# East Lothian Local Employability Partnership – No One Left Behind Delivery Plan 2022 - 2025

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## **Section 1: Introduction**

* 1. **Introduction**
* Supporting people into fair, sustainable jobs is central to delivering many of the ambitions for an inclusive, sustainable economy with good population health at its core. Employability services are fundamental if we want to prevent a widening of social and economic inequalities.
* There has been significant investment from Local and National Government to support the delivery of employability support services and initiate labour market growth.
* The East Lothian Local Employability Partnership (ELLEP) is the local strategic employability partnership consisting of partner agencies from the Community Planning structure and is chaired by East Lothian Council (East Lothian Works). The purpose of the ELLEP is to support the implementation of local and national employability policy (including No One Left Behind and the Young Persons Guarantee) through collective leadership, joint planning and co-commissioning. By working in partnership we will make the best use of resources available to deliver effective needs-led employability services that help local residents make a successful transition towards employment.
* This Delivery Plan presents an outline of the planned employability infrastructure and provision over the next three years in East Lothian. The Delivery Plan will be updated annually to reflect local need and the changing economic and wider circumstances. It is the responsibility of the ELLEP to produce, review and report on progress and performance.
  1. **Membership**

| **Role** | **Organisation** |
| --- | --- |
| **Chair** | East Lothian Works – Team Manager |
| **Members** | East Lothian Works (East Lothian Council’s Employability Service) |
|  | Skills Development Scotland |
|  | Department of Work and Pensions |
|  | Volunteer Centre East Lothian – Third Sector Interface |
|  | Edinburgh College |
|  | Developing Young Workforce |
|  | East Lothian’s Health & Social Care Partnership |
|  | Connected Communities (East Lothian Council) |

* 1. **Governance**

East Lothian’s LEP reports to ELC’s Connected Economy Group and the Council Management Team through the Education Service Manager responsible for Employability in East Lothian.

**East Lothian Local Employability Partnership**

**Purpose:** strategic oversight and responsibility for the coordination and implementation of the No One Left Behind Employability Strategy in East Lothian, including setting and reviewing relevant [KPIs](#Section62)

**DYW/Young People Group**

**Purpose**: To increase the routes from school into further learning, training or work and provide an effective partnership between schools, colleges, local authorities and business. To address employability inequality for young people with a care experienced background and ensure there is an accessible vocational offer for all.

**KPIs:** 1, 2, 3, 4 and 9

**Schools Transitions Taskforce –**

**Purpose:** to support young people who are in or at risk of a negative destination. A solution foccussed group which will identify appropriate opportunities for some of the most vulnerable young people in East Lothian.

**KPIs:** 1, 2 and 3

**Adult Learning/Reskilling and Training**

**Purpose:** to identify and develop appropriate learning and training opportunities for adults across East Lothian which will support the development of reskilling and upskilling pathways, in line with LMI. To further align and develop the new Adult Learning Strategy with employability. To identify and prioritise the needs of adults furthest away from the labour market and care experienced individuals, to support progression along the strategic skills pipeline. Programmes relevant to this sub group include – PESF, ALN, Skills for Work, ESOL

**KPIs**: 6, 7, 8 and 9

**Disability and Health Related Conditions**

**Purpose:** to oversee a range of programmes aimed at supporting disabled people and those with health related conditions to progress along the strategic skills pipeline, this includes identifying gaps in provision and solutions to reducing barriers to progression. Programmes relevant to this sub group include – Disability in Schools Project (led by ELW), Disabled Parents Employability Support (DPES – procured by ELW) and ELW/HSCP partnership project being developed to widen access to sustainable employment for adults with a disability.

**KPIs:** 4, 5 and 9

**Commissioning Group**

**Purpose:** to manage the assessment and scoring procedures, following the Council’s grant processes. Assess applications for the NOLB Grant Programme. Support future procurement of NOLB provision through the local, regional and national frameworks.  
**KPIs:** all

**Employability Providers Forum**

**Purpose:** to bring together all providers (public, third and private sector) currently delivering or interested in delivering employability programmes in East Lothian, to share best practice. To further enable referrals to and from partners to enable progression along the strategic skills pipeline.

**KPIs:** all

* 1. **Reporting arrangements**
* ELEEP will meet monthly and the new operational sub groups will be held every two months, reporting in to the next monthly LEP meeting.
* ELEEP will report to ELC’s Connected Economy Group (CEG) and Council Management Team through the Education Service Manager responsible for East Lothian Works. Members of the LEP are also represented on East Lothian’s Poverty Working Group.
* The ELLEP KPIs are linked to East Lothian’s Poverty Action Plan (2021-23), East Lothian Works and Education Service Improvement Plans.
* ELLEP will also provide advice and reports to regional and national groups as required, such as City Region Deal, SLAED and the Scottish Government.
  1. **Strengthening Local Partnership Actions/Self-Assessment** *provide a summary of key improvement actions and any include any relevant link*s

| **Improvement actions** | **Lead** | **Implications**  **[Risk, Cost, Resource]** | **Target Date** | **Measure** | **Outcomes** | **Update** |
| --- | --- | --- | --- | --- | --- | --- |
| **1. Leadership and Relationships** | | | | | | |
| 1.1 Ensure key partners are represented on East Lothian’s refreshed LEP | ELW | Relevant key partners contributing to the employability in East Lothian - | Summer 2021 | Effective communication with partners to ensure participation  Communication Strategy agreed  Key priorities and SLWG/Sub groups established | Strategic representation at LEP  Shared objectives agreed by LEP  All members attending and contributing to strategic development of LEP  Expertise of all members is maximised | Complete |
| 1.2 All partners agree to effectively communicate LEP information within their own organisations | All | Requires input from all partners for successful communication outwith LEP | Summer 2021 | Complete |
| 1.3 Establish strategic and operational priorities of LEP until March 2023 | All | Requires input from all partners and understanding of both national and local priorities | September 2021 | Complete |

| **Improvement actions** | **Lead** | **Implications**  **[Risk, Cost, Resource]** | **Target Date** | **Measure** | **Outcomes** | **Update** |
| --- | --- | --- | --- | --- | --- | --- |
| **2. Governance** | | | | | | |
| 2.1 All partners to agree Terms of Reference | ELW | Risk of not all partners engaging with LEP | Summer 2021 | Updated and agreed Terms of Reference  Procurement Framework Established  Commissioning Protocol agreed for future services (including next phase of NOLB)  Process in place to resolve conflict or issues that arise | Strong attendance at meetings  Input from all members at meetings  Meaningful outcomes from meetings  Increase profile of LEP within partner organisations and stakeholders  Commissioning and Procurement Framework established and being utilised | Complete |
| 2.2 All LEP Members understand roles and responsibilities of LEP membership | All | Risk of not all partners being active members of LEP | Summer 2021 | Complete |
| 2.3 Commissioning – establish a clear framework/protocol for future delivery of employability in East Lothian | ELW/All | Requires input from all partners and understanding of local need | April 2022 | In progress – 1st year of Phase 2 co-commissioning established. |
| 2.4. Establish an agreed means of conflict resolution? | All | Disengagement of members | October 2022 | Ongoing |

| **Improvement actions** | **Lead** | **Implications**  **[Risk, Cost, Resource]** | **Target Date** | **Measure** | **Outcomes** | **Update** |
| --- | --- | --- | --- | --- | --- | --- |
| **4. Community Engagement and Participation** | | | | | | |
| 4.1 LEP will engage with all stakeholders to ensure services users and those with lived experience are involved in shaping employability in East Lothian | All | Consider best ways to engage with local community | ongoing | Establish focus groups for those with lived experience, service users and priority groups  Customer Charter (national framework)  Review Communication Strategy – social media?  Develop a clearer understanding from stakeholders about what is working well and what could be improved | Findings from focus groups inform strategic and operational plans  Improved community engagement and understanding of services provided across East Lothian  Improved readiness for next phase of NOLB devolved funding | Ongoing |
| 4.2 Carry out a stakeholder survey to measure engagement and communication | All | Staff time | Mid/end Nov 2021 | Complete but developing further engagement |
| 4.3 Following results of Stakeholder engagement survey, hold a roundtable with stakeholders. | All | Buy in from stakeholders – divergent priorities | 2023 | Not started yet |
| 4.4 Work with Third Sector and Connected Communities to improve community and third sector engagement | VCEL/CC | Partner capacity | Ongoing | Ongoing |

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

**2.1 Vision**

The partnership will:

* Build on the strengths of existing national and local services, to better align funding and improve the integration of employability services with wider support to ensure that services are designed and delivered around the needs and aspirations of those using our services;
* Improve employment and career opportunities for East Lothian residents including underrepresented groups, through equal access to training and fair work, reducing unemployment and inactivity rates and increasing the skills of the workforce within East Lothian.

**2.2 Aims and Objectives**

To enable collective leadership and shared commitment across partners to effectively support the LEP’s vision and the policy intent for a more aligned approach to national and local employability support in Scotland. This reflects the need to shape a more coherent employability provision that meets local need and supports good population health while aligning with the East Lothian Plan 2017 – 2027 (Local Outcome Improvement Plan) and National Performance Framework.

The ELLEP will take forward East Lothian’s No One Left Behind Delivery Plan, utilising local and National data to determine priority actions aligning with the principles which underpin the approach contained within the partnership agreement for employability agreed by Scottish and Local Government and the recently developed Service Standards Framework.

The partnership will:

* Drive forward and implement the shared ambitions and actions of No One Left Behind alongside the response to Covid-19;
* Use the Scottish Approach to Service Design to co-produce an all age employability service that is person centred, joined up, flexible and responsive to individual needs;
* Co-ordinate resources to improve outcomes and opportunities for East Lothian residents, including those most in need;
* Produce a clear pathway of employability progression for East Lothian residents, including transitions from school;
* Involve service users throughout the process;
* Utilise labour market statistics and available data to inform decisions, identify priorities and support an effective partnership response;
* Align the delivery of the Young Person’s Guarantee at a local level.

**2.3 Developing and Delivering the Plan**

The employability system in Scotland is undergoing a fundamental transformation, since the publication of the No One Left Behind documents which outlined the need for a better aligned and integrated employability support system. Six key principles, informed by stakeholders, were agreed to guide the transformational change currently under way:

1. A system that provides flexible and person-centred support;
2. Is more straightforward for people to navigate;
3. Is better integrated and aligned with other services, in particular, although not exclusively with health provision;
4. Provides pathways into sustainable and fair work;
5. Is driven by evidence, including data and the experience of users; and
6. That supports more people – particularly those facing multiple barriers – to move into the right job, at the right time

The six key principles above are central to the East Lothian Strategic Skills pipeline which remains the basis 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** |

Initially the Delivery Plan will be affected by two significant issues which cause a level of uncertainty. The first of these is the implications of Brexit: both in terms of the transition from European Social and Investment Funds to the Shared Prosperity Fund, and its impact on labour market supply and business development. The second contextual issue is Covid-19, and the recovery period now underway.

Broadly, employability services have two customer groups - individual people seeking to progress in the labour market and employers who can provide these opportunities. The Delivery Plan has been developed based on this understanding and responding to the needs, aspirations, and experiences of both these groups.

| **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 Lothian as a good place to live and work | East Lothian as a good place to live, work, and do business |

A number of tools and frameworks have been developed nationally to support LEPs across Scotland to ensure employability services are of a consistently high quality and meet the needs and expectations of service users and other stakeholders. These have recently been made available and the ELLEP is currently looking at how we customise these to ensure they fit with the local context. They include:

**Employability Services Standards**

The [Employability Service Standards](https://www.employabilityinscotland.com/media/cxsp3uch/publication-employability-service-standards-1.docx) have been developed in partnership across the Public, Third and Private sectors to support those delivering employability services in Scotland.

They create a level of coherency across Scotland to support the move to a local model of employability delivery and governance. This approach enables Local Employability Partnerships and providers to deliver consistently in terms of service quality, whilst being empowered to determine how best to implement these Standards in a way that meets user needs, and accounts for the unique situations in local areas.

The document contains four Standards:

1. Our services work for users;
2. Our services treat people with dignity and respect;
3. Our services learn and improve; and
4. Our services have partnership at their heart.

Each standard has been structured to understand the rationale, the expectations contained within it, and how it links to the No One Left Behind Principles. Although these Standards reflect wide engagement with partners, this is intended to be a living document which will be updated and improved based on feedback received from partners working with them and delivering services in local areas.

**Customer Charter**

1. A service that treats participants with dignity and respect
2. A service that works for the participant
3. A service that learns and improves

**Service User Involvement**

Tools to support service user involvement in line with the Scottish Approach to Service Design will improve ELLEP activity in increasing the level and quality of service user/lived experience engagement in East Lothian.

The guiding principles and standards above will inform the ELLEP’s Delivery Plan. It has been developed as a living document which will continually be reviewed and will evolve over its lifetime. Phase 2 of NOLB in 2022/23 is a transitional year with many changes to funding levels and our approach to delivery.

**2.4 Our Approach to Delivery**

The partnership will ensure transparency and meet the 7 principles of No One Left Behind to ensure service delivery is of the quality standard expected:

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 approach;

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.

**2.5 Delivery Infrastructure**

The current delivery infrastructure to be used to support delivery of the plan is a hybrid approach. There will be a mix of ELLEP member’s employability provision, co-commissioning and procurement:

Current landscape

The council have implemented and delivered a person centred approach to the government’s No One Left Behind Strategy, which has involved in-house key worker 1-2-1 support, group work, vocational training, procurement of specialist provision and an employer grant offer. This delivery model will continue to support the objectives of the delivery plan. The development of the partnership is ensuring connectivity among partners and with other key services locally for example Health, Housing, DWP and Community Justice to reduce duplication and complexity in the local support offer.

Procurement

ELLEP is developing a local procurement framework which will be reviewed every year. This will provide a menu of support, employability provision and a wide variety of local and national providers from across the third and private sector. ELLEP partners will be involved in the commissioning process, assisting to develop the content and detail of services being commissioned from the framework on behalf of the ELLEP and also in the scoring process of contract bids. The ELLEP will agree on any deviation from this process, for example when no providers bid to deliver a service, or where a partnership agreement is a more viable option for delivery. In this instance it may be appropriate to utilise the National Employability Services Dynamic Purchasing System co-ordinated by Scotland Excel. East Lothian Council will be the governing organisation regarding the commissioning process and financial management of employability support funds directed to the ELLEP, to ensure all legal audit and compliance regulations are met.

Commissioning

The ELLEP has developed an Employability Grant Programme for 2022-23 which has allocated funding to 5 employability providers. This was a transparent co-commissioning process by all ELLEP stakeholders.

**2.6 Local Alignment and Integration**

ELLEP have long recognised the potential of harnessing their collective resources to deliver better results for the people and places they serve. However, in an era when all parts of our collective stakeholders face diminishing resources, greater collaboration is critical to a successful future. Only by coming together and aligning local services, can we address the delivery challenges in all our local areas, and truly be greater than the sum of our parts. ELLEP will strive to better align and integrate support through:

* Reviewing ELLEP membership annually and considering any gaps regarding local service representation;
* Representation on local thematic/service/sector planning and working groups;
* Representation at local and national consultations;
* Development of an ELLEP stakeholder and communications plan;
* Utilising community engagement insight and ‘lived experience’ service user feedback.

## Section 3: Economic, Policy and Operational Context

* 1. **Local Economic/Labour Market Profile - SWOT analysis**

| **Strengths** | **Weaknesses** |
| --- | --- |
| * Claimant Count 3.3% - Mar 22 (3.8% Dec 21, 6.2% Mar 21) (Scotland – 4.9% Mar 22) * SLDR/PM - 2021: **94%** in EL (**5/32)** 92.2% in Scotland *SDS, APM* * Disability Employment Gap 2020 20% gap **(3/3**2) ONS, Annual Population Survey * % of workless households – 2020 13.7% (Scotland 18.1%) * Social Enterprise rate (per 10,000 total population) 14.5% (Scotland = 11%) | * SIMD gaps in School Leaver Destination Rate and Participation Measure - 2021 : **8.4% gap** between 20% most deprived and 20% least deprived   (88.8% - 97.2%) *SDS, APM*   * Increase in disability employment gap as a result of Covid * Skills Gaps – lack of labour supply for growth sectors * Transport barriers – including availability and cost( for those over 22 yr old) * Health & Social Care/Hospitality vacancies * Child Poverty Rate 2019/20 16% before housing costs (Scotland 24%) (DWP CiLIF) but 24.5% after housing costs (source NOLB data toolkit). * Gender Employment Gap (% difference between male & female emp. rates) 2020 11/6% (Scotland 5.1%) |
| **Opportunities** | **Threats** |
| * Improved partnership working through LEP * Devolvement of further funding from SG * UK Shared Prosperity Fund * Growth in labour market sectors – e.g. Data Science * Green Jobs * QMU/ Innovation Hub * Tackling Child Poverty funding from Scottish Government * Social Enterprise rate (per 10,000 total population) 14.5% (Scotland = 11%) * Access to Regional Vocational Framework (through CCP) | * Funding – short term nature/change * Impact of COVID – communities/health & wellbeing * Capacity to deliver * Loss of ESF funding * Labour market shortages * Increase in cost of living – impact on poverty rates, in particular in-work poverty * Increase in numbers of economically inactive residents due to health & wellbeing issues |

**3.2 Place Plan Priorities**

East Lothian Plan 2017-27 <https://www.eastlothian.gov.uk/info/210603/performance_and_spending/12196/our_performance/2>

East Lothian Council Plan 2017-22 <https://www.eastlothian.gov.uk/downloads/file/23515/east_lothian_council_plan_2017-2022>

Edinburgh and South East Scotland City Region Deal <https://esescityregiondeal.org.uk/ires>

East Lothian Economic Development Strategy 2012-22 <https://www.eastlothian.gov.uk/downloads/download/13135/east_lothian_economic_development_strategy>

East Lothian Council Equality Plan 2021-25 <https://www.eastlothian.gov.uk/downloads/file/22879/east_lothian_council_equality_plan_2017-21>

East Lothian Council Poverty Plan 2021-23 <https://www.eastlothian.gov.uk/downloads/download/13523/east_lothian_council_poverty_plan_2021-2023>

Community and Learning Development Plan 2021-24 <https://www.eastlothian.gov.uk/info/210567/your_community/12350/community_learning_and_development>

Regional Skills Assessment Edinburgh, East and Midlothian <https://www.skillsdevelopmentscotland.co.uk/media/49102/rsa-regional-report-edinburgh-east-and-midlothian.pdf>

* 1. **Evidence Led**

| **Indicator:** | **Date** | **East Lothian** | **Current Performance Against National Average** | **Short-term Performance Against National Trends** | **Performance Target** | **Edinburgh and South East Scotland City Region** | **Scotland** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| [% Children in Child Poverty](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Child Poverty'!A1) | 2020 | 24.5 | Amber | Red | **↓** | 23.5 | 24.3 |
| [% Children in Childcare](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#Childcare!A1) | 2019 | 31.5 | Green | Green | **↑** | 30.4 | 27.2 |
| [% of Children in Low Income Families](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Children in Low Income'!A1) | 2020 | 16.2 | Green | Red | **↓** | 16.8 | 18.6 |
| [Families with Children receiving Universal Credit or Tax Credits (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Families Rec Benefits'!A1) | 2021 | 34.7 | Amber | Red | **↓** | 33.3 | 35.0 |
| [Families with Dependent Children eligible for Child Benefit (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Child Benefit'!A1) | 2020 | 90.4 | Amber | Green | **↓** | 91.4 | 92.5 |
| [Claimant Count Rate (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Claimant Count'!A1) | 2021 | 4.0 | Green | Red | **↓** | 4.3 | 4.9 |
| [% of Household that are workless](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Workless Households'!A1) | 2019 | 13.4 | Green | Green | **↓** | 18.2 | 21.5 |
| [% of School Leavers in Positive Destination](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#SLDR!A1) | 2020 | 92.5 | Amber | Red | **↑** | 92.7 | 93.3 |
| [Participation Rate (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Participation Rate'!A1) | 2021 | 94.0 | Amber | Red | **↑** | 92.2 | 92.2 |
| [No Qualifications Rate (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'No Qualifications'!A1) | 2020 | 6.7 | Green | Red | **↓** | 6.2 | 8.0 |
| [Economic Inactive: Long-term Sick/Disabled Rate (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Ill Health'!A1) | 2020 | 37.5 | Red | Red | **↓** | 27.4 | 28.7 |
| [Economic Inactivity Rate (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Economic Inactivity'!A1) | 2020 | 21.9 | Amber | Red | **↓** | 22.7 | 23.2 |
| [Unemployment Rate (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#Unemployment!A1) | 2020 | 3.8 | Green | Green | **↓** | 4.4 | 4.4 |
| [Employment in low pay sectors (%)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Low Pay Sectors'!A1) | 2020 | 27.0 | Amber | Red | **↓** | 28.8 | 29.6 |
| [Gender Employment Gap (% difference between Male and Female Employment Rates)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Gender Gap'!A1) | 2020 | 11.6 | Red | Red | **↓** | 2.0 | 5.1 |
| [Underemployment Rate %](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#Underemployment!A1) | 2020 | 7.6 | Amber | Green | **↓** | 9.4 | 8.1 |
| [Social Enterprise Rate (per 10,000 total population)](file:///C:\Users\macka\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\F7D77C0F.xlsx#'Social Enterprises'!A1) | 2019 | 14.5 | Green | Green | **↑** | 11.5 | 11.0 |

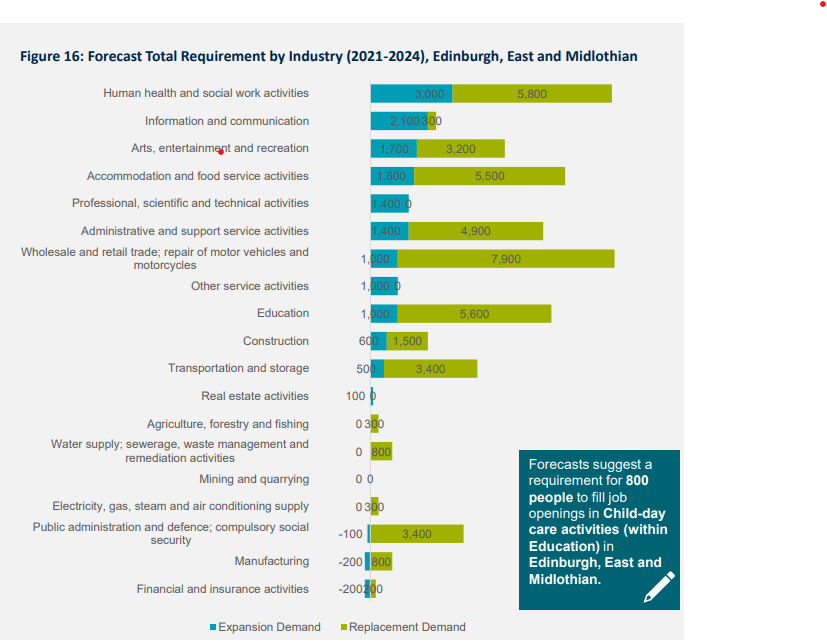
The table below is an extract from the NOLB Data Toolkit, developed on behalf of all LEPs by the Improvement Service, SLAED and Glasgow City Region Intelligence Hub.

*Sources: End Child Poverty; Care Inspectorate; UK Govt – Children in Low Income Families; DWP Stat Xplore; NOMIS Claimant Count, LGBF; ONS – Annual Population Survey; Scottish Government)*

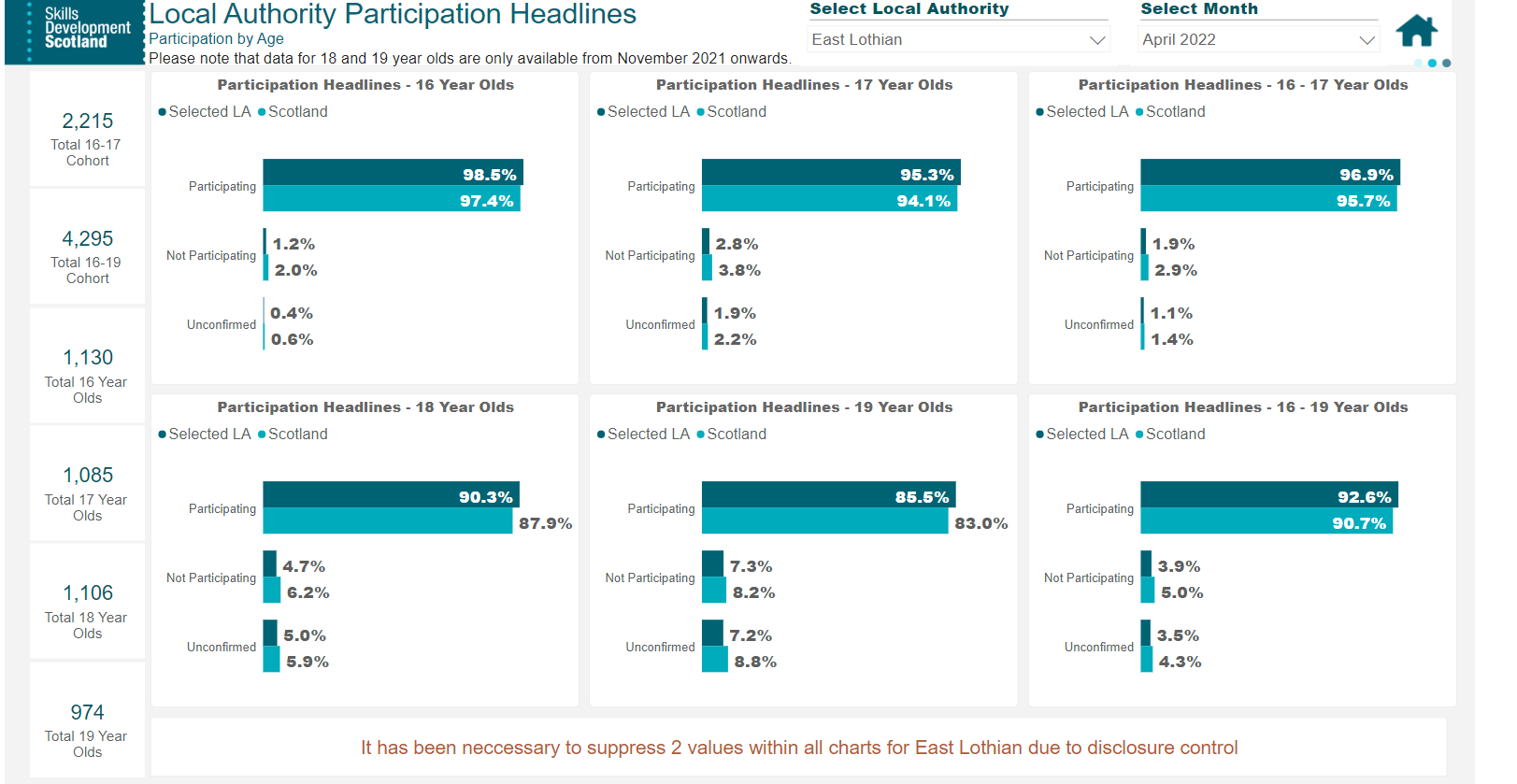
The information contained in the data toolkit will allow East Lothian’s LEP to analyse the local authority area, Local Government Benchmarking families, City Region, Scotland and the UK as a whole. Along with other data sources (listed below) it will provide robust data to inform the LEP’s priorities and KPIs.

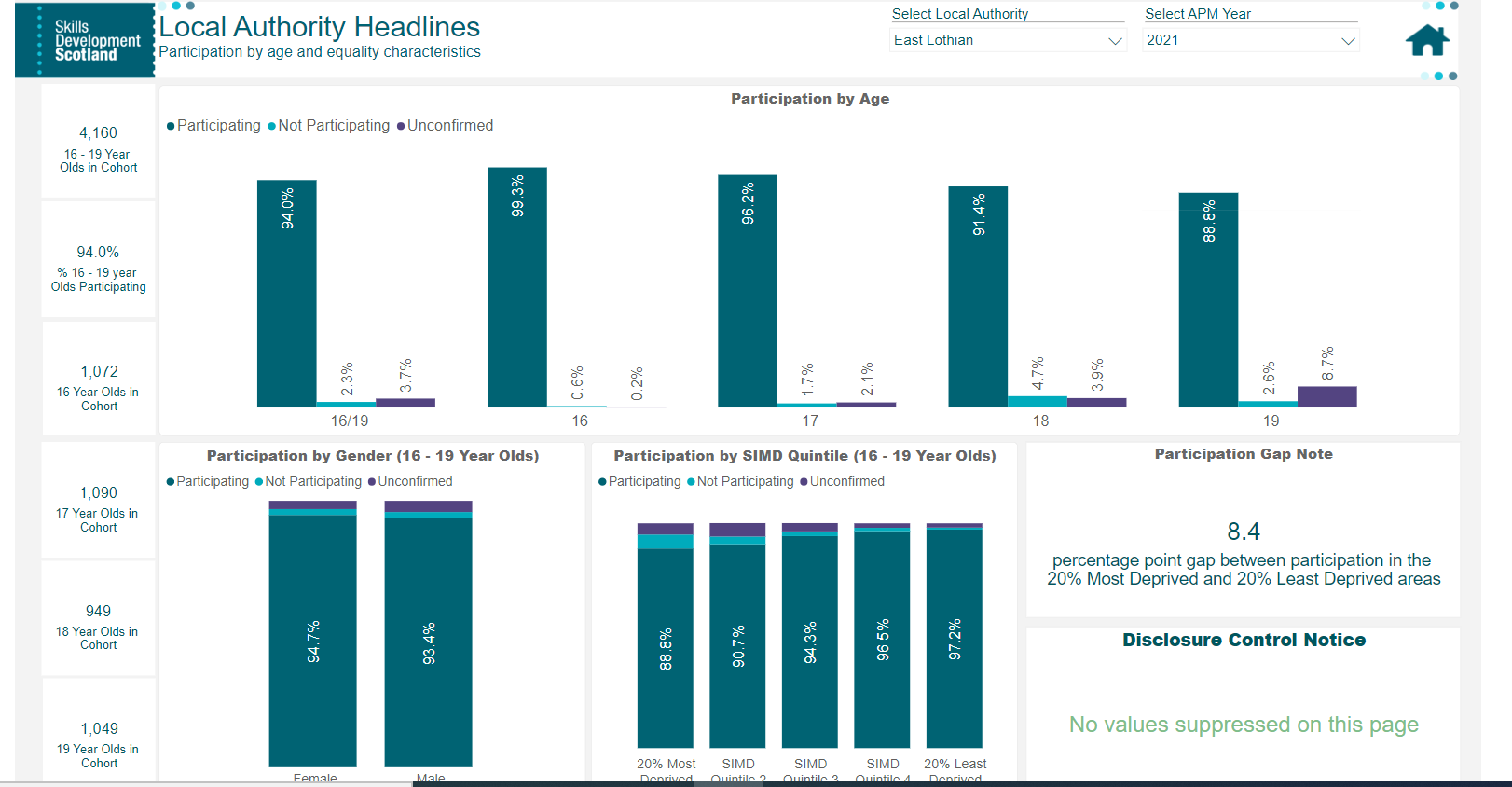
**Unemployment figures** [***www.nomisweb.co.uk***](http://www.nomisweb.co.uk)**and key barriers for participants *(East Lothian Works)***

**Regional Skills Assessment *(source: Skills Development Scotland)***



**Participation Measure for East Lothian: *(source: Skills Development Scotland)***





**Data sources:**

* Nomis - Official Labour Market Statistics (nomisweb.co.uk)
* [Regional Skills Assessments | Skills Development Scotland](https://www.skillsdevelopmentscotland.co.uk/what-we-do/skills-planning-alignment/regional-skills-assessments/)
* NOLB Local Authority Data Toolkit (via Glasgow City Region Intelligence Hub)
* East Lothian Works – Quarterly Highlight/Activity Reports
* Edinburgh College
* Public Health Scotland

## Section 4: Service Delivery

4.1 **Supply & Demand Mapping** (linked to ELLEP’s KPIs) Existing provision (June 2022)

| **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 |

|  | **Young People** | **Adults/Families** | **Disability** |
| --- | --- | --- | --- |
| Pre Stage 1: **Earliest Engagement** | ELW: PSD  SDS: CIAG & school and post school support  Bridges Project  The Ridge | Access to Industry (Criminal Justice)  The Ridge  SDS – all age CIAG support | SDS – all age CIAG support |
| Stage1:  **Engagement, Referral and Assessment** | ELW : Steps to Employment  Bridges Project  SDS: CIAG & school and post school support  The Ridge | ELW: Steps to Employment  SDS: all age CIAG support  Access to Industry (Criminal Justice)  The Ridge | All in East Lothian (NOLB Grant Funded)  DPES (Enable)  SDS: all age CIAG support |
| Stage 2:  **Needs Assessment and Barrier Removal** | ELW : Steps to Employment  SDS: CIAG & school and post school support  Bridges Project  The Ridge  Triage (FSS)  North Berwick Youth Project  ELW: Core Skills & ESOL (post school) | ELW : Steps to Employment  SDS: all age CIAG support  ELW – Core Skills and ESOL  ELW – ICT and DDI Programme  Access to Industry (Criminal Justice)  The Ridge  Triage (FSS) | All in East Lothian (NOLB Grant Funded)  DPES (Enable)  ELW: Core Skills & ESOL  Triage (FSS)  SDS: all age CIAG support |
| Stage 3:  **Vocational Activity** | SDS: CIAG & school and post school support  Young Persons Guarantee  Bridges Project  Street League (NOLB Grant Funded)  The Ridge  DWP - SWAPs  Triage (FSS)  ELW: Core Skills & ESOL (post school) | ELW/PESF  ELW – Routes to Work  ELW – Paid Work Experience Placements  ELW – LTU Programme  ELW – Core Skills and ESOL  ELW/Edinburgh College – Skills for Work\*  ELW – ICT and DDI Programme  Access to Industry (Criminal Justice)  GTG Training (NOLB Grant Funded)  The Ridge  DWP  Triage (FSS) | All in East Lothian (NOLB Grant Funded)  DPES (Enable)  DWP  ELW: Core Skills & ESOL  Triage (FSS) |
| Stage 4:  **Employer Engagement and Job Matching** | SDS: CIAG & school and post school support  Young Persons Guarantee  ELW: Core Skills & ESOL (post school)  Bridges Project  The Ridge  DWP  Triage (FSS)  DYW: School Employer Engagement | ELW/PESF  ELW – Routes to Work  ELW – Core Skills and ESOL  ELW – ICT and DDI Programme  Access to Industry (Criminal Justice)  The Ridge  DWP  Triage (FSS)  SDS: all age CIAG support | All in East Lothian (NOLB Grant Funded)  DPES (Enable)  DWP  ELW: Core Skills & ESOL  Triage (FSS)  SDS: all age CIAG support |
| Stage 5:  **In Work Support and Aftercare** | Young Persons Guarantee incl Kickstart extensions  ELW: ERIs and in work grants  ELW: In work support service  The Ridge  Triage (FSS)  SDS: ongoing in work support | ELW: In work support service  ELW: ERIs and in work grants  ELW: Core Skills & ESOL  Access to Industry (Criminal Justice)  The Ridge  Triage (FSS)  SDS: all age CIAG support and in work support | All in East Lothian (NOLB Grant Funded)  ELW: ERIs and in work grants  DPES (Enable)  ELW: Core Skills & ESOL  Triage (FSS)  SDS: all age CIAG support and in work support |

*Glossary:*

*ELW: East Lothian Works LTU: Long Term Unemployed*

*PSD: Personal & Social Development FSS: Fair Start Scotland*

*PESF: Parental Employability Support Fund CIAG: Careers, Information, Advice & Guidance*

*DPES: Disabled Parents Employability Support*

*Core Skills and ESOL include SQA qualifications \*Skills for Work – Early Learning and Childcare course with accredited qualifications*

| **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** | * Financial health check, benefits advice, managing debt, setting up bank accounts, living on a budget management advice and support * Better Off In Work Calculations |
| **Health and Wellbeing** | * 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** | * Confidence Building/Motivation * Personal Development, Personal Presentation, Problem solving, Communication /ESOL * Digital Skill Literacy * Work Preparation |
| **Accredited and Certificated Core / Vocational Skills Training** | * 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** | * Work based activity, job tasters and employment focused volunteering * Allowance or Wage Based * ILM/Supported Employment/IPS |
| **Job Search** | * Create and update a CV * Job seeking, applications and Interview preparation * Online applications/interviews |
| **Employer Support, Engagement and Job Matching** | * Recruitment Advice, Job Carving, Job Descriptions * Job Broking, Vacancy Matching, Short-leeting, Interviews, Job Coaching etc * Health and Safety/Risk Assessments * Employer Recruitment Incentives - Minimum Standards re ERI National Framework |

* 1. **Service Delivery Priorit**i**es**

**Key Priority Groups**

| **16-24** | **25+** |
| --- | --- |
| Disabled Young People | Disabled people and those with long term health conditions, including those disproportionately impacted by the pandemic |
| Care Experienced (up to 26) | 6 priority family groupings, including those in-work poverty |
| Those in or at risk of a negative destination | SIMD areas where higher than average unemployment and child poverty rates |
| SIMD areas with lower SLDR and PM | Ex- offenders |
|  | Long Term Unemployed |
|  | Workless households |

**Geographical Approach**

| **16-24 SLDR/PM** | **25+ SIMD Data Zones** |
| --- | --- |
| **August 2021:**  20% most deprived: 88.8% participating (16-19)  20% least deprived: 97.2% participating (16-19)  20% most deprived: areas in Musselburgh, Wallyford, Tranent, Prestonpans | **Claimant Count (NOMIS May 2022, SIMD 2020)**  20% most deprived: areas in Musselburgh, Wallyford, Tranent, Prestonpans  20% most deprived areas - 710 people 25+ claiming (averages at about 3.3% of the 16-64 population).  East Lothian claimant count 1350 25+ claiming (averages at 2.4% of 16-64 population) |

* 1. **Service Delivery Requirements and Approach – linked to KPIs**

| **What/Target Group** | **Action** | **Risk** | **Resource** | **KPI/Expected Outcome** | **Delivery Partners** | **Timescale/Rag** |
| --- | --- | --- | --- | --- | --- | --- |
| **Young people at risk of a negative destination, including care experienced young people** | * Continue to strengthen partnership work including between ELW/Schools & SDS to identify and support young people at risk of moving into a negative destination * Procure provision and services to target this cohort * Identify employability needs and gaps in provision of care experienced young people and adults * Work in partnership with Edinburgh Council and NHS to offer bespoke programme for care experienced y/p * Continue to use data available to identify provision/ to plan appropriate interventions and for accurate monitoring/tracking of 16-19 cohort | * Annual funding cycle * Readiness of cohort to participate | ELW Core Budget  NOLB  SDS | * Reduce number of unknowns * Increase the APM participation rates and the SLDR positive destination figures | ELW  SDS  Schools  Street League  Bridges Project  VCEL  Connected Communities  Edinburgh College  ELC – Head Teacher (Care Experienced Children & Young People) | * Ongoing * Newly funded projects started April 2022 for 1 year |
| **What/Target Group** | **Action** | **Risk** | **Resource** | **KPI/Expected Outcome** | **Delivery Partners** | **Delivery Timescale/RAG** |
| **Young people from 20% most deprived SIMD areas** | * Continue to strengthen partnership work including between ELW/Schools & SDS to identify and support young people at risk * Procure provision and new services to target this cohort * Use data to identify targeted SIMD support, particularly those at risk of a negative destination and for monitoring/tracking | * Annual funding cycle * Lack of engagement from young people with multiple barriers | ELW Core Budget  NOLB  SDS | * Reduce gap in SLDR and PM between 20% most deprived and least deprived SIMD areas | ELW  SDS  Schools  Street League  Bridges Project  VCEL  Connected Communities  Edinburgh College | * Ongoing * Newly funded projects started April 2022 for 1 year |
| **Long term unemployed/Workless households** | * Work with public and third sector to create intermediate labour market opportunities for long term unemployed * Identify barriers to progressing towards work through engagement with key stakeholders, especially those with lived experience * Create new innovative programmes to engage those furthest away from the labour market and with multiple barriers | * Lack of placements * Real Living Wage * Harder to engage with those further from labour market * Long term programmes needed but short term funding available * Increase in economically inactive due to long term health conditions and caring responsibilities * How to measure soft skills and progression before moving into employment | * LTU funding – SG * NOLB – Phase 1 and Grant Programme | * LTU KPIS – 70% expected rate moving into employment * Progression along pipeline, greater readiness for work | ELW  DWP  Access to Industry  VCEL  Connected Communities  Edinburgh College  SDS | * LTU programme last start Sept 22/funding ends Mar 23 |
| **What/Target Group** | **Action** | **Risk** | **Resource** | **KPI/Expected outcome** | **Delivery Partners** | **Timescale/RAG** |
| **Parents in 6 priority family groupings** | * Working with partners, develop plan for Child Poverty funding * Stakeholder engagement with parents to identify needs to help progression into work and in work * Identify specific projects/offer targeted at different priority groups e.g. young parents | * Lack of engagement from parents in work * Cost of living increase | * PESF * DPES * Child Poverty Funding | * Reduce child poverty * No of parents progressing into employment * No of parents increasing their income * No of parents gaining qualifications * No of parents moving out of in-work poverty | ELW  Enable  SDS | * Ongoing * April 2022 – DPES project started for 1 year |
| **Disabled people and those with long term health conditions** | * Through LEP sub group – work with stakeholders to identify pathways to reduce barriers, long term funding to enable progression towards and into work * Fund specific specialist provision for disabled people | * Lack of long term funding * Lack of engagement of those furthest from the labour market * Impact of Covid on mental health and wellbeing | * NOLB grant funding * DPES – Scottish Gove | * Reduce the disability employment gap * More people with disabilities and long term health conditions progress along the pipeline | Enable  HSCP  Disability & Health Subgroup of LEP  SDS | * New programmes starting April 2022 for 1 year |
| **What/Target Group** | **Action** | **Risk** | **Resource** | **KPI/Expected Outcome** | **Delivery Partners** | **Timescale/RAG** |
| **Sectors in East Lothian with labour and skills shortages** | * DDI/ICT courses – create programme of accredited qualifications with Edinburgh College to be offered in community venues in East Lothian * Sector specific courses e.g. Skills Boost courses delivered by Edinburgh College – link with employers in these sectors to offer pathway into employment * Vocational Training e.g. HGV Driver courses * Green Jobs – identify and develop opportunities in growth sectors in line with LMI * Use a range of data sources to analyse skills & LMI to plan relevant provision | * National and structural sectoral issues – especially in Health & Social Care and Hospitality * Shrinking of labour force * Increase in numbers of economically inactive * Unrealistic expectations of employers/sectors * Lack of interest in working in these sectors | * ELW budget/City Deal funding * NOLB Grant Programme | * Numbers progressing into employment in sectors with skills gaps | ELW  Edinburgh College  DWP  External partners | * Started Feb 22 - ongoing |
| **What/Target Group** | **Action** | **Risk** | **Resource** | **KPI/Expected Outcome** | **Delivery Partners** | **Timescale/RAG** |
| **Improve Stakeholder Engagement including those with lived experience** | * Set up a series of focus groups to engage with communities and those with lived experience to inform new programmes * Engage with businesses in EL, in particular SMEs, including those who have accessed ERIs and those with labour market shortages * Carry out an annual generic survey for East Lothian residents seeking feedback on current services and development of new provision * Set up employability providers’ forum (frequency – annual) | * Lack of engagement from groups/communities | * Staff time | * Those with lived experience help shape new provision * Thriving employability providers sector in East Lothian | LEP partners | By Autumn 2022 |

## Section 5: Resource Requirements

**5.1 People and Organisations**

Within East Lothian there is a mixed economy of service delivery across third, private and public sectors with the overall objective to:

* Support disadvantaged residents to access the skills and support they need to progress in life and into work
* Support young people and adults to progress in work by improving core and employability skills
* Reduce levels of economic inactivity and move those furthest from the labour market closer to employment, through person-centred employment support

**5.2 Commissioning**

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 ceasing of both the Community Jobs Scotland and Employability Fund Programmes with funding now being directed to the local areas to meet local needs.

The ELLEP has already conducted an open and transparent Employability Grant Programme for 2022-23 to ensure employability provision is available immediately. Five projects have been awarded funding at a value of just over £200,000. Grant contract management will ensure projects are progressing and performing throughout the financial year. The ELLEP will utilise the local and national procurement frameworks once established to delivery additional provision with any unallocated funding.

**5.3 Money**

The table below provides a break-down of 2022-23 funding allocations for East Lothian and how this compares with the funding available in 2021/22:

| **Investment** | **Allocation 2021/22** | **Allocation**  **2022/23** | **Variance from 2021/22** | **Commentary** |
| --- | --- | --- | --- | --- |
| **No One Left Behind (NOLB)** | £137,260.00 | £262,963.12 | +£125,703.12 | Whilst the NOLB allocation has increased it is not at the anticipated level. As Phase 2 continues to be all age and now all stage (inclusion of Stages 3 and 4). |
| **Parental Employability Support Fund (PESF)** | £183,000 | £186,151.02 | +£3,151.02 |  |
| **Long Term Unemployed (NOLB)** | £290,000 for 2021-23 | £290,000 for 2021-23 | - | New programme running over 2 financial years. There was no actual spend in 2021/22 so full allocation available in 2022/23. |
| **Young Persons Guarantee (YPG)** | £731,799.00 | £246,203.48 | -£485,595.52 | Allocation is massively reduced which has an impact on employer recruitment incentives available. The majority of the 2021/22 allocation has been committed and is carried as contingent liability with employer opportunities. |
| **Total** | £1,052,059  (including LTU £1,342,059) | £695,317.62  (including LTU £985,317.62) | -£356,741.38 |  |

As the figures show, the net increase in specific funding themes for East Lothian (despite the closure of 2 key programmes – EF and CJS) is minimal (allowing for the additional £290k for LTU over the 2 financial years) compared to the overall reduction in funding available for the area.

The ELLEP has already co-commissioned a limited volume of employability provision for the 2022-23 period via our Employability Grant Programme and, given the funding available, are unlikely to have resources for any additional services via this method. Funding will be allocated for procurement of specialist provision utilising the local and national frameworks.

## Section 6: Performance Management and Reporting

**6.1 Approach**

The management and reporting process is as follows:

* **Data dashboards** including NOMIS, SDS Regional Skills Assessment and the NOLB Data Toolkit will be reviewed regularly at the ELLEP;
* **KPI’s** will be reviewed and reported quarterly;
* **Annual Report** to the Connected Economies Group (CEG – Community Planning Partnership) on KPI’s and progress;
* **The Delivery Plan** will be reviewed and revised each year.
* **Management Information System (Helix)** – the council and all delivery partners will use the same shared management information system. This will enable the Funding and Contracts Team within the council to keep track of participant progress and outcomes of all provision. 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 Funding and Contracts Team will work with and support the delivery partner to overcome any issues or challenges
* **National Shared Measurement Framework (SMF)** - further development will take account of the: <https://www.employabilityinscotland.com/media/pgujxbke/for-publication-shared-measurement-framework.pdf>

**6.2 Performance Indicators**

|  | **KPI** | **Rationale for measure** | **Baseline** | **Data Source** | **Timescale for reporting** | **Lead Partner** |
| --- | --- | --- | --- | --- | --- | --- |
| **1.** | ***Young People***  **Annual Participation Measure (APM): reduce SIMD gap** | The APM rate in 20% most deprived areas is lower so aim is to reduce the participation rate gap between young people in 20% most deprived areas and those in 20% least deprived areas. This would be reflected in an increase in the participation rates in the 20% most deprived to reduce the gap between least and most deprived. | 2021 : **8.4% gap** between 20% most deprived and 20% least deprived  (88.8% - 97.2%)  *SDS, APM* | [APM - Skills Development Scotland](https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure/) | Annual (31st August)  Include quarterly updates | SDS |
| **2.** | ***Young People***  **Maintain East Lothian’s broader APM** | Maintain East Lothian’s APM for 16-19 year olds at above national average | 2021: **94%** in EL  **5/32**  92.2% in Scotland  *SDS, APM* | [APM - Skills Development Scotland](https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure/) | Quarterly & Annual (31st August) | SDS |
| **3.** | ***Young People***  **Reduce number of unknowns** | Track and target interventions for those with an unknown status (16-19 year olds) | December 2021: 185  Work towards year on year reduction | SDS – East Lothian | Quarterly updates | SDS |
| **4.** | ***Disability***  **Disability Employment Gap** | The gap between the number of disabled people and non-disabled people in employment since COVID has widened. Previously fell each year between 2016-2019. Aim is to reduce this gap. | 2020  Scotland :**33.7**% gap  46.9% disabled 80.6 %non-disabled  East Lothian: 55% disabled 75% non-disabled **20%** gap  3/32  *ONS, Annual Population Survey, Jan-Dec* | [Disability and employment ONS](https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/datasets/disabilityandemployment) | Annual | ELW/H&SCP  Could move to LEP Disability Subgroup |
| **5.** | ***Disability***  **Disability Confident Employers** | Increase the number of employers in EL signed up to be Disability Confident. | Currently 24 registered Disability Confident employers in East Lothian  Target in year 1 to 48 registered employers | [Disability Confident Employers on Gov.uk](https://www.gov.uk/government/publications/disability-confident-employers-that-have-signed-up) | Annual | DWP |
| **6.** | ***Families/Adults***  **Workless Households** | Reduce the number of households in East Lothian that are defined as workless, including those in the most deprived SIMD areas  (improving the offer of re-skilling/upskilling - pathways) | 2019 – 13.4% (3,947)  Scottish Average – 21.5%  LGBF Family Group 2 average - 20.8%\*\*  City Region – 18.2%  East Lothian has lowest % of workless households in LGBF Family Group 2\*\* | NOLB Data Toolkit  [ONS - Households by Combined Economic Activity](ONhttps://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/datasets/householdsbycombinedeconomicactivitystatusofhouseholdmembersbylocalauthoritytablea1la) | Annual | ELW |
| **7.** | ***Families/Adults***  **Economic Inactivity Rate** | Reduce the economic inactivity rate i.e. % of working age individuals (16-64) not in employment and not seeking employment  (improving the offer of re-skilling/upskilling - pathways) | 2020 – 21.9% (14,000)  Scottish Average – 23.2%  LGBF Family Group 2 average - 23.6%\*\*  City Region – 22.7% | NOLB Data Toolkit  [Annual Population Survey 2021](https://www.nomisweb.co.uk/query/construct/summary.asp?mode=construct&version=0&dataset=17) | Annual | ELW |
| **8.** | ***Adults***  **Claimant Count** | Reduce claimant count, particularly in most deprived SIMD areas in East Lothian  (improving the offer of re-skilling/upskilling - pathways) | Nov 2021 – East Lothian - 3.5%  Scottish Average – 4.1% | NOLB Data Toolkit  [NOMIS - Claimant Count](https://www.nomisweb.co.uk/query/select/getdatasetbytheme.asp?theme=72) | Quarterly | DWP |
| **9.** | ***Families***  **Child Poverty** | Reduce the effects and % of children in poverty after housing costs (as a consequence in part of our overall KPI’s) | 19/20 24.5% of children in child poverty (4,808 children)  Scottish Average – 24.3%  City Region – 23.5%  \* LGBF Family Group 2 average – 23.6% | NOLB Data Toolkit  [End Child Poverty](https://www.endchildpoverty.org.uk/child-poverty-in-your-area-201415-201819/) | ELW | ELW |

**6.3** **Continuous Improvement**

1. **Identifying areas for improvement** through self-evaluation, analysing data, and collecting feedback from service users. 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](https://www.employabilityinscotland.com/media/2ccizkue/continuous-improvement-blank-self-evaluation-survey.docx).
2. The [Shared Measurement Framework](https://www.employabilityinscotland.com/media/abqf2vwn/shared-measurement-framework-key-questions-paper.docx) 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 ELLEP 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 ELLEP 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 ideas**: 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](https://www.employabilityinscotland.com/media/ijrppnp0/continuous-improvement-driver-diagram-guidance.pub).
6. **Various continuous improvement tools**: will be utilised by the ELLEP as appropriate when undertaking continuous improvement of services. **Process Map**: *this* [guidance document](https://www.employabilityinscotland.com/media/tgdpzceh/continuous-improvement-process-map-guidance.pub)  **Empathy Map** *this* [guidance document](https://www.employabilityinscotland.com/media/clpfbug4/continuous-improvement-empathy-map-guidance.pub)*.* **Cause and Effect Diagram** *this* [guidance document](https://www.employabilityinscotland.com/media/y0vnvkep/continuous-improvement-cause-and-effect-guidance.pub)
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](https://www.employabilityinscotland.com/media/h0wn51lz/continuous-improvement-pdsa-cycle-guidance.pub).
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](https://www.employabilityinscotland.com/media/vwllhn2y/continuous-improvement-continuous-improvement-action-plan.xlsx) 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 develops innovation, encouraging those delivering services to build on each other’s improvements. A National digital platform is currently in development, which those delivering employability support services can use to share information about successful improvement initiatives.

**6.5 Evaluation and Review**

The ELLEP is aware of the 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 will help to shape our local approach and plans.

The Delivery Plan and KPI’s will be revised annually by the ELLEP. Where improvement actions are required, these will be progressed via the various operational groups in place or short life working groups will be established.