



## **Edinburgh Local Employability Partnership Service Delivery Plan 2022-2025**

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## 1. BACKGROUND INFORMATION

Edinburgh is a diverse and thriving city, affording many opportunities to business and citizens to prosper and advance. Further to this is the collective commitment from many to ensure ‘no one is left behind’ and that everyone can benefit from future economic growth with a willingness to reduce poverty and inequality while nurturing talent and entrepreneurship. Securing fair and sustainable work is a critical part of this.

*The skills of our people and our global industries have been the driver of our success over the past thirty years. In 2050, Edinburgh will be a place of opportunity and ambition, where innovators and entrepreneurs can achieve prosperity and success.*

*A great city commits to sharing success and improving the wellbeing and life experience of all its citizens. In 2050, Edinburgh will be a city without barriers to achievement and where a good quality of life is a basic requirement enjoyed by all.*

[Edinburgh 2050 vision statement](#)

The Edinburgh Local Employability Partnership (LEP) is the forum titled ‘**Joined up for Jobs**’ in which we manage the Edinburgh employability landscape. Linking directly to the [Edinburgh Partnership and the Local Outcome Improvement Plan \(LOIP\) Priority 2: Access to work, learning and training opportunities](#); it provides a space to bring the collective strengths of partners together to identify shared opportunities, facilitate integration of services and align priorities, bringing added value wherever possible.

It also provides a platform to respond to major strategic interventions, for example [The Edinburgh Poverty Commission](#), and discuss and consider external factors such as Covid and Brexit impacts. It is also the main place to regularly update on the Scottish Government [No One Left Behind \(NOLB\)](#) activity and future direction.

The Local Employability Partners recognise the vital role that a range of organisations across the employability landscape play and are committed to protecting a diverse range of provision and ensuring that the right support is put into place for those who rely on these services. While many partners will have their own organisational strategies and objectives, they recognise the benefit of a collective shared response and meeting point.

## Membership

The LEP meets through the [Job Strategy Group](#). Membership is drawn from a wide range of stakeholders who are at the forefront of the employability landscape. Representation includes local authority, business, skills, further and higher education, health, third sector and national and regional bodies.

We have an established regular Chair but adopt a rolling format to encourage ownership across partners and for all voices to be heard. Secretariat is provided by [Capital City Partnership](#).

- **Core Chair:** Chief Executive Officer, Capital City Partnership LEP lead
- Head of Business and Inclusive Growth, City of Edinburgh Council
- Head of Policy and Innovation, Edinburgh Chamber of Commerce (also representing Developing Young Workforce)
- District Manager East and South-East Scotland, Department of Work and Pensions
- Vice Principal, Edinburgh College
- Employability Lead, NHS Lothian
- Regional Manager, Skills Development Scotland
- Vice Principal Careers Service, Edinburgh University
- Chief Executive Officer, Edinburgh Voluntary Organisations Council
- Programme Manager, IRES Programme, Edinburgh and South-East Scotland City Region Deal

## Governance and Reporting

The LEP meets quarterly at a minimum but during times of pressure or particular need this can increase to monthly or bi-monthly as required. All meetings have an agenda with set and added items, and all meetings have minutes taken and presented for approval to the group. Actions are discussed and resolved at each meeting. A risk register is discussed and updated as a standard agenda item.

The Local Employability Partnership activity is reported back to the board of Capital City Partnership as an ALEO of The City of Edinburgh Council for briefing of elected members who also sit on the committee that approves No One Left Behind recommendations under the Housing, Homelessness, and Fair Work committee. The SLAED employability lead within The City of Edinburgh Council presents all the committee recommendations for approval.

The LEP is part of The Edinburgh Partnership, which is the community planning partnership for the city. The Edinburgh Partnership brings together public agencies, third and private sectors with local communities to improve the city, its services and the lives of people who live and work here. This forum provides a wider governance and support infrastructure with links to other strategic areas and a place where interlinked priorities and larger issues can be presented and discussed. The input and updates from these meetings is a standing agenda item on the Local Employability Partnership Job Strategy Group meetings.

The Edinburgh Partnership meets quarterly and reports and focused items from the Local Employability Partnership via the Local Outcome Improvement Plan are routinely elevated for discussion and noting.

### Strengthening Local Partnership Actions/Self-Assessment

The Local Employability Partnership and its wide-ranging membership of critical stakeholders ensures employability and skills is deeply embedded within local partnership actions. The core Chair of the Local Employability Partnership is also the Chair of the Local Outcome Improvement Plan *Priority 2: Access to Work, Learning and Training opportunities* to ensure synergy and avoid unnecessary duplication of time and resources, using this forum for larger pressing priorities requiring additional reports, actions and support. The LEP is also linked into the other two Local Outcome Improvement Plan priority areas for wider influence, including supporting development of affordable credit, and review of advice centres.

The Local Outcome Improvement Plan (LOIP) has three focus priority areas

- Priority 1: Enough Money to Live On
- **Priority 2: Access to Work, Learning and Training opportunities**
- Priority 3: A Good Place to Live

The LEP is also represented within The Edinburgh Partnerships Children's Partnership, informing the Child Poverty Action Plans and ensuring strategic links to poverty areas including the End Poverty networks. The LEP is also part of The Edinburgh Guarantee, representing employability alongside their focus on employers and education.

The LEP has a continual improvement plan which is monitored, reviewed and updated under the Job Strategy Group. This is attached as an appendix. Key areas covered include.

- Leadership and Relationships
- Governance
- Use of Evidence
- Community Engagement and Participation
- Focus on Outcomes
- Use of Resources
- Accountability
- Performance Management and Reporting
- Impact

A self-assessment satisfaction survey is completed annually by Capital City Partnership as part of their Service Level Agreement with the Council to cover all Local Employment Partnership areas. These are presented annually to the Housing, Homelessness and Fair Work committee.



## 2. VISION, MISSION, AIMS, OBJECTIVES, IMPACTS

### Vision Statement

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*The Local Employability Partners recognise the vital role that a range of organisations across the employability landscape play and are committed to protecting a diverse range of provision and ensuring that the right support is put into place for those who rely on these services.*

*While many partners will have their own organisational strategies and objectives, they recognise the benefit of a collective shared response and meeting point to plan, share and implement that vision effectively.*

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### Aims and Objectives

The aim of the Local Employability Partnership is to ensure that all citizens in Edinburgh get access to the service they require across the broad network of provision, offering a seamless No Wrong Door approach where services are developed in response to evidence based local economic information and where all services adopt the principles of No One Left Behind including Fair Work.

The LEP has a broad membership that represents public, third sector and private sector bodies. While there is a core focus around No One left Behind funding disseminated by COSLA via local authorities for LEP members to oversee, the members also represent a range of other funding sources and interventions and provide a wider range of services and opportunities. One of the aims is to align these offers to add value and avoid duplication and displacement.

Success is recognised through the deployment and achievement of funding allocated, achieving targets, outcomes and uptakes related to these, and reporting to funders and investors. Collective success is gathered around the LOIP Priority 2 larger longer-term outcomes, which include the following targets within the performance framework document that all LEP members contribute to.

- Annual improvement of the School Leaver Destination report and Participation Measurement
- 50% decrease in Universal Claimant numbers (currently 18,000) by 2023/24. Baseline is 18,000 with new 50% target of 9,000 by 2023/4
- Youth claimant count target of 50% improvement from peak baseline 3,290 to new target of 1645 by 2023/24
- 50% increase in BAME citizens to a sustained positive destination and improved job outcomes by 2024/25
- 20% improvement of the number of care-experienced young people entering education, training, or work by 2024/25
- New Edinburgh Living Wage City Action target of 100 new employer accreditations per annum. 500 by 2026. 39,500 new living wage employees by 2026

## Developing and Delivering the Plan

The Local Employability Partnership follows the [No One Left Behind \(NOLB\)](#) principles. This builds upon our already established No Wrong Door approach to work collectively to ensure each person gets quickly to the service they require, irrespective of their entry point.

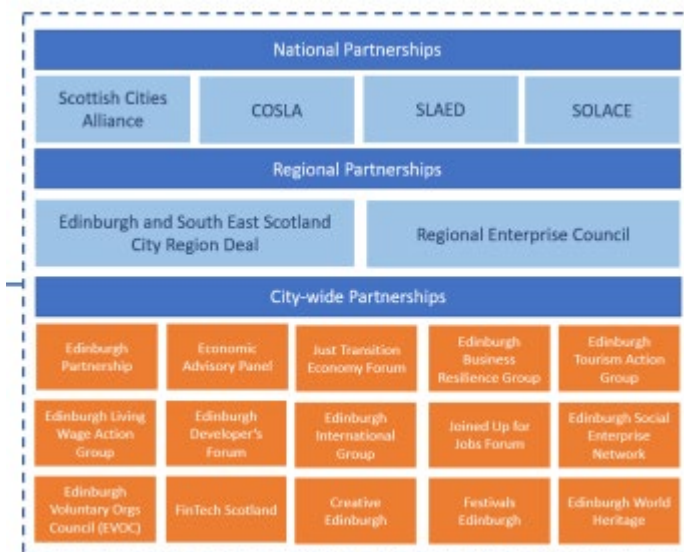
No One Left Behind is the Scottish Government's most recent policy framework and approach to tackling employment challenges. No One Left Behind is supported through a [Partnership Working Agreement](#) which reflects shared principles and ambitions for improving outcomes for individuals between Scottish Government and local authority partners agreed with COSLA, with inputs and oversight through the Improvement Service, SLAED and SOLACE2.

Scottish Government Guidance states that No One Left Behind funding should:

1. Treating people **with Dignity and respect**, fairness and equality and continuous improvement
2. Providing a flexible and **person-centred support – aspirations for all age, needs based**
3. Is **straightforward** for people to navigate – no wrong door
4. **Integrated and aligned** with other services – building on the Scottish Approach to service design with the user at the centre
5. Providing pathways into **sustainable and fair work**
6. Driven by **evidence** including data and the experience of users
7. Support more people to move into the **right job, at the right time**

The Edinburgh LEP is a mature model, deeply embedded within a national and local framework. It has been refined and reviewed continuously since 2008 when we first introduced the Job Strategy and co-developed the Joined up for Jobs branding. Openness and transparency has been at the heart of service design, review and implementation and is deeply embedded. Our approach in Edinburgh is heavily supported by the third sector, with over 80% of No One Left Behind funding placed within our third sector infrastructure and community organisations.

Within our commissioning process and specifications, we refer to the No One Left Behind principles and ask applicants to respond to them as part of evaluation. All LEP members are involved in the service design and scoring process, making best use of their knowledge, expertise and intelligence and ensuring we have the right mix of service model for the best outcomes.



**We specifically respond to the Seven principles in the following ways**

1. Treating people **with Dignity and respect**, fairness and equality and continuous improvement
  - a. We have a Charter for service standards that all funded provision must sign up to and adhere to which captures and reflects these principles
2. Providing a flexible and **person-centred support – aspirations for all age, needs based**
  - a. We undertake consistent mapping and evaluation of services and consult with service users on their experience of services with this as a main focus of discussion in both surveys and focus groups
3. Is **straightforward** for people to navigate – no wrong door
  - a. We have adopted the Edinburgh Guarantee as a single point of contact to ease navigation of services and have a friendly and recognisable door to all services. We also undertake regular training of frontline staff across all LEP partners to adopt a No Wrong Door Approach.
4. **Integrated and aligned** with other services – building on the Scottish Approach to Service Design with the user at the centre
  - a. All services are developed and commissioned using the Scottish Approach to Service Design approach and we use the Edinburgh Community Planning Partnership to undertake full alignment to complement the LEP for a full integration.
5. Providing pathways into **sustainable and fair work**
  - a. We have a well mapped Strategic Skills Pipeline and have invested significantly in management information systems to track referrals and have a triage of support for service users to produce the best outcome. We also have linked to the enhanced skills pipeline under the City Region Deal for longer term pathway development.
6. Driven by **evidence** including data and the experience of users
  - a. We routinely undertake consultation with employers, providers and service users on their experience, with a yearly report produced for stakeholders. We map this with our extensive MIS Helix CRM which holds all No One Left Behind data on service users.
7. Support more people to move into the **right job, at the right time**
  - a. We have clear evidenced based targets built into all our projects, contracts and grants and these are managed by a Contracts Manager and officer with routine check points to ensure every intervention is tailored to the individual and crafted to meet their needs at the pace they require.

## Our Approach to Delivery

As part of our NOLB commitment, we have adopted the [Scottish Approach to Service Design](#) to ensure we capture the voices and input of services users and that approaches are evidence based. This builds on our established approach of informed engagement

We use well defined approaches when putting services in place including

- co-design and co-production principles shape the scope and nature of all offers
- using open and transparent procurement systems including Public Contract Scotland and local established grants commissioning measures
- co-commissioning between partners to bring added value around shared outcomes
- supporting third sector capacity building, including forming consortia and innovative partnerships for service delivery
- introducing new community empowerment approaches such as participatory budgeting
- supporting anchor institutions and strengthening the localities model
- supporting third sector interface and prioritising third sector delivery
- being at the forefront of investing in communities, including Community Wealth Building
- creating Citizen's Panel to influence strategy and delivery, with participants recompensed for their time and input
- providing management information system and data language consistency and data sharing principles

## Customer Service Charter

We have had a Customer Service Charter in place since 2009 with a recent refresh and relaunch at the Scottish Parliament as an example of good practice. The charter outlines our expectations from funded provision and other delivery partners, maintaining a quality standard which is routinely audited and inspected as a measure of achievement. Currently, we have twenty organisations who have been accepted as meeting the credentials of the charter. This charter is undergoing a new refresh to further embed the seven principles of No One Left Behind and reflect the Scottish [Employability Service Standards](#).

The Customer Service Charter measures against the following areas:

- Accessibility
- Customer Focused
- Maintaining Partnerships
- Employer Engagement
- Privacy
- Fair Work

## Delivery Infrastructure and Local Alignment

The Local Employability Partnership is structured around a core Job Strategy Group that oversees all provision and activity.

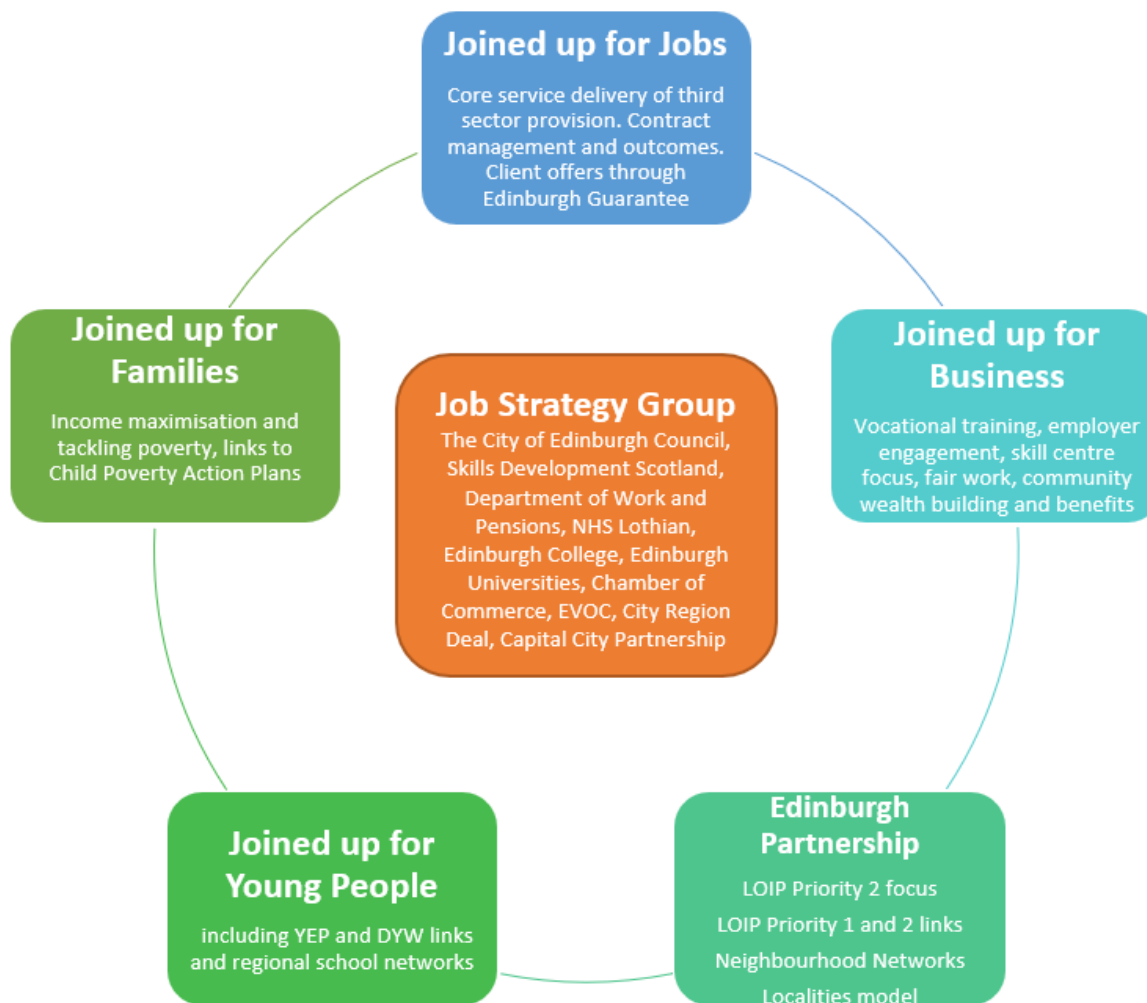
We then use our LEP branding of **Joined up for ...** to create an infrastructure to feed into for priority areas and where we can bring stakeholders together for more focused work. Opposite is an outline of this structure.

- **Joined up for Jobs**
- **Joined up for Business**
- **Joined up for Young People**
- **Joined up for Families**
- **Joined up for Integration (ended)**

We can bring in strategies as we require them and remove them if the purpose has been achieved. An example of this would be the two-year funded **Joined up for Integration** project which focused on integrating and aligning employability services better with areas such as housing, criminal justice and health.

We also link into other strategic groups through this infrastructure, inviting specialist groups to contribute more closely with more niche commissioning and procurement. An example of this would be under Joined up for Families when commissioning Parental Employment Support funding.

## Edinburgh Local Employability Partnership



### 3. Economic Policy, Policy and Operational Context

#### Local Economic and Labour Market Profile

Edinburgh is a local authority and the capital city of Scotland with a population of circa 542,000 people. We use NOMIS claimant count figures to produce a monthly claimant count insight for our networks, tracking labour market trends. These are discussed and analysed as part of the Local Employability Partnership.

At the start of 2022, the local economy is still in recovery from Covid disruption.

Between February 2020 and Peak Month:	Between November 2021 and December 2021:
<ul style="list-style-type: none"> <li>↑ UK Claimant Count increased by 114%</li> <li>↑ Scottish Claimant Count increased by 96%</li> <li>↑ Edinburgh Claimant Count increased by 165%</li> <li>↑ City Region Claimant Count increased by 115%</li> </ul>	<ul style="list-style-type: none"> <li>↓ UK Claimant Count decreased by 2%</li> <li>↓ Scottish Claimant Count decreased 2%</li> <li>↓ Edinburgh Claimant Count decreased by 4%</li> <li>↓ City Region Claimant Count decreased by 3%</li> </ul>

NOMIS Edinburgh claimant count of 10,925 people, 54% higher than it was in February 2020 pre-pandemic

- 1,410 were 16–24-year-olds
- 6,905 were 25–49-year-olds
- 2,615 were 50 or older

14,217 working individuals claiming Universal Credit in Edinburgh






1 in 5 families are still classified as in poverty in Edinburgh



The Local Employability Partnership draws on local intelligence to inform understanding of the labour markets, with support from Skills Development Scotland as a critical partner for insights. The Skills Development Scotland Publications and Statistics illustrates areas such as [Sectoral Skills Assessments](#) and indicates we have growth areas around the following

- Health and Social Care
- Construction
- Digital and Data
- Wholesale and Retail
- Finance

Skills Development Scotland also provide analysis around key themes, for example with Green Skills, informing policy area with growth demand and feeding into procurement and commissioning across the LEP stakeholders to help inform curriculum, training and recruitment.

Opportunity Areas		Skills Supply	
<b>Construction</b> <ul style="list-style-type: none"> <li>• New jobs e.g., retrofit co-ordinators and assessors</li> <li>• Retrofit and the component tasks and skills</li> <li>• Green enhanced jobs: <ul style="list-style-type: none"> <li>• installing and maintaining low carbon heating systems</li> <li>• insulation</li> <li>• new construction techniques (e.g., green roofing and grey water systems, modular housing); managing construction waste</li> <li>• new build and retrofit</li> </ul> </li> </ul>	<b>Over-arching skills – cross sectoral</b> <ul style="list-style-type: none"> <li> Transport</li> <li> Manufacturing</li> <li> Environmental Science and Services</li> <li> Finance and professional services</li> <li> Food and Drink</li> </ul>	<b>College</b> <ul style="list-style-type: none"> <li>• Fall in GS enrolments in ESES in 2019-20 following a rise between 2016-17 and 2018-19</li> <li>• Reflects national GS enrolments</li> <li>• However, enrolments in all subjects remained higher in 2019-20 than in 2016-17, despite a fall during COVID</li> <li>• Strong increase in Edinburgh College (up 37% between 2016-17 and 2019-20); however, enrolments fell in Fife, West Lothian and Borders Colleges</li> <li>• Rise in Sciences and Mathematics and Construction and Property ESES enrolments, despite COVID (up 165% and 10% respectively between 2016-17 and 2019-20)</li> <li>• Fall in Environment Protection/Energy/Cleansing/Security and Engineering, reflecting national picture</li> </ul>	<b>Apprenticeships</b> <ul style="list-style-type: none"> <li>• Increase in GS MA starts across all ESES local authorities (up 17%)</li> <li>• Fife, Edinburgh and West Lothian in top 10 LAs for GS starts</li> <li>• 76% achievement rate in 19-20, up 5p.p. since 15-16</li> <li>• 505 GS Foundation Apprenticeship starts across Cohorts 1-4 (2016-18 to 2019-21) in ESES, 22% of all GS FA starts across Scotland</li> <li>• Minimum of 353 GS Graduate Apprenticeship starts from 2017 to 2019 in ESES, with an increase of 322% in starts across the period</li> </ul>
<b>Energy</b> <ul style="list-style-type: none"> <li>• Jobs associated with expansion and development of renewable energy – wave and tidal, floating offshore wind, bottom-fixed offshore wind</li> <li>• Decommissioning – oil, gas, and renewables e.g., turbines</li> <li>• Hydrogen engineers and technicians</li> </ul>			

We also link to the City Region Deal Dashboard for Power-bi presentation of live data round the Integrated Regional Employability and Skills programme and also the NOLB Data Toolkit. This allows a live check on local and regional activity.

In addition, The City of Edinburgh Council and Edinburgh Partnership have both made commitments to set a target to end poverty in Edinburgh by 2030. These commitments came in response to the work of the Edinburgh Poverty Commission and the findings from its two-year inquiry into the causes of and solutions to poverty across the city.

In meeting this priority, the Council Business Plan and End Poverty in Edinburgh Delivery Plan includes commitments to promote fair work practices, to expand and enhance support needed to help people into employment, and to ensure Edinburgh's young people can achieve their potential in a way that makes them great employees for the future of the city.

The City of Edinburgh Council has also set out a refreshed **Edinburgh Economic Strategy** with three main areas of focus

- Work programme 1: **Stronger**
- Work programme 2: **Greener**
- Work programme 3: **Fairer**

#### Edinburgh Economy Strategy



#### Labour market shortages and skills challenges, low pay and low security jobs highlights from the Edinburgh Economic Strategy are

- Alongside high unemployment, Edinburgh businesses are also experiencing significant challenges in recruiting to key roles and filling much needed vacancies in some sectors.
- Monthly vacancy levels in Edinburgh and Lothians were up over 50% on pre-pandemic levels by Autumn 2021, compared to a 30% increase across Scotland
- 25% of businesses across Scotland were recruiting for roles in Autumn 2021, with 40% reporting that vacancies were more difficult to fill than normal for the time of year, putting upward pressure on wage costs
- Recruitment challenges are highest in key sectors for Edinburgh such as hospitality, arts and culture, and transport
- difficulties include a lack of suitable applicants, increased demand from competing sectors, applicants wage expectations, and loss of EU national workers.
- Pre Covid the majority (65%) of people in poverty in Edinburgh were in working household
- Around one in ten (9%) of all jobs were casual, temporary or noncontract
- In a survey of citizens 'work does not pay enough' was the single factor most commonly raised as a cause of poverty in Edinburgh – cited by 83% of all respondents
- 27% of Edinburgh jobs do not provide workers with 'satisfactory' pay, contracts, or hours
- Approximately 37,000 Edinburgh workers are paid less than the current threshold set by the Living Wage Foundation.

#### Actions for a fairer Edinburgh economy The City of Edinburgh Council will...

<b>a</b>	Lead and deliver the <b>Edinburgh Living Wage City</b> Action Plan to promote adoption of real living wage and fair work practices among Edinburgh businesses
<b>b</b>	Support and advise Edinburgh businesses on how to adopt and implement fair work practices
<b>c</b>	Provide <b>city leadership as a fair work employer</b> in Edinburgh, through our <b>post pandemic return to workplace plans</b> and beyond.
<b>d</b>	Apply <b>Fair Work First</b> practices in all regulated Council procurement activities wherever relevant and proportionate
<b>e</b>	Maximise delivery of <b>community benefit</b> opportunities from Council purchasing, and promote <b>Community Wealth Building</b> practices across the city
<b>f</b>	Helps people of all ages and backgrounds to easily access and progress in fair work, training or further education through the <b>Edinburgh Guarantee</b> programme
<b>g</b>	Deliver a new <b>blended employability programme</b> with dedicated support for people with complex needs or from target groups
<b>h</b>	Work with city partners to <b>develop the city's skills system</b> to maximise progression into employment in emerging sectors and technologies (data, digital, green industries)
<b>i</b>	Deliver a 20-minute Neighbourhood strategy that supports <b>local economies and businesses</b> to provide the daily needs of their communities and create local jobs
<b>j</b>	Work with city businesses and partners to influence <b>Scottish Government</b> for the local powers and responsibilities we need to ensure a fairer Edinburgh economy

## Place Plan priorities

There are four locality community planning partnerships across the city:

- **North-East** (Craigentinny/Duddingston, Leith, Leith Walk and Portobello/Craigmillar wards)
- **South-East** (City Centre, Morningside, Southside/Newington and Liberton/Gilmerton wards)
- **North-West** (Almond, Drumbrae/Gyle, Corstorphine/Murrayfield, Forth and Inverleith wards)
- **South-West** (Pentland Hills, Colinton/Fairmilehead, Sighthill/Gorgie and Fountainbridge/Craiglockhart wards)

Each locality has its own nominated LEP area lead and is further supported by the Edinburgh Partnership neighbourhood networks. Neighbourhood networks have the flexibility to develop their own operating model and wider membership to reflect their community.

A recent focus, and also a priority highlighted in the Edinburgh Poverty Commission, is the need for services to be commissioned through a place lens and structured around accessibility, known as a commitment to a 20-minute neighbourhood model.

The Local Employability Partnership has acknowledged this approach through all services, with a focus on making sure offers are in

- well-connected local places
- builds new models of shared service delivery with partners including key role of the voluntary sector
- delivers synergies between services and 'serendipity' of finding out more from one visit
- takes our best assets and delivers more services from them, creating more fit for purpose, sustainable assets
- creates a strategic approach to the location of our services rather than the existing organic way buildings have grown up over the last century
- all key to supporting a growing city in a sustainable manner

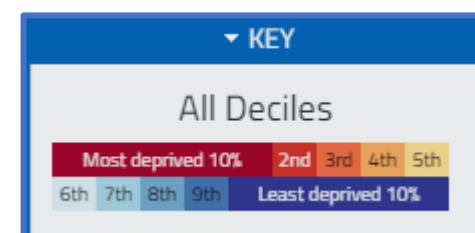
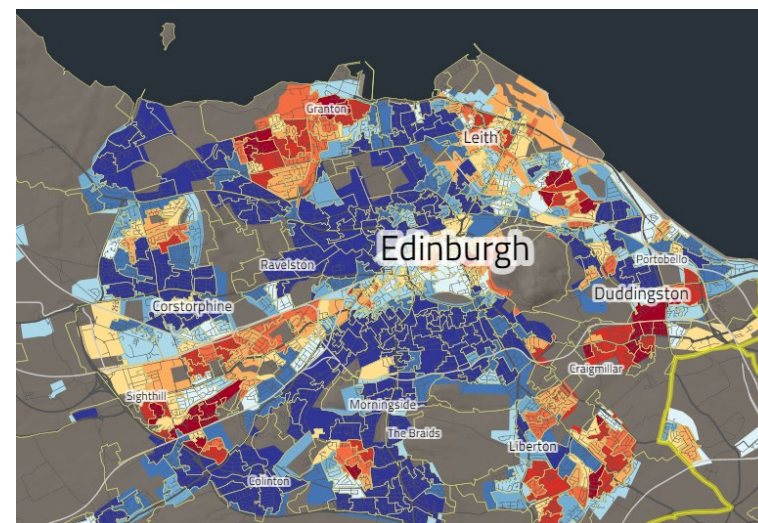


Data analysis is used consistently under our Place model to understand the needs of each locality and ward and ensure we are responding adequately. We routinely use the Scottish Index of Multiple Deprivation to map against ward intelligence to adjust and inform strategic provision of services.

**Table 7 Edinburgh Claimant Count by Ward December 2021**

	All categories: Age 16+			Aged 16-24			Aged 25-49			Aged 50+		
	All	M	F	All	M	F	All	M	F	All	M	F
Almond	655	425	230	85	50	35	425	280	140	145	95	55
City Centre	805	565	245	105	65	40	525	365	160	180	130	45
Colinton/ Fairmilehead	285	185	100	55	35	20	155	90	60	75	55	20
Corstorphine/ Murrayfield	195	110	85	20	10	10	120	70	45	60	30	30
Craigentinny/ Duddingston	810	515	300	100	70	30	535	325	210	180	120	60
Drum Brae/Gyle	395	245	155	50	30	20	240	150	90	105	60	45
Forth	1,050	635	415	140	95	50	670	395	275	240	150	95
Fountainbridge/ Craiglockhart	365	245	120	50	25	20	220	150	75	95	70	25
Inverleith	370	220	150	55	30	25	210	125	80	105	65	40
Leith	855	540	310	75	55	20	580	360	225	195	130	65
Leith Walk	885	550	335	70	40	30	595	370	230	220	145	75
Liberton/ Gilmerton	900	555	350	145	90	60	520	315	205	235	150	85
Morningside	260	160	100	40	25	10	160	100	60	60	35	25
Pentland Hills	835	520	320	125	85	40	515	310	205	195	125	70
Portobello/ Craigmillar	925	560	365	120	75	45	610	365	245	190	120	70
Sighthill/Gorgie	915	570	345	120	75	45	590	370	220	205	125	80
Southside/ Newington	415	295	125	55	35	20	235	170	70	130	90	40

**Source: NOMIS 19/1/2022**



## 4. Service Delivery

### Supply and Demand Mapping

Supply and demand is continually mapped across the city and monitored to ensure it is fit for purpose. We do this through the Edinburgh Partnership as a starting point, so we have the full measure of services and additional value and then cross reference this with the Job Strategy Group under the Local Employability Partnership.


- We undertake a full quarterly audit of services for spaces and capacity, having a live understanding of availability and the need for any contract or grant adjustments due to economic factors.
- We do a yearly adjustment of client mapping and also pipeline provision to ensure we have full coverage and joined up pathways.
- Any new provision is evidence based and cross referenced with our Strategic Skills Pipeline to add value and avoid duplication.
- We commission with partners as part of our co-production strategy, ensuring best fit at all times and feeding this into the wider mapping of service provision.
- We also have all LEP members give updates on their proposed activity, including presentation on further and higher education curriculum and spaces and demand of services.
- We also cross reference activity with employer demand and recruiting sectors, so we are responding responsibility to need.
- We produce monthly reports on NOMIS for members to understand the national, regional and local landscape and also bring in expert speakers on specific prioritised groups.
- We have an understanding of investment and expectation of expenditure and use a unit cost model to guide targets and adjustments for caseloads to ensure good practice and quality of delivery.

Below is our current Strategic Skills Pipeline portfolio of services with pipeline stages and groups to indicate pathways to an employment outcome.


This is complemented by our Enhanced Strategic Skills Pipeline under the Edinburgh and South-East Scotland City Region Deal for higher skills progression.

# Edinburgh Strategic Skills Pipeline Provision 2022-2025


Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
REFERRAL, ENGAGEMENT AND ASSESSMENT	NEEDS ASSESSMENT AND BARRIER REMOVAL	VOCATIONAL ACTIVITY	EMPLOYER ENGAGEMENT AND JOB MATCHING	IN-WORK SUPPORT AND AFTERCARE
NEST Third Party Grants (Stage 1-5) Third sector led support for people requiring specific barrier removal or from area of multiple deprivation 600 places				
Young Person’s Guarantee (Stage 1-5) Providing young people with individual support to increase progression along pathway to a positive destination 565 places				
NOLB Activity Agreements (Stage 1) Support for school leavers 180 places	Next Step (Stage 2-4) Employability service, including specialist support for BAME and LGBT communities 360 places			Advance (Stage 5) In-work employment support with income maximisation 180 places
Intensive Family Support (NE/NW) (Stage 1-2) Poverty & social inclusion support for families in early years centres 55 families		Subsidised Childcare for Working Parents (Stage 4-5) Provides subsidised places based on eligibility criteria with focus on regeneration areas communities 286 families		
Intensive Family Support (SE/SW) (Stage 1-2) Poverty & social inclusion support for families in early years centres 27 families		Start Scotland (Stage 3-5) Employment service with in-work support built in 2400 places		
EnCompass (Stage 1-5) Support for people with a history of substance misuse, criminal justice, and homelessness 240 places				
Maximise (Stage 1-4) Targeted poverty and social inclusion support for low-income families in schools 120 places				
Parental Employment Support Fund (Stage 1-5) Providing intensive employability support to employed and unemployed parents from priority groups 125 places				
Whole Family Equality Project (Stage 1-5) Project for ethnic minority communities in aiming to address poverty and inequality within these communities 120 places				
All in Edinburgh (Stage 2-5) Supported Employment service for people with a disability or long-term health condition 425 places				
			Integrated Employer Engagement (Stage 4-5) To maximise the benefits of employer engagement initiatives 200 places	
New Futures Training (Stage 3-5) Sector-based training with guaranteed interview 250 places				
New Futures Advice (Stage 3-5) Career advice for those impacted by Covid employment 150 places				
IRES Skills Gateway (Stage 3-5) Higher skills gateway routes into construction (HCI) and data careers (DDI) across schools, further and higher education, and work HCI 2120 places, DDI 3262 places				



CEC Funded Provision:  
3358 places





Externally Funded Provision:  
2670 places



ESES City Region Deal Activity:  
5637 places

 **CEC Funded Provision:**  
**3358 places**

 **Externally Funded Provision:**  
**2670 places**

 **ESES City Region Deal Activity:**  
**5637 places**

## Client Priority Groups and Needs

Through considerable client engagement, service mapping, interrogation of data and alignment with co-production and co-design, the LEP is able to clearly understand and demonstrate the needs of priority groups.

The employability landscape is developed and adjusted to take consideration of economic priorities but also the priority of the individual and more niche barrier removal informs service development

The full stakeholder network under the LEP is captured, recognising every member an expertise to bring to the wider co-ordinated offer.

Priorities that require a larger effort or resource are also flagged, tracked and monitored within the Edinburgh Partnership LOIP for longer term approaches with support from the LEP. Current priorities are:

- *Support the depth and breadth of work under the refreshed 'Edinburgh Guarantee for All' (EGFA), with ambassador support and stakeholder commitments.*
- *Improve support and outcomes of Care Experienced young people to be able to access work, learning, and training pathways*
- *Improve outcomes for BAME citizens, including better access to employment through leadership, senior visibility, and positive role models*
- *Develop improved coordination of support for prison leavers, bringing together services for a more joined up approach with clearer pathways*



## Service Delivery Requirements and Approach

No One Left Behind places people at the centre of service delivery and services will be targeted at people with protected characteristics as defined by the Equality Act (Scotland) 2010 and those with certain life experiences who are significantly more likely to struggle to improve their employability and successfully gain and sustain employment.

- These characteristics and life experiences often interact with each other (also known as intersectionality) meaning that people are often affected by more than one issue at a time which can have a cumulative impact on person's journey to work.
- People have to be able to find the service and be able to access it regardless of their circumstances. We aim for referral routes to be as seamless as possible.
- We aim that Local Employability Services will be designed and delivered in line with the principles set out in the Scottish Approach to Service Design. Using a 5 Stage Employability Pipeline approach as set out below.
- Each person can progress through the stages, reassured there will be a service tailored to their needs and with a No Wrong Door approach.
- We have developed a new region wide management information system, Helix, to capture all client data and record progressions and outcomes, this is linked to the on-going development of the Shared Development Framework.
- Most of our service requirements will be co-design and co-produced by stakeholders and the third sector, with 80% of our provision delivered by third sector agencies.
- We have adopted a blended employability approach, with an integrated combination of large contracts, NEST grants and vocational training, and niche wrap around provision with a trial and test innovation element.


STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
Engagement, Referral and Assessment	Needs Assessment and Barrier Removal	Vocational Activity	Employer Engagement and Job Matching	In Work Support and Aftercare
This stage is about reaching out and supporting people into regular activity, positive routines connecting them with others	Assessing needs of individuals and agreeing key activities to address any barriers to employment or training	Activities include delivering a range of accredited training, employability core skills, job search etc.	Activities such as work experience or volunteering placements with employers, assisting individuals to secure job vacancies.	Activities includes supporting individuals to maintain and progress within the workplace
End to End Continuous Case Management/Key Worker Support				

## 5. Resource Requirements

Edinburgh has a well-established and mature delivery landscape, comprising mostly of third sector provision and some social enterprises. We commission after an extended period of engagement underpinned by co-design and co-production to the [Scottish Approach to Service Design](#) standards. This also involves service user involvement, with Citizens Panels established around key areas, including recompense for the time and expertise service users bring. Services commissioned are overseen by Steering Groups to make the best use of investment and draw upon wider resources when required and to help identify co-commissioning opportunities.

- The Joined up for Jobs network and its workers are supported by a website with information, a noticeboard and directory for the employability network
- A quarterly Joined up for Jobs forum takes place for networking and sharing good practice
- There is a Joined up for Jobs Customer Charter for service standards that all funded, and non-funded network providers sign up to
- There is a Helix management information system for all data capture and tracking and data intelligence analysis with monthly NOMIS informed reports
- Helix also provides job portals for job matching to recruiting employers
- The Edinburgh Guarantee offers a single point of contact to support citizens of all ages to access work, training, volunteering, providing a seamless transition to get the right support from the network if required.




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# Joined Up for Jobs is the jobs strategy for Edinburgh.

It sets out how a partnership of key agencies will help more people into employment.

## Get help to work!

**Need help to get your career back on track?**

Whatever your circumstances, the Edinburgh Guarantee can help people of all ages to access work, training, volunteering, or education through our network of employers and partners.

Get the support you need to build on your skills, retrain for a new career, or find the right job for you. We're here for people of all ages and backgrounds.

**Get your career back on track today**  
[edinburghguarantee.org](http://edinburghguarantee.org)  
 0131 529 3525



The  
Edinburgh  
Guarantee

## Timeline of investment to date and future investments

FUND	Amount	Spend period	Purpose and Activities	LEP OVERSIGHT
<b>NO ONE LEFT BEHIND PHASE 1</b>	£496,311 £496,311 £496,311	2020 – 2021 2021 – 2022 2022 - 2023	Incumbent: Activity Agreements & Employer Recruitment Incentive – committed until March 2023	LEP members commissioned the Activity Agreements using the NEST grants commissioning process with a Steering Group assessing, scoring, and recommending.
<b>Parental Employability Support Fund</b>	£119,000 £282,000 £282,000 £467,225	2019 – 2020 2020 – 2021 2021 – 2022 2022 - 2023	Pre-employment and in-work support for parents in any of the 6 SG identified categories: 5 x small grants awarded x 18-month projects - £500,000. Specific development for parents with disabilities in 2022-23	LEP members commissioned the PESF programme using the NEST grants commissioning process with a Steering Group assessing, scoring, and recommending.
<b>Parental Employability Support Fund Boost</b>	£132,390.66	2020 - 2022	Pre-employment support for young parents - £19,717.76 Pre-employment support for parents - funded ELC - £56,336.45 Pre-employment support for disabled parents - £56,336.45	Given small amounts, we extended existing provision for Children 1st and All In Edinburgh (Enable), both working with these client groups, plus a competitive grant process, awarded Young Parents (Canongate)
<b>Partnership Action for Continuing Employment</b>	£199,840	2020 – 2022	Provision of Single Point of Contact as SG requirement – internal - £40,000 Additional Key Worker PACE Support – distributed through small grants - £159,840	LEP members commissioned the PACE programme using the NEST grants commissioning process with a Steering Group assessing, scoring, and recommending.
<b>Young Person's Guarantee</b>	£1,904,191 £2.9m £1m	2020 – 2022 2021 – 2022 2022 - 2023	YPG Team 5 staff - £280,000 for Youth Employability Partnership CEC internal staffing for co-ordination – £66,750 Additional NOLB Activity Agreement capacity - £100,000 Employer Recruitment Incentive - £400,000 boost Kickstart extension - £250,000 boost Funded public and third sector work placements - £800,000	Linked directly to LOIP objectives to address core issues with Youth Employability Partnership overseeing and using new resource to address priorities and concerns. Links to Edinburgh College and Volunteer Centre. Fund such as kickstart and ERI go direct to employers and/or to support participants.
<b>NO ONE LEFT BEHIND PHASE 2</b>	£824,685	2022-2023	Integrated with NEST grants as part of wider co-production process	LEP was involved in co-production and oversight with Steering Group. This was a small grants process capped at 75k as well as the creation of a Vocational Training Framework
<b>Long term unemployed Job Creation Scheme</b>	£1,900,000	2021 - 2023	Paid placements for those aged 25+ and unemployed more than 12 months. Placements are across public and third sector and paid at RLW.	
<b>NO ONE LEFT BEHIND PHASE 3</b>	<b>TBC 2023 onwards</b>			

**Current provision with delivery partners (figures are for 22-23 and will be refreshed on an ongoing basis)**

Target Group	Rationale for Intervention	Delivery Partners	Pipeline Stage	Budget	Source of Investment	Volumes	Outcome Expected	Policy Connection
People from black and minority ethnic communities	In Edinburgh 37% families within the minority ethnic community live in relative poverty; 16% of employability clients are non-white but only 12% of the outcomes were achieved by non-white people.	Capital City Partnership, CHAI, Children 1 <sup>st</sup> , Prespect, LinkNet	1/2/3/4	£900,000	The Robertson Trust, National Lottery, Scottish Government, Workplace Equality Fund, YPG	120 families and 80 young people offered a personalised service	50% into positive destination	Tackling Child Poverty. Addressing Race Employment Gap.
People with a disability or long-term health condition	There are currently 35.5 percentage points between the overall employment rate and that for disabled adults. The Supported employment model is the most effective method of helping disabled people into sustainable paid work	Enable, Forth Sector, Intowork, The Action Group	4/5	£1,360,000	The City of Edinburgh Council,	525	153 into jobs, 65% sustained to 6 months. Welfare Rights service included as part of the contract	Closing the Disability Employment Gap.
People affected by Covid who want to reskill and change careers	From the adult participation survey, over a third of adults (34%) are looking to change job or career in the next two years. However, two thirds (69%) of the people say they need to develop their skills to do so.	Capital City Partnership, Skills Development Scotland (Belfast, Cornwall, Teesside and Cardiff Councils)	5	£250,000	Covid 19 Support Fund	300	100 into new careers; 125 receive accredited training	Promoting and Embedding Fair Work; Addressing the Gender Pay Gap; Addressing Race Employment Gap
Skills Centre delivery matching local employers with candidates	Employers in key sectors (retail and hospitality) with skills shortages require a focussed skills package	Capital City Partnership	3/4/5	£80,000	British Land	120	80	Promoting and Embedding Fair Work; Supporting Place Based Approaches

Target Group	Rationale for Intervention	Delivery Partners	Pipeline Stage	Budget	Source of Investment	Volumes	Outcome Expected	Policy Connection
People with specific barriers to employment	Co-production with citizens shows there is a need for 'niche' provision around specific barriers/geographies/age groups	Capital City Partnership and third sector Joined up for Jobs partners	1/2/3, 5	£901,153	City of Edinburgh Council / NOLB Phase 2	729	138 into jobs; 46 in work progressions; 846 outcomes achieved (can be multiple per person)	Addressing the Gender Pay Gap; Closing the Disability Employment Gap; Addressing Race Employment Gap; Promoting and Embedding Fair Work; Delivering the Young Person's Guarantee; Supporting Place Based Approaches
Young people who leave school without a positive destination or who are unemployed up to age 25	Following the pandemic and rise in youth unemployment Edinburgh still has a significant number of young people who are not in positive destinations	Capital City Partnership, Joined up for Jobs partners, Activity Agreement hubs, DYW, City of Edinburgh Council	1/2/3/4/5	£1,265,418	City of Edinburgh Council / NOLB / YPG	930 individuals	153 into jobs; 34 in work progressions; 939 outcomes achieved (can be multiple per person)	Young Person's Guarantee / Developing Scotland's Young Workforce
People requiring training to skill or reskill for specific growth sectors	Employer-led programme of training, equipping those in low-income employment and unemployed to access work	Capital City Partnership, commissioned training providers	4/5	£250,000+	City of Edinburgh Council / NOLB Phase 2	c.250 individuals	50% of participants enter and sustain employment	Promoting and Embedding Fair Work;
People who live in areas of deprivation who require additional support to access employment, training and education	A 20-minute neighbourhood approach to employability support, embedded with other locality service	Community Renewal, Dunedin Canmore HA	1/2	£360,000	City of Edinburgh Council	360 individuals	180 enter employment; 144 have welfare rights advice	Promoting and Embedding Fair Work; Supporting Place Based Approaches
People who have complex barriers to work (drugs, alcohol, criminal justice and homelessness)	Those with a history of complex barriers to work benefit from a holistic, structured support to progression	Access to Industry	1/2/3/4/5	£250,000	City of Edinburgh Council	240 individuals supported	70 progressions; 30 employment outcomes	Closing the Disability Employment Gap; Promoting and Embedding Fair Work; Delivering on The Promise

## 6. Performance Management and Reporting

### Performance Monitoring

Contracts and Grants Management is undertaken by a dedicated team in Capital City Partnership. CCP follows the [IVAR](#) principles of open and trusting grant management, fostering supportive and mutually beneficial relationships with our third sector partners. Contracts and Grants are competitively procured or commissioned based on financial value and all bids are scored and moderated by LEP members or representatives.

- Our reporting framework is co-produced with partners and routinely reviewed and refreshed.
- Contracted providers are required to report quarterly, and satisfactory reports trigger a quarterly payment.
- A cumulative quarterly report detailing performance against target is prepared and discussed at CCP's Board with Elected Member oversight and a RAG rating given.
- A similar report is delivered to Scottish Government detailing NOLB outcomes.
- Client tracking and outcome information is input into our bespoke management information system (from April 2022, Helix) and specific reports on client characteristics, outcome type and trends are prepared for discussion.
- We have an escalation policy to address issues with performance and implement performance improvement where required.
- Contracts and grants are audited annually by CCP to ensure that data protection statements, action plans and outcome evidence is in place and compliant.
- Performance indicators are regularly compared to local and national indicators in the NOLB data toolkit to ensure that delivery is aligned to local need.

Helix is the new management information and client tracking system for Edinburgh and South-East Scotland, funded via the City Region Deal. The system is a step change on previous MIS including new developments like bookable appointments for clients, talent portals for jobs, common data language for analysis, and also comes with staff training on data analytics so everyone can also understand and interrogate their own data. It will also have a public facing landing page to navigate clients to local services. It also has rigorous data controls and GDPR and offers the best level of protection for users and controllers. As part of Helix, we have increased personal identity security ten-fold, which was required due to the ever-increasing need for recording more sensitive data under No One Left Behind.



## Continuous Improvement

Since 2009 we have expected our Joined up for Jobs providers to sign up and enact the principles of our Joined up for Jobs Customer Charter. The Joined Up for Jobs Customer Charter Award encourages providers to share best practice and work together to ensure the needs of all stakeholders are met and to a standard befitting Scotland's capital city.

The number and type of services in Edinburgh changes each year and as such, it is important that all services have a quality mark they should aim to achieve. The Customer Charter will ensure customers across all providers receive a good quality service, be that for those requiring short interventions to find work or longer-term support to remove barrier and progress along the Strategic Skills Pipeline.

The Charter is built on six key principles, which all providers are expected to consider when delivering their service to customers:

- Accessibility
- Being Customer Focused
- Maintaining Partnerships
- Employer Engagement
- Privacy
- Fair Work

Capital City Partnership also carries out an annual survey of clients to assess their satisfaction with the services provided. The 2020/21 recorded over 90% satisfaction. Individual projects carry out evaluations of projects and these are published to encourage best practice.

## Delivery Plan Review

This plan will be reviewed and discussed quarterly as part of our regular Local Employability Partnership. Any adjustment will be made before the next meeting.

The full plan will be adapted and revised annually.

## 7. Appendix 1 – LEP Improvement Plan

### Job Strategy Group Improvement Plan (May 2021 – reviewed September 2022)

Areas For Improvement	Priority Action	Timescale	Reviewed	Comments	RAG
<b>Leaderships and Relationships</b>	<ul style="list-style-type: none"> <li>No issues identified. All on track.</li> <li>Could look to reinstate having a rotating chair to share out input</li> <li>Standing agenda item to review membership gaps and invite in guest speakers or projects</li> </ul>	<b>June 2021</b>	<b>September 2022</b>	Job Strategy Groups have focus on NOLB commissioning and which group are happy with at the moment	
<b>Governance</b>	<ul style="list-style-type: none"> <li>Establish a risk register and have this as standing item on the agenda for discussion.</li> <li>Continue annual participation survey with LEP members</li> <li>Include how we resolve issue in TOR document</li> </ul>	<b>September 2021</b>	<b>September 2022</b>	Risk register established and reviewed at each LEP. Resolution added to TOR.	
<b>Use of Evidence</b>	<ul style="list-style-type: none"> <li>Reintroduce reports with more focused themes</li> <li>Link to LOIP Priority 2 evidence mapping</li> <li>Ensure that any co-production has evidence-based papers to inform commissioning and decisions making</li> </ul>	<b>September 2021</b>	<b>September 2022</b>	New Shared Measurement Framework adopted on new Helix system. Links to UKSPF and LOIP 2	
<b>Community Engagement and Participation</b>	<ul style="list-style-type: none"> <li>Improve use of lived experienced and voices of clients</li> <li>Map out what the LEP can offer and link to LOIP</li> <li>Ensure embedded in co-production and co-design</li> </ul>	<b>September 2021</b>	<b>September 2022</b>	NOLB Phase 2 co-production starting, Youth voice groups established for YPG, Citizen's Panel for BAME focus	
<b>Focus on Outcomes</b>	<ul style="list-style-type: none"> <li>Review of collective outcomes to be undertaken and role of a Local Delivery Plan</li> <li>Refresh of link to LOIP outcomes and KPIs</li> <li>Widen links to JUFJ Charter status</li> </ul>	<b>December 2021</b>	<b>September 2022</b>	Updated LEP Delivery Plan in place to capture full NOLB investment and other related outcomes.	

<b>Use of Resources</b>	<ul style="list-style-type: none"> <li>No overall issues identified. Resources in place.</li> <li>Partners to ensure sign up to the JUFJ bulletin in place</li> </ul>	<b>On-going</b>	<b>September 2022</b>	Additional resource developed through Helix.Scot and Edinburgh Guarantee refresh	
<b>Accountability</b>	<ul style="list-style-type: none"> <li>Explore whether we need/want memorandum of Understanding</li> <li>Have LOIP updates as standing agenda item on JSG and vice versa</li> </ul>	<b>June 2021</b>	<b>September 2022</b>	New LEP Delivery Plan for 2022-25 developed. LOIP Tracker established and shared.	
<b>Performance Management and Reporting</b>	<ul style="list-style-type: none"> <li>Review on how members can influence performance</li> <li>Understand where we come together for data sets</li> <li>Ensure we understand collective LOIP priorities and how we contribute to them from the JSG</li> </ul>	<b>September 2021</b>	<b>September 2022</b>	Link this to the use of evidence area and focus on outcomes for synergy. Look at how we can use Power Bi and learn from the City Region Deal model.	
<b>Impact</b>	<ul style="list-style-type: none"> <li>Ensure links to wider strategy of Edinburgh Poverty Commission</li> <li>Links to Child Poverty Action Plans</li> <li>Connect work to Edinburgh Guarantee for All</li> <li>Consider LEP Annual Report</li> </ul>	<b>September 2021</b>	<b>September 2022</b>	Good links are in place and wider partnership influence. We perform well in this area. New LEP Delivery Plan captures the wider policy influence.	