



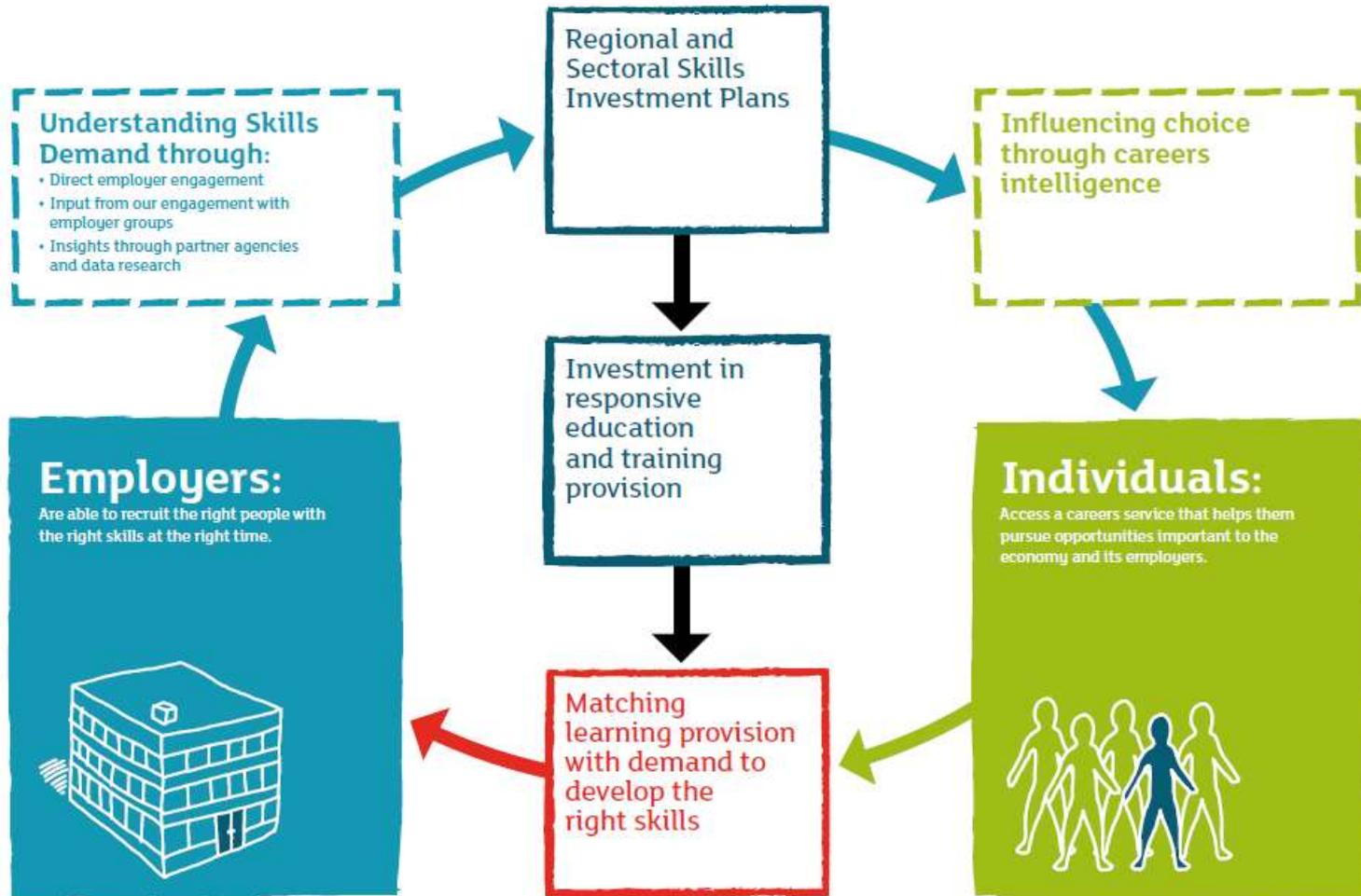
Skills
Development
Scotland

Skills Development Scotland

Investing in Skills

Strategic Intent

The Skills Planning Model Making Skills Work for Scotland



Strategy Map

Vision

SDS contributes significantly to a Scotland that values skills, realising the potential of its people and businesses to build a competitive, inclusive and resilient economy.

Purpose

Making Skills Work for Scotland.

We lead skills planning and development, and support: **employers** to get the skills they need and **individuals** to get jobs and progress in the workplace.

Our ambition for employers: Making skills work for employers

Goal 1: Employers are better able to recruit the right people with the right skills at the right time.

- Engage with employers to plan demand for skills both now and in the future
- Utilise this intelligence to influence the development and funding of:
 - Matching appropriate tertiary education provision
 - Work-based education, training and learning pathways
 - SDS products and services
 to respond to demand and equip people with the right skills for employers and our nation
- Deliver targeted programmes to help employers bridge the gap in industries where the supply does not meet demand in the short term.

Goal 2: Employers have high performing, highly productive, fair and equal workplaces.

- Provide trusted advice and support to enable employers to:
 - Invest in existing skills and plan for, and develop, new talent
 - Create solid business plans that reflect long term skillsforce requirements and fairness
 - Access the right products and services to grow their business through their skillsforce
- Establish evidence on the impact effective leadership and a culture of fairness and equality has on workplace productivity
- Through strategic engagement with industry, demonstrate and help deliver the benefits of adopting fair workplace and equality practices.

Our ambition for individuals: Making skills work for individuals

Goal 3: People have the right skills and confidence to secure good work, progress in their careers and achieve their full potential.

- Drawing on our careers intelligence, help people develop career management skills so they can:
 - Choose the right pathway through education and into work
 - Acquire essential employability and work-based skills
 - Take advantage of opportunities available to them within our economy and its employers
 - Anticipate and plan ahead throughout their career
- Champion the wide range of pathways into work, ensuring each route is recognised and valued
- Invest in programmes such as Modern Apprenticeships to help Scotland's workforce confidently adapt to a changing economy and labour market.

Goal 4: Increased equality of opportunity for all.

- Work with partners at a local level to create a joined-up pipeline of accessible skills support, delivering greater equality and diversity in the workforce
- Establish a clear understanding of the barriers to participation some people face by working closely with equalities experts
- Collaborate with partners to further shape services to break down systemic barriers and increase participation
- Collaborate with Scottish Government to help design and deliver devolved employability and skills programmes in Scotland.

Our ambition for our organisation

Goal 5: SDS is an employer of choice, an exemplar of fair work and internationally recognised for excellence, innovation and customer-focus.

- To deliver sector-leading services to customers by:
 - Taking an innovative approach to leadership, skillsforce development and equality
 - Harnessing our digital capability and making best use of our business intelligence
- Maintaining a focus on quality, efficiency, effectiveness and sustainability underpinned by a culture of continuous improvement.

Values

We put the needs of our customers at the heart of all we do

We demonstrate self motivation, personal responsibility and respect

We continually improve to achieve excellence

We make use of our combined strengths and expertise to deliver the best outcomes

Skills Intelligence



SDS Goal 1: Employers are better able to recruit the right people with the right skills at the right time



Investment

£6.8m spend and **c30** staff investing in skills planning and sector development

Activity



Impacts



10 sector Skills Investment Plans

2 Regional Skills Investment Plans

RSAs – **13** regions, **5** city deals and **32** local authorities

National Jobs and Skills Report

Thematic research and Labour Market briefings

Reducing skills shortages and skills gaps

Taking short, medium and long term actions to address skills alignment

Ensuring that skills provision is meeting skills demand enabling interventions to be targeted towards areas of greatest need

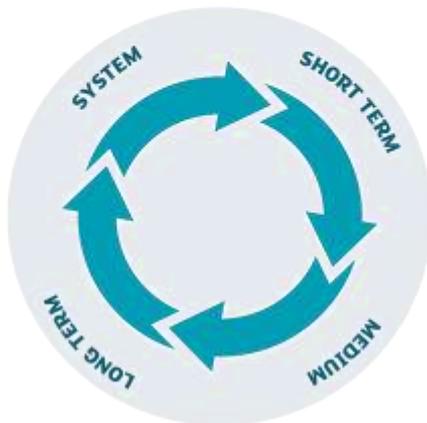
Facilitating supply side to coalesce around a common narrative in terms of future demand

Informing the SFC outcome agreements

Informing SG policy intervention

Facilitating industry to be more proactive and take the lead – **17** Industry Leadership Groups

Gradual System Alignment



Apprenticeships



SDS Goal 3: People have the right skills and confidence to secure good work, progress in their careers and achieve their full potential

Foundation Apprenticeships

Modern Apprenticeships

Graduate Level



Investment

• **£80m** spend and **c100** staff investing in apprenticeships and National Training Programmes



Activity

- Pioneering the Apprenticeship Family
- **13** types of Foundation Apprenticeships available in key sectors for school pupils
- **80** types of Modern Apprenticeships available across hundreds of jobs
- **9** types of Graduate Level Apprenticeships available through a variety of university partners
- **17,000** MA employers and **250** training providers
- Strengthening the employer voice through SAAB
- Working to widen participation among under-represented groups



Impacts

- Supporting **27,000** jobs each year through MAs
- Strengthening industry-education alignment through FA delivery in **150** schools across all **32** local authorities
- Increased individual attainment: **76%** MA achievement rate
- Increasing equality rates: greater participation among under-represented groups
- Supporting youth employment – **76%** of new MAs taken by 16-24 year-olds
- Increasing job retention - **91%** of MAs still in work after six months
- **88%** of employers say MAs important to their business and workforce development
- **89%** of employers would recommend apprenticeships to another company in their industry

CIAG – Schools →

SDS Goal 3: People have the right skills and confidence to secure good work, progress in their careers and achieve their full potential



Schools

- **243** SDS FTE delivering in **360+** secondary schools
- **£11m** staffing budget

School Activity



Impacts



DYW and Career Education Standard enhanced service offer demonstrator phase in 2015/16 – 35 schools

Enhanced service offer implemented in all maintained secondary schools including ASN/special schools 2016/17

Early career education digital offer for primary schools P5-P7 via My World of Work

Universal service offer (All pupils/all schools)

- My World of Work
- Group engagements at P7/S1 through to Senior Phase
- Parental engagement from P7/S1 to S6
- Career guidance 1:1 support at subject choice phase including 1:1 offer for Parent/Carers

Targeted service offer (differentiated support through pupil needs assessment)

- Sustained coaching relationship from S3 to S6 delivering 1:1 career guidance interventions

Curriculum inserts for teachers linking subjects to the world of work

Teacher capacity building

ES reviews: **100%** of CIAG services rated good or above

School Partnership Agreements in place annually outlining collaborative approach to embedding Career Management Skills within the curriculum

Within schools: **202,314** individuals supported through **427,294** individual and group engagements in 2016/17

High levels of pupil satisfaction: **70%** school leavers satisfied with SDS services

86% S2/S3 pupils better understand making subject choices as a result of CIAG support

87% of senior phase pupils better understand various post-school pathways as a result of SDS services

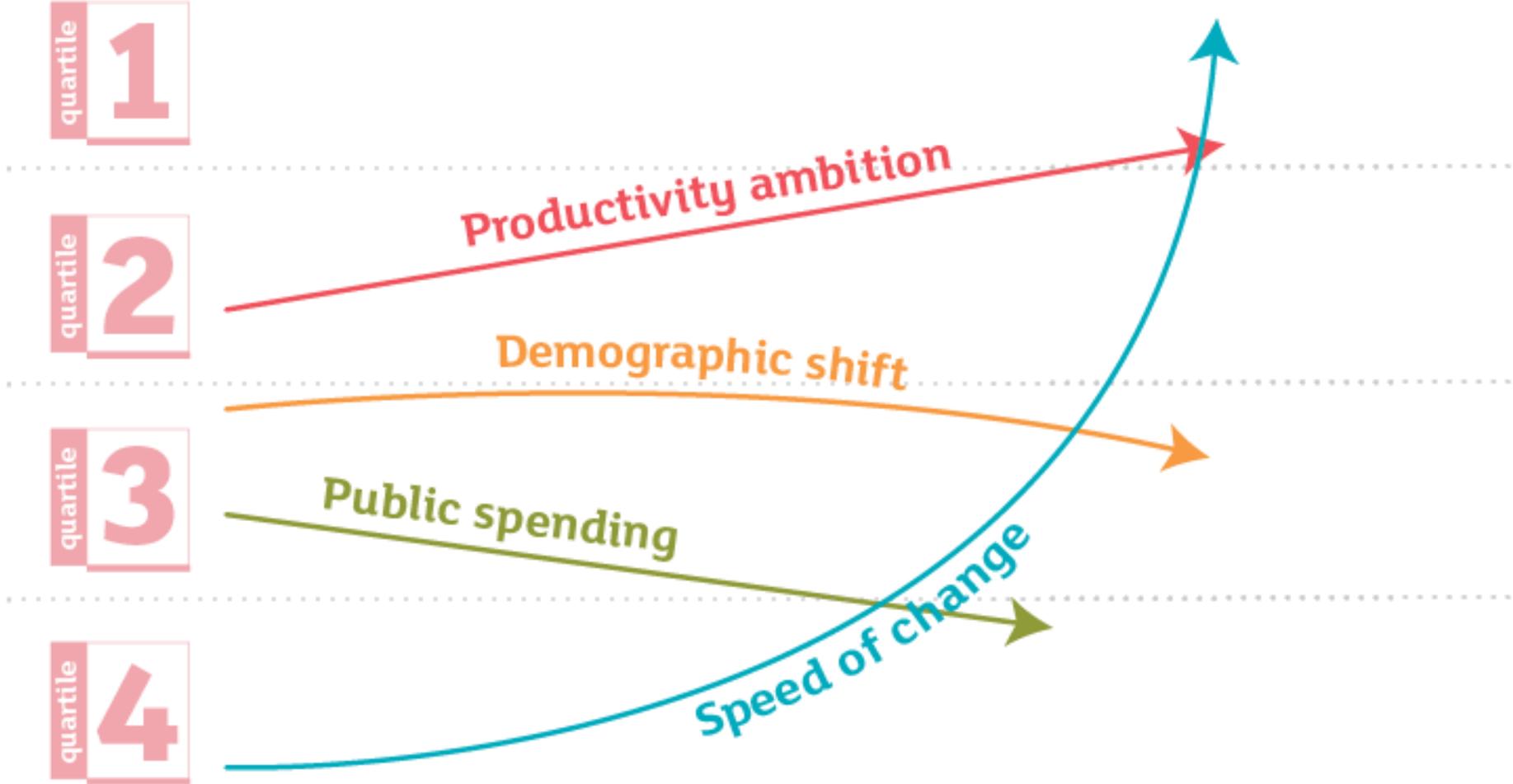
In last 7 years, positive destination rate for school leavers has increased from **85.2% to 91.4%**

4 Continuing professional learning modules developed for, and with, teachers

Head Teachers give SDS average satisfaction rating of **9.1 out of 10**

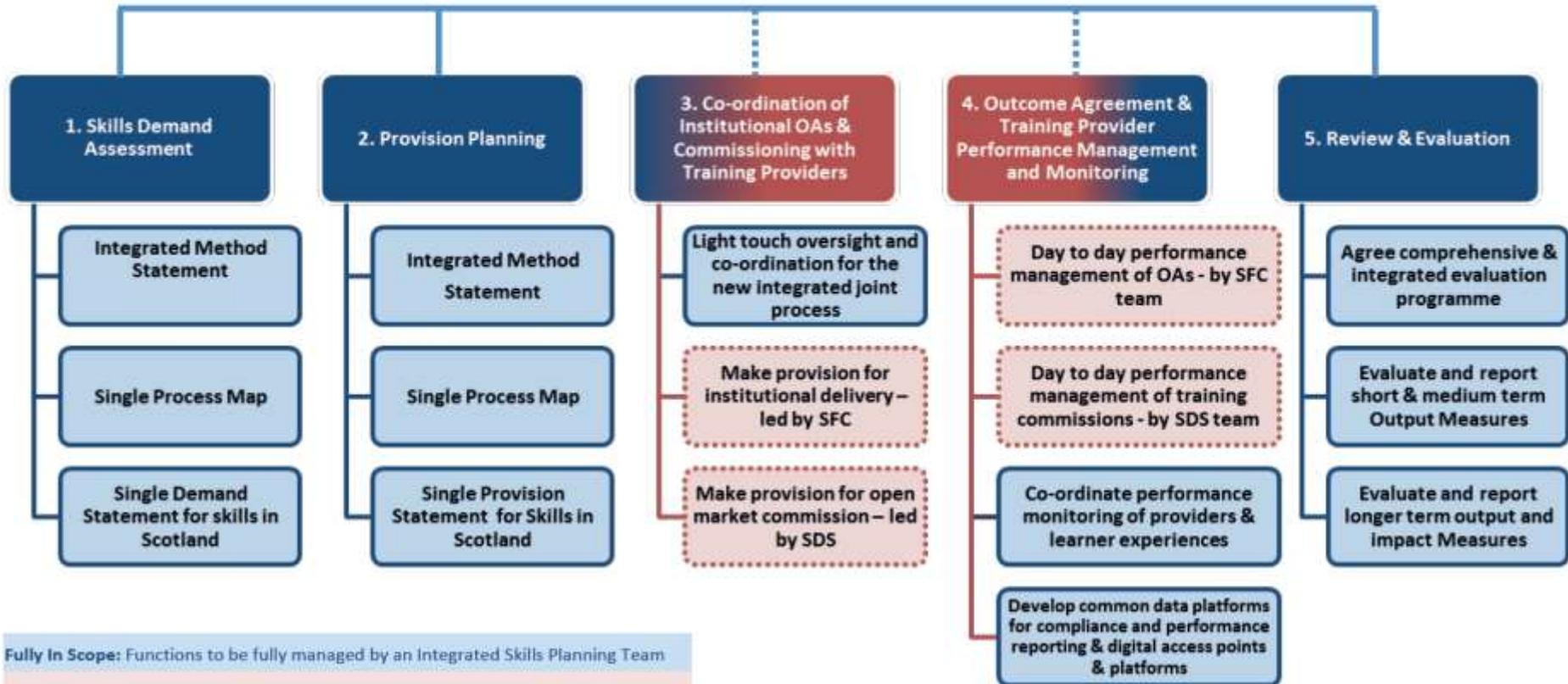
124,928 pupils registered on My World of Work

Strategic Imperatives



Skills Alignment: Work in Progress

Director of Skills Alignment



Fully In Scope: Functions to be fully managed by an Integrated Skills Planning Team

Devolved: Management of functions to remain with individual agencies

Understanding and Measuring Impact

High Performing Labour Market

	Productivity	Wellbeing
Performance	<ul style="list-style-type: none">• Avg output per employee• Aggregate employment rate• Skills utilisation	<ul style="list-style-type: none">• Avg per capita personal earnings• Growth in personal earnings• % individuals in higher skilled, higher waged occupations
Conditions	<ul style="list-style-type: none">• Workplace practices – engaged employees• Investment in skills/training in the work place• Work flexibilities	<ul style="list-style-type: none">• Security of employment• Career development & progression• Work life balance
Fairness	<ul style="list-style-type: none">• Fair work practices• Gender & diversity pay gaps• Wider & deeper participation	<ul style="list-style-type: none">• Access to the labour market• Enabling services, provision of child care• Equality of pay levels
Functioning	<ul style="list-style-type: none">• Skills gaps – ability to do the job• Skills shortages – lack of available skills• Frictionless transitions & mobility	<ul style="list-style-type: none">• Investment in skills & core competencies• Smoother transitions• Re-skilling & up-skilling

Questions