



Strategy

2022 - 2027

**Transforming Employability
for a new Dundee**

discoverworkdundee.co.uk

Foreword



We must improve employability outcomes in Dundee.

For the first time in a generation, the number of jobs in Dundee is increasing rapidly. Thanks to key regeneration projects including the Waterfront and Michelin Scotland Innovation Parc, and growth in key sectors - public sector agencies, tourism, digital, and life sciences, our residents have new, diverse employment opportunities. Our rate of employment is at its highest for over 20 years.

However, many Dundonians struggle to find their way into employment. We estimate there is a hidden talent pool of around 10,000 people in the city. As an employability service, Discover Work must capitalise on developing opportunities and support these people to move into the world of work.

There is strong evidence to show that employability interventions can deliver significant reductions in the need for mental health services, as well as other emergency and frontline services.

Imagine the talent that could enter the workforce if we can remove barriers to employment. Imagine the positive contribution we can make to the city's longstanding problems in poverty, substance misuse and youth attainment if we can connect with our colleagues in frontline services across the city.

We can't accept the old wisdom that these problems will always exist in Dundee because of its historic problem of deprivation. Dundonians have shown time after time, that when they are given the opportunity to work, they rise to the challenge and produce exceptional results. A transformation in employability is needed.

To achieve that transformation, we need to rethink the way we do business. The network of employability agencies needs to change the way we work.

The Discover Work Partnership makes a commitment in this strategy to deliver change and improve outcomes. We call on all partners in the city to support us in making that vision a reality.

Simon Hewitt
Chairperson
Discover Work Partnership

Robin Presswood
Executive Director of City Development
Dundee City Council

Introduction



Discover Work Partnership

The **Discover Work Partnership** is Dundee's Local Employability Partnership. It is a multi-agency approach with shared objectives, the alignment of efforts and the commitment of resources relating to employability. To date, the Discover Work Partnership has been formed by members including Skills Development Scotland, Dundee and Angus College, Department for Work and Pensions, Dundee City Council, Third Sector Interface, Developing the Young Workforce, Health and Social Care Partnership, NHS Tayside and Fair Start Scotland.

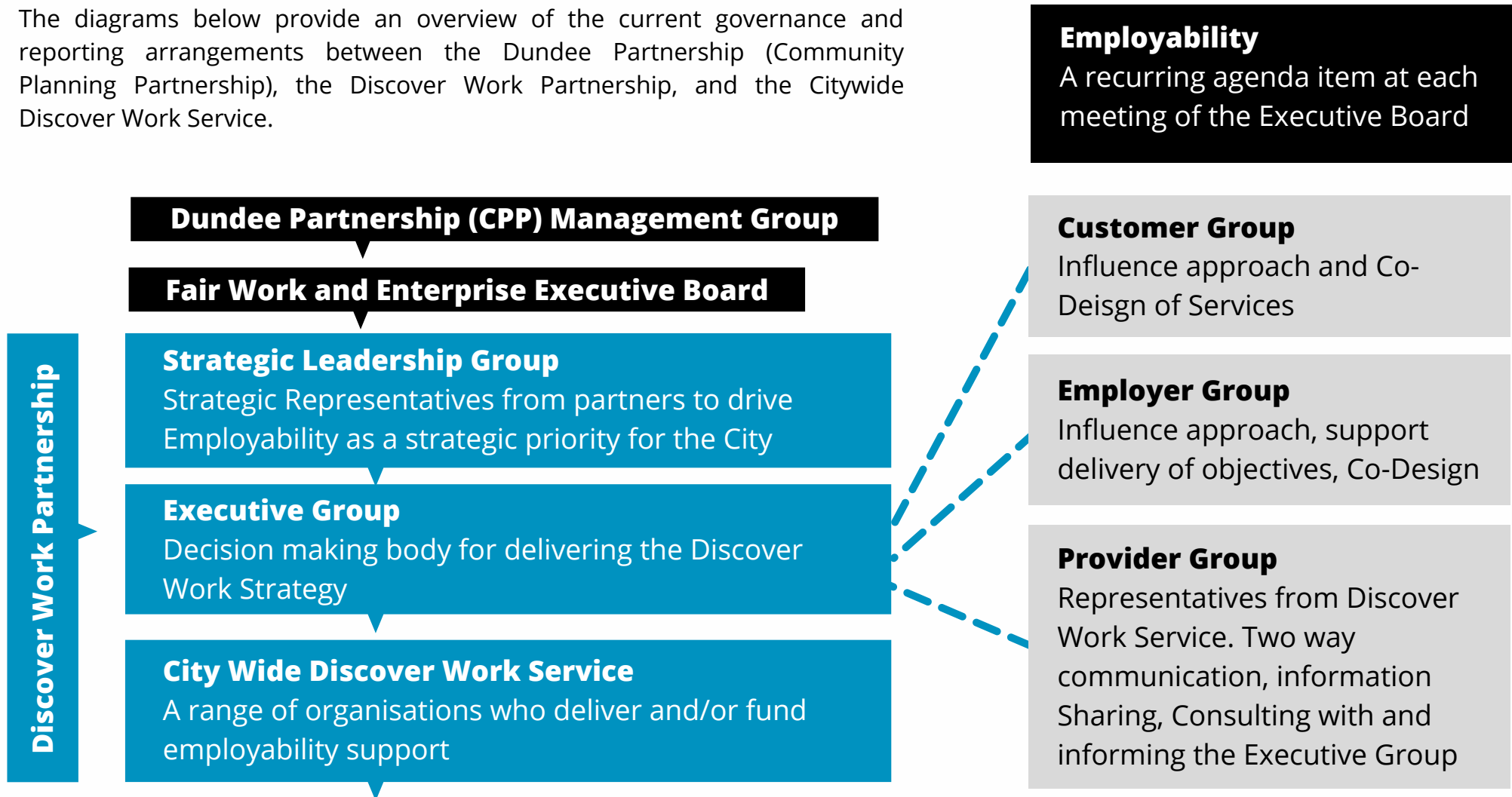
We aim to make improvements in the labour market that meet employer demand and in doing so, increase the level of employment in the city, reduce the level of benefit claimants, improve productivity and take steps to address in-work poverty. Where possible, we will also co-commission services, invest funds and monitor the performance of employability providers. Ultimately, the Discover Work Partnership has an aspiration to better monitor and improve the impact of our **Discover Work Service**.

Discover Work Service

The **Discover Work Service** represents all resources of employability support delivered in Dundee including those funded and delivered by members of the Discover Work Partnership. Existing provision within the Discover Work Service includes Careers Information and Guidance, Jobcentre Plus, Fair Start Scotland, an Employment Support Service, Healthcare Academy and an Employability Pathway funded by a pool of resources between Dundee City Council, Employability Providers including those belonging to the Third Sector, No One Left Behind, Parental Employment Support, Young Persons Guarantee and the European Social Fund.

Discover Work Partnership - Governance Structure

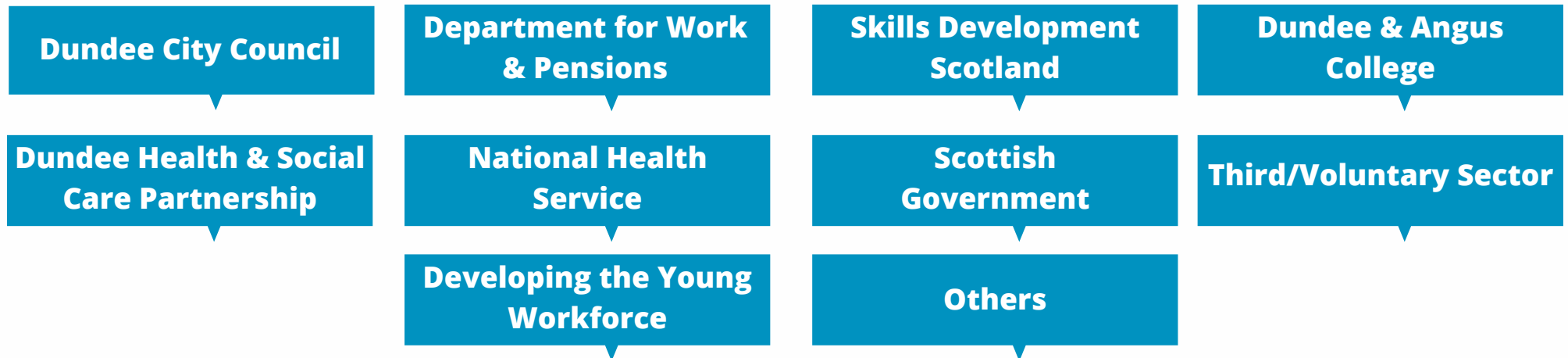
The diagrams below provide an overview of the current governance and reporting arrangements between the Dundee Partnership (Community Planning Partnership), the Discover Work Partnership, and the Citywide Discover Work Service.



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City Wide Discover Work Service

A range of organisations who deliver and/or fund employability support with examples provided

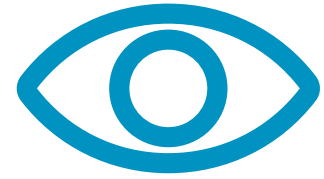


- Employability Pathway
- Fair Start Scotland (NOLB Phase 3)
- Employment Support Service
- Healthcare Academy

- National Third Sector Fund
- Modern Apprenticeships
- Sector specific Training Academies
- Others

Vision

2022 - 2027

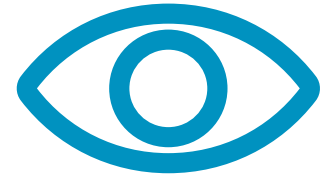


In the next five years, Discover Work will be considered a leader in its field in Scotland. We will have maximised the opportunities provided by the transformation of Scotland's employability system through No One Left Behind and delivered outstanding and recognisable improvements in outcomes for our customers. Those improvements will have been delivered through:

1. An evidence-based approach to targeting our services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. In doing so, we will have improved access to our service for:
 - **Those who are long-term unemployed**
 - **Those with physical and mental health conditions, including disabilities**
 - **People requiring specialist support to access the workplace**
 - **Neurodiverse people (e.g. Autism)**
 - **Families with children experiencing poverty**
 - **Lone parents**
 - **Women returners**
 - **Young people at risk of not sustaining a positive destination (e.g. those with experience of care)**
 - **Those with convictions or an offending history**
2. A strengthened Discover Work Partnership, with increased capacity and effectiveness at both strategic and operational levels
3. A widely recognised Discover Work brand, which helps customers and employers find the right support with ease of access
4. The supply of high quality information on current and emerging jobs and skills requirements

Vision

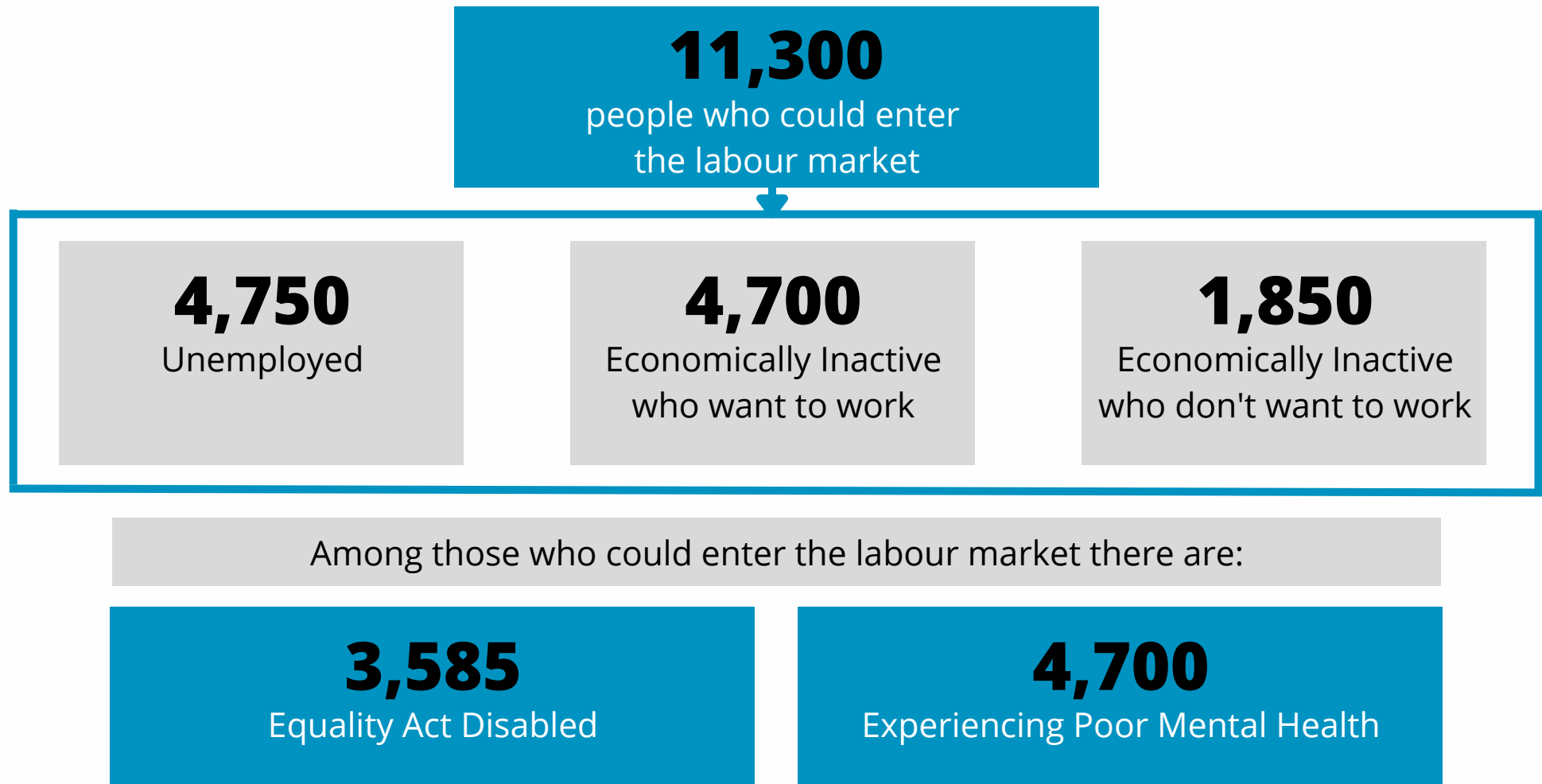
2022 - 2027



5. The delivery of services that enhanced the skills of customers to meet the needs of key sectors experiencing growth or high replacement demand
6. Improvements in the design and performance of **all components** of the Discover Work Service, including:
 - An increased understanding of service offers provided by all partner organisations (e.g. Skills Development Scotland, the Department for Work & Pensions, Developing the Young Workforce)
 - A streamlined approach to coherent service delivery, including improvements in the range and coordination of employability providers
 - A strategic approach to the investment of funding and co-commissioning of services
 - A simplified approach to employer engagement through resources released by a decluttering of the employability landscape
 - A truly person-centred Discover Work Service, which is integrated into a wider range of holistic support (e.g. health, social work, community justice, housing) for customers furthest from work, their families, and those experiencing in work poverty
7. An increase in the capacity and skills of employability providers through a well-developed collaborative approach
8. An evidence-based approach to continuous improvement including robust performance management, learning from customer experience, data analysis and the refinement of services as required

Hidden Talent

Dundee 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 in our city's thriving economy. Our analysis* estimates the following hidden labour market groups can be supported:



*Sources include: DWP Stat Xplore; End Child Poverty; NOMIS; ONS; Scottish Government; Skills Development Scotland; UK Government. As per analysis undertaken April 2022.

Our Aims In Numbers

In real terms, **we must reduce unemployment and economic inactivity by at least 1600 people*** to bring Dundee in line with the Scottish average (950 unemployed people and 650 economically inactive people who want to work).

As subsets of the 1600 people, we aim to achieve the following improvements:

900 more

disabled people into
work (including
mental health)

Focus on

Coldside, Lochee,
East End, and North
East electoral wards

126 more

16-19 year olds in
positive destinations

700 fewer

workless households

225 fewer

children in workless
households

*Sources include: DWP Stat Xplore; End Child Poverty; NOMIS; ONS; Scottish Government; Skills Development Scotland; UK Government. As per analysis undertaken April 2022.

1. Strengthen the functions & effectiveness of Discover Work

Top level actions

Measures of success

Implement revised governance arrangements and strategic membership within the partnership

New governance structure in place with strategic leads and delivery group members contributing

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

Roles and responsibilities (strategic leads and delivery groups) articulated on paper and demonstrated through behaviours

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.

Fully established Programme Management Office

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

Redesigned and co-commissioned New Discover Work Service for 2023/24 and beyond

Simplify the local Employability Landscape

Greater integration and alignment of services provided by all employability providers with less duplication

Improved range and coordination of employability providers

2. Improve employability outcomes for customers

Top level actions

Measures of success

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

Biannual report on Local Labour Market Information

Increase job opportunities promoted through the Discover Work

Understand and meet the need of every customer

Increase customer referrals from wider health, social work, community justice, and housing services

Address skill shortages in key economic sectors

Increase focus on skills development and supporting individuals through employability initiatives to meet demands of the jobs market

Improve delivery and impact of 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

Improved understanding and perception of Discover Work

Coordinating partnership organisations and employability providers through active performance management

Action Plan - Strategic Goals

3. Establish, promote & increase awareness of Discover Work

Top level actions

Measures of success

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

Establish and operate co-location as partnership

Create a single point of contact for access to Discover Work

Neutral single point of contact established by partners

Deliver effective and consistent communication relating to Discover Work

Increase volume of first contacts (ease of access for referral)

Increased use of Discover Work branding (Hash tagging/ Twitter handling)

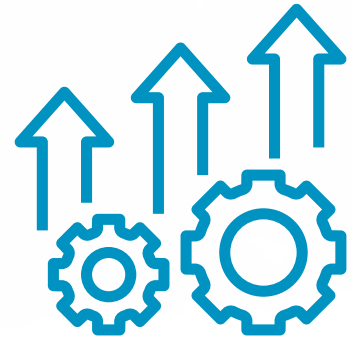
Increase web traffic/social media engagement

Provide good practice that can be shared between all partners and the public

Regular case studies and good news stories to publish on behalf of the partnership

These strategic goals and top level actions form part of a more [detailed action plan](#) for 2022 - 2027 which can be found on discoverworkdundee.co.uk/about/

Policy, Economic, and Labour Market Context



Transforming Scotland's Employability Services

No One Left Behind Policy Context

Discover Work Partnership and our Strategy is informed and directed by Scottish Government's No One Left Behind policy for change in Employability.

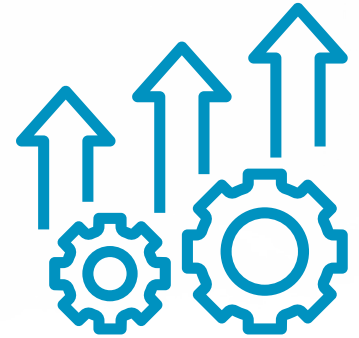
In partnership with Scottish Government, Discover Work has responded to the policy updates and step changes instigated at a national level since 2018, including those brought on by the effects of Covid-19.

A refreshed and updated Joint Delivery Plan was published in November 2020 to reflect the additional challenges in the labour market and provided a sharper focus to the Workstream deliverables and the critical path which would enable the work programme to get back on track. In addition, the Young Person's Guarantee was established and the employability delivery was through the already established approach to No One Left Behind.

To assist with the Local Governance arrangements a Local Employability Partnership Framework was developed to provide national coherence and local flexibility to assist with the Strengthening of Local Partnerships.

32 Local Employability Partnership Self Assessments were undertaken to help increase the effectiveness and functionality and readiness to implement Phase 2 of No One Left Behind and a National Overview of Local Partnership Self Assessments was published assisting the creation of 32 Local Improvement Action Plans supporting the place based approach and improving local co-production, co-commissioning and stakeholder engagement.

Policy, Economic, and Labour Market Context

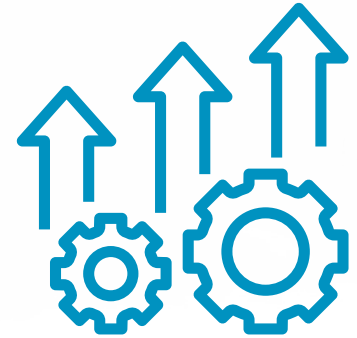


Policy into Practice - Key Principles for the Transformation of Scotland's employability services

There are 7 key principles for the transformation of Scotland's employability services in working towards creating a **better person centred system**:

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

Policy, Economic, and Labour Market Context



To support the effective design and delivery of person centred, needs led approaches, the Local Employability Partnerships are supporting the implementation of the Scottish Approach to Service Design and actively helping to develop national products such as those detailed below which support local flexibilities.

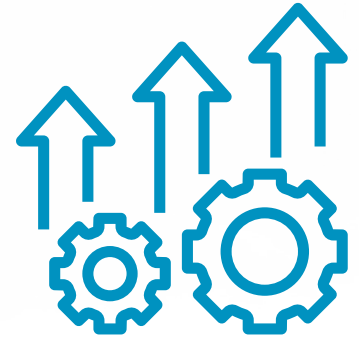


Flexible National Products for Local Approaches

Local Employability Partnerships will adopt and/or customise the following national products which have been developed by a range of stakeholders through No One Left Behind workstreams:

- [Local Employability Partnership Framework](#)
- [Employability Customer Charter](#)
- [Employability Service Standards](#)
- [Continuous Improvement Toolkit](#)
- [Shared Measurement Framework Key Questions Paper](#)
- [Employer Recruitment Incentive Framework](#)

Policy, Economic, and Labour Market Context



Key Policy Drivers

No One Left Behind aims to support those facing structural inequalities in the labour market. In order to deliver the principles, plans must ensure connectivity with other local services and policy priorities aligned to the National Performance Framework. Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

- **UK Government's Levelling Up and Regeneration** Policy including the UK Shared Prosperity Fund (as successor to European Structural & Investment Funds) with its' intention to invest in people and skills
- **Tackling Child Poverty**, including Best Start, Bright Futures: tackling child poverty delivery plan 2022 to 2026 , and the additional commitments from Scottish Government to enhance employability support for parents
- **Addressing the Gender Pay Gap**
- **Closing the Disability Employment Gap**
- **Addressing Race Employment Gap**
- **Promoting and Embedding Fair Work**
- **Delivering the Young Person's Guarantee**
- **Supporting Community Wealth Building**
- **Supporting Public Sector Reform**
- **Supporting Place Based Approaches**

Contact



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