
Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment and Regeneration	Report No:	E+R/22/06/02/SJ/JH
Contact Officer:	Jennifer Horn	Contact No:	01475 715573
Subject:	Local Employability Partnership Delivery Plan and Scottish Government Employability Funding		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update on No One Left Behind (NOLB) and seek approval for finalisation of the Local Employability Partnership Delivery Plan.

2.0 SUMMARY

- 2.1 In 2019 the Scottish Government introduced and managed the No One Left Behind programme which sought transformational change with the ambition to develop better aligned and integrated employability service in Scotland.
- 2.2 Phase 2 of the programme will result in a shift from national to local governance arrangements and a move towards collaboration and co-production. It will see the cessation of the Employability Fund and Community Jobs Scotland in March 2022.
- 2.3 Local Authorities will be the lead accountable bodies in administering the funds but the services that are required to be commissioned will be determined by the Local Employability Partnerships (LEP).
- 2.4 The Regeneration Service has worked with the Local Employability Partnership to prepare Delivery Plan in appendix which includes the allocation of funding to employability programmes.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Environment and Regeneration Committee approves the Local Employability Partnership Delivery Plan which is appended to this report and approves the submission of the Plan to the Scottish Government.

Stuart Jamieson
Interim Director, Environment and Regeneration

4.0 BACKGROUND

- 4.1 In 2019 the Scottish Government introduced No One Left Behind which sought transformational change with the ambition to develop better aligned and integrated employability service in Scotland.
- 4.2 The first phase has been completed and it has been announced, after some delay, that phase 2 will commence in April 2022.
- 4.3 Phase 2 will see the cessation of the Employability Fund and Community Jobs Scotland in March 2022, there will be a move from national to local governance arrangements and a move towards collaboration and co-production. Phase 3 will see the cessation of Fair Start Scotland to become integrated into the NOLB approach.
- 4.4 There will be a sustained shift towards user engagement, collaboration in service design, and more effective and improved partnership working through increased local governance.
- 4.5 Moving to a local governance approach will allow Local Employability Partnerships, statutory bodies including Skills Development Scotland, Department for Work and Pensions, Colleges, the third sector and business representatives to work together with local communities to design and deliver services that best meet local needs.
- 4.6 The Minister for Just Transition, Employment and Fair Work and the COSLA spokesperson for Community Wellbeing stressed this is not removing funding from the system. Nor is it additional money being awarded to Local Authorities.
- 4.7 No One Left Behind will see a move from the national funding of programmes to a local commissioning and grant approach, and it will continue to deliver a mixed economy of provision at a local level.
- 4.8 Local Authorities will be the lead accountable bodies in administering the funds but the services that are required to be commissioned will be determined by the Local Employability Partnerships, which is chaired by the Local Authority.
- 4.9 **Local Employability Partnerships and Delivery Plan**
- 4.10 No One Left Behind (NOLB) is transformational change with the ambition to develop better aligned and integrated employability service in Scotland.
- 4.11 To allow the delivery of NOLB a strong Local Employability Partnership (LEP) is required.
- 4.12 Inverclyde previously had the Inverclyde Regeneration Employability Partnership (IREP) where programmes and initiatives were shared amongst partners however there was limited collaboration and no co-production.
- 4.13 A review of LEPs was undertaken in 2021/22 through a questionnaire with the Improvement Service.
- 4.14 Through the analysis of the LEP review the Inverclyde Local Employability Partnership was established.
- 4.15 It was considered that the IREP had too many members therefore the LEP is a smaller group of organisations including:
 - CVS Inverclyde
 - Department for Work and Pensions
 - Inverclyde Chamber of Commerce
 - Inverclyde Council Education Service
 - Inverclyde Council More Choices More Chances
 - Inverclyde Council Workforce Development Team
 - Inverclyde Council Community Learning and Development
 - Inverclyde Health and Social Care Partnership

- Skills Development Scotland
- West College Scotland

- 4.16 The purpose of the LEP is to enable collective leadership and shared commitment across partners to effectively support a more aligned approach to employability support in Inverclyde, reflecting the need to shape a more coherent employability provision locally in line with Local Outcome Improvement Plan for Inverclyde.
- 4.17 The Partnership will take forward, at a local level, the actions from the national No One Left Behind and Young Persons Guarantee delivery plan and partners Covid – 19 response measures and recovery plans by working together openly, transparently and constructively in pursuit of our shared aims and objectives.
- 4.18 Working together the Inverclyde LEP Action Plan was agreed and most recently the delivery plan was created.
- 4.19 It should be noted, that in comparison to other Local Authority areas, the Inverclyde LEP is in its infancy and is developing

4.20 Delivery Plan

- 4.21 Bringing together information gathered by the LEP, through engagement sessions and local information such as the Regional Skills Assessment and Glasgow City Region's Data Toolkit, the Inverclyde delivery plan was prepared.
- 4.22 The 3 year mission statement and vision, developed through partnership working, stated in the plan is:

'Employability services in Inverclyde support people into fair, sustainable jobs and contribute to Inverclyde's inclusive, sustainable economy and support them to realise their potential. Employability provision is accessible to all and responsive to the needs of the economy and those using the services. Employability provision is targeted in particular to those with greatest need and is designed and delivered having been informed by the needs and aspirations of those using our services.

In the next 3 years Inverclyde Local Employability Partnership will coordinate and work together to:

- *Support people into fair, sustainable work*
- *Accessible network of services that supports them in their journey towards employment and realise their potential*
- *Support children – giving them the best start in life and support aspirations from school and throughout their working life*
- *Boost skills and reduce worklessness by supporting local residents to develop employability and vocational skills*
- *Remove barriers to employment'*

- 4.23 The delivery of NOLB in Inverclyde will be a global programme which focuses on those harder to reach individuals with multiple barriers, while supporting anyone who contacts us with a need for support into or to maintain employment.

- 4.24 Target groups identified include:

- Economically Inactive
- Workless households
- School leavers and young people
- Long term unemployed
- Residents of SIMD areas (lowest 20%)
- Low skilled and no qualifications
- Parents (particularly 6 groups identified as priority in Child poverty action plan)
- Disabled
- BAME
- Refugees

- Ex-veterans
- Women returners
- In work poverty, precarious employment and under employment
- Health related issues (including mental health, physical health, addiction)

4.24 The delivery plan states that the following will be delivered in the first year:

- Key worker model to support people into fair work opportunities
- Key worker model supporting young people aged 16-24 to transition to a positive destination from school, in particular supporting those identified as Not in Employment, Education or Training (NEET).
- Demand led employer recruitment incentives target at those most in need within our identified priority target groups
- Parental employability support, targeting 6 priority groups in child poverty action plan, but including support to all parents
- Long Term Unemployed (25+) support into employment
- Employer engagement to support to encourage fair, flexible, sustainable jobs where employees are encouraged to upskill and progress.
- Youth engagement hubs, set within most deprived areas of the community, supporting young people, particularly those economically inactive, onto the employability pipeline.
- Development of volunteering opportunities for all ages
- Development of a supported employment programme
- Anti-poverty initiatives that target specialists groups e.g. those with addictions

4.25 The Delivery Plan focuses on year 1 and is a rolling programme of employability programmes which will be updated each year. This also allows for the LEP to become more established in collaboration, co-production and in particular improve on stakeholder engagement with local employability user engagement and employer engagement. It enhances our existing employability service provision

4.26 The appended Delivery Plan: Service Delivery section sets out the proposed activities for year 1 and how they will be funded. The activities are funded through a blend of Council funding, UK Government Funding through Community Renewal Fund, funding to Local Employability Partners and Scottish Government Funding.

4.27 The Governance model for the LEP is that ongoing developments shall be reported to the Alliance Board as well as E&R. The Delivery Plan will be presented to the Board and Committee and there will be regular updates of progress.

4.28 Scottish Government Funding

4.29 As part of the changes through No One Left Behind, the Scottish Government's Employability Fund, which was previously administered through Skills Development Scotland, has now been included as part of the Scottish Government's employability funding. It should be noted that the funding

4.30 Inverclyde has been allocated the following::

Scottish Government Funding	No One Left Behind	Parental Employment Support Fund	Long Term Unemployed	Young Persons Guarantee	Total
Inverclyde allocation	£234,941.76	£154,045.43	£300,000	£233,532.81	£922,520

4.31 The funding is allocated to the Council for administration however the funding is to be allocated through the agreement of the Local Employability Partnership. The appended Delivery Plan sets out the commitments agreed through the LEP.

4.32 As part of the funding agreement for Scottish Government employability funds, there was a requirement that a draft LEP Delivery Plan had to be submitted to the Scottish Government by the 30 April. This has been submitted along with the signed grant offer letter, but in doing so the

Council made it clear that Committee approval was required for submission of the finalised LEP Delivery Plan.

- 4.33 In addition, there is a further funding agreement requirement that the Equalities Impact Assessment has to be submitted to the Scottish Government by the 30 June.
- 4.34 It should be noted that the requirement is to submit the documents only. The Scottish Government do not have any remit in approving the plan. The approval of the plan is for the Local Employability Partners, the Council and Alliance Board.
- 4.35 To support the delivery plan outcomes and the aims of the Scottish Government funds the Council has funded 3 new temporary Workforce Development Officers.

5.0 Next Steps

- 5.1 The Regeneration Service will continue to work with the LEP to drive the delivery of NOLB phase 2 and work to continuously improve our employability services.
- 5.2 The LEP Delivery Plan Equalities Impact Assessment will be submitted to the Scottish Government by 30 June 2022.

6.0 IMPLICATIONS

Finance

- 6.1 There are no direct financial implications arising from this report as this is an update on previously approved financial commitments.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
		22/23	£922,520		Scottish Government funding to be spent this financial year.

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

There are no direct legal implications arising from this report.

6.3 Human Resources

There are no direct human resource implications arising from this report.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

X	YES – Assessment will be made available on the Inverclyde Council website through the following link: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments/equality-impact-assessments-2022
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 Repopulation

There are no direct repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 None.

8.0 BACKGROUND PAPERS

None.

Inverclyde Local Employability Partnership

Employability Delivery Plan 2022-2025



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0. 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.

0.1 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

0.2 THE DELIVERY FRAMEWORK

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

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

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

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

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

0.3 DELIVERY PLAN FRAMEWORK

National Products and Approaches

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

1. Introduction

Employability services are crucial for Inverclyde.

Inverclyde has a strong industrial heritage and strong community spirit, evidenced by the strength of commitment by all stakeholders in working to achieve for the people of Inverclyde. The Local Outcome Improvement Plan vision is 'Nurturing Inverclyde: Getting it right for every child, citizen and community' and it is in this spirit that this Developing Plan and Inverclyde's employability service are being developed.

However there are also challenges such as poverty and it is recognised in the LOIP that improving employment in the area is vital to support communities out of poverty, to improve well-being and healthy lifestyles of residents, reduce child poverty and help create an Inverclyde with a stable population and where people want to live, work and visit.

This delivery plan provides information on what the key requirements of employability services in the Inverclyde area are for the next 3 years.

1.1. Background Information about the Local Employability Partners

The Inverclyde Local Employability Partnership (LEP) is a newly formed partnership which was formed in late summer 2021.

There was a previous partnership, the Inverclyde Regeneration and Employment Partnership which met quarterly and involved a number of key stakeholders in the areas of regeneration, economic development and employability. Unfortunately this group disbanded during 2020 due to the impact of the COVID 19 pandemic and focus of groups being understandably elsewhere.

While this group was effective in sharing good practice and all the groups individually were achieving and ambitious in the work that they were doing locally, it was considered that this group was not fit for the purpose of transformational change required for No One Left Behind Phase 2.

For this reason the strategic group of the Local Employability Partnership was formed in 2021

1.2 Membership

Inverclyde Council Regeneration Service

The Regeneration Service is the Council lead service for employability teams. The service works with Inverclyde residents with tailor made pathway of support, where their individual circumstances, barriers, needs and aspirations are assessed and delivery organisations work collaboratively to support and progress each individual through their personal pathway towards, and into, a positive destination.

There are 2 employability teams: More Choice More Chances and Workforce Development. The More Choices More Chances team work with individuals from 16-24 who are transitioning from education to a positive destination such as work, further education or training. The Workforce Development Team work with people of all ages to support them into a positive destination.

Inverclyde Council Education Service

Inverclyde Council is delivers a high quality education provision in learning environments fit for learning and teaching in the 21st century. Education work with children and young people from early years to young adults, in environments that nurture ambition and aspirations, improve attainment and achievement, and create and widen opportunities for all children and young people to achieve their full potential. In relation to employability in education, this starts at a young age but formally from S3 and into the senior phase. A key aim of education is to Improving employability skills and sustained, positive school leaver destinations for all young people. This will be achieved through the senior year action plan and working in partnership with the LEP.

Inverclyde Council Community Learning and Development

Community Learning and Development (CLD) is 'a field of professional practice that enable people to identify their own individual and collective goals, to engage in learning and take action to bring about change for themselves in their communities. It uses a range of formal and informal methods of learning and social development with individuals and groups in their communities' (CLD Standards Council for Scotland). CLD provision is targeted to those most in need and resources are deployed in localities to address identified needs in those communities. The Inverclyde CLD works in partnership with key agencies to delivery on their CLD Plan and to support young people, adult learners and community groups to empower them to make positive changes to their lives through learning. There are key links between the priorities of this Delivery Plan, the CLD Plan and the Child Poverty Action plan which is also delivered by Inverclyde Council's CLD Service.

Inverclyde Health and Social Care Partnership

The Health and Social Care Partnership (HSCP) brings together community health services and social work services. The vision for HSCP is that 'Inverclyde is a caring and compassionate, community working together to address inequalities and assist everyone to live active, healthy and fulfilling lives' and the seek to achieve this through six big actions: reducing inequalities, giving children and young people the best start in life; protecting our population; supporting independent living; reduce harm from alcohol, tobacco and drugs; and, build on the strengths of our people and our community. There are key links between this Delivery Plan and the HSCP Strategic Plan and through working in partnership we can support the attainment of the aims in both plans.

Inverclyde Department for Work and Pensions (DWP)

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. The local DWP office in Greenock provides support for people to move from benefits into work and help employers advertise jobs. It also deals with benefits for people who are unemployed or unable to work because of a health condition or disability.

CVS (Council for Voluntary Sector) Inverclyde (third sector interface)

CVS Inverclyde is the Third Sector Interface (TSI) for Inverclyde, and have five key focus areas.

- Supporting – capacity building, development and innovation. They harness the third sector's collective power to support communities; pushing for the best possible environment for charities and volunteering to thrive by providing a range of practical support to organisations.
- Connecting – communication & engagement. They facilitate and broker opportunities between third sector organisations, and between the third sector and public sector partners. It is only through these partnerships that the third sector can make positive changes for the people with whom they work.
- Representing – advocacy & influencing. They will work with our members to build and develop stronger relationships with decision and policy makers to influence the dialogue on the third sector and volunteers.
- Involving – empowering communities. They encourage approaches that build the social, environmental and financial capital of communities and give people control over their lives.
- Evolving – leadership. They support collaborative working to be a more diverse, equal and inclusive organisation informed by available evidence, good practice and insights.

Inverclyde Chamber of Commerce

Inverclyde Chamber of Commerce supports Inverclyde businesses to improve by creating the right economic conditions for a buoyant Inverclyde economy, while enabling members and employees to be successful and prosperous. They support businesses to be empowered, connected to other businesses within Inverclyde through networking and mentoring, and they advocate for businesses working closely with other Chambers to ensure items of common interest have an Inverclyde perspective and a national reach.

Skills Development Scotland (SDS)

Operating across Inverclyde, **SDS** provides Career Information, Advice and Guidance (CIAG) services to Inverclyde school pupils annually through universal and targeted support in every maintained secondary school and schools specialising in additional support, and to post school customers through their SDS centres, partner, and outreach locations and through Partnership Action for Continuing Employment (PACE). This also includes delivery of SDS's commitments under the Scottish Government's Opportunities for All policy.

SDS also provide key labour market data.

A team of 12 Professionally Qualified Careers Advisers and 2 Personal Advisers are supported by 2 Team Leaders and an Area Manager.

West College Scotland

West College Scotland is the further education provider in the Inverclyde area. West College Scotland allocates considerable resources to employability provision and opportunities. This includes Full time and Part time SCQF accredited courses across a wide range of vocational areas delivered in our Finnart St and Waterfront campuses in Greenock. A wide range of online courses are also available via our Distance Learning team.

The College also delivers Modern Apprenticeship and Foundational Apprenticeship framework , short skills boost course via YPG and NTTf funding for both young people and adults

Employee upskilling is provided via the Flexible Workforce Development Fund and also via bespoke programmes funded via CRF targeted at key priority vocational areas.

The LEP is chaired by Inverclyde Council Regeneration Service.

Roles have been assigned to support the preparation of the plan and as the partnership becomes more embedded, further roles will be assigned to delivery areas of the plan.

The LEP is the strategic group and currently one sub group; employer engagement. There will be additional subgroups created to support the delivery of the plan and the delivery of employability services in Inverclyde.

1.3 Governance and Reporting Arrangements

The Local Employability Partnership is part of the Inverclyde Local Outcome Improvement Plan reporting through the Economy Outcome.

General updates on progress will be presented through the Economy Outcome Action Plan quarterly and progress reports will be presented to Inverclyde Council's Economy and Regeneration Committee and the LOIP Alliance Board on an interim and yearly basis.

1.4 Strengthening Local Partnership Actions/Self-Assessment

The Partnership will undertake regular self-evaluation of services against the objectives and desired outcomes of this plan and make amendments to the actions of the group as required by the self-assessment and in response to changing labour markets.

2. Vision, Mission, Aims, Objectives and Impacts

2.1 Mission Statement and Vision

Employability services in Inverclyde support people into fair, sustainable jobs and contribute to Inverclyde's inclusive, sustainable economy and support them to realise their potential.

Employability provision is accessible to all and responsive to the needs of the economy and those using the services. Employability provision is targeted in particular to those with greatest need and is designed and delivered having been informed by the needs and aspirations of those using our services.

In the next 3 years Inverclyde Local Employability Partnership will coordinate and work together to:

- Support people into fair, sustainable work
- Accessible network of services that supports them in their journey towards employment and realise their potential
- Support children – giving them the best start in life and support aspirations from school and throughout their working life
- Boost skills and reduce worklessness by supporting local residents to develop employability and vocational skills
- Remove barriers to employment

2.2 Aims and Objectives

Aim	Objective	Measures of Success
1) A strong integrated, effective and aligned Local Employability Partnership	1.1 Galvanise and strengthen relationships and extend to other organisations through regular meetings. 1.2 Work together, share success and learning 1.3 Align programmes and collaborate on new approaches to employability in Inverclyde	<ul style="list-style-type: none"> • New governance structure in place and members contributing • Roles and responsibilities (executive groups, subgroups) articulated on paper and demonstrated through behaviours (performance management) • Improved Range and Coordination of Employability Providers and reduction of duplication • Coordinate Employability Providers through performance management • Simplify the process of accessing support • Enhance marketing of employability services through coordination
2) Create a person centred approach and improve reach and presence in the community	2.1 Ensure that there is a clear offer for people of all ages 2.2 Ensure that services are accessible to those most in need, including potential 'outreach' for most in need areas. 2.3. Learn from existing targeted group pilots.	<ul style="list-style-type: none"> • No unknowns for 16-24 • Reduce economically inactive 25+
3) 'No Wrong Door' approach	3.1 Create a single point of contact 3.2 Use Inverclyde Practitioners Forum to engage user and communicate programmes. 3.3 Ensure that every connection counts – educate workforce to know where to signpost service users to employability	<ul style="list-style-type: none"> • Simplified process • Wider knowledge about Inverclyde's employability offer. • Positive feedback from users.
4) Boost skills	4.1 Better understand what skills people have and how they present them. 4.2 Understand skills gaps and skills required for emerging sectors 4.3. Provide proportionate opportunities, tailored to individuals through training programmes,	<ul style="list-style-type: none"> • Increase employment participation rates • Reduce vacancies from employers • Positive feedback from employers on employees

	college courses, education, volunteering, and supported employment.	
5) Reduce worklessness	<p>5.1 Support young people into a positive destination, starting from early in the senior phase in school.</p> <p>5.2 Support 25+ into a positive destination</p> <p>5.3 Identify barriers and put in place support to reduce and remove barrier to employability</p> <p>5.4 Provide tailored support for a persons' employability journey</p> <p>5.6 Create outreach centres, particularly for young people, in areas of high deprivation.</p>	<ul style="list-style-type: none"> • School Leavers Destination Results are maintained and improved. • Reduction in economic inactivity in 16-24 year olds • Reduction in economic inactivity in 25+ • Reduce number of workless households reduced.
6) Provide more and better jobs and support people into fair sustainable work	<p>6.1 Support employers through initiatives and incentives e.g. wage incentives.</p> <p>6.2 Support employers through education around additional support needs, flexible work etc.</p> <p>6.3 More employers engaged through the Local Employability Partnership and using employability services to engage with prospective employees.</p> <p>6.4 Encourage anchor organisations to employ locally, provide fair work and encourage progression of workforce.</p>	<ul style="list-style-type: none"> • Employers engaged in exploring opportunities and different ways of supporting employees.
7) Support child poverty action plan	<p>7.1 Support parents into work</p> <p>7.2. Support parents into sustainable work.</p> <p>7.3. A specific focus on lone parents throughout</p> <p>7.4 Support a positive transition of young people from school into a positive destination.</p>	<ul style="list-style-type: none"> • Parents experience less barriers to employment • Employers are supported to provide flexible options to employment. • School Leavers Destination Results are maintained and improved.
8) Help people maintain work	<p>8.1 Raise awareness of in-work support available through employability services or signposting to other organisations.</p>	<ul style="list-style-type: none"> • All services confidently know the Inverclyde employability offer • Increase in the number of employers engaged in employability services

	8.2 Support employers to provide fair, flexible work and in work support to upskill existing employees.	
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2.3 Developing and Delivering the Plan

The delivery infrastructure will be a blended approach of internal Council delivery using a Key Worker model of support and commissioned services where required. The LEP will ensure that delivery is aligned with the Service Standards Framework, Customer Charter, and Shared Measurement Framework. To ensure that Inverclyde Residents feel empowered and services meet their needs our services and programmes will follow the 7 No One Left Behind (NOLB) principles

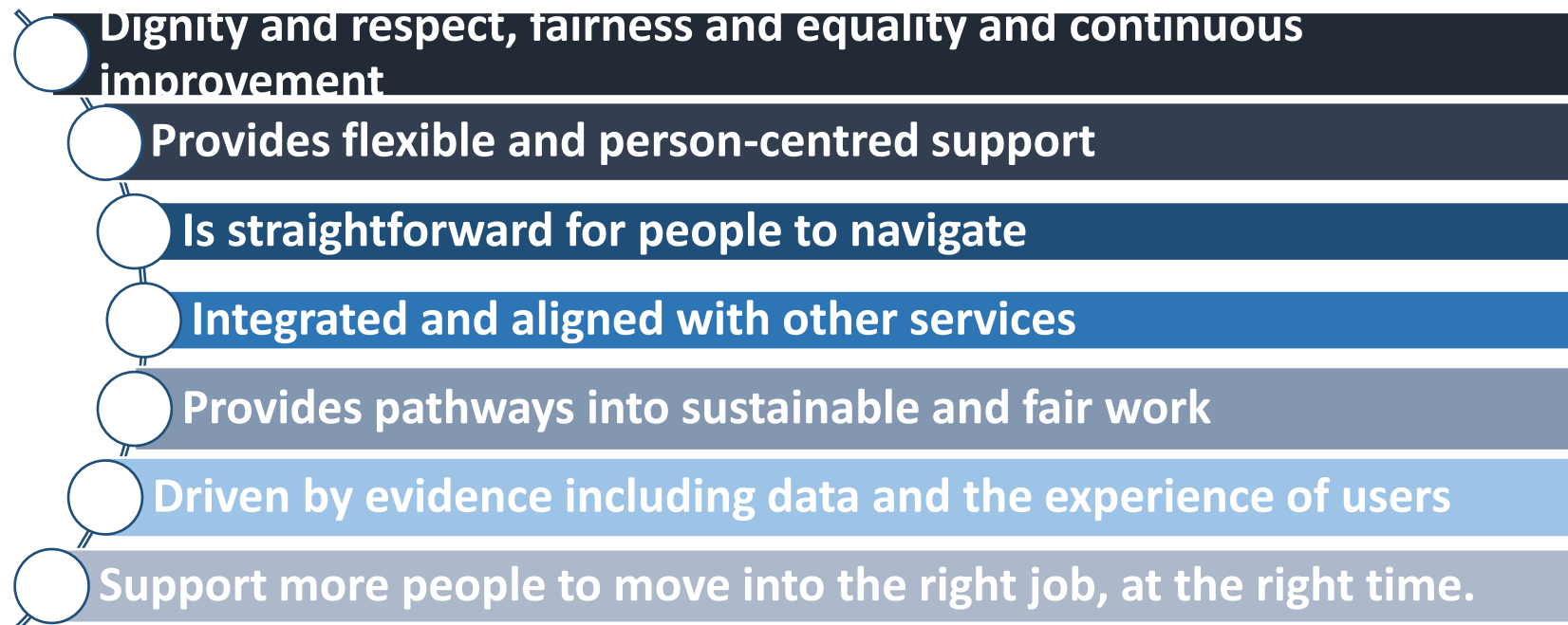


Figure 1: 7 principles of No One Left Behind

It is recognised that there is improvement to be made in terms of service user involvement in the development of the services that are being provided. Over year 1 2022/23 the Local Employability Partnership will take steps to improve engagement of users and employers to ensure that employability services are refined in future years.

The world of work is constantly changing, and has changed significantly over the course of the pandemic. Recognising this, the LEP will ensure that there is a culture of continuous improvement to ensure that our aims, objectives and delivery plan is relevant to the requirements of Inverclyde residents and employers.

2.4. Our Approach to delivery

NOLB is a new approach to employment support. We want support to be accessible to all people and to offer the right support at the right time.

Inverclyde LEP is leading on this transformational change to develop a person centred approach to employability service and ensuring that our services are flexible and responsive.

A number of tools and frameworks have been made available to LEPs to support the development of delivery and these will continue to be utilised:

1. [Employability Service Standards](#)



2. An [Employability Customer Charter](#)
3. [Tools to support service user involvement in line with the Scottish Approach to Service Design.](#)
4. [A Continuous Improvement Toolkit.](#)

2.5 Delivery Infrastructure

Many organisations currently deliver a diverse employability service across the 5 stage employability pipeline.

In Inverclyde the first points of contact for those seeking employability support are the Department of Work and Pensions DWP, Inverclyde Regeneration Service's employability teams (Workforce Development and More Choices More Chances) and Skills Development Scotland. Our educational establishments, West College Scotland and Inverclyde Education Department (through Developing Young Workforce) also support people in their employability journey.

2.6 Local Alignment and Integration

Collaboration is at the heart of the Local Employability partnerships aims. We recognise that to deliver for the people of Inverclyde we need to work together, sharing good practice, resources, training opportunities to offer a coherent service that meets the labour market requirements of our local economy.

The Inverclyde Local Employability Partnership has been working together to map out the services that all the partners currently deliver. This is to ensure that we understand the provision in place, where there is duplication and where there are gaps.

The LEP also went through self-evaluation as part of the process of delivering the plan and this will continue to be carried out to ensure that the LEP is fit for purpose and engaged with our service users

3. Economic, Policy and Operational Context

3.1 Local economic and Labour Market Profile

Strengths	Weakness
<p>Investment through City Deal projects – Greenock Ocean Terminal, Inchgreen and Inverkip</p> <p>Regional partnership</p> <p>High rate of young people transitioning from school to a positive destination</p> <p>Council committed to employability and support through financial resources</p>	<p>Economic Inactivity</p> <p>Low income families and individuals</p> <p>Low qualification rate</p> <p>Workless households</p> <p>A declining and ageing population</p> <p>Low skilled workforce and low level jobs</p> <p>Low job and business density</p> <p>Narrow business base and predominance of public sector</p> <p>Ageing and declining Population</p>
Opportunities	Threats
<p>Buoyant labour market</p> <p>Improving Local ‘offer’</p> <p>Business Start Up opportunities</p> <p>Council focus on anti-poverty initiatives</p> <p>Levelling Up/Shared Prosperity initiatives</p> <p>Green Freeports and Glasgow City Region opportunities</p> <p>Shared Prosperity</p> <p>Growth sectors e.g. marine engineers, carbon zero</p> <p>New LEP</p>	<p>Covid 19 and recovery</p> <p>Skills shortages</p> <p>Inflation – cost of living</p> <p>Poverty</p> <p>Child Poverty</p> <p>Low healthy life expectancy</p> <p>Economic Inactivity</p>

3.2 Place Plan Priorities

Inverclyde Local Outcome Improvement Plan has the vision: ‘Nurturing Inverclyde: Getting it right for every Child, Citizen and Community’

The plan uses SHANARRI, a wellbeing tool which states that people should be **Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included**. 4 of the SHANARRI indicators in the LOIP are important for our Delivery Plan

- **Achieving:** Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
- **Nurtured:** Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
- **Active:** Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
- **Respected:** Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community. Responsible Included Overcoming social, educational, health and economic inequalities and being valued as part of the community.

We recognise that strong employability services are key to realising the outcomes of the LOIP.

Employability is also a key focus of the Inverclyde Economic Development Strategy which has the vision:

“Our ambition is clear - to create, attract and safeguard more and better jobs in Inverclyde. This will lead the way to a more inclusive, prosperous, competitive, balanced and sustainable local economy, delivering economic regeneration for the benefit of all our businesses, residents, and communities whilst maximising funding support.”

This Delivery Plan has a golden thread running from relevant national, regional and local plans and documents such as the Glasgow City Region: Regional Economic Strategy, Community Learning and Development Plan and the Child Poverty Action Plan, where aims and objectives identified in this delivery plan will contribute to the realisation of aims and objects of others. Over the life of this plan the LEP review the actions of the Delivery Plan to ensure that it is fit for purpose, adapting to the changing economy and reflecting new relevant policies and strategies. In addition, the LEP will work with other stakeholders, partners and agencies to advocate for employability in Inverclyde and influence other strategies and policies.

3.3 Evidence Led

Evidence is gathered from a number public sources which has supported the development of the Delivery Plan.

Data sources include:

- Office for National Statistics: NOMIS – Official Labour Market Statistics
- Skills Development Scotland: Participation Measurement, Regional Skills Assessment, 16+ Data Hub
- Glasgow City Region Intelligence Hub Data Toolkit

The information below has been extracted from the Data Toolkit developed by the Improvement Service on behalf of the Local Employability partnership. It summarised the key economic indicators relating to the Economy, Labour Market, Education, Poverty and Child Poverty.

			Member Authority RAG			City Reigon			
Indicator:			Date	Inverclyde	Current Performance Against National Average	Short-term Performance Against National Trends	Performance Target	Glasgow City Region	Scotland
Poverty and Child Poverty	% Children in Child Poverty		2020	23.8			↓	26.0	24.3
	% Children in Childcare		2019	20.1			↑	25.6	27.2
	% of Children in Low Income Families		2020	18.3			↓	21.1	18.6
	Families with Children receiving Universal Credit or Tax Credits (%)		2021	40.6			↓	37.7	35.0
	Families with Dependent Children eligible for Child Benefit (%)		2020	95.0			↓	94.1	92.5
	Claimant Count Rate (%)		2021	5.6			↓	5.7	4.9
	% of Household that are workless		2019	31.4			↓	24.8	21.5
Education	% of School Leavers in Positive Destination		2020	93.0			↑	93.6	93.3
	Participation Rate (%)		2021	93.3			↑	92.4	92.2
	Degree-level Qualifications Rate (%)		2020	41.9			↑	47.4	49.3
	No Qualifications Rate (%)		2020	12.1			↓	10.6	8.0
Labour	Number of Incapacity Based Benefits (per 1,000 16 - 64 population)		2020	80.4			↓	75.0	59.9
	Economic Inactive: Long-term Sick/Disabled Rate (%)		2020	38.6			↓	30.7	28.7

	Economic Inactivity Rate (%)	2020	28.5			↓	24.3	23.2
	Employment Rate (%)	2020	67.9			↑	72.2	73.5
	Unemployment Rate (%)	2020	5.1			↓	4.6	4.4
	Employment in low pay sectors (%)	2020	29.4			↓	30.8	29.6
	% of Residents employed in Quality Work	2018	66.9		n/a	↑	67.4	62.6
	Gender Employment Gap (% difference between Male and Female Employment Rates)	2020	0.9			↓	6.2	5.1
	Median Weekly Earnings (Residence-based, full-time)	2021	570.1			↑	643.3	622.0
	20th Percentile Weekly Earning (Residence based, full time)	2021	395.1			↑	437.7	431.2
	Underemployment Rate %	2020	7.2			↓	7.4	8.1
	% Employed in SOC 1 Occupations	2020	6.8			↑	8.0	8.9
Economy	% of Procurement spend on Local SMEs	2020	27.5			↑	20.7	28.5
	Social Enterprise Rate (per 10,000 total population)	2019	8.1			↑	7.8	11.0
	Gross Value Added (£m)	2019	1,241	n/a		↑	47,324	147,333
	GVA per hour worked (£)	2019	30.2			↑	32.6	34.4

4. Service Delivery

4.1 Supply and Demand Mapping

Through the Inverclyde Local Employability Partnership the supply and demand has been mapped. This exercise has shown areas where there has historically been overlap in supply and areas where there has been gaps. The mapping can be viewed in Annex 2.

While the approach to NOLB has streamlined and simplified the approach, the challenge to map all services and ensure that there are no gaps or duplication remains, particular as the LEP is new. Over the life of the delivery plan the LEP will continue to update the map with the aim of reducing any gaps and avoiding duplication.

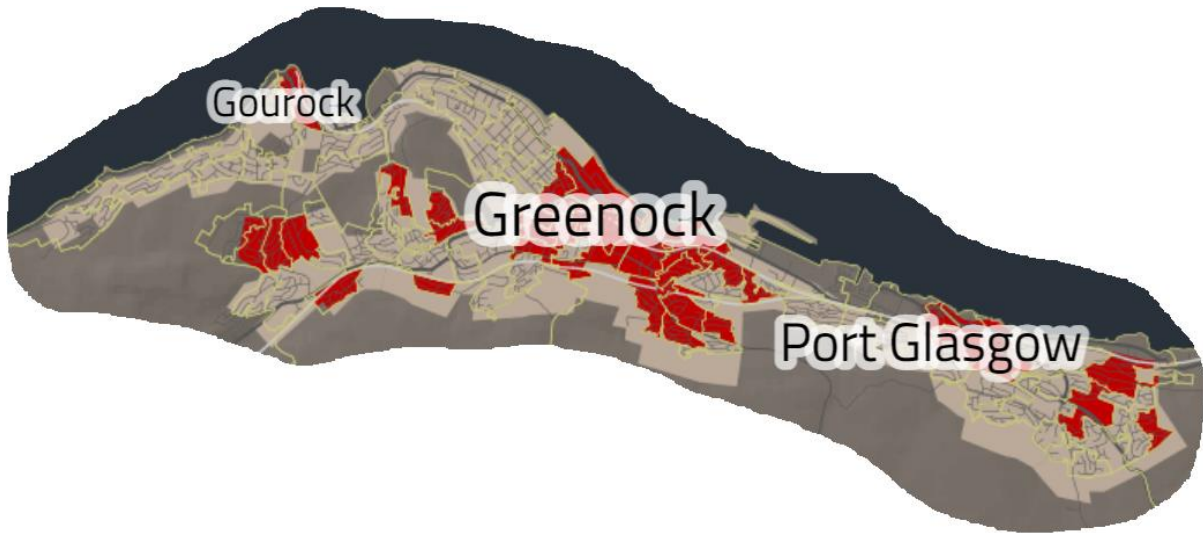
4.2 Service Delivery Priorities

4.2.1 Geographical considerations

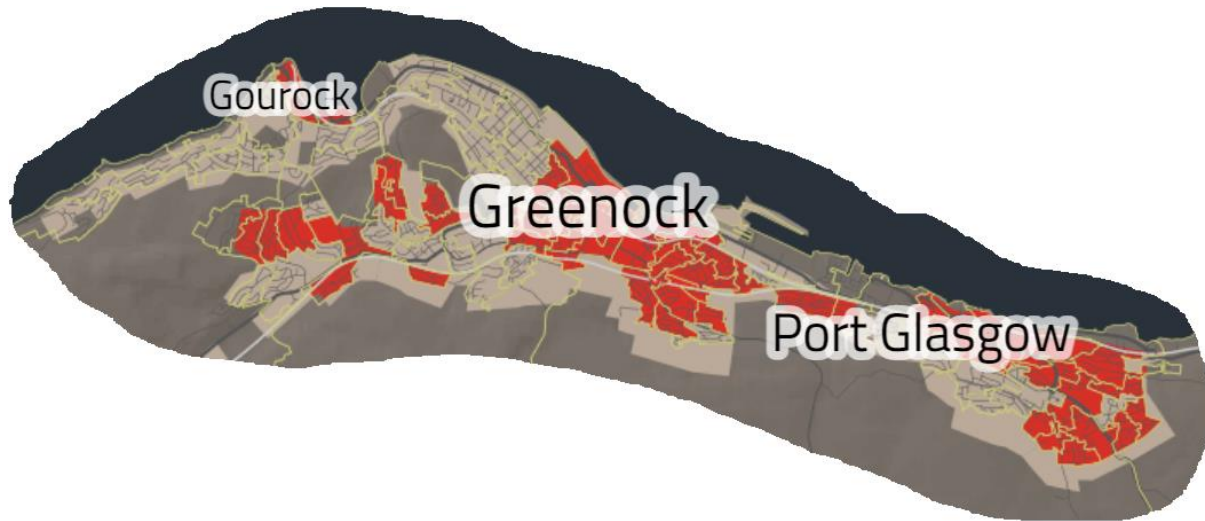
Inverclyde has a high number of residents living in the most deprived 5% in Scotland. Greenock Central and West is Scotland's most deprived area (SIMD 1). Employability is a strong route to support people out of poverty therefore it is critical that the most deprived areas of Inverclyde are targeted with employability provision.



Map 1: Inverclyde's Most Deprived 5%



Map 2: Inverclyde's Most Deprived 10%



Map 3: Inverclyde's Most Deprived 20%

4.2.2. Targeting priority groups

The delivery of NOLB in Inverclyde will be a global programme which focuses on those harder to reach individuals with multiple barriers, while supporting anyone who contacts us with a need for support into or to maintain employment.

Target groups identified include:

- Economically Inactive
- Workless households
- School leavers and young people
- Long term unemployed
- Residents of SIMD areas (lowest 20%)
- Low skilled and no qualifications

- Parents (particularly 6 groups identified as priority in Child poverty action plan)
- Disabled
- BAME
- Refugees
- Ex-veterans
- Women returners
- In work poverty, precarious employment and under employment
- Health related issues (including mental health, physical health, addiction)

4.3 Service Delivery Requirements and Approach

This delivery plan has been developed to ensure that employability services tackles the aims and objectives set out previously in this plan – particularly tackling poverty, worklessness and skills. The aims of the plan is to effectively integrate and alignment of anti-poverty, economic and employability programmes, and provision to deliver services that are responsive and promote collaboration.

Inverclyde LEP supports a whole systems approach, with strategic interventions and coordinated actions (annex 2) which are aimed at targeted groups but are adaptable and flexible to meet changing needs and responsive to anyone who requires support into and to maintain employment.

The aim of interventions is to provide a clear pathway, ensuring delivery of training and employment support that meets the needs of Inverclyde residents and supports people into fair, sustainable jobs, contributing to Inverclyde’s sustainable economy, while realising their own potential.

To create clarity of entry to support, a single point to contact will be created. The process of engagement, enquiry and referral will be simplified through the Single Point of Contact and will facilitate simplified and streamlined access to support available across Inverclyde for the public, employers and service providers.

4.3.1 Our Approach: Delivery in Year One

The services offered will be flexible in nature and duration to respond to a challenging economy and changing labour market delivered in the next 3 years. In the first year, the partnership will build upon programmes that have worked well in the past such as youth engagement, wage subsidies and a wider menu of skills employability support.

Investment through NOLB, as well as other funding, will add value and compliment the services that are offered by partners.

In the first year

- Key worker model to support people into fair work opportunities
- Key worker model supporting young people aged 16-24 to transition to a positive destination from school, in particular supporting those identified as Not in Employment, Education or Training (NEET).
- Demand led employer recruitment incentives target at those most in need within our identified priority target groups
- Parental employability support, targeting 6 priority groups in child poverty action plan, but including support to all parents
- Long Term Unemployed (25+) support into employment
- Employer engagement to support to encourage fair, flexible, sustainable jobs where employees are encouraged to upskill and progress.
- Youth engagement hubs, set within most deprived areas of the community, supporting young people, particularly those economically inactive, onto the employability pipeline.
- Development of volunteering opportunities for all ages
- Development of a supported employment programme
- Anti-poverty initiatives that target specialists groups e.g. those with addictions

The performance of the above initiatives will be reviewed at the LEP and through reporting to the Alliance Board at 6 monthly intervals. Any amendments required to make the services fit for purpose or additions to meet need will be made.

5. Resource Requirements

5.1 People

Supply and demand mapping shows the spread of the resources amongst the partnership. Through the prioritisation shown through this plan resources have been aligned to ensure the partnership can meet need while also being flexible and adaptable to changes over the coming years.

5.2. Commissioning

The ILEP will allocate funding to key workers to create person centred plans and to ERIs. In addition, further commission will take place in a hybrid model of procurement through Inverclyde Council and the National Procurement Dynamic Purchasing Time. In time, it is intended that there will be a framework for commissioning to ensure an adaptive and responsive offer.

5.3 Money 2022-23

Scottish Government has provided the following funding towards Inverclyde's employability services:

Scottish Government Funding	No One Left Behind	Parental Employment Support Fund	Long Term Unemployed	Young Persons Guarantee	Total
Inverclyde Council's allocation	£234,941.76	£154,045.43	£300,000	£233,532.81	£922,520

Other funding towards employability also comes from Inverclyde Council, UK Government Community Renewal and allocations to ILEP Partners.

In the near future there will be further funding opportunities through Scottish Government Child Poverty Action Plan and UK Government's Shared Prosperity Fund, as well as other initiatives.

5.4 Delivery Capacity

The ILEP builds on the great work of the employability network in Inverclyde. Through development of the delivery plan there are good opportunities for local infrastructure to support delivery and achievement of outcome.

The Council currently has resources and capacity for reporting on Council expenditure in relation to employability funding. Further work is required to detail how this will be achieved for the LEP.

5.5. Alignment and Integration

This delivery plan is aligned with the No One Left Behind Operating Plan and the National Performance Framework National Outcomes (Annex 3)

NOLB will connect the wider employability and other interdependent services to ensure we maximise partner provision and services delivered under NOLB are complimentary and add value to the existing provision.

As the ILEP is still developing it is recognised that this is an area of continuous improvement that will be improved over the coming years. The organisations represented on the Partnership reflects the needs to integrate with other plans and programmes that sit outwith employability but where collegiate working is imperative; these connections have been used to develop this plans. As we move forward, this approach will be strengthened through the creation of sub groups e.g. Employer Engagement and by encouraging wider participation of organisations on the wider ILEP and subgroups.

6. Performance Management and Reporting

6.1 Approach and Performance Indicators

Inverclyde Council will lead on performance management and reporting on behalf of the LEP. Performance will be reported and discussed at the LEP on a quarterly basis.

In addition to quarterly performance updates at the LEP, there will interim year reports and end of year report that are submitted to the Alliance board noting performance, improvement requirement and any necessary changes to the plan in response to changing economic climates and need.

Performance Indicators will be monitored against the actions set out previously and reviewed with the Shared Measurement Framework.

6.2 Continuous Improvement

The Inverclyde LEP has a culture of encouraging continuous improvements as we recognise the need to adapt and respond to economic circumstances. The LEP will ensure that we are responding to changing economy and need, looking to best practice throughout Scotland and beyond, to ensure that we are delivering the best possible employability service for the people of Inverclyde.

6.3 Evaluation

The performance will be evaluated through sessions at key times through the LEP strategic group and subgroups e.g. Employer engagement group. In addition, further subgroups will be set up to encourage continuous improvement and evaluation of the offer and for each individual person and employer engaged in employability we will collect feedback at key points through their journey and use this to improve the service we provide.

6.4. Review

Phase 2 NOLB Delivery Plan	April 2022
Delivery plan year 1 interim review	October 2022
Delivery plan year 1 review	March 2023
2023-25 Deliver NOLB Phase 3 Plan	March 2023
Delivery plan year 2 interim review	October 2023
Delivery Plan year 2 review	March 2024
Delivery plan year 3 and Phase 3 interim review	October 2024
Delivery plan year 3 review	March 2025
ILEP Delivery Plan Review	July 2025

Annex 1

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 Engagement, Referral and Assessment	Stage 2 Needs Assessment and Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Job Matching	Stage 5 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				

Annex 2

Service Mapping

Discover Work Service - Dundee City			Stages of Strategic Skills Pipeline and Places Per Stage (include unknown)					Primary / Specific Target Groups	General Eligibility & Referral Process
			Stage 1 Support	Stage 2 Support	Stage 3 Support	Stage 4 Support	Stage 5 Support		
Employability Programme / Funding Type	Funding Stream	Delivery Partner / Provider	Engagement & Needs Assessment	Personal Needs, Employability Needs & Barrier Removal	Accredited & Vocational Activity	Employer Engagement & Job Matching	In Work Support & Aftercare		
Sector Work Academy Placements (Swap)	DWP	DWP						All age groups, This programme can be offered to support employer recruitment by setting up training, work experience and a job interview	
Work Experience	DWP	DWP						This can be arranged with employers who have signed up to our Work Experience agreement	
Mentoring Circles	DWP	DWP						All age groups,	
Job Entry Targeted Support Programme	DWP	DWP						All age groups unemployed more than 13 weeks	
Dynamic Purchasing System	DWP	Various						Various. This process is driven by demand from customer needs. It can range from Stage 1 to Stage 5 depending on what the Business Case for. A Business Case	

								will be put forward for training or provision if there is nothing local that would meet this need.	
Activity Agreements- N.O.L.B.	Scottish Government	Inverclyde Council						Young People aged 16-19 who are not in Education, Employment or Training.	Live in Inverclyde- Referrals from Skills Development Scotland.
Steps 2 Progression	UK Government	Inverclyde Council						Targeting people aged 16-24 economically inactive	Drop in youth hubs for people aged
Job Refresh programme	Inverclyde Council	Inverclyde Council						All age unwaged/unemployed or underemployed.	All age unwaged/unemployed or underemployed.
Employability Service	Inverclyde Council	Inverclyde Council						All age unwaged/unemployed or underemployed.	All age unwaged/unemployed or underemployed.
Work Experience	Inverclyde Council	Inverclyde Council						S4 - S6 school pupils	S4 - S6 school pupils
Diverse Workforce	Inverclyde Council	Inverclyde Council						Local employers, any size/sector though focus on SME's re diverse workforce support, planning and identification of opportunities.	Local employers, any size/sector though focus on SME's re diverse workforce support, planning and identification of opportunities.
Health Barriers	Inverclyde Council	Inverclyde Council						All age - Physical and/or mental health barriers and long term health conditions	All age - Physical and/or mental health barriers and long term health conditions
Advice and Employment rights	Inverclyde Council	Inverclyde Council						All age - local residents requiring employment advice, advocacy or support	All age - local residents requiring employment advice, advocacy or

								to remain in employment.	support to remain in employment.
Employer Recruitment incentive		Inverclyde Council						See below	See below
Wage Subsidies and training support		Inverclyde Council						Inverclyde businesses hiring local unemployed/unwaged/underemployed resident receiving varying grant support	Inverclyde businesses hiring local unemployed/unwaged/underemployed resident receiving varying grant support
Core College Provison 22/23	Scottish Funding Council	WCS						All Age	
YPG 22/23	Scottish Funding Council	WCS						16-24 (Not confirmed for 22/23)	
NTTF 22/23	Scottish Funding Council	WCS						25+ (Not confirmed for 22/23)	
FWDF 22/23	Scottish Funding Council	WCS						Support for current employees all companies inc SMEs	
Apprenticeship Programme F A/MA	SDS	WCS						Anyone within age range 16-18, 19-24, 25+	
CRF Care Academy Recovery College	UKGovt	WCS			15			All Age	
CRF Care Academy Care Pathways	UKGovt	WCS				14		All Age	

CRF Care Academy Care Skills /Leading Care	UKGovt	WCS					85	Support for current employees all companies inc SMEs	
CRF Project Neptune Marine Engineering Pathways	UKGovt	WCS				36		All Age	
CRF Project Neptune Activity Tourism Pathways	UKGovt	WCS				24		All Age	
CRF Project Neptune Micro Marine	UKGovt	WCS				10		All Age	
Work clubs	Inverclyde Council	CLD						Any Inverclyde resident	Any Inverclyde resident

Annex 3

Service Delivery 2022-23

Type of provision	Target Group	Rationale for Intervention	Delivery Partners	Budget	Source of Investment	Volumes	Delivery Method	Outcome Expected
End to End Employability service, including Key Worker Model to support people into fair work opportunities, further/higher education or volunteering.	16 – 67 yrs. All groups, with focus on those with particular barriers to employment.	Addressing the need to create person centred support to ensure people are supported throughout relevant stages of the employability pipeline, including in-work support.	Inverclyde Council Employability & Skills Team. Inverclyde Community Development Trust	£2M	Inverclyde Council. Scottish Government.	780	Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services,	Reduce economic inactivity Reduction in unemployment Reduction in workless households
Modern Apprenticeship	All age All groups	Provision of quality apprenticeships with additional in-work training.	Inverclyde Council Employability & Skills Team.	£1M	Inverclyde Council. Scottish Government.	50	Key worker support. On-the-job learning and assessment. Barrier removal. In-work support.	Reduce economic inactivity. Reduction in unemployment. Reduction in underemployment.
Key worker model to support young people aged 16-19 to transition to positive destination from school, in particular supporting those identified as NEET	16-19 All groups	Addressing the need to create person centred support for young people as the transition from school into the labour market either through further education, employment or training and volunteering opportunities	Inverclyde Offer Inverclyde Council More Choices More Chances Skills Development Scotland	£200k	Scottish Government	150	Key worker support with young people. Face to face meetings, potentially home visits Support with health and wellbeing, finance, signposting to other services, Training courses where required	Reduce economic inactivity in young people Reduce no of people with no qualifications

			West College Scotland Inverclyde Council Education Service Training Providers					
Employer Recruitment Incentives/Wa ge Subsidies	All age All groups	Addressing the need to encourage sustainable, fair employment through Inverclyde Employers; support employers increase their workforce to maintain and grow their businesses.	Inverclyde Council Employability & Skills Team	£1M	Inverclyde Council Scottish Government		Employer engagement – Employability & Skills Team, Inverclyde Council. Candidate identification and in-work support – Employability & Skills Team, Inverclyde Council.	Reduction in unemployment Increase in jobs
Parental employability support, targeting 6 priority groups as identified in child poverty action plan, but support open to all parents	Parents	Addressing the need to reduce child poverty by supporting parents into sustainable employment and supporting those in employment to progress.	Inverclyde Council Employability & Skills Team	£200K	Inverclyde Council. Scottish Government		Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services.	Reduction of economic inactivity Reduction of workless households Reduction in child poverty

Support long term unemployed into work	Long Term Unemployed 25+ Job Creation Programme	Address the need for support those who have been unemployed for a long period of time, ensuring they gain confidence and support to re-enter the labour market through fair and sustainable work	Inverclyde Council Employability & Skills Team	£650K	Inverclyde Council Scottish Government.	30	Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services.	Reduction in unemployment Reduction in economic inactivity Reduction in workless households
Employer engagement to support and encourage fair, flexible, sustainable jobs where employees are encouraged to upskill and progress	All groups	Address the need for employers to offer fair, flexible and sustainable jobs. Address the need to upskill staff and ensure that the workforce have the skills required by employers.	Inverclyde Council Inverclyde Chamber of Commerce Business Gateway	£50k	Scottish Government		LEP engagement with Local employers to address identified skills gaps in the workforce	Reduction in unemployment Reduction in economic inactivity Increase in residents employed in quality work
Youth engagement hubs within community, particularly SIMD areas	16-24	Address the need to reach out into most in need, creating opportunities for support without the need to travel out of their community.	Inverclyde Council More Choices More Chances DWP Skills Development Scotland	£300k £34k	UK Community Renewal Fund (Until Dec 22) Scottish Government	200	Agency hubs in local community centres Support with health and wellbeing, financial fitness. Engagement with key employability services	Increase engagement in employability services Reduce 'unknowns' Reduce economic inactivity in young people

			I.C. Community Learning and Development WCS					
Development of volunteering opportunities for all ages	All groups	Address gap in volunteering opportunities.	Inverclyde Council CVS Inverclyde	£25k	UK Government – Community Renewal Fund	NA	CVS Inverclyde is currently enhancing the 16-24 volunteering opportunities offer as currently only 8% of volunteers come from this group	All age volunteering opportunities available
Development of an all age supported employment service	Those with barriers to employment particularly disabled and those with mental health barriers.	Address gap in opportunities in supported employment to ensure that people with additional support needs have opportunities in the workforce.	Inverclyde Council	£20k	UK Government – Community Renewal Fund	NA	Scottish Supported Employment Service initial mapping and scoping report is complete and we are discussing the next steps, SUSE will present to the LEP	Inverclyde is moving towards implementing an all age supported employment service by April 2023
Anti-poverty initiatives that target specialist groups e.g. those with addictions	Barriers to employment – drug addiction	Address the need to supporting males from SIMD areas up to the age of 40, onto the employability pipeline and into work.	Inverclyde Council		Inverclyde Council	30	Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services,	Reduce economic inactivity
Inverclyde Jobs Recovery Plan	All age. Out of work. In low paid, low skilled or precarious work.	Support the Council as a large employer provide candidates to meet their workforce and recruitment needs,	Inverclyde Council Employability & Skills Team &	£3M	Inverclyde Council Scottish Government	200	Pre-employment support Working with the employer to address skills gap	Reduce Unemployment





		targeting hard to fill vacancies and supporting required training e.g, HGV training. Provision of work placements including Kickstart wraparound, Graduate Work Experience and Modern Apprenticeships.	Human Resources					
Addressing health barriers to employment	All age. Out of work and experiencing health issues.	Address the need to support those with health barriers to enter into employment or progress along the employability pipeline	Inverclyde Council Employability & Skills Team. Stepwell Consultancy Ltd.	£125k	Inverclyde Council Scottish Government	58	Supporting unemployed/inactive residents with a health barrier by providing life and career coaching, specialist health provision, personal development activities, accredited vocational training and supported work placements. It helps people identify their strengths, understand their specific barriers to employment, and develop positive coping strategies while also working with them to improve their physical, emotional and mental health.	Reduce economic inactivity
Employer Engagement and Support	All age. Out of Work with specific barriers. Local employers.	Address the need to support employers and employees to support and maintain existing	Inverclyde Council Employability & Skills Team.	£110k	Inverclyde Council Scottish Government	80	Will work with local employers to assess recruitment practices and workforce demographics to promote diversity and	





		staff and attract new employees.	Enable Scotland.				inclusive practice. It will also engage a small number of individuals with a learning and/or physical disability, providing a specialist, person centred service. It will support members within their household to maximise their income through gaining employment or upskilling.	
Employment advice, advocacy and guidance	All age. In work. At risk of losing employment.	Address the need to minimise potential job losses by providing advocacy and support at early stages of dispute.	Inverclyde Council Employability & Skills Team. Inverclyde Advice & Employment Rights.	£71k	Inverclyde Council.	400	Specialist advice, advocacy, and guidance on employment rights including employment law, workplace health and safety and occupational health.	Maintain employment levels.
School Developing the Young Workforce Coordinator in post full time in every mainstream secondary and one split between special provision	Secondary age	To support leavers find and secure positive destination. Support younger groups to think about employability skills and their future pathways to employment	Inverclyde Education Service – schools	£160k	Scottish Government Young Person Guarantee DYW West		DYW Coordinator will be based in school to support 1:1 and group work support	Increase in positive destination figures and longer term participation measure increased.

Targeted employability programmes for local demand sectors : Care and Marine Engineering	All Age	Provide entry level training to prepare individuals for employment for in these sectors	West College Scotland	£100k	UK Government Community Renewal	78	Training courses delivered in blended approach	Reduce economic activity Reduction in unemployment
Enterprise Programme Art Of Enterprise	All Age	Provide entry level mentored support for people at beginning on developing their business ideas	WCS	£25k	UK Government Community Renewal	78	12 week mentorship programme that will guide applicants through their business ideas	Reduce economic inactivity Reduction in unemployment

Annex 3

National Performance Framework Alignment

National Outcome	No One Left Behind contribution
 <p>Economy</p>	<p>No One Left Behind supports the Scottish Government’s purpose and vision for inclusive economic growth by ensuring that as many people as possible, including those further from the labour market and facing complex or challenging circumstances, have the opportunity to access fair and sustainable work. No One Left Behind can support businesses helping them thrive and innovate, with quality jobs and fair work for everyone and access to a highly skilled local workforce.</p>
 <p>Poverty</p>	<p>No One Left Behind and the approach taken to employability services supports the Scottish Government’s ambition to eradicate child poverty by providing parents additional support to participate and progress within the labour market. We believe that delivering this agenda is vital to ensure a more diverse and inclusive workforce and breaking the cycle of poverty and disadvantage.</p>
 <p>Communities</p>	<p>No One Left Behind will further develop and deliver a holistic employability provision that is integrated with other local services based on user feedback using the Scottish Approach to service design. Building employability interventions around local areas, taking a placebased approach enables our communities’ voices to be heard and will enable resources to be deployed to better meet service user needs and complement local investment, and be capable of overall national reach and coherence.</p>
 <p>Children</p>	<p>No One Left Behind support families and individuals to increase disposable income by supporting them to access and progress in Fair Work opportunities that are local and encourages local economies to be more inclusive.</p>

 Education	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.

