

No One Left Behind

Local Employability Partnership Framework

Published December 2025



**Developed in partnership with key stakeholders from
across the employability landscape.**

No One Left Behind Local Employability Partnership (LEP) Framework – updated autumn 2025

Introduction:

Local Employability Partnerships (LEPs) play a critical role in strategically planning employability provision in local authority areas across Scotland. LEPs bring together diverse members, from relevant public, private and third sector organisations, who combine their knowledge, data, experience, funding and wider resources to ensure local employment support is relevant to the local economy and need.

LEPs work within local and national governance structures and priorities.

No One Left Behind and LEPs:

No One Left Behind (NOLB) is Scotland's joint approach to delivering an all-age, place-based, person-centred model of employability support. It promotes a strengthened partnership approach where Scottish & Local Government work together with public, private, and third sector organisations to design and deliver employability support that aligns with other local services, such as childcare, housing, and health.

The No One Left Behind approach empowers Local Employability Partnerships (LEPs) to have shared responsibility for planning and oversight of No One Left Behind investment in their Local Authority area, in line with [Place-Based Approaches](#) and the national commitment to [Community Wealth Building](#) in Scotland.

LEP members have a responsibility to participate in and inform investment of NOLB funding and may also guide and influence decision-making around wider resources related to employability.

Lead Accountable Body:

The Scottish Government provides No One Left Behind funding for employability to local authorities. Local Authorities have specific responsibilities in the governance of the funding as the Lead Accountable Body. See Annexes A & D for further details.

About the LEP Framework:

The LEP Framework was developed when No One Left Behind was first launched in 2020. This refreshed (2025) version has been developed through a cross-sectoral working group and brings the Framework up to date with findings from the [LEP Maturity Assessment 2024](#) and the latest guidance on effective partnership working.

The Framework aims to inform the leadership and operation of LEPs, to establish a degree of commonality in purpose, membership and help grow good practice in partnership working.

How partnerships work is as important as what they do and therefore this guidance talks about attitudes and behaviours as well as actions.

LEP Framework Contents:

Good practice and expectations for LEPs are captured under 5 headings. Annexes provide further details on roles and responsibilities and terms of reference:

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Related documents:

This guidance is designed to work in connection with the Scottish Government Grant Offer Letter and other relevant national No One Left Behind products such as:

- [The No One Left Behind Customer Charter](#) which sets out what people using services funded through No One Left Behind can expect from support
- [The Employability Service Standards](#) which sets out expectations of Local Employability Partnerships and service providers
- Good Practice Guidance on Commissioning Employability Services in Scotland

Raising concerns:

Where there is concern that a LEP is not working in line with the guidelines set out here, partners should raise their concerns locally and constructively with a view to resolving them in line with their LEP Terms of Reference.

Where the LEP reports to the Community Planning Partnership, this may provide a second point of resolution if concerns are not able to be resolved within the LEP.

If it is not possible to find resolution locally then, where available, partners can seek support from national representatives or national partnership posts who may be able to offer some support.

As a last resort, concerns should be escalated to Scottish Government Employability Division for resolution.

See [Annex B](#) for relevant contact details.

1. Leadership & relationships

Successful partnership relies on collaborative leadership, commitment to a shared cause, relationships of trust and willingness to work through challenges.

Action	Explanation
Clear shared purpose and values	It is critical that partnerships have a locally relevant, clear and collectively agreed sense of shared purpose and vision. This should include consideration of values which will guide how members work together and manage disagreements to support a team mindset. This should be set out in a local LEP Terms of Reference.
Suggested Membership	Having the right people at the table matters. Key perspectives on all LEPs should include (but are not limited to): • Local Authority Employability Lead • Local Authority Education representative • Department for Work and Pensions • Skills Development Scotland • Local Further/Higher Education institutions • Third Sector Representation • Health (e.g. workforce, clinical and public health) • Employer Support (e.g. local Chambers of Commerce, Developing Young Workforce, Business Gateway) • Scottish Government Relationship Managers (as and when required) LEPs should have structures and processes in place for ensuring the perspective of people with relevant lived experience are able to help shape and inform priorities and planning. See Sections 3 and 4 for more detail. LEPs may also include other partners as locally relevant, through sub-groups or engagement with other partnerships in the area.
Invest in relationships	Building open, meaningful and trusting relationships is central to effective partnership working and is essential to strong LEPs. LEP members should ensure continuity of representation and space for meeting both collectively and individually to support dialogue. Consideration should be given to the importance of succession planning in the event of staff changes.

	Partnership also requires all partners to bring qualities such as curiosity, a constructive mindset and openness to discussions.
Collective and collaborative leadership	Effective partnerships support leadership at multiple levels, across organisations, sectors and service boundaries. To support this, each LEP should have a locally nominated Chairperson. LEPs should consider appointing a Vice Chair or having co-chair arrangements in place to embed collective responsibility and leadership of the LEP. All members should have an equal voice at the table. LEP Terms of Reference should lay out timeframes for internal governance and leadership review.
Healthy debate and constructive challenge	Valuing the benefit of exploring different perspectives and expertise is the starting point for finding effective ways forward in tackling challenges and meaningful solutions. Partnership meetings should be facilitated in ways which encourage discussion and constructive challenge to support this, while remaining solutions-focused

2. Governance

Clarity of roles, responsibilities, aims and objectives help partnerships thrive. Clear structures and transparent processes enable better involvement from all partners.

Action	Explanation
Establish clear lines of accountability to wider local and regional governance structures and partnerships	To ensure connection with local planning priorities and governance structures it is recommended that the LEP has a clear line of reporting to the local Community Planning Partnership and other related regional governance structures as appropriate. This should be outlined in the LEP Terms of Reference. LEPs should also develop and manage a risk register for the partnership, funding and service delivery expectations.
Clearly define roles and responsibilities of members	Clear roles and responsibilities support engagement internally and externally. The roles and responsibilities of all LEP members should be outlined in the LEP Terms of Reference. Nationally agreed expectations for core partners are outlined at Annexes A (summary) & D (full). Partnership members are responsible for ensuring meaningful representation for their respective sector/stakeholders and, whilst respecting confidentiality, supporting information flow between the LEP and their own organisation.
Ensure transparency	Transparent and clear decision-making processes and structures, support legitimacy and trust within partnerships as well as with external partners and providers. This is supported by a jointly developed LEP Terms of Reference and clear and timely access for LEP members to core documents such as: • grant offer letters, • annual investment plans, • performance reporting of all NOLB funded provision • appropriate budget updates • clearly defined decision-making processes This means LEP members will often be privy to confidential information and decision-making processes. Expectations around treatment of confidential information should be outlined within member inductions and the LEP Terms of Reference.

	Clear processes for declaring and managing conflicts of interest should be outlined in the LEP Terms of Reference. LEPs may also wish to consider more public sharing of important documents such as their membership, Terms of Reference, Strategy and commissioning plans and priorities.
Make it easy to participate	Meetings should be planned in advance, ideally for a year ahead and papers shared a minimum of one week before each meeting to allow time for proper consideration. The partnership should jointly decide meeting frequency and whether meetings are best held online, in-person or hybrid. Last minute cancellations of meetings should be avoided where possible. A small meeting is still better than no meeting. The quorum for meetings should be agreed and included in the LEP Terms of Reference. Members are expected to nominate a fully briefed depute if unable to attend. All meetings should be minuted to support engagement. The structure and atmosphere of meetings should be considered to ensure that all members feel comfortable and confident to contribute. This will support mutual respect and trust.
Establish appropriate sub-groups and structures	LEPs should have clear structures and membership of sub-groups relevant to local need and capacity. Effective use of sub-groups will support collective governance, clear objectives and transparent decision-making, as well as supporting effective communication between strategic and operational spheres.

3. Use of Data and Evidence

Effective partnership decision-making relies on good use of locally relevant data, engagement with diverse relevant perspectives and awareness of good practice and learning from outwith the area. Every partner has information and intelligence available to support better planning and oversight.

Action	Explanation
Plan early and collectively using service design methodologies	Early planning using relevant data, evidence and engagement with citizens and key partners is essential to inform strategic planning and priorities. Local strategic plans and decision-making should be based on implementation of the Scottish Approach to Service Design. This requires additional resourcing and usually takes a minimum of 12 months to do effectively. Planning early helps ensure plans are aligned with national priorities and funding/delivery timeframes and encourages greater stakeholder support for the resultant strategy and good practice in commissioning.
Share and analyse data to inform decision-making	Service Design work and Strategic planning should also be informed by relevant local data and plans. These include, but are not limited to: • The local demographics of unemployment • The local labour market (including DWP local labour market packs and SDS Regional Skills Assessments) • School Leaver Destination Returns (SLDR) and Annual Participation Measure information • Local Health Board data • Local Outcome Improvement Plans (LOIP) • Economic, Housing, Health Inequalities, Anti-poverty and Local Child Poverty Action Reports • Current provision performance (NOLB and other)
Develop awareness of good practice in relevant areas	LEP members should be encouraged to bring their diverse knowledge, skills and experience to support shared goals. It is important that the LEP considers sharing and learning from elsewhere about good practice on topics such as: • employability delivery • commissioning • governance and oversight • integrated public services • working in complex contexts • partnership

	• community wealth building • service design and co-production • continuous improvement
Allow for emerging priorities and adaptation	Local priorities and contexts are always changing. LEPs have a key role to play in horizon-scanning for changes and supporting adaptation in delivery and funding as and when change occurs or new opportunities arise. Adaptability must be balanced with ensuring funding approaches allow for long-term investment, partnership working and sustainability of delivery.

4. Stakeholders & Resources

Successful partnerships rely on good engagement with members and wider stakeholders. They also need to be appropriately resourced.

Action	Explanation
Ensure resilience and sustainability of partnership	Collaboration is a long-term process which requires ongoing support and resources. LEPs should collectively agree what level of resource is needed locally to ensure the partnership is supported and appropriately resourced and undertake capacity building work as required. LEP leads should provide new members with an appropriate introduction to the LEP function, local Terms of Reference and other key national and local documents to support shared understanding and awareness from the outset. Meeting arrangements, partnership support arrangements and member induction should be outlined in the LEP Terms of Reference.
Supporting Equality and Diversity	LEPs should ensure their structures, decision-making, and service delivery models actively promote equality, tackle discrimination, and reflect the diversity of the local community.
Ensure engagement with people who are using services	People who use services are key stakeholders and have important insight which can help shape and guide local priorities and plans, to ensure strategies and resultant services are both appropriate and accessible. LEPs should consider and invest in supporting appropriate, meaningful routes to engaging with participants who are using services, for example embedding the Scottish Approach to Service Design in strategic planning, ensuring co-production is embedded in local provision, Lived Experience Panels and more.
Welcome engagement with wider stakeholders	As noted in Section 2, LEPs should ensure clear pathways to report into, and connect with, wider Community Planning Partnership structures within the local authority area, as well as regionally where appropriate. This includes engagement with related services such as housing, education, health, criminal justice and social security. LEPs should consider the benefit of regional collaborations.

Clear communication structure to general public	Every area should have a locally relevant communications plan. This may include online and hard copy directories of local services, websites, social media, e-bulletins, celebration events and publishing budgets, commissioning opportunities, strategic plans and priorities. Where possible information should be available in a range of accessible formats.
Ongoing engagement with employers	Employers are a key stakeholder and partner in increasing employment uptake and retention as well as ensuring employment opportunities adhere to Fair Work principles in local areas. Their insights and knowledge should help inform local priorities and plans. Consideration should be given to coordinating activity between existing employer engagement services, employer representative bodies and employers themselves to maximise local uptake of job opportunities, and skills needs in the area.
Allocation of shared resources	LEP members should share information and collectively discuss the full allocation of relevant resources for employability, as well as sharing data to assess value for money and impact. This will help to avoid duplication and increase complementarity in the local employability eco-system as well as supporting transparency and trust. This should include collective development of the Annual Investment Plan, and associated in-year revisions, including information on the fullest possible range of employability funding and funded services. LEP members may also wish to explore with public, private and third sector partners, opportunities to bid for funding from other sources which will add value to local priorities and existing delivery.

5. Performance, Accountability and Impact

Your LEP is responsible for agreeing the needs and priorities for your area. Feedback from all stakeholders can help you evaluate the success and impact of your services.

Action	Explanation
Show and celebrate progress	Systems and process for sharing positive news of impact at strategic and delivery level is important. LEPs should plan for and support opportunities to promote and celebrate successes both locally and nationally for clients, for services and for the partnership (see section 4 re communications plan).
Ensure transparent systems and processes for reporting locally	LEPs should have collectively agreed, proportionate and transparent systems and structures for reporting on and reviewing performance and impact of internal and external commissioned services to help inform budget decisions and adaptations. It is also important to ensure there are routes to ensure local providers get timely information on their performance to help make local adjustments and reporting to relevant local governance structures such as Community Planning Partnerships Local Authorities as Lead Accountable Bodies are responsible for ensuring gathering of consistent data and reporting to national government in line with the NOLB Shared Measurement Framework.
Impact considers quality of experience	Performance management of LEP provision should include consideration of the quality of participant experience, not solely the numbers of people registered or supported into work. LEPs should consider what mechanisms are appropriate to their local area. Some considerations might include: • ensuring funded services capture customer feedback • seeking feedback from early leavers • applying agreed 'principles' of service delivery • undertaking independent evaluations
Continuous Improvement mindset	It is critical that all performance management and analysis is undertaken with a continuous improvement and learning mindset: seeking to understand what the data is evidencing, and how it can inform future planning and improvement.

	Findings from evaluations and data reporting should be used to inform future planning and strategy (Section 3). LEPs should also apply a continuous improvement mindset into how the partnership itself is working. This could include agreeing clear processes on how to manage and resolve conflict in the LEP, as well as regularly reviewing the partnership in line with the LEP Framework principles outlined here.
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ANNEX A – Summary of Core LEP Member Roles & Responsibilities

Summary of core LEP member roles and responsibilities. An extended version of these can be found at [Annex D](#).

➤ **Role of the Local Authority as Lead Accountable Body:**

The Scottish Government makes an investment of funding to [Scotland's 32 local authorities](#), who have agreed to act as Lead Accountable Bodies (LABs), for the purpose of delivering employability support in line with the [No One Left Behind](#) ambitions.

The Local Authority bears full responsibility for managing No One Left Behind funding on behalf of Local Employability Partnerships. This must be done in accordance with their own local governance, management, and reporting arrangements (e.g. Local Outcome Improvement Plans, Governance Groups, Standing Orders, Internal Audit, etc.), where financial management ultimately lies with the designated Section 95 Officer, who has a responsibility to identify and mitigate risk to their organisation as part of their function.

➤ **Role of the Local Authority as member:**

In addition to the Local Authority (LA) taking on the role of Lead Accountable Body, each council will usually assign a lead department/ team and lead officer to the oversight and delivery of the funded employability offer. They will also play a key role in facilitating the LEP, contributing insight from cross cutting policy areas, as well as being a potential delivery partner.

Support from the LA may include securing representation from internal departments, provision of data and knowledge, managing the MIS and/or participant data and keeping elected members updated.

➤ **Role of the Third Sector Representation:**

The third sector is not a single organisation but instead includes a rich diversity of organisations of different sizes, contributions and priorities.

Third sector representation on LEPs will be:

- informed by and accountable to the wider network of third sector organisations interested in employability in their area.
- knowledgeable to ensure local plans for commissioning are open, transparent, and accessible, in line with the [Third Sector Interface Local Fair Funding Charter](#)

[Third Sector Interfaces](#) facilitate representation of the sector on local partnerships, including Community Planning Partnerships. They are well

placed to fulfil this function or, in discussion with partners, identify a suitable alternative.

It is important to note however that local circumstances, funding limitations and/or priorities may affect the capacity of TSIs or other third sector organisations to support this work without extra resource.

➤ **Role of the Department for Work and Pensions (DWP)**

Department for Work and Pensions (DWP) plays a strategic role in Scotland's employability landscape through its partnership with Scottish Government and local authorities. As part of the No One Left Behind strategy, DWP contributes to a unified, person-centred employability system via the LEPs, that aims to tackle structural barriers to employment, including child poverty, economic inactivity, and the disability employment gap.

➤ **Role of Skills Development Scotland (SDS):**

SDS is committed to supporting LEPs in our joint mission to enable a coherent, person-centred, and data-informed employability system. Our offer is designed to contribute to the shared ambitions of No One Left Behind and the National Performance Framework, with a focus on reducing inequalities and improving outcomes for individuals and communities.

SDS supports LEPs with inclusive career services, robust data on young people, high-quality research, strategic partnerships, and expert leadership. LEPs benefit from improved local planning, access to national training and employer services, and alignment with national goals to reduce inequalities.

➤ **Role of NHS Scotland – Health Boards:**

NHS Scotland has a variety of roles to play in supporting the work of Local Employability Partnerships. Three of the key roles where 'Health' can play a part are through:

Public Health – to ensure that local decision making and design of employability interventions are informed by and are reflective of the current policy context and driven by data and evidence from reliable sources.

Employer – in their role as an Anchor Institution, Health Boards can contribute to LEPs and partnership working through widening workforce participation, building the future workforce and being a good employer.

Provider of healthcare - recognising the bi-directional relationship between good work and good health, Health Boards and Health & Social Care Partnerships can work with partners to:

- support local referral pathways into employability services for patients to help them to remain in or move into work following periods of illness or treatment.
- ensure that local health services are designed in a way which encourages and supports people's employment aspirations.

➤ **Role of Scottish Government**

The role of the Scottish Government Relationship Management team is to lead on the implementation of Scottish Government Employability policy through No One Left Behind (NOLB). This work supports delivery of key commitments within the National Strategy for Economic Transformation (NSET), as well as the delivery of the commitments to increase parental income as set out in Best Start, Bright Futures: Tackling Child Poverty Delivery Plan.

Scottish Government representatives attend in an advisory capacity and have no decision-making powers on the LEP's.

ANNEX B – Key partner contact details

Ruth Cooper, Chair of SLAED People Group

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Susie Donkin, Employability Partnership Manager

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Updated October 2025

ANNEX C – Checklist for local Terms of Reference

The following items have been mentioned in this LEP Framework as important to include in local LEP Terms of Reference.

Local Areas may wish to include:

- ✓ Shared purpose
- ✓ Agreed values for working together
- ✓ LEP Members and member roles and responsibilities
- ✓ Confidentiality agreements
- ✓ Processes for managing conflicts of interest
- ✓ Process for managing disagreements or problems within the LEP
- ✓ Sub-group structures
- ✓ Processes for reporting on budgets and performance of funded provision
- ✓ Meeting arrangements including quorum of members
- ✓ Partnership support arrangements
- ✓ Details of approach to LEP Member induction
- ✓ Links to key national and local documents
- ✓ Timeframe for Governance review

ANNEX D – Full roles and responsibilities of core LEP members

LOCAL AUTHORITY AS LEAD ACCOUNTABLE BODY

The Scottish Government makes an investment of funding to [Scotland's 32 local authorities](#), who have agreed to act as Lead Accountable Bodies (LABs), for the purpose of delivering employability support in line with the [No One Left Behind](#) ambitions.

The Local Authority bears full responsibility for managing No One Left Behind funding on behalf of Local Employability Partnerships. This must be done in accordance with their own local governance, management, and reporting arrangements (e.g. Local Outcome Improvement Plans, Governance Groups, Standing Orders, Internal Audit), where financial management ultimately lies with the designated Section 95 Officer, who has a responsibility to identify and mitigate risk to their organisation as part of their function.

The management of No One Left Behind funding includes the co-ordination of commissioning activity, delivery, and monitoring and reporting on the use and impact of funding in line with the conditions of the annual Grant Offer Letter (e.g. quarterly reporting on spend, delivery, policy, participant data, and case studies) and LEP Framework. While Local Employability Partnerships will participate in and inform commissioning activity, there should be a recognition that financial management, including corresponding risks, are a matter for the Local Authority.

Scottish and Local Government [signed a partnership agreement](#) to support the collaboration and collective leadership required across both tiers of government to shape employability services nationally whilst designing and delivering support locally. All principles must be adhered to when delivering the grant.

In line with the No One Left Behind funding award, the following responsibilities are assumed by the Local Authority:

- Ensure that LEP meetings are administered in a way that meet the agreed responsibilities as set out in the annual No One Left Behind Grant Offer Letter and the LEP Framework
- Ensure that Local Employability Partnerships are utilising the grant funding to deliver employability support required to achieve their priorities as outlined in the Annual Investment Plan (AIP)
- Manage LEP commissioning processes on behalf of the LEP (informed by the 'Good Practice Guidance – Commissioning Employment Services in Scotland.')
- Provide quarterly narrative updates to Scottish Government which sets out the progress towards targets set out in the AIP
- Collect data and report on all participants as required through the agreed [Shared Measurement Framework](#)
- Provide detailed financial information and evidence on actual spend encountered each quarter, before drawing down any funds

- Ensure that funding is only spent on eligible costs in delivering employability support through the No One Left Behind grant
- Guarantee compliance with the conditions of grant – signed by the relevant Section 95 Officer (finance)
- Maintain adequate and proper records on all expenditure for a period of six years after the expenditure occurs, to allow for future audit.

LOCAL AUTHORITY AS MEMBER

In addition to the Local Authority (LA) taking on the role of Lead Accountable Body, each council will usually assign a lead department or team and lead officer to the oversight and delivery of the funded employability offer. They will also play a key role in facilitating the LEP, contributing insight from cross cutting policy areas, as well as being a potential delivery partner.

Co-ordinated by the Employability Lead or other relevant senior manager, the Local Authority as a key stakeholder should:

- Ensure representatives from across relevant council departments and other key stakeholders are invited to sit on the LEP
- Provide specialist data and knowledge from relevant policy areas within the council
- Contribute knowledge, experience, data and resources to the delivery of a streamlined employability offer across the LEP area, in line with agreed LEP priorities
- Leverage funds and resources where possible to add value to the system
- Ensure that senior management and elected members are kept informed of developments and decisions made at the LEP that align with council business plans and other strategic objectives
- In many areas, the council will hold the main Management Information System and Participant Data system for collating quarterly reporting data. This will include ensuring relevant information governance practices are in place.

In their role as LAB and delivery partners, the council has a responsibility to ensure continuity of service in the event of provider failure. This may include ensuring that participants are transferred to other providers or providing interim support.

THIRD SECTOR REPRESENTATIVES

The third sector is not a single organisation but instead includes a rich diversity of organisations of different sizes, contributions and priorities. These organisations can offer significant insight, outreach and impact in the field of employability for their respective communities and areas of specialism.

Third sector representation on LEPs will be:

- informed by and accountable to the wider network of third sector organisations interested in employability in their area.

- knowledgeable to ensure local plans for commissioning are open, transparent, and accessible, in line with the [Third Sector Interface Local Fair Funding Charter](#)

[Third Sector Interfaces](#) (TSIs) facilitate representation of the sector on local partnerships, including Community Planning Partnerships. They are well placed to fulfil this function or, in discussion with partners, identify a suitable alternative.

it is important to note however that local circumstances, funding limitations and/or priorities may affect the capacity of TSIs or other third sector organisations to support this work without extra resource.

Additional activities that funded TSI Capacity Building posts support in some areas include:

1. **GROWING** opportunities for collaboration through understanding Local Authority and wider LEP members' needs, aspirations and knowledge gaps. Sharing knowledge of related policy agendas (e.g. Community Mental Health & Wellbeing/ Tackling Child Poverty and Community Wealth Building)
2. **FACILITATING** dialogue between local authority and providers if issues arise
3. **PROVIDING** spaces and opportunities for discussion, networking and collaboration within and across the third and wider sector to build relationships and trust
4. **CAPACITY BUILDING** with smaller organisations to access funding, gather relevant data, engage in partnerships and **RAISING AWARENESS** so they can be active members of the local employability eco-system
5. **MAPPING and RESEARCHING** the sector, identifying gaps and using evidence to help raise the sector profile, bring in wider funding and inform local strategy
6. **ENGAGING** and staying up to date with national employability policy developments

TSIs role in supporting volunteering and employability

TSIs volunteer services aim to make it easier for the local population to volunteer in line with the national Volunteering for All framework.

In many areas, TSIs are funded specifically to support volunteering that can lead to paid employment. To find out if this is available in your area contact your local TSI.

In addition, many employers encourage their staff to volunteer, using TSI services to identify opportunities that encourage team building, in-work progression, community benefit and corporate social responsibility objectives.

While these services are crucial, they are distinct from the role of representing the third sector as a delivery partner, as outlined above.

DEPARTMENT FOR WORK AND PENSIONS (DWP)

Department for Work and Pensions (DWP) plays a strategic role in Scotland's employability landscape through its partnership with Scottish Government and local authorities. As part of the No One Left Behind strategy, DWP contributes to a unified, person-centred employability system via the LEPs, that aims to tackle structural barriers to employment, including child poverty, economic inactivity, and the disability employment gap.

DWP Senior Leaders attending will support LEP discussions by:

1. Informing local planning by sharing DWP data, including local labour market packs which provide insights into local labour market trends, unemployment demographics, and claimant data to support strategic planning and commissioning.
2. Committing to regular attendance ensuring continuity and that DWP's local engagement aligns with national employability and welfare to work policies.
3. Promoting integration of DWP services with local employability, employers, health, housing, and education services.
4. Upholding transparent decision-making processes and sharing relevant DWP updates and resources with the partnership.

SKILLS DEVELOPMENT SCOTLAND (SDS)

SDS is committed to supporting LEPs in our joint mission to enable a coherent, person-centred, and data-informed employability system. Our offer is designed to contribute to the shared ambitions of No One Left Behind and the National Performance Framework, with a focus on reducing inequalities and improving outcomes for individuals and communities.

1. Our service offers across CIAG, national training programmes, employer services and skills planning

- Career Information, Advice and Guidance (CIAG): Impartial all-age service, delivered in schools, in the community, and online.
- National Training Programmes: Scottish Apprenticeships provide integrated, flexible work-based learning from school age to graduate level, helping people gain industry-recognised qualifications and giving businesses a strong recruitment and talent pipeline. SDS administers Modern Apprenticeship funds on behalf of the Scottish Government and together with the Scottish Funding Council (SFC) jointly fund Foundation Apprenticeships.
- Employer Services: Employers can access a flexible and responsive skills system, with funding for work-based learning, help to identify skills needs, and dedicated support for growth, investment and resilience. SDS support includes a dedicated [Employer Hub](#), and the free [Skills for Growth](#) service for SMEs.
- Skills Planning: SDS produces a robust and detailed evidence base, informing skills planning and investment and identifying the current and future needs of Scotland's workforce.

- SDS leads the [Scottish Government's Partnership Action for Continuing Employment \(PACE\)](#). The service helps people and businesses affected by redundancy with free advice and support.
- 2. Significant contribution to poverty reduction and the improvement of public health, through provision of SDS Career Information, Advice and Guidance (CIAG) services and SDS influence in the employability and skills landscape**
 - Our inclusive, all-age career services are available across all Scottish local authorities, empowering people from all communities to make their own learning and career decisions based on the best available intelligence.
 - SDS is a partner in a range of [employability skills programmes](#) which support individuals to increase their work-based and employability skills, enabling them to take their first steps into the labour market or make successful career changes and progression.
 - 3. Provision of access to high quality information on the status and destinations of 16–24-year-olds in Scotland**
 - The [16+ Participation Portal](#) allows partners to input to and access a shared database of information on 16 to 24-year-olds in Scotland. The details include expected school leaving dates, where young people intend to go after school, whether this be into a job, Modern Apprenticeship, college or university, and information on those who are receiving career services and welfare benefits.
 - For the 16-19-year olds cohort, SDS also produces and publishes the [Annual Participation Measure interactive report](#), and twice-yearly [Interim Participation Snapshots](#).
 - 4. Provision of access to high quality customer insight, research, and evaluation**
 - SDS's work is underpinned by a robust and detailed evidence base. This includes monthly [Economy, People and Skills Reports](#), [Regional Skills Assessments](#) (RSAs) and [Skills Investment and Skills Action Plans](#).
 - We produce high quality research insights into young people and their influencers. This includes the [Pupil Voice 2024 research](#), [Parents and Carers Voice Research 2023/24](#), [Young People Career Ambitions \(YPCA\)](#) and [Young People in Scotland](#).
 - 5. Connecting the LEP to and sharing the benefits of SDS's strategic partnerships with key organisations in the skills landscape**
 - Through our commitment to partner working, SDS has strong national, regional and local partnerships, including with industry and employer bodies, the third sector, and public bodies across the skills and education sector.
 - 6. Provision of expertise and skilled leadership contributions**
 - We contribute skilled leadership and strategic input to LEP governance, aligning with the collective leadership model outlined in the framework.
 - Our LEP representatives are Area Managers, who are skilled leaders and experts in their locality and our CIAG services.

HEALTH

NHS Scotland has a variety of roles to play in supporting the work of Local Employability Partnerships. Three of the key roles where 'Health' can play a part are through:

Public Health – to ensure that local decision making and design of employability interventions are informed by and are reflective of the current policy context and driven by data and evidence from reliable sources.

Examples of the contribution expected of Public Health colleagues when interfacing with their respective LEPs include:

- To provide strategic insight, evidence, and analysis to support prioritisation of health inequalities
- To support health and financial wellbeing in employability pathways
- To support evaluations and sharing of best practice
- To share expertise and tools on health and wellbeing with LEP members and employability staff to support health promotion
- To promote the value of providing Fair Work with other employers and provide capacity building, advice and signposting to guidance and tools.
- To signpost to resources to support compliance with statutory health & safety requirements
- To link with Health Board procurement functions to understand demographics, needs and gaps in local supply chain and feed information on local procurement requirements of anchor institutions into the LEP
- To engage with child poverty and anchor leads across the Health Board to make a Fair Work offer to support the NHS to make a tangible difference through its role with the LEPs focusing on parents entering the workforce and offering good, flexible work

Employer – in their role as an Anchor Institution, Health Boards can contribute to LEPs and partnership working through widening workforce participation, building the future workforce and being a good employer.

Examples of the contribution expected of NHS Workforce colleagues when interfacing with their respective LEPs include:

- To embrace role as an Anchor employer and Corporate Parent in providing opportunities to enter, progress and sustain in NHS Employment
- To provide insight into NHS workforce and skills planning
- To plan and deliver NHS employability opportunities and share evaluation of outcomes from NHS employability interventions.
- To take a holistic approach to reaching those hardest to reach groups
- To drive culture change and influencing local implementation of NHS workforce policies
- Supporting the health and mental wellbeing of its workforce to support workforce retention and progression
- To put in place required training and support for participants and managers

- To support Health and Social Care employers to engage with employability services
- To support upskilling of employability workforce on Health and Social Care careers

Provider of Healthcare - recognising the bi-directional relationship between good work and good health, Health Boards and Health & Social Care Partnerships can work with partners:

- To support local referral pathways into employability services for patients to help them to remain in or move into work following periods of illness or treatment.
- To ensure that local health services are designed in a way which encourages and supports people's employment aspirations.

[This is an excerpt from the Local Employability Partnership and Health Board Engagement Framework, developed in partnership with SG, Health and LG in 2024, as part of the Anchors Workforce Workstream.](#)

SCOTTISH GOVERNMENT

The role of the Scottish Government Relationship Management team is to lead on the implementation of Scottish Government Employability policy through No One Left Behind (NOLB). This work supports delivery of key commitments within the National Strategy for Economic Transformation (NSET) to eradicate structural barriers within the labour market as well as the delivery of significant commitments to increase parental income as set out in Best Start, Bright Futures: Tackling Child Poverty Delivery Plan.

Scottish Government Employability Relationship Managers will support LEP discussions and activity through:

- Working in partnership with the LEP through a relationship management approach, to drive consistency and share best practices
- Providing clarity and consistency in relation to all aspects of SG employability messaging. Inform and disseminate any changes to NOLB / Employability policy to assist LEPs to adapt to changing circumstances
- Where required, providing up to date statistical data and analysis to help drive the successful implementation of No One Left Behind policy intent across the LEP area
- Acting as a conduit between the LEP and other relevant Scottish Government Policy areas where necessary
- Working in partnership to help embed and promote utilisation of national products at a local level (e.g. Shared Measurement Framework, Service Standards, Customer Charter, Continuous Improvement Toolkit)

Note: Scottish Government reps will have no decision-making powers on the LEP's.