SCOTTISH AND LOCAL GOVERNMENT - EMPLOYABILITY ACTION PLAN

'No One Left Behind' continues to be the touchstone for our approach. Our shared ambition remains the same – to deliver a person-centred system that is more flexible and responsive to the changing labour market, tackles inequalities and grows Scotland's economy. We want a system that supports people to achieve their full potential and deliver our priorities on halving the disability employment gap, sustainable economic growth, fair work and social justice.

The signing of the Partnership Working Agreement for Employability in 2018 reflects our ongoing mutual commitment to the National Performance Framework and ambitions of eradicating child poverty and sustaining strong national and local labour markets supporting more inclusive economies and improved wellbeing. It also reaffirms our shared commitment and support for greater collaboration on the design, support and delivery of employability services in Scotland.

We recognise that it will take time to demonstrate a true partnership approach based on trust, transparency and shared accountability. The Partnership Agreement for Employability agreed a set of **core principles** to underpin collaborative working in this area between Scottish and Local Government. However we cannot do this in isolation and require the collective leadership, energy and commitment from all partners to harness the expertise and potential that will successfully deliver our ambitious reform plan.



The following action plan, supported by ongoing work to develop a 5 year plan and critical path, is the first step in outlining how Scottish and Local Government will ensure that all stakeholders are enabled and empowered to fully contribute to a more responsive and better integrated employability service in Scotland.

What do we need to do?	How will we do this?	Workstream
Develop an all age employability system that is person centred, more joined up, flexible and responsive to individual needs.	 Adopting the Scottish Approach to Service Design alongside a Change and Transformation process Define and agree minimum service standards required to deliver a flexible, person-centred employability system Develop a Customer Charter which prioritises and promotes a culture of dignity and respect across the employability system, empowering users to actively participate in the definition, design and delivery of employability services Agree and implement a shared approach to continuous improvement across the employability system, driving collaboration across the public, private and third sectors. 	SERVICE DESIGN
Develop an approach to funding that reflects an overall national coherence and balances this with appropriate levels of local and regional flexibility, evidenced by the needs of individuals and local/regional geographies.	 Recognising and building on existing partnerships to share and align activities and priorities including partners in the broader public, private and third sectors. Adopt a flexible approach to commissioning which promotes improved collaboration and exposure to alternative methods of funding. Develop multi-year funding approaches, to support service planning. Develop a strategic fiscal framework to effectively deploy financial resources to meet agreed service delivery priorities and achieve better outcomes. 	POLICY AND FINANCE

What do we need to do?	How will we do this?	Workstream
Develop a proportionate and delivery focussed approach to governance and success measures that will ensure the new model delivers value for money and that resources are deployed based on service needs	 Develop and implement a collective leadership strategy, working collaboratively and effectively across public, private and third sectors. Develop a new set of partnership behaviours based on trust, transparency, fairness, efficiency and shared accountability reflective of the capabilities and desired culture of collective leadership. Agree the scope and scale of scrutiny, building on existing national and local accountabilities based on a shared understanding of responsibilities. Establish and agree a risk management approach providing a framework for identifying and managing risks at both strategic and operational levels. 	GOVERNANCE
Develop a comprehensive communications strategy which will support how we effectively and collaboratively plan, design and deliver communications.	 Establish and agree a framework for effective communication and stakeholder engagement including consistency of approach and key messages. Ensure an inclusive approach to communication is at the core of any framework and mode of communication. 	COMMUNICATION

What do we need to do?	How will we do this?	Workstream
Introduce a collectively agreed national outcomes and shared measurement framework	 Agree, align and develop national and local outcome indicators and measures. Define and agree an appropriate and proportionate approach to reporting. Explore and agree mechanisms for information sharing and exchange. Map existing data sources and their purpose. Adapt current service indicators and outcome measures to align with the emerging shared measurement framework. 	SHARED MEASUREMENT FRAMEWORK
Work collaboratively with partners to integrate employability support with health, justice, and housing services.	 Continue to work at local and national level to improve the connectivity between employability services and other provision such as health, housing and justice through the adoption of a Whole Person/Whole Systems Approach. Demonstrate links to wider local Governance review, public service reform agendas and broader statutory duties. Horizontally align public policy and practice to improve outcomes and value from public expenditure 	ALIGNMENT AND INTEGRATION