

A vertical photograph of the Edinburgh skyline at sunset. The city is bathed in a warm, golden light, with the sun low on the horizon. The River Forth is visible in the foreground, and the city's architecture, including the spires of St. Paul's Cathedral, is silhouetted against the bright sky.

Skills Report 2019

Working with industry to grow and develop a modern workforce which meets the future skills needs of the region.

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Edinburgh College is Scotland's largest College. As the only College serving Scotland's capital and wider region we are responsible for the delivery of vocational, technical and professional education qualifications and skills training in a region that accounts for over 12% of the total population of Scotland.

We also have an important responsibility to the many businesses in our region, large and small. We currently work with around 2,000 local businesses to support their ongoing success, growth and improved productivity. To do this we develop a deep understanding of the challenges our business partners face and, more often than not, we hear a consistent message.

This report collates the key findings from research undertaken with our business partners, providing a vital insight into their priorities for the future along with the challenges they face.

Edinburgh is one of the most thriving and successful cities in the UK with a vibrant and resilient economy. The population of the region is forecast to grow over three times the national projected growth rate over a similar period. This will undoubtedly bring opportunity as well as challenge.

We know we are moving into a fourth industrial revolution, driven by new and emerging technology. Globalisation, an ageing population and increasing diversity of the workforce are adding to the complexities being faced by our business partners.

The results of our research paint a very clear and consistent picture. Our business partners are finding it



harder to attract and recruit talent; fill vacancies; recruit people with skills not just for job roles of today but for the future; keep up with the upskilling and reskilling requirements of their current staff; prepare for the future when trying to cope with day-to-day pressures and priorities; and knowing how to exploit new and emerging technologies to enhance products, services or core business operations.

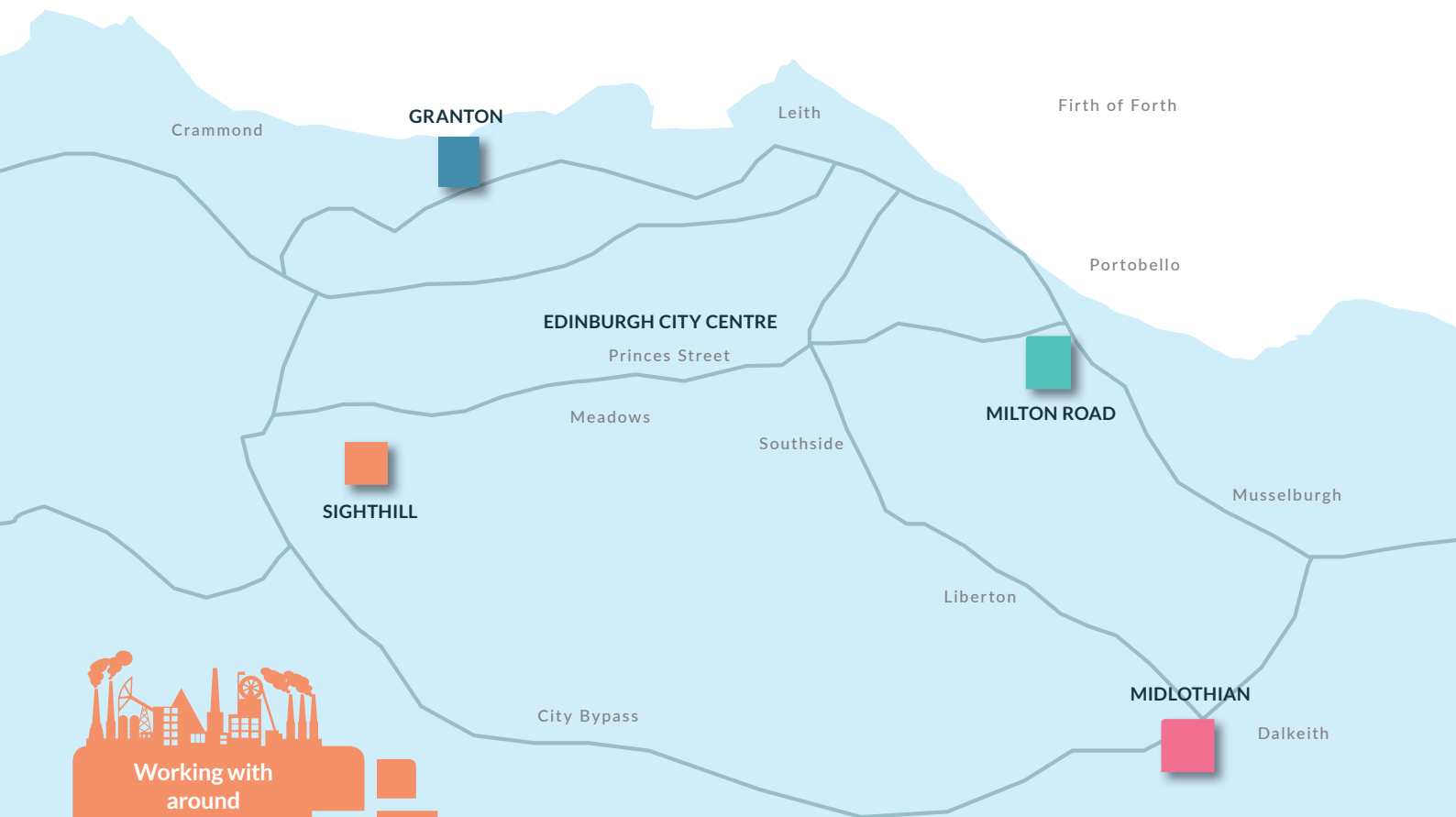
Edinburgh College has a strong track record of working with businesses in our region. Our business partners are increasingly tapping into our talent pool consisting of around 26,000 students and over 1,200 professional staff to help solve the challenges they face and to exploit opportunities that can help those businesses grow.

This is the context and backdrop to this report which sets out what our business partners believe will be their main challenges and priorities going forward. It will also demonstrate how Edinburgh College aims to continue to be part of the solution – the 'go to' College partner for businesses in our region.

A Cumberland

Audrey Cumberland
PRINCIPAL AND CHIEF EXECUTIVE

About Edinburgh College



Working with around
2,000
INDUSTRY PARTNERS

Over
£0.6 MILLION
of direct industry investment in our College to support our work

Edinburgh College is one of largest colleges in the UK with around 26,000 students across four campuses in Edinburgh and the Lothians.

Edinburgh College is the **BIGGEST SINGLE PROVIDER IN SCOTLAND** of HE students to each of Edinburgh's universities

We provide education and training via our courses which range from access to degree level offering a wide range of industry-recognised and professional development qualifications, taught by expert and skilled staff.

Around
26,000
STUDENTS

Our curriculum is designed to meet the needs of industry and regional demand and we are committed to the highest standards and excellence in teaching and training.

Working with organisations from more than
30 COUNTRIES
across the globe

We have established relationships with employers and partners locally, nationally and internationally to create a connected community that provides our students with strong links to industry.

61%
of our students are studying part-time, while in employment

Our people are the heartbeat of Edinburgh College, we employ over 1,200 people with a range of expertise who deliver first class training and education to our students.



“ SMEs account for about 99% of all private sector businesses, accounting for 54.9% of private sector employment. ”

SCOTTISH GOVERNMENT (2018)

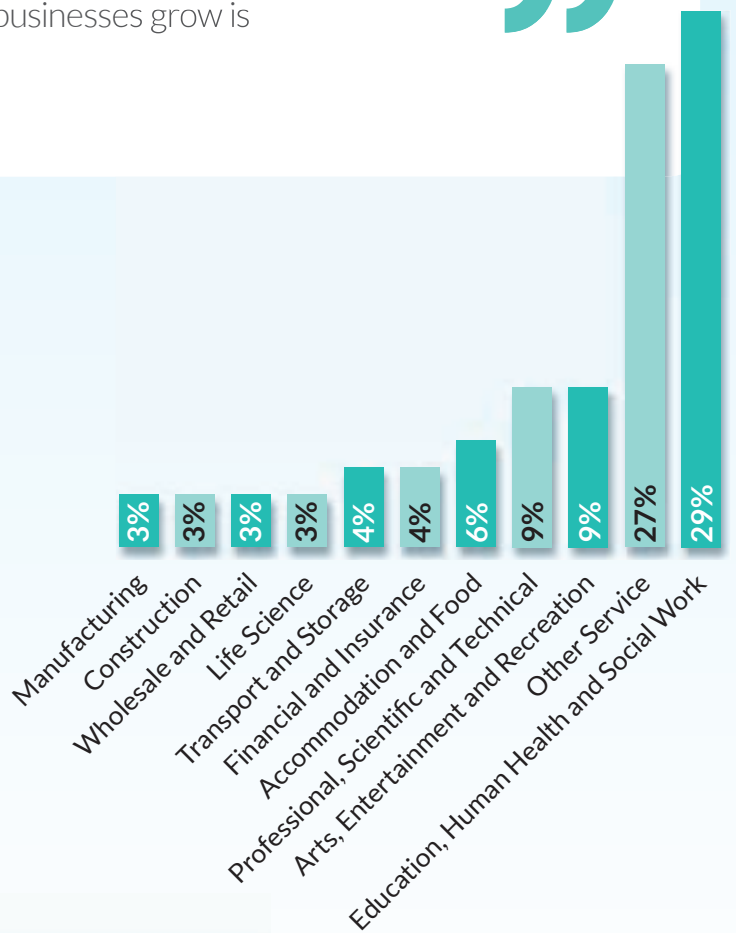
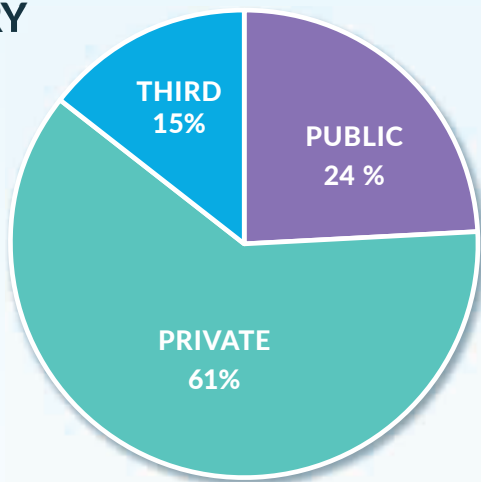
“ We welcome Edinburgh College’s Skills Report, the findings of which underline the challenges we know some businesses face in recruiting the skills they need. We work closely with the College to ensure education and industry are well connected and are working collaboratively to meet the skills needs of the region.

If we are to achieve the growth we need to succeed as a country, Edinburgh will play a significant part in the national strategy and the supply of skilled people to help businesses grow is a key component.

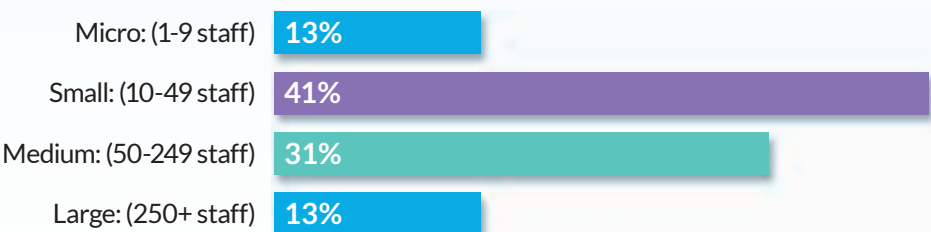
EDINBURGH CHAMBER OF COMMERCE

”

INDUSTRY



SIZE OF BUSINESS



We know that there are going to be key areas for growth in the Edinburgh region in the next 10 years: health, wholesale and retail and accommodation and food services. Across the piece there is a growing skills shortage with 7% of Edinburgh and Lothians employers reporting a shortfall, year on year since 2015.

RESEARCH FINDINGS

Over 61% of employers are struggling to fill roles with specialist skills or knowledge. In general, issues around finding the right staff has a knock on effect on workload for other employees as well as delays in developing new goods or services. 73% of the organisations we surveyed reported an increased workload for current employees as a result of shortages.

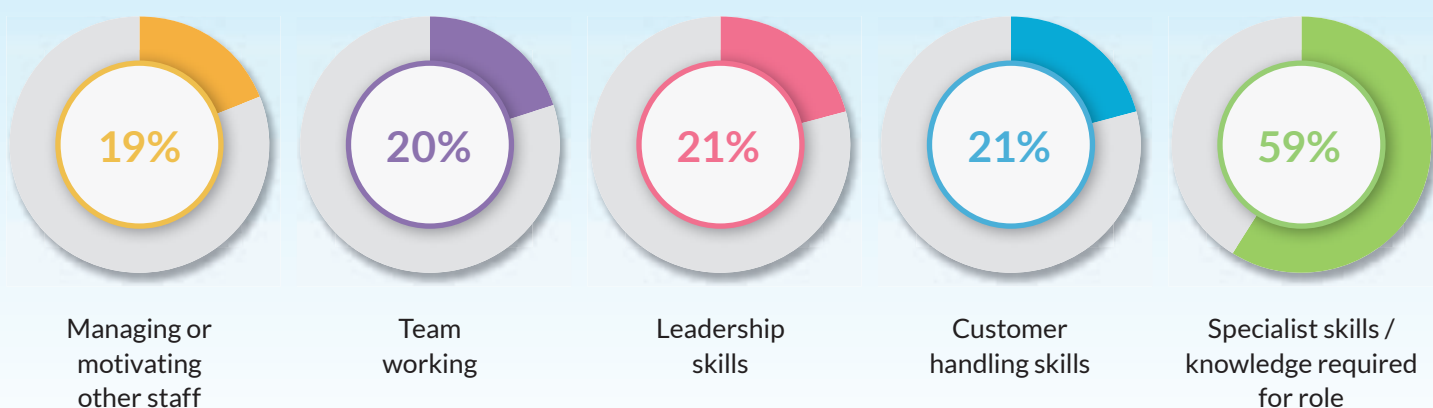
Some of the other key themes for recruitment centre on familiar topics: management and motivation of staff, customer handling skills and computer literacy and IT skills. Key leadership skills that are important to developing organisations also have a 22% shortfall showing in our results.

One of the key specialist areas suffering from recruitment issues in the Edinburgh region is childcare. As the Scottish Government rolls out its expansion of early learning and childcare, doubling free childcare entitlement to 1,140 hours per year by 2020, increasing the pressure on childcare provision. The knock on effect of this has seen public provision competing for staff from the private sector.

Edinburgh College is busy developing training provision across these areas including capacity building for our excellent Early Years as part of the delivery in Health, Wellbeing and Social Sciences.



TOP SKILLS EMPLOYERS ARE STRUGGLING TO RECRUIT



DEVELOPING THE CURRENT AND NEXT GENERATION OF CARE WORKERS



HEALTH, WELLBEING & SOCIAL SCIENCE

From primary school pupils to current childcare practitioners, our focus on developing the care workforce spreads across generations.

We're working to inspire the next generation of care workers by giving local school pupils the chance to experience real work looking after younger children, several years before they'd usually do work experience.

194 local school pupils have learned skills required to work in the care sector and have gained valuable work experience thanks to our Careers in Care programme.

Our Childhood Practice PDA courses offer an opportunity for current childcare workers to increase their qualification levels and further develop their careers.

“ As a manager I'm responsible for the development, management and quality of the childcare we provide. The course spans all aspects of Early Learning and Childcare and gave me a chance to study while working, and to also learn from peers who work in the industry.

Gavin Burns CENTRE MANAGER AT MIDLOTHIAN SURE START



Gavin studied Childhood Practice PDA SCQF Level 9

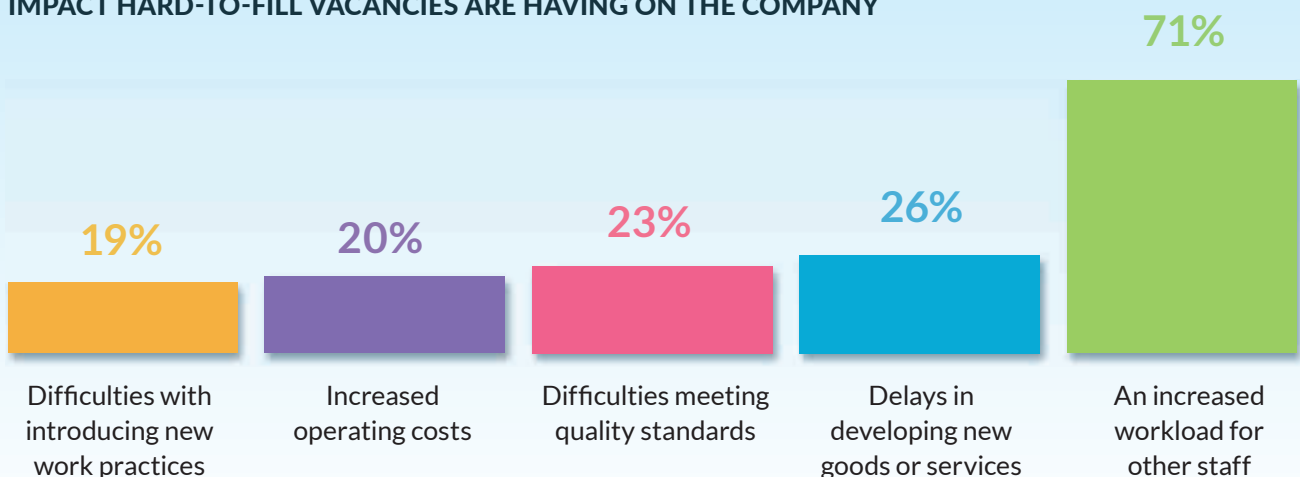
Careers in Care was designed to give pupils an insight into the wide variety of roles available in the care sector, encourage them to develop the skills needed to fulfil the roles and give them real-life experience of working in a professional care environment.

As part of the course, pupils attend the College one day a week and are given an opportunity to use the skills they learn during a one-day work placement at a local nursery at the end of the course.

During their work placement, the pupils observe nursery workers and work alongside them to provide care to nursery children.

The course focuses on introducing pupils to the possibility of a career in care at an early stage. It was developed in response to the Scottish Government Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland.

IMPACT HARD-TO-FILL VACANCIES ARE HAVING ON THE COMPANY



The Scottish Government established the Enterprise and Skills Strategic Board to enhance the enterprise and skills system in Scotland and improve the productivity of businesses in Scotland, driving inclusive and sustainable economic growth in our country.

The board’s recent plan tells us that there is a wholesale requirement to upskill, reskill and deal with underemployment if we are to fix the skills gaps we are seeing emerge; 6% of Scotland-wide workplaces are reporting 24% of vacancies being hard-to-fill and 5% of employees lacking full proficiency in their jobs according to their employers. 21% of the surveyed employer in Edinburgh and the Lothians say that the skills gap is having a major impact on their business performance.



Our skills system in Scotland must be responsive and increasingly flexible to ensure it meets the changing needs of modern industry and learners, at both a local and national level. Any demand-led skills system must be underpinned by robust evidence of employer requirements and the evolving skills required for the future. The research undertaken by Edinburgh College highlights the challenges and priorities faced by businesses across Edinburgh. The College plays an important role in supporting businesses in a variety of ways to improve their productivity.



Nora Senior
ENTERPRISE AND SKILLS STRATEGIC BOARD CHAIR

RESEARCH FINDINGS

Our employers are making great efforts to address issues around upskilling, reskilling and underemployment by investing in in-house training (77%) and external training (50%); health and safety training (73%) and leadership and management training (41%), with other key areas in sales (18%) IT and customer handling.

Edinburgh College is delighted to be delivering a whole

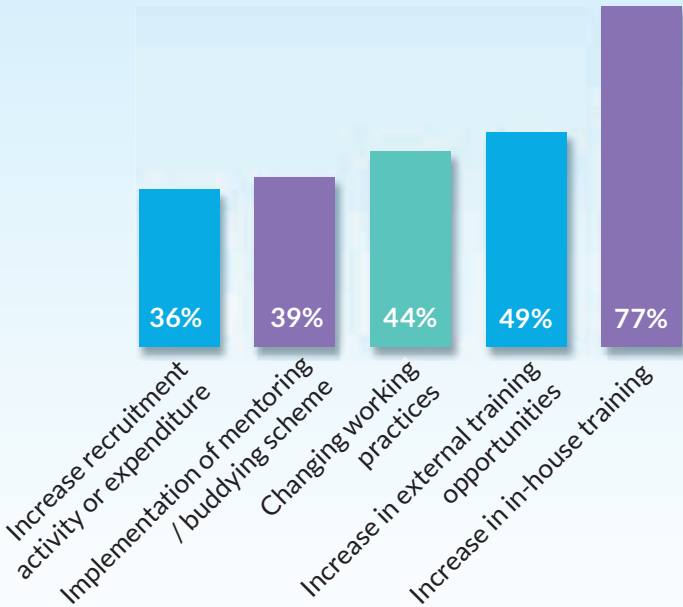
range of short courses to businesses through our Flexible Workforce Development Fund as well as bespoke programmes to meet the needs of SMEs in our region.

Our ambition lies in creating further tailored solutions for businesses around leadership, sales, eCommerce and a range of business critical functions to deliver for the Scottish economy.

TOP SKILLS THAT NEED IMPROVING IN THE CURRENT WORKFORCE



STEPS TAKEN BY COMPANIES TO UP-SKILL OR RESKILL STAFF



TRAINING A GREAT FIT FOR MORTON FRASER

More than fifty of Scotland’s top lawyers boosted their skillset thanks to a bespoke training programme designed and delivered by Edinburgh College.

Morton Fraser, the full service independent Scottish law firm based in Edinburgh and Glasgow, tasked the college with creating training workshops focusing on two key aspects of Performance Management – Coaching for Performance and Conversations for Delivery – to support managers and leaders when inspiring their teams.

The law firm, which employs more than 270 people, sent five cohorts of staff to two day-long workshop run by College trainers at Morton Fraser’s office in Edinburgh.

The first workshop, Coaching for Performance, saw College staff provide a series of theoretical and practical lessons to equip delegates with skills and tools to enable them to use coaching as a means of developing staff, ultimately optimising performance and boosting productivity.

Throughout the sessions, delegates covered: how to establish a collective understanding of what coaching is and key techniques involved in its use; how and when to

identify coaching opportunities; establishing a framework for carrying out a coaching session; agreeing robust objectives and developing action plans; and exploring the communication skills essential to effective coaching.

Edinburgh College trainers returned to Morton Fraser for a second day of workshops, this time focused on helping delegates to engage colleagues in different types of conversations aimed at supporting team members to achieve challenging goals.

“ The training delivered by Edinburgh College was outstanding. The trainer herself possessed exceptional knowledge of the subject area and delivered the courses in such a manner that it was accessible to the broad range of staff taking part, which made it easy to understand and to put into practice. ”

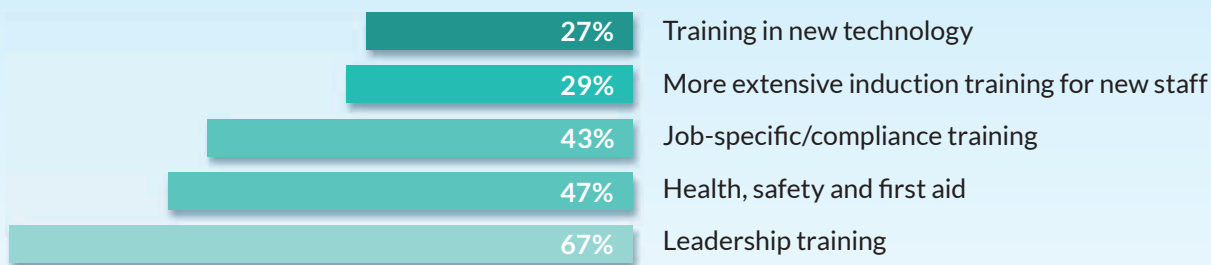
Jenny Dickson
PARTNER AND SOLICITOR ADVOCATE

For business development enquiries contact:

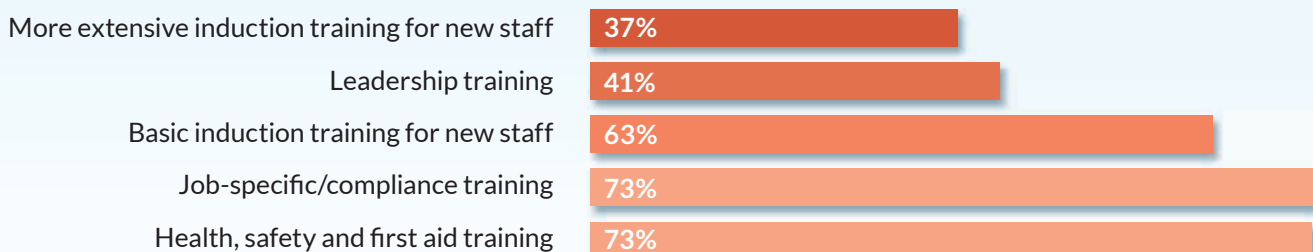
Liam Conway BUSINESS DEVELOPMENT MANAGER
✉ liam.conway@edinburghcollege.ac.uk

TRAINING FUNDED BY ORGANISATIONS OVER THE PAST YEAR

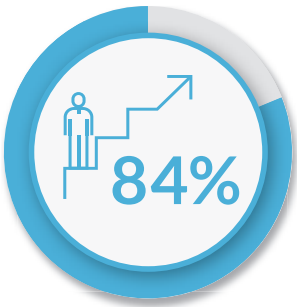
For management:



For non-management:



Apprenticeships



84% of the organisations we surveyed are interested in developing Foundation, Modern and Graduate Apprenticeships to help meet the skills gaps they are experiencing.

Edinburgh College is committed to working with Skills Development Scotland (SDS) to deliver high quality Foundation, Modern and Graduate Apprenticeships.

The benefits and importance of work-based learning can't be underestimated, in a world where readiness for work is becoming a preeminent condition for employment. This has never been more true than at times of major changes to the profile of our population and the demands on our future workforce.

Whether you're recruiting new staff or upskilling your current workforce, the 'grow your own' approach to skills gaps management has never been more relevant.

The Centre for Work-based Learning in Scotland believes investing in work-based learning, including Apprenticeships, could contribute £3.4 billion to the economy. We are working to help SDS reach their 30,000 new Modern Apprenticeship opportunities annually by 2020; this aims to reduce skills shortages, increase productivity and promote more inclusive economic growth.

We know that employers are interested in the apprenticeship model. Edinburgh College are here to make that journey as flexible and easy as possible.

For Apprenticeship enquiries contact:

Martin Smith

APPRENTICESHIPS CONTRACTS DEVELOPER

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WE OFFER APPRENTICESHIPS IN 17 INDUSTRIES:



FOUNDATION AND MODERN APPRENTICESHIPS

Through our apprenticeship programmes we're helping to develop the workforce of the future and upskill the current workforce.



 **TOURISM, HOSPITALITY & BUSINESS**

Junjie calculates his way to award recognition and further studies

Nineteen-year-old Junjie Xu, studied a Financial Services Foundation Apprenticeship at Edinburgh College before progressing onto an HND Accounting course.

Junjie, who is partially sighted, embarked upon his Foundation Apprenticeship while studying at the Royal Blind School for Visually Impaired and Blind Children.

As part of his apprenticeship, Junjie attended classes at the College's Sighthill Campus for two days a week, before undertaking a three-week work placement with **Virgin Money**.

While at Virgin Money, Junjie was tasked with designing a current account for teenagers capable of competing against similar products offered by other banks. Junjie had to research and fully understand industry regulations before presenting his proposal to his colleagues.

He was shortlisted for Foundation Apprentice of the Year at the Scottish Apprenticeship Awards 2018.

“ It was a real pleasure having Junjie at Virgin Money for his work placement during his Foundation Apprenticeship. Junjie demonstrated energy, passion and commitment and always thought about how his work would benefit the customer. ”

Sean Brown
LINE MANAGER AT VIRGIN MONEY



 **ENGINEERING & BUILT ENVIRONMENT**

Engineering a more skilled workforce

Edinburgh College works with world-class engineering company **Leonardo in the UK** to deliver its highly regarded apprenticeships programme.

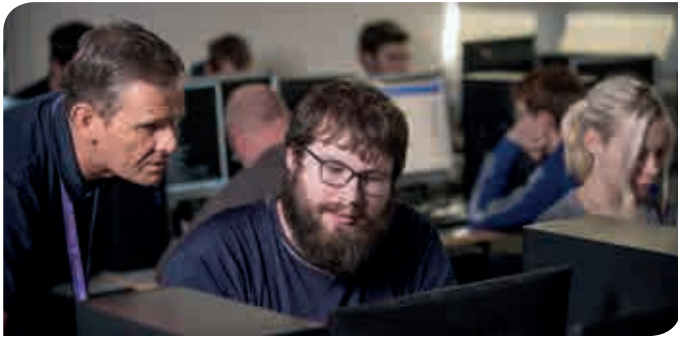
Leonardo understands the future of its high-tech business rests in the hands of the next generation of engineers, and is investing in training more than 400 graduates and apprentices at different facilities across the country. Edinburgh College is playing an integral role in helping to train Leonardo's Edinburgh-based engineers of the future through our HND Engineering Systems course with the College supporting the development of these engineers.

Twenty-year-old Emily is a Technical Apprentice. She said: “The appealing thing about apprenticeships is the blended learning aspect. You get to use the theoretical knowledge you learn at college in practical hands-on tasks at work which aids your learning and helps you pick up the theory more quickly.”

“ Central to our apprenticeship programme in Edinburgh is our partnership with the College. The mix of academic off-the-job and structured on-the-job training provides our apprentices with a substantial depth of knowledge and skills which sets them up for a successful career in the industry. ”

LEONARDO IN THE UK

Universal and Meta Skills



Some of the key findings from our employer research point to a perceived skill set that sits beyond traditional education models. In some spheres these are called meta skills or universal skills.

People talk a lot about 21st century skills, like communication, collaboration, critical thinking, creativity, curiosity and computational thinking. Added to these are literacy, numeracy and digital intelligence.

Our employer partners flag many of these skill sets as missing when looking at workforce planning; 14% of

employers reported finding difficulty with basic IT skills, resilience comes out at a similar 14%, solving complex problems at 23% and creativity 13%. Our readiness to face a changing world as well as meet current demand will be crucial to growth.

Edinburgh College is expanding the range of meta skills we focus on with our students. We are also leading on innovative approaches to developing the workforce of the future through initiatives like our Daydream Believers programme, partnering with industry, employers and schools to develop Scotland's young learners and workforce of the future.

Edinburgh College is also the lead College for the City Region Deal's Data Driven Innovation project delivering the data skills needed to build Edinburgh into the data capital of Europe.

Digital technology will affect all places and forms of work and Edinburgh is now emerging as the largest technology hub outside London.

SKILLS 4.0 - SKILLS FOR SCOTLAND'S FUTURE



BUILDING A TWENTY-FIRST CENTURY WORKFORCE



Daydream Believers is a partnership between employers, teachers, lecturers and student ambassadors which encourages young people to become collaborators, problem solvers and creative thinkers.

Originally the brainchild of two former Edinburgh College Graphic Design students, the programme has gone from strength to strength and has transpired into an initiative which is helping to develop the creative workforce of the future.

It focuses on working to embed strong employer engagement at each stage of young people's journeys through education and into employment in the creative industries – bringing the real world into the classroom. It puts context to essential skills, giving insights into different roles and sharing the challenges and resources industry partners work with on a daily basis.

Edinburgh College works with industry partners **Skyscanner**, **Amazerealise** and **Whitespace** and secondary schools to create space in the curriculum to allow pupils' meta skills to flourish.

The programme shares resources, insights and expertise in a simple, efficient and creative manner. Through the use of case studies, video content and digital presentations a unique resource for teachers has been created.

The programme was piloted by six local high schools and will be launched as an online resource in May 2019.

Its aim is to up skill our teachers to coach and facilitate experiential ways of student learning based on play, passion, context and purpose.

Programme lead and Edinburgh College Design lecturer, Helena Good said: "We want to inspire our young people to build new things and to create meaning in today's networked world. Daydream Believers is about creating possibilities and thinking big. It is an exciting example of what happens when education and industry connect to bring about real change.

"Complex problem solving, critical thinking and creativity were the top three skills identified by the World Economic forum as being essential for the workforce in 2020. Daydream Believers aims to inspire our young people to build new things and to create meaning in today's networked world."

Daydream Believers has been recognised as best practice by the SQA and Education Scotland.

“ The pace of change in industry, technology and creativity is so fast it is hard to keep up, let alone schools trying to prepare their pupils for the ever-changing dynamic and modern world we now all live in. This is why programmes like Daydream Believers are so important. Being able to impart our knowledge and help schools is incredible. It is a win-win for all involved. From the pupils, students, teachers, parents and professionals.

Chris Davey HEAD OF CREATIVE, WHITESPACE

Challenges and the Future

Digital technology will transform our future. Data driven innovation through intelligent use of data is already exploding, tied into the growth of AI and automation.

In the Scottish Council for Development & Industry's policy report 'Automatic... For the people?' they urge Scotland to address the 'Fourth Industrial Revolution' through education and skills to equip future employees whilst re-equipping the current workforce.

In reality, our employers tell us that their futures are very much fixed on the present, with uncertainty around Brexit hitting staff shortages due to a lack of EU National staff and shortages of staff with sufficient technical knowledge.

What we do know is that the UK trails the G7 advanced economies on productivity by 18 percentage points and Scotland trails the UK. In order to face our challenges and look to the future; we will have to make the most of our current workforce.

Computing and business analytics is projected to grow in the digital technology sector by 36% by 2022, whilst health, wellbeing and life sciences comprises 15% of local labour in Edinburgh. This is expected to grow exponentially to focus on biological, analytical and sport sciences as well as clinical areas of physiotherapy, sports therapy, nutrition and dietetics.

“ Understanding and responding to the evolving skills needs of business is critical to increasing economic growth and productivity in Scotland. This research by Edinburgh College, along with the work it's doing with businesses and the efforts of SCDI's Skills & Employability Leadership Group, will help to build more effective collaboration between the private and further education sectors, supporting alignment across our economy. ”

Matt Lancashire DIRECTOR OF POLICY AND PUBLIC AFFAIRS, SCOTTISH COUNCIL FOR DEVELOPMENT AND INDUSTRY

For Edinburgh College the future is all about embracing the STEM agenda – Science, Technology, Engineering and Mathematics.



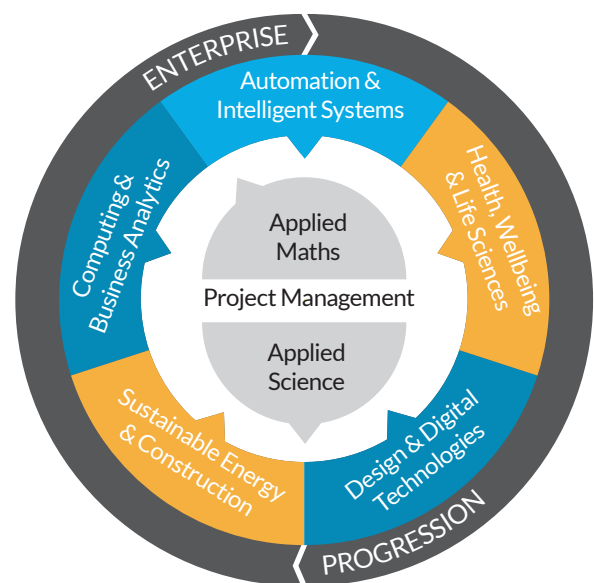
As a STEM accredited Hub we aim to do this through strategic investment and an industry-influenced approach, developing the capability to deliver new and emerging technology provision.

Co-design of curriculum with industry will sit at the heart of how we develop our delivery, through blended, shorter courses, to collaborative innovation and design.

Scotland is going to have to develop flexible ways to address these challenges and the ambition of Edinburgh College is to tackle these challenges with industry. We want to future-proof industry in order to meet their needs to recruit staff, to upskill staff, to reskill staff and to help organisations deal with under employment.

There's a great deal to do but we are all well placed to grasp the opportunities. Please let us know how we can help you on that journey.

STRATEGIC APPROACH TO STEM



COLLABORATION, INNOVATION AND FUTUREPROOFING



We are working with partners across the city on a number of strategic collaborations to help further the development of our city and futureproof the skills of Scotland’s workforce.

Our involvement in the City Region Deal, Granton Waterfront Development and FUTUREEquipped project includes developments in data driven innovation and smart housing. By developing and improving our staff expertise and specialist facilities, we will position ourselves at the forefront of training innovation and provide a sector-leading training hub which will deliver the necessary skills to support the success of these projects.

The transformation of Granton Waterfront will see the introduction of 4,000 new homes and improved facilities

in the area, with our Granton Campus sitting at the heart of the development. This will provide increased training and work experience opportunities for our students.

Through our collaborative work as part of the City Region Deal we aim to fulfil our role of meeting growth demand across the region. Our focus is on the two targeted skills gateway projects – Data Driven Innovation and Housing and Construction and Infrastructure. These projects will play a key role in shaping and future-proofing our curriculum.

FUTUREEquipped, a collaborative pilot project combining Scotland’s colleges, innovation centres and industry partners involved upskilling lecturers and exposing students to innovation and emerging technologies in the areas of healthcare and construction. Focused on smart housing for an ageing population, it demonstrated the benefits of collaboration and co-creation between disciplines in education and industry.

With innovation projects happening across Edinburgh, it is an exciting time to be the capital’s College. Our involvement in these projects supports our ambition to be at the forefront of innovation and training in the city.

A LOOK AHEAD

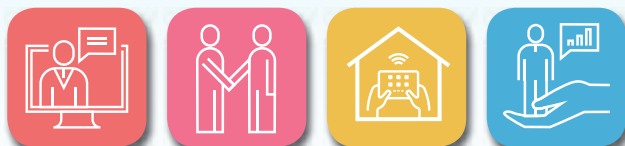
In an ever changing economy, it is essential now more than ever, that colleges work closely with industry partners, to better understand the skills and development needs of the current workforce, and to help shape the workforce of the future.

This research is part of our continued commitment to work with industry partners to build effective relationships, to reskill and upskill employees, and to build a pipeline of highly skilled and qualified staff.

Our research will provide direction to the work we are doing in tailoring our training and curriculum offer to people across Edinburgh and the Lothians. We aim to continue our conversations with employers and commit to being a College which responds to, adapts to and meets the education and training needs of our industries.

In response to this research, we aim to:

- Develop dedicated web access for businesses to ensure you can access the right training and support when you need it.
- Increase our focus on workforce planning with our industry partners to help future-proof business.
- Secure investment for new specialist facilities to support training for building homes for the future.
- Provide more flexible and bespoke options for delivering training to our partners.



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