



Community Planning Board

**Wednesday, 21 September 2022
SUPPLEMENTARY AGENDA**

The undernoted reports have been added to the agenda for the meeting of the **Community Planning Board** to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 21 September 2022** at **14:00**.

BUSINESS

7a. **Draft Apprenticeship Strategy for Moray**

3 - 24

Report by Depute Chief Executive (Economy, Environment and Finance)

Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.

THE MORAY COUNCIL
Community Planning Board

SEDERUNT

Mr George Burgess (Member)
Mr Murray Ferguson (Member)
Mr Grant Moir (Member)
Mr Anthony Standing (Member)
Chief Superintendent Kate Stephen (Member)
Mr Don Vass (Member)
Mrs Susan Webb (Member)
Ms Caroline Webster (Member)
Councillor John Divers (Member)
Councillor Juli Harris (Member)
Councillor Graham Leadbitter (Member)
Councillor Bridget Mustard (Member)
Councillor Kathleen Robertson (Member)
Mr Roddy Burns (Member)
Mr Chay Ewing (Member)
Mr David Reid (Outside Body Appointee)
Councillor Tracy Colyer (Outside Body Appointee)
Councillor Amber Dunbar (Outside Body Appointee)

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Your Moray

REPORT TO: COMMUNITY PLANNING BOARD ON 21 SEPTEMBER 2022

SUBJECT: DRAFT APPRENTICESHIP STRATEGY FOR MORAY

BY: MORAY COUNCIL, SENIOR OFFICER ECONOMIC STRATEGY AND DEVELOPMENT

1. REASON FOR REPORT

- 1.1 To present the Moray Community Planning Partnership (CPP) with the draft Apprentice Strategy for Moray. A coordinated approach to delivering the strategy is required and the commitment of the CPP is needed to ensure effective delivery. The CPP is encouraged to approve the strategy and agree to the proposed actions recommended for delivery by each of the partners.

2. RECOMMENDATION

- 2.1 **It is recommended that the CPP:-**

- (i) Approved the Apprenticeship Strategy for Moray**
- (ii) Agrees to the proposed Action Plan and the target outcomes linked to the Priorities for Action**

3. BACKGROUND

- 3.1 The Delivery Framework for developing a diverse, inclusive and sustainable economy from the Local Outcome Improvement Plan (LOIP) sets out the key actions to deliver against the economic outcomes. To support the outcome of increased participation, skill and pay levels with reduced gender inequality through apprenticeships at all levels, the following actions were identified:
- Partnership apprenticeship strategy and action plan developed for public and private sector partners
 - New apprenticeships in the public and private sector
- 3.2 An Apprenticeship Strategy for Moray has been developed to deliver against these actions. The strategy has been produced in partnership by a short-life working group made up of officers from Moray Council, UHI Moray, DYW Moray, and Skills Development Scotland (SDS). The draft strategy is provided in full as **Appendix 1**.

4. COMMUNITY PLANNING PARTNER AVAILABILITY

- 4.1 The LOIP Delivery Framework for developing a diverse, inclusive and sustainable economy targets the formation of an apprenticeship strategy and action plan for Moray to increase availability and quality, to be implemented by CPP and Moray Economic Partnership (MEP) members.
- 4.2 The table below highlights the current availability of apprenticeships over the past three years across the community planning partners.

	2019/20	2020/21	2021/22
Moray Council	9 MA, 12 FA	6 MA, 8 FA	3 MA, 10 FA
Highlands and Islands Enterprise (Moray)	0	0	0
Scottish Fire and Rescue Service (Moray)	3 MA	2 MA	3 MA
Police Scotland (Moray)	0	0	0
tsiMORAY	0	0	0
NHS Grampian	4 MA	12 MA, 1 FA	2 MA
UHI Moray	1 MA, 1 FA	0	1 MA
Cairngorm National Park Authority (Moray)	0	0	0
Skills Development Scotland	0	0	0

- 4.3 As highlighted by the data, there is scope for significant growth in the availability of Foundation Apprenticeships and Modern Apprenticeships across the CPP. The data also highlights the absence of any Graduate Apprenticeship opportunities among the community planning partners. The accompanying draft strategy sets out proposals to address this. The two key actions to support this are:
- Community Planning Partners to develop individual action plans with appropriate budget for delivery, to increase the number of apprenticeships within their organisation, aligned with overarching priorities
 - Community Planning Partners to identify a targeted increase in the number of indirect and direct apprenticeship starts within each organisation and the variety of frameworks offered linked to targets within the strategy, as well as the aspirations of young people and future economic needs

5. COORDINATION OF STRATEGY

- 5.1 The creation of individual action plans by each of the community planning partners will assist with an increase in the overall availability of apprenticeships. However, the strategy also requires some coordination to ensure this increase is reflected across the private sector.
- 5.2 There is appetite to avoid any duplication through creation of a new network / forum if there is an existing group who have the requisite remit to coordinate delivery. The required focus would need to include links with employment, skills development and business liaison. Coordination of key actions (highlighted in yellow) within the strategy will be led by MEP through an as yet to be identified structure, as MEP is currently undertaking a review of its structure.

6. CONCLUSION

- 6.1 Coordinated delivery of the Apprenticeship Strategy for Moray could result in significant growth in the availability of apprenticeship opportunities locally. It is hoped this will have a lasting impact on the local skills base and ensure that more young talent opts to remain or relocate to Moray. Contribution from each of the community planning partners is sought in providing capacity to deliver on the actions.

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1. Introduction:

Background

The Moray Apprenticeship Strategy provides a framework for developing diverse and inclusive career progression opportunities which will support the creation of a sustainable economy. The strategy sets out a coordinated programme of work based learning and skills development pathways, to be delivered through the Moray Community Planning Partners (CPP). The strategy will cover a period of 5 years from 2023 through to 2028.

The COVID-19 pandemic has dramatically altered the landscape in which we deliver public services. Despite the relaxation of social restrictions and reopening of the economy, local authorities continue to face a number of changes and challenges over the next few years. Apprenticeships form an integral part of the workforce development plan as a mechanism to support the Moray labour market to respond to current and future skills needs.

Moray has a significantly higher percentage of people who are economically inactive as a result of having retired at 23.6% than the national average, which is 15.3%. The area also has a lower percentage of population who are 16-24, at 9.4%, compared to Scotland overall, which is 10.4%. To address future challenges with an ageing and declining population a strategic approach is required to attract, retain and develop talent to meet the needs of local employers.

Developing a skilled, diverse workforce able to support our economic ambitions can only be achieved if we invest in career development pathways to help ensure we can attract and retain the best talent in Moray. This strategy provides a framework for expanding professional learning opportunities through apprenticeship programmes which can develop careers for people of all ages, helping to raise skills, qualifications, and aspirations.

Local Outcome Improvement Plan

The Moray Local Outcome Improvement Plan (LOIP) sets out a framework for developing a diverse, inclusive and sustainable economy. The aim of which is that, *“by the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone, including more skilled and higher paid jobs.”*

The Moray Apprenticeship Strategy will support increased participation, skills and pay levels with reduced gender inequality and will assist in delivery of:

- Pathways to employment and higher skilled employment
- Targeted approaches to those furthest from the job market
- Choices for the young workforce
- Apprenticeships at all levels

To support the priority of developing an inclusive economy, the LOIP outlines the objective of implementing an apprenticeship strategy and identifying target sectors for improvement, to deliver an increase in all levels of apprentices against the pre-COVID baseline.

Moray Economic Strategy

The Moray Economic Strategy 2022-2031 recognises the need for a local skills development programme to address some of the area's economic challenges. It identifies the development of A Sufficient Labour Market, as one of the five Priority Areas for Action within the strategy.

Moray's economy is expected to undergo a transformation in the years ahead through the transition away from carbon intensive industries, towards renewables and new sustainable careers. Over the next ten years this will be accelerated through funding from the Scottish Government's £500M Just Transition Fund, for which Moray is one of only three local authorities which can access this investment.

This is in addition to the significant employment creation forecast through delivery of the Moray Growth Deal projects, which will result in investment in Moray of over £100M.

Moray is well placed to take advantage of these new economic opportunities, but - in order to do so there will need to be both growth and increased flexibility in the skills base within Moray's workforce. One of the challenges in meeting this skills need is that there is not yet clarity on the future skills required for emerging industries, such as the green economy. This issue will impact upon local businesses, social enterprises, and skills and education providers. A coordinated apprenticeship programme across the Moray Community Planning Partners can mitigate against this, through providing a broad range of apprenticeship placements covering a number of transferable skills.

To ensure Moray has a sufficient labour market, able to adapt to the future needs of the economy, the Moray Economic Strategy recommends the promotion of:

- Career opportunities that will become available over the medium term
- Occupations and career paths in harder to fill sectors, such as hospitality
- Apprenticeships, to increase awareness and numbers

Moray Pathways

Moray Pathways is a single point of contact for individuals, businesses and organisations who are either looking for, or have opportunities in learning, training and work. One of the strategic objectives in the Moray Pathways Delivery Plan is to improve employment and career opportunities for the people of Moray, reducing unemployment and inactivity rates and increasing the skills of the workforce across the Moray area. Moray Pathways provides targeted delivery for seven priority groups:

- Long-term unemployed
- Physical and mental health conditions, including disabilities
- Low income families and lone parents with children experiencing poverty
- Underemployment
- Young people most at risk of not participating in learning, training or work (e.g. care experienced)
- Minority Groups
- Veteran Support Groups

Scotland's National Strategy for Economic Transformation

The Scottish Government's National Strategy for Economic Transformation sets out a programme for action for the next ten years, which includes new innovative approaches in the education and skills systems. It proposes renewal of the apprenticeship system, with a particular focus upon providing opportunities for women and other under-represented groups on specific skills, such as digital.

It also reaffirms commitment to the Young Person's Guarantee, which ensures every person aged between 16 and 24 has the opportunity to study, undertake an apprenticeship, work experience, or participate in formal volunteering.

Community Wealth Building

Creation of an inclusive apprenticeship strategy aligns with the Community Wealth Building (CWB) approach, which is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

The Scottish Government have committed to developing a CWB Bill, which will focus on diversification and development of local economies, finance, land, and ownership models. The approach will be targeted towards delivering inclusive growth, through promoting fair work, tackling inequality, and creating sustainable communities that foster wellbeing.

One of the pillars of CWB is supporting development of Fair Employment and Just Labour Markets, through removing barriers to employment opportunities, providing learning and skills development opportunities, and increasing access to career pathways. The Moray Apprenticeship Strategy will compliment and support the development of a CWB approach in Moray.

2. Vision:

The Moray Community Planning Partners recognise the importance of apprenticeships in meeting the current and future skills needs of our workforce. Moray aspires to be an area that attracts, develops and retains a creative and innovative workforce with the key skills required now and in the years to come. The Moray Apprenticeship Strategy supports this aspiration by providing a framework for the development of new career opportunities for people of all ages.

Moray is presented with new opportunities through the transition to a low carbon economy, delivery of the Moray Growth Deal, and development of innovative technology and industries. However, these opportunities can only be realised if we ensure Moray has the right people, with the right skills, at the right time.

The Moray Apprenticeship Strategy will seek to raise the awareness and understanding among employers of the many benefits of apprenticeships, as well as the types of jobs that young people in particular are seeking. Aligning skills development opportunities with demand will encourage more 16-29 year olds to remain in or relocate to Moray to take advantage of the new career opportunities.

3. Types of apprenticeship:

Foundation Apprenticeships

Foundation Apprenticeships provide an opportunity for young people to benefit from work-based learning whilst in the senior phase of secondary school. Placements last for either one or two years, with pupils beginning their Foundation Apprenticeship in S5 or S6. They offer young people a head start in their career, with the chance to gain an industry-recognised, vocational qualification and work experience alongside their other school subjects.

Completion of a Foundation Apprenticeship leads to a qualification at the same level of learning as a Higher and are recognised by all universities and colleges. They offer a progression pathway on to a permanent job, or further work-based learning through a Modern or Graduate Apprenticeship. Foundation Apprenticeships are also recognised as entry qualifications by all Scottish colleges and universities.

For employers, Foundation Apprenticeships offer the chance to attract enthusiastic young people who are willing to learn, to ensure the organisation has the best people with the required skills.

Modern Apprenticeships

A Modern Apprenticeship allows people to earn a wage and gain valuable work experience while working towards an industry-recognised qualification. For employers, modern apprenticeships help develop their workforce by training new staff, and upskilling existing employees. Skills Development Scotland (SDS) contribute towards the costs of training, via a training provider who works with the employer and supports the learning of the apprentice.

There are over 80 Modern Apprenticeship frameworks. These have been developed by sector skills councils, in consultation with their industry, to ensure they best meet the needs of employers.

Modern Apprentices gain valuable work experience alongside an accredited qualification, developing skills and expertise for their current and future jobs. Modern Apprenticeships are available at four different levels, some equivalent to degree level.

Graduate Apprenticeships

Graduate Apprenticeships provide work-based learning opportunities up to Master's degree level for new and existing employees. They have been created in partnership with industry and the further and higher education sector. Graduate Apprenticeships provide a new way into degree-level study for individuals who are currently employed, or who want to go straight into work. Employees can equip themselves with higher levels of academic learning and industry accreditation, which helps them progress as professionals.

Apprentices can progress to the highest level of professional qualifications with a range of entry and exit points from a Higher National Diploma (Higher Apprenticeships at SCQF level 8) to a Master's degree (SCQF level 11). The learning costs are fully funded by SDS.

Graduate Apprenticeships are available across 14 of Scotland's universities and colleges in 14 subject areas covering sectors including ICT/Digital, Cyber Security, Data Science, Civil Engineering, Engineering, Construction and Business.

Case Studies



Brodie Linklater, Modern Apprenticeship at UHI Moray, Horticulture (SCQF Level 5)

"I found that the combination of learning alongside my full-time job worked well. I was able to practice and apply what I had learnt directly into my day-to-day work. The lecturer was very approachable and always willing to provide support if needed."



Carragh Main, Modern Apprenticeship at UHI Moray, Business and Administration (SCQF Level 5)

"Doing an apprenticeship is very worthwhile as you are benefitting from both the work environment and also college. They are a great way of being able to learn and develop skills in a job you are passionate about while earning at the same time."

4. Local Landscape:

Apprenticeships in Moray

As of 31st December 2021, there were 665 Modern Apprentices in Moray still currently in training, with 366 of them having started in 2021/22. The Modern Apprenticeship achievement rate, which is the percentage of apprentices who complete their training, is currently 70.7% for Moray.

In 2020-21 there were 10 registered Graduate Apprenticeship starts, based on apprentices who had a home address in Moray. These were concentrated in 6 of the 13 available Graduate Apprenticeship frameworks: Accounting, Early Learning and Childcare, Business Management, Civil Engineering (level 10), Construction and the Built Environment, and Cyber Security (level 10).

All Foundation Apprenticeship opportunities released in Moray since 2017 have all been at SCQF Level 6, with those at SCQF Level 4 and 5 not yet available locally.

The following table outlines the total number of starts across the three apprenticeship types, between 2018/19 and 2020/21.

	2018/19	2019/20	2020/21
Foundation Apprenticeships	29	68	43
Modern Apprenticeships	427	399	341
Graduate Apprenticeship	17	13	10

As can be seen from the data there has been a significant reduction in Modern Apprenticeship starts throughout the Covid-19 pandemic. However, there has been a slight rebound since the relaxation of social restrictions. This has seen 366 new Modern Apprenticeship starts in 2021/22, with data yet to be published for Foundation or Graduate Apprenticeships.

However, when comparing the availability of Modern Apprenticeships in 2021/22 with those in other similar local authorities, Moray is lagging behind. The table below details the availability of Modern Apprenticeship opportunities by occupational group. It demonstrates that there are fewer opportunities in Moray across almost all occupational groupings, especially in 'Construction and Related' and 'Sport, Health and Social Care'. The latter includes the Social Services (Children and Young People) framework which provides a pathway for people looking to embark on a career in childcare. Food and Drink occupations buck the trend, with Moray having the second highest number of Modern Apprenticeship starts of the 8 local authorities, linked to the prominence of that sector in the local economy.

Modern Apprenticeship Starts by Occupational Group in 2021/22	East Ayrshire	East Lothian	Fife	Moray	North Ayrshire	Perth & Kinross	South Ayrshire	Stirling
Administration and Related	22	34	58	12	39	30	30	13
Animal Care, Land & Water Based	12	*	17	10	10	16	22	9
Automotive	25	9	76	20	32	42	15	9
Chemicals and Biotechnology	*	9	*		*	*		*

Construction and Related	219	119	446	95	198	164	121	113
Creative and Cultural Skills	5	*	*	23	*	*	*	*
Engineering and Energy Related	54	28	172	24	68	18	39	18
Financial Services	*	16	19	*	19	9	6	5
Food and Drink	20	10	55	42	11	35	19	8
Hospitality and Tourism	20	31	85	23	24	78	19	32
Management	19	12	35	19	12	29	7	*
Other Manufacture	22		5		11	*	*	*
Other Services	80	56	188	37	88	62	60	42
Personal Services	28	25	51	*	18	14	16	16
Retail and Customer Service	38	20	83	6	17	35	12	13
Sport, Health and Social care	108	156	382	44	145	181	128	68
Transport and Logistics	29	23	98	7	35	35	13	17
Grand Total	706	556	1,776	366	731	754	511	372

There are a limited number of Graduate Apprenticeship opportunities being offered by employers in Moray. In 2020/21, there were only 7 Graduate Apprentice employers in Moray. It is anticipated that this is due to the rurality of the region and with a limited number of Graduate Apprenticeship learning providers consistently offering virtual Graduate Apprenticeship programmes. Often the learning provider requires the employee undertaking a Graduate Apprenticeship to attend the University/learning provider at least once per week which imposes significant travel and accommodation costs on the employer.

At present, local learning providers such as UHI Moray have faced a challenge in offering Graduate Apprenticeship frameworks, which are already available through other learning providers, even if those are not based locally. It is key that sufficient demand is created and evidenced locally to demonstrate the need for increased availability of frameworks in Moray. SDS prepare a periodic demand statement for the region and have agreed to promote the need for increased availability of GAs in Moray.

Regional Skills Assessment

The SDS skills forecast for Moray suggests some short-term growth in job openings, from 2021 to 2024, largely driven by replacement demand. However, over the longer-term (2024-2031) jobs growth is not forecast to continue. Though there is expected to be an ongoing requirement for skilled people to fill opportunities created by people leaving the labour market. The replacement demand of 13,100 people will create a need for labour, despite the number of people required being forecast to decline by 1,000 due to contraction in the labour market. As a result there are forecast to be 12,100 job openings between 2024 and 2031.

Job openings are expected to be concentrated in a small number of sectors, with four sectors in Moray forecast to account for 6,600 (55.1%) of the requirement:

- Wholesale and Retail Trade: 2,300 jobs
- Human Health and Social Work: 1,700 jobs
- Public Administration and Defence: 1,500 jobs
- Accommodation and Food Services: 1,200 jobs

Views of Young People

Developing the Young Workforce (DYW) Moray, on behalf of the Moray Community Planning Partners, conducted a survey of Young People (Age 12-29) in May 2022 to gather their views on Apprenticeships in Moray, receiving 163 responses. It was found that there was a perceived lack of apprenticeships available in Moray and many of the respondents were unsure where to seek guidance or access information.

More specifically, there was an overall lack of awareness of Graduate Apprenticeships. This may be a result of most employers focussing on upskilling current staff with Graduate Apprenticeships, rather than advertising vacant roles as a Graduate Apprenticeship opportunities. Resulting in little to no visibility of Graduate Apprenticeships in the Moray job market.

Other challenges highlighted via the survey were that young people felt apprenticeships were low paid in the region; transport was a key barrier and amongst the apprenticeships that were available there were less in the occupations that young people were interested in pursuing. Outside of the 'traditional' apprenticeships it was highlighted that there was an appetite for apprenticeships in Hospitality, Business, Sport, Agriculture and Forestry, and Education.

Finally, of the 163 responses, 101 young people said the current availability of apprenticeship opportunities in Moray would influence how likely they are to leave the region in pursuit of further education, training or work.

Views of Employers (Community Planning Partnership)

A survey was conducted of the Moray Community Planning Partners to gather data on the availability of apprenticeships across the partnership and an employer perspective on the ease of recruiting and managing apprentices. The table below highlights the limited availability of apprenticeship opportunities across the Moray Community Planning Partners in the last three financial years.

	2019/20	2020/21	2021/22
Moray Council	9 MA, 12 FA	6 MA, 8 FA	3 MA, 10 FA
Highlands and Islands Enterprise (Moray)	0	0	0
Scottish Fire and Rescue Service (Moray)	3 MA	2 MA	3 MA
Police Scotland (Moray)	0	0	0
tsiMORAY	0	0	0
NHS Grampian	4 MA	12 MA, 1 FA	2 MA
UHI Moray	1 MA, 1 FA	0	1 MA
Cairngorm National Park Authority (Moray)	0	0	0
Skills Development Scotland	0	0	0

Of those who had offered apprenticeships in the past, all were positive about the process of managing apprenticeships. All partners confirmed an awareness of where to find information on offering apprenticeships and felt the process of setting up apprenticeships with SDS was simple. However, it was felt there are some barriers to creating apprenticeship opportunities. Some of the key challenges raised include:

- Public sector finance constraints limiting ability to hire apprentices

- Lack of resources internally to administer and coordinate apprenticeship programmes
- Efficiencies leading to reduction in capacity to provide effective mentoring and support for apprentices
- Negative experiences with learning providers
- Need for graduate apprenticeship frameworks in subjects that align to business needs
- Labour market constriction leading to a lack of applications for apprenticeships
- Restrictive nature of internal workforce planning policies
- Impact of hybrid working in reducing the contact time with apprentices

Positive Futures

Positive Futures was a year-long collaborative project between DYW Moray & DYW North East from April 2021 to 2022, looking at how to inform and inspire young people about their options in a challenging work environment.

The research found young people had the highest levels of interest working in the Healthcare, Digital Industries, Life Sciences and Renewables sectors. However, in 2021/22, there were no Modern Apprenticeship starts in Moray in the Healthcare Support or Life Science and Related Science Industries frameworks, with less than 5 each in the Digital Applications and Digital Marketing frameworks. This suggests there is demand for new apprenticeships in these sectors and occupations than is currently available locally.

5. Priorities for Action:

Objectives:

Four strategic objectives have been identified as the priorities for action, to ensure apprenticeship programmes address the current economic challenges faced in Moray and harness existing opportunity.

1. Increased apprenticeship opportunities at all levels to support talent attraction and retention

As evidenced in the responses to the Young Person's Survey, 62% of respondents cited the availability of apprenticeship opportunities as a potentially decisive factor in whether or not they would choose to stay in Moray. A lack of scale and variety in the apprenticeships available in Moray is hindering the ability to attract and retain the best talent in the area.

Moray has an ageing population with a lower percentage of citizens in the 16-24 age bracket, at 9.4%, than the Scottish average, which is 10.4%. Additionally, 22% of the Moray population is over the age of 65, with only 19.3% of people across Scotland aged 65 and over.

To address these issues, will require investment in a coordinated programme to increase the number of apprenticeship opportunities available in Moray. This needs to expand the variety of roles

offered linked to the apprenticeships frameworks, and aligned to the needs of employers and aspirations of young people, especially in growth sectors and STEM related industry.

The three targets below are based upon on the upper end of comparator local authorities from Moray Council's LGBF grouping of similar Councils. While it is key that public partners drive delivery against these targets, through leading by example, it is expected that the bulk of this increase will come from the private sector. Effective coordination of the strategy will be key to delivering on this.

Target outcomes linked to objective:

- 1 a) 800 annual Modern Apprenticeship starts by 2028
- 1 b) 50 annual Graduate Apprenticeship starts by 2028
- 1 c) 100 annual Foundation Apprenticeship starts by 2028

2. Develop a 'Grow Our Own' programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand

A number of business sectors and public services are already experiencing labour and skills shortages as competition for skilled workers increases. To ensure Moray has sufficient talent and experience to allow our economy to flourish will require the adoption of a strategic approach to 'growing our own' future workforce.

Public partners can use financial powers as anchor institutions to facilitate a 'grow our own' culture. Organisations in receipt of public funding should have a responsibility for providing apprenticeship opportunities, both in support of the Scottish Government's Fair Work First Prospectus, and assisting in the delivery of this objective.

Increased availability of Graduate Apprenticeship opportunities can be used to support existing employees to use apprenticeships as a means of developing skills and encourage career progression. Graduate Apprenticeships can be used to address hard to fill specialist and professional posts and to enable structured succession planning. The support of SDS in championing the need for increased provision of Graduate Apprenticeships through Moray based learning providers will be key to delivering on this.

The full apprenticeship pathway can be used to develop careers and ensure the workforce has the required skills to address the current labour market shortage. Developing work experience and traineeship opportunities as a pathway into apprenticeships can also help ensure our workforce is more representative of the communities we serve by providing opportunities for diverse groups, including those prioritised for support by Moray Pathways.

Target outcomes linked to objective:

- 2 a) Provision of online or in-person access, without the need to commute, for all 13 Graduate Apprenticeship frameworks for people residing in Moray by 2028
- 2 b) A minimum of 20 Graduate Apprenticeship starts in total for existing employees of community planning partners from 2023 to 2026
- 2 (c) A minimum of 40 Graduate Apprenticeship starts in total for existing employees of community planning partners from 2023 to 2028

3. Raise employer and employee awareness of apprenticeship pathways

Although the survey of CPP members suggested that awareness of apprenticeship pathways among employers was high, it is felt that this is influenced by the majority being public agencies. The DYW Positive Futures survey identified that around 40% of the employers surveyed either did not know about the three types of apprenticeship, or felt that they were not applicable to them. This highlights need for improved communication with local employers to promote the benefits of apprenticeships, provide information on how to recruit an apprentice, and raise awareness of the range of frameworks available.

Additionally, the DYW survey of young people in Moray identified that many respondents were unsure where to seek guidance or access information on apprenticeships, especially in relation to Graduate Apprenticeship opportunities.

A coordinated communication strategy is required to address this lack of awareness, including regular promotion of case studies and success stories through a variety of mediums, considering the platforms and social media channels most commonly used by different demographics and sectors.

Improved signposting and promotion of apprenticeships.scot will assist employers and the wider public with accessing information on apprenticeships.

Target outcomes linked to objective:

- 3 a) A minimum of 30 Graduate Apprenticeship employers in Moray by 2028
- 3 b) Coordination of annual apprenticeship conference in Moray for employers
- 3 c) Coordination of annual apprenticeship job fair for general public
- 3 d) Development of a communication plan to align messaging to improve signposting to information platforms and support services

4. Embed apprenticeship programmes across all Community Planning Partners

The CPP can lead by example for other employers by increasing the number of apprenticeship opportunities available across each level of the pathway. To ensure effective delivery of a programme which responds to business need and labour market demand, this will require development of an apprenticeship action plan by each of the Community Planning Partners.

The CPP employer survey, highlighted the challenges among members of a lack of budget to create new posts, capacity to invest time in training and mentoring, as well as the lack of a central co-ordinator, as factors which had prevented delivery of coordinated apprenticeship programmes to date. Creation of action plans across the CPP to directly or indirectly support increased availability of all types of apprenticeship will be key to delivering upon this, with resource and an appropriate budget expected from partners who have capability to deliver substantial programmes.

Action plans will support creation of an apprenticeship culture within each of the partners. Active promotion of apprenticeships as valuable recruitment and talent pipeline opportunities will develop a pro-apprenticeship culture amongst managers and employees. This can be developed alongside the continuation of existing apprenticeship offerings, especially those in frameworks such as business administration and the various construction trades.

Delivering against this could include encouraging use of existing posts to create Modern Apprenticeship and Graduate Apprenticeship opportunities, offering current employees increased opportunities to retrain and up-skill. However, creation of new posts to provide apprenticeships will also be key to ensuring the sustained quality of public services, which will require investment. While there are strong links to fair work practices in ensuring apprentices have a guaranteed role at the end of their training, public partners could also take an alternative approach of providing a talent conveyor belt to ensure Moray has a highly skilled and trained workforce that will benefit the wider economy and address skills shortages.

Target outcomes linked to objective:

4 a) A minimum of 50 Modern Apprenticeships starts annually across community planning partners by 2028

4 b) A minimum of 30 Foundation Apprenticeship starts annually across community planning partners by 2028

4 c) A minimum of 10 Graduate Apprenticeship starts annually across community planning partners by 2028

Overarching Priorities:

Alongside the strategic objectives proposed, there are two cross-cutting priorities which will support delivery of the apprenticeship strategy. These align with the LOIP priority of developing a diverse, inclusive and sustainable economy through reducing poverty and inequality.

1. Ensure equality of opportunity and an all-age focus in apprenticeship programmes

To support a fair work approach and ensure equality of opportunity for all people in Moray, there needs to be an all-age approach to offering apprenticeships. This includes development of pre-apprenticeship programmes for people to work towards apprenticeships.

This could include adoption of a Corporate Parenting approach among the public members of the CPP, providing guaranteed interviews for apprenticeship opportunities for Moray Pathways priority groups. Targeting and maximising opportunities for Moray Pathways priority groups will widen participation in apprenticeships for those who face the most challenges to accessing employment.

2. Promote payment of Real Living Wage for all apprenticeships

The National Living Wage for apprentices, as of April 2022, is £4.81 per hour. This is significantly below the Real Living Wage promoted by the Living Wage Foundation of £9.90. To ensure apprenticeship opportunities are attractive and viable options for all, payment of the Real Living Wage for all apprentices from the first year of their employment should be promoted among Moray employers. This would also help encourage diversity and ensure an all age focus within apprenticeship programmes.

6. Monitoring:

The delivery plan sets out how the priorities for action will be delivered. Delivery will be monitored by the Community Planning Partners at an individual level with strategy progress reported to the Moray Economic Partnership (MEP) and Community Planning Partnership on an annual basis through a Moray Apprenticeship Strategy Annual Report.

The strategy will be reviewed every five years and the refreshed strategy reported to the Community Planning Partnership Board for approval. The delivery plan will be updated on an annual basis as part of the Moray Apprenticeship Strategy Annual Report, to ensure alignment with local and national policy.

7. Action Plan:

Actions	Responsibility	Due Date	Objective
Community Planning Partners to develop individual action plans to directly or indirectly support increased apprenticeship availability, with budget expected from partners who have capability to deliver substantial programmes.	All Community Planning Partners	March 2023	<p>Embed apprenticeship programmes across all Community Planning Partners</p> <p>Develop a ‘Grow Our Own’ programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand</p> <p>Increased apprenticeship opportunities at all levels to support talent attraction and retention</p>
Development of a marketing and communications campaign to support promotion of the different types, levels and benefits of apprenticeships	MEP Comms, SDS	March 2023	<p>Raise employer and employee awareness of apprenticeship pathways</p> <p>Increased apprenticeship opportunities at all levels to support talent attraction and retention</p>
<p>Increased communications of local case studies and success stories, across a range of channels and social media platforms</p> <p>Increased number of awareness raising events, involving employers, public, and learning providers – such as Apprenticeship Week</p>	Local Employability Partnership, SDS, DYW Moray, Moray Council, UHI Moray	September 2023 ongoing	Raise employer and employee awareness of apprenticeship pathways
Identify opportunities for accessing external funding sources to support recruitment of apprentices	Moray Council, HIE, LEP	Ongoing	Develop a ‘Grow Our Own’ programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand

Public partners to adopt Community Wealth Building approach to community benefits in public contracts, to maximise creation of local apprenticeship opportunities with suppliers	Moray Council, NHS Grampian, HIE, UHI Moray	March 2024	Increased apprenticeship opportunities at all levels to support talent attraction and retention
Provide support for local partner agencies such as Moray Chamber of Commerce and tsiMORAY to engage with private and third sector employers, in order to encourage increased availability of apprenticeship opportunities	TBC via MEP, LEP Third Sector Employer Engagement Worker	March 2024	Increased apprenticeship opportunities at all levels to support talent attraction and retention
Engagement with SDS and learning providers to identify those who offer Graduate Apprenticeship frameworks on a solely distance learning basis and lobby for increased availability of frameworks on an in-person basis in Moray	TBC via MEP	March 2023 ongoing	Increased apprenticeship opportunities at all levels to support talent attraction and retention Develop a 'Grow Our Own' programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand
Promote apprenticeship pathways to Moray Growth Deal programme board and project managers to maximise apprenticeship opportunities within projects.	TBC via MEP	March 2023 ongoing	Increased apprenticeship opportunities at all levels to support talent attraction and retention
Ensure delivery of high-quality apprenticeship experiences, with adequate levels of support to increase achievement rates	All Community Planning Partners	March 2023 ongoing	Develop a 'Grow Our Own' programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand

8. Partner Action Plan Template:

The individual action plans for each partner organisation should provide a baseline of current apprentice availability against the frameworks across each of the three pathways. It should consider challenges related to business needs and replacement demand over the next 5-10 years, aligned to actions to mitigate against these. The actions should link with one of the three apprenticeship pathways and the objectives of the strategy.

1. Increased apprenticeship opportunities at all levels to support talent attraction and retention				
Outcomes	Challenges / Actions	Lead Officer / Team	Progress / Delivery	Targets
Increased availability of Foundation Apprenticeships in Moray				
Increased availability of Modern Apprenticeships in Moray				
Increased availability of Graduate Apprenticeships in Moray				
2. Develop a 'Grow Our Own' programme for Moray to protect business sectors and public services vulnerable to forecast replacement demand				
Outcomes	Challenges and Actions	Lead Officer / Team	Allocated Budget / Resource	Targets
Online / in-person access to Graduate Apprenticeships				
Number of Graduate Apprenticeship starts*				
3. Raise employer and employee awareness of apprenticeship pathways				
Outcomes	Challenges and Actions	Lead Officer / Team	Allocated Budget / Resource	Targets
Number of Graduate Apprenticeship employers in Moray				
Number of apprenticeship awareness raising events				

Improved communication of apprenticeships				
4. Embed apprenticeship programmes across all Community Planning Partners				
Outcomes	Challenges and Actions	Lead Officer / Team	Allocated Budget / Resource	Targets
Number of Foundation Apprenticeship starts				
Number of Modern Apprenticeship starts				
Number of Graduate Apprenticeship starts*				