

28 February 2020

Dear Colleague

WORKING IN PARTNERSHIP TO DELIVER NO ONE LEFT BEHIND

You will recall that we last wrote to you on 19 December 2019 to outline the work that Scottish and Local Government, with our partners, are undertaking to deliver the reform of employability support in Scotland as set out in No One Left Behind.

Our ambition remains to deliver an employability system that puts people at the centre, a system that is easy to navigate, that integrates and aligns with other services and which tackles long standing issues of poverty and inactivity in the labour market.

This will require a culture change in how we design, deliver and fund services to support a wide variety of diverse provision with financial resources deployed in the most effective way to deliver services which achieve sustainable outcomes for individuals. We want a full range of partners engaged in the process of designing this new approach.

You will know from your experience providing direct support within different communities and to the diverse range of people who use services, that there are very different, localised, employability needs throughout Scotland. Our intention is that local areas have more discretion to design and deliver the interventions that best suit their local communities.

We are ambitious in working towards our long term goal of real system change and a move away from traditional approaches based on individual programme development. We will use an innovative service design approach that will put users and user voice at the heart of the system, working with partners to deliver services that people need throughout their journey to employment.

Complex system change on this scale will take time to design and implement. We are still considering the correct approach to take in order to deliver the best services for those who need them and to ensure value for the people of Scotland. We recognise the uncertainty that change brings, and that there will be a period of transition as we move towards achieving our long term ambition. We are committed to working with our partners in the third, public and private sectors from the earliest opportunity, ensuring that all have a say in the development of a new Scottish approach to employability.

A significant step in the development of this approach is the joint Scottish and Local Government Employability Action Plan which we have published today. The action plan sets out the framework for how we will facilitate the changes we all want to see, with the right levels of national leadership and local action.

Next Steps

Following the publication of the Action Plan, we are now committing to:

- Increasing opportunities for active involvement from partners in these workstreams.
 - For example, the multi stakeholder group established to look at the Shared Measurement Framework is one example of the emerging approach to improved collaboration and co-production, and there will be more of these for other workstreams over the coming weeks and months.
- More regular communication on progress, with meaningful engagement to ensure that you are provided with more frequent opportunities to help develop and shape our plans for change.
- Revising our governance structures to ensure that there is a clear mechanism for collective leadership in this programme of change as we continue to work with you in a partnership that goes beyond organisational boundaries and sectors.

There is still much to be done to support an employability system that delivers flexible, responsive, person-centred services and we cannot do this alone. It will require the commitment and collective leadership from partners at national, regional and local levels to deliver the transformation required to improve outcomes for all our communities and we are committed to continuing to work with everyone involved to achieve this.



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and Skills



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