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www.joinedupforjobs.org.uk

Joined Up For Jobs Edinburgh's Employability Agreement



CAPITAL CITY PARTNERSHIP
City of Edinburgh Council
Scottish Enterprise Edinburgh and Lothian
JobCentre Plus
Edinburgh Chamber of Commerce
Careers Scotland

2005 Edition





FOREWORD

by Cllr. Ian Perry
Chair of the Capital City Partnership

Joined Up For Jobs is Edinburgh's strategy to reach the people who are furthest from the jobs market, or in low paid and insecure work, to help them get into long-term sustainable employment. It's also about helping employers find the workers they need.

It involves a wide range of public and voluntary sector organisations, employers and intermediaries, and since its launch in 2002 a number of initiatives have been developed, and work that was already in place has been given fresh impetus.

This second reprint of the strategy gives us the chance to present how the strategy has developed in light of our practical experience of what works for Edinburgh. And it allows me to say again that if you're interested in the development of the strategy, and you have ideas to take things forward, please let us know. Everyone's suggestions and comments are valuable.

November 2005



ABOUT CAPITAL CITY PARTNERSHIP

Capital City Partnership is the partnership company which co-ordinates action for social inclusion in Edinburgh.

Chaired by the City Council, the partnership's Directors are drawn from the statutory bodies active in the city with a role in social inclusion, alongside experienced community and special interest group representatives. This is complemented by a wider circle of company members which includes expert practitioners, service providers and users across the city. The core partners in the Joined Up For Jobs strategy are Capital City Partnership, City of Edinburgh Council, Scottish Enterprise Edinburgh and Lothian, Jobcentre Plus, Careers Scotland and Edinburgh Chamber of Commerce.



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INTRODUCTION

When Joined Up For Jobs was set up in 2002 it was an ideal time for public, voluntary and private sector agencies to work together to ensure that everyone who needed a job in Edinburgh could get one.

Although registered unemployment remains low, there are still pockets of high and hidden unemployment. Employers had –and still have– difficulty recruiting, and there were specific skill shortages.

It was recognised that success lay in moving away from high volume programmes to customised services focusing on better outcomes for individuals and employers, and more effective integration of efforts to match labour supply and demand.

One important purpose of Joined Up For Jobs is co-ordinating contributions to achieve better results for everyone.

- **Employers** agree to recruit candidates who complete tailored programmes, and give continued support through staff development and training
- **Training providers** adapt programmes to target areas of jobs growth or specific opportunities, and deliver training that meets employers' and individuals' needs
- **Funders** change the way they award funds to promote and sustain this new approach.



ISSUES AND OBJECTIVES

A lot is being done in the city and there is a large pool of expertise to be harnessed. However it is recognised that outcomes and co-ordination between services can be enhanced to improve employability across all of Edinburgh's excluded groups, as well as create stronger links with employers.

On the basis of evidence that has been amassed, the partners have identified five key issues that have to be addressed if this is to be achieved. Specific objectives have been formulated around these issues, and the aim is removal of the most entrenched barriers faced by people in Edinburgh who are without work, or are insecurely employed people.



Joined Up For Jobs has a number of specific goals and from the outset the partners identified five key issues to address. On the following two pages we summarise these issues and their associated objectives.

1 ISSUE: ECONOMIC CHANGE AND OPPORTUNITY

The economy has grown and changed: there are fewer manual and manufacturing jobs, and less low-skilled work – there are more part-time and temporary opportunities. Substantial hidden unemployment exists, and as registered unemployment levels have fallen, people with deep-seated and multiple disadvantages make up a greater proportion of the total unemployed.

2 ISSUE: QUALITY OF SUPPORT

Too many clients from the most excluded groups do not move into programmes and then into work. They face a range of barriers including benefits traps, help that's inadequately structured to meet individual needs, and provision that doesn't match employers' needs. Other factors are the different definitions of 'job ready' – people looking for work and employers don't always agree on what that means.

3 ISSUE: PROGRESSION OUT OF LOW PAY AND INSECURE EMPLOYMENT

For many people a cycle of frequent unemployment and temporary low-paid work is the norm.

4 ISSUE: TRANSITION FROM BENEFITS TO WORK

There is a lack of cohesion between the benefits system, welfare to work provision and wages. Responsibility for benefits and tax credits lies with the government, but joined-up working on the ground can make a significant contribution to helping people make this transition.

5 ISSUE: FRAGMENTED PROVISION

Services are fragmented, diverse and confusing for agencies, clients and employers. Funding comes from a number of sources and is not coordinated. Delivery is not consistently demand-led or client-centred.

1

Objective

Maximise the benefits of economic growth for priority areas and groups.

2

Objective

Increase the rate of success in recruiting from the most excluded groups into local employment.

3

Objective

Introduce support to help clients stay in work and progress to more secure, better paid work.

4

Objective

Develop initiatives that identify benefit-to-work problems and support individuals; continue to draw the attention of Scottish and UK policy-makers to these issues

5

Objective

Create integrated, well-informed and well understood services that are highly effective and make best possible use of resources.



PRINCIPLES APPLIED

Through partnership working the Joined Up For Jobs network of organisations aims to increase and share understanding of the issues and ways to deal with them. They are developing access to work services in the city that follow four principles:

1. Programmes are demand-led and client-centred with clearly understood roles and responsibilities

This means that programmes will be targeted at sectors where it's known that there are job opportunities, or specific jobs with specific employers.

Participating employers will be asked to take an active role in employment academies, if one operates in their sector. Similarly, they will give an undertaking to offer jobs to trainees who meet agreed standards, to support new recruits through training and further development and to remove any unnecessary barriers.

Wherever possible, services will relate to specific job opportunities, and will be based on agreements or contracts between providers, clients and employers.

Learning programmes will be integrated with paid work experience, or a paid job as soon as possible after the first contact with the client.

Training providers and intermediaries will customise provision so that they meet the needs of employers and are in line with agreed standards.

The client will be at the centre of the process, which means;

- their needs will be assessed as soon as they come for help, and all the way through their journey to a job they'll be given access to all available and appropriate services that can help them get a long-term job
- there will be a comprehensive package that takes into account individual needs
- particular attention will be paid to helping people through transitional periods – if they are leaving school, when they go from unemployment to a job, and/or when they move between service providers.

Important in this approach is the design of tailored pathways to work, where a client's needs are assessed at key points, and there's active referral between providers and programmes to make sure the client receives services that meets those needs.

This pathway approach is illustrated in the Joined up for Jobs service delivery model described overleaf.

2. Excluded groups are targeted

The intention is to target those most excluded and disadvantaged in the labour market including people with disabilities, ethnic minorities, lone parents, ex-prisoners, substance abusers, the homeless and school leavers not in employment, education or training.

Therefore the partners will put in place mechanisms to ensure that there is a focus on:

- working with employers and the 'employment academies' to locate and tackle discrimination
- collecting and monitoring labour market data to report on their progress or otherwise
- creating pathways from first engagement to work

3. Funding for intermediaries is aligned

Organisations that provide funds for programmes will be encouraged to put together coordinated funding and to make sure the criteria they use are compatible with Joined Up For Jobs priorities.

At the same time funding will encourage intermediaries to:

- target priority groups
- fill gaps in service
- avoid duplication
- coordinate services

In addition, agreed success measures will be adopted which recognise intermediate and sustainability outcomes as well as job placement outcomes.

4. Pattern of delivery is coordinated

Funding coordination, focusing on sectoral needs and encouraging more networking among intermediaries will improve services. Information channels will make the pattern of provision clear to employers and clients.

Regular meetings and forums, as well as e-mail networks, will give partners the chance to seek and exchange information about the needs of employers and clients.

There will be more, and better, labour market information to inform service delivery, and it will be made available to partners regularly.



THE IDEAL CONFIGURATION – SERVICE DELIVERY MODEL

Using the principles and priorities that have been established, Joined Up For Jobs partners seek to develop a framework in which:

- Funders pool all funding (including benefits) in line with Joined Up For Jobs' goals, or at least there is alignment that helps achieve the objectives.
- The activities of intermediaries are integrated – ensuring there is focus on the needs of employers and job seekers.
- Clients have seamless routes between a range of effective options that are supported by electronic information exchange and monitoring.
- Relationships between employers, training providers and clients are governed by specific agreements or contracts, so each has clear expectations.
- Continued training and support is routinely available in the workplace
- Transparency is the norm, that is the pattern of who does what will be clear to all.
- Single points of access to the range of services will be available and made known.

The “service delivery model” is a visual representation of this. It shows the components which may make up a simplified pathway to employment and beyond, as well as the typical role that provider organisations take. It is not simply a passive illustration, but a tool to develop policy and practice.

*

INTERMEDIARY

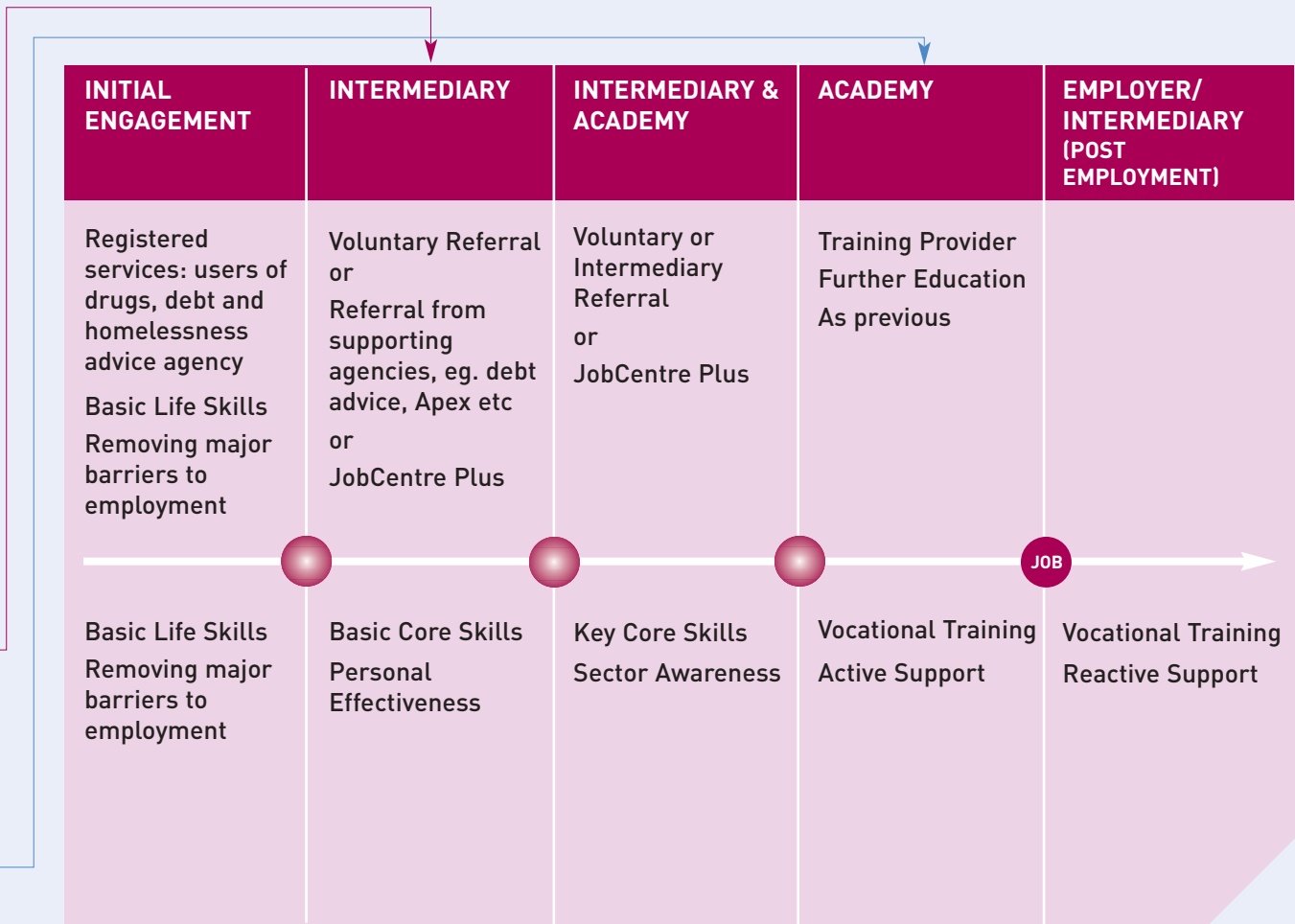
An intermediary is an organisation usually focused on a geographic area or client group that provides help with training, employment or life skills. They are described as ‘intermediary’ because they act as a link between unemployment and a job, or a course at a place of learning such as a further education college.

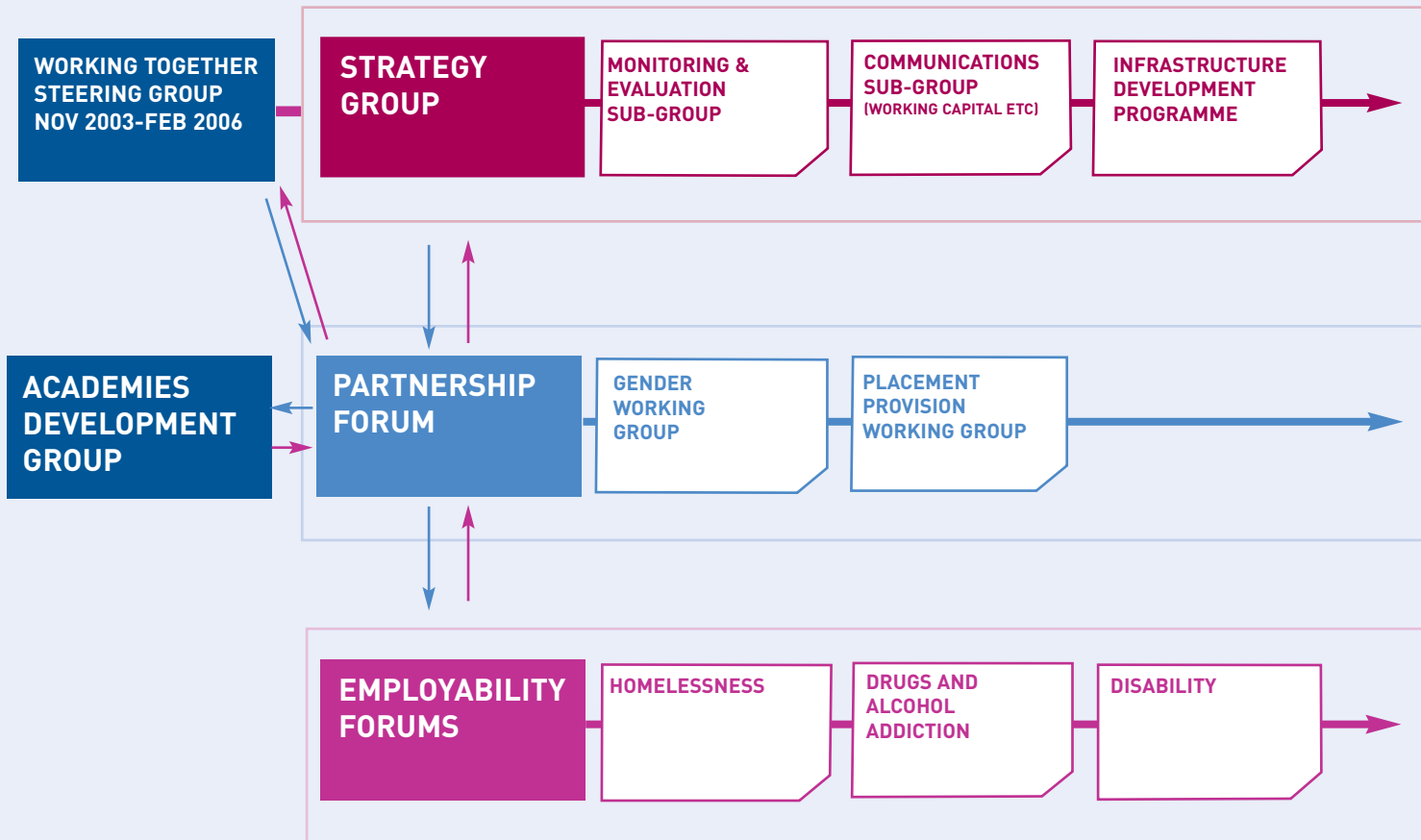
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ACADEMY

A Sectoral Employment Academy is a body that helps people secure work in a specific sector or industry, helps employers with recruitment problems, and works with key players in the ongoing development of the workforce. It involves employers in that sector working with employment related organisations to design and help implement relevant training and work placement programmes.

The Service Delivery Model – (client centred)







COMMUNICATIONS

To promote partnership and cooperative action that develops and implements the strategy, the partners have established a communications structure that informs stakeholders and encourages wider participation. It combines working groups with electronic and traditional media to spread news and share current best practice, with the aim of bringing about continuous improvement.

Working groups

As outlined on page 12 a number of issue based and operational working groups have been set up to help develop and drive the strategy. These groups draw their membership from the wider partnership, including representatives from agencies and service providers as appropriate.

Working Capital

This quarterly magazine is produced and distributed to employers and key staff in partner organisations. It presents information and news in a concise and accessible way, helping to share good practice and encourage debate and new thinking.

“Joined up for Jobs” Website www.joinedupforjobs.org.uk

To extend the reach of the partnership, a website has been set up where anyone can access news and key documents relating to the strategy and employability services in Edinburgh. This site also contains a database of providers within the scope of Joined Up For Jobs in Edinburgh.



IMPLEMENTATION

The implementation of this strategy is an example of Community Planning Principles in practice. It challenges all organisations to change ways of working to create a streamlined and effective system, underpinned by use of evaluation and labour market intelligence.

Joined up for Jobs is coordinated by the Strategy Group, which brings together the City of Edinburgh Council (lead agency), Scottish Enterprise Edinburgh and Lothian, Jobcentre Plus, Careers Scotland, the Edinburgh Chamber of Commerce, under the umbrella of the Capital City Partnership.

Implementation involves many more organisations and one task is to foster their participation, creating the right balance of the roles of the public sector, the private sector and voluntary organisations. An implementation conference in May 2002 began the process of harnessing these contributions and led to joint working on a range of delivery projects .

Since then there has been useful progress on a number of the strategy's objectives through some pioneering implementation projects, including:

- building stronger employer participation via employment academies
- developing the infrastructure mapped in the Service Delivery Model
- piloting shared ICT systems
- creating joined up pathways for specific target groups
- integrating money advice and employability
- networking and communication amongst all delivery partners

Action Plan

There is an Action Plan, regularly monitored and updated, which sets out a range of initiatives and the organisations responsible. The essential task is to match the demand and supply sides of the labour market using the principles set out above.

These priorities remain but the Action Plan continues to evolve and is a working document updated regularly by the Strategy Group.

The latest version of the Action Plan is available from www.joinedupforjobs.org.uk

Use of Labour Market Information

The strategy needs to be informed by up-to date information about labour demand and supply. This is achieved through the Lothian Labour Market Unit, which provides regular reports on various labour market topics to inform the strategy group and the network of providers to help ensure that provision is aligned with labour market need.

Monitoring, Evaluation and Continuous Improvement

It is intended to measure the success of the strategy at the operational and strategic levels by using specific indicators. Through common evaluation approaches where feasible, and the wider and better use of ICT, the partners will seek to gain a better understanding of the performance of service providers and the effectiveness of particular initiatives.



Strategy Group members and contacts

| | |
|---|-----------------|
| City of Edinburgh Council | Kenneth Wardrop |
| Capital City Partnership (chair) | Jim Rafferty |
| Jobcentre Plus | Bill Wilson |
| Scottish Enterprise Edinburgh & Lothian | Sally McGreevy |
| Careers Scotland | Paul Gierthy |
| Edinburgh Chamber of Commerce | Roger Horam |

Additional contacts

| | |
|---------------------------------|--|
| Sectoral Employment Academies | www.employmentacademies.co.uk |
| Creative Industries Academy | 0131 442 1042 |
| Hospitality and Tourism Academy | 0131 315 7709 |
| The Childcare Academy | 0131 332 8001 |
| The Construction Academy | 0131 529 3112 |
| The Edinburgh Retail Academy | 0131 466 2943 |
| The Healthcare Academy | 0131 537 6126/5159 |
| The Public Sector Academy | 0131 529 4849/3157/3727/4623 |
| The Social Care Academy | 0131 561 5375 |

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