

EAST RENFREWSHIRE COUNCILCABINET2 June 2016Report by Director of EnvironmentEMPLOYABILITY STRATEGY AND ACTION PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to seek Cabinet approval for the Council's contribution towards the proposed Employability Strategy and Action Plan and its implementation.

RECOMMENDATIONS

2. The Cabinet is asked to:-
- (a) Approve the Employability Strategy and Action Plan
 - (b) Agree implementation of the actions within the action plan which are the responsibility of the Council; and
 - (c) Note the governance arrangements for the new Local Employability Partnership as outlined within the report.

BACKGROUND

3. The Council approved the first ever Community Planning Partnership Employability Strategy and Action Plan in 2008, along with an associated action plan. 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.

4. 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.

5. In 2015 a new Local Employability Partnership (LEP) was established comprising representatives from within the Council and across our Community Planning partners. The LEP endorsed the development of a new employability strategy and agreed that the new strategy should set out future issues and the challenges for employability services in order to ensure that services are closely aligned to the priorities of the Council and its partners.

6. In addition, the LEP agreed that the strategy would aim to guide the future allocation of resources, assist in measuring performance and ensure all partners continue to provide effective and successful employability services which meets the needs of residents and employers in future years.

REPORT

7. The new Employability Strategy has been developed in cooperation with our Community Planning Partners, with a view to reducing unemployment and the dependence upon benefits amongst working age residents. It also aims to increase the numbers of young people leaving school moving to and sustaining a positive destination. It aims to shift the bulk of resources and efforts away from crisis managing the consequences of poverty towards preventing it and tackling its root causes. Prevention will include addressing educational disadvantage and underachievement, health inequalities and intergenerational and entrenched worklessness. Partnership working is at the heart of the strategy – the Community Planning Partners aim to provide a “one door” service to improve employability. In the longer term, we would expect to see related benefits around health improvement and stronger and more resilient communities.

8. A number of factors have to be considered in the development and implementation of our new employability strategy not least the development of a new performance and measurement framework with associated targets. Other factors include the introduction of new EU funding programmes in 2015-2020, the Developing the Young Workforce programme, the Council’s recent agreement to participate within the Glasgow City Region City Deal programme and the related economic development opportunities which are predicted over the coming years.

9. The Council’s new Community Benefits Policy is a critical factor as it will be used to maximise employment opportunities, work experience and training opportunities for local residents (both in the construction and end-use) and sub-contracting and supply chain opportunities for local Small to Medium Enterprises and social enterprises.

10. The LEP will regularly review those targets identified within the Strategy and Action Plan and will agree appropriate timescales for those actions to be delivered. The Employability Strategy (appendix 1), Action Plan (appendix 2) and associated documents (appendices 3 to 5) are attached to this report.

Key Messages and Emerging Priorities

11. The new strategy aims to take a positive partnership approach to inclusion and the opportunities presented by future labour market policy which can improve the lives of East Renfrewshire residents. The strategy presents three priority areas and underpinning principles for action related to:

- (i) engagement
- (ii) a focus on progression toward employment
- (iii) targeting services based on need and opportunity

12. Whilst the Employability Strategy mentions a number of emerging employability issues, there are recurring themes highlighted such as the current drive to link vocational progression routes more closely with the secondary school curriculum and the future impact of welfare reform on those seeking employment and those in low paid work. The strategy recognises the key role that the Council’s Employability Services, *Work EastRen* (formerly WorkER), can play in supporting other Council Services and partners in engaging with these issues, with the Employability Strategy and Action Plan providing a framework for action.

13. *Work EastRen* has had considerable success over the last few years in securing training and employment for clients and these will be built on for the future. For example, specific training courses have been developed to target key sectors. *Help into Hospitality* was designed in conjunction with Manorview Group's re-development of the Busby Hotel with all 18 participants going on to secure a job and *Prepare to Care* was delivered to individuals interested in the health and care sector (13 starts, 8 sustained job outcomes at 13 weeks, 62% success rate).

14. The Service developed a bespoke recruitment service for the new Asda in Barrhead which resulted in 66 jobs for local people. This model will be used for future developments and Aldi and Hungry Horse are already keen to use *Work EastRen* to help in the recruitment for their new developments in Newton Mearns.

15. The delivery of effective employability services provides a vehicle through which the partners can progress aspirations in terms of our Single Outcome Agreement and the Council in relation to our related Outcome Delivery Plan. It also supports the social and economic wellbeing of residents and indeed small to medium sized enterprises within the Council area.

16. It is acknowledged that better internal partnership working will lead to a more effective, streamlined service for our clients, particularly in light of welfare reforms which may mean an individual's circumstances change quickly.

17. Improved marketing through the re-branding of *Work EastRen* will widen the reach of the service to potential employers and to those who are seeking employment and training.

18. The Employability Strategy will ensure the service focuses on the most important issues for our local people. Taking an individual approach to supporting clients has proved to be successful and *Work EastRen* will continue to ensure each client gets a personalised plan which will support them into training or employment.

Local Employability Partnership

19. Local Employability Partnerships (LEPs) were set up to drive the employability agenda forward at a local level in Councils throughout Scotland. The East Renfrewshire LEP is chaired by the Head of Environment and comprises senior officers within the Community Planning Partnership including the Council, JobCentre Plus, Skills Development Scotland (SDS), FE/HE, 3rd Sector, and HSCP.

20. The difficult economic situation over the last 6 years has presented a challenge but also an opportunity to deliver sustainable economic growth. There have also been major changes in the economy, the labour market and in both the UK and Scottish Government's policy response. It was therefore appropriate to review the LEP with partners adopting a more corporate approach to the local employability agenda and developing stronger partnership working.

21. The LEP is now the central strategic employability group for East Renfrewshire. It oversees the development and delivery of the Employability Strategy, ensuring resources and services are appropriate to meet the needs of all services users and support them achieve to appropriate positive destinations.

22. The remit of the LEP includes:

- Ensuring services are developed to enable delivery of the Council's Employability Strategy and agree requirements to commission additional services
- Identifying internal and external funding opportunities
- Updating on the progress for the European Social Fund
- Monitoring performance against agreed objectives, targets and timescales and evaluating the effectiveness of interventions
- Engaging with employers and service users in order to identify supply and demand and levels of mis/match of skills
- Developing appropriate service level agreements
- Promoting Partnership and Employability Services in East Renfrewshire, supporting and developing marketing, branding and accurate labour market information
- Ensuring connectivity with partners' mainstream initiatives and facilitating linkage to other services
- Providing good practice and communicating to all interested parties

FINANCE AND EFFICIENCY

23. There are no direct financial implications to the Council as implementation of the Council's contribution towards the action plan will be delivered within existing staffing and financial resources.

CONSULTATION AND PARTNERSHIP WORKING

24. Development of the strategy began in May 2014 and has involved extensive research, analysis and consultation. Several consultation exercises were carried out to gather the views of a wide range of Council Services and partner organisations, including the new LEP. Consultation also involved one to one meetings with East Renfrewshire Council Services which have an employability remit as well as a wide range of external partners. This included officers from Economic Development and Regeneration, Chief Executives, HSCP, Education and Housing. External consultees included the Scottish Government Employability and Skills Division, Skills Development Scotland, JobCentre Plus, West College Scotland, Glasgow Clyde College, Scottish Qualifications Authority and a wide range of Third Sector organisations.

IMPLICATIONS OF THE PROPOSAL

25. Implementation of the Council's contribution towards the strategy and action plan will help to promote equalities and sustainability and will be implemented in line with the Council's Equality Policy. There are no other staffing, IT or other implications associated with this report.

26. The strategy and action plan will help contribute towards the council's five capabilities including *Prevention; Community Engagement; Data, Evidence and Benchmarking; Modernising How We Work;* and *Digital*. These capabilities will be at the heart of all we do in order to improve employability outcomes for our residents.

CONCLUSIONS

27. The comprehensive nature of the Employability Strategy offers the Council and its partners a strong strategic framework for taking future action. In addition, the review of the LEP provides an opportunity to embark upon refreshed strategic relationships with partners and funders.

RECOMMENDATIONS

28. The Cabinet is asked to:-

- (a) Approve the Employability Strategy and Action Plan
- (b) Agree implementation of the actions within the action plan which are the responsibility of the Council; and
- (c) Note the governance arrangements for the new Local Employability Partnership as outlined within the report.

Director of Environment

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May 2016

KEY WORDS

A report setting out the requirement for a new Employability Strategy and Action Plan; Employability; Corporate Approach; Equalities; Transformational Change; Resilient Communities.

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**East Renfrewshire's Employability Strategy
A Community Planning Partnership Approach
2016-19**

INTRODUCTION

This strategy sets out how East Renfrewshire's Local Employability Partnership (LEP), including East Renfrewshire Council and its strategic Community Planning Partners, will work to support and deliver employability services over the next three years.

The strategy is based on the Scottish Government's adopted definition of 'employability' as:

'...the combination of factors and processes which enable people to progress towards, move into or stay in employment, and to progress within employment'

It is an 'all age, all community, all household' strategy. We must strive to engage with those people who need the service most and focus on people with significant barriers to participation in the labour market, including those with no previous work history.

In a constantly changing economic environment, the importance attached to supporting employability remains high and our activities must keep pace. We strive to help our people and families move from and stay out of poverty, improve further our excellent record of positively progressing young people from school into a positive destination, and ensure East Renfrewshire sustains its reputation as a great place to live, work and grow businesses.

Investment in skills and planning for the future are critical to economic success and we must work with our local businesses to help them grow. In doing so, they will be stronger and more likely to need additional employees.

Building relationships with local and regional partners is imperative in order to ensure effective joined-up provision both for people experiencing unemployment and employers seeking to grow their business.

The strategy also reflects the increased link between employability and learning interventions – most significantly how the later stages of school education will ensure all of our young people make a successful transition from school to the labour market. It highlights the importance of developing our young workforce through investing in skills for the future.

Scotland is emerging from an extended period of recession. Further job and economic growth is predicted over the coming years within East Renfrewshire and the surrounding areas through the Glasgow City Region City Deal and other Local Development Plans. The Government-funded City Deal initiative will improve infrastructure, public sector growth and labour market intervention. Our responsibility is to ensure that the residents of East Renfrewshire are given the tools and support to take advantage of those upcoming opportunities. We must lay the groundworks now in order to capitalise on these opportunities over the coming years.

We thank our Community Planning Partners for their contribution to the development of this strategy and appreciate their continued commitment to the delivery of employability services within East Renfrewshire.

Contribution to Single Outcome Agreements and Outcome Delivery Plan

Getting employability resources right relates to and supports many of our core aspirations as a Council and through the wider Community Planning mechanisms. These aspirations are laid out in East Renfrewshire's **Single Outcome Agreement (SOA)** and the Council's **Outcome Delivery Plan (ODP)**. Developing a strong economy, and improving employability and training opportunities for our residents have been prominent themes in the above documents. SOA 2, intermediate outcome 2.3 is of particular relevance, as is SOA 3 intermediate outcome 3.1:

SOA 2. East Renfrewshire residents are fit and active and have the skills for learning, life and work.

Intermediate outcome 2.3: Residents have the skills for employment through increased take up of education and training opportunities

SOA3. East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

Intermediate Outcome 3.1: The economy is stronger through increased business growth, targeted support and investment.

KEY PRIORITIES

We are working to ensure:

Full employment and opportunity for all residents of East Renfrewshire who are able to and want to secure and sustain a job.

Three key priority areas of actions are:

Priority 1 – effective and focused early engagement of the people we seek to help

A key starting point for realising our employability ambitions is to engage people in the right way and at the right time. Without this, our other aspirations will not be realised.

Priority 2 – evidenced progression for service users towards, into and within sustained employment

All our employability supports will be targeted on progression to a sustained and fulfilling job. The people we assist will take many routes and varied times to realise this outcome, and will require a co-ordinated and linked series of supports, customised to individual and family needs.

Priority 3 – services targeted and based on need and opportunity

Our work must connect people most in need of support with the many opportunities available

now and in the future - in East Renfrewshire and beyond. We will also seek to build the capacity for people to build improved support networks and be able to address future challenges with less reliance on Public Services.

More detail on these priorities can be found in the action plan in appendix 2.

Outcomes, Monitoring and Reporting

Progress on these priorities, including associated key measures, outcomes and activities, will be monitored regularly through the LEP. In particular some key outcomes we hope to achieve include:

- Increase the percentage of working age population in employment
- Decrease the percentage of working age who are economically inactive
- Increased take up of Modern Apprenticeships
- Reduction in the number of school leavers going into a negative destination

THE LOCAL CONTEXT - THE CHALLENGE AND OPPORTUNITY

East Renfrewshire is located south west of Glasgow, and the western parts of the authority are close to the major town of Paisley. The area offers a widely recognised high quality of living with good transportation links to the city of Glasgow. This profile has significant implications for where people work; 50.8% of East Renfrewshire residents work in Glasgow; 22% in East Renfrewshire; and 9.5% in Renfrewshire. The median weekly earnings for full-time workers living in East Renfrewshire was £668.60¹ in 2015 which is the highest of all local authorities in Scotland but the average earnings of full-time workers whose job is located in East Renfrewshire were lower than across the rest of the region at £501 per week. This suggests many East Renfrewshire residents travel out of the area because of higher paying jobs.

In 2015², the population was 92,380, with 61% categorised as of 'working age'. The population is predicted to grow to 95,798 by 2025. The overall employment rate is currently 74.5%³ - higher than the Scottish average of 73.1% and the unemployment rate is 5.2% - lower than the Scottish average of 6.1%.

There are approximately 2,510⁴ businesses in East Renfrewshire with 2,000 of those employing 4 or fewer staff. East Renfrewshire Council is the biggest employer within the area.

The statistics above compare favourably against Scottish and UK averages but within an overall context of relative prosperity, major employability challenges remain in East Renfrewshire. These continue to evolve in nature and degree. In the context of labour

¹ Annual Survey of Hours and Earnings

² ONS, mid-year population estimates, 2014

³ www.nomisweb.co.uk (27/10/2015)

⁴ www.nomisweb.co.uk (27/10/2015)

market recovery, following the recession in 2008 and subsequent rise in unemployment, employability supports have increasingly been targeted at people most in need.

Targeting Support

We need to tailor activities with partners to ensure we focus more on those individuals furthest removed from the workplace and those with multiple barriers⁵. There needs to be a strong drive towards measures to encourage, train and retrain those people not presently active in the labour market. The welfare reform agenda has made this even more important, with many people moving off benefits and being encouraged into work.

In the past the Local Employability Partnership (LEP) has had several successful initiatives which have helped residents get access to local job opportunities. Various initiatives which have delivered excellent **positive outcomes** included:

- Bespoke recruitment programmes developed to suit the needs of individual businesses, for example, we secured 66 jobs for local people in the new ASDA in Barrhead and other businesses moving into the area are now keen to take advantage of our services.
- Bespoke sector-based training programmes, for example 'Help into Hospitality' was designed in conjunction with Manorview Group's redevelopment of the Busby Hotel, with all 18 participants going on to secure employment, 'Prepare to Care' saw 13 participants start the programme, and 8 sustained jobs, 62% success rate.
- Outreach services, ensuring provision is delivered locally
- Information days to promote various partner services
- Graduate Intern programme, 83 graduates have been involved in the programme with
- Tailored work with clients, creating individualised plans which suit the needs and aspirations of the clients (in 2014/15 316 people entered employment, training or education as a result of training and employability services)

It is acknowledged that while we have many good news stories we can always strive to do better. Improved marketing through the re-branding of our employability services, *Work EastRen*, will widen the reach of the service to potential employers and to those who are seeking employment and training.

Key issues we must work to address

It is important for us to remember that:

- moving towards and into sustained employment is an individual journey for people, with very varied starting points and aspirations;
- the aim of all employability support needs to be progression towards a sustained job outcome, but this may involve incremental stages of progress. Some people can benefit from employability supports which may take a long time (and for a few a sustained job outcome may never be achieved);

⁵ <http://www.gov.scot/Resource/0047/00475914.pdf> gives a list of barriers to employment in terms of ESF funding

- the link to the Prevention and Early Years agendas cannot be underestimated. Research evidence suggests what happens to a child during their early years lays the foundation for the rest of their life. A child's physical, social and cognitive development during the early years strongly influences their school readiness and educational attainment, the jobs they can do and their health later in life;
- the journey does not end when someone accesses a job. Support is then required to maintain this outcome, and to assist people to progress further in the workplace;
- a wide range of issues often needs to be addressed in the lives of the people we seek to help if they are to successfully progress in their employability journey; and
- the synergy between employability interventions and health is now widely recognised, with the 2008 Black Report⁶ starkly indicating that sustained worklessness was both a cause and symptom of poor physical and mental health.

With this in mind some of the key issues we must work to address include:

- **Consequences of Welfare Reform**

The roll-out of Universal Credit (UC) in East Renfrewshire, which took place early 2016, is likely to have an impact on our most vulnerable residents. UC represents the most significant transformation of our welfare system, merging six separate out-of- and in-work benefits into one and will require all claimants to have access to the internet.

- **Deprivation and location of claims**

Although the authority area is recognised as being fairly affluent in comparison to the Scottish average there are pockets of significant disadvantage and deprivation – particularly within Barrhead and Neilston. These neighbourhoods are in the worst 10% nationally based on the Scottish Index of Multiple Deprivation (SIMD) and residents in these communities generally require higher levels of support and service provision. Despite having just 20.1% of East Renfrewshire's population, 43% of East Renfrewshire's claimant count is attributed to the Barrhead area⁷. We need to **target** the geographical areas in most need, in particular the most deprived wards of Barrhead, including Auchenback, Dunterlie, East Arthurlie, Dovecotehall, and also West Neilston, Uplawmoor and Thornliebank.

- **Long term unemployed**

A total of 615⁸ people aged 16-64 are claiming Job Seekers Allowance (JSA) (January 2016). Out of this, 430 have been claiming for up to six months, 80 have been claiming over six months and up to 12 months and a further 105 have been claiming for over 12 months. The overall number of people claiming JSA has been decreasing gradually from an August 2010 peak of 1535. Similarly the number of people claiming for over a year has been decreasing, however there still remains a small proportion of claimants who have not been able to progress into work. This

⁶ Working for a Healthier Tomorrow – Dame Carole Black (2008).

⁷ <http://simd.scotland.gov.uk/publication-2012/simd-2012-results/domain-results/employment-domain/>

⁸ www.nomisweb.co.uk (27/10/2015)

highlights a need to address the various barriers affecting those individuals furthest from entering the labour market.

- **Economic Inactivity**

The current economic inactivity rate⁹ for East Renfrewshire is 21.4% (September 2015). This is just slightly lower than the Scottish average of 22.4% but still represents a fifth of the East Renfrewshire population. Out of a total number of 11,900 people who are economically inactive, it is reported that 3,100 (25.6%) want a job. It is possible that with targeted support this group of people could be assisted into work.

- **Youth Unemployment**

Unemployment rates are significantly higher than average for 16-19 year olds, and higher than average (but to a lesser scale) for 20-24 year olds - compared to other age groups in East Renfrewshire. Out of a total of 11,900 people who are economically inactive in East Renfrewshire, 3,800 are aged 16-24. Over 80% of school leavers go on to Further Education or Higher Education. Still, it is important to ensure young people and their parents are better informed about non-academic and vocational routes available. For example, Modern Apprenticeship take up is fairly low in this area although for certain young people it is a great route into employment. A continued priority will be given to young people making the transition from school, and to young people up to the age of 25.

- **In Work Poverty**

The increase of 'in work' poverty is also a challenge, caused by a combination of low pay, limited working hours and zero hour contracts. New interventions are required in order to address this issue. The Council is a 'living wage' employer (paying an hourly wage that is high enough to maintain a normal standard of living, as of April 2016 our living wage was £8.25). From 1st April 2016 by law anyone over the age of 25 and not in their first year of a Modern Apprentice should be paid £7.20.

- **Digital Inclusion and Adult Learning Services**

The Scottish Household Survey 2014¹⁰ reported that 20% of households did not have internet access, with East Renfrewshire sitting at 20%. This equates to around a fifth of East Renfrewshire residents who are potentially digitally excluded. Thornliebank Library serves the most number of 'offline' households in East Renfrewshire with 3,097 offline households out of 8,415¹¹. The Employability Strategy endorses the Scottish Government's Digital Inclusion agenda. Providing the local community with access to modern IT technology and associated services will address this deficit and the need for greater participation in certain areas. Adult learning interventions also have growing significance in supporting employability. These services have strengths in connecting people to the earlier stages of labour market engagement.

⁹ People who are neither in employment nor unemployed. This group includes, for example, students, those who are looking after a home or those who are retired.

¹⁰ <http://www.gov.scot/Publications/2014/08/7973/0>

¹¹ <http://www.inf.ed.ac.uk/research/idea/digiscot/SLIC/>

- **Other vulnerable groups**

Appropriate provision must be available to people with additional support needs, including people with physical and mental health problems; learning disabilities; people recovering from addictions; people involved in the criminal justice system, young people leaving care and people who were not able to achieve their potential at school.

Areas of Opportunity

The landscape in which we work is ever changing and new opportunities arise all the time. If we harness these opportunities we can strive to tackle the key issues above. By far the biggest opportunity for East Renfrewshire is the recent development of the Glasgow City Region City Deal. This Government-funded initiative is led by eight local authorities within the Glasgow and Clyde Valley area to improve infrastructure, public sector growth and labour market intervention. Further details on this are provided in the next section on 'Upcoming Developments in East Renfrewshire'. Other opportunities include:

- Community Benefits - The Council's *Community Benefits Policy* is directly connected to the aspirations of the employability strategy. This seeks to ensure that how the Council sustainably procures services and products maximises the economic and social benefits for East Renfrewshire residents and businesses.
- STEM – Ongoing action in secondary schools will be undertaken to promote and increase participation in the fields of Science, Technology, Engineering and Mathematics (STEM). There will be more Modern Apprenticeship opportunities which will focus on STEM industries. In addition, work will be done to ensure everyone has equal opportunity. We recognise the need to increase the uptake of STEM training and employment opportunity for girls and ethnic minority groups.
- Developing Scotland's Young Workforce (DYW) – This builds upon the wider Scottish Government commitment to increasingly shift public resources to early intervention and prevention – recognising that investing in this way can make a more sustainable and affordable impact on the lives of disadvantaged people by intervening before more serious and complex issues arise. East Renfrewshire Council has approved a Developing the Young Workforce Implementation Plan for 2015-2020. The Council and our Community Planning Partners will continue to work in partnership with West College Scotland in progressing the DYW agenda. The DYW West group has been established to improve links between the College, schools and employers in East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire.
- Third Sector, Voluntary and Non-Statutory agencies - The *role of voluntary, non-statutory agencies and charities* in supporting employability interventions is now increasingly recognised at Scottish and local levels. The Third Sector is the second largest employer in Scotland and helps deliver a diverse range of services. In particular, the Third Sector offers employment opportunities in health and social care. In addition, volunteering opportunities can act as a pathway into employability for those who have been out of a work setting for some time.

- Skills for the Future – It is important for us to use trend and forecasting data to ensure we have appropriate qualified people for the jobs of the future. This links closely with DYW and STEM. Reports such as Skills Development Scotland's Regional Skills Assessments (RSA's) and Skills Investment Plans (SIPs) provide an evidence base on which to decide future investments in skills, highlighting any gaps and opportunities. Those national and regional occupations expected to experience expansion in the near future are construction, hospitality and tourism, caring, leisure and other services. Even at the moment we know some companies are experiencing skills shortages and the growth in some sectors is not matched by the number of people who are properly qualified and experienced.

A full list of national, regional and local policies and developments is included in appendix 3.

Upcoming Developments in East Renfrewshire Council

East Renfrewshire Council and its strategic partners will continue to adopt the LOAN approach (Linking Opportunity and Need) to ensure that individuals who live in disadvantaged areas or are part of disadvantaged group are able to gain access to the training and employment opportunities arising from economic and physical investment. Simply, it aims to connect opportunities on the demand side of the labour market with needs on the supply side.

Glasgow City Region City Deal

The Glasgow City Region City Deal provides an exciting new opportunity for the area. City Deal is a significant long term investment plan for the region-wide context which will fund major infrastructure projects and drive innovation and growth through the support of key sectors.

The Council will be represented on the Glasgow and Clyde Valley Employment and Skills Working Group. The overall objective is to ensure that the City Deal programme delivers the maximum benefits possible in terms of employment opportunities and enhanced skills for the residents of the area, particularly those furthest from the labour market and experiencing disadvantage. Work includes a new employability initiative called *Working Matters* which is targeted on supporting Employment Support Allowance (ESA) claimants in the Work Related Activity Group (WRAG) and is funded by councils and DWP. The ESA work-related activity group is for claimants who the DWP consider will be capable of work at some time in the future and who are capable of taking steps towards moving into work (work-related activities) immediately. If we can move even a small percentage of ESA claimants into employment this would make a significant impact on productivity and would close the CVA gap for the city region.

The City Deal infrastructure fund will invest approximately £44m in East Renfrewshire over the programme period and will provide significant new development opportunities within the area which have the potential to create employment, training and work experience opportunities in both the construction phases and the longer term end-use.

The City Deal Projects for East Renfrewshire are:

- M77 Junction 5 to Barrhead – improved connections between Newton Mearns, the Country Park and Barrhead
- M77 to Country Park and Barrhead – including additional business and employability/training space, Lavern Works Project (remediation/ground formation and light industrial units at Barrhead, Barrhead rail station, utilities provision for all developments in the Country Park, Dams to Darnley Visitor Centre)
- M77 Junction 4 Developments – Eastwood Business Incubator and Innovation Centre

The City Deal project objectives at an East Renfrewshire level are to:

- Create 1,506 construction jobs
- Create 1,026 operational jobs (non-construction)
- Generate an additional £846m of GVA in East Renfrewshire
- Attract up to 500,000 visitors per annum to the Dams to Darnley Country Park through the creation of a new 'water sports' facility and associated activity
- Secure up to 225,000 new passenger journeys by 2020 and 330,000 by 2030 from the new Barrhead South rail halt
- Reduce travel movements through more home working and growth of local businesses
- Enable more small and medium enterprises to grow by providing business incubator and grow-on space for entrepreneurs across East Renfrewshire

The City Deal is expected to create an additional 28,900 jobs across the wider Glasgow region over the next 20 years. Working closely with our schools, colleges and partners we can try to identify what sectors these jobs will be in and ensure our residents have the skills and training in order to take advantage of these job opportunities. Through the *Working Matters* initiative and other partnership working, we can join up with neighbouring local authorities to improve the employability offer for the City Region. The improvements made to the transport links within the East Renfrewshire area and the wider Glasgow region will have huge benefits to commuters coming into East Renfrewshire for work and our residents who work outwith the local area.

Lavern Works Programme

The Lavern Works programme of works which is part-financed by the Scottish Government's Regeneration Capital Grant Fund will develop the old Nestle site in Barrhead for future economic and social uses. The Lavern Works project will see the creation of:

- additional business units at Crossmill Business Park
- development of the site for future retail and leisure opportunities
- extension of Lavern Walkway to create necessary linkages between residents and job opportunities
- permanent landscaping and greening of the area
- a community landscaped gateway to the site

The economic benefits of the Lavern Works programme:

- create an area of sustainable economic development
- encourage new investment into the area

- generate employment and training opportunities that are accessible to local communities
- generate up to £1m GVA and support up to 20 employment years in the construction phase
- generate up to £34m GVA and support up to 60 jobs in end-use.
- enhance community cohesion and well-being
- deliver transformational change through a new and enhanced public green network
- transform the perception of the area into a positive location to live, work and in which to invest.
- deliver a multi-functional green network which will contribute to the health and wellbeing of the local community on Barrhead.

Other **strategic development opportunities** proposed/being developed in the Council area include:

- new housing developments at Barrhead North and Malletsheugh
- development of former Shanks site in Barrhead for housing
- creation of a new David Lloyd Leisure & Tennis Club at Rouken Glen.

Our employability services team, **Work>EastRen** and the Local Employability Partnership will design appropriate interventions with business partners to support local people in benefiting from the many job and training opportunities that will be generated from the above project pipeline.

In addition, the council is developing an *Invest in East Renfrewshire* brand which will support and promote the investment in the area.

DELIVERY AND MANAGEMENT MECHANISMS – WORKING IN PARTNERSHIP

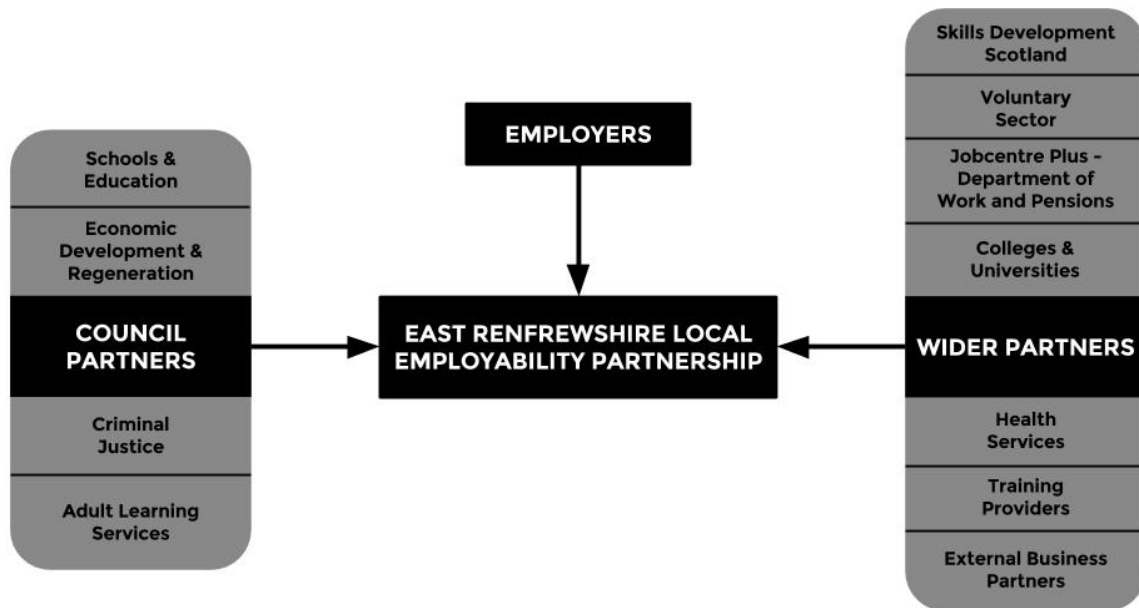
Employability support refers to the wide ranges of activities which helps people to progress towards, move into, or stay in employment and to move on within the workplace.

Employability support will be delivered through the new **Work>EastRen** brand (formerly **Worker**) which brings together the expertise of a wide group of partner organisations. For the past few years the Council has been working with external business partners through a commissioning framework to deliver employability services across East Renfrewshire with extremely positive results in terms of clients engaged and positive outcomes achieved. The activity of business partners has been closely integrated into **Work>EastRen**. We intend to build on this delivery model and move to a longer term commissioning strategy to ensure we continue to secure outcomes for our residents and employers. A more detailed explanation of partners and budgets is detailed in appendix 4.

Integral to partnership working are employers and local businesses. We need to build relationships with potential employers in the ‘travel to work’ areas. Our support needs to become more demand led: we need innovative models of business/provider collaboration. Ultimately local businesses provide jobs and can also offer support with many other interventions in the employability pathway such as work experience, volunteering training and educational placements.

In addition to this, we are working to strengthen relationships with regional partners and other local authorities in order to share best practice.

The diagram below summarises the range of Community Planning Partners and external partners contributing to the delivery of employability services:



We need to have a cohesive approach to service delivery to ensure there is progression and movement between providers to reduce duplication of effort and confusion for customers. Equally, we need to have a consistent approach to employer engagement in order to build good relationships, create opportunities and reduce confusion in the marketplace.

The Local Employability Partnership

Central to the delivery of employability services is our Local Employability Partnership. Comprising senior representatives from our Community Planning Partners and the Council, the LEP is the strategic employability group for East Renfrewshire. The LEP will develop a responsive framework which enables and supports continuous progression, develops services and delivery organisations, and maximises resources. The LEP will oversee the development and delivery of this Strategy and the associated action plan to ensure resources and services are appropriate to meet the needs of all service users. Several other working groups will feed into the LEP. Of particular relevance is the Construction Plus Partnership.

Construction Plus Partnership

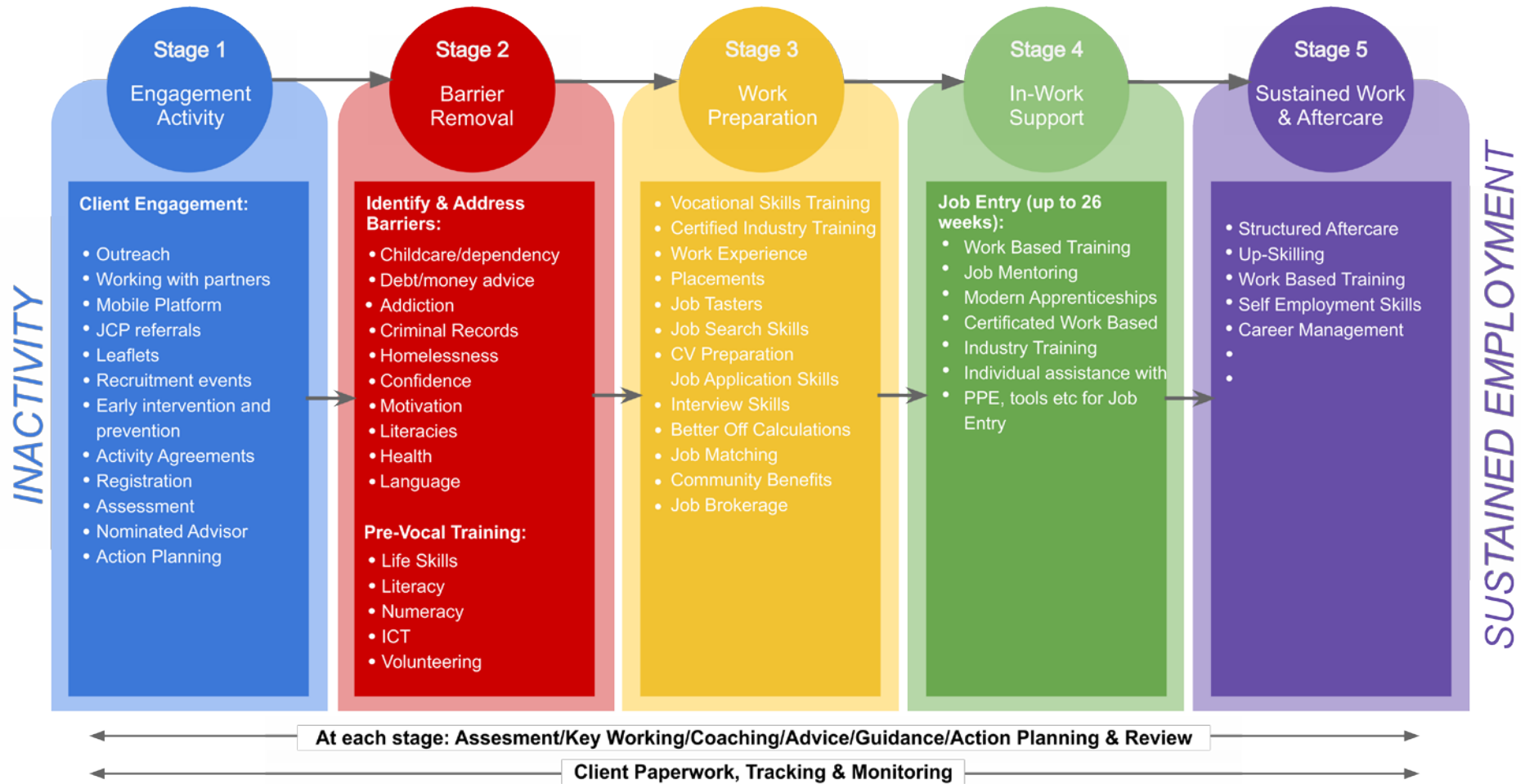
The East Renfrewshire Construction Plus Partnership is based around a working partnership of key agencies that have inputs into supply and demand-side construction activity. The lead partners are East Renfrewshire Council and Skills Development Scotland. East Renfrewshire Council will be primarily responsible for the demand-side of construction activity. The organisations that will be involved in the supply-side of construction activity are Department of Work and Pensions (DWP), Skills Development Scotland (SDS) and Construction Industry Training Board (CITB) and the local colleges.

The main objectives of this partnership is to secure the maximum number of job and training opportunities from the increased construction activity currently underway in East Renfrewshire for those disadvantaged in the local labour market who want to work.

Strategic Skills Pipeline – Intervention

Most employability and training organisations in Scotland recognise the Scottish Government's Strategic Skills Pipeline model, which has been developed as a framework to support effective delivery of employability services. The Pipeline does not seek to present an inventory of activities or initiatives but rather outlines five stages of the pipeline process. This allows partners to consider for themselves where specific actions fit within their typology and how different aspects of their support might be disaggregated across the five stages as appropriate.

The five stages are explained in more detail in the diagram below which illustrates East Renfrewshire's Strategic Skills pipeline.



For further information on employability support in East Renfrewshire contact:

Work>EastRen

The Barrhead Foundry
211 Main Street
Barrhead
G78 1SW

Or contact:

Michael McKernan
Business Development Team Leader

Email: Michael.McKernan@eastrenfrewshire.gov.uk

Tel: 0141 577 3106/3325

East Renfrewshire Employability Strategy 2016-19: Action Plan**We want:**

Full employment and opportunity for all residents of East Renfrewshire who are able to and want to secure and sustain a job.

Priorities**Priority 1 – effective and focused early engagement of the people we seek to help**

A key starting point for realising our employability ambitions is to engage people in the right way and at the right time. Without this, our other aspirations will not be realised.

Priority 2 – evidenced progression for service users towards, into and within sustained employment

All our employability supports will be targeted on progression to a sustained and fulfilling job. The people we assist will take many routes and varied times to realise this outcome, and will require a co-ordinated and linked series of supports, customised to individual and family needs.

Priority 3 – services targeted and based on need and opportunity

Our work must connect people most in need of support with the many opportunities available now and in the future - in East Renfrewshire and beyond. We also seek to build the capacity for people to build improved support networks and be able to address future challenges with less reliance on public services.

Measure	2018 target	Source of information
% of working age population in employment (SOA)	78%	NOMIS
Number of claimants in receipt of out of work benefits per 10,000 of the working age population (SOA)	6.5%	NOMIS
% of working age who are economically inactive	17%	NOMIS
Claimant Count Unemployment below 2% of working age population		DWP
No of people engaged including long-term unemployed, economically inactive, underemployed	2000	Work EastRen
No of school leavers registered not in a positive destination (16-20)*	240	SDS
No of people engaged who are <25	500	Work EastRen
No of people engaged who are aged 26-54	1200	Work EastRen
No of people engaged who are aged >55	300	Work EastRen
No of people with additional support needs including those with physical and mental health problems, learning disabilities, recovering from addictions, leaving care	340	Work EastRen
No of people experiencing in-work poverty	55	Scottish Government
No progressing from Stage 1 to Stage 2 of the Strategic Skills Pipeline	300	Work EastRen
No progressing from Stage 2 to Stage 3 of the Strategic Skills Pipeline	600	Work EastRen
No progressing from Stage 3 to Stage 4 of the Strategic Skills Pipeline	600	Work EastRen
No achieving a work related qualification	300	Work EastRen
Participants progressing into:		
Employment	750	
Self-employment	50	
FE/HE	50	
Modern Apprenticeships	50	
Employability Fund	50	
Training and employability-related learning	50	Work EastRen and Adult Learning Services
Total positive outcomes	1000	
Participants maintaining a positive outcome 3 months after leaving	750	
Participants maintaining a positive outcome 6 months after leaving	350	
Participants maintaining a positive outcome 9 months after leaving	600	
Participants maintaining a positive outcome 12 months after leaving	500	
Total sustained positive outcomes	2200	
Percentage of young people leaving school to a positive destination	100%	

Priority 1: Effective and focused engagement of the people we seek to help					
Outcomes					
<ul style="list-style-type: none"> • Our residents are engaged with in the right way and at the right time to ensure our aspirations for full employment and opportunity is realised. • Our residents are better informed to make decisions about employment, training and volunteering options. 					
No.	What are we doing	Lead Partner	Timescale	RAG	Progress
1.1	Review the Local Employability Partnership (LEP) and ensure the partnership leads on the implementation of the Employability Strategy.	LEP			
1.2	Invest further in stage 1 (engagement), and stage 2 (barrier removal) services – supporting in particular work that has a clear focus on progression towards employability.	Education/ Work EastRen			
1.3	Recognise the role volunteering can play in introducing people to employability supports.	Education – Adult Learning Services			
1.4	Test new, innovative partnership-based approaches to engagement.	Environment (Work EastRen)			
1.5	Identify specific approaches to support people being moved from health related to more active job seeking benefits.	Education – Adult Learning Services			
1.6	Extend work with family and household units, learning from the Action for Lone Parent pilots, and linking to the work of the Early Years Collaborative.	HSCP			
1.7	Support and connect to the innovative range of the more varied and flexible curriculum offer now available in secondary schools, including partnership work with FE colleges and other service providers.	LEP			
1.8	Consider the development of co-ordinated, time limited area based engagement campaigns in priority communities.	Environment (Work EastRen)			
1.9	Engage with employers in a coherent and co-ordinated manner, and work with them to engage effectively with the potential workforce.	Environment (Work EastRen)			
1.10	Undertake training and information sharing activities with front line staff in a wide range of potential referral agencies and organisations to create a common understanding about	LEP			

	employability services.				
1.11	Continue development and promotion of the core Employability Hub at the Foundry.	Environment (Work EastRen)			
1.12	Continue to promote and market the Work>EastRen partnership services including a range of branded materials, improved use of social media and promotion in community facilities.	Environment (Work EastRen)			
1.13	Work together to adopt a common multi agency assessment framework to support a strengths-based approach to customer employability support.	LEP			
1.14	Consider further options for service co-location to encourage greater partnership working.	LEP			
1.15	Review the operation of all governance structures within the LEP to ensure that maximum outcomes are achieved and take any action to improve processes	LEP			

Priority 2 – Evidenced progression for service users towards, into and within sustained employment					
Outcomes					
<ul style="list-style-type: none"> • Support is customised to individual and family needs and the people we assist progress to a sustained and fulfilling job. • The gap is closed between those residents from disadvantaged backgrounds and those with more stable backgrounds. • Our residents have the confidence, positive attitude and skills required of a rapidly changing world of work. • All partners are aware of the employability offering from other partners and referrals and interventions are increased. 					
No.	What are we doing	Lead Partner	Timescale	RAG	Progress
2.1	Continue to invest in core services delivered by key partners through the Work EastRen brand.	Environment (Work EastRen)			
2.2	Continue to provide key Work EastRen partnership services focused on people most in need.	Environment (Work EastRen)			
2.3	Assess ways to ensure that Council services which impact on employability or offer employment opportunities can be better aligned.	LEP			
2.4	Link employability support to other support interventions which address key barriers such as childcare, financial and digital inclusion, and transport.	LEP			
2.5	Continue to further diversify the secondary school curriculum, and	Education/			

	align this with identified and targeted post school progressions for all young people.	Environment (Work EastRen)			
2.6	Develop creative approaches to stage 4 of the pipeline, working alongside the employers offering for example pre-employment training.	Environment (Work EastRen)			
2.7	Sustain progression at stage 5 (in work support) by investing further in mentoring and aftercare services, workforce development, and referrals to skills and training interventions.	Environment (Work EastRen)			
2.8	Develop further the approach to self-employment support, introducing entrepreneurship and a self-employment option into relevant employability activities for all age groups.	Economic Development/ Business Gateway			
2.9	Continue to combine and align Work Programme support with other interventions to maximise and sustain positive outcomes.	LEP			
2.10	Continue the development of wider partnership arrangements and consider further options for service co-location in order to cover gaps in service provision, research and share best practice, generate scale economies.	LEP			
2.11	Ensure that how the pipeline is operating is regularly reviewed, to ensure progression is effectively measured, and that the balance of investment remains appropriate.	LEP			
2.12	Ensure employability activity remains focused on achieving evidenced sustained outcomes for individuals.	LEP			

Priority 3 – services targeted and based on need and opportunity					
Outcomes					
<ul style="list-style-type: none"> • Our residents are equipped with confidence, positive attitude and skills required of a rapidly changing world of work. • Our residents in most need are supported and offered opportunities relevant to their experience. • Our residents are able to build improved support networks and are able to address future challenges with less public support service involvement. 					
No.	What are we doing	Lead Partner	Timescale	RAG	Progress
3.1	Move the balance of investment in accordance with labour market intelligence and service information. This will see a gradual shift away from the intensive targeting on the under 24 age group as youth unemployment reduces, and an increasing recognition of the importance of support to the over 25s and the over 55s.	LEP			
3.2	Develop a more targeted approach to wage subsidies, which will include consideration of age, sector and distance from the labour market, and which will align with subsidy schemes available at national level.	Environment (Work EastRen)			
3.3	Further develop and utilise local labour market intelligence to target interventions on growth or significant employment sectors in the travel to work area.	Environment (Economic Development)/ SDS			
3.4	Work in partnership to develop co-ordinated sectoral interventions based on this intelligence in areas such as: retail, administration, construction, hospitality, health and care.	Environment (Economic Development)			
3.5	Develop a more co-ordinated approach to the use of Community Benefit clauses for major developments and inward investments, both within the Council and with partner organisations, ensuring that employability aims take priority.	Environment (Economic Development)			
3.6	Maximise the employability benefits of the City Deal and other strategic development opportunities.	Environment (Economic Development)			
3.7	Support the development of social enterprises, and maximise their contribution to employability objectives.	Environment (Economic Development)			
3.8	Develop and support a range of interventions focused on individuals and families affected by welfare reform, and people experiencing key	DWP			

	benefit transitions – for example those moving from Incapacity Benefit to Employment and Support Allowance, from ESA to Jobseekers Allowance, or Disability Living Allowance to Personal Independence Payment.				
3.9	Continue to recognise the important role health interventions have in assisting access to and sustaining employment.	HSCP			
3.10	Extend the role of employers as ‘partners’ in supporting employability objectives – continually focusing on their need and expectation, and the need for a simplified, co-ordinated and comprehensive ‘offer’ across all public sector partner agencies.	LEP			
3.11	Work in partnership to improve access to digital technology, and improve the relevant core skills and confidence of all East Renfrewshire residents to benefit from these developments.	Education – Adult Learning Services			
3.12	Work in partnership to develop and support interventions to address specific additional barriers, for example: childcare; money management and debt; offending histories; and caring responsibilities.	LEP			
3.13	Manage the CPP Employability Pipeline (part financed by the European Social Fund) in order to focus on providing skills and work-related interventions for individuals who are furthest removed from the labour market and who face multiple barriers.	Environment (Economic Development)			
3.14	The PACE response team will be mobilised for redundancy situations (SDS).	SDS			
3.15	Partners will contribute to and participate in a shared performance management framework including the use of datahub reports and better use of data to prioritise and target support. Partners will confirm what data is to be collected, monitored and reported on.	LEP			
3.16	Partners will work together to progress the Developing the Young Workforce Implementation Plan 2015-20.	Education			

Strategies and Plans

Developing the Young Workforce in East Renfrewshire Implementation Plan 2015-20

Single Outcome Agreement 2015-16

Outcome Delivery Plan 2015-18

Key Elements of Context Informing East Renfrewshire's Employability Strategy

National, regional and local policies and developments:

- The overarching *Scottish Government Economic Strategy* sets the key framework and rationale for employability interventions, recognising that these are an important component in supporting economic growth and reducing inequalities.
- *Developing Scotland's Young Workforce* builds upon the wider Scottish Government commitment to *increasingly shift public resources to early intervention and prevention* – recognising that investing in this way can make a more sustainable and affordable impact on the lives of disadvantaged people by intervening before more serious and complex issues arise. East Renfrewshire Council has approved a *Developing the Young Workforce Implementation Plan* for 2015-2020.
- The employability implications of the UK Government's extensive ongoing programme of *welfare reform* are difficult to quantify.
- The synergy between *employability interventions and health* is now widely recognised, with the 2008 Black Report¹ starkly indicating that sustained worklessness was both a cause and symptom of poor physical and mental health.
- The *role of voluntary, non-statutory agencies and charities* in supporting employability interventions is now increasingly recognised at Scottish and local levels. The Third Sector is the second largest employer in Scotland and helps deliver a diverse range of services. In particular, the Third Sector offers employment opportunities in health and social care.
- *Adult learning interventions* also have growing significance in supporting employability. These services have strengths in connecting people to the earlier stages of labour market engagement.
- Skills Development Scotland's (SDS) *Regional Skills Assessments (RSA)* provide a single, agreed evidence base on which to base future investment in skills, built up from existing evidence. These should assist partners in planning and aligning strategic investment in skills and highlighting gaps and opportunities. The RSA covering East Renfrewshire highlights those national and regional occupations expected to experience expansion in the near future, namely in construction; hospitality & tourism; caring; leisure and other services (SDS Regional Skills Assessment Glasgow & Clyde Valley – November 2014).
- Linked to the RSAs are SDS's Skills Investment Plans (SIPs) which have been developed on a sectoral basis to help attract more people into work in these areas. The SIPs set out the key skills needed which will support future growth ambitions in the following sectors: construction; creative industries; energy; chemical sciences; engineering; life sciences; ICT and digital technologies; finance and tourism.

¹ Working for a Healthier Tomorrow – Dame Carole Black (2008).

- In 2017, new powers to provide employment support for the disabled and those at risk of long term unemployment, including the current Work Programme and Work Choice services, will be devolved to Scotland. This will change the way in which we work with people who fall into these categories.
- East Renfrewshire Council, as part of the Glasgow City Region City Deal programme, is developing an *Invest in East Renfrewshire* brand which will support the £44million investment in the area to improve connectivity, create new homes, grow business and create employment opportunities.
- *Opportunities for All* is the key initiative supporting school leavers and young people as they seek to move from school and progress in the labour market.
- The Council's *Community Benefits Policy* is directly connected to the aspirations of the employability strategy. This seeks to ensure that how the Council sustainably procures services and products maximises the economic and social benefits for East Renfrewshire residents and businesses.
- The ongoing priority given to young people in transition from school to the labour market, and then up to the age of 25, is reflected in East Renfrewshire's *Youth Employment Action Plan (YEAP)*.
- Community learning and development (CLD) provides young people (aged 12-25) and adults (aged 16+) with skills for life, learning and work including addressing personal and social development and individual health and wellbeing issues. CLD delivery is split into three core elements - youth work, community capacity building, and adult learning. The *CLD Strategy 2015-18* provides information on key priorities for the coming years.

EMPLOYABILITY SUPPORT SERVICES OFFERING IN EAST RENFREWSHIRE

There are various sources of funding for the delivery of employability support services in East Renfrewshire and these in turn can be deployed in various combinations, funding a wide range of different types of activity and targeted at various priority client groups. The challenge is to ensure that investment is spent smartly, reflects local priorities and supports targeted outputs.

Work>EastRen is the name for the Employability Services within East Renfrewshire. Working from the Partners' Zone in the Barrhead Foundry and using the strap line 'we're about jobs', **Work>EastRen** provides a wide range of employability support enabling clients to progress through the Strategic Skills Pipeline and into sustainable outcomes. The service assists both clients looking for work and employers offering opportunities. It brings together the expertise of a wide group of organisations, including Jobcentre Plus, Skills Development Scotland, specialist support services, colleges, training providers and voluntary organisations.

Budget 2015-2020: £196,300
Responsible dept: Environment
Start date: Ongoing service

European Funding

The new opportunity for East Renfrewshire to directly access European Funding through the **CPP Employability Pipeline Strategic Intervention** not only offers the access important new resources, but also directly links to the Scottish Government's Strategic Skills pipeline. This provides a 5 stage pipeline model around which the Employability Strategy can develop and operate.

The 2014-2020 European Structural and Investment Funds (ESIF) Programme provides eligible areas with assistance to overcome structural deficiencies strengthen competitiveness and increase employment. It introduces some important new elements in the distribution and use of CPP Employment Pipeline resources. Eligible activity is directly related to the 5 stages of the Scottish Government's Strategic Skills Pipeline and is targeted at individuals with multiple (2 or more) barriers to employment.

Budget 2015-2020: £1.9m approx.
Responsible dept: Environment
Expected start date: October 2015

The Welfare Reform Mitigation Project – Flexible Support Project

This is a 12 month pilot scheme which is part-financed by East Renfrewshire Council and Department for Work and Pensions (DWP). It is focused on providing a wide range of supports services, including employability support services, to those Barrhead residents who have been affected by the changes in welfare reform.

Budget 2015-16: £92,000 approx.
Responsible dept: Education
Start Date: June 2015

Skills Development Scotland (SDS)

The national skills body supporting the people and businesses of Scotland offers a wide range of training opportunities and support services to meet the skills, employment and productivity needs of individuals and businesses in East Renfrewshire. SDS funds Scottish employability and skills programmes, including the **Employability Fund** which aims to support activity that will help people to develop the skills needed to secure a job or progress to more advanced forms of training. SDS also manages the **Modern Apprenticeship programme** which provides individuals with the opportunity to secure industry recognised qualifications while earning a wage. Modern Apprenticeships programmes are managed and delivered through Managing Agents.

Scotland's Employment Recruitment Initiative provides employers with an added incentive to help a young person, who may be facing significant challenges, into work. It continues to deliver the Scottish Government's commitment to target support at unemployed young people with additional barriers. The incentive provides employers with a financial contribution to the additional costs of recruiting and sustaining a young person progress into a Modern Apprenticeship (and in certain circumstances other employment).

Other services provided by SDS include Career Information, Advice and Guidance which supports people to build their own Career Management Skills.

Budget 2015-16: £100,000 (Modern Apprentices) approx.

£38,000 (Employability Fund) approx.

£98,000 (Employer Recruitment Initiative) approx.

Responsible dept: Environment
Start date: April 2015

Glasgow City Region City Deal – Working Matters Employability Programme

This is a Government funded initiative which will be led by local authorities to improve infrastructure, public sector growth and labour market intervention. City Deal will cover Glasgow and the Clyde Valley and encompasses eight local authorities in total; Glasgow, East Dunbartonshire, East Renfrewshire, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire. The Labour Market Programme aims to reduce unemployment in the region by tackling unemployment through the establishment of programmes that will provide targeted support to both 16-24 year olds and vulnerable residents that are in receipt of Employment Support Allowance and testing new ways of boosting the incomes of people on low wages, making them more self-reliant. East Renfrewshire's programme is financed as follows:

Budget 2015-16:	£21,670 (DWP)	£24,560 (ERC)
Budget 2016-17:	£43,345 (DWP)	£49,110 (ERC)
Budget 2017-18:	£10,835 (DWP)	£12,280 (ERC)
Responsible dept:	Environment	
Start date:	August 2015	

Developing the Young Workforce

In June 2014, the Wood Commission for Developing Scotland's Young Workforce (DYW) published its report, Education Working for All! (EWfA). The report made 39 recommendations to tackle youth unemployment in Scotland. It set out a vision of an ambitious, motivated, highly skilled and well qualified young workforce in Scotland, with the ultimate goal of reducing Scotland's youth unemployment to match the best in Europe. In response to EWfA, the Scottish Government worked with local government and other partners to draw up and publish in December 2014 a national seven year implementation plan, Developing the Young Workforce – Scotland's Youth Employment Strategy (DYW). DYW aimed to address youth unemployment by ensuring a greater focus on employability within Scottish education for all young people. In DYW the Scottish Government accepted all of Wood's 39 recommendations and set a headline target of achieving by 2021 a 40% reduction in the 2014 level of youth unemployment.

Budget: 2015-16:	£90,000
Responsible dept:	Education
Start date:	Recruitment in progress

The National Third Sector Employability Challenge Fund is being established by the Scottish Government and partners to provide direct access to European Structural Funds for Third Sector Organisations that are delivering employability support on a national basis. The Fund will focus predominantly on activity at Stages 1 and 2 of the Employability Skills Pipeline and will be targeted at individuals with multiple (2 or more) barriers to employment

Budget: **to be confirmed**

Partner organisations including Voluntary Action East Renfrewshire, Young Enterprise Scotland, East Renfrewshire Education Services, University of the West of Scotland, West College Scotland, Barrhead Housing Association, Jobcentre Plus, Skills Development Scotland and ENABLE deliver a wide range of employability support services within the area.

While some organisations provide employability support as part of their core service, there are other organisations and partners which are not directly linked to employability but which provide an important support service for example, libraries, charities or housing associations.

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