

East Ayrshire No One Left Behind Operating Plan 2022- 2027



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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.

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

Section 1: Introduction

1.1 Background Information about the Local Employability Partnership

East Ayrshire established a Local Employability Partnership (LEP) a number of years ago to drive the employability agenda and to foster a strong collaborative approach to its delivery. The LEP in the form of a monthly Employability Forum was designed to take strategic lead for employability provision in East Ayrshire and chaired by representatives from DWP and the Ayrshire Chamber of Commerce and Industry. The work of the forum was complemented by activity coordinated through the regular East Ayrshire Works ESF partnership meeting which included representation from EAC and delivery partners. In recent times, although a range of separate groups (*Employability Practitioners' Forum; Young Person Guarantee Project Board; Employability Tracking and Monitoring Forum; Employability Managers' Meetings* etc.) have undertaken a number of its functions, the Local Employability Partnership has become less active. In recognition of forthcoming demands and the expectations of the Scottish Government in particular, the LEP has now been formally redefined and re-energised and meets every 4-6 weeks. Linked to this, is prioritising the need for a stronger definition of the relationship between the LEP and other governance structures - in particular, how it reports to and informs the work of the Community Planning Partnership.

1.2 Membership

The LEP is co-chaired by the Lead Authority, East Ayrshire Council and the representative from DWP. Other partners nominated as appropriate representatives include, but are not limited to:

- East Ayrshire Council Education Service
- Department for Work and Pensions (DWP)
- Skills Development Scotland (SDS)
- Ayrshire College
- East Ayrshire Third Sector Interface
- Health and Social Care Partnership
- NHS Ayrshire and Arran
- East Ayrshire Council Employability Service
- East Ayrshire Council Vibrant Communities Service

1.3 Governance

Reporting to the East Ayrshire Community Planning Partnership Board, the purpose of the LEP is to oversee the strategic development and governance of employability and skills in East Ayrshire including the relevant elements of the Ayrshire Regional Economic Strategy. It will support the actions plans from the key sectors, with a particular focus on:

- Providing leadership, guidance and recommendations on investments
- Making best use of funding, consider gaps in provision and remove duplication
- Ensuring quality of provision
- Advancing the Inclusive Growth and Community Wealth Building agendas
- Linking to Ayrshire Growth Deal Projects including 'Working for A Healthier Economy' and the Regional Skills Investment Fund.
- Linking to and actioning the Scottish Government's Integration and Alignment agenda including NOLB
- Supporting the key sectors
- Connecting and promoting Life-long Learning and upskilling
- Considering the integration of new funding streams (including the UK Shared Prosperity Fund) into the East Ayrshire employment and skills offer
- Using all relevant data and the involvement of service users in the co-design process
- Linking with all relevant local partners in the public, private and third sectors
- Reviewing the LEP action plan on an annual basis
- Providing regular progress reports to the CPP Board
- Development of the Shared Prosperity Fund (SPF) Investment Plan for East Ayrshire

1.4 Reporting Arrangements

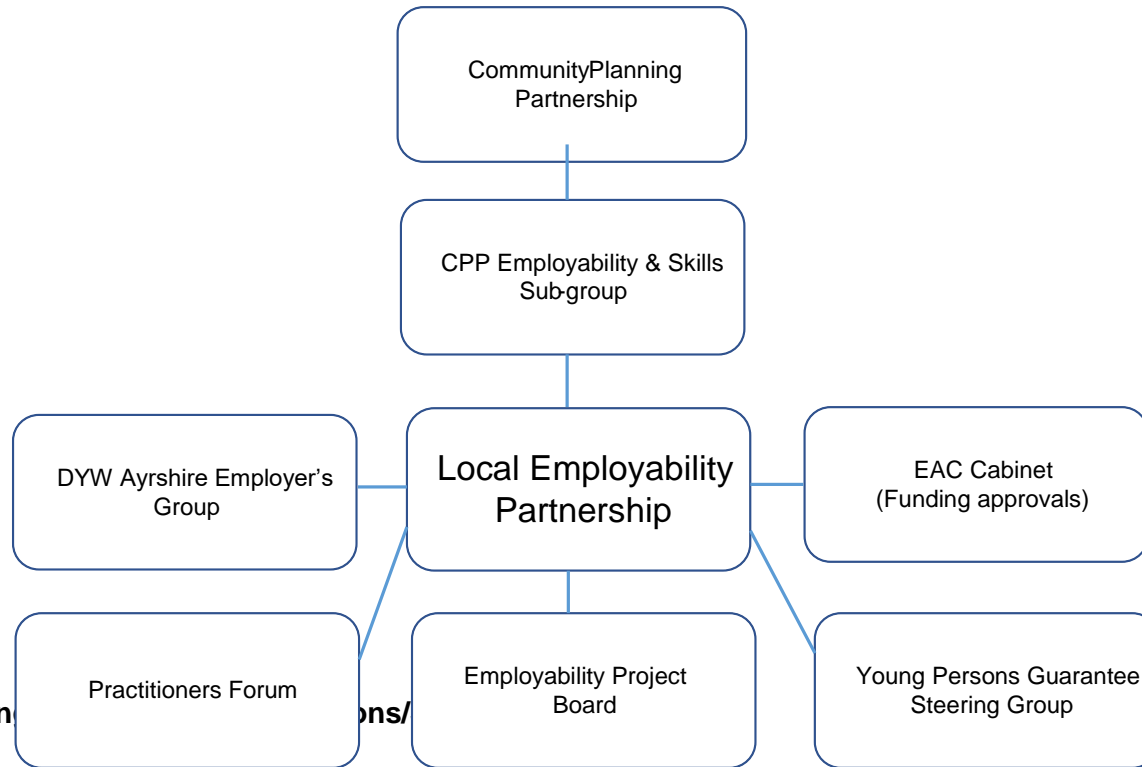
Local governance and reporting arrangements to manage and guide strategy implementation are being designed to meet the need to:

- Current and increasing future expectations that governance structures can robustly and fairly allocate and manage the local distribution of employability investment;
- The specific expectations on local governance structures articulated by the Scottish Government as part of the No-one Left Behind road map;
- Provide clear leadership;
- Involve all relevant partners
- Offer mechanisms that enable inputs and insights from both employability customer groups - people seeking labour market progression and employers;

- Establish clear linkages to other related local governance mechanisms - particularly onward reporting arrangements with Community Planning structures;
- Recognise and embrace the challenges of delivering an integrated all age employability approach;
- Provide mechanisms that meaningfully involve people at both strategic and operational levels, and ensure good communications between these;
- Ensure structures are as integrated, simple and streamlined as possible.

To meet these demands, proposed governance and reporting arrangements are summarised below:

East Ayrshire Employability Governance Structures



1.5 Strengthening

ons/

[The LEP Implementation Plan](#) produced in October 2021 follows the framework provided for Local Employability Partnerships prepared by the Scottish Government as part of the wider 'No-one Left Behind' road map. Actions are categorised in the following areas:

1. Leadership and relationships
2. Governance
3. Use of evidence
4. Community engagement
5. Focus and outcomes
6. Use of resources
7. Accountability
8. Performance management and reporting
9. Impact

The Plan followed from a full independent service commissioned by East Ayrshire Council and completed in the early autumn of 2021. It is also informed by a self-assessment exercise by LEP members based on a Scottish Government template. This provided a baseline analysis on how well the partnership meets the ambitions of No One Left Behind and Young Person's Guarantee. This plan advances 5 priority action areas detailed in the East Ayrshire Employability Strategy 2021 -2024.

- Effective and focused engagement of the people we seek to help.
- Evidence progression for service users towards, into, and within sustained employment.
- Service targeting based on need and opportunity.
- A proactive employer engagement offer that reflects an all-age approach.
- Interventions to address in work poverty.

Progress on this Action Plan will be reviewed on an ongoing basis at LEP meetings, and monitored and evaluated across the partnership. This links to embedding the LEP as an effective strategic group aligned with the ambitions of No One Left Behind and on delivering our local partnership vision.

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

2.1 Vision

East Ayrshire is a place where residents of all ages are able to achieve their potential when moving towards employment and within employment, and where employers can be confident in the quality of their employees and potential employees. East Ayrshire is a place where an increasing proportion of young people and adults are in appropriate and quality work, can achieve their earning potential, and thereby improve their health and wellbeing' .

The vision means that collectively partners in East Ayrshire:

- Provide a high quality and effective range of employability services to enable people to progress towards employment, and achieve their potential in employment;
- Work together as the 'norm', within the shared vision to ensure that employability and progression towards employment is a key consideration in all service provision;
- Ensure people of all ages, and across all our communities, have the opportunity to achieve and progress, but where priority support is given to groups and individuals identified as having particular needs or requirements;
- Provide first class educational, learning, volunteering and training opportunities that enable residents to develop the skills and attributes they require to secure , sustain and progress in employment;
- Engage service users and employers in the design and delivery of employability support, and in identifying and delivering opportunities for employment.

2.2 Aims & Objectives

Recognising that Partners need to work collaboratively to maximise the impact of collective resources, we aim to continually measure the progress of individuals and the overall impact of our support. Further, our objective would be to utilise and develop new approaches to challenge where current provision is not delivering and to review and amend our services in light of experience; adjustments in the labour market; and economic and political conditions.

Our aims and objectives will be underpinned by our 10 employability partnership pledges, that:

1. We make a positive difference for <i>all</i> people in East Ayrshire - particularly those most in need	✓
2. We help a lot of people get <i>and keep</i> a job	✓
3. All young people leave school with positive destinations	✓
4. Our services are well communicated, easy to understand and easy to access for service users	✓
5. We listen to and support local businesses and employers	✓
6. Local people like our services and recommend them to others	✓
7. People get equal access to our services wherever they live in East Ayrshire	✓
8. Our staff are skilled, committed, and like working for us	✓
9. We work together effectively, share information and collectively make the best use of resources	✓
10. We base all our actions on evidence, and consistently use of all of the intelligence available	✓

2.3 Developing and Delivering the Plan

The East Ayrshire **Strategic Skills pipeline** remains central to service planning, strategy development and delivery of the plan. The pipeline helps plot service provision against need and individual participant starting points.

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Engagement, Assessment, Action Plan & Referral	Personal Needs and Barrier Removal	Employability, Vocational & Accredited Training	Employer Engagement & Job Brokerage	In Work and Aftercare support

Two major context issues will dominate the immediate strategy period and impact on delivery of the plan: both of which bring significant aspects of uncertainty. The first of these is the implications of **Brexit**: both in terms of the transition from European Social and Investment Funds, and its impacts on labour market supply and business development. Tracking the outcome of the East Ayrshire Community Renewal Fund application will be important, as well as analysing further detail on the nature and governance of the Shared Prosperity Fund. The second issue is **Covid-19**, and the recovery period now underway with some level of labour market recession widely predicted - possibly impacting disproportionately on young people.

Given that broadly, employability services have two customer groups - individual people seeking to progress in the labour market, and the employers who can provide these opportunities. The delivery plan is premised on understanding and responding to the needs, aspirations, and experiences of both these groups. The plan has been informed by discussions with both groups. Whilst no situations are identical, these conversations help us better understand the general expectations of our service offer:

People seeking support want	Employers want
Work and training opportunities	Employees who will contribute and stay
To be better off	A stronger and sustainable business or service
A sense of direction and value	To give people a chance
To progress to employment at the right pace for them	To be offered the right recruits at the right time
Relevant skills	Appropriately skilled employees (who they will train)
Guarantees and security that job progressions will work out in the longer term	Guarantees employing people will work in the in the longer term
Future work progression opportunities	To develop their workforce
East Ayrshire as a good place to live and work	East Ayrshire as a good place to live, work, and do business

2.4 Our Approach to Delivery (Quality and Values)

The starting point for our employability ambitions is to engage people in the right way and at the right time. Without this, our other aspirations will not be realised, and we recognise the need to do more to effectively engage some of our most vulnerable people, families, and communities to help make a sustained improvement in their quality of life, moving out of poverty, and realising their potential.

For younger people still in school, exciting developments within and outside schools increasingly offer greater variety and flexibility to make the senior phase of school education a rewarding and relevant experience - increasing positive post school progressions for all. We also recognise individual starting points and barriers for all-age clients, but also be rooted in approaches that raise expectations - recognising all people have 'assets' and something to offer in the labour market. Our delivery is also based on an understanding that for some people the anticipated end point of sustained employment may be some way off.

Central to this will be to develop and deliver more work with local communities. This will provide a service based on understanding real time needs, and by using invaluable local based intelligence. Long standing East Ayrshire Council 'Vibrant Communities' activity provides a strong foundation to move these aspirations forward.

What we will do to make this happen

- Invest further in stage 1 (engagement), and 2 (barrier removal) services;
- Test new, innovative approaches to engagement by working further with partners and services already supporting disengaged people in other ways and for other reasons;
- Identify specific approaches to support people being moved from health related to more active job seeking benefits, through new Ayrshire Growth Deal interventions and funding;
- Consider new and innovative work with family and household units;
- Support and connect to the innovative range of the more varied and flexible curriculum offer now available in secondary schools, including partnership work with Ayrshire College and other service providers;
- Engage all young people through early identification in schools;
- Recognise and build on the role volunteering can play in introducing people to employability supports;
- Establish stronger links and joint initiatives with the East Ayrshire Vibrant Communities service;
- Add further engagement opportunities through embedding the role of the SL33 Employability Hub, and developing related outreach developments;
- Undertake training and information sharing activities with front line staff in a wide range of potential referral agencies and organisations to create a common understanding about employability services and the links between these.

To ensure transparency and meeting the 7 principles of No-One Left Behind, a full performance framework will be developed by the LEP to support both reporting requirements and ongoing service improvement. Key performance indicators will include the following:

Inputs

- Number of people engaged in employability support services
- Resources accessed and utilised
- Number and range of organisations providing support

Outputs

- People completing support packages and nature of these
- Number of supports offered across employability services
- Attendance/participation levels
- Certificates/qualifications gained
- 'Better Off' calculations completed
- Evidence of progressions within the Strategic Skills pipeline
- Referrals to other specialist services

Outcomes

- Progressions to jobs
- Progressions to other positive labour market options
- Sustainability of positive outcomes
- Number of young people recording positive activity as measured by the Scottish Participation Measure

This information will also cross tabulate by the age of participants, and specifically report on progress on targeted groups as required by funding reporting, including:

- No One Left Behind – all age;
- Young Persons Guarantee 16 – 24 years;
- Parental Employability Support (Family groups vulnerable to poverty);
- PACE/newly redundant people;
- LTU – over 25 years, long term unemployed;
- ESF all age with two barriers to opportunity;

- People living in most deprived SIMD areas.

2.5 Delivery Infrastructure

Currently delivery of No-One Left Behind is managed by East Ayrshire Employability Service and Education Service: the former having responsibility for LTU, PACE, EF, ESF and the ERI element of NOLB; the latter having responsibility for PESF, Young Person's Guarantee and the former stage 1 (Activity Agreement) element of NOLB. Provision is delivered by in-house teams and in partnership with college, training providers and the third sector. While recognising the strengths and areas for development in the current delivery infrastructure, the re-launched LEP will prioritise a number of key action areas as part of the plan for delivery aligned to No-One Left Behind principles and other anticipated future developments:

1. Clarity on a single point of leadership for employability services in East Ayrshire.
2. Future actions to advance five emerging key themes:
 - Effective and focused engagement of the people we seek to help;
 - Evidence progression for service users towards, into, and within sustained employment;
 - Service targeting based on need and opportunity;
 - A proactive employer engagement offer that reflects an all-age approach;
 - Interventions to address in work poverty.
3. Establishment of a new competitive grants and/or commissioning framework, and the establishment of clear criteria on when services should be delivered in house within the local authority, or outsourced to another provider.
4. Better systems to share and use data and intelligence.
5. Processes to ensure ongoing service mapping and review.
6. The development of a full future performance framework.
7. New mechanisms to engage with, and gather further intelligence from local communities through linkages to East Ayrshire's Vibrant Communities work.

With clear and robust links already in place within our communities, and working closely with colleagues from Vibrant Communities, we will seek to deliver employability provision which meets the needs and aspirations of clients across all of East Ayrshire. Furthermore the recent introduction of the Trusted Partner procurement Framework means local community based and third sector employability can access funding administered through the LEP in the expectation that their local expertise and flexible delivery models will enable them to support unemployed people effectively within their own communities and move them into sustainable employment.

2.6 Local Alignment and Integration

As at October 2021, a wide range of varied services and supports were in place in East Ayrshire. 31 services were identified, delivered by a total of 15 organisations. The services provided range very significantly in terms of content and outcomes in terms of immediate labour market progression, but all articulate clear links to the strategic skills pipeline. Most services indicate an intention to support people across all of East Ayrshire, and only a few have more specific geographic targeting. But in terms of delivery, there is a dominance of bases in Kilmarnock. The most common other bases are (in order) Cumnock and Dalmellington. Services split between identifying their interventions at specific stages of the pipeline, and others which articulate their role as a more 'end to end' service. In terms of volume, stages 1, 2 and 3 appear to have most provision – though many services indicate they support all 5 stages.

While there are some very good operational partnerships apparent in East Ayrshire and regular meetings between: Employability Services, Skills Development Scotland; Department of Work and Pensions; Education Service; Ayrshire College; and third sector partners, further co-ordination overseen by the LEP will avoid potential duplication and unnecessary competition.

Improvements in targeting services; the need and opportunity to simultaneously look at household circumstances to ensure employability progressions actually improved people's financial position; and concerns that some services could be more efficient in their response to service user needs will also be prioritised as key parts of delivery. With representation that includes NHS, HSCP, DWP, College and the third sector, the expectation is that the refreshed LEP will be able to ensure effective connectivity across a range of key services to maximise opportunities for service users.

Section 3: Economic, Policy and Operational Context

3.1 Local Economic/Labour Market Profile

Reviewing the current employability services in East Ayrshire requires to consider the evidence of demand and need. The data below provides a snapshot of relevant information as of the early autumn of 2021. This will require continual review and updating to inform ongoing local decision making.

Conclusions on demand and need

- The data clearly indicates that on most issues the challenges facing East Ayrshire are significantly greater than in Scotland as a whole. Moreover, these trends are long standing, multi-faceted, and deep rooted. Effective interventions to date are likely to have ameliorated this data being worse: but the aspiration must remain to move the area closer to national averages. The targets in the strategy should reflect this.
- There are very significant levels of deprivation in East Ayrshire – with geographic clusters particularly prevalent in Kilmarnock North and Bellsbank. This data has implications for employability service targeting;
- A very high number of economically inactive people are categorised as long term sick – reflective of both mental and physical health challenges that need to be addressed;
- Wages are below average and part time employment more prominent than in Scotland as a whole. These are both proxy indicators of 'in-work' poverty;
- Nearly a quarter of all 'households' are workless – this suggests some need and scope to consider employability support packages across household units;
- Participation measures for 16-19 year olds continue to see East Ayrshire recording below average progress rates. But more positively, these have improved significantly in the past three years, with an important reduction in young people who record an 'unknown' status. This is reflective of very positive work by Council staff and their partners;
- The very prominent sector where jobs are available in East Ayrshire is Human Health & Social Work activities, which accounts for over a quarter of all jobs (well above the Scottish average of 16%). This is therefore a key target area in supporting progression to jobs. By scale SMEs are very dominant as employers, but this should not disguise the importance of larger employers who still offer a very significant volume of job opportunities.

INDICATORS OF NEED

Employment, Unemployment and Economic Activity

- The overall employment rate in East Ayrshire was 73.2% in 2020 - marginally lower than the Scottish average of 73.5% (Dec 2020)
- The unemployment rate was 5.2% - higher than the Scottish average of 4.3% (Dec 2020)
- Economic inactivity was 24% - marginally higher than the Scottish average of 23.2% (Dec 2020)
- Broadly reflecting the national picture, economic activity rates were higher in men, at 78.1% than amongst women, at 74.1% (Dec 2020)
- A significant percentage of economically inactive people are long-term sick, accounting for 31.9% of all inactive residents, higher than the Scottish rate of 28.7% (Dec 2020)
- 24.7% of those who are inactive want a job, compared to 22.8% across Scotland. This represents around 4,300 residents in East Ayrshire (Dec 2020)
- East Ayrshire had a higher proportion of workless households than the rest of Scotland, with 9,200 households in this category in 2019, accounting for 23% of households, compared to the national average of 17.7%
- 16.1% of FT employees in East Ayrshire were earning less than the living wage in 2020, compared to an equivalent figure of 10.2% in Scotland

Claimant count unemployment

- A total of 5,015 people in East Ayrshire were recorded on the Claimant count as being unemployed in June 2021, representing 6.6% of the 16-64 population, higher than the overall Scottish rate of 5.2%. The rate was 8.6% in men and 4.7% in women, compared to 6.6% and 3.9% respectively in Scotland
- In terms of age, the claimant count unemployment rate amongst 16-17 year olds, at 0.8% was the same in East Ayrshire as Scotland, but all other age groups had higher than national average rates. The rates were 11% in 18-24 year olds, 7.7% in 25-49 year olds and 4.3% in those over the age of 50

- The four major occupations in 2020 that employees in East Ayrshire were in were professional occupations (18.6%), associate professional & technical (14.9%), elementary occupations (12.8%), and administrative & secretarial (12.7%)

Participation rates

Time series data prepared by Skills Development Scotland details comparative East Ayrshire data on participation rates for 16 to 19 year olds. Over the past three years, headline findings are:

<i>Measure</i>	<i>East Ayrshire 2019</i>	<i>East Ayrshire 2020</i>	<i>East Ayrshire 2021</i>	<i>Scotland</i>
Participation	88.7%	90%	91%	92.2%
Non-participation	2.6%	2.3%	3.2%	3.2%
Unconfirmed	8.7%	7.7%	5.8%	4.6%

This data indicates that East Ayrshire's positive participation rate remains below the Scottish average. But more positively it has increased by 2.3% since 2019. Also, whilst still comparative high, the number of young people whose status is 'unconfirmed' has dropped significantly – particularly between 2020 and 2021.

Employment Sectors and Locations

- The most prominent employment sector in East Ayrshire is public admin, education and health (33.7%), followed by distribution, hotels and restaurants (16.8%) and banking, finance and insurance (13.1%) (2020)

Qualifications Dec 2020

<i>Qualification level</i>	<i>East Ayrshire %</i>	<i>Scotland %</i>
NVQ 4 and above	42.0%	49.3%
NVQ 3 and above	56.8%	64.0%
NVQ 2 and above	75.9%	79.4%
NVQ 1 and above	84.3%	86.4%
Other qualifications	7.5%	5.6%
No qualifications	8.2%	8.0%

Employee jobs by industry

The top 10 employer jobs by industry in East Ayrshire (2019) are:

Industry	East Ayrshire number	East Ayrshire % of total	Scotland % by total
1. Human health & social work activities	10,000	25.6%	16.0%
2. Wholesale & retail; repair of motor vehicles/motorcycles	5,000	12.8%	13.5%
3. Administrative & support activities	3,500	9.0%	8.2%
4. Accommodation & Food Service Activities	3,000	7.7%	8.3%
5. Public Administration & Defence; Compulsory Social Security	3,000	7.7%	6.3%
6. Manufacturing	2,500	6.4%	6.8%
7. Education	2,500	6.4%	8.3%
8. Construction	2,000	5.1%	5.5%
9. Professional, Scientific & Technical Activities	1,750	4.5%	7.2%
10. Transportation & Storage	1,500	3.8%	4.2%

The top employment sector is overwhelmingly health and social work activities, accounting for over a quarter of jobs in the area. East Ayrshire is considerably more reliant on this sector than in other parts of Scotland, with the average proportion being 16% across the country as a whole.

In 2019, 61.5% of all jobs were full-time, compared to the national average of 66.3%. Consequently, the 38.5% part-time jobs was higher than the Scottish figure of 33.7%.

There were 3,275 registered enterprises in East Ayrshire in 2020 – up 2.2% from 3,205 in 2019. 88.9% of these were micro businesses employing less than 9 people in the authority and 9.5% small businesses of 10-49 employees, between them accounting for 98.4% of all enterprises.

This broadly reflects the national business structure, and highlights the important role played by small/micro businesses, with less than 2% of enterprises employing more than 50 staff. It is worth noting however that the growth in East Ayrshire enterprises from 2019 to 2020 considerably exceeded the national rate of 0.35%.

East Ayrshire – SIMD

In the Scottish Index of Multiple Deprivation (SIMD) 2020, a total of 37 (3.5%) of the 1,046 datazones in the 0-15% most deprived in Scotland are found in East Ayrshire – this share has risen from 2.8% in 2009. 10 datazones are within the 5% most deprived in Scotland, and these are heavily concentrated in Kilmarnock. In order of deprivation these are:

Datazone	Scottish rank
Kilmarnock South	18
Kilmarnock North	30
Bellsbank	42
Kilmarnock North	62
Kilmarnock North	69
Kilmarnock North	134
Bellsbank	145
Kilmarnock North	206
Catrine	241
Muirkirk	246

All but the Catrine data-zone were in the worst 5% in the 2016 analysis, and in most of these areas the relative rank of deprivation has increased in this four year period.

Looking specifically at the employment domain within the SIMD, the pattern is only slightly different. The areas with employment deprivation within the worst 5% in Scotland are:

Area	Number of employment deprived datazones in worst 5%
Kilmarnock North	5
Kilmarnock South	1
Kilmarnock Central	1

Bellsbank	2
Catrine	1
Galston	1
Muirkirk	1
Newmains	1

A total of 5,609 people of working age live in these communities.

Across the domains that determine datazone rankings income (23.9%), employment (23.3%) and health (22.7%) are the largest elements of deprivation in East Ayrshire.

3.2 Place Plan Priorities

The Scottish Government defines 'employability' as '...the combination of factors and processes which enable people to progress towards, move into or stay in employment, and to progress within employment'

A number of implications from this definition inform our approach in East Ayrshire:

- Moving towards and into sustained employment is an individual journey for people, with very varied starting points and aspirations;
- The aim of all employability needs to be progression towards a sustained job outcome, but this may involve incremental stages of progress - some people can benefit from employability supports that may take a long time to reach this end point (and for a few this may never be achieved);
- Ensuring fair work and access to permanent employment and not zero hours or temporary contracts.
- The journey does not end when someone accesses a job – support is then needed to maintain this outcome, and to assist people to progress further in the workplace;
- Employment should make people better off: addressing 'in-work' poverty is a major priority;
- A 'one size fits all' approach to service delivery will be ineffective in meeting the full range of the challenges faced.

And central to this understanding of employability is the recognition that a wide range of issues often need to be addressed in the lives of the people we seek to help if they are to successfully progress in their employability journey. It works both ways: for example, we know on average that people in sustained work and their families are:

- Mentally and physically healthier
- Less likely to live in poverty
- More likely to have a sustained tenancy
- Less likely to require support from social work services
- Less likely to be involved in crime
- Less likely to have access to the internet

And for younger people, we know that failing to provide good labour market progression opportunities can have very long lasting and adverse consequences for their quality of life. The gains of connecting effectively across different policy areas are huge.

In this context, a critical and exciting opportunity is the ever-deepening connection between employability and learning interventions – most significantly how the latter stages of school education ensure all our young people make a successful transition to the labour market. Over recent years, schools and Colleges have increasingly focused on the importance of developing employability skills at an early age. In East Ayrshire this trend will now intensify, and move to a new level.

The business and economic impacts of the Covid-19 pandemic will be most keenly felt by those who were already struggling, and work to address poverty and to support those in greatest need is more important than ever. This is reflected in the priorities that have been identified for our CPP for the next three year period:

- COVID-19 pandemic recovery - renewal and transformation
- Inclusive economic growth - [Ayrshire Growth Deal](#) and [Community Wealth Building](#)
- Community wellbeing - Caring for East Ayrshire
- Sustainability and the environment
- Children and young people
- Poverty and inequality

Inclusive Economic Growth – Ayrshire Growth Deal and Community Wealth Building

The key driver underpinning our future prosperity was sustainable economic growth, essential to allow us to realise the full potential within our communities. The Ayrshire Growth Deal, a £251million investment package which was finally formally signed in November 2020 is anchored in a commitment to create a growing, innovative, more productive and inclusive local economy.

As part of the wider Ayrshire Economic Strategy and the Ayrshire Growth Deal, the Regional Skills Investment Fund can provide bespoke funding to target business sector skills gaps and allow us to attract and develop more innovative and internationally focused companies; improve key elements of our strategic transport and digital infrastructure; and work with communities to raise aspiration and ambition, provide employment and skills support, and improve access to jobs. This targeted investment will also play a key role in recovery and renewal as we seek to support our local business base to rebound from the significant negative impacts of the COVID-19 pandemic and create meaningful future employment opportunities for local residents. Integral to this is a Community Wealth Building approach, through which the economic levers available to our partnership are used to create a more inclusive and resilient local economy, building on the core strengths within our communities.

Community Wellbeing – Caring for East Ayrshire

Cumulative economic and health impacts of the pandemic can only be addressed collectively, and that our community planning partnership has a key role to play in driving forward a holistic approach to community wellbeing.

Children and young people

Children and young people, who are central to our plans for recovery and renewal. The impact of the pandemic on their everyday lives has been dramatic and we must work in partnership to minimise its longer term effect on their future life chances.

3.3 Evidence Led

Key Economic Indicators

The information below has been extracted from a Data Toolkit developed on behalf of all Local Employability Partnerships by the Improvement Service, SLAED and the Glasgow City Region Intelligence Hub. It summarises economic indicators relating to the Economy, Labour Market, Education, Poverty and Child Poverty. It provides the opportunity to analyse Local Authority areas, Local Government Benchmarking Families, Regions, City / Growth Deal Areas, Scotland and the UK as a whole.

This table summarises a range of indicators measuring East Ayrshire's performance against Scotland's Average:

Economic Indicator:	Date	East Ayrshire	Scotland	% Gap
% Children in Child Poverty	2020	27.3	24.3	3.0pp
% of Children in Low Income Families	2020	23.2	18.6	5.2pp
Families with Children receiving Universal Credit or Tax Credits (%)	2021	41.0	35.0	6.0pp
Claimant Count Rate (%)	2021	6.5	4.0	2.5pp
% of Household that are workless	2019	29.8	21.5	8.3pp
Degree Level Qualifications Rate (%)	2020	42	49.3	7.3pp
Number of Incapacity Based Benefits (per 1,000 16 - 64 population)	2021	65.5	56.8	8.7pp
Economic Inactive: Long-term Sick/Disabled Rate (%)	2020	31.9	28.7	3.2pp
Underemployment Rate %	2020	12.0	8.1	3.9pp

Further gap analysis of East Ayrshire's performance compared to the top performing Scottish Local Authority is in the table below:

Economic Indicator:	Date	East Ayrshire	Top Performing LA	% Gap
% Children in Child Poverty	2020	27.3	15.8	11.5pp
% of Children in Low Income Families	2020	23.2	10.3	12.9pp
Families with Children receiving Universal Credit or Tax Credits (%)	2021	41.0	20.0	21.0pp
Claimant Count Rate (%)	2021	6.5	2.0	4.5pp
% of Household that are workless	2019	29.8	13.4	16.4pp
Degree Level Qualifications Rate (%)	2020	42	65.8	23.8pp

Number of Incapacity Based Benefits (per 1,000 16 - 64 population)	2021	65.5	35.1	30.4pp
Economic Inactive: Long-term Sick/Disabled Rate (%)	2020	31.9	19.4	12.5pp
Underemployment Rate %	2020	12.0	3.4	8.6pp

The NOLB data toolkit will be complemented with other data sources including claimant count data and the 16+ Data Hub for young people 16-24 years. Analysis of data will also be informed by [SDS Regional Skills Assessments](#); use of the [RSA Data Matrix for East Ayrshire](#) and the upcoming SDS Skills Investment Plan for Ayrshire.

Section 4: Service Delivery

4.1 Supply & Demand Mapping

In the service mapping report commissioned in October 2021, 31 services were detailed, delivered by a total of 15 organisations. 15 were from a range of East Ayrshire Council Services. 4 returns were from other public sector or private agencies, and the remainder from the third sector. The services provided range very significantly in terms of content and outcomes in terms of immediate labour market progression, but all articulated clear links to the strategic skills pipeline.

Most services indicated an intention to support people across all of East Ayrshire, and only a few had more specific geographic targeting. But in terms of delivery, perhaps unsurprisingly there is a dominance of activity in Kilmarnock. the most common other bases are (in order) Cumnock and Dalmellington. A number of services augment Kilmarnock based provision with outreach activities, and some returns indicated future plans to do more of this but ensuring equity of customer experience across the authority remains a key challenge for future delivery.

A high number of services indicated direct outcomes to job progressions, but others aimed for more interim progress to these across the individual employability journeys. In this respect, a range of common onward referrals to other services are apparent.

[Annex 4](#) features a visual representation of service provision in East Ayrshire as at November 2021 and, while service provision is fluid and subject to change, provides a valuable snapshot of activity to inform future service planning and delivery.

4.2 Service Delivery Priorities

This Delivery Plan sets out the local employability partnership's ambition to ensure that anyone in East Ayrshire requiring employability support can receive this, while recognising that the range of provision may be limited and determined by the level of need and barriers experienced.

Whilst the overall objective is to reduce unemployment, tackling inequalities in relation to employment is the key focus and our partnership working and provision will reflect this.

Young People

The East Ayrshire Young Person Guarantee offer is a multi-faceted range of interventions that seek to provide appropriate support for participants to progress into further learning, formal training or employment. East Ayrshire Council appointed a YPG Project Manager in September 2021 to oversee delivery of the programme and lead a team of designated work coaches. Early in the programme a project board was set up, initially co-chaired by the Chief Education Officer and Head of Economic Growth. The board has representation from East Ayrshire Council, DWP, SDS, Ayrshire College, DYW Ayrshire, third sector organisations, NHS Ayrshire & Arran and private employers.

In phase one of the programme, the initial tranche of funding was allocated to support 100 of the most disengaged young people who would be provided with a bespoke package of mentoring and support from additional staff resource to move to more mainstream employability provision with an additional focus on aftercare to ensure that participation is sustained. For young people closer to the labour market, an early commitment was made to establish 40 supported Apprenticeships within East Ayrshire Council and Health and Social Care Partnership; with private employers; and with third sector organisations.

Phase two of the programme saw a broader YPG offer to run in session 2021-22 which included the possibility of 100% salary support for young people aged 16-24 at risk of disengagement or not achieving a sustained positive destination; flexible options for employers tailored to the needs of business and young person which can include: paid extended work trials of up to 12 weeks for 16-18 year olds; salary support for a minimum of 26 weeks; as well as Modern Apprenticeship salary support for 52 weeks. Young people were also supported individually by the YPG Project team with wrap-around and person-centred employability support and pre-employment training.

As at March 2022, 202 young people are being supported through YPG with 145 young people having progressed into employment.

Future provision for 2022/23 will focus on connecting with young people not engaging with services at this moment and support them to re-engage with a particular focus on the 5% most deprived areas across the authority). Partnership with SDS, the 16+ transitions team at the SL33 Employability Hub and key third sector organisations and training providers will see a coordinated approach utilising up to date information on destination status drawn from the 16+ Data Hub. Existing partnerships and pipeline arrangements for school pupils mean that we will work with young people in the months prior to transition to ensure those at greatest risk of not achieving a positive destination, are offered an appropriate and meaningful progression pathway before they leave school.

Care Experienced Young People

Local analysis of data (the 16+ data hub being a key source) tells us that, as at 24th February 2022 there were 560 care experienced young people aged 16 – 24. Of these 127 currently have an unknown status or are unemployed. This equates to 22% of the cohort (86 unemployed/41 unknown).

The monthly tracking and monitoring group led by SDS was put in place to ensure the information in the datahub is as accurate as possible and to identify and engage with young people requiring support which has contributed to reducing the numbers referred to above. The group is mapping the customer journey and supports available with a view to identifying any gaps. Several interventions have also been put in place through Scottish Attainment Challenge CECYP funding including the provision of 2 designated care experienced work coaches who support young people before and after transition from school: as of March 2022, 34 young people were being supported through the programme and 47 young people had progressed into further learning, training or employment. SAC CECYP funding also supports a tailored hospitality mobile training resource delivered through a third sector partner where care experienced young people are able to undertake practical training with industry recognised accreditation. Delivery of the programme is underpinned by a commitment to the full implementation of [the Promise](#) to ensure care experienced young people go on to genuinely positive destinations, such as further education or employment.

Young People and Adults with Physical and Learning Disabilities

Supported employment opportunities for adults and young people with disabilities will continue to be a key focus of delivery through East Ayrshire Council's ESF Supported Employment Service; provision by third sector and other partners across the authority; and the continuation of DFN Project SEARCH which was established at University Hospital, Crosshouse in 2014. The LEP will also look at allocation of DPESF (Disabled Parental Employability Support) funds targeted at disabled parents which will complement and enhance existing PESF delivery. LEP representation on the ASN Transitions Forum will ensure that any requirement for employability support can be communicated within the forum and appropriate interventions agreed and applied.

Low Income and Young Parents

Recent delivery of Parental Employability Support and analysis of recurring patterns in demand for specific interventions and client groups means we recognise the requirement for specific and targeted support for young parents who are unemployed and for parents in low-income occupations. Clients from these particular groups together with clients who have English as a second language are increasingly identified as most in need of PESF support and this will be factored into the overall delivery strategy for Phase 2 of No-One Left Behind in East Ayrshire.

Over 25-Year-Olds

The introduction by Scottish Government of the Long Term Unemployed (LTU) programme for clients from 25 years and above who have been out of work for 12 months in 2021, is a welcome addition to current employability interventions especially as much activity has traditionally centred around the younger 16-24 age group. LEP partners, working collaboratively with local third sector organisations, community groups, training providers and other council services (including teams from Social Work and Financial Inclusion) will seek to ensure that unemployed or low-income older clients who may not qualify for LTU support are able to access opportunities across East Ayrshire that progress them into employment or build skills so that they are able to access higher income job roles.

Clients in Rural Areas

A key priority for the LEP in phase 2 of No-One Left Behind is to mitigate geographical barriers to participation. Currently employability provision is heavily centred in Kilmarnock and to a much lesser extent in Cumnock/Auchinleck and Dalmellington where clients also benefit from delivery available locally. However East Ayrshire residents outside of these areas have traditionally travelled to them, to undertake training and further learning. While financial support for clients utilising public transport and the introduction of free bus travel for young people under 22 may help to mitigate some barriers to engagement, the new devolved commissioning remit of the LE, means we are able to identify areas which will benefit from locally hosted provision and work with partners and community organisations to provide support for clients in our smaller and more outlying communities which meets their needs and aspirations.

4.3 Service Delivery Requirements and Approach

The aim of the local employability partnership is to work with stakeholders across East Ayrshire to improve employment and career opportunities for residents, reducing unemployment and inactivity rates and increasing the skills of the workforce across our communities. To be successful in this we need employability provision that provides equitable opportunities, supports those most in need and is reflected in, but not limited to, actions achieved on 6 key drivers identified in pp 29-33.

Driver 1 By 2023 all young people will have the opportunities and support to be engaged in education, training, an apprenticeship, employment or volunteering, based on individualised goals and ambitions. (with focus on disabled young people and care experienced)				
Priority Groups 16-24 year olds, Disabled Young People, Care Experienced, Disengaged from Education, Employment, Training (NEET), School Leavers at risk of not achieving a positive destination, SIMD communities with poor participation rates, young people in rural areas.				
REF.	Actions Required to Achieve Outcome	Responsibility	Timescales	Outcome/Comments
1.1	Improve accessibility to services by establishing a joined up 'no wrong door' approach across employability support services, stakeholders and partner organisations.	LEP/SL33/SDS	April 2022 – Mar 2023	
1.2	Increase community engagement and pre-pipeline provision to young people	LEP/VC	Apr 2022-Mar 2023	
1.3	Contribute to the increase in positive destinations for school leavers, improving non reporting figures and pre and post school support.	LEP/SL33/YPG/SDS	Apr 2022-Mar 2023	
1.4	Increase engagement of those currently disengaged NEET through dedicated commissioned engagement and support services working in priority areas/ geographies	LEP/YPG/TSI/VC/SDS	Apr 2022-Mar 2023	
1.5	Provide additional dedicated provision for young people with learning disabilities/ difficulties	LEP/Ayrshire College/DWP	Ongoing	
1.6	Contribute to the resilience, health and wellbeing of our young people	LEP/NHS/HSCP/SL33/YPG	Apr 2022-Mar 2023	
1.7	Increase engagement with young people in the evaluation and co-design of services.	LEP/YPG	Apr 2022 – Mar 2023	

Driver 2 To improve the engagement access and opportunities to training and employment support for priority groups 25+ across all communities in East Ayrshire.				
Priority Groups: Disabled People, Low Income Families & Lone Parents, SIMD Communities, Unemployed and low income families in rural areas, Long Term Unemployed, People Managing Health Conditions, Black, Asian and Ethnic Minority Communities, Ex-Offenders, Refugees				
REF.	Actions Required to Achieve Outcome	Responsibility	Timescales	Outcome/Comments
2.1	Work collaboratively with LEP partners to improve engagement with priority groups and those further from the labour market to engage in employability support provision, training and education.	LEP	April 2022 – Mar 2023	
2.2	Increase community engagement and pre-pipeline provision to priority geographies	LEP/VC/PESF/TSI	Apr 2022-Mar 2023	
2.3	Contribute to the resilience, health and wellbeing of our over 25+ clients including parents and families	LEP/VC/HSCP/NHS/TSI/PESF	Apr 2022-Mar 2023	
2.4	Increase engagement with priority groups 25+ in the evaluation and co-design of services.	LEP/DWP	Apr 2022-Mar 2023	

Driver 3 Maximise employer engagement, job creation initiatives and access to fair work.				
REF.	Actions Required to Achieve Outcome	Responsibility	Timescales	Outcome/Comments
3.1	Maximise job creation opportunities for young people, widening scope and use across LEP	LEP/YPG	April 2022 – Mar 2023	
3.2	Work collaboratively across the LEP to deliver job creation initiatives for the 25+	LEP/LTU/PESF	Apr 2022- Mar 2023	
3.3	Increase accessibility to fair work	LEP/YPG/DWP/LTU	Apr 2022- Mar 2023	
2.4	Increase engagement with priority groups 25+ in the evaluation and co-design of services.	LEP/DWP	Apr 2022- Mar 2023	.

Driver 4 Increase skills, qualifications and qualification levels through sector based training and MA opportunities aligned to local employment opportunities and jobs of the future.				
REF.	Actions Required to Achieve Outcome	Responsibility	Timescales	Outcome/Comments
4.1	Increase the accessibility and the number of opportunities for Modern Apprenticeships for local young people	LEP/YPG/SDS/Ayrshire College	April 2022 – Mar 2025	
4.2	Plan and implement local sector based training programmes that meets user and labour market need.	LEP/YPG/SDS/Ayrshire College	Apr 2022-Mar 2025	
4.3	Provide person centred individualised training to support progression into the labour market for all age clients.	LEP/YPG/DWP/LTU/Ayrshire College/TSI	Apr 2022-Mar 2025	

Driver 5 Undertake a continuous improvement approach to review and action LEP implementation plan that enhance Governance accountability and partnership planning				
REF.	Actions Required to Achieve Outcome	Responsibility	Timescales	Outcome/Comments
5.1	Continue to action and review the existing LEP implementation plan, undertaking fresh self evaluation surveys every 3 years	LEP	April 2022 – Mar 2027	

Driver 6 Work Collaboratively to plan, design, implement, monitor and review local employability services, aligning to the wider East Ayrshire LEP Delivery Plan evaluation process, NOLB strategy and wider integrated policies				
REF.	Actions Required to Achieve Outcome	Responsibility	Timescales	Outcome/Comments
6.1	Consider resource and capacity building requirements to ensure the No-One Left Behind Operating Plan is implemented, reviewed, monitored and continuously improved upon.	LEP	April 2022 – August 2022	
6.2	Build on the strengths of existing national and local services, to better align funding and improve the integration of employability services to ensure that services are designed and delivered around the needs and aspirations of those using our services.	LEP	April 2022 – Mar 2027	
6.3	Provide access to training for LEP members to support implementation of Scottish Approach to Service Design (SAtdSD), Shared Measurement Framework and Continuous Improvement Toolkit by ensuring appropriate SG, Improvement Service & SLAED People Group training workshops and webinars are promoted, shared and accessible,	LEP	April 2022 – Mar 2025	

Section 5: Resource Requirements

5.1 People and Organisations

East Ayrshire Council Economic Development and Education Services will continue to work collaboratively to deliver the following provision for all age clients across the authority:

- *Existing ESF Pipeline Delivery until 31 December 2022, unless extended beyond that date (Economic Development).*
- *Supported Employment Service (Economic Development)*
- *Young Person Guarantee (Education)*
- *No-One Left Behind All Age Service (Economic Development/Education)*
- *No-One Left Behind Activity Agreements (Education)*
- *Parental Employability Support including PESF Boost (Education)*
- *DFN Project SEARCH (Education)*
- *Long Term Unemployed (Economic Development)*

Although the council will continue with current arrangements for in-house delivery, the local employability partnership will assume a key role in ensuring that Scottish Government grant funding is maximised with an enhanced role for third sector partners, local training providers and community groups in the delivery of phase 2 of No-One Left Behind. Arrangements are in place to establish a procurement framework under the auspices of the LEP, where partners can bid for project funding and support, to deliver targeted provision with the aim of closing any existing gaps and to help ensure a more equitable employability offer across our communities.

5.2 Commissioning

Employability Fund in East Ayrshire

Recognising the need for continuity of employability fund type provision for at least the first year of phase 2 of No-One Left Behind, it was agreed at the LEP meeting of January 2022 that should be submitted to East Ayrshire Council Cabinet which outlined transitional arrangements and authorised Economic Development and Education, together with colleagues in Procurement and partners in the Local Employability Partnership (LEP), to enter into a negotiated contract arrangements with organisations currently delivering the Employability Fund Programme. The paper was approved at the cabinet meeting of the 16th February 2022. Meetings with providers took place in March 2022.

5.3 Financial Considerations

As highlighted previously, NOLB phase 2 has brought about changes to how employability funding is allocated with a shift to local commissioning. The key difference in NOLB Phase 2 is the ending of both the Community Jobs Scotland and Employability Fund Programmes with funding now being directed to the local areas to meet local needs.

Scottish Local Government and Scottish Government signed a partnership agreement in 2018 to jointly commit around £60M each to local employability support. Alongside this is a commitment from the Scottish Government to a simplification of the grant funding approach and processes which in time will provide councils and LEPs with multi-annual funding and streamlined reporting.

This will take a year or so to get to this point however the processes, even for 2022/23, should be simpler and less bureaucratic.

The Scottish Government has confirmed that a total of £59.43m will be allocated to local authorities for 2022/23 for locally delivered employability services (including some LEP commissioned employability support). This does not include Fairstart Funding which is likely to come to LAs/LEPs from April 2023 as part of NOLB Phase 3 .

The table below provides a break-down of this funding and the allocations for East Ayrshire and how this compares with the funding available in 2021/22

Investment	2022/23	East Ayrshire Allocation 2022/23	Variance from 2021/22
No One Left Behind	£15.64m	406,000	193,000
Parental Employability Support Fund (PESF)	£8.79m	255,000	110,000
Long Term Unemployed (No One Left Behind)	£20m	£600,000 for 2021-23	New programme running over 2 financial years
Young Persons Guarantee (YPG)	£15m	392,000	-720,000
Total	£59.43m	1,653,000	-417,000

Unspent balances from workstreams 2021-22 are being paid as part of a general revenue grant and will provide additional funding for 2022-23 only. Although Young Person Guarantee will have significant commitments into 2022-23 from the 2021-22 balance, we are calculating around

£200,000 will be available to supplement the 2022-23 shortfall. In addition, the PESF and NOLB funding streams would provide an additional £358,000. As both LTU provision and PESF key worker support are ring-fenced, this should provide approximately £478,000 to supplement the allocation for 2022-23 resulting in a total of £1,531,000 for delivery in year one of NOLB Phase 2.

5.4 Delivery Capacity

Although the East Ayrshire Local Employability Partnership has a clearly defined role in the delivery of Phase 2 of No-One Left Behind, that role is necessarily more strategic than operational. The LEP will be the commissioning body for employability services, but our expectation would be that all service bids would go through a robust evaluation by a specially constituted commissioning sub-group before being presented with recommendations to the formal meeting of the partnership, where the final decision on contracting provision would be made.

Recognising the relatively low level of resource for administering LEP contractual arrangements compared to organisations such as Skills Development Scotland, the aim would be for commissioning to be undertaken with the minimum of bureaucracy while ensuring due diligence is followed. To this end, the LEP will work closely with EAC Procurement in the delivery of a grant based rather than unit cost model for Employability Fund type replacement provision utilising existing procurement framework arrangements such as the Trusted Partner Procurement Framework developed for Young Person Guarantee and approved by East Ayrshire Council Cabinet in October 2021.

5.5 Alignment and Integration

The LEP will ensure that employability provision is aligned to mitigate current and future skills gaps while also meeting the needs of public sector employers across council services, East Ayrshire Health and Social Care Partnership and NHS Ayrshire & Arran. With the three main public sector employers represented on the LEP, there will be regular sharing of information; opportunities for development of collaborative projects; and planning to design new and more effective pathways to employment for end users.

There is already integration with a range of council partners including Social Work Services, Financial Inclusion, People & Culture and Outdoor Services while the development of Skills & Learning 33(SL33) Employability Hub in Kilmarnock, provides the LEP with an impetus for a refreshed and expanded focus on much of the ongoing work to progress delivery and implementation of No-One Left Behind, while providing opportunities to work collaboratively across council services, and with local training providers, DWP, Skills Development Scotland and Ayrshire College in a purpose-built environment for service users from across East Ayrshire.

Section 6: Performance Management and Reporting

6.1 Approach

The [East Ayrshire LEP Implementation Plan](#) published in November 2021 identified the following 4 priority actions:

- Agree LEP performance information management template – linked to defined outcomes, and the frequency of preparing and reviewing this information. (Building on the indicative framework contained in East Ayrshire Employability Strategy 2021-2024)
- Agree reporting requirements to and from the LEP – including to the CPP and appropriate national structures.
- Design local outcomes ‘dashboard’ as mechanism to present collated LEP performance data.
- Agree processes to ensure performance information is used to support continuous service improvement, and LEP evaluations

Four LEP sub-groups have been created to take forward action areas of the implementation plan, with one with a specific focus on measurement and reporting. Due cognisance will be taken of the [National Shared Measurement Framework\(SMF\)](#)

6.2 Performance Indicators

Strategic Outcomes: Local and National Priorities and Policy Intent	Indicator To be agreed	Baseline (Scottish Average Rate)	Target	Source	Update Frequency (TBC)
Decrease claimant rates of work-related benefits , through access to skills and employment	Claimant Count			NOMIS LA Data Set	
Increase local employment rate and decrease unemployment rates , through access to skills and employment	Employment & Unemployment Level (NOMIS?)			NOMIS LA DATA SET SDS RSA SDS 16+ Data Hub	
Increasing household income, reducing child poverty , through access to fair work and in work skills development	SIMD Data % Children in Poverty % Workless Households % Children in low income families			SIMD LA Data Set NOMIS SDS Participation Measure	

	<p>% families with dependent children eligible for UC or TC</p> <p>Earnings by place of residence (NOMIS)</p>				
<p>Contributing to the decrease in the disability employment gap, through skills development and access to fair work</p>	<p>Disabled Employment Rate</p> <p>Economically Inactive by reason: Long-term Ill-health (%)</p> <p>Annual participation rate for young people with disabilities (SDS)</p> <p>Leaver Destination data</p>			<p>SDS RSA</p> <p>SDS Participation Measure</p> <p>EA Supported Employment Data</p>	
<p>Improving Fair Work within local labour market (fair rate of pay, flexible working, reasonable adjustments etc)</p>	<p>% Of Local Living Wage Employers</p> <p>% of YPG committed employers</p> <p>Employment in low pay sectors (%)</p> <p>Median Weekly Earnings (Residence-based, full-time)</p> <p>20th Percentile Weekly Earnings (Residence-based, full-time)</p> <p>Employment by occupation % SOC 1</p> <p>Gender Employment Gap (5)</p>			<p>LA Data Set</p>	

<p>Young Person Guarantee: support all young people to engage and sustain opportunities in education, training, an apprenticeship, employment or volunteering, based on individualised goals and ambitions</p>	<p>Participation Measure Participation Rates: 16-17: 16-19 Unconfirmed 16-19 SIMD Gap 16-19: EA YPG Reporting Outcomes info: Education to Employment: DYW/Childrens Services Training: Starts/Completers Apprenticeship: Starts/Completers SDS Employment: Outcomes all services Volunteering: TSI/VC</p>			<p>SDS Participation Measure Leaver Destinations 16+ Data Hub (SDS)</p> <p>Partner Data Ayrshire College SDS Apprenticeship data</p> <p>TSI/VC Volunteering Info</p>	
<p>Skills: increasing the skills of the workforce across all ages</p>	<p>Qualifications (NOMIS) Ayrshire College Education Attainment Data</p>			<p>NOMIS & LA data Set MA Starts and Completers, HE/FE Uptake, NOMIS/SDS No Qualification Rate</p>	
<p>Health: Contribute to the health and wellbeing of communities through access to employability support, skills development and fair work employment opportunities</p>	<p>Life Expectancy Mental Wellbeing Quality of Life</p>			<p>HSPC NHS Ayrshire & Arran</p>	
<p>Economic Recovery, Business and Employer Support: Labour market supply & growth, redundancy mitigation,</p>	<p>RSA (SDS) PACE Data ERI Starts Sector based programmes</p>	<p>GVA</p>		<p>Ayrshire College Economic Development Business Gateway DYW Ayrshire</p>	

skills development and fair work principals					
Scottish Approach to Service Design: Increase co-design and community engagement to develop services that meet the needs of users	Community Engagement Potential qualitative user experience measures: Evaluation.	LEP Reporting		SL33 Customer Surveys.	

6.3 Continuous Improvement

1. **Identifying areas for improvement** through self-evaluation, analysing data, and collecting feedback from service users. These findings should be used to identify where improvement is needed most, and to develop clearly defined and measurable aims. Self-Evaluation Survey and evaluate services against the desired service standard in their area, and establish processes for collaborative and evidence driven self-evaluation [blank self-evaluation survey template](#).
2. The [Shared Measurement Framework](#) for employability services will be deployed, providing a consistent approach to measuring the reach and effectiveness of employability services at national, local, and individual programme level. The LEP will undertake and encourage providers to take full advantage of the available data sets to analyse the outcomes of services to identify which areas of the service would benefit most from improvement. Where data is being collected consistently, benchmarking data with similar organisations across Scotland can provide a useful insight into how a service is working.
3. **Collecting and analysing feedback and insights from service users** is vital in identifying which improvements will have the biggest impact on their experiences and outcomes. The LEP use robust processes, detailed within our communications plan to collect regular feedback from service users. This will be undertaken through surveys, interviews, focus groups and lived experience panels, as well as new innovative approaches that are deemed effective locally. These will provide an invaluable source of data to use to identify where a service can be improved.
4. **Creating an improvement aims statement:** An aim statement should be a measurable and concise sentence composing of the following three elements: What will be improved – i.e. what is hoping to be achieved, How much of an improvement will there be, When will the desired improvement be delivered by

5. **Develop a change idea:** teams can collectively develop change ideas that could lead to improvements, testing these iteratively, to see if they do deliver improvements before being fully implemented. For each improvement aim statement, a 'driver diagram' will be developed. Blank template and further information on how to complete a driver diagram included in this [guidance document](#).
6. **Various continuous improvement tools:** will be utilised by the LEP as appropriate when undertaking continuous improvement of services. **Process Map:** [this guidance document](#) **Empathy Map** [this guidance document](#). **Cause and Effect Diagram** [this guidance document](#)
7. **Plan, Do, Study, Act:** This is a tried and tested approach used for testing an improvement idea at a small scale to assess its impact, before implementing successful improvements at a larger scale. This cycle is not necessarily designed to deliver large scale transformational change, but rather to deliver incremental and continuous improvement over time. Further details included in this [guidance document](#).
8. **Continuous Improvement Action Plan:** In order to log and monitor ongoing improvement activities within a team or organisation, it's encouraged that this [Continuous Improvement Action Plan template](#) be used to co-ordinate improvement activities and log the key information relating to the improvement activity. This includes the improvement aim and desired outcome, how the success of the initiative will be measured, and the timeline for delivering an improvement.
9. **Share Improvements:** Delivering an improvement, however big or small, is an achievement that should be celebrated and shared with other organisations. Sharing learning and experiences across organisations breeds innovation, encouraging those delivering services to build on each other's improvements.

6.4 Evaluation and Review

The East Ayrshire LEP will be responsive to the ongoing **national evaluations of No One Left Behind and the Young Persons Guarantee** and where relevant will support these in any way possible such as helping to identify stakeholders including local businesses, residents etc. The findings from these national evaluations will inform both our local planning and approach.

The Operating Plan will be revised annually however performance will be reviewed at all LEP meetings as a standing item on the agenda. Where improvement actions are required, these will be progressed via the various operational groups and forums in place or task and finish groups will be established.

Our evaluation processes will include managing the performance of commissioned provision and a specially constituted grant management team with extensive experience of grant commissions, quality assurance, monitoring and reporting will be in place by June 2022.

Reporting processes will include a requirement for all delivery partners using a shared management information system (YETI) which will allow the grant management team to keep track of progress and outcomes of all programmes and individuals. Alongside this, as part of the quarterly claims process, narrative on progress and explanations of variances in spend and performance will be required as will the improvement actions being taken to address any shortcomings. The grant management team, alongside LEP representatives, where appropriate, will in all circumstances seek to work with and support the delivery partner to ensure effective and uninterrupted provision for service users.

Regardless of the method of Commissioning, the same guidelines and processes will be followed and should the improvement actions not lead to successful outcomes, the LEP will decide on the actions to be taken which could include but not limited to, reducing funding levels or terminating funding support in its entirety.

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				

Example of Interventions

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

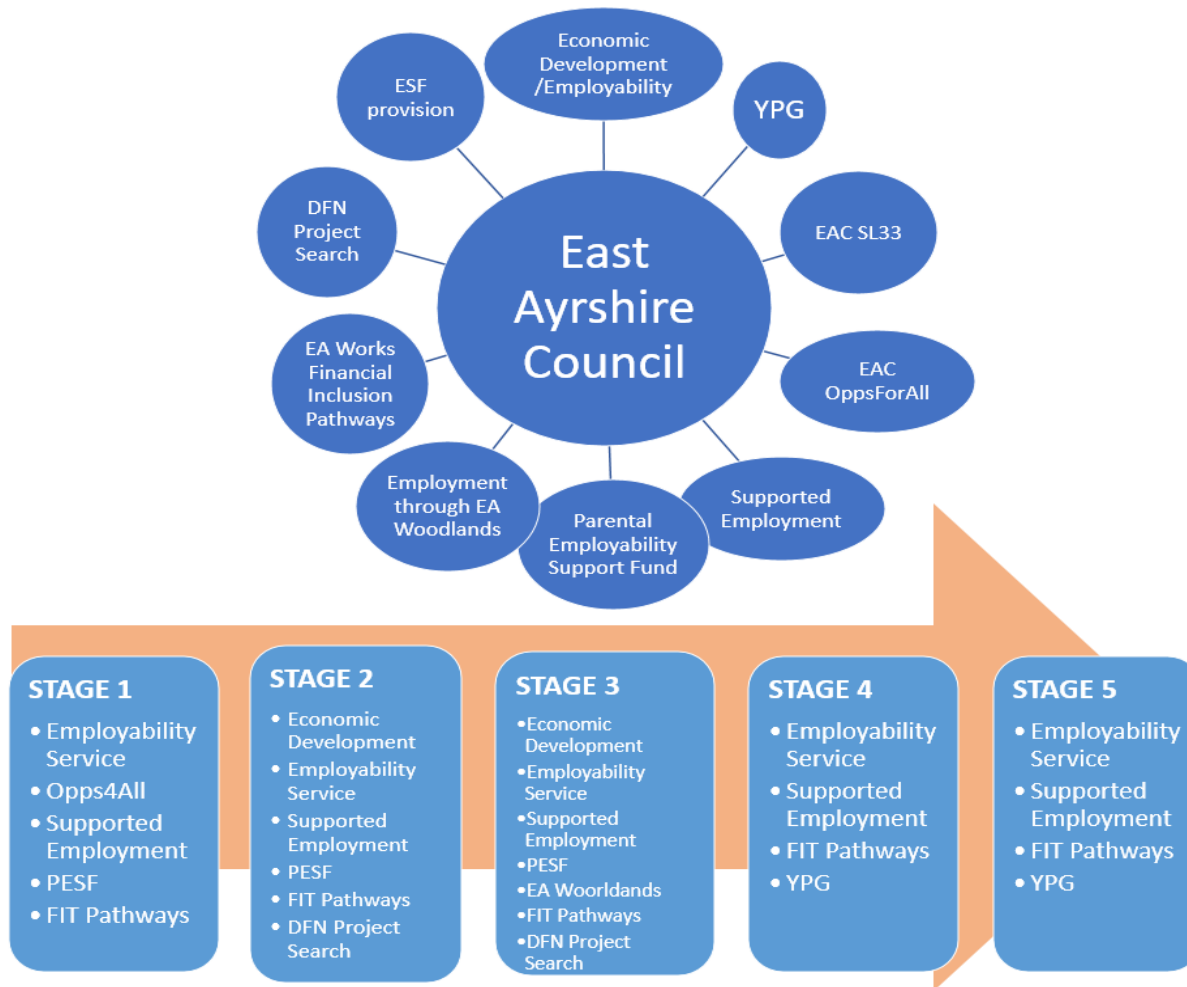
Excel Template

Annex 2.xlsx

National Performance Framework Alignment

National Outcome	No One Left Behind contribution
 Economy	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.
 Poverty	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.
 Communities	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.
 Children	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.
 Education	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.
 Fair Work & Business	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
 Health	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.
 Human Rights	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.

**ANNEX 4
SERVICE MAPPING**





STAGE 1

- Street League
- WG13
- EA Carers Centre
- CE Action for Children
- CVO
- YipWorld

STAGE 2

- WorkingRite
- The Zone
- Street League
- WG13
- CEIS
- Impact Arts
- EA Carers Centre
- CE Action for Children
- CVO

STAGE 3

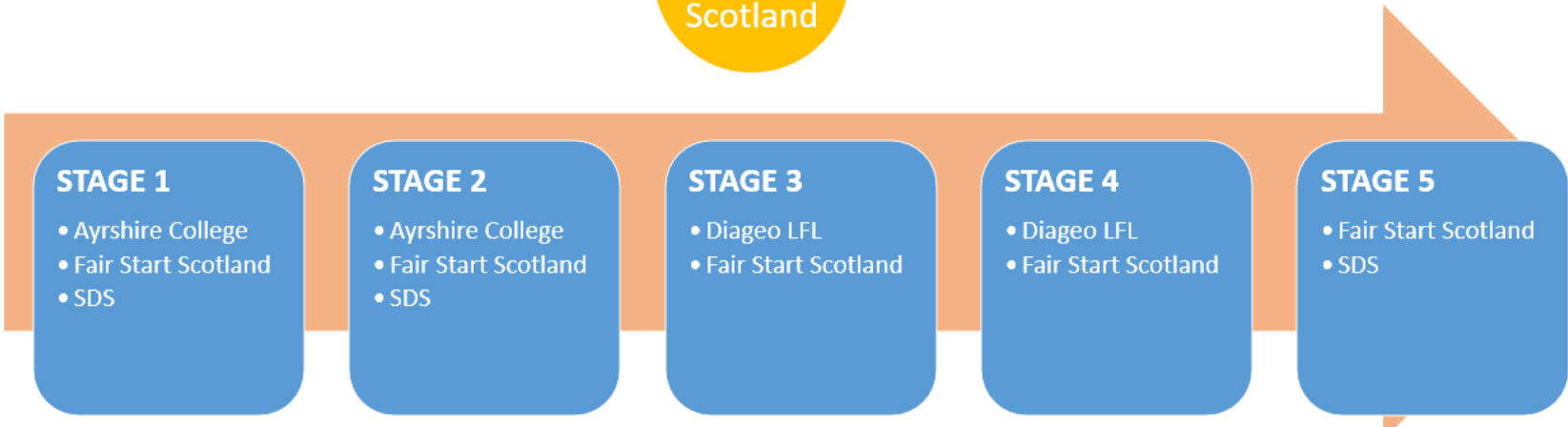
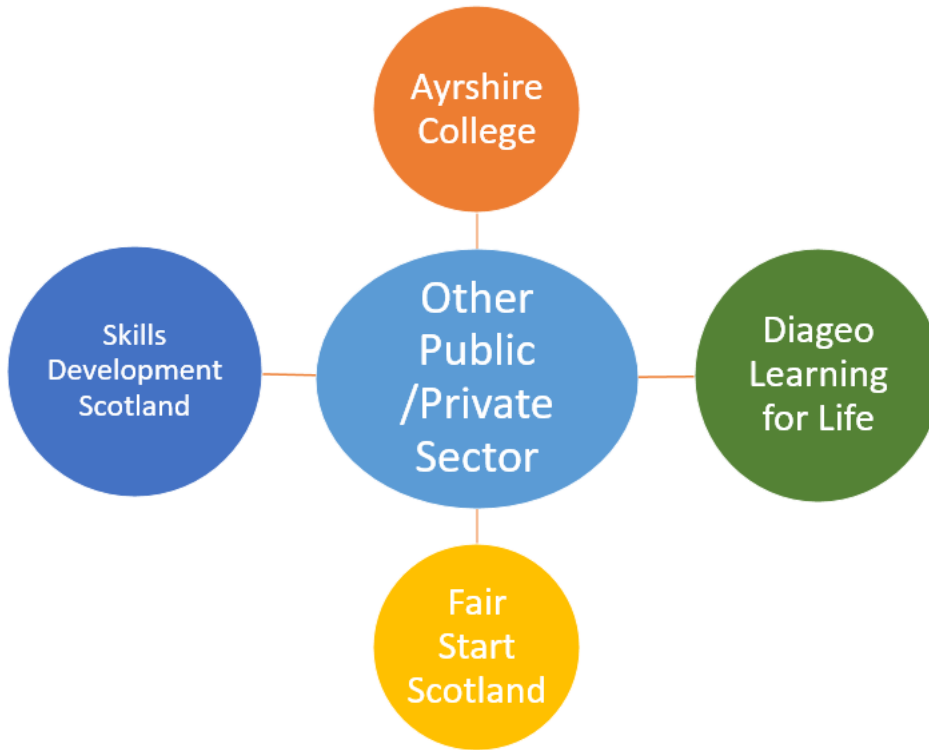
- WorkingRite
- Street League
- CEIS
- EA Carers Centre
- CE Action for Children
- Hansel 3E
- CVO

STAGE 4

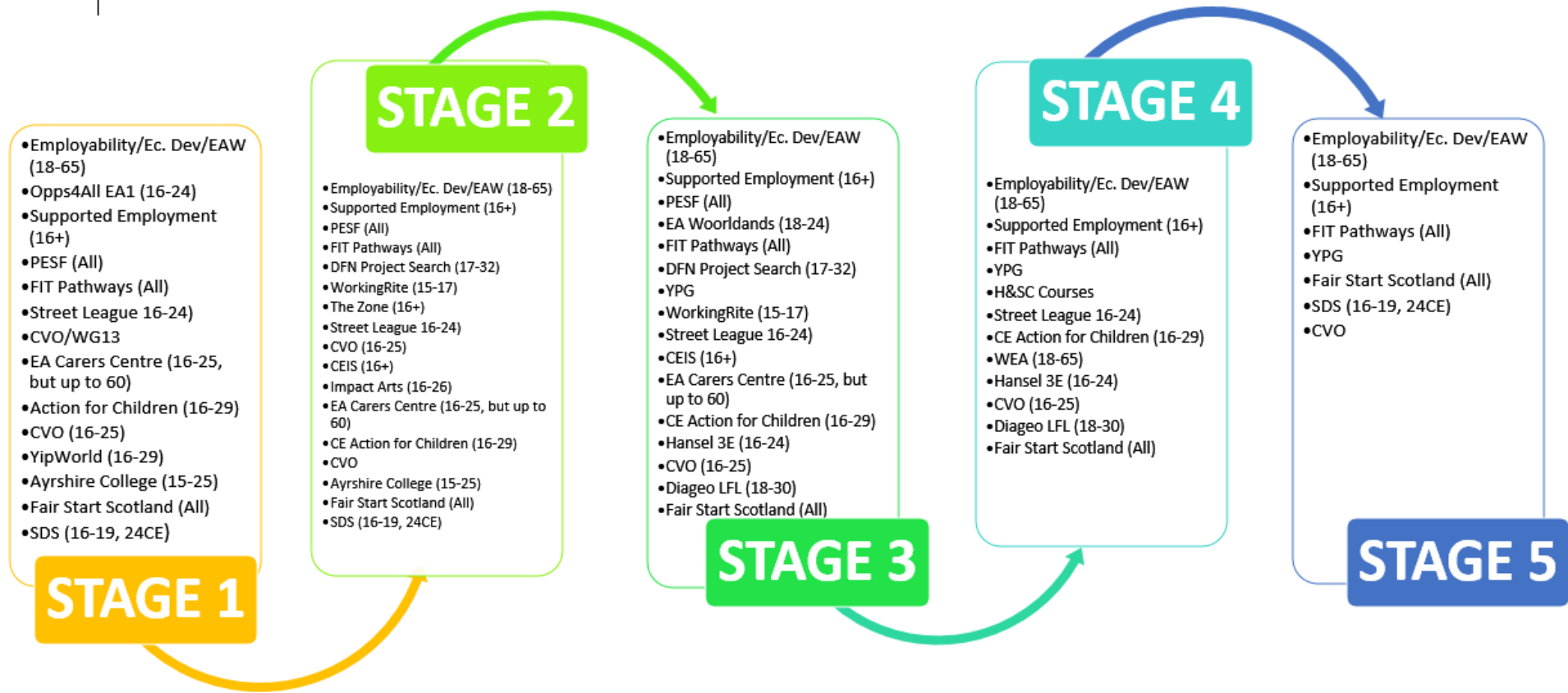
- H&SC Courses
- Street League
- CE Action for Children
- Hansel 3E
- CVO
- WEA

STAGE 5

- WG13
- EA Carers Centre
- CE Action for Children
- Hansel 3E
- CVO
- WG13



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				



16-24

- Opps4All
- EA C.E. Team
- EAC SL33
- YPG
- YPG Supported Employment
- EA Woodlands (can be extended)
- WorkingRite (15-17)
- Street League
- CVO
- EA Carers Centre (16-25)
- Hansel 3E
- Ayrshire College (15-25)
- Fair Start Scotland Care Experienced (16-17)
- SDS (16-19, 24 if CE)

Up to 29

- CVO
- Action for Children
- YipWorld
- Impact Arts (16-26)

All Age

- Economic Development/ESF
- Employability Service
- East Ayrshire Works
- Supported Employment
- PESF
- Financial Inclusion (FIT)
- WEA
- The Zone Initiative
- CVO Volunteering
- CEIS
- Fair Start Scotland

Other

- DFN Project Search (17-32)
- EA Early Learning & Childcare
- Diageo LFL (18-30)
- Fair Start Scotland Care Experienced (16-17)

Employability Shared Measurement Framework

Purpose of this paper

This paper establishes the Employability Shared Measurement Framework (the Framework), which will play a key role in enabling the development of a system which is driven by evidence, including data and the experience of users. The Framework is a key commitment made in the [2018 Review of Employability Services](#).

The Framework will support a shift from multiple, separate approaches to measuring success for employability services, to a coherent view of what is working for people at national, local and individual levels, in order to ensure accountability and support improvement across Scotland's employability system. This will build on existing practice that is currently underway in each Local Authority area.

The Framework is the result of a partnership development process, with representatives from across the public, third and private sectors. This process has included task and finish groups approaches, as well as long-standing partnership-focussed governance groups that have supported the activity required to get to this point.

At the time of publication, the scope of the Framework is focussed on support delivered through Local Employability Partnerships under the No One Left Behind approach. It aligns with other national products, such as the Service Standards and Customer Charter, to support a coherent approach nationally, whilst maintaining local flexibility.

This Framework is intended to be open-source – it can be used by anyone delivering, or considering the delivery of, employability interventions. As the Framework develops, we will continue to update this document and communicate to stakeholders. To support operational activity, we will also publish the associated data template that will be used by Local Employability Partnerships to implement this Framework.

Why this Framework has been developed

Through the 2018 review of employability services, we heard from stakeholders and partners that the measurement landscape could be complex and burdensome. Data collection requirements were not consistent even across Scottish Government funded provision, and even where data appeared to line up, definitions of the same thing could differ.

We also heard that we don't always collect and report the *right* data. For example, a primary emphasis on easy to quantify outputs like job outcomes can skew delivery towards those closer to work, rather than supporting people further from the labour market.

The impact of employability services extends beyond the achievement of job outcomes. Therefore, we need to work to ensure what we measure reflects what we value. The achievement of fair work will continue to be an important aim of services overall. However, we also need to ensure that the [principles of No One Left Behind](#) are reflected in this Framework.

The role of this Framework

This Framework sets out to creating a shared understanding of how we measure the impact of employability services for the people and areas they aim to support. It shapes thinking at a national level, whilst supporting a coherent view of what management information coming from services should look like, setting out common definitions and the rationale for collection.

All activity that contributes to measurement of employability, whether it is data collected by services, information reported nationally, or independent evaluation will be driven by the Framework.

The Framework is not final. More work is required to develop certain areas and themes. However, given the scale of ambition and the desire to develop this in partnership, we have approached this in the principle of iteration and continuous improvement. This document represents the first steps towards achieving our shared ambitions in this space.

Overview of the Framework

Themes

The purpose of employability provision delivered through the No One Left Behind approach is to support people facing disadvantage in the labour market towards and into sustainable and fair work, whilst supporting a wider transformational change in how services are designed and delivered. It will do this by contributing to 5 key outcomes:

	1. Reach	2. Progression	3. Skills Alignment	4. Experience of Services	5. Value of Services
Outcome Statements	To ensure employability services are reaching all those who need support to progress towards, move into and sustain fair work.	To enable an individual's progression towards fair work and sustained employment. Considering aspects such as improving well-being, confidence and motivation, maintaining or re-engaging with support, and developing aspirations and skills.	To ensure participants are being supported to develop skills, knowledge and experience that are needed now, and in the future.	To ensure that people accessing services are treated with dignity and respect, and experience support which is accessible, aligned with other services and responsive to their needs.	To understand whether we are making the best use of resources invested, maximising value for participants and contributing to local and national policy ambitions.

Key Questions

Each theme has been developed further through the creation of key questions. These set out what partners have agreed we need to know under each theme in order to determine whether we have met these outcomes. These questions shape how we think about success and improvement of the employability system in Scotland, whether at the service, commissioning or national levels:

		Theme				
		1. Reach	2. Progression	3. Skills Alignment	4. Experience of Services	5. Value of Services
Key Questions	1.1 Who needs support in our community?	2.1 Are people progressing, if so, in what ways?	3.1 What relevant skills, knowledge and experience are people developing as a result of our support?	4.1 Are we treating people with dignity and respect?	5.1 How and in what ways do employability services contribute to national and local priorities?	
	1.2 Who are we reaching and what challenges do they face?	2.2 Are people's goals/milestones being achieved within the expected timeframe?		4.2 Do clients receive a tailored service that supports their individual journey?	5.2 What is the value for money of our investment?	
	1.3 Are people actively engaged with support?	2.3 Have people entered and sustained education, training or employment?		4.3 Do clients find the service easy to access?		
	1.4 Who are we not reaching?					

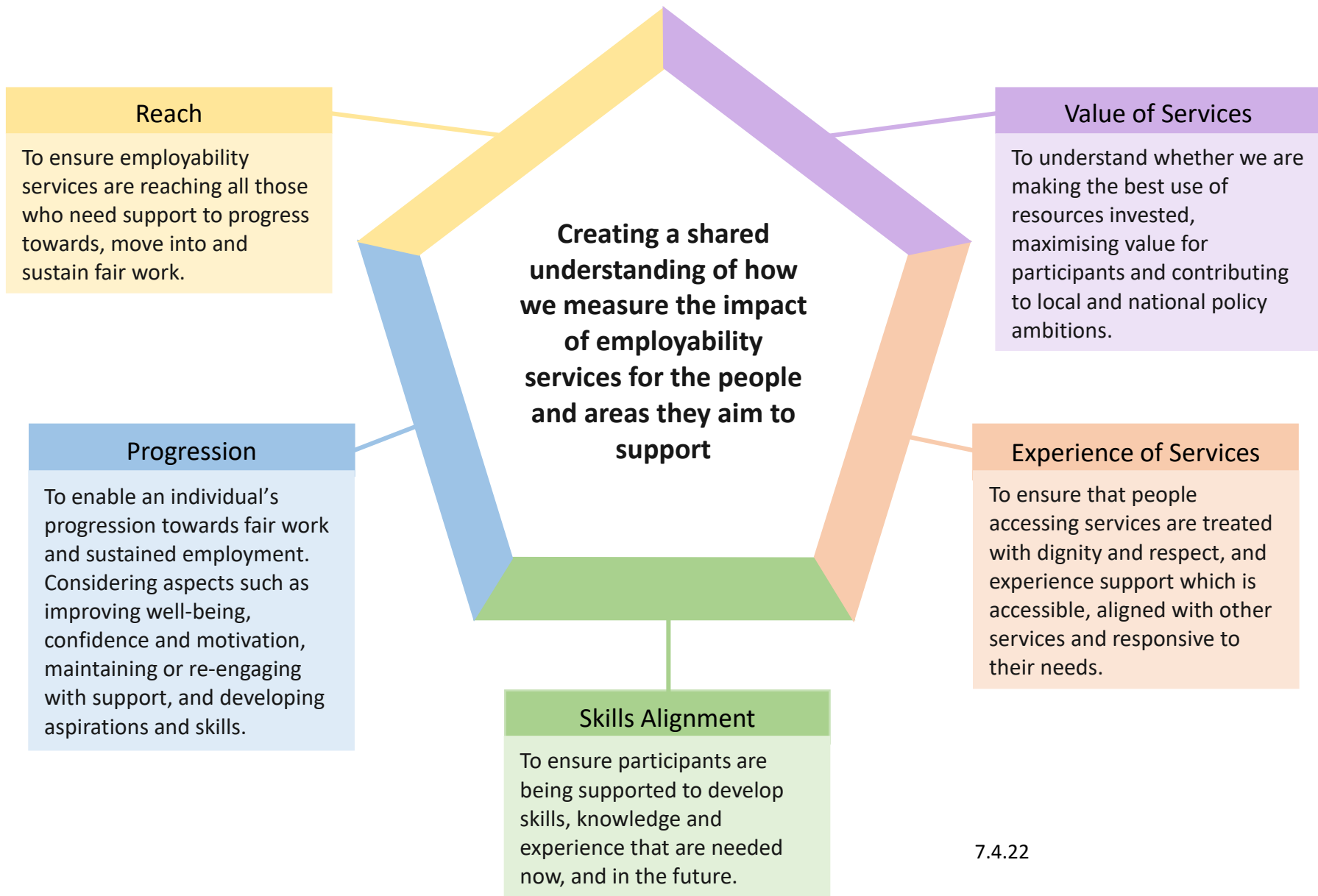
Measurement Approach

How services, local authorities and Scottish Government answer these questions will require a mixture of quantitative and qualitative information across a range of sources.

In order to answer the questions fully, there is also need to use data collected directly (data collected by services) and data collected indirectly (data collected by other sources). Using data collected from other sources is necessary because some of the questions cannot be answered by using data collected by services alone.

	Direct <i>Data collected and reported by services</i>	Indirect <i>Data collected and reported by others that we need to refer to</i>
Quantitative	<ul style="list-style-type: none"> • Management Information or administration data directly from services – currently used to produce Scottish Government experimental employability statistics on No One left Behind • Independent evaluations 	<ul style="list-style-type: none"> • Other nationally available statistics e.g. Annual Population Survey, Labour Market etc.
Qualitative	<ul style="list-style-type: none"> • Independent evaluations • Social Research with service users • Social Research with staff/providers • Lived experience research 	<ul style="list-style-type: none"> • Wider stakeholder and advocacy organisations research • Wider policy development evidence, including consultation responses

The Framework



1. Reach

Outcome: Employability services are reaching all those who need support to progress towards, move into and sustain fair work

		Description	How will we answer this?	Rationale
Key Questions	1.1 Who needs support in our community?	<p>Understanding who needs support in communities is fundamental to the success of No One Left Behind. Without understanding who requires support, we cannot know if people are being 'left behind'.</p> <p>Currently we can see who is being supported by services, their characteristics and the barriers they experience. But this does not tell us if they represent everyone who needs support in the community, or if there are gaps.</p>	<ul style="list-style-type: none"> Work is already under way through LEPs and the Scottish Local Authorities Economic Development Group to develop a data toolkit to support service planning. Local insight and external data sources will be critical in shaping how each area answers this question. 	By establishing this at the planning and design stage, we can be sure our services are tailored to local needs, without losing sight of those who are disadvantaged in the labour market.
	1.2 Who are we reaching and what challenges do they face?	<p>Understanding who is engaging with services is critical if we are to assess how our services are performing. If we cannot determine whether we are reaching and supporting progress of those who are under-represented in the labour market, or face multiple barriers to employment, we will not be able to adequately say whether services are achieving their aims.</p>	<ul style="list-style-type: none"> Management information from services will be critical in providing visibility of who we are reaching across Scotland's Employability System. A list of agreed data for collection can be seen at Annex A. 	<p>By tying this question to management information from services, we are able to establish reach of services across Scotland, leading to more useful statistical outputs for partners and greater transparency.</p> <p>A key aspect of answering this question will be standardising our equalities data collection practices to enable better visibility of particular groups.</p>
	1.3 Are people actively engaged with support?	<p>Whether people are actively engaged with support is currently monitored by many services. However, there is no standard description of 'engaged' or 'disengaged'. It was noted that what is considered sufficient 'engagement' will depend on the individual service user's situation and needs, or in some cases, although in some cases this is also determined by a funder/ organisation.</p>	<p>IN DEVELOPMENT</p> <ul style="list-style-type: none"> This is already monitored by many services. However, in order to answer this question consistently, more work is needed to establish common descriptions of "engaged" and "disengaged" 	Our ambition is to limit early disengagement from services as far as possible. In order to achieve this, we need to understand when people are actively engaged with support, and where this isn't the case, why.

	1.4 Who are we not reaching?	This question should be answered by comparing assessments of who needed support within the community (1.1) those reached (1.2), and actively engaged (1.3) in the service.	IN DEVELOPMENT <ul style="list-style-type: none"> To enable comparisons across external data sets, as far as possible data items recommended for 1.2 align with nationally available data sources such as the 2022 Census. As further development work takes place, our confidence in answering this question across the entirety of our employability system will grow. 	In order to achieve our commitments around continuous improvement with employability services, we need to ensure there is robust data to help us understand how well we are serving communities. Further development of methods to answer 1.1 and 1.3.
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2. Progression

Outcome: To enable an individual's progression towards fair work and sustained employment. Considering aspects such as improving well-being, confidence and motivation, maintaining or re-engaging with support, and developing aspirations and skills.

	Description	How will we answer this?	Rationale
Key Questions	<p>2.1 Are people progressing, if so, in what ways?</p> <p>Understanding distance travelled and progression whilst receiving employability support is a critical element of understanding how well our services are supporting people.</p> <p>Understanding in-work progression will also be a critical aspect of understanding employability's contribution to tackling child poverty and increasing income from employment.</p> <p>We also know that volunteering can provide invaluable learning and skills to help prepare people to progress into employment, and help them succeed once they are in the workplace.</p>	<ul style="list-style-type: none"> By recording income information from participants, we will be able to track in-work progression and increase in income. See Annex A for agreed data items. Recording how many people enter volunteering as part of their journey towards paid employment Further development will be required to expand the scope of how we answer this key question. 	Our ambition is to understand and value the progression of people accessing our services as well as more familiar outcome measures that form the basis of how we answer Question 2.3.

	2.2: Are people's goals/milestones being achieved within the expected timeframe?	We want to ensure that, as far as possible, we're supporting people to work towards and achieve their aspirations. The need for an expected timeframe is driven by the experience of some users that get "stuck" in a cycle of particular support with no forward progression.	IN DEVELOPMENT	Once developed, this key question should allow us to identify whether people are deemed to be moving towards an outcome.
	2.3 Are people entering and sustaining employment, training and education?	Although success under the No One Left Behind approach is defined much more broadly than some previous programmes, understanding the outcomes achieved will remain an important aspect of measurement moving forward.	<ul style="list-style-type: none"> Management information from services will be critical to understanding outcomes achieved from services. A list of agreed data for collection can be seen at Annex A. 	This is a critical question to help us understand what we are achieving through our services. Through the data used to answer this question, we will develop our understanding of the outcomes achieved by participants, and the proportion that go on to sustain these outcomes.

3. Skills Alignment

Outcome: Participants are being supported to develop skills, knowledge and experience that are needed now, and in the future.

	Description	How will we answer this?	Rationale
Key Questions	<p>3.1: What relevant skills, knowledge and experience are people developing as a result of our support?</p> <p>Understanding whether people are progressing into education or training is important, however, the question of skills has been separated from this to allow us to consider questions of <i>what types</i> of skills people are developing as a result of our support. This will include whether these are relevant to current and future opportunities in the local area.</p> <p>As we work to develop the Framework, we will have to ensure that the approach to answering this key question aligns with activity underway in other areas of public services such as Skills</p>	IN DEVELOPMENT	Whether someone is developing relevant skills, knowledge or experience is critical in understanding how well our services serve not just the people accessing them, but also employers and the wider labour market.

		Development Scotland's Meta Skills Framework.		
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4. Experience of Services

Outcome: Participants are treated with dignity and respect, and experience support which is accessible, aligned with other services and responsive to their needs.

	Description	How will we answer this?	Rationale	
Key Questions	4.1: Are we treating people with dignity and respect?	<p>Treating people with dignity and respect is a key principle that underpins the Scottish Approach to Employability, and No One Left Behind. We need to understand whether our services are achieving this, and if not, where improvements can be made as a result.</p> <p>This commitment has been reaffirmed in the Customer Charter, published to support users in understanding what they can expect from Employability Services delivered under No One Left Behind.</p>	<p>IN DEVELOPMENT</p> <ul style="list-style-type: none"> A national implementation evaluation of No One Left Behind and Young Person's Guarantee is being commissioned. This evaluation will develop the approach already started in the Fair Start Scotland and Health and Work Support pilot evaluations, and provide a baseline data from which to measure change over time Extensive work is already undertaken by service providers to measure this, albeit in different and inconsistent ways: engagement with providers will be developed to map and learn from existing practices. 	<p>By having access to this information, we will be able to make informed decisions on service delivery, and where improvements could be made to users' experience of our services.</p> <p>Learning from existing practices will also help develop national consistency but also allow for flexibility at service level</p> <p>Over time, this information may prove useful in better understanding elements of other themes, such as key question 1.3</p>
	4.2: Do people receive a tailored service that supports their individual journey?	<p>Our services are not about putting people through predetermined programmes or support. A trusted professional should support an individual to access provision that helps them move towards and progress into work whilst taking into account their personal and wider circumstances</p>	<p>IN DEVELOPMENT</p> <ul style="list-style-type: none"> We will explore possibilities for asking users directly whether they felt they have received a tailored service that supports their individual journey. The national evaluation will be used as a starting point for this 	<p>Our ambition is to better understand how users feel the service provided meets their needs. As we continue to develop our approach to answering this key question, we will consider opportunities for how this is collected to allow for more meaningful linkages with data across other themes in this Framework.</p>
	4.3: Do people find the service easy to access?	<p>Accessibility of services is critical, and forms part of the Service Standards for employability.</p> <p>No One Left Behind is not about supporting a narrowly defined user</p>	<p>IN DEVELOPMENT</p> <ul style="list-style-type: none"> Use the national evaluations to engage directly with users to explore what issues prevent or hinder access to services (including finding out about them) 	<p>Understanding this will allow for services to be designed in as accessible a way as possible and help reduce some of the barriers of access to services, especially for those under-represented groups</p>

		group, so our definition of accessibility has to cover a broad spectrum. From physical accessibility to digital provision and including specialist support such as for those who are deaf/ hard of hearing or experience sight loss, as well as materials in other formats or languages. Everyone should be able to use the service and have access to the specialist support they require.	<ul style="list-style-type: none"> • Cross over in the 'Reach' theme and data in terms of characteristics of people accessing services 	
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5. Value of Services

Outcome: We are making the best use of resources invested in employability, maximising value for participants and contributing to local and national policy ambitions.

		Description	How will we answer this?	Rationale
Key Questions	5.1: How and in what ways do employability services contribute to national and local priorities?	Employability has a critical role to play in addressing wider societal challenges. Whether it is through contributing to the achievement of National Outcomes identified in the National Performance Framework, or looking to directly address inequalities in the labour market, we need to be able to determine the contribution of our services across national and local priorities.	IN DEVELOPMENT <ul style="list-style-type: none"> • Although more development is necessary here, initial consideration will be given to aspects of national and local priorities that are apparent in agreed data items elsewhere in this Framework, such as: <ul style="list-style-type: none"> ○ number of people receiving the National Living Wage ○ tackling child poverty through supporting parental employment 	Enable an understanding of how our services contribute to addressing wider societal challenges
	5.2: What is the value for money of our investment?	Given the role Employability has to play in tackling wider societal challenges identified as part of 5.1, the considerations around value for money need to take account of wider societal impacts of our services.	IN DEVELOPMENT <ul style="list-style-type: none"> • Expenditure data reported through funding mechanisms, alongside data concerning Reach and Progression could initially be used to carry out value for money analysis at a national level • The approach to this work will be driven by existing approaches, such as the Social Cost Benefit Analysis used in the Fair Start Scotland Economic Evaluations 	Enable an understanding of the impact of investment in the employability system through the lens of value for money - a critical measure for public expenditure.

Next steps

Through the No One Left Behind approach, we will begin using the agreed data items at Annex A to answer a number of key questions. These changes will come into effect from July 2022, in line with the change management process agreed between Scottish and Local Government in relation to data collection.

We will also use this Framework to shape our thinking around independent evaluation activity related to the No One Left Behind approach.

Although Scottish Government are actively beginning to implement changes, this is not yet a complete Framework. As noted above, there are still significant areas that require development. This will be based on a wide range of recommendations made by partners, covering policy and process surrounding our approach to measurement.

Activity will include, but won't be limited to:

- Exploring further standardisation of data gathering and review approaches across areas linked with the Key Questions;
- Ensuring definitions are clear and agreed for any new or potential data items to support implementation;
- Undertaking further research to understand how services and providers currently measure User Experience; and
- Exploring the role of direct user involvement in the measurement of employability, building on planned independent evaluation activity.

The activity to further develop this Framework will continue to be taken forward in partnership, with representation from across the wider public sector, third sector and private sector. As changes to this Framework are agreed, we will update this publication and ensure communications are in place to raise awareness.

Annex A – Data items

Reach theme

Key Question 1.2: Who are we reaching and what challenges do they face?

Category	Data Item	Description	Rationale
Equalities Characteristics and related data items	Sex	Scotland's Census 2022 question ('What is your sex?') Participants can self-assess	Critical for a number of equalities monitoring at a service level.
	Trans status	Scotland's Census 2022 question – see data template for full description	Critical for understanding who we are reaching at a national level and monitoring our commitments to tackle inequalities in the labour market.
	Date of Birth (Age)	Participant's age (the protected characteristic) is derived from date of birth.	
	Long term health conditions	Scotland's Census 2022 question - see data template for full description.	Regular national reporting of certain characteristics (e.g. religion/ sexual orientation) may not be required as they are not directly related to barriers to employment.
	Disability	Scotland's Census 2022 questions - see data template for full description. Two questions are asked to identify those who are disabled as defined in the Equality Act 2010	
	Religion	Scotland's Census 2022 question - see data template for full description.	
	Ethnic Group	Scotland's Census 2022 question - see data template for full description.	

	Sexual orientation	SG recommended core survey question (Scotland) – see data template for full description	
Personal Information	Postcode	Participant’s full home postcode (five to seven alphanumeric characters)	Allows mapping of reach/ outcomes achieved to SIMD areas Regular national reporting not required
	National Insurance Number	Participant’s full National insurance number	Allows unique identifier for individuals, enabling mapping of outcomes achieved to characteristics as part of assessing how well our services are supporting particular groups
Contextual personal information	Start date of support	Date participant commenced support	Enables an understanding of how long people spend on our services – where an end date is recorded without an outcome/ progression, it also allows tracking of disengagement.
	End date of support	Date participant ended support	
	Economic status at start date	Participant’s economic status at start date	Allows an understanding of how many long term unemployed/ inactive vs underemployed people we are reaching and supporting. The addition of school pupil also allows us to identify where we are supporting young people through a transition.

	Length of time out of work	Length of time a participant has been out of work	Allows an understanding of distance from the labour market.
	No or Limited work experience	<p>Individuals who have no, or limited, experience of paid employment.</p> <p>This can include individuals who have a notable gap(s) within their work history e.g. due to being inactive from the labour market because of family / caring responsibilities, periods of ill health etc.</p> <p>In addition, this can include individuals who have worked for very limited periods of time e.g. Christmas cover.</p>	
	Highest level of qualification	<p>Highest ISCED-11 level of qualification achieved</p> <p><i>The International Standard Classification of Education (ISCED) has been chose to align with historic European Funding reporting requirements as these are still in play for a large number of partners. Mappings exist between ISCED and the Scottish Vocational Qualifications Framework.</i></p>	<p>Allows an understanding of previous qualification of those accessing our services.</p> <p>Links to Education section of the NPF and enables an understanding of whether we're reaching people with low or no qualifications at SCQF level 4 or below.</p>
Information related to barriers to employment	Armed Forces Veteran	Anyone who has served for at least one day in Her Majesty's Armed Forces (Regular or Reserve) or Merchant Mariners who have seen duty on legally defined military operations. (Definition from the Office for Veteran's Affairs)	Allows an understanding of the types of barriers to employment people entering our services experience
	Asylum seeker	<p>An individual who 'has applied for asylum and is waiting for a decision as to whether or not they are a refugee.'</p> <p>An asylum seeker is someone who has asked a Government for refugee status and is waiting to hear the outcome of their application.</p>	

	<p>Refugee</p>	<p>An individual who 'owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country'</p> <p>(Article 1, 1951 Convention Relating to the Status of Refugees)</p> <p>A refugee is entitled to the same social and economic rights as any UK citizen. Refugees have full access to medical treatment, education, housing and employment.</p>	
	<p>Homeless or affected by housing exclusion / issues</p>	<p>In the absence of a national definition for "homeless or affected by housing exclusion" the term should be understood according to the ETHOS (European Typology of Homelessness and Housing Exclusion) definition which is derived from the physical, social and legal interpretation of what a 'home' means. It classifies the following four living circumstances as homelessness or extreme forms of housing exclusion:</p> <ul style="list-style-type: none"> ○ Rooflessness (people living rough and people in emergency accommodation), ○ Houselessness (people in accommodation for the homeless, in women's shelters, in accommodation for immigrants, people due to be released from institutions and people receiving long-term support due to homelessness), ○ Insecure accommodation (people living in insecure tenancies, under threat of eviction or violence), and ○ Inadequate housing (living in unfit housing, nonconventional dwellings e.g. in caravans without adequate access to public utilities such as 	

		<p>water, electricity or gas or in situations of extreme overcrowding).</p> <p>In addition this category also applies to those who are:</p> <ul style="list-style-type: none"> ○ In temporary accommodation, which requires to be paid for if a person is in paid employment ○ 'sofa surfing' - the practice of staying temporarily with various friends and relatives while attempting to find permanent accommodation. <p>Adults living with their parents should not be registered under this indicator unless they are all homeless or living in insecure or in inadequate housing.</p>	
	Criminal convictions	<p>This relates to any individual who has a criminal conviction that:</p> <ul style="list-style-type: none"> ○ Is not 'spent' ○ is exempt from becoming 'spent' ○ remains a barrier to progressing within the labour market e.g. gaps in c.v. 	
	Substance related conditions	<p>The continued misuse of substances (typically alcohol or drugs) that severely affects an individual's physical and mental health, social situation and responsibilities.</p> <p>This can include individuals in recovery where this remains a barrier to progressing within the labour market.</p>	
	Care experienced	<p>Whether the participant has been or is currently in care or from a looked-after background at any stage in their life, no matter how short, including adopted children who were previously looked-after.</p> <p>Under the provisions of the Children (Scotland) Act 1995, 'Looked After Children' are defined as those in the care of their local authority. The majority will come into one of these categories:</p>	

		<ul style="list-style-type: none"> ○ Looked after at home ○ Looked after away from home 	
	Caring responsibilities	'Caring responsibilities' are defined by the question asked in the Scottish Household Survey: Apart from anything you do as part of paid employment, do you look after, or give any regular help or support to family members, friends, neighbours or others because of either long-term physical / mental ill-health / disability; or problems related to old age?	
	Childcare	Participant has faced barriers to employment as a result of childcare. This can include a range of potential scenarios, but is not limited to: <ul style="list-style-type: none"> ○ Lack of available childcare ○ Lack of affordable childcare ○ Lack of awareness of available childcare 	
	Transport	Participant has faced barriers to employment as a result of transport. This could include but is not limited to: <ul style="list-style-type: none"> ○ Lack of available transport links between place of residence and employment ○ Cost of transport ○ Unaware of eligibility for concessionary travel 	
Information related to Child Poverty This data, alongside equalities information above, allows us to collectively determine how well we're reaching and supporting the priority family groups.	Parental status	A participant's parental status, including whether they are a lone parent.	Enables an understanding of the backgrounds of parents entering our services – this information, in addition to equalities characteristics recorded above, allows a mapping of participants to the priority family groups identified under the Tackling Child Poverty Plan, as well as the extent to which people are also engaging with statutory Early
	Living with children	Allows identification of those parents who live with their children. This is required for child poverty analysis and modelling purposes.	
	Number of dependent children	A dependent child is a person aged 0-15, or a person aged 16-19 and: not married nor in a Civil Partnership nor living with a partner, and living with their parents, and in full-time non-advanced education or in unwaged government training.	
	Disabled child or adult within family	Scotland's Census 2022 questions used to define disability	

	Age of youngest dependent child	Age of participants' youngest dependent child	Learning and Childcare support.
	Accessing funded childcare	In receipt of statutory Early Learning and Childcare	
	Accessing eligible 2 year old place (childcare)	In receipt of statutory Early Learning and Childcare for an eligible 2 year old	

Progression Theme

Key Question 2.1: Are people progressing, if so, in what ways?

Category	Data Item	Description	Rationale
Volunteering Recognising volunteering as a positive outcome and a sign of progression towards work.	Entered Volunteering	Date a participant enters a volunteering opportunity	To understand how many volunteering opportunities our service supports people to access. Links to Communities section of the NPF, particularly around the Social Capital indicator due to the role of volunteering in the composite index measure.
	Completed Volunteering	Date a participant completes a volunteering opportunity	
Work experience	Entered work experience	Date a participant enters a work experience opportunity	
	Completed work experience	Date a participant completes a work experience opportunity	
Increase in income	Starting income	The hourly pay rate of a participant who is in employment when they start receiving support (at 'start date').	To enable an understanding of whether our services support people to increase their income and move towards Fair Work.
	Ending income	The hourly pay rate of employed participants when	The "Ending Income" item allows an understanding of how many

		their support period comes to an end (at 'end date'); OR The hourly pay rate of participants who enter employment whilst receiving support.	opportunities accessed are at, or above, the National Living Wage. Links to Fair Work and Business section of the NPF and enables an understanding of the role of our services in contributing to reducing the number of employees earning less than the living wage.
	Income at 13, 26, 52 weeks	The hourly pay rate of the participant at specified follow up intervals.	Enables an understanding of whether people's incomes have increased in the 52 weeks since leaving support. This is currently a proxy measure for increased household income as directly capturing this information from participants is complex and time consuming.

Key Question 2.3: Are people entering and sustaining employment, training and education?

Category	Data Item	Description	Rationale
Entered employment These data items allow us to build an understanding of the types of opportunities achieved by people accessing employability provision. By removing value judgements on how many hours per week someone should be	Entered employment	The date on which a participant enters paid employment of any kind.	Enables an understanding of the number of people entering employment as a result of our support. With the supplementary data items, we are better able to understand the types and conditions of employment, as well as whether this opportunity
	Contract type	Whether someone who has commenced employment is in a permanent, or non-permanent opportunity.	
	Number of hours worked per week	Number of contracted hours per week or average where applicable, including zero hours.	

<p>working, and introducing additional subsets of data, we can respond to user, stakeholder and partner advice without losing any detail around outcomes.</p>	Entered self-employment	The date on which a participant enters self-employment.	<p>has been supported by a subsidy of some description.</p> <p>Sectoral data allows us to understand <i>where</i> these opportunities are.</p> <p>Links to Fair Work and Business section of the NPF and enables an understanding of the role of our services in contributing to increasing the number of employees in contractually secure work.</p>
	Entered apprenticeship	The date on which a participant enters an apprenticeship.	
	Sector of employment	Sectoral code of employment (SOC 2020 sub-major) – see data template for full description	
	Supported by a subsidy/ entered subsidised employment	Type of subsidy used to support a participant into employment.	
	Start date of subsidy	The date on which a subsidy commences.	
	End date of subsidy	The date on which a subsidy ends.	
<p>Sustained employment</p> <p>These data items support the understanding of sustained outcomes over 52 weeks.</p> <p>These data items would be collected for those that had entered employment.</p> <p>Due to limitations in the data and systems used, these items relate to <i>status</i>. E.g. we will not be able to tell whether someone has moved to another role/ organisation without</p>	In employment at 4, 13, 26, 52 weeks	Whether a participant is in employment at 4, 13, 26 and 52 weeks from the date which they entered employment.	<p>Enables an understanding of how many opportunities are sustained, and how many people may require additional on-going support, or have fallen out of work.</p>
	In self-employment at 4, 13, 26, 52 weeks	Whether a participant is in self-employment at 4, 13, 26 and 52 weeks from the date which they entered self-employment.	
	In Apprenticeship at 4, 13, 26, 52 weeks	Whether a participant is in an apprenticeship at 4, 13, 26 and 52 weeks from the date which they started the apprenticeship.	
	Number of hours worked per week at 13, 26, 52 weeks	The number of hours worked by a participant per week at 13, 26 and 52 weeks.	

significant additional data collection at this stage.			
<p>Entered training and education</p> <p>These data items support the understanding of non-employment related outcomes achieved by participants.</p> <p>The split between FE/HE and accredited training has been created to enable better understanding of the opportunities being created – there is no value judgement attached to these based on ISCED level.</p> <p>The issue of non-accredited training will be considered as part of development of the Skills theme moving forward.</p>	Entered Further / Higher Education	Start date of participant entering further / higher education.	Enables an understanding of how many people move into education or training as a result of our support.
	Completed Further / Higher Education	End date of participant completing further / higher education.	
	Entered Accredited Training	Start date of participant entering accredited training.	
	Completed Accredited Training	End date of participant completing accredited training.	
	Level of qualification	ISCED-11 level of qualification achieved	
	Name of qualification (Accredited)	Used to capture additional detail about FE/HE and Training outcomes. Can be used to capture information on training that may not translate well to ISCED levels (e.g. accredited training like First Aid Certificates, some City and Guilds qualifications etc.)	
	In School	Start date of a participant entering / re-entering school. <i>(No data on level or qualification name required)</i>	
<p>Sustained training and education</p> <p>These data items support the understanding of</p>	Achieved qualification	Date on which a qualification is achieved.	Enables an understanding of how many people complete education whilst being supported.
	Further / Higher Education at 13, 26, 52 weeks	Whether a participant is in further / higher education at 13, 26 and 52 weeks from the date which they entered.	

<p>sustained outcomes over 52 weeks.</p> <p>These data items would be collected for those that had entered training and education.</p>	<p>Training at 13, 26, 52 weeks</p>	<p>Whether a participant is in training at 13, 26 and 52 weeks from the date on which they entered.</p>	<p>Links to Education section of the NPF and enables an understanding of the role our services play in improving the skills profile of the population.</p>
	<p>In school at 13, 26, 52 weeks</p>	<p>Whether a participant is in school at 13, 26 and 52 weeks from the date on which they entered.</p>	

EAST AYRSHIRE LOCAL EMPLOYABILITY PARTNERSHIP IMPLEMENTATION PLAN

This Implementation Plan follows the framework provided for Local Employability Partnerships prepared by the Scottish Government as part of the wider 'No-one Left Behind' road map. Actions are categorised in the following areas:

1. Leadership and relationships
2. Governance
3. Use of evidence
4. Community engagement
5. Focus and outcomes
6. Use of resources
7. Accountability
8. Performance management and reporting
9. Impact

The Plan follows a full independent service commissioned by East Ayrshire Council and completed in the early autumn of 2021. It is also informed by a self-assessment exercise by LEP members based on a Scottish Government template. This provided a baseline analysis on how well the partnership meets the ambitions of No One Left Behind and Young Person's Guarantee.

The Implementation Plan is rooted in realising our overall employability vision that:

East Ayrshire is a place where residents of all ages are able to achieve their potential when moving towards employment and within employment, and where employers can be confident in the quality of their employees and potential employees. East Ayrshire is a place where an increasing proportion of young people and adults are in appropriate and quality work, can achieve their earning potential, and thereby improve their health and wellbeing.'

This is supported by our 10 employability partner pledges, that:

1. *We make a positive difference for all people in East Ayrshire - particularly those most in need.*
2. *We help a lot of people get and keep a job.*
3. *All young people leave school with positive destination options.*
4. *Our services are well communicated, easy to understand and easy to access for service users.*
5. *We listen to and support local businesses and employers.*
6. *Local people like our services and recommend them to others.*
7. *People get equal access to our services wherever they live in East Ayrshire.*
8. *Our staff are skilled, committed, and like working for us.*
9. *We work together effectively, share information and collectively make the best use of resources.*
10. *We base all our actions on evidence, and consistently use of all of the intelligence available.*

Priority action areas

This plan – and the future Delivery Plan – advances 5 priority action areas detailed in the East Ayrshire Employability Strategy 2021 -2024.

1. Effective and focused engagement of the people we seek to help.
2. Evidence progression for service users towards, into, and within sustained employment.
3. Service targeting based on need and opportunity.
4. A proactive employer engagement offer that reflects an all-age approach.
5. Interventions to address in work poverty.

Progress on this Action Plan will be reviewed on an ongoing basis at LEP meetings, and monitored and evaluated across the partnership. This links to embedding the LEP as an effective strategic group aligned with the ambitions of No One Left Behind and on delivering our local partnership vision.

Action area 1 - Leadership and Relationships						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
1.1 Launch new phase of LEP operation based on responding to changing context	LEP	<ul style="list-style-type: none"> • Resource time to prepare • Lack of partner buy in/agreement 	November 2021	<ul style="list-style-type: none"> • Formal launch and sign off of supporting LEP resource pack • Communication of new LEP role to related structures 	LEP re-activated in new context with wider inputs to support future Employability Strategy	Achieved
1.2 Agree renewed LEP Terms of Reference	EAC	<ul style="list-style-type: none"> • Resource time to prepare • Lack of partner buy in/agreement 	November 2021	<ul style="list-style-type: none"> • TOR approved 	Clarity on future functioning of LEP	Achieved
1.3 Agree and define future LEP leadership role	EAC/LEP	<ul style="list-style-type: none"> • Lack of agreement 	November 2021	<ul style="list-style-type: none"> • New leadership role defined and agreed across all relevant structures 	New clear and integrated role created – a single point of LEP contact within EA, and to wider structures and reporting mechanisms at national and regional level	Achieved

1.4 Agree and communicate future LEP relationships with CPP and other relevant structures	EAC/LEP	<ul style="list-style-type: none"> • Resource time • Resistance from other structures 	December 2021	<ul style="list-style-type: none"> • Role of LEP clearly defined 	Clarity of LEP role within wider governance structures	There is an understanding of where the LEP sits but need to establish relationships with existing structures.
1.5 Prepare future NOLB Delivery Plan	LEP	<ul style="list-style-type: none"> • Significant resource • Demand in relatively short timeframe 	January 2022 (updated bi-annually)	<ul style="list-style-type: none"> • Delivery Plan key bridge between strategy aspirations and implementation – key document detailing resource allocations 	Detailed and partnership Delivery Plan in place guiding all service developments	Development of a delivery plan needs to be prioritised as key action to meet January 2022 deadline. Sub group focus is recommended.

Action area 2 – Governance						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
2.1 Agree future LEP membership which includes representatives of all key partners	LEP	<ul style="list-style-type: none"> Resource time to engage and induct new LEP partners Lack of agreement on membership 	November 2021	<ul style="list-style-type: none"> LEP membership clearly defined 	Establishment of clear mechanism appropriately involving all key partners in delivering Employability Strategy aspirations	Membership broadly agreed.
2.2 Agree all future employability governance structures as per new East Ayrshire Employability Strategy 202-2024	LEP/related governance structures	<ul style="list-style-type: none"> Resource time Agreement of future governance relationships 	December 2021	<ul style="list-style-type: none"> Appropriate protocols and working relationships agreed and established 	Clearly articulated role and profile of LEP within wider governance structures. LEP role transparent and accountable – and supported by higher level governance structures	Distribution of strategy and action to discuss and agree at December meeting of LEP
2.3 Articulate how new structures support all aspects of NOLB implementation	LEP	<ul style="list-style-type: none"> Ensuring all aspects of NOLB appropriately advanced 	Ongoing	<ul style="list-style-type: none"> NOLB aspirations inform and articulated in all LEP actions 	Local work in East Ayrshire informed by and supportive of national NOLB objectives	Needs to be recurring item on LEP agenda and possible sub-group focus.

2.4 Agree future LEP risk management and conflict resolution mechanisms	LEP	<ul style="list-style-type: none"> • Resource time 	December 2021	<ul style="list-style-type: none"> • Protocols designed, agreed, and used 	2 key resources to develop and support high quality LEP operation, and inform future developments and ways of working	No work evident on this currently and needs to be priority at LEP meeting in December.
2.5 Design and agree template detailing future expectations from all individual LEP members	EAC	<ul style="list-style-type: none"> • Resource time • Failure to agree respective roles within LEP 	December 2021	<ul style="list-style-type: none"> • Templates in place defining individual LEP member roles and expectations 	Clarity on individual roles within LEP that focus on respective strengths' added value, and synergies	Willingness from members to contribute fully – formal expectations need to be agreed.

Action area 3 - Use of Evidence						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
3.1 Build upon and update information and intelligence contained in future East Ayrshire Employability Strategy	EAC/LEP	<ul style="list-style-type: none"> • Resource time • Lack of access/use/updating of key information • Failure to translate information into intelligence 	Ongoing	<ul style="list-style-type: none"> • Evidence of use of updated information • Clear links between use of information and resource allocation 	LEP decisions and development work based on best information and intelligence available leading to better outcomes linked to strategic priorities	Sharing of strategy and discussion at December LEP meeting.
3.2 Use future SG data toolkit	LEP	<ul style="list-style-type: none"> • Toolkit transferable to local setting • Some local training required • Resource time 	When available	<ul style="list-style-type: none"> • Use of toolkit 	Application of a useful national tool to inform future LEP decision making	Possible sub-group focus when toolkit is available – shared in December LEP meeting.

3.3 Agree data sharing protocols based on national guidance	LEP/all partners	<ul style="list-style-type: none"> • Maximum data sharing possible – access to some data remains problematic • Some local training required • Resource time 	When available	<ul style="list-style-type: none"> • Data sharing protocols identified and agreed locally and nationally 	Better cross partner information in place to improve services and outcomes, and reduce service duplication	Data sharing in place across a range of partners – need to raise awareness across the LEP of gaps/limitations – local actions?
3.4 Ensure the evidence used suitably includes intelligence from service users and employers	LEP/all partners	<ul style="list-style-type: none"> • Inadequate mechanisms in place, recorded and shared • Resource time 	Ongoing	<ul style="list-style-type: none"> • Strong mechanisms in place and used • Better understanding and sharing across partners of all service user/employer engagement mechanisms 	LEP decisions are better informed by service user/employer feedback.	Service evaluations are possibly inconsistent – important to unify as much as possible while recognising also the limiting impact of protocols in place across LEP member organisations.

Action area 4 - Community engagement						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
4.1 Apply the Scottish Approach to Service Design in all aspects of future service developments	EAC/LEP	<ul style="list-style-type: none"> • SAAtSD not fully understood or applied • Resource time 	Ongoing	<ul style="list-style-type: none"> • Evidence of use of SAAtSD 	Use of SAAtSD enables more agility in service design and delivery, and improves outcomes	Focus for sub-group activity?
4.2 Develop new links and service delivery initiatives with East Ayrshire's 'Vibrant Communities' service to augment and respond to community-based intelligence	EAC/Vibrant Communities service	<ul style="list-style-type: none"> • New and practical linkages established • New LEP links with VCs established • Resource time 	From November 2021	<ul style="list-style-type: none"> • Vibrant Communities engaged in LEP governance structures • New activities in place that connect these agendas 	Closer working between LEP and VC develops services and linkages closer to community needs and aspirations – improving employability engagements and outcomes	Connection to communities is a priority – current activity needs to be increased substantially.
4.3 Audit current and planned community engagement activities across all partners, and review how this information is regularly used and shared	LEP/all partners	<ul style="list-style-type: none"> • Resource time • Buy in of all partners to audit process • Information gathered but not used 	By March 2022	<ul style="list-style-type: none"> • Audit completed and shared across LEP and beyond • New activities designed to fill any identified gaps 	All existing engagement across all partners shared and used to improve collective LEP performance	Community engagement activities not currently planned across the LEP – need to be aligned more formally.

Action area 5 - Focus on outcomes						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
5.1 Clear identification of agreed LEP shared outcomes and KPIs	EAC/LEP	<ul style="list-style-type: none"> Resource time Lack of partnership agreement on KPIs Failure to align KPIs with processed to collate evidence 	January 2022	<ul style="list-style-type: none"> KPIs identified, and assessed on ongoing basis 	KPIs provide clarity on shared outcomes allied to strategic objectives	As part of NOLB delivery plan – possible sub group?
5.2 Agreement on respective partner roles in providing relevant outcomes information	All partners	<ul style="list-style-type: none"> Resource time Availability of all relevant performance information at East Ayrshire level Failure of partners to provide identified information in agreed timescales 	January 2022	<ul style="list-style-type: none"> Performance information agreed across all partners Production of aggregated LEP outcomes reports 	Collective outcomes across all LEP partners collated and presented – supporting continuous improvement, and LEP reporting and promotional activities	Will to support LEP – need to agree sharing protocols.

5.3 Cross reference agreed outcomes with future Delivery Plan (Action area 1.5)	LEP	<ul style="list-style-type: none"> • Resource time • Failure to align information sources 	January 2022	<ul style="list-style-type: none"> • KPIS aligned with Delivery Plan 	Consistency on LEP outcomes information	Sub Group Action?
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Action area 6 - Use of resources						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
6.1 Use and update service mapping information gathered through East Ayrshire Employability Review (September 2021), and cross reference to forthcoming Delivery Plan	EAC/LEP	<ul style="list-style-type: none"> Resource time Information incomplete or inaccurate Information not updated or used 	Ongoing	<ul style="list-style-type: none"> Updated service map maintained, shared and used 	LEP decisions are based on real time information on current interventions – assisting future service development work and resource allocations to fill identified service gaps and avoid duplication	Mapping completed as of October 2021 – LEP to oversee updates – update process put in place – role for EAW?
6.2 Agree a new approach to service commissioning – widening supply chain options and more ‘agile’ in responding to changes in context/resource availability – using the new EAC agreement to operate a ‘Trusted Partner’ framework for smaller contracts, and introduction of a supply pool of employability support officers.	EAC	<ul style="list-style-type: none"> Resource time Consistency with procurement requirements Lack of supply chain options 	November 2021 and ongoing	<ul style="list-style-type: none"> New ‘Trusted Partner’ service commissioning approaches established Employability support officers pool in place and accessed 	Improved and more agile employability support service in place. Development of stronger and more varied East Ayrshire service supply chain – with suitable quality controls	Trusted Partner framework out to PCS (November 2021) – process for updating and refresh part of LEP responsibilities?

6.3 Track and input to the evolving Service Level Agreement between the Improvement Service and Scotland Excel to develop a national framework for the commissioning of employability services.	LEP	<ul style="list-style-type: none"> • Resource time • Ensuring these arrangements are consistent with, and add value to, local arrangements 	Ongoing	<ul style="list-style-type: none"> • Evidence of use of framework 	An option to address future LEP requirements for a strong and flexible employability service supply chain	To discuss at LEP December meeting – action invitation to Council procurement colleagues to attend in January 2022?
6.4 Identify opportunities for cross LEP partner co-commissioning to maximise impact	LEP	<ul style="list-style-type: none"> • Resource time • Individual partner commissioning processes and accountability requirements 	Ongoing	<ul style="list-style-type: none"> • Evidence of co-commissioning activities 	Greater integration and impact through investment focused partner relationships	No traction evident currently but needs to be realised as a LEP priority
6.5 Staff CPD sessions and the development of supporting information mechanisms for front line staff of all partners on (a) the full service support map and intended linkages (see also Action area 6.1); and (b) operational partnership working	LEP	<ul style="list-style-type: none"> • Resource time and training costs • Lack of organisational/individual buy in 	Ongoing from January 2022	<ul style="list-style-type: none"> • Information, training and other CPD activities undertaken, and recorded participation levels • Resource materials produced and distributed 	Staff at all levels are more informed on all relevant interventions and supports available across East Ayrshire, and on how to practically work together in partnership	Meeting of all EAC employability and post school education practitioners 6/12/21. Extended to partners in 2022

Action area 7 – Accountability						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
7.1 Ensure strategy and plans remain aligned to relevant individual partner strategies and priorities (updating analysis in September 2021 East Ayrshire Employability Service Review)	LEP/all partners	<ul style="list-style-type: none"> • Resource time • Employability Strategy loses wider relevance 	Ongoing	<ul style="list-style-type: none"> • Strategic direction of LEP retains full relevance in wider context 	The cross cutting nature of local employability interventions remain fully articulated – supported by and supporting a range of other agendas and policy aspirations	Need to look at articulation across the LEP – sub group activity related to other actions 2, 4 etc.
7.2 Agree reporting mechanisms to all related structures to and from LEP – as per new governance structures (see also Action Area 2.2)	LEP	<ul style="list-style-type: none"> • As per Action Area 7.2 	December 2021	<ul style="list-style-type: none"> • As per Action Area 7.2 	As per Action Area 7.2	As above

Action area 8 - Performance Management and reporting						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments
8.1 Agree LEP performance information management template – linked to defined outcomes, and the frequency of preparing and reviewing this information. (Building on the indicative framework contained in East Ayrshire Employability Strategy 2021-2024)	EAC/LEP	<ul style="list-style-type: none"> Resource time Failure to get cross partner agreement on template 	January 2022	<ul style="list-style-type: none"> Performance information management template in place and operating 	Availability of key and real time information for LEP to inform developmental decisions, resource allocations, and continuous service improvements	Sub Group Activity – discuss and agree implantation and possible sub-group activity at LEP meeting in December 2021.
8.2 Agree reporting requirements to and from the LEP – including to the CPP and appropriate national structures	EAC/LEP/PPP	<ul style="list-style-type: none"> Resource time 	December 2021	<ul style="list-style-type: none"> Reporting requirements agreed and operating 	The LEP has all necessary reporting and accounting systems in place as required by investment conditions	Aligned to 8.1
8.3 Design local outcomes ‘dashboard’ as mechanism to present collated LEP performance data	EAC/LEP	<ul style="list-style-type: none"> Resource time 	December 2021	<ul style="list-style-type: none"> Dashboard in place and regularly updated for LEP meetings 	Availability of an ‘at a glance’ performance measurement mechanism – for internal use and for sharing with other mechanisms	Aligned to 8.1

8.4 Agree processes to ensure performance information is used to support continuous service improvement, and LEP evaluations	LEP	<ul style="list-style-type: none"> Resource time 	Ongoing	<ul style="list-style-type: none"> Systems in place to use information 	Reinforces need for LEP to continually reflect on performance and experience, and periodically consider external review	Aligned to 8.1
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Action area 9 – Impact							
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Comments	
9.1 Transparent LEP processes are in place to support and justify investment decisions based on the use of all intelligence and performance data	LEP	<ul style="list-style-type: none"> Resource time 	Ongoing	<ul style="list-style-type: none"> Transparent processes are in place and communicated 	Both within the LEP, and in communications with wider structures and reporting points, the evidence for investment decisions is robust and transparent	Willingness within the partnership to progress this but formal processes need to be developed.	
9.2 Service redesign - and how this is informed by impact data – is recorded, shared, and celebrated	LEP/all partners	<ul style="list-style-type: none"> Resource time Ensuring LEP recognition, alongside that of individual partnership agencies 	Ongoing	<ul style="list-style-type: none"> Processes in place, and recorded communications and 'events' 	As above	Both EAC Employability and Education service re-design will influence response on 9.2	
9.3 Impact is clearly aligned to expected NOLB aspirations and approaches	LEP	<ul style="list-style-type: none"> Coverage of all NOLB groups is suitably balanced 	Ongoing	<ul style="list-style-type: none"> Evidence of ongoing linkages and advancement of all NOLB objectives 	The consistency of the activities of the EA LEP and NOLB expectations are clear	New LEP arrangements will help to unify aspirations and approaches.	
9.4 Review mechanisms are established to evidence 'partnership gain' – the added value of collective LEP action	LEP	<ul style="list-style-type: none"> The added value of the LEP is indistinguishable in wider context Resource time 	Ongoing	<ul style="list-style-type: none"> Periodic statements of LEP added value are prepared and shared 	The LEP can evidence it is 'more than the sum of the parts', and can evidence ongoing added value	As above	

<p>9.5 Linkages and resources are suitable accessed from Ayrshire Growth Deal developments to further augment impact</p>	<p>LEP</p>	<ul style="list-style-type: none"> • Links to AGP are not appropriately in place and defined • Resource time 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Evidence of linkages and use of AGD investment • East Ayrshire LEP inputs to future AGD developments 	<p>Work in East Ayrshire must continually connect to inform - and be informed by - wider regional developments, and benefit appropriately from regional level investment opportunities</p>	<p>Linkage to AGD in place but LEP should be used as a vehicle to extend and enhance this and raise awareness of regional dimension of employability offer.</p>
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