

No One Left Behind Operating Plan 2022- 2025

PREFACE

The employability system in Scotland is undergoing a transformation, as indeed it has been doing so since the publication of A New Future for Employability Support in Scotland in 2016. In March 2018 the publication of the No One Left Behind [Strategic Document which outlined the need for a better aligned and integrated employability support system](#). Fair Start Scotland the first devolved employment service commenced in April 2018, with the award of nine contracts lasting up to five years.

[In November 2018 a Review](#) of Employability support in Scotland was published and outlined a three phased approach to implementing an all age, person centred, needs led approach to change including a move to increased local governance of resources. In December 2018 Scottish and Local Government signed a '[No One Left Behind](#) Partnership Agreement to support the shared ambition of transformational change in Scotland's employability support system.

In April 2019 Phase 1 of No One Left Behind was implemented when Activity Agreements and the Scottish Employer Recruitment Incentive ceased as national programmes and this investment was available to Local Authorities to develop alternative approaches with partners to meet local needs. In March 2020 Covid 19 had a significant impact on the joint programme of work and the response to the consequences of Covid 19 on the economy and service delivery disrupted the initial programme of work delaying the pace of change. National and local responses to the health and economic impacts also lead to unplanned activities as efforts were temporarily diverted and new ways of working were embedded alongside new and additional measures to deal with the disproportionate impact on individuals and communities. The implementation of Phase 2 transferring national investment in Employability Fund and Community Jobs Scotland to local governance arrangements initially scheduled for April 2021 was delayed. The Minister for Just Transition, Employment and Fair Work on 5th October 2021 confirmed further implementation of No One Left Behind from April 2022, with the ceasing of two national programmes Community Jobs Scotland and Employability Fund, investment will be transferred to No One Left Behind.

A refreshed and updated [Joint Delivery Plan](#) was published in November 2020 to reflect the additional challenges in the labour market and provided a sharper focus to the Workstream deliverables and the critical path which would enable the work programme to get back on track. In addition the [Young Person's Guarantee](#) was established and the employability delivery element was through the already established approach to No One Left Behind. To assist with the local governance arrangements a [Local Employability Partnership Framework](#) was developed to provide national coherence and local flexibility to assist with the **Strengthening of Local Partnerships**. 32 Local Employability Partnership Self Assessments were undertaken to help increase the effectiveness and functionality and readiness to implement Phase 2 of No One Left Behind and a [National Overview of Local Partnership Self Assessments](#) was published assisting the creation of 32 Local Improvement Action Plans supporting the place based approach and improving local co-production, co-commissioning and stakeholder engagement.

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To support the effective design and delivery of person centred, needs led approaches the Local Employability Partnerships (LEPs) are supporting the implementation of the [Scottish Approach to Service Design](#) and actively helping to develop national frameworks such a customer charter and minimum service standards which support local flexibilities.

No One Left Behind – Policy to Practice

There are 7 key principles for the transformation of Scotland’s employability services in working towards creating **a better person centred system**:

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**

No One Left Behind aims to support those facing structural inequalities in the labour market. In order to deliver the principles, plans must ensure connectivity with other local services and policy priorities aligned to the National Performance Framework (See Annex 3). Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

- Tackling Child Poverty
- 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
- Delivering on The Promise
- Supporting Community Wealth Building
- Supporting Public Sector Reform
- Supporting Place Based Approaches

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The Delivery Plan Framework

As part of the critical path this **National Delivery Plan Framework** will enable national coherence and support LEPs to design and deliver employability support that allows local flexibility, collective leadership and shared commitment to effectively implement the policy intent of No One Left Behind.

Tackling labour market inequalities and supporting those at risk of being left behind to move closer to and into fair, sustainable jobs is the core purpose of the local delivery plans. The LEP will build on the strengths of existing national and local services, to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered to meet the needs and aspirations of service users. The delivery plan will be co-produced and will help to inform the local commissioning approach and any additional requirements from a nationally available framework.

To drive forward and implement the shared ambitions and actions of No One Left Behind the Delivery Plan will ensure the right support is available in the right way at the right time and will:

- Incorporate the Scottish Approach to Service Design to co-produce an all-age employability support service that is person-centred, more joined up, flexible and responsive to individual needs.
- Involve service users throughout the planning, commissioning and delivery process
- Utilise agreed available data to inform decisions, identify priorities and support the design of interventions
- Align with other employability resources locally to improve opportunities and outcomes
- Align and integrate with other support services to foster a “no wrong door” approach for service users
- Address structural inequalities faced by key groups in our society to support the development of a fairer, wellbeing, inclusive economy
- Align as appropriate with regional and national approaches
- Include the delivery of the Young Person’s Guarantee

The Delivery Plan Framework is suggesting a 3 year proposition recognising timing is essential to enable constructive co-production and that planning is essential to enable the incremental and sustained transformation required incorporating the consequences emerging from the impacts of COVID-19 Brexit, changes to European Structural Funds, phased implementation of No One Left Behind and unforeseen changes in the labour market and wider economy. The national Framework therefore provides for local assumptions over time with annual operational plans.

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DELIVERY PLAN FRAMEWORK

National Products and Approaches

The Local delivery Plans will as appropriate adopt and/or customise national products developed through the refreshed shared workstreams such as the Customer Charter, Service Standards Framework, Shared Measurement Framework as well as utilising toolkits such as Continuous Improvement and Service User Involvement.

Contents

This Framework will ensure that the delivery plan highlights:

- The approach the LEP intends to take to provide employability support services in the locality between April 2022 and March 2025.
- The actions identified to strengthen effectiveness and functionality of the Local Employability Partnership.
- Joint working and collaboration providing the basis of a better understanding of need and demand to inform service design and delivery.
- A reduction in duplication, inefficiency and conflicting interventions when designing solutions improving integration and alignment.
- How employability support services have been informed by service users
- How the provision of employability support will be co-ordinated locally involving a range of stakeholders and agencies that currently provide employability support services within the locality.
- The approach to performance management and continuous improvement
- Allows for the amendment of plans based on emerging labour market demands and service user feedback

Section 1: Introduction

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| 1.1 | Background Information about the Local Employability Partnership – <i>Outline a bit of the history of the partnership</i> |
| 1.2 | Membership – <i>Detail the Members of the LEP and any specific roles/remits</i> |
| 1.3 | Governance – <i>Detail the structure and links to CPP or other relevant groups</i> |
| 1.4 | Reporting arrangements – <i>Detail process and frequency of reports and links with other reporting such as LOIP; Child Poverty Action Plan, CPP plans and Economic Recovery Plans.</i> |
| 1.5 | Strengthening Local Partnership Actions/Self-Assessment – <i>provide a summary of key improvement actions and any include any relevant links</i> |

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Section 2: Vision, Mission, Aims, Objectives, Impacts

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| 2.1 | Vision – <i>Provide a shared vision statement for the locality detailing what you hope to achieve.</i> |
| 2.2 | Aims & Objectives – <i>Detail how you will know/ recognise success</i> |
| 2.3 | Developing and Delivering the Plan - <i>Detail the local operational context including Delivery Infrastructure, implementation of National Frameworks: Service Standards Framework, Customer Charter, implementation of service user involvement in line with the Scottish Approach to Service Design</i> |
| 2.4 | Our Approach to Delivery (Quality and Values) - <i>Detail how the partnership will ensure transparency and meet the 7 principles of No One Left Behind and how the partnership intend to ensure service delivery is of the quality standard expected.</i> |
| 2.5 | Delivery Infrastructure - <i>Detail the current infrastructure to be used to support delivery of the plan; Commissioning Approach, Procurement Approach, current landscape that could be utilised across the partnership (College, Training Providers, Third Sector).</i> |
| 2.6 | Local Alignment and Integration – <i>Detail how the partnership is ensuring connectivity with other key services locally for example Health, Housing, DWP, Justice to reduce duplication and complexity in the local support offer.</i> |

Section 3: Economic, Policy and Operational Context

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| 3.1 | Local Economic/Labour Market Profile – <i>Detail the local challenges and opportunities – a SWOT analysis format may be helpful, provide details of the evidence sources used data dashboard, service user experience, geographical needs/considerations</i> |
| 3.2 | Place Plan Priorities – <i>Detail links to existing local priorities re economic recovery, social renewal etc.</i> |
| 3.3 | Evidence Led – <i>Link to <u>local data dashboard/Shared Measurement Framework</u> and narrative around local priorities evidenced by data and by user/stakeholder input. Include tables and gap analysis supporting prioritisation</i> |

Section 4: Service Delivery (Supported by Annex 1 and 2)

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| 4.1 | Supply & Demand Mapping – <i>Summarise the current available local provision (Link to Customer Journey Map), gaps identified including service user insight and intelligence</i> |
| 4.2 | Service Delivery Priorities – <i>Detail agreed priorities/positive targeting if key priority groups (Who, What, Why and How?); geographical approach, place approach (specific wards or areas of locality) Link to <u>local data dashboard/Shared Measurement Framework</u></i> |
| 4.3 | Service Delivery Requirements and Approach – <i>Detail how the LEP are proposing to respond to identified needs/gaps; Which needs /gaps are being prioritised and the rationale got this;</i> |

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Section 5: Resource Requirements

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| 5.1 | People and Organisations – Outline who will deliver what for which priority groups |
| 5.2 | Commissioning - Highlight local approach to enable the partnership to amend or cease delivery that is not meeting the needs of service users and repurpose investment. |
| 5.3 | Money – Investment required/available to deliver on priorities taking into account the collective investment (sources - what is being funded for who and by who) |
| 5.4 | Delivery Capacity – Outline infrastructure in place to support delivery and achievement of outcomes including the approach to financial reporting, profile of resourcing and expenditure incurred. |
| 5.5 | Alignment and Integration - Highlight connectivity with other services |

Section 6: Performance Management and Reporting

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| 6.1 | Approach – Describe the approach to performance management and the reporting format and frequency |
| 6.2 | Performance Indicators – Detail the agreed performance indicators with reference to the Shared Measurement Framework. Outline the link to the Data and improved outcomes. |
| 6.3 | Continuous Improvement – Detail the approach to and focus of continuous improvement including the review of the improvement action plan and the CI Toolkit has been developed to support this activity where robust and mature approaches may not be in place |
| 6.4 | Evaluation - Describe the approach to evaluation and service user feedback to influence ongoing design and delivery, including how this will complement and align with national level evaluation plans. |
| 6.5 | Review – Highlight the anticipated process to review and update the Delivery Plan highlighting key timelines |

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ANNEX1

Service Design and Delivery

No One Left Behind, places people at the centre of service delivery, promotes a strengthened partnership between spheres of government, the third and private sector to make informed, evidence based decisions on required support, flexing these to meet emerging labour market demands

The move to local governance of services will foster social renewal and place-based approaches that prioritise the needs of people and communities rather than policies and organisations.

No One Left Behind 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. Referral routes should be as seamless as possible where they are needed.

It is anticipated 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. However, it is recognised that individuals do not follow a linear journey.

| 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 | | | | |

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Example of Interventions

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| Referral and Engagement Activity | Registration and initial action plan, detailed assessment of support needs and barriers to progression such as qualifications, experience, core skills, housing, drugs & alcohol, confidence, motivation, personal finance, health etc), creation of a detailed action plan. |
| Case Management | Key worker/Adviser support to manage progression through action plan, follow up meetings, tracking progress, engagement, continuous assessment, making referrals, advocating, reviewing and updating action plan. |
| Money Management/Debt Advice | <ul style="list-style-type: none"> • Financial health check, benefits advice, managing debt, setting up bank accounts, living on a budget management advice/financial well-being advice and support • Better Off In Work Calculations |
| Health and Wellbeing | <ul style="list-style-type: none"> • Health assessments, condition management plans and Social Prescribing • Occupational Therapy, Mental Health Support, substance abuse support, Counselling and other health interventions • Healthy living and diet advice. |
| Personal and Social Development | <ul style="list-style-type: none"> • Confidence Building/Motivation • Personal Development, Personal Presentation, Problem solving, Communication /ESOL • Digital Skill Literacy • Work Preparation |
| Accredited and Certificated Core / Vocational Skills Training | <ul style="list-style-type: none"> • Employability award units SCQF level 4 or above • Digital Skills • Accredited core skills training • National Progression Awards. • Short courses such as first aid, food hygiene etc • Specific vocational qualifications and/or industry recognised certificates |
| Work Experience | <ul style="list-style-type: none"> • Work based activity, job tasters and employment focused volunteering • Allowance or Wage Based • ILM/Supported Employment/IPS |
| Job Search | <ul style="list-style-type: none"> • Create and update a CV • Job seeking, applications and Interview preparation • Online applications/interviews |
| Employer Support, Engagement and Job Matching | <ul style="list-style-type: none"> • Recruitment Advice, Job Carving, Job Descriptions • Job Broking, Vacancy Matching, , Interview preparation, Job Coaching etc • Health and Safety/Risk Assessments • Employer Recruitment Incentives - Minimum Standards re ERI National Framework |

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ANNEX 2

Service Delivery Requirements and Approach Template

| Target Group | Rationale for Intervention | Delivery Partners | Budget | Source of Investment | Volumes | Delivery Method | Outcome Expected |
|--------------|----------------------------|-------------------|--------|----------------------|---------|-----------------|------------------|
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Excel Template











Annex 2.xlsx

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ANNEX 3

National Performance Framework Alignment

| National Outcome | No One Left Behind contribution |
|---|--|
|  Economy | <p>No One Left Behind supports the Scottish Government's purpose and vision for inclusive economic growth by ensuring that as many people as possible, including those further from the labour market and facing complex or challenging circumstances, have the opportunity to access fair and sustainable work. No One Left Behind can support businesses helping them thrive and innovate, with quality jobs and fair work for everyone and access to a highly skilled local workforce.</p> |
|  Poverty | <p>No One Left Behind and the approach taken to employability services supports the Scottish Government's ambition to eradicate child poverty by providing parents additional support to participate and progress within the labour market. We believe that delivering this agenda is vital to ensure a more diverse and inclusive workforce and breaking the cycle of poverty and disadvantage.</p> |
|  Communities | <p>No One Left Behind will further develop and deliver a holistic employability provision that is integrated with other local services based on user feedback using the Scottish Approach to service design. Building employability interventions around local areas, taking a place-based approach enables our communities' voices to be heard and will enable resources to be deployed to better meet service user needs and complement local investment, and be capable of overall national reach and coherence.</p> |
|  Children | <p>No One Left Behind support families and individuals to increase disposable income by supporting them to access and progress in Fair Work opportunities that are local and encourages local economies to be more inclusive.</p> |
|  Education | <p>No One Left Behind will support individuals to further their education and skills enabling them to contribute to society and gain further wellbeing benefits derived from employment.</p> |
|  Fair Work & Business | <p>No One Left Behind will support workers in Scotland to have the right to fair remuneration and equal pay for equal work by promoting this in all engagements with employers and businesses locally. Local approaches will ensure employability support does not reinforce occupational segregation and will encourage employers to adopt more inclusive recruitment and workplace practices</p> |
|  Health | <p>No One Left Behind offers holistic person-centred support for individuals to identify and address their specific barriers including mental health and physical health conditions. Promoting an integrated and aligned approach with a range of local services including health services.</p> |
|  Human Rights | <p>No One Left Behind supports an individual's right to work and will work locally to deliver improved accessibility thereby tackling barriers for protected groups and supporting those facing structural and socio economic inequalities. Local Employability Partnerships along with Scottish Government are mindful that no one should be denied the opportunity because of their race or ethnicity, their disability, their gender, sexual orientation or religion and will consider how they can positively contribute to the advancement of equality.</p> |