 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-
- (i) A Safe, Secure and Welcoming Environment
 - (ii) Healthy, Caring Communities
 - (iii) A Prosperous, Sustainable and Inclusive Economy
 - (iv) Educated, Responsible and Informed Citizens
 - (v) Confident, Active and Inclusive Communities
- 44 The implementation of an Employability Strategy for Perth and Kinross will address a number of cross-cutting themes. It will contribute to delivering the majority of the Corporate Plan objectives, but most specifically relates to the "Prosperous, Sustainable and Inclusive Economy" theme, which identified a specific action to develop a coherent approach to employability. It will also clearly support activities to ensure we are meeting targets set out within our Single Outcome Agreement with the Scottish Government.

EQUALITIES IMPACT ASSESSMENT (EqIA)

- 45 An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.
- 46 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- i) Assessed as **relevant** and the following positive outcomes expected following implementation. It was considered that the implementation of an Employability Strategy and its related actions would have positive impacts on individuals' wellbeing. The actions outlined will ensure that currently disadvantaged individuals will have improved access and support to secure employment and to enter other positive destinations such as further education and training.

STRATEGIC ENVIRONMENTAL ASSESSMENT

- 47 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).
- 48 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and pre-screening has identified that the PPS will have no or minimal environmental effects, it is therefore exempt and the SEA Gateway has been notified. The reason for concluding that the PPS will have no or minimal environmental effects is that the strategy and actions will impact on individuals and groupings and will not have any direct or significant impacts on any physical locations or the wider environment.

CONCLUSION

- 49 The adoption of this new Employability Strategy and Action Plan will be a key step in taking forward this priority area of both corporate and community planning activities. With the labour market continuing to look very uncertain going forward and business confidence remaining low, it is important that we put in place effective measures to support school leavers and those seeking to enter the labour market. This new strategy and action plan will support activity across the Council and partner agencies. It will bring together a wide range of services both within the Council, and within partner agencies and service providers. Activity at a partnership level will ensure added value is delivered through our joint actions and outcomes.

JIM VALENTINE
Executive Director (Environment)

Note: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

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Appendix 1: Employability Strategy and Action Plan

PERTH & KINROSS COMMUNITY PLANNING PARTNERSHIP EMPLOYABILITY STRATEGY 2012

1. BACKGROUND

Strategic Context

The stated purpose of the Scottish Government is to make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth. The updated Government Economic Strategy (September 2011) outlines key strategic priorities including: investing in: Learning, Skills and Well-being; a Supportive Business Environment; and Infrastructure, Development and Place. These three priorities were further articulated in the Government's Regeneration Strategy (December 2011). Further context is also provided by the Government's social policy frameworks.

Perth & Kinross Council's response has been to prepare a new overarching Regeneration Strategy and Action Plan focussing on supporting economic growth, helping more people into work and strengthening our communities. This Employability Strategy is an integral part of that work.

Economic Context

The difficult economic situation over the past 4 years has presented both a challenge and an opportunity to delivering sustainable economic growth. It is therefore appropriate that the Community Planning Partnership reviews its approach to addressing unemployment.

As elsewhere in Scotland (with the notable exception of Aberdeen City) our economic performance remains weak. The Scottish Chambers of Commerce Quarter 1 2012 business survey reports that although the business outlook is more optimistic than the equivalent period last year, recovery remains tentative, and many sectors remain fragile. Unemployment continues to rise, particularly for young people and many more individuals are becoming long-term unemployed. However, there are some growth opportunities, especially for those businesses that are able to export products and services to emerging markets. There are also modest local growth opportunities principally in the service sector. The challenge is to ensure that where employment opportunities exist, Community Planning Partners are aware of them and can respond appropriately in a co-ordinated manner.

Labour Market Trends in Perth & Kinross

The labour market in Perth and Kinross generally reflects the Scottish position. However the area's over-dependence on service sector jobs, particularly in retail, means that overall the position has continued to weaken since Summer 2008. In summary, the supply-side issues are:

- The largest proportion of individuals on work-related benefits remain those on Employment Support Allowance/Incapacity Benefit equating to 60% (5280 people) of all those on work-related benefits (NOMIS, February 2012). This proportion has remained fairly constant since before the recession and suggests that we are not making sufficient progress in helping those farthest from the labour market, mainly because of health-related issues, back towards employment. Without intervention it is those least able to compete in a tight labour market who will become ever more disadvantaged.
- The most significant impact of the recession has been, not surprisingly, on those claiming Job Seekers Allowance (JSA). The number of individuals claiming JSA increased from 970 in May 2008 to 2214 in August 2012. Within the JSA claimant group, the biggest changes are:
 - the significant rise in long-term unemployment (i.e. more than 12 months) which has increased from 40 people in May 2008 to 425 in August 2012. This equates to a 962% increase and confirms that people are finding it significantly more difficult than before the recession to secure a job within a reasonable period of time because there are fewer vacancies and great competition for those vacancies; and
 - the significant rise in youth unemployment (18-24 age group) which has increased from 250 in May 2008 to 695 in August 2012. This equates to a 178% increase.
- Taken together, these two statistics suggest we need to do more to prevent people from becoming long-term unemployed (employment prospects decrease with length of time out of the labour market). As the UK Government's Work Programme is designed to address long-term unemployment, our focus should be on those who have been unemployed for less than 12 months (9 months in the case of the under 25s). The Scottish Government's Opportunities for All guarantee will further help improve the employment prospects of 16-19 year olds by offering a place in training or learning to those not already in work, training or education. The guarantee will principally benefit those claiming JSA and those in the More Choices More Chances group not eligible (or wishing) to claim JSA.
- The number of young people in the More Choices More Chances group increased from 390 to 500 between 2008 and 2010 (Scottish Government School Leaver Destinations/DWP for 2011 is not yet available). This equates to an increase of 28% compared to an 8% increase across Scotland as a whole. It is generally recognised this is likely to be underestimated by 20-25% taking into account young people who leave school and do not engage with either Skills Development Scotland or Job Centre Plus i.e. the "hidden unemployed".
- Overall the percentage of school leavers entering a positive destination is 90.7%, which is above the Scottish average.

In relation to labour demand, there has been a substantial reduction in the number of notified vacancies across Perth & Kinross: from 933 in 2008, to 603 in 2012. Although vacancies have recovered to some degree in recent months, many jobs are part-time and there are now many more unemployed people chasing each vacancy. Additionally, fewer people are considering self-employment as a viable option. Business start-ups, measured by new business bank accounts, fell from 655 in 2008 to 462 in 2011.

The above analysis would suggest that the refreshed Employability Strategy needs to focus on both the supply and demand sides, i.e. propose a series of targeted interventions to increase the employment prospects for those currently out of work and also to increase the demand for labour by working more closely with employers. The Strategy also needs to take cognisance of the actions already being taken to minimise the likelihood of the next generation of the Perth & Kinross workforce becoming long-term unemployed, and the changing policy context in which employability interventions must operate.

Preventative Actions

All schools across Perth & Kinross offer access to the Skills Development Scotland online resource “My World of Work” and all young people have the opportunity to discuss their next steps post-school with an appropriate adult such as a guidance teacher or a careers advisor.

Some schools offer specific employability courses to identified pupils. For example in 2011-12, Blairgowrie High School and Kinross High School offered the “Empower” employability course in conjunction with Young Enterprise Scotland. In session 2012-13 all S3 young people at Crieff High School will benefit from a 6 week employability course. Many schools also offer Skills for Work courses, all of which incorporate employability skills.

Many young people also benefit from work experience placements usually in S3 or in S4. As appropriate, schools facilitate extended work placements (e.g. one day a week over an extended period) often for young people who are at risk of disengaging from school so that they can be better prepared for entering the job market.

Finally, schools work closely with the MCMC coordinator in identifying young people who might fall into this category and work proactively in securing positive destinations, including activity agreements, for these young people. This includes working closely with Perth College UHI and other providers.

Changing Policy Framework

Just as the labour market has been changing rapidly, so has the policy environment. There are a number of important changes summarised here:

- **The Work Programme** (operational since June 2011) has replaced a range of initiatives set up over previous years. It provides tailored support for claimants who need more help to undertake active and effective job-seeking. Participants receive support to overcome barriers that prevent them from finding and staying in work. It is mandatory for those in receipt of Jobseeker's Allowance aged 18-24 after 9 months, and after 12 months for people aged 25+. It is also open on a voluntary basis to other customer groups, such as those in receipt of Employment and Support Allowance. The Work Programme is delivered by DWP contracted service providers (2 Prime Contractors in Scotland) who have been given complete autonomy to decide how best to support participants, while meeting their minimum service delivery standards.
- Jobcentre Plus works closely with JSA claimants before they become eligible for the Work Programme and offers a range of support through the **Get Britain Working** Measures which include Work Clubs, Volunteering Opportunities, Work Experience, New Enterprise Allowance (for those wishing to become self employed) and sector based work academies involving pre employment training and work placements.
- **Youth Contract** and **Jobcentre Plus** was launched on 2 April 2012 and offers additional help for young people which will ensure that every unemployed young person who needs support receives assistance. Extra Jobcentre Plus support includes weekly interventions with customers, early access to the Work Programme for those who meet the criteria, Work Experience for 16-17 year olds in receipt of Jobseeker's Allowance and access to Work Clubs.
- As part of the wider **Welfare Reform** programme there are now stricter tests for entry to health-related benefits with an on-going migration of claimants from Incapacity Benefit to JSA or Employment Support Allowance (ESA) dependent on the test outcome.
- The proposal to introduce **Universal Credit** from October 2013 will place a benefit cap on household income, as well as other reforms such as Personal Independence Payments. This reform is intended to make work pay, although one of the short term consequences is likely to be a significant reduction in benefit income which will impact upon individuals, households, local economies and the demand for local government services. The extent of this impact is currently being quantified.
- In Scotland, the **Youth Employment Strategy** has released £30m of additional funding heavily targeted on the needs of 16-19 year olds, partly in support of the **Opportunities for All** pledge made by the Scottish Government. Specifically, the Government is also committed to delivering 25,000 Modern Apprenticeships (MA's) annually; 7000 flexible training opportunities; promoting joined up working at all levels to overcome barriers to work; and the PACE initiative which supports those being made redundant.

- The **review of the 16+ learning and skills system** is bringing through potentially radical transformation of the colleges sector, with a view to creating a system which is much more responsive to employers and individuals, and with a much stronger focus on generating significant outcomes for Scotland's economy. The downside is that the increased opportunities available for younger people will almost certainly be resourced in part by a decline in college places for adults.

Resource Context

All of the above is taking place within a radical restructure of public finances:

- Budgets in real terms have been declining, and will continue to decline for some years across Scottish Government and its key employment and business support agencies (Skills Development Scotland and Scottish Enterprise); local authorities; and UK agencies such as Job Centre Plus.
- The radical nature of the shift is summarised by the assessment of the Scottish Government's Chief Economic Adviser that public spending in Scotland will not regain the levels of 2009/10 until 2025/26.
- A consequence of this is a decisive shift towards preventative spend. This is part of the wider public sector reform agenda articulated in the 2011 report of the Christie Commission. In many respects this expenditure shift should have a positive impact on employability locally, as public sector bodies target interventions on those who most need assistance.

2. THE STRATEGY

Our Vision and Aim

"Our vision is of a confident and ambitious Perth & Kinross, to which everyone can contribute and in which all can share. We will create and sustain vibrant, safe, healthy and inclusive communities in which people are respected, nurtured and supported and where learning and enterprise are promoted." In relation to employability our aim is to ensure that:

- Our school leavers leave school well prepared for the world of work, and the growing numbers of unemployed young people are supported into positive destinations.
- Our most disadvantaged residents farthest from the labour market, and possibly with complex needs, are given the right assistance to help them towards employment.
- Those out of work for shorter periods, particularly young people, are helped back into work as quickly as possible
- Our residents are sufficiently mobile that they can take advantage of all employment opportunities regardless of location.
- Employers across the public, private and voluntary sectors work together to ensure those who most need employment are given an equal opportunity to compete for jobs
- The number and quality of jobs in our area grows sustainably.

Much is already being done and this refreshed Employability Strategy is designed to ensure that our responses remain relevant, our interventions are focused on the right outcomes and our combined expenditure is used to better effect. Appendix A summarises the principal organisational roles in relation to employability.

Moving Forward - Our Priority Groups

Labour market analysis and evidence, discussions with Community Planning Partners, and reflections on the level of support already available to certain groups of unemployed leads us to conclude that the refreshed Employability Strategy will focus on the following:

- Young people aged 14-24 currently unemployed or at risk of becoming unemployed.
- Individuals with significant disadvantages who want or need help to find and sustain employment.
- The short-term unemployed who can be assisted to find sustainable employment, and make a more immediate contribution to local economic growth.

A more detailed summary of these priorities and rationale is provided in Appendix B.

In addition to these priorities the CPP will also seek to develop area specific initiatives to focus on those individuals living in specific disadvantaged communities, where other social, economic and physical factors combine to make sustained employment more difficult. Unemployment levels vary across Perth and Kinross, and specific actions will be considered to assist those in areas where levels are consistently high. Within Perth unemployment is significantly higher in the central wards, and Letham, Muirton and Hillyland. Outwith Perth unemployment is highest in Crieff South and the Rattray/Glenshee areas.

Our Commitment to Action

As Appendix A illustrates, the Community Planning Partners already deliver a range of programmes and other interventions that contribute to addressing the 3 priorities identified above. However, we believe more can be done to improve outcomes through greater clarity of purpose, increased co-operation and more integration of service delivery.

This will require a commitment to action by all the Community Planning Partners and others. These actions are set out in summary below, and further detailed in the Action Plan appended as Appendix C to this Strategy document.

1. We will prepare our young people for the future by:
 - Continuing to build on the year on year improvements in educational attainment
 - Doing all we can to ensure they are equipped to leave school and get a job, access further or higher education, or have appropriate training opportunities

- Ensuring we promote the “World of Work” by offering appropriate work experience.
2. We will ensure those who are already disadvantaged are not further marginalised by:
- Putting in place effective support to help individuals move towards training and employment opportunities
 - Actively promote and support local innovations by establishing where appropriate, community and social enterprises
 - Further develop a commissioning role for Council Services which may provide opportunities for employment through Public Social Partnerships
 - Develop the Employability Network
 - Develop further Social Enterprises including the new enterprise currently being developed at Westbank
3. We will support the shorter-term unemployed by:
- Complementing the work of Job Centre Plus through more intensive one-to-one coaching and help improve employability chances through customised training and job brokering
 - Investing in Modern Apprenticeships and Graduate Trainee Programmes
 - Working with partners across the East of Scotland to maximise job opportunities for Perth & Kinross residents
4. We will work innovatively with businesses and our partners to help them grow and create more jobs by:
- Investing expertise through an effective enterprise support network (Business Gateway, Perth & Kinross Council, Scottish Enterprise, Perthshire Chamber of Commerce and the Federation of Small Businesses)
 - Co-ordinating public sector employer engagement with larger employers
 - Encouraging the creation of a greater number of higher paid, higher skilled jobs
 - Encouraging more private sector take-up of recruitment and training incentives.
5. We will lever more employment benefits from public sector investment by:
- Accelerating our capital investment programmes where possible to generate labour demand in the local economy
 - Using Community Benefit Clauses to support local employment and training
 - Identifying opportunities for the unemployed as part of our workforce planning

6. We will ensure appropriate governance and management systems are in place to deliver the strategy by:
- Implementing the Employability Strategy and Action Plan through robust joint planning and management arrangements in Perth and Kinross.
 - Establishing a robust monitoring framework
 - Ensuring adequate service provision across all stages of the employability pipeline
 - Improving communication and information flow between local partners
 - Improving information and communication with clients and potential clients

Making it Happen

The effectiveness and impact of our actions will be improved by putting in place a more transparent single employability partnership. This will have a clear strategic role in relation to monitoring and scrutinising activity and outcomes. To support this, some work requires to be completed to produce a robust intervention framework that identifies the range of available provision that address each of our priorities. Importantly this will also identify any gaps and a protocol will be put in place to ensure there is partnership-wide agreement on how best to fill these gaps. It is recommended that the existing CPP Employment Connections Partnership is re-cast to fulfil this role. All other partnerships and groups will focus on operational delivery.

Local outcomes will be developed as part of our refreshed Community Plan and Single Outcome Agreement that give a greater focus on specific employability indicators. This will allow the Community Planning Partnership and the Council to measure progress more effectively, through a more sophisticated set of local outcome indicators. To aid the monitoring of these indicators the partnership will require to implement a cross agency client monitoring system, and this will be one of the early actions in the new Action Plan.

Perth & Kinross Employment Connections Partnership

Perth & Kinross Council
Job Centre Plus
Skills Development Scotland
Perth College UHI
Voluntary Action Perthshire
NHS Tayside
Federation of Small Businesses
Perthshire Chamber of Commerce

ROLES IN RELATION TO EMPLOYABILITY

A number of organisations play very significant and diverse roles in relation to the employability agenda, both at a national level and locally here within Perth and Kinross. The main partners are:

Job Centre Plus is the main UK government agency which provides services that support people of working age from welfare into work, and helps employers to fill vacancies:

- It has the remit to engage with employers nationally and locally and through this to increase the number of vacancies available to workless people.
- It has responsibility for the suite of Get Britain Working measures, including the New Enterprise Allowance.
- It has responsibility for the delivery of key aspects of the Youth Contract and is now taking on additional staff to be able to work with 16/17 year olds bringing it into a closer working relationship with SDS, schools and others around the provision of work experience.
- It has responsibility for the payment of benefits to working age workless people and will have a key role in relation to Universal Credit when this is introduced in October 2013.
- In relation to the workless population, Jobcentre Plus works with individuals to minimise entry to the pre-Work Programme (i.e. with under 25s up to 9 months unemployed and 25+ up to 12 months unemployed).

The **Department for Work and Pensions** (DWP) Work Programme was launched throughout Great Britain in June 2011. Along with the Universal Credit benefit reforms, it is central to the Coalition Government's programme of welfare reform. The Work Programme provides tailored support for claimants who need more help to undertake active and effective job seeking. Participants receive support to overcome barriers that prevent them from finding and staying in work. It is delivered by DWP contracted service providers who have been given complete autonomy to decide how best to support participants while meeting their minimum service delivery standards. Within Scotland the Prime Contractors are Ingeus and Working Links.

As the national skills agency, **Skills Development Scotland** has a significant responsibility to help tackle in particular youth unemployment. It provides a wide variety of services for employers, individuals and training providers. SDS contracts with Training providers to deliver the national training programmes of Modern Apprenticeships, Training for Work, and Get Ready for Work. It also offers a variety of incentives to employers including training grants and recruitment incentives; and individuals can access careers advice and support in redundancy situations:

- Two long standing programmes – Get Ready for Work and Training for Work are targeted at the younger and older adult groups of unemployed.
- Employer Recruitment Incentive (ERI) is available to employers taking on young unemployed people with a higher rate of subsidy where these are more disadvantaged young people.

- The Modern Apprenticeship programme is targeted at transitions to employment particularly for under 25s with the most favourable financial support for 16-19s doing Level 3 apprenticeships.
- The re-design of Skills Development Scotland's Careers Information Advice and Guidance services has involved radical changes with the development of:
 - The My World of Work website which provides career information, advice, and guidance directly to individuals of all ages, but can also be used by advisers working with particular client groups.
 - A significant number of Work Coaches are being developed building on the key worker notion and focussing on the more disadvantaged young people in or at risk of joining the MCMC group.

Perth and Kinross Council plays a number of different roles in relation to employability. It is a major local employer (providing jobs and training opportunities); the Education Authority; a significant purchaser of goods and services; and a provider and commissioner of employability services for a wide range of individuals both for specific client groups, and as the lead local economic development and regeneration agency for the area. Specific contributions are summarised below:

Education and Children's Services

- Through its responsibility for secondary education and young people with additional support needs, ECS has a key role to play in making young people ready for the world of work. The curriculum on offer in each of our secondary schools has an increasing emphasis on developing skills for work, and is designed to meet pupils needs more effectively.
- Through the implementation of Curriculum for Excellence there will be as much emphasis on developing skills as on the creation of knowledge and understanding. Effectively every teacher is now responsible for developing core skills in every young person.
- The Council has a significant role to play with young people in or at risk of joining the MCMC group, and works hard in particular with relevant players across the Council and other partner agencies to engage with young people leaving care, coming out of the criminal justice system, and with health and disability issues.

Housing & Community Care

The Housing and Community Care service provides, funds, or commissions services for a diverse range of individuals with complex needs furthest from the labour market. Their employability efforts are targeted at a number of client groups: those involved with criminal or youth justice services, the homeless, care leavers, and those with a history of mental illness, learning or physical disability, or substance misuse.

The Perth & Kinross Employability Network was established in 2011. Through the establishment of a network of statutory and voluntary sector organisations, the Employability Network aims to cut out duplication and provide improved, intensive and individualised employability services to help more people with additional challenges into paid work, volunteering positions, further education and vocational skills training. Member organisations of the network include CATH (Churches Action for the Homeless); APEX who work with ex-offenders; ECLIPS, Action for Children (Youthbuild), Gateway Enterprises (Walled Garden, Wisecraft); and Six Circle.

Directly they also provide support via services such as the Rural Mental Health Day Services, the Welfare Rights team, and their Employment Support Team. In addition they are working with the Shaw Trust to develop a new social enterprise to be based at the Council's Westbank nursery to provide employment and training opportunities for the most vulnerable.

Chief Executive's - Human Resources Division

- Responsible for the Council's Modern Apprenticeship programme, focussed on 16-19s. The MA programme is currently being expanded to provide 250 MA places over the next 5 years. Not all of these can be employed sustainably by the Council and so links to external employers will be built.
- Introducing a new scheme for graduate recruitment.
- Delivering work placement opportunities which can be taken up by workless people.
- Supporting some key employability projects such as YouthBuild (delivered by Action for Children) and developing social enterprises for disengaged and disadvantaged young people (delivered by Shaw Trust).

The Environment Service

Employability is a key part of the wider Regeneration agenda in terms of contributing to economic growth, increasing prosperity and ensuring all communities can be more vibrant places. Specifically TES is currently involved in a number of areas:

- Promoting enterprise and company growth to try to expand the local employment base.
- The economic development function within the Council has the lead responsibility for engaging with employers, and so is in a position to identify vacancies and to encourage employers to engage with programmes offered by the Council and national partners.
- Interventions which link opportunity and need, to tie together the demand and supply sides of the labour market, focusing on ensuring those living in regeneration areas have equal access to economic opportunity.
- Stimulating and supporting social enterprise.
- Lead responsibility for ensuring a co-ordinated approach to employability across the Council via a dedicated Employment Initiatives Team.

TES also provides the secretariat for the newly re-launched Employment Connections Partnership which to date has focussed on delivering services to workless people not supported by other agencies, and will include people close to the labour market. It has a particular responsibility to encourage innovative service delivery of which The Hub pilot project is an example.

Perth College as part of the University of the Highlands and Islands, provides a wide range of Higher and Further education courses, centrally in Perth, by distance learning and in local learning centres across Perth and Kinross. As a major provider of learning services it makes a significant contribution to developing and raising the employability skills of individuals across the local authority area.

- The new Regional Outcome Agreements underline the important role that universities and colleges have in working with national and local employers.
- As part of the Post 16+ reforms, college resources will be focussed more heavily on under 25's, and that through skills and career development opportunities, their employment outcomes will be enhanced. The college also provides off the job training for people undertaking Modern Apprenticeships.
- As a direct employer offering a diversity of jobs.
- As a University, research, knowledge exchange and innovation practices provide opportunities to work with partners and employers to aid growth and create employment and self employment.

Community and Voluntary Sector - The Council and other partners procure employability services from the Voluntary Sector and they themselves provide volunteering and employment opportunities. The voluntary and community sector plays into employability in the following ways:

- As a provider/supplier of employability services/programmes
- As a direct employer offering a diversity of jobs.
- Have the potential to establish social enterprises which can provide both employment, training & volunteering opportunities
- As a sector they can offer substantial numbers of varied volunteering opportunities and so can support the journey of a workless individual along the employability pathway by helping them to:
 - Acquire and deploy job related skills.
 - Build up their experience in a workplace and improve their self confidence.
 - Raise their chances of securing employment directly with the organisation for which they volunteer.

Employers – Large employers both in the public and private sectors play a vital role in providing employment opportunities. There is an opportunity to harness more effectively the key employers such as Scottish and Southern Energy, Aviva, Stagecoach, Vector, and the Balhousie Group as well as the NHS and other public sector employers. Given the composition of the Perth & Kinross business base, the role of small employers is also important and a more effective means of engaging with these businesses is required.

Perthshire Chamber of Commerce and the **Federation of Small Businesses** broadly represent the local business community. In relation to employability they promote recruitment incentives and modern apprenticeships among their membership. In particular, Perthshire Chamber has indicated they are keen to develop work experience programmes along with local schools.

THE REFRESHED STRATEGIC PRIORITIES

Target Group	Specific Focus	Rationale
Young People aged 14-24	<ul style="list-style-type: none"> • Young People (14-16) at risk of becoming MCMC • Young People (16-19) not in education, employment or training. • Looked after children. • Young offenders or those at risk of offending. • Young people that are homeless or at risk of homelessness. 	<ul style="list-style-type: none"> • Although we have a high number of school leavers achieving positive destinations - the numbers in the MCMC Group have risen in last 3 years. • Youth unemployment has risen significantly. • Looked after children are a priority group for the CPP/PKC. • Alignment with principles of preventative spend, preventing “lost generation” with associated high costs.

Target Group	Specific Focus	Rationale
Individuals with significant disadvantages but who want/need help (but <u>not</u> in the Work Programme).	<ul style="list-style-type: none"> • People with long term health issues. • People engaged with mental health services. • People engaged with criminal justice systems. • Homeless people or those at risk of homelessness. 	<ul style="list-style-type: none"> • The majority (75%) of Perth & Kinross workless are on non-active benefits, e.g. ESA/IB • Benefit assessment and future shift to universal credit will result in many more having to look for work. • High cost to public agencies of supporting these groups – alignment to preventive spend agenda.
Short term unemployed adults (pre-Work Programme)	<ul style="list-style-type: none"> • Those at most risk of long term unemployment 	<ul style="list-style-type: none"> • Substantial rise in numbers in this group as a result of recession and a likelihood that labour market conditions will continue to worsen for sometime. • Although jobcentre support is available to JSA clients, this is relatively limited.

Action Plan Glossary of Terms

CPD	Continuing Professional Development
CPP	Community Planning Partnership
DWP	Department for Work & Pensions
ECS	Education & Childrens Services
EI	Employment Initiatives Team
ERI	Employer Recruitment Incentive
ESA	Employment Support Allowance
GRfW	Get Ready for Work
H&CC	Housing & Community Care
HR	Human Resources
IB	Incapacity Benefit
JCP	Job Centre Plus
JSA	Job Seekers Allowance
LOAN	Linking Opportunity And Need
MA	Modern Apprenticeship
MCMC	More Chances More Choices
NHS	National Health Service
NOMIS	National Online Manpower Information System
PACE	Partnership Action for Continuing Employment
PKAVS	Perth & Kinross Association of Voluntary Services
PKC	Perth & Kinross Council
SDI	Scottish Development International
SDS	Skills Development Scotland
SMEs	Small & Medium Enterprises
TES	The Environment Service
TfW	Training for Work
UHI	University of Highlands & Islands

PERTH & KINROSS COMMUNITY PLANNING PARTNERSHIP

EMPLOYABILITY ACTION PLAN 2012-2015

Commitment 1: We will prepare our young people for the future

Outcome 1: To reduce the numbers in the More Choices More Chances group and to improve Positive Destinations for our School Leavers

Objectives	Actions	Key Milestones	Resources	Timescales	Partners/key responsibility
<p>Do all we can to ensure our young people are equipped to leave school and get a job, access further or higher education, or have appropriate training opportunities</p> <p>We will promote the "World of Work" by offering appropriate work placements.</p>	To monitor the activities & outcomes coordinated by the More Choices More Chances group	To seek quarterly updates from the MCMC group on activity & outcomes via their current MCMC action plan	Staff time	Quarterly	MCMC (lead PKC ECS)
	To ensure a wide range of training opportunities are available for local young people	To ensure that the MCMC group regularly review current provision	Staff time	Annual review	MCMC (lead PKC ECS)
	To ensure a wide range of vocational training opportunities are available locally	To monitor the range & effectiveness of vocational training opportunities provided locally	Staff time	Annual review	MCMC (lead PKC ECS)
	To coordinate the provision of a wide range of work experience placements	To identify current activity (& by whom), identify options for greater coordination. To baseline current provision & effectiveness?	Staff Time	By March 2013 then on-going programme development	Lead PKC (ECS) with support from JCP
	To promote increased knowledge & usage of "My World of Work" portal	Promote My world of Work as a key tool for career information advice and guidance	Staff time	On-going	SDS /PKC(ECS)
	To promote & widen the provision & uptake of Modern Apprenticeships, GrFW, & TfW opportunities	Generic monitoring & provision of info. on MA/GrFW/TfW opportunities	Staff time	On-going	SDS
		Promote & recruit to PKC MA programme	Staff time	On-going	PKC(HR)
	To provide opportunities for graduate recruitment	Promote generic graduate programmes Implement new PKC graduate traineeships	Staff time Budget secured (£250K)	On-going 1 st cohort of recruits by Oct.2012	PKC(HR)

Commitment 2: We will ensure that those who are already disadvantaged receive appropriate employability support
Outcome 2: To increase the numbers from disadvantaged groups in positive destinations – paid employment, work placements, volunteering and training

Objectives	Actions	Key Milestones	Resources	Timescales	Partners
Do all we can to ensure that disadvantaged individuals have access to support & employability projects to help more people with additional challenges into paid work, volunteering positions, further education and vocational skills training.	To monitor the activities & outcomes coordinated by the H&CC Employability Network group	Provide quarterly updates from the H&CC Employability Network group on activity & outcomes via their current Network action plan and to ensure the Network continues to deliver appropriate actions	Staff time	Quarterly	PKC – H&CC
	To extend the range of Volunteering opportunities to provide a stepping stone to more permanent jobs	Provide regular updates on progress	Staff time/ coordination	On-going	Voluntary sector (lead VAP/PKAVS)
	To extend the range of training & work placement opportunities		Staff time/coordination/ existing H&CC budgets	On-going	PKC- H&CC lead plus Employability Network partners
	To encourage & support the creation of social enterprises		Staff / existing budgets	On-going	PKC – EI team & VAP/PKAVS
	To Establish a new Social Enterprise at Westbank		Existing H&CC budget	Established by spring 2013	PKC-HCC/ Voluntary sector

Commitment 3: We will support the shorter-term unemployed into/back into employment

Outcome 3: To reduce the numbers becoming long-term unemployed

Objectives	Actions	Key Milestones	Resources	Timescales	Partners
Help the short term unemployed enter/re-enter the jobs market	To maintain & develop the one-to-one coaching and advice service available via The Hub centre in Perth.	Provide quarterly reports on the impact of the approach, the number of job opportunities provided and the uptake of grants, and employment	£83K p.a.	On-going	All – but led by PKC EI team with support from JCP
	To review employment support services and investigate the provision of a rural outreach facility providing similar services to The Hub in the main rural towns		£45K p.a.	Review options by end March with view to implement 2013/14	All – but led by PKC EI team
	To identify job opportunities in the wider labour market & market these to clients		Staff time	On-going	All
	To provide an the Enhancing Opportunities Grant for training and equipment to individuals		£70K p.a.	On-going	PKC – EI team
Ensure job candidates are more “job ready” with industry work experience through vocational based sectoral training opportunities	To establish 2 sector based work academies in Hospitality, Tourism & Retail	Provide quarterly reports on the impact of the approach	£20K p.a. & staff time to establish & implement	Develop proposal & implement early 2013	All – but led by PKC EI team/JCP
	To maintain & expand the Health and Social Care Academy		Staff time	Develop by Dec.12 implement mid 2013	All – but led by SDS
Assist employers in their recruitment requirements	To establish a new Job Brokerage service for employers via the Hub supported by the Business Growth Team	Provide quarterly reports on the impact of the approach	Existing staff	Nov. 2012	All – but led by PKC EI team
	To liaise with large employers to understand needs and opportunities				

Commitment 4: We will work with businesses to help them grow and create more jobs, increasing local employment opportunities

Outcome 4: To create more employment locally and encourage new start up businesses

Objectives	Actions	Key Milestones	Resources	Timescales	Partners
Invest in available expertise, co-ordinate public sector employer engagement, encourage the creation of a greater number of higher skilled and paid jobs along with a greater private sector take up of recruitment incentives to support Business creation & Growth	To deliver Business Support services through an effective network of enterprise support agencies	Provide quarterly reports on the impact of the approach	Existing budgets	On-going	Business Gateway/Perth & Kinross Council/Scottish Enterprise
	To support the activities of Business organisations such as the Perthshire Chamber of Commerce, Federation of Small Businesses, Lets Network Perth, Perthshire Businesswomen's Network, etc.		Existing budgets	On-going	All
	To attract new businesses to the area & support existing local businesses to grow (link to Invest in P&K campaign)		Existing budgets	On going	PKC/Scottish cities Alliance/SDI
	To Coordinate Employer Engagement activities between public sector agencies & local businesses		Staff time resource required	Oct 2012	PKC/JCP/SDS
	To Support & encourage local businesses to take up the various training & recruitment incentives available		Staff time/publicity	On-going	PKC/JCP/SDS
	To examine the introduction of a Recruitment Incentive for SMEs		£50K min.	April 2013	PKC
	To encourage the unemployed to start new businesses via the New Enterprise Allowance Scheme		Exisiting via DWP	On-going	DWP/Local Contractor

Commitment 5: We will lever more employment benefits from public and private sector investment
Outcome 5: We will create more job and training opportunities from public sector expenditure in Perth & Kinross

Objectives	Actions	Key milestones	Resources	Timescales	Partners
Create employment & training opportunities using capital investment opportunities	<p>To identify capital investment programmes (in both the public & private sectors) & establish a mechanism to ensure employment & training opportunities are generated from these investments</p> <p>To use Community Benefit Clauses to provide opportunities locally</p>	Provide quarterly reports on the impact of the approach	<p>Staff time</p> <p>Staff time</p>	<p>Early 2013</p> <p>Early 2013</p>	<p>PKC lead)</p> <p>PKC lead</p>
Provide work experience placements to provide the unemployed with skills and experience to gain employment	<p>To identify and deliver opportunities within public sector agencies for work experience placements</p> <p>To identify and deliver opportunities within our larger private sector employers to provide work experience placements</p>	Provide quarterly reports on the impact of the approach	<p>Staff time</p> <p>Staff time</p>	<p>Early 2013</p> <p>Early 2013</p>	<p>All public sector partners</p> <p>PKC EI team to coordinate/lead</p>

Commitment 6: We will ensure appropriate governance and management systems are in place to deliver the strategy

Outcome 6: To ensure the strategy and action plan is implemented and employability outcomes are achieved.

Objectives	Actions	Key milestones	Resources	Timescales	Partners
To effectively deliver the employability strategy and action plan through robust joint planning, management and monitoring with improved communication and information between partners, clients and potential clients	To implement the Employability Strategy and Action Plan through robust joint planning and management arrangements in Perth and Kinross	Develop effective arrangements for implementing the strategy and ensuring that key partners are involved – Review of role, remit & membership of the Employment Connections Partnership and associated sub/action groups	Limited resource requirement	Immediate	All partners
	To establish a robust monitoring framework	Develop client tracking system that allows service providers to report on performance against strategic objectives	c.£55K	2012/13	All partners (led by PKC)
	To ensure adequate service provision across all stages of the employability pipeline	To map and review current employability activities & service provision across the partners	Staff time	By end Dec. 2012	All partners (led by JCP)
	To improve communication & information flow between local partners	To develop a partnership website resource Monthly partnership e-bulletins Info. & factsheets on local provision Develop joint training/CPD for staff Develop a network/forum of training providers	Mostly staff time may be some resource req'd for website/info.	Established by end Dec. 2012 then on-going	Led by PKC Employment Initiatives Team
	To improve information & communication with clients & potential clients	Customer facing website / Facebook page One stop advice centre – The Hub/outreach Annual "event" – Employability Support, Training & Jobs Fair	Mostly staff time may be some resource req'd for website/info.	Established by end Dec. 2012 then on-going	Led by PKC Employment Initiatives Team