

Discover Work Action Plan 2022-2027

Strategic Goal 1 of 3

1. Strengthen the functions and effectiveness of Discover Work

Measures of Success

- New governance structure in place with strategic leads and delivery group members contributing
- Roles and responsibilities (strategic leads and delivery groups) articulated on paper and demonstrated through behaviours
- Fully established Programme Management Office
- Redesigned and co-commissioned Discover Work Service for 2023/24 and beyond
- Greater integration and alignment of services provided by all employability providers with less duplication
- Improved range and coordination of employability providers

Top Line Action Areas

1.1. Implement revised governance arrangements and strategic membership within the partnership

1.1.1. Publication of new Discover Work Strategy, Action Plan & Delivery Plan for 2022-2027 outlining our shared vision

- 1.1.1.1. Absorb structure / content of No One Left Behind Delivery Plan template into Strategy and Action Plan
- 1.1.1.2. Absorb Self-Assessment Actions into final Strategy and Action Plan for implementation

1.1.2. Agree & implement revised structure and membership to achieve stronger links between strategy & service delivery

- 1.1.2.1. Make sure we have the appropriate representation at strategic level for direction and decision-making
- 1.1.2.2. Chairperson to engage with key stakeholders currently not represented to ensure equitable representation
- 1.1.2.3. Implement Framework for Local Employability Partnerships as a baseline for our new Terms of Reference
- 1.1.2.4. Update Terms of Reference to include Risk Register, Standing Agenda Items, and other items identified in Self-Assessment

1.1.3. Clarify roles, responsibilities and expectations of members and reporting arrangements

- 1.1.3.1. Reaffirm commitment to a clear separation of functions between strategic decision-making and operational service delivery
- 1.1.3.2. Embed the recently agreed Partnership Agreement between Scottish Local Government (LG) and the Department for Work and Pensions (DWP) - strengthening support for local collaboration managed through Local Employability Partnerships
- 1.1.3.3. PMO to support strategic leads to scale up, define roles and responsibilities, and inform effective decision-making

1.1.4. Build a stronger relationship with the wider Dundee Partnership (Community Planning Partnership) to increase awareness and ensure impact of the Discover Work Partnership is valued and discussed by CPP Boards to ensure their support and guidance

- 1.1.4.1. Ensure CPP Boards have employability services/outcomes as a periodic item on CPP agenda

1.1.4.2. Formalise links to Child Poverty Action Plan, Drugs Commission, Community Wealth Building and other cross cutting priorities

1.2. Reconfigure the partnership to have appropriate delivery groups which will be accountable for performance and progress with agreed priorities

1.2.1. Create delivery groups reflecting the priority customer groups and employers

1.2.1.1. Ensure clear leadership for each delivery group is agreed by strategic members

1.2.1.2. Develop terms of reference for delivery groups, including function and scope, to ensure alignment with strategic members

1.3. Increase the Partnership's capacity and ability to: drive our strategy, action plan and delivery plan; communicate effectively; monitor, manage and report performance; maximise funding opportunities; analyse, use, disseminate, and respond to data; identify opportunities for continuous improvement; etc.

1.3.1. Pursue the full implementation of the Programme Management Office to support the delivery of our Strategy, Action Plan & Delivery Plan

1.3.1.1. Complete the recruitment of remaining posts to provide capacity, skills, knowledge, experience and competencies required to undertake each function

1.3.1.2. Formalise the commitment of other corporate contributions required to undertake each function

1.3.1.3. Develop a central point / resource / tool to enable the gathering and reporting of partnership wide performance

1.3.1.4. Sharing of data between partners to be actioned – review of how other groups undertake this and implement

1.3.2. Define individual roles and responsibilities that will lead to a better understanding of each partner organisation's targets and goals that can then be used to support our strategy, action plan and delivery plan

1.4. Redesign the Discover Work Service to maximise and deliver the opportunities brought by the transfer of funding from Scottish Government to the Discover Work Partnership

1.4.1. Review previously agreed Principles for Discover Work Service (as per Challenge Fund framework)

1.4.2. Adopt Scottish Approach to Service Design, Key Principles for the Transformation of Scotland's employability services, and National Products (No One Left Behind principles – Customer Charter, Service Standards, Shared Measurement Framework, Continuous Improvement)

1.4.3. Respond to Fairness Commission recommendations and seek insight from others with lived experience accessing employability services

1.4.4. Use Service Design Model to facilitate redesign of delivery models and potential interventions to meet customer need

1.4.5. Co-commissioning of Discover Work Service for April 2023/24 (end of Employability Pathway, exit from European Social Fund, end of Fair Start Scotland, emergence of UKSPF, Phase 3 of NOLB)

1.4.6. Gain full clarity on the scope of opportunities provided by the UK Shared Prosperity Fund (as successor to European Social Fund), Tay Cities Deal, and the increased devolution of funding from Scottish Government

1.5. Simplify the local Employability Landscape

1.5.1. Increase awareness of Discover Work brand as a single point of access for all employability support (see Strategic Goal 3)

1.5.2. Improve the range and coordination between existing employability providers

1.5.3. Remove duplication through use of the [5 Stage Employability Pipeline](#) approach to align services / interventions

1.5.4. Greater integration and alignment of services provided by all employability providers to support customers and employers more effectively, including:

- Further review of employability teams within the Council
- Building on the Third Sector's consortia approach

1.5.5. Maximise use of the redesign and co-commissioning process to generate positive responses from employability providers

1.5.6. Improve access, connectivity and collaboration between services / interventions

1.5.7. Specify, commission and implement new operating and management information system for the Discover Work Service

1.5.7.1. Ease of access to services via self-referral as well as partner organisations

1.5.7.2. Facilitate the 'tell your story once' approach

1.5.7.3. Ease of access to multiple interventions between employability providers

1.5.7.4. Simplify the storing and sharing of information between employability providers previously reporting via different funding streams

1.5.7.5. Include customer feedback mechanism

Strategic Goal 2 of 3

2. Improve employability outcomes for customers

Measures of Success

- Increase customer referrals from wider health, social work, community justice, and housing services
- Increase job opportunities promoted through the Discover Work
- Increase in training and development opportunities for employability practitioners
- Reduce the gap between Dundee City and the Scottish Average in key economic indicators relating to participation, employment and poverty
- Increase focus on skills development and supporting individuals through employability initiatives to meet demands of the jobs market
- Biannual report on Local Labour Market Information
- Improved understanding and perception of Discover Work
- Coordinating partnership organisations and employability providers through active performance management

Top Line Action Areas

2.1. Analyse the labour market as a whole to identify areas that present the greatest opportunity for improvement

2.1.1. Understand the labour market, the volume of people out of work, experiencing in work poverty, and their circumstances

2.1.2. Focus delivery groups on Discover Work's priority customers groups (reflecting those out of work and those experiencing in work poverty)

2.1.3. Be clear about what is available to customers rather than what customers want, and manage employers' expectations of the labour pool

2.1.3.1. Carry out analysis exercise

2.1.3.2. Provide up to date and clearly presented information and insights about jobs and careers

2.1.3.3. Inform and upskill our employability practitioners to influence and direct customers to the jobs that are available

2.2. Understand and meet the need of every customer

2.2.1. Understand the real-life challenges preventing customers progress towards & within employment

2.2.1.1. Engage with customers e.g. focus groups, and incorporate service design principles to take suggested actions forward

2.2.1.2. Create a systematic and structured approach to community engagement and use of customer feedback to help shape Discover Work and improve outcomes

2.2.1.2.1. More effective engagement with communities by utilising links with local Community Planning teams, Fairness Commission, third sector and others who already have an imprint within communities

- 2.2.1.3. Integrate the Discover Work into a wider range of relevant services (e.g. health, social work, community justice, and housing) for individuals and their families – e.g. develop ‘Stage 0’
- 2.2.1.4. Inform and upskill providers of others services (health, social work, community justice, housing) about what employability is, how it fits in and may benefit their customers
- 2.2.1.5. Enhance customer access to services and supplies (e.g. digital / IT equipment, broadband, transport) to increase engagement and participation

2.3. Address skill shortages in key economic sectors

- 2.3.1.** Engage and work with relevant partners in Dundee and the wider region to coordinate approaches
 - 2.3.1.1. Influence and participate in the development of the Tay Cities Region Deal to gain value from the skills and employability programme
 - 2.3.1.2. Think pan-regionally about key growth sectors and high replacement demand by focussing on skills shortages and employability
- 2.3.2.** Maintain and develop our relationships with the ‘key employers’
 - 2.3.2.1. Enhancing links with other business engagement activities (e.g. inward investment, sector development, DYW)
 - 2.3.2.2. Adopt a ‘neutral’ model for Discover Work’s business engagement activities
- 2.3.3.** Refocus the skills and employability landscape on key growth and high replacement demand sectors
 - 2.3.3.1. Step up pace of sector-specific academies
 - 2.3.3.1.1. Coordinate Discover Work to ensure it is a joint approach
- 2.3.4.** Co-create large scale skills and employability interventions with employers and relevant partners in Dundee and the wider region
 - 2.3.4.1. Manage effective coordination amongst partners including employability providers

2.4. Improve delivery and impact of Discover Work

- 2.4.1.** Host annual performance review conference, providing an opportunity for all partners, employability providers and key stakeholders to reflect on progress made, current issues and challenges, and appropriate prioritisation and target setting for next 12 months
- 2.4.2.** Enhance the capacity and ability of the partnership to monitor and improve its performance and better understand the impact that it is making
- 2.4.3.** Understand current problems and challenges in current service delivery
 - 2.4.3.1. Understand the data
 - 2.4.3.2. Undertake data analysis to identify priority localities and communities
 - 2.4.3.3. Draw on data analysis to enhance understanding of progress and identify priorities for further action
 - 2.4.3.4. Establish regular systematic feedback from employers (annual) and customers (ongoing) who access Discover Work

2.4.3.5. Ensure meaningful follow up and learning from feedback is actioned as appropriate

2.4.4. Gather and share high quality data and information that transforms delivery by partners and employability providers

2.4.5. Identify areas of improvement for service delivery

2.4.5.1. Engage our existing partners and employability providers on current approach to delivery

2.4.5.1.1. Make clear the need for employability providers to respond to and deliver our visions

2.4.6. Attract, retain and upskill employability practitioners

2.4.6.1. Offer improved terms and conditions / fair work practices

2.4.6.2. Where possible, make multi-annual funding commitments when co-commissioning services

2.4.6.3. Improve the quality and capability of employability practitioners

2.4.6.3.1. Develop and implement a collaborative workforce development programme

2.4.6.3.2. Identify partners and employability practitioner skills gaps

2.4.6.3.3. Develop a long-term coordinated staff development / training programme (including a common induction process) to enhance skills, share practise and get to know respective services

2.4.7. Deliver our commitment to ensuring a level playing field between all employability providers

2.4.7.1. Understand the current spend, proportions, returns on investment, performance, delivery of commitments and adherence to all other requirements

Strategic Goal 3 of 3

3. Establish, promote and increase awareness of Discover Work

Measures of Success

- Establish and operate co-location as partnership
- Neutral single point of contact established by partners
- Increase volume of first contacts (ease of access for referral)
- Increase web traffic/social media engagement
- Increased use of Discover Work branding (Hash tagging/ Twitter handling)
- Regular case studies and good news stories to publish on behalf of the partnership

Top Line Action Areas

3.1. Co-locate services in a city centre or other easy to access location

3.1.1. Create 'cluster' of partner organisations in one place within the city

3.1.2. Explore and agree potential timeframe which accounts for range of variables (existing arranges, tenancies, interested parties, etc.)

3.2. Create a single point of contact for access to Discover Work

3.2.1. Explore option of a single hotline number and / or mailbox and how this would work
3.2.1.1. Adopt a 'neutral' model for this while accounting for resources requirements

3.3. Deliver effective and consistent communication relating to the Discover Work

3.3.1. Develop and implement a revised, simple and accessible communications & marketing plan including refreshed website & promotional / social media activity
3.3.1.1. Embed adherence as a funding requirement when appointing employability providers
3.3.1.2. Create preferred communications method for our target audiences
3.3.1.3. Explore the potential use of technology to improve communication
3.3.1.4. Coordinate an improved social media presence (e.g. Facebook, LinkedIn, etc.)

3.4. Provide good practice that can be shared between all partners

3.4.1. Put in place a joined-up approach to sharing good practice across Discover Work, including good news and testimonials, to increase positive publicity and the awareness and effectiveness of delivery