

The Bottom Line

**Rotterdam Think Tank
27-28 October 2011**

What is the bottom line?

- a. Money – how much does it cost?
- b. (Sustained) jobs – the employment rate
- c. Customer “progress”
- d. Customer satisfaction
 - Employers
 - Clients (unemployed people)
 - Partner agencies

Systems Thinking

“Generally, to act on the basis of cost data is unwise and dangerous, at best time-consuming and expensive; at worst it can lead to the wrong decisions and thus actions that fail to achieve the purpose” .

“...managing with cost is like driving a car while looking through the rear-view mirror” .

John Seddon

The Story So Far...

From 2007:

- Development of network of local employability partnerships; from 7 'hotspots' to all 32 LAs
- Learning Network to support growth

From 2009-2010:

- Integrated Employment and Skills (IES) project between Jobcentre Plus and Skills Development Scotland

From 2011:

- BASES

Better Alignment of Scotland's Employability Services (BASES)

Simply, better alignment means partners working together, pooling resources, reducing duplication, working to the same goals to get the best outcomes for their customers.

Objectives

- Improve employability services through better alignment, reducing duplication and promotion of co-location where possible
- Review roles and responsibilities across the employability landscape to make better use of public funding;
- Ensure employability services are delivered to agreed national standards;
- Simplify the customer journey to achieve better outcomes.

Key Drivers

- **Jobs and growth** – contributing to the Government's commitment to improve economic performance through increased levels of skills and employability.
- **Better outcomes for jobseekers and employers** – improving the customer journey for individuals and the experience of employers.
- **Reductions in public spending and Public Service Reform** – making better use of our combined resources.

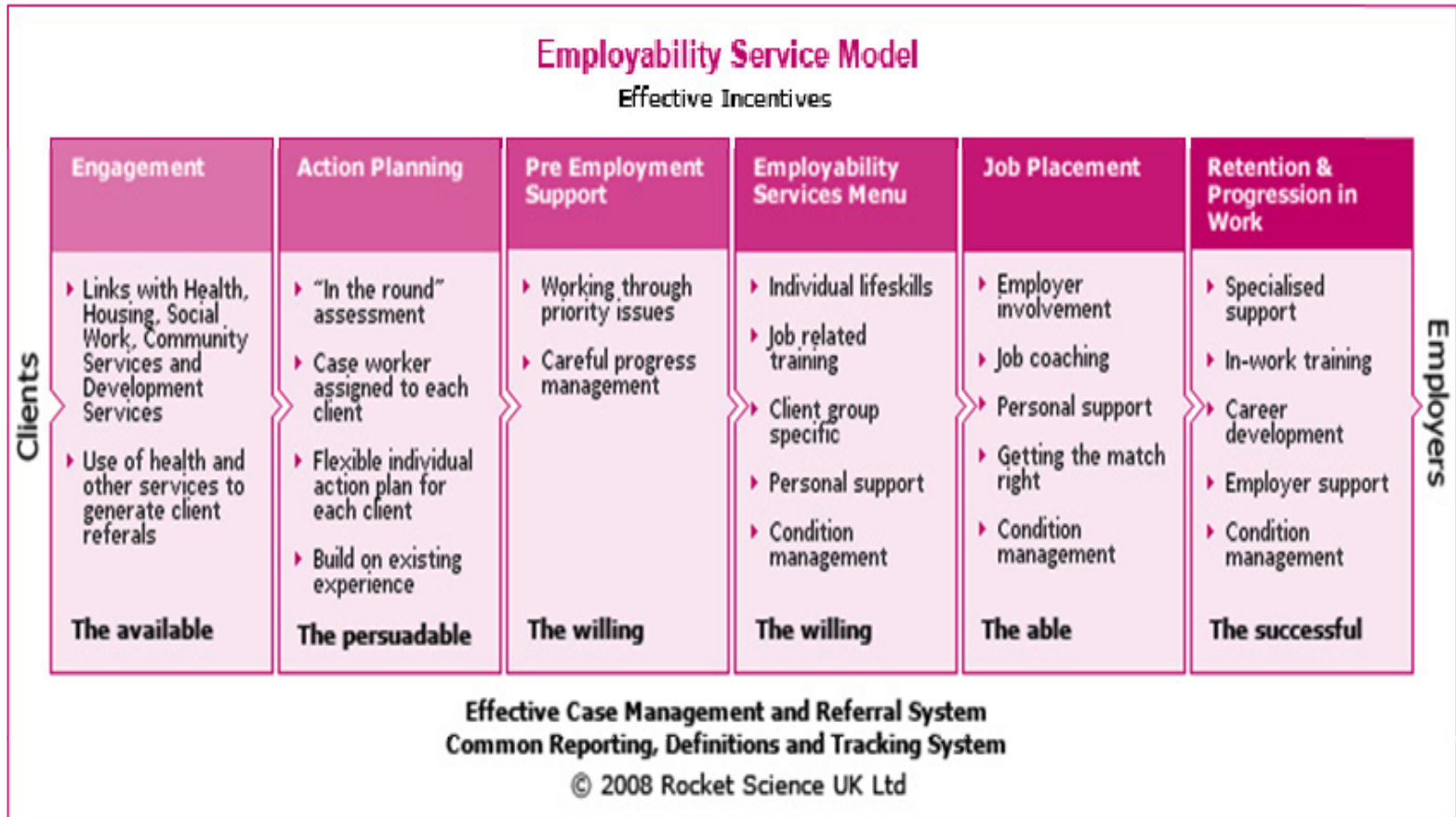
Key Players

- Jobcentre Plus
- Skills Development Scotland
- Local Authorities, incl. Business Gateway
- Colleges
- Adult Literacy and Numeracy (ALN) providers
- The Third Sector
- Scottish Enterprise
- The National Health Service (NHS)
- Employers
- Trade Unions

Implementation

- Two Workstreams: one to look at the Employer offer and the other to look at the Customer Journey at a national and local level.
- The groups have just started their development work and are at the stage of project planning. This includes: identifying key deliverables, key milestones, and risks.
- We expect to provide recommendations to Scottish Employability Forum/Ministers in April 2012

Meanwhile...



In Detail

EMPLOYABILITY PIPELINE							
STAGE 1 Referral/ Engagement	STAGE 2 Initial Needs Assessment	STAGE 3 Specialist Intervention	STAGE 4 Employability Training	STAGE 5 Accredited Training	STAGE 6 Work Placement	STAGE 7 Job brokerage & job matching	STAGE 8 In-Work Aftercare
<i>Partners introducing new clients into employability services.</i>	<i>Partners assessing the initial needs of a client and agreeing the key activities to be undertaken with them.</i>	<i>Partners delivering specialist service (eg financial advice, condition management, coaching etc).</i>	<i>Partners delivering unaccredited core employability skill.</i>	<i>Partners delivering a range of accredited training.</i>	<i>Partners who can arrange a work placement with an employer to gain the client work experience</i>	<i>Partners who focus on engaging with employers, securing job vacancies and matching job-ready clients to jobs</i>	<i>Partners supporting clients who start work to maintain their jobs, through site visits, practical and specialist support</i>
Employability Orkney	Employability Orkney		Employability Orkney		Employability Orkney	Employability Orkney	Employability Orkney
Skills Development Scotland	Skills Development Scotland	Skills Development Scotland	Skills Development Scotland			Skills Development Scotland	Skills Development Scotland
Orkney Blide Trust	Orkney Blide Trust	Orkney Blide Trust	Orkney Blide Trust	Orkney Blide Trust	Orkney Blide Trust	Orkney Blide Trust	Orkney Blide Trust
Jobcentre Plus	Jobcentre Plus	Jobcentre Plus			Jobcentre Plus	Jobcentre Plus	
Orkney College	Orkney College		Orkney College	Orkney College	Orkney College	Orkney College	Orkney College
		Voluntary Action Orkney • Supported Volunteering Project • Connect Project • Volunteering	Voluntary Action Orkney • Supported Volunteering Project • Connect Project • Volunteering		Voluntary Action Orkney • Supported Volunteering Project (volunteering placements with specific task remits etc) • Connect Project • Volunteering	VAO Connect Project	VAO Connect Project
						Capability Scotland	Capability Scotland
Lifeskills Centres	Lifeskills Centres	Lifeskills Centres	Lifeskills Centres	Lifeskills Centres	Lifeskills Centres	Lifeskills Centres	Lifeskills Centres
St Colm's Day Centre	St Colm's Day Centre		St Colm's Day Centre		St Colm's Day Centre	St Colm's Day Centre	St Colm's Day Centre

To be used in conjunction with: On course in Orkney and Steps Towards Work

Advantages

- Focus on outcomes
- Everyone can see what everyone else is doing and where they fit in
- Highlights duplication
- Encourages collaboration

Challenges

- Customers don't usually follow a linear process
- Resource intensive at the centre – managing lots of contracts by (sometimes) lots of different criteria
- How do you price the contribution of providers when they are supposed to be part of a system?

Possible solutions

- Prime Contractor model
- Greater client engagement and evaluation of customer satisfaction
- Peer Review

Conclusion

- Systems thinking has to some extent been promoted in Scotland by the very fact of employment being reserved to the UK Government
- However, taking it to the next step may require changing institutional roles and established practices
- We seek to learn from the experiences of other countries who have succeeded

Questions?

www.employabilityinscotland.co.uk