

Theme	Action Area	Objectives	Outcomes	Outcome Indicator	Key Action	Action Indicator(where relevant)	Action Components	Target Date	Lead Officer	Supporting Partners	Delivery				
1. Effective Information and Advice	1.1 Careers Information and Advice	To implement and embed the Moray Skills Pathway, ensuring advice, information and guidance is appropriate, includes local employment and careers opportunities and is fit for purpose for all stakeholders	Skills & Careers advice is fit for purpose (3 - 24/26)	Minimum expectations of routes / destinations set by Skills Development Scotland Nationally is met and exceeded Year 1- minimum expectation at 85% completion Year 3 - 95% completion Year 5 - 100% completion  [Inputted by schools on 16+ SEEMIS system and College on MIS system]	Moray wide implementation of skills pathway is completed	All sector groups meeting twice annually and Associated School Groups are meeting twice annually	Interactions (work related learning experience) in place	30/06/2021	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Developing the Young Workforce Partnership Group				
							Sector Taster Sessions in place	29/01/2019	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Developing the Young Workforce Partnership Group				
							Senior Phase Pathways reviewed, refined and in delivery	31/05/2020	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Short life working group Learner Pathways				
							Community Engagement / Parental Engagement (first) round completed	30/06/2021	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Developing the Young Workforce Partnership Group				
							Effective collation and completion of data inputs for all 15-18 year olds	Date completed of Schools	June (Annually)	Maxine Scott Amy Cruickshank Jackie Andrews	Skills Development Scotland	Developing the Young Workforce Partnership Group			
								Date completed of College	June (Annually)	Maxine Scott Amy Cruickshank Jackie Andrews	Skills Development Scotland	Developing the Young Workforce Partnership Group			
							Work Placement Standard / Career Education Standard is embedded in school curriculum	Pathway in Partnership Event	19/04/2018	Maxine Scott	Moray Council/Skills Development Scotland	COMPLETED			
								Systems Leaders Meeting	08/11/2018	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	COMPLETED			
								Delivery partners training	12/11/2018	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	COMPLETED			
							Better pathway planning through learner journeys to enable sustainable destinations and improved participation measures (15 - 24)	Senior Phase Pathway Review	Increase in sustained destination and participation levels Year 1: All Associated School Groups achieve National Average (school leavers) Year 3: All Associated School Groups exceed National average (school leavers)  [Via Data Hub schools and college used MIS System to update School Leaver Destinations and Sustained Destinations, this is reported annually]	33 Period Week implemented	14/08/2018	Maxine Scott	Moray Council, Moray College UHI	COMPLETED	
											Introduction of Universal Pupil Support (key adult support for pupil learning and skills development) as part of 33 Period Week implementation	30/05/2019	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Universal Pupil Support short life working group
											Redesign Senior Phase Pathways relative to Universal Pupil Support	31/05/2020	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Short life working group Learner Pathways
											Ongoing termly Pathway Planning Meetings in all Secondaries	30/11/2019	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Developing the Young Workforce Partnership Group
											Tracking of Sustained Destinations monthly reporting	Ongoing	Maxine Scott	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI	Monthly reports from Data Hub shared quarterly with Developing the Young Workforce Partnership group.
1. Effective Information and Advice	1.2 Employer Skills Information	To create a consortium as a central point for coordinated employer information on skills / employment / training	Employability skills are managed and developed collaboratively so that services are streamlined	A minimum of 12 out of 17 partner organisations signed partnership agreement committing to ongoing collaboration	Partnership agreement for consortium	Agreement completed	Write a Partnership Agreement with shared objectives to promote collaboration	30/11/2018	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI, Moray Wellbeing Hub, Third Sector Interface Moray, NHS, Department of Work & Pensions Third Sector	Moray Council lead short life steering group then Employability and Skills Group under Employability & Skills Group				
							Comprehensive directory of services completed	Self evaluation feedback within consortium is positive Gaps and overlaps in provision identified and addressed.	Mapping exercise to identify gaps completed	31/01/2029	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI, Moray Wellbeing Hub, Third Sector Interface Moray, NHS, Department of Work & Pensions Third Sector	Sub groups for different themes		
									Action Plan to address gaps / overlaps - completed	30/04/2019	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI, Moray Wellbeing Hub, Third Sector Interface Moray, NHS, Department of Work & Pensions Third Sector	Short life working group for action plan		

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1. Effective Information and Advice	1.2 Employer Skills Information	To create one central employability skills information digital interface (local employability website "Moray Pathways") for all ages and partners	Increased engagement by employers in training provision and employability support	Number of enquiry forms completed: Year 1 - 50 Year 3 - 100 Year 5 - 150	One-stop shop website created and linked social media pages	Website open and fully populated	Business plan created	30/04/2018	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI, Moray Wellbeing Hub, Department of Work & Pensions	COMPLETED	
				Number of participating employers: Year 1 - 500 Year 3 - 530 Year 5 - 560			Website designed and tested	31/12/2018	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI, Moray Wellbeing Hub, Department of Work & Pensions	Moray Council lead and full collaboration from partners	
				Number of work placements taken up by young people: Year 1 - 672 Year 3 - 802 Year 5 - 936			Website launched	28/02/2019	Amy Cruickshank	Moray Council, Skills Development Scotland, Developing the Young Workforce Moray, Moray College UHI, Moray Wellbeing Hub, Department of Work & Pensions	Moray Council lead and full collaboration from partners	
1. Effective Information and Advice	1.3 Talent Attraction, Retention and Return	Endorse and implement Regional Talent Attraction Plan with a local approach for Moray area	Improved retention, return and attraction	Proportion of 16-64 age group within Moray population - increase by 2.5% to achieve Scottish Average or above by 2028 and increase by 1.25% by 2021  Proportion of 16-29 age group in Moray population change to match or be better than Scottish Average with gap halved by 2021	Local approach which dovetails with Regional Talent Attraction Plan implemented	Moray Website and materials produced	Moray Action plan produced	Regional progress report and local action plan produced	01/04/2019	Jim Grant	Moray Council, Highlands & Islands Enterprise, Skills Development Scotland	Short term working group to review Highlands & Islands Talent Retention and Return Strategy Actions.
								Develop webpage for Moray offer to link with Talent Scotland	30/11/2018	Jim Grant	Moray Council, Highlands & Islands Enterprise, Skills Development Scotland, Moray College UHI	Collation of existing materials and development of new content
								Website launched	03/12/2018	Jim Grant	Moray Council, Highlands & Islands Enterprise, Skills Development Scotland, Moray College UHI	Collation of existing materials and development of new content
								Website content refreshed	6 monthly wholesale review	Jim Grant	Moray Council, Highlands & Islands Enterprise, Skills Development Scotland, Moray College UHI	Collation of existing materials and development of new content
2. Supporting Key Economic Priorities	2.1 Volume Sectors	Greater understanding of employer's skills needs to inform Investment and planning in skills:  - Agriculture, forestry and fishing - Manufacturing - Wholesale and retail trade - Professional, scientific and technical - Key growth sectors (2.2)	Evidence base has informed skills planning and training provision and uptake	% of employers concerned about being able to attract new staff  Benchmark: Highlands & Islands Enterprise Business Survey - 48% of employers concerned about being able to attract new staff - Sept 2018  Year 3 Target - Reduction in concerns regarding volume sectors to 40% by 2021  Year 5 Target - Reduction in concerns regarding in volume sectors to 20% by 2023	Collated report detailing available evidence - local, regional, national - used by University of the Highlands & Islands, Skills Development Scotland and others  Continued and updated employer needs insight developed and shared with stakeholders		Collated report of core data	17/05/2018 and Annually	Stephen Sheridan	Moray College UHI, Scottish Funding Council, Chamber of Commerce, other employer bodies	COMPLETED	
								Moray Growth Deal Regional Skills Assessment, Insight report and infographic, Highlands & Islands Enterprise Business Survey	28/09/2018 and Annually	Stephen Sheridan	Highlands & Islands Enterprise	COMPLETED
								H&I SIP Group Action Plan consultation	31/01/2019	Stephen Sheridan	Moray Council, Highlands & Islands Enterprise	Skills Development Scotland lead with full collaboration from partners
2. Supporting Key Economic Priorities	2.2 Growth opportunities	Support the Moray Growth Deal and Moray Economic Strategy delivery by informing skills provision and the delivery of Careers Information and Advice Guidance services.  Focus on identified key growth sectors in Moray Economic Strategy:  - Aerospace and Defence - Tourism - Food and Drink - Creative Industries and Digital - Construction & Engineering - Life Sciences and Technology	Appropriate promotion of careers and training provision available locally, including apprenticeships / Further Education / Higher Education aligned to growth deal and employer need	Graduate Apprenticeship Programmes:  Benchmark: 0 Graduate Apprenticeship (1 UHI programme but not offered in Moray)  Year 3 Target: - Graduate Apprenticeship in Early Years and Childcare - Graduate Apprenticeship in IT / Digital delivered by Moray College UHI  Year 5 Target: 3 Graduate Apprenticeship programmes in Moray	Moray Growth Deal Skills Mapping to inform UHI provision		Map Growth Deal projects to available skills and training	30/11/2018	Stephen Sheridan	Moray Council, Skills Development Scotland, Moray College UHI, Scottish Funding Council, Highlands & Islands Enterprise	COMPLETED	

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2. Supporting Key Economic Priorities	2.2 Growth opportunities	Support the Moray Growth Deal and Moray Economic Strategy delivery by Informing skills provision and the delivery of Careers Information and Advice Guidance services.  Focus on identified key growth sectors in Moray Economic Strategy: - Aerospace and Defence - Tourism - Food and Drink - Creative Industries and Digital - Construction & Engineering - Life Sciences and Technology	Appropriate promotion of careers and training provision available locally, including apprenticeships / Further Education / Higher Education aligned to growth deal and employer need	Modern Apprenticeships: No. of Apprenticeships in Moray (all providers) and No. in Key Growth Sectors  Benchmark: Skills Development Scotland Published Modern Apprenticeship Starts report: 17/18 total 437  - Hospitality & Tourism - 49 - Food & Drink - 49 - Creative, Cultural & Other Industries - 53 - Construction & Engineering - 134 <i>Skills Development Scotland April 2018</i>  Year 1 Target - 10% increase in total apprenticeships in named sectors Year 3 Target - 30% increase Year 5 Target - 40% increase	Key growth sector projects and funding identified to drive uptake in apprenticeships		Construction & Engineering: New School Senior Phase Pathway pilots providing work based learning  New Pilot Skills Development Projects: - Aerospace & Defence project - Tourism project - Food & Drink project - Creative Industries & Digital - Life Sciences & Technology project	Aerospace and Defence - Aug 2019 Tourism - Aug 2019 Food and Drink - April 2019 Creative Industries and Digital - Aug 2019 Life Sciences and Technology - Aug 2019	Stephen Sheridan	Employability & Skills Group sub group members	Employability & Skills Group sub group
	2.3 Key niche skills	Address skills shortage areas with greatest need: - Teaching - Healthcare including Doctors, Early Years & Childcare, Care Workers	Reduction in skills shortages in key niche skills and occupations in demand	Year 1 Target: NHS Grampian and Moray Council engaged with Skills Development Scotland public sector Network  Year 3 Target: 100% of public sector employers actively promoting their niche skills shortages and entry points with Schools / Developing the Young Workforce  NOTE: NHS Grampian and Moray Council baselines for 17/18 to be established for unfilled vacancies in identified niche areas with a target to reduce by 100% Year 5	Local Public Sector Skills Plan to focus resources on improving supply of critical specialised skills		Local Public Sector Skills Plan developed  Moray Public Sector participation in Skills Development Scotland Public Sector Network	30/03/2019  Ongoing	Stephen Sheridan  Stephen Sheridan	Moray Council, NHS Grampian  Moray Council, NHS Grampian	Skills Development Scotland lead with full collaboration from partner  Skills Development Scotland
3. A Responsive Skills Infrastructure	3.1 Developing Moray College/UHI contribution	Offer a curriculum aligned to local and regional need and in line with national priorities	Courses in volume, growth and niche areas identified in Section 2 are available either at UHI or via UHI	Increase by Year 10 in students graduating in volume growth and niche sectors by 25%	Agree curriculum review methodology	Curriculum Strategy completed	Curriculum Strategy informing curriculum approval and modification agreed	30/06/2018	Chris Newlands	Moray College UHI, Highlands & Islands Enterprise, Skills Development Scotland, Education Scotland	Moray College UHI
					Map existing curriculum portfolio against revised curriculum strategy	Curriculum map completed	Existing curriculum portfolio reviewed and Higher Education and Further Education course design considered against curriculum strategy priorities for Higher Education and Further Education Curriculum	30/04/2019	Chris Newlands	Moray College UHI, Highlands & Islands Enterprise, Skills Development Scotland	Moray College UHI
					Gap analysis to identify a curriculum portfolio change Use design principles to develop an audit tool for course review	Gap analysis report on Curriculum Portfolio completed summarising issues, proposals and rationale Audit tool developed	New course provision and courses to be retired identified All courses are reviewed	30/06/2019	Chris Newlands	Moray College UHI, Highlands & Islands Enterprise, Skills Development Scotland, Developing the Young Workforce Moray	Moray College UHI
					Implementing change	Higher Education and Further Education course design modified, to meet curriculum strategy priorities	All new courses and modifications are approved	30/06/2020	Chris Newlands	UHI Academic Partners	Moray College UHI
3. A Responsive Skills Infrastructure	3.2 Developing a Moray apprenticeship family	Grow the apprenticeship family in Moray in line with local employer needs	Growth in the number of Modern Apprentices delivered by Moray College UHI in Moray  NOTE: not all Modern Apprenticeship providers shown, only UHI in Moray)	Benchmark figures 18/19; - Construction - 181 - Childcare - 7 - Health & Social Care - 0 - Engineering - 21 - Food & Drink - 0 - Hospitality & Tourism - 3 - Business & Administration - 11 - Personal Services - 22  Year 3 Target - increase overall apprentice numbers by 38%  Year 10 Target - increase overall apprentice numbers by 50%	Submit Modern Apprenticeship bid in line with employer demand, recognised growth sectors and agreed targets December each year	Bids submitted via UHI and in line with targeted growth areas	Hold 2 annual Modern Apprenticeship events per year. 1 during Scottish Apprenticeship Week for local employers and 1 UHI wide event  Actively promote the apprenticeship programme with employers at events, partnership meetings and meetings  Review and update marketing materials, highlight good case studies and feedback employer views on programme to Skills Development Scotland	30/04/2021	Jacqui Taylor	Moray College UHI, Highlands & Islands Enterprise, Skills Development Scotland, Moray Council, UHI Hub, Employers	Moray College / UHI Hub
					Maximising available grant for each level of Apprentice family	2019-21 Bid submitted via UHI	Foundation Apprenticeship awareness raising events as part of wider Scottish Apprenticeship Week event with Modern Apprenticeship and Graduate Apprenticeship information  Foundation Apprenticeship Roadshows to all 8 secondary schools  Raise awareness to parents at careers events and to employers	30/04/2021	Jacqui Taylor	Moray College UHI, Highlands & Islands Enterprise, Skills Development Scotland, Moray Council, UHI Hub, Employers	Moray College / UHI Hub
					Increase the number of Graduate Apprentices available in Moray both at and via UHI	2017/18 baseline - 0 Year 3 projection (2021) - 9 Year 10 projection - 30	Bid for framework in line with growth areas and employer demand. Maximise grant funding	Bid submitted via UHI and in line with targeted growth areas	Include Graduate Apprentice in apprenticeship events x2 per year  Work with UHI Hub to develop collateral to support information exchange with employers on the Graduate Apprentice programme  Submit bid(s) through UHI Hub for Graduate Apprentice framework	30/04/2021	Jacqui Taylor

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3. A Responsive Skills Infrastructure	3.3 Enterprise and entrepreneurship	Support the development of enterprise skills and upscaling of sole trader and micro businesses in Moray	Support the development of an Enterprise Skills Hub and the upscaling of small and medium sized enterprises and micro businesses in Moray	Linked to Moray Economic Strategy outcomes for Volume and Growth Sectors;	Develop Enterprise Skills proposition	Strategic outline Business Case including Enterprise Hub completed	Ensure engagement by practitioners to support enterprise development and upscaling	Project Board Constituted Strategic Outline Business Case 31/10/2018	Allane Hay	Moray College UHI, Highlands & Islands Enterprise, Moray Council	Moray College UHI, Highlands & Islands Enterprise, Moray Council, other Stakeholders TBC (e.g. Chartered Institute of Personnel & Development, Association of Chartered Certified Accountants, Institute of Directors, The Chartered Management Institute, Leadership Management International etc)		
				- Increase provision in post graduate education (including programmes linked with aerospace engineering hub);								- Increase in small and medium sized enterprises and Micro businesses accessing initiatives;	- Increase availability of specialist training to support enterprise development
4. Enhancing Employer Engagement	4.1 Employer/ Education Links / Small and Medium sized Enterprises	Curriculum Design reflects Moray's Economy and the breadth of employers, including small and medium sized enterprises / micro	Entrepreneurial skills are developed in young people	All young people have entrepreneurial opportunities through the Moray Skills Pathway Curricular offer	All senior phase young people have opportunity to undertake enterprise activities	Learning packages in place and promoted	Identify learning packages that develops Enterprise skills	30/05/2019	Maxine Scott	Moray Council, Skills Development Scotland, Moray College UHI, Developing the Young Workforce Moray, Chamber of Commerce, Federation of Small Businesses, Business Gateway	Short life working group Learner Pathways		
					Pupils will have the opportunity to develop self employment skills		Learning packages in place and promoted	Identify learning packages that develop self employment skills	30/05/2019	Maxine Scott	Moray Council, Skills Development Scotland, Moray College UHI, Developing the Young Workforce Moray, Chamber of Commerce, Federation of Small Businesses, Business Gateway	Short life working group Learner Pathways	
				Ensure high quality work placements, internships and employment tasters	Young People have range of sector experiences to enhance understanding of career opportunities	Broad General Education: 100% young people (3-15) have 4 sector experiences through the Moray Skills Pathway	Use skills framework to enhance opportunities, to include on small and medium sized enterprises / Micro Businesses		Review and revise the work related Learning Policy	30/06/2021	Maxine Scott	Moray Council, Moray Skills Pathway Sector Group, Developing the Young Workforce Implementation group, Business Gateway	Enhanced offer through Moray Skills Pathway
4. Enhancing Employer Engagement	4.2 Workforce Development	Moray approach to workforce development is agreed and implemented	Workforce development activity ensures Moray has an increasingly skilled workforce	Employers utilising Flexible Workforce Development Fund	Partner workshops to improve signposting	Workshop held		31/03/2019	Stephen Sheridan	Moray College UHI, Highlands & Islands Enterprise, Business Gateway	Community Planning Partnership Employability & Skills sub group		
				Benchmark: 2017/18 - 7 2018/19 - 9	Employers maximising levy - No. of adults using Apprenticeships for upskilling	Establish a small cross sector Working Group for design, development and piloting of Moray Workforce development approach	Working Group established before end of 2018		31/12/2018	Stephen Sheridan		Moray College UHI, Business Gateway, Highlands & Islands Enterprise, Department of Work & Pensions	
				Baseline of total number of employers in Moray paying Levy still to be established to inform Year 3 and 5 targets		Work force development approach agreed			31/01/2019	Stephen Sheridan		Moray College UHI, Business Gateway, Highlands & Islands Enterprise, Department of Work & Pensions	
					Employers maximising levy - No. of adults using Apprenticeships for upskilling	Promotion of Apprenticeships for upskilling with employer groups and on new employability digital interface			31/03/2019	Stephen Sheridan		Business Gateway, Highlands & Islands Enterprise	
				1 Year Target - 5% increase 3 Year Target - 15% increase 5 Year Target - 30% increase		Introduce employer referral process and service level agreement			09/11/2019	Stephen Sheridan		Business Gateway, Highlands & Islands Enterprise	Establish a wider group for training and implementation
					Employers maximising levy - No of Graduate Apprentices starting each year with Moray Address (enrolled with any University)	Promotion of Graduate Apprenticeships (All Universities) with employer groups and on new employability digital interface			31/08/2019	Stephen Sheridan		Business Gateway, Highlands & Islands Enterprise, Moray Council	Community Planning Partnership Employability & Skills sub group
	Benchmark - 6 1 Year Target - 10 3 Year Target - 30 5 Year Target - 50												

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4. Enhancing Employer Engagement	4.3 Supporting Brexit Consequences	Prepare for impacts of Brexit	Areas of impact are identified		Report back to Employability & Skills Group	Report produced	Map potential impacts	30/03/2019	Jim Grant	Highlands & Islands Enterprise, Convention of Highlands & Islands	Highlands & Islands European Partnership Brexit Research and Report to Community Planning Partnership
		Keep pace with UK communications on sectoral impacts and communications relative to regional picture (Grampian, Highlands & Islands )	Good communication flow to identify early impacts and regional position from UK policy is clear	Good communication flow to identify early impacts Actions at Highlands & Islands European Partnership and Convention of Highlands & Islands level agreed	Highlands & Islands European Partnership and Convention of Highlands & Islands reports and information produced, regional data and actions clear, plans agreed and implemented		Establish communication links through partners for key risk sectors	30/03/2019	Jim Grant	Highlands & Islands Enterprise, Convention of Highlands & Islands	Utilise Highlands & Islands European Partnership to influence Scottish and UK Government
		Develop local Contingency Plans where existing regional actions are insufficient	Impacted sectors supported Sectors impacted locally are supported	Maintain or exceed existing Gross Value Added (GVA) Growth prediction of 1.1% per annum to 2028	Additional interventions to address local impacts identified	Action Plan produced or existing actions highlighted as effective mitigation			30/03/2019	Jim Grant	Highlands & Islands Enterprise, Convention of Highlands & Islands, Highlands & Islands European Partnership, Skills Development Scotland