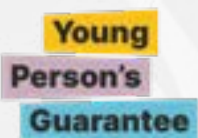




MORAY PATHWAYS

LOCAL EMPLOYABILITY PARTNERSHIP

**Delivery Plan
2022-2025**



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1.1 Background Information

Supporting people into fair, sustainable jobs is central to delivering many of the ambitions for an inclusive, sustainable economy with good population health at its core. Employability services are pivotal to avoiding the widening of social and economic inequalities. By supporting those who are most vulnerable we recognise the vital role that a range of organisations across the employability landscape play and are committed to protecting a diverse range of provision and ensuring that the right support is put into place for those who rely on these services.

2020–2022 has been an exceptional time with the onset of the COVID 19 global pandemic having significant impacts on communities, businesses and the wider economy. Reports suggest those most disproportionately impacted by the pandemic are young people, women, disabled people, those from minority ethnic backgrounds and a broader all-age group who are at risk of long-term unemployment. Therefore, strengthening the partnership working, alignment and integration of local employability services is a key contributor to economic recovery, supporting both inclusive economic recovery and social renewal to mitigate the long term scars of unemployment, poverty and disadvantage.

There has been significant investment from Local and National Government to support the delivery of employability support services and initiate labour market growth. The Moray Pathways local employability partnership is working with service users to identify local needs and make informed, evidence-based decisions that support labour market demands.

The partnership will build on the strengths of existing national and local services to better align funding and improve the integration of employability services with other support. This will ensure that services are designed and delivered around the needs and aspirations of those using our services.

1.2 Moray LEP Membership

Chair:	Local Authority Employability Lead
Deputy Chair:	UHI Moray Training Department
Members:	Department for Work and Pensions DYW Moray Integrated Joint Board member (NHS) UHI Moray Economic Development (Moray Council) HIE Third Sector Interface Moray Education (Moray Council) Community, Learning and Development (Moray Council) Enable Scotland (Moray Pathways network representative) Barnardo's Scotland (Moray Pathways network representative) Skills Development Scotland

1.3 Governance

The Moray Pathways LEP reports to the Moray Economic Partnership and the MEP reports to the Community Planning Board on progress. The Moray Economic Partnership have recently published the new Moray Economic Strategy. We currently have 4 short life working groups linking to priority themes from our action plan and the DYW Group is an associated group as has other functions with regards to education priorities, that are wider than the LEP. The partnership also link and attend a variety of other strategic groups, such as the CLD strategy group, child poverty action group, corporate parenting group and we provide data to support the Local Outcome Improvement Plans (LOIP). See diagram on page 4:

Moray Pathways Employability Partnership Governance Structure



National Context: Scottish Government: No One Left Behind

The next phase of progression towards a better aligned and integrated employability service in Scotland, will require wider engagement and partnership working with stakeholders and communities. Designing and implementing local services that are person-centred, flexible and responsive to the changing labour market, while tackling inequalities and growing our local economy, is needed now more than ever as we shape our collective economic and wellbeing response to the current public health crisis.

Representatives from Scottish and local Government as well as third and private sector providers and employers will continue to work collaboratively to develop guidance and toolkits that will support service design and delivery locally. Our commitment to increase our community engagement activity to respond to local need will support a more robust co-design and co-production model that will enhance services and expand reach in our communities.

We require a greater sustained shift towards user engagement, collaboration and improved partnership working through increased local governance. The Moray Pathways Local Employability Partnership (LEP) is progressing priority employability actions through the development of our self-improvement and delivery action plan and will continue to consult on the design of future services aligned to the No One Left Behind strategy.

The Moray Pathways (LEP) will continue to communicate and engage with stakeholders regarding local and national progress and the role we can all play in ensuring 'No One is Left Behind'.

1.4 Reporting Arrangements

Meeting will be 4 weekly, unless there is a necessity to meet in between dates in exceptional circumstances. The commissioning sub group will meet on a fortnightly basis to oversee the commissioning process and score applications as an impartial group, the minutes of these meetings will then be sent out to the wider LEP members and any objections to decisions made can be lodged. The commissioning sub group involves Moray Council, SDS, DYW Moray and DWP.

The commissioning sub group will score applications from within the following service categories:



1.5 Self-assessment

In April 2021 all members of the partnership participated in a survey to provide a self-assessment of the partnership and its functions. The actions were as follows and any outstanding have been included in section 1 of our action plan: Strengthen the functions and effectiveness of Moray Pathways.

- **Create a calendar of reporting deadlines for CPP and Moray Economic Partnership**
- **Create a local delivery plan for the LEP**
- **Expand group membership**
- **Review LEP membership & roles annually**
- **Add conflict statement to LEP Terms of Reference (TOR)**
- **Commissioning sub-group (CS) to discuss all funding bids to ensure transparency and amend TOR to show role of CS.**
- **Write demand statement to include evidence of demand, supply and need (including user feedback)**
- **Successful bidders to sign data sharing agreements with the LEP to provide relevant data on those accessing LEP funded services/provision.**
- **Commissioning framework asks that bidders have to demonstrate how communities are engaged with the design of the provision.**
- **Scottish Approach to Service design (SASD) embedded into tendering reporting process to highlight community involvement**
- **Integrate quality improvement methodology into delivery plan & commissioning framework**

2.1 Vision

In the next 3 years Moray Pathways will have maximised the opportunities provided by the transformation of Scotland's employability system through No One Left Behind and delivered outstanding and recognisable improvements in outcomes for our customers. Those improvements will have been delivered through the following strategic aims:

VISION 2022-2025

1. Strengthen the functions and effectiveness of the Moray Pathways Local Employability Partnership

Improve the governance, planning and implementation of employability support services to ensure an all age, stage provision with a person-centred tailored approach to local need and priorities, aligned to the National NOLB strategy and LEP improvement plan actions.

2. Improve employability outcomes for the people of Moray and address skills gaps in key economic sectors.

Improve the income, wellbeing and prospects of our communities with particular focus on improving access and participation from our priority groups:

- Long-term unemployed
- Physical and mental health conditions, including disabilities
- Low income families and lone parents with children experiencing poverty
- Underemployed
- Young people most at risk of not participating in learning, training or work (e.g. care experienced)
- Minority Groups
- Veteran Groups (17% of our population)

3. We will work in partnership with local employers, anchor organisations and communities to create fair jobs for the future, increasing the skilled workforce, stimulating labour market growth and enhancing local wealth.

- Maximise employer engagement, job creation initiatives and access to fair work.
- Increase skills, qualifications and qualification levels through sector based training and MA opportunities aligned to local employment opportunities and jobs of the future
- Increase utilisation of Community Benefit/wealth in procurement opportunities across the wider Employability Partnership, widening opportunities across all public sector organisations and involvement in private sector social return on investment opportunities.

2.2 Our Approach to Delivery

The Moray Pathways Local Employability Partnership will follow the following 7 key principles. These principles were written to transform Scotland's employability services in working towards creating a better person-centred system:

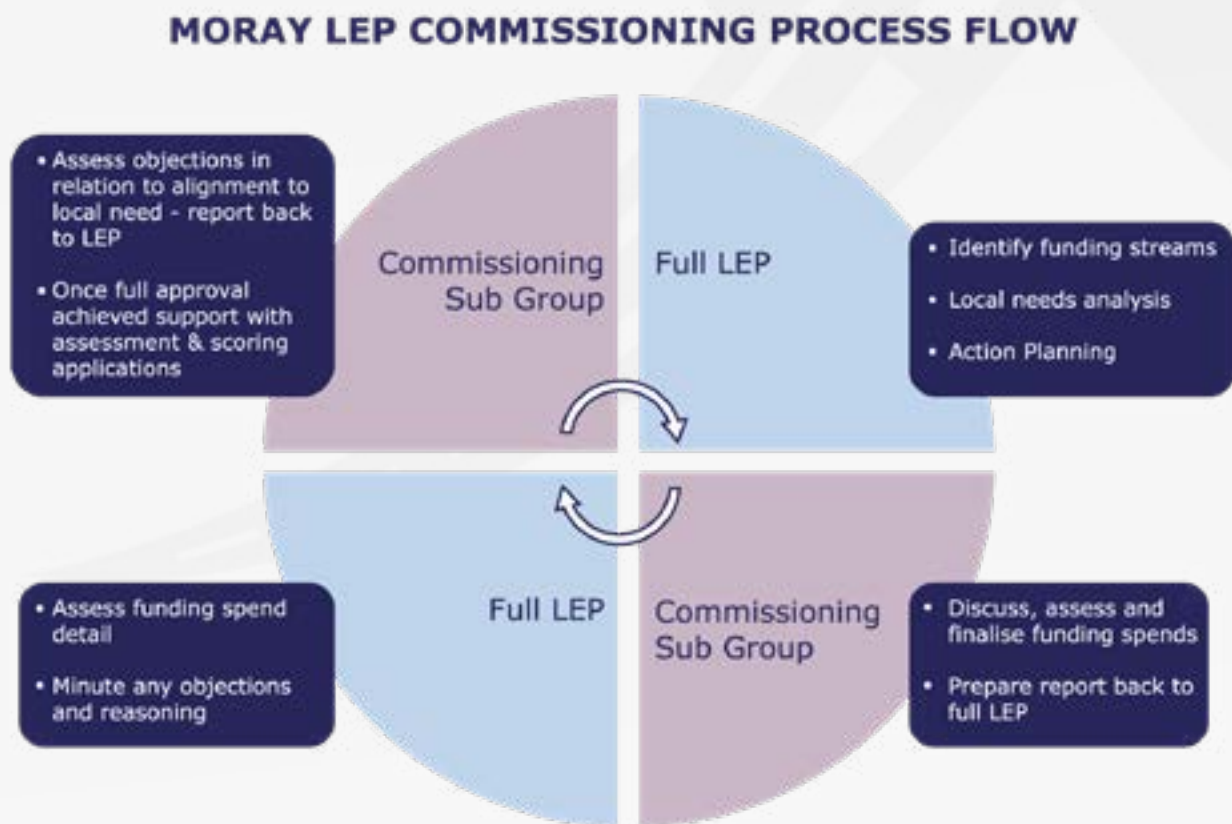
- 1. Treating people with dignity and respect, fairness and equality and continuous improvement**
- 2. Providing flexible, needs based and person-centred support**
- 3. Is straightforward for people to navigate – no wrong door**
- 4. Integrated and aligned with other services – building on the Scottish Approach to service design with the user at the centre**
- 5. Providing pathways into sustainable and fair work**
- 6. Driven by evidence including data and the experience of users**
- 7. Support more people to move into the right job, at the right time**

No One Left Behind aims to support those facing structural inequalities in the labour market. Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:



2.3 Delivery Infrastructure

Our approach to commissioning and the delivery of the plan is described in the below diagram.



On behalf of the partnership, the chair of the Moray Pathways LEP will provide quarterly reports to Scottish Government, LOIP, CLD and annual reports to SLAED.

All the partners within the Moray Pathways network will provide information and input to the Moray Pathways Local Employability Partnership group to ensure local and national reporting timescales are met and will;

- **Provide a collective leadership approach, ensuring a robust process for decision making that values the contributions of partners and contributes to improved outcomes and opportunities**
- **Develop, implement, and regularly review the delivery plan to ensure it's aligned to identified local and national priorities**
- **Agree data sharing and resource mapping communications to co-ordinate development priorities and areas of improvement**
- **Implement a scrutiny and performance monitoring framework aligned to the commissioning framework and employability delivery toolkit**
- **Engage in the commissioning process**
- **Co-ordinate an annual employability event to reflect on local success and encourage future developments**
- **Provide insight and representation of organisation and/or sector, impartially**

Section 3:

3.1 Local Economic/Labour Market Profile

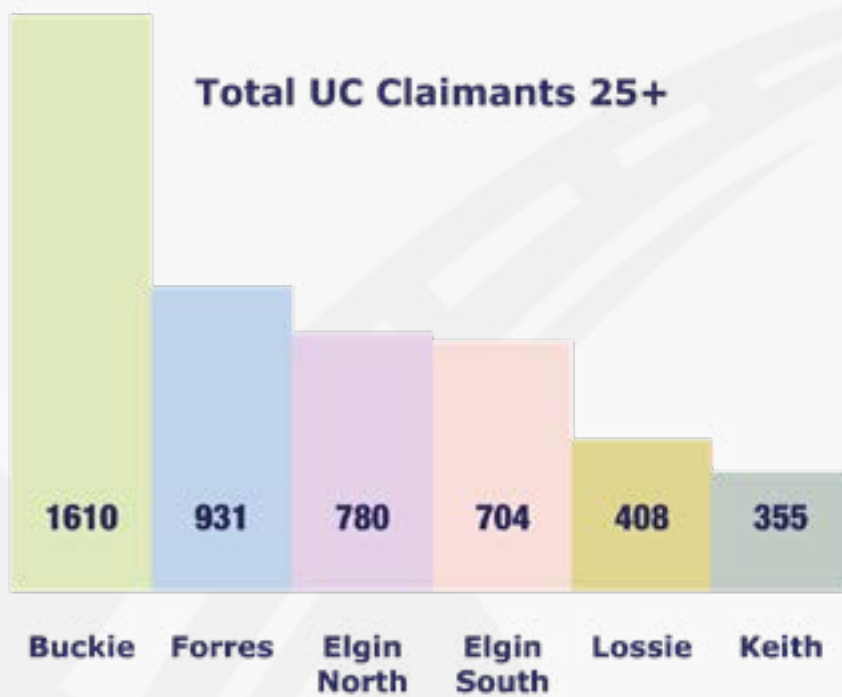
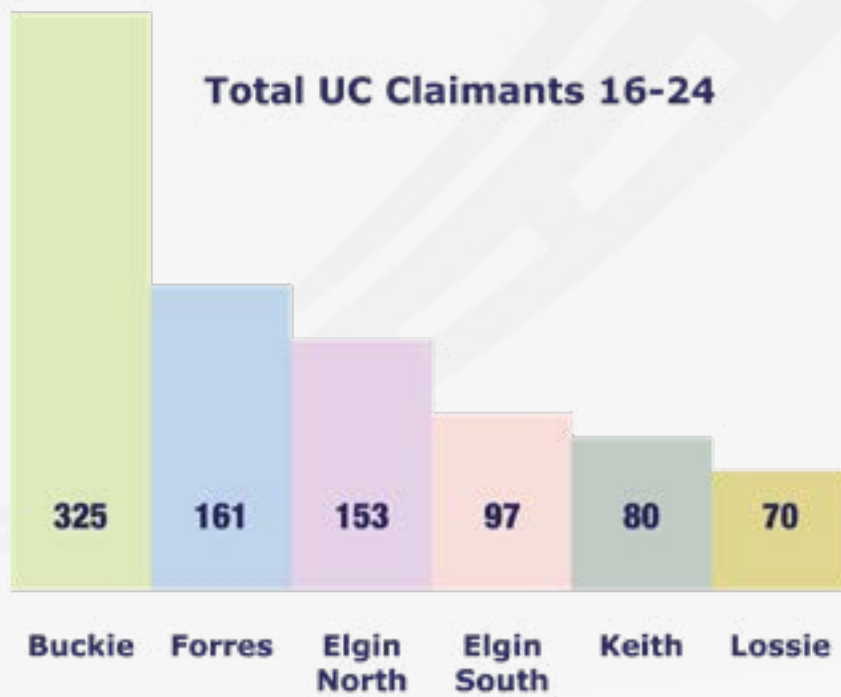
Hidden Talent

Moray has a substantial pool of hidden talent. Our services will focus on enabling people who are currently outside of the labour market to find opportunities within Moray. Our analysis* estimates the following hidden labour market groups can be supported:

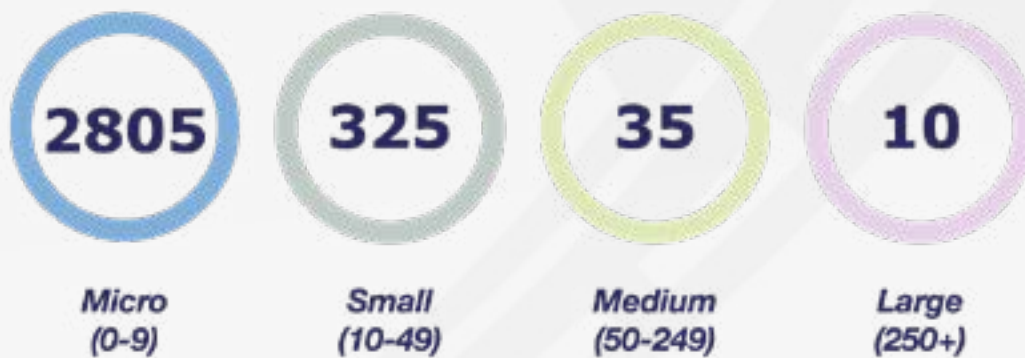


*stats combined from NOMIS (July 2022 and Stat Explore DWP system)

Geographical Approach

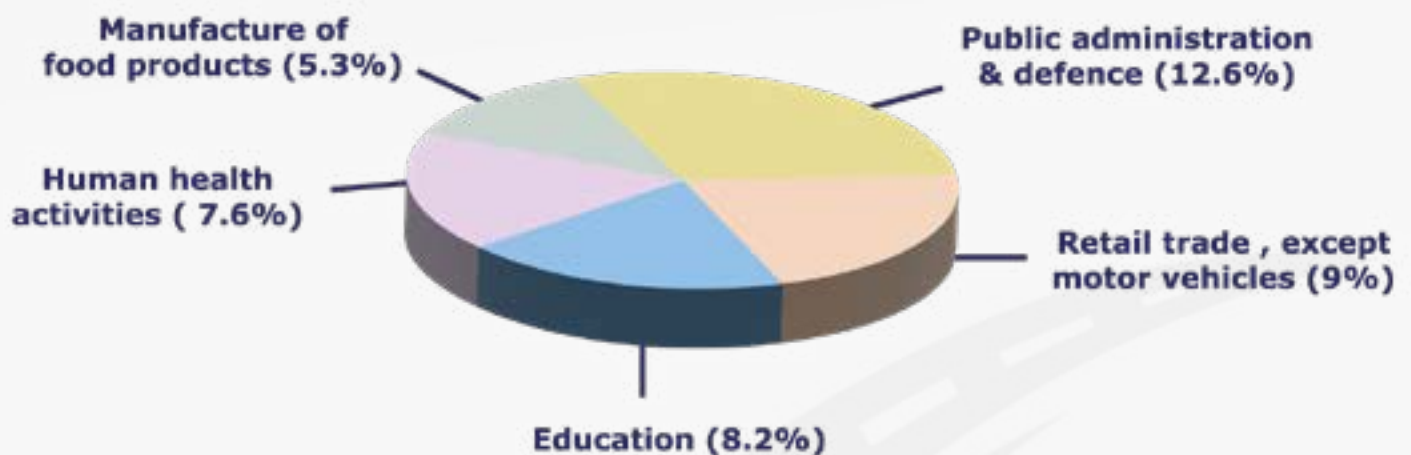


Moray Business Counts (NOMIS 2021)



High % = risk to economic stability but also opportunity for growth

Largest employing Sectors in Moray in 2021



Largest Occupations in Moray in 2021



Highest Value Sectors in the Moray Economy Forecast



Moray Growth Deal Region Growth Sectors



Times the Scottish Average

Declining Sectors



**Information from Moray Growth Deal, Regional Skills Assessment*

Section 4: Service Delivery & Impacts

4.1 Supply & Demand Mapping (See Appendix 1)

4.2 Service Delivery Priorities

Local priority target groups:

16-24	25+	Disproportionately Impacted by the Pandemic
<ul style="list-style-type: none">• People with disabilities including Mental Health• Care Experienced• Disengaged from Education, Employment, Training (NEET)• School Leavers with unconfirmed destinations & Unknown• Young people within SIMD communities• Refugees• Minority Groups• Young Parents• Low income families and lone parents• Underemployed	<ul style="list-style-type: none">• People with disabilities including mental health• Low Income Families & Lone Parents• SIMD Communities• People with disabilities including mental health• Low Income Families & Lone Parents• SIMD Communities• Long Term Unemployed (12 months plus)• Minority Groups• Ex-Offenders• Refugees• Underemployed	<ul style="list-style-type: none">• Employed low income parents (in work poverty)• Underemployed

4.3 Service Delivery Requirements and Approach

Moray Pathways Action Plan 2022-2025

1: STRATEGIC AIM: Strengthen the functions and effectiveness of Moray Pathways

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
All target groups	Commissioning Services				
	1.1 Co-ordinate the development and use of the new Dynamic Purchasing System	Moray Council	SG ESF SPF	<ul style="list-style-type: none"> All relevant provision is commissioned through the new DPS system 	KPI 1
	1.2 Integrate continuous improvement tools and community wealth building outcomes into all commissioned provision	LEP Commissioning Group		<ul style="list-style-type: none"> Increase the number of individuals engaging, participating and progressing within a range of learning, training or work opportunities. 	
	1.3 Test governance procedures when testing new dynamic purchasing commissioning system	Moray Council		<ul style="list-style-type: none"> Increase co-design and community engagement to develop services that meet local needs 	KPI 8
	1.4 Create data sharing agreements and new planning meetings to improve integration across key policy areas, including social work, justice, health, CLD and housing	Skills Development Scotland		<ul style="list-style-type: none"> Reduce the percentage of unconfirmed in annual and monthly participation measure. 	KPI 1
	1.5 Create a clear Moray Pathways communication and marketing strategy	UHI Moray Moray Council		<ul style="list-style-type: none"> Increase the number of individuals engaging with support and training, broken down into age groups and characteristics in line with local need. 	
	a) Develop opportunities for Moray Pathways practitioners to engage in professional development	Moray Council		<ul style="list-style-type: none"> Hub outcome reports. 	
	b) Evaluate the impact of the Moray Pathways hub in Elgin	Moray Council			
	c) Carry out annual self assessment	Moray Council			

2: STRATEGIC AIM: Improve employability outcomes for the people of Moray and address skills gaps in key economic sectors.

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
ALL NOLB TARGET GROUPS	<p>Identify gaps in provision for all target group customers.</p> <p>Identify relevant projects to provide training, support and supported employment options for all individuals within the target groups and addresses the identified gaps.</p> <p>Commission projects to address the gaps in provision identified from the mapping</p>	<p>Moray Council</p> <p>LEP Commissioning Group</p>	<p>NOLB</p> <p>YPG</p> <p>ESF</p> <p>SPF</p>	<p>Gaps identified</p> <p>Interventions and projects identified.</p> <p>Projects Commissioned.</p> <p>Increase the number of individuals engaging, participating and sustaining learning, training or work opportunities.</p>	KPI 1
Mental Health Conditions	<p>Work with partners [Moray Chamber of Commerce, Business Gateway, Federation of Small Businesses, TSI Moray] to identify barriers related to employers not employing people with disabilities. [Also see section 3]</p> <p>Work in partnership with Moray Health and Social Care Partnership, Moray Drug and Alcohol services and Criminal Justice to develop specific targeted provision to address mental health issues</p>	<p>Commissioned Services</p> <p>LEP Poverty Sub Group</p>		<p>Increase the number of individuals engaging, participating and sustaining learning, training or work opportunities.</p>	KPI 1 KPI 3
Physical conditions, including disabilities	<p>Deliver a test of change project supporting students with disabilities with their transition from UHI Moray.</p> <p>Work in collaboration with DWP and SDS to identify a dataset of potential people who could work and create an engagement plan with the help of health, social work and other agencies.</p>			<p>Increase in the number of employers employing individuals with recognised disabilities both physical and mental</p> <p>Increase the number of individuals achieving sustainable outcomes and contribute to a decrease in the disability employment gap</p>	KPI 5 KPI 1

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
Low income families and lone parents with children experiencing poverty	<p>Wraparound childcare project to overcome identified childcare barrier for parents entering employment & training opportunities</p> <p>Work in partnership across all key policy areas to tackle barriers to employment for parents</p>	Poverty LEP sub group	SG SPF	Increasing household income, reducing child poverty, through engaging, participating and sustaining fair work and in work skills development opportunities	KPI 4
Care Experienced Young People	<p>Improve data collection and tracking/monitoring via post school pathways planning meetings</p> <p>Collaborate with throughcare and aftercare services and childrens services</p> <p>Increase number of referrals to Mentoring Programmes</p>	<p>Corporate parenting strategic group</p> <p>Education and Employability Pillar</p>	SG ESF SG Attainment funds	Increase in the number of care experience young people participating and sustaining learning, training and/or employment	KPI 1
Ethnic Minorities (including refugees)	<p>Co-ordinate ESOL community provision to support the needs of families seeking support</p> <p>Collaborate with relevant partners to identify the specific needs of ethnic minorities to successfully move into employment or training.</p>	<p>UHI Moray</p> <p>Moray Council (Resettlement group)</p>	SG ESF SPF	Increase the number of individuals engaging, participating and sustaining a range of learning, training or work opportunities.	KPI 1
Veteran Groups	Promotion of partnership to relevant groups within armed forces organisations and veteran organisations (SAAFA & Poppy Scotland)	CLD Armed Forces Covenant Group	SG ESF SPF	Increase the number of individuals engaging, participating and sustaining a range of learning, training or work opportunities	KPI 1

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
Under-employed	<p>Identify sectors of low income</p> <p>Identify specific target group where underemployment is more common ie: lone parents/females/migrant workers/refugees/veterans</p> <p>Identify targeted approaches/provision to engaging with underemployed individuals</p>	<p>HIE SDS DWP [NOMIS]</p> <p>Child Poverty Group Parenting project DWP Armed Forces Covenant</p> <p>LEP + Commissioning Group</p>	<p>SG ESF UK GOV</p>	<p>Sectors identified</p> <p>Increase the number from the target group participating in upskilling opportunities</p> <p>Provision identified and commissioned and Increase in number of individuals using the MERI scheme as an opportunity to gain new skills/vocational</p> <p>Contribute to an increase in household income</p> <p>Accreditation and sustain employability outcomes</p>	KPI 1

3: STRATEGIC AIM: Work in partnership with local employers, anchor organisations and communities to create fair jobs for the future, increasing the skilled workforce, stimulating labour market growth and enhancing local wealth.

Target Group	Action/Intervention	Lead Partner	Source of Investment	Outcome Measures	KPI
ALL target groups	<p>Link employers within key growth sectors for all sector based provision</p> <p>Encourage employers to offer supported employment job placements for our high priority groups via the MERI scheme</p> <p>Create an employer engagement subgroup to streamline and co-ordinate employer engagement across the partnership</p> <p>Promote the fair work agenda to Moray employers including Flex Work</p> <p>Work together with employers to overcome barriers to work</p>	All partners	SG ESF	<p>Improving Fair Work within local labour market (fair rate of pay, flexible working, reasonable adjustments, etc)</p> <p>Streamline employer engagement across the partnership through the ESF commissioned programmes and the DYW employer engagement group</p>	KPI 7
ALL target groups	<p>Write an apprenticeship strategy to encourage public sector organisations to increase uptake of apprentices.</p> <p>Link employers to sector-based training provision that is commissioned</p> <p>Employ a Third Sector employer engagement worker to build the capacity of Third Sector Employers</p> <p>Create green skills provision that matches future need</p>	UHI Moray DYW SDS Moray Council		<p>Increase skills, qualifications and qualification levels through sector based training and MA opportunities aligned to local employment opportunities and jobs of the future</p> <p>Improve gender pay gap via MERI placements</p>	KPI 1

Section 5: Performance Management and Reporting

5.1: Key Performance Indicators

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
KPI 1 Increase the number of individuals engaging, participating and sustaining a range of learning, training or work opportunities.	The 2021 Annual Participation Measure in Moray: 16–19-year-olds in Moray 91.8% were in education, employment or training and personal development	92.2%	Increase by 0.4%	Datahub reports	Quarterly
	359 young people (2021-2022) and adults 25 plus participated in learning, training and work across Moray Pathways Partnership	N/A	Increase by 10%	Hanlon Moray Pathways Client Database	Quarterly
	88 progressed into employment 185 progressed into learning and training Numbers sustaining after 13, 26 and 52 weeks (not previously recorded)	N/A	Increase by 10%		
	Numbers participating and sustaining across all 7 high priority target groups (not recorded across full partnership in 2021/2022)	N/A	Baseline - 2022/2023 Increase by 5% 2023-2025	Hanlon Database	Quarterly
KPI 2 Reduce the number of young people 16-19 years with an unconfirmed status	6.3% Unconfirmed	4.6%	Reduce by 1.7%	NOLB report from Hanlon and sent to SDS	Monthly
	Annual Participation Measure (2021) 16–19 Year-Olds in Moray			Monthly Participation Measure / Data Hub reports	Annual Monthly

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
KPI 3 Reduce no of claimants with an economic inactive status	Long term Sick 4300 = 31 % Looking after Family/home: 2700 = 19.5 % Disability benefits claimants: 2688 No work requirements: 2188	29 % 17.3% N/A N/A	Reduce by 1.3% Reduce by 2.2% Reduce by 5% Reduce by 5%	NOMIS NOMIS Stat Explore Stat Explore	Annually Quarterly Quarterly
KPI 4 Increasing household income, reducing child poverty, through access to fair work and in work skills development	% Children in Childcare 24% % Children in Poverty 23.4 % % Underemployment 10.4% % of parents participating in Moray Pathways provision who have increased income (Threshold is £19,200)	27.2 % 24.3 % 8.1 % N/A	Reduce by 3.2% Reduce by 0.9% Reduce by 2.3% Increase of 15 %	Statexlore Statexplore NOMIS Hanlon Reports	Quarterly Quarterly Annually Quarterly
KPI 5 Contributing to the decrease in the disability employment gap, through skills development and access to fair work	Disability benefits claimants: 2688 No work requirements (includes disability and mental health conditions): 2188 Monthly Participation Measure – age 16-19 years – ASN numbers participating?	N/A N/A	Reduce by 5% Reduce by 5%	Statexplore Statexplore Datahub Reports Hanlon Reports	Quarterly

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator	Baseline (Scottish Average Rate)	Target	Source	Frequency of Updated Information
KPI 6 Contributing to the decrease in the digital poverty gap through skills	<p>118 One2One individual (all age) digital sessions carried out in hub in 1st year of digital project</p> <p>40% of people (all age) who received devices through Hub stated that they had low or no digital skills.</p>	<p>Lloyds Bank (2021) reports that 2.7 million (5%) people can access the Internet but lack the ability to use it to its full advantage.</p> <p>Lloyds Bank (2021) reports that 11 million people (22%) still lack essential digital skills for life, with lack of education, lower incomes, and older age all contributing to lower levels of digital skills.</p>	<p>Increase by 10% across partnership, with focus on access to digital services.</p> <p>Decrease by 5% & evidence progression of 'Essential Digital Skills'</p>	<p>Hub Digital Inclusion Project Data</p> <p>Hub Digital Inclusion Project Data</p>	<p>Quarterly/ Annually</p> <p>Quarterly/ Annually</p>
KPI 7 Improving Fair Work within local labour market (fair rate of pay, flexible working, reasonable adjustments, etc)	<p>35 (2022-2023) local employers signed up to the Young Persons Guarantee</p> <p>6 employers participated in flex works training programme</p> <p>80% of all MERI applications from local employers are paying real living wage. New phase has made this compulsory requirement.</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>Increase by 10%</p> <p>Increase by 5 %</p>	<p>Hanlon Reports</p> <p>Hanlon Reports</p> <p>Hanlon Reports</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
KPI 8 Scottish Approach to Service Design: Increase co-design and community engagement to develop services that meet the needs of users	<p>Community Engagement</p> <p>Potential qualitative user experience measures: Evaluation, alignment with Customer Charter</p> <p>X no of Case Studies</p>	<p>LEP Reporting</p>	<p>Baseline to be established in 2022-2023</p>	<p>Sources to be confirmed</p>	<p>Bi-annually</p>

Section 6: Resource Requirements

6.1 People and Organisations

Within the Moray Pathways network area there is a mixed economy of service delivery across third, private and public sectors.

Through our service mapping, evidence based planning and service user consultations the plan has been developed to meet the priorities identified within the Moray area, with resources and organisations based upon both quality of service and value for money

Investment Summary (2022-2023)

<p>NO ONE LEFT BEHIND YOUNG PERSON'S GUARANTEE PARENT EMPLOYABILITY</p> <p>SUPPORT FUND NO ONE LEFT BEHIND (25+), LTU Employer Grants funding</p> <p>£1,080,709.37m</p>	<p>CHILD POVERTY FUND - ADDITIONAL INVESTMENT FOR THE PARENT EMPLOYABILITY SUPPORT FUND <i>Speculative allocation</i></p> <p>£1,009m</p>
<p>EUROPEAN SOCIAL FUND CHALLENGE FUND <i>(Commissioned to third sector/ public sector organisations until end of March 2023)</i></p> <p>£800k</p>	<p>SHARED PROSPERITY FUND <i>(People and skills)</i></p> <p><i>Speculative allocation</i> £1,505.75m</p>

6.2: Contact Us

Moray Pathways Employability and Training Hub
Francis Place, Elgin, IV30 1LQ

moraypathways@moray.gov.uk

moraypathways.co.uk



Appendix 1: Interventions and Provisions Mapping Document

Intervention	Description	Providers
Referral and Engagement Activity	Registration and initial action plan, detailed assessment of support needs and barriers to progression such as qualifications, experience, core skills, housing, drugs & alcohol, confidence, motivation, personal finance, health etc), creation of a detailed action plan.	<ul style="list-style-type: none"> • Moray Council Employability Team (keyworkers) • Moray Council Youth Work Team • Social Work – Throughcare Aftercare, Community Justice, Drug & Alcohol Partnership etc. • DWP Work Coaches • Fairstart Keyworkers • Autism Initiatives Service • SDS • Moray College Student Services • Guidance Teachers in Secondary Education • Armed Forces Support Organisations (AWS, CTP, Poppy Scotland, SSAFA) • NHS - CAMHS
Case Management	Key worker/Adviser support to manage progression through action plan, follow up meetings, tracking progress, engagement, continuous assessment, making referrals, advocating, reviewing and updating action plan.	<ul style="list-style-type: none"> • Moray Council Employability Team (keyworkers) • DWP • SDS • Moray Pathways Barnardo's Keyworkers • Moray UHI • Moray Council – Social Work Team
Money Management/ Debt Advice	<ul style="list-style-type: none"> • Financial health check, benefits advice, managing debt, setting up bank accounts, • Living on a budget management advice and support • Better Off In Work Calculations 	<ul style="list-style-type: none"> • Citizens Advice Bureau • Money Advice Moray • Child Poverty Workers – if parent with child at school age • Moray Food Plus • DWP • Adult and families CLD Team • Social Security Scotland • Fair Start?

Intervention	Description	Providers
Health and Wellbeing	<ul style="list-style-type: none"> • Health assessments, condition management plans and Social Prescribing • Occupational Therapy, Mental Health Support, substance abuse support, • Counselling and other health interventions • Healthy living and diet advice. 	<ul style="list-style-type: none"> • Organisations with a sole focus on Health & Wellbeing: • Crossreach • Rowan Centre / GPs/ NHS teams / Health point • Arrows, Moray Drug and Alcohol Partnership • Moray Leisure Centre / Moray Sports Centre • Occupational Therapist team (Health & Social Care Moray HSCM) • SamH • Moray Wellbeing Hub • R-evolution for Good (Life coaching) • Action For Children – AB56 Futures • Moray Food Bank • • Organisations who offer H&W services as part of their larger service offer: • Moray School Bank • Moray College UHI Counselling Service • Moray College UHI College Employability Courses - health & wellbeing support as part of the course. • Mentoring Young Talent Project • Youth Café - Community Kitchen (EYDG) • SAAFA / British Legion/ Army Welfare Service • Poppy Scotland • Aberlour Youth Trust – peer mentoring • Women’s Aid • Penumbra services (18 plus)

Intervention	Description	Providers
Personal and Social Development	<ul style="list-style-type: none"> • Confidence Building/Motivation –including outdoor learning, creative arts and other group work opportunities • Personal Development, Personal Presentation, Problem solving, Communication /ESOL • Digital Skill Literacy • Work Preparation 	<ul style="list-style-type: none"> • Outfit Moray, N4H, Duke of Edinburgh, Wildthings, Ace Adventures, Active Schools • Youth work partnership max risk school leavers programme & Summer / Winter Programmes • CLD Accreditation capacity building • Moray UHI • LEAD Scotland • Digital Literacies support – MP Hub & outreach • FACT • CLD Adult and Family Learning team • Moray Library Services (ICT drop-in) • Findhorn Bay Arts , Moray Arts Development E (MADE) • Lossiemouth Entertainment Academy

Appendix 2: Detailed SWOT

Strengths	Weaknesses
<p>Monthly Participation Measure April 2022 (16-19 years) 89.4%</p> <ul style="list-style-type: none"> 021-2022 78% of participants engaged with the Moray Council Employability team are participating in Moray Pathways training and employment opportunities Employment rate 75.3 % Moray, 73.5 Scotland Moray Employer Recruitment Incentive, no on placement and no sustained <p>Moray LMI – Growth/High Replacement Demand Sectors (SDS RSA)</p> <ul style="list-style-type: none"> Human health & Social Work Public Administration and defence Professional and scientific technical activities Education Administrative and support service activities <p>In the Moray Growth Deal Region, Manufacture of Beverages was the greatest specialism, with the percentage of employment in this sector 7 times the Scottish average. Other sectors that had above average concentrations in the Moray Growth Deal Region included:</p> <ul style="list-style-type: none"> Manufacture of Textiles (6.7 times as concentrated) Forestry and Logging (5.0 times as concentrated) Manufacture of Food Products (4.1 times as concentrated) Fishing and Aquaculture (3.7 times as concentrated) <p>Apprenticeships:</p> <ul style="list-style-type: none"> As of 31 December 2021, there were 665 Modern Apprentices in training (SDS) From 1 April to 31 December 2021, we supported 249 The Modern Apprenticeship achievement rate in Moray is 70.7%F 	<p>16–24-year-olds UC Claimants (May 2022) Total 995</p> <p>25 plus UC Claimants (May 2022) Total 5648</p> <ul style="list-style-type: none"> The 2021 Annual Participation Measure in Moray shows 16–19-year-olds in Moray 91.8% were in education, employment or training and personal development % Economic Inactive/long term sick/disabled rate 30.5 % and Scotland average 28.7% % Gender Employment gap 8.5 % and Scotland 5.1 % Underemployed rate 10.4 % Moray, 8.1 % Scotland Percentage Of Households That Are Workless – 15.5% (NOMIS 2020) 6.3% Unconfirmed – Participation Measures 16–19-Year-Olds in Moray 3 X Breakfast club and after school providers across Moray Employers believe that a number of young people lack the basic life skills needed for work, like personal responsibility, concern for others and listening skills. (DYW Positive Futures Survey) Rurality of the region – transport provision/ rural poverty Lack of Childcare Provision – Nursery & Before/After School Care Lack of apprenticeship availability is perceived as main barrier Lack of awareness on where to seek information regarding Apprenticeships Outside of 'traditional' there is significant desire for apprenticeships in Hospitality, Business, and Education Recruitment Crisis affecting Hospitality, Manufacturing, Construction sectors

Opportunities	Threats
<ul style="list-style-type: none"> • Increase number of providers offering breakfast/ after school support to parents (wraparound) • Moray Pathways new employability support and sector based investment into new provision • MERI funding • Moray Growth Deal • Just Transition Fund, Shared Prosperity Fund & Child Poverty funding • Green jobs • Digitalisation/AI • Moray College FE and HE Provision • Level 4/5 Foundation Apprenticeships • Real Living Wage Drive <p>Largest employing sectors in Moray in 2021 Public administration and defence 12.6%, Retail trade, except of motor vehicles 9%, Education 8.2%, Human Health Activities 7.6%, Manufacture of Food Products 5.3%</p> <p>The largest occupations in Moray in 2021 Elementary Occupations: Clerical and Services related 10.2%, Administrative Occupations 8.2%, Corporate Managers 7.6%, Sales Occupations 6.9%, Skilled Metal and Electrical Trades 6.6%</p> <p>The highest value sectors in the Moray economy were forecast to be: Manufacturing £629m Real Estate Activities £273m Human Health and Social Work Activities £231m</p>	<ul style="list-style-type: none"> • Economic impact and funding re sustainment of supported job opportunities • Continued funding/Term of Funding/Political/ Policy Change • Partnership commitment • Provider commitment/ability/capacity re delivery • Impact of COVID pandemic on health, economy and already marginalised groups, greater equalities divides • Poverty: In Work Poverty, Child Poverty & Fuel Poverty • Economic Growth Rate locally <p>Moray Business Counts (NOMIS 2021) Micro (0-9) 2805 businesses – high % = risk to economic stability but also opportunity for growth Small (10-49) 325 businesses Medium (50-249) 35 businesses Large (250+) 10 businesses</p> <p>Moray LMI - Declining Sectors (SDS RSA) Accommodation and food service Construction Arts, Entertainment, and recreation</p> <p>Over the longer term (2024-2031) employment within Moray is forecast to decrease. In 2031, it is forecast that there will be 1,000 fewer people in employment compared to 2024. (SDS RSA)</p> <p>In 2020-21, 43 pupils started Foundation Apprenticeships in schools at SCQF Level 4-6 in Moray.</p> <p>In 2020-21 there were 10 registered Graduate Apprentices with a home address in the local authority and 12 registered with employers based in the area</p>