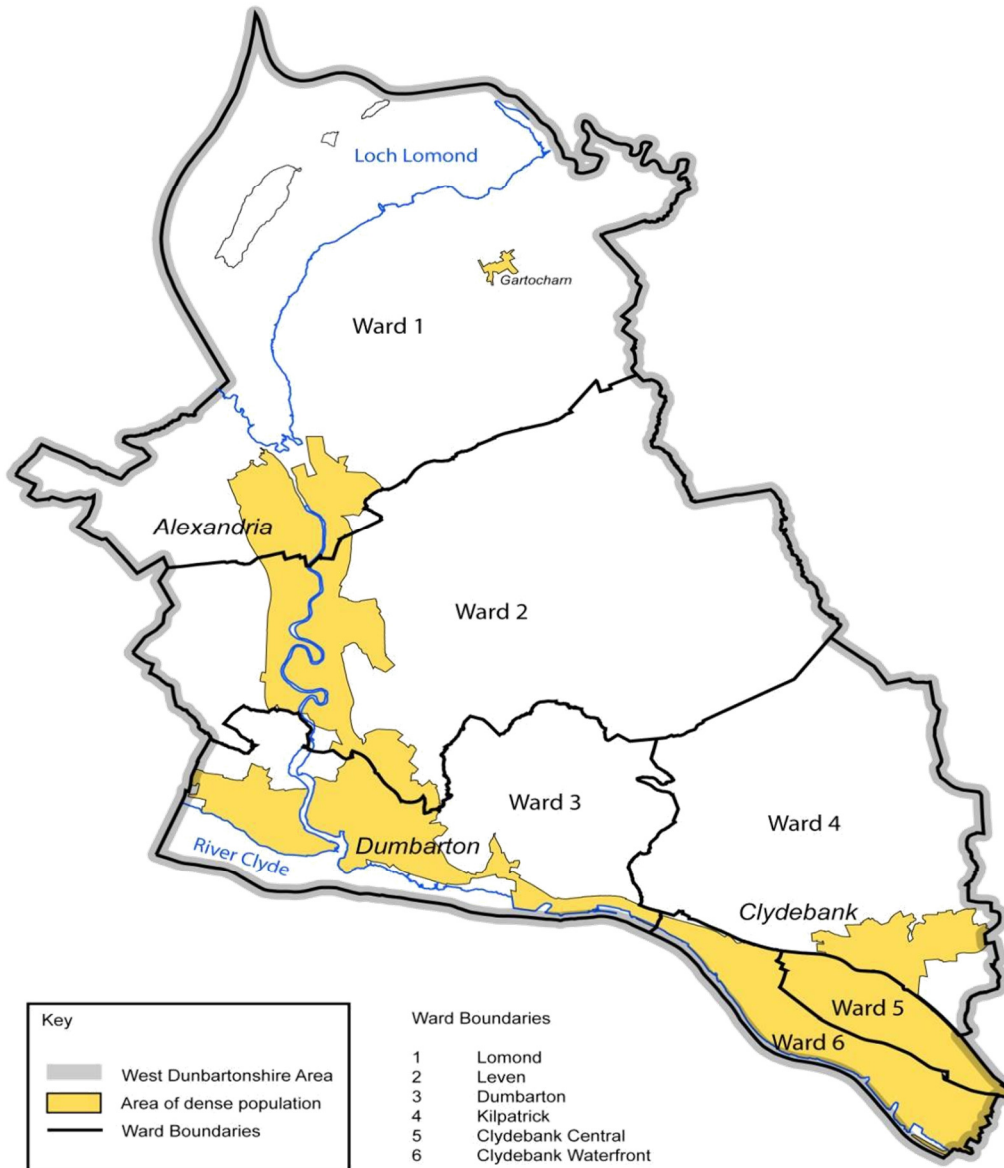


West Dunbartonshire Local Employability
Partnership:
Three Year Operating Plan 2022-2025

West Dunbartonshire Multi Member Ward Map



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Key Points:

The employability system in Scotland has undergone a transformation with a number of funds being shifted to local management lead by the local authority. This has not only brought with it focussed No One Left Behind funding but also the requirement to clearly demonstrate partnership working and a commitment co-ordinating resources to achieve better outcomes. The Scottish Government has stated that the approach partnerships intend to take to provide employability support services has to be set out in a three-year development plan. This is the plan.

Employability is defined as services that are designed to achieve the best match between the abilities, attitudes and capabilities of an individual and the needs, expectations and attitudes of employers within local labour market.

Given the socio-economic circumstances in West Dunbartonshire, where there is higher than average rates of disadvantage and unemployment, the need for co-ordinated employability services is clear. As such, we have identified a number of priorities for employability service investment.

These priorities strike the balance between national, regional and local objectives. The Three-year Operating Plan identifies our target groups and individuals and outlines a delivery approach for our interventions. This is a three phase-five stage model that is designed to aid investment decisions and to encourage progression from unemployment to sustained employment among our target group.

In the document we identify our approach to partnership working and describe the Local Employability Partnership and its associated groups. These groups include: the Strategic Group; the Creative Design Group (service providers); the Community of Interest (frontline staff); and the lived experience groups (service users). These groups have been developed to ensure we have input to service design and service priorities from all key stakeholders with an interest in employability services.

The plan outlines the strengths, weaknesses, opportunities and threats in West Dunbartonshire and sets this alongside methods for managing the acquisition of services and monitoring progress towards our key performance aims. Our aims are to:

- Increase engagement with service users;
- Assist people to identify their employability needs;
- Support access to learning and training;
- Assist residents to secure employment; and
- Helping them to progress within the workplace.

We have established a performance monitoring framework that will be managed by Working4U on behalf of West Dunbartonshire Council. The information gathered through our monitoring framework will form the basis of a number of reports and evaluations. The reports will be used to inform decisions about future investment and shape future activity.

These reports will also be used to demonstrate the progress we have made in supporting the residents in West Dunbartonshire to overcome the barriers that prevent them from achieving their work and career ambitions. The framework will also demonstrate how well support better quality learning and employment opportunities’.

The Three-year Plan begins with an introduction to policy, strategic direction and ambitions for the delivery of employability services in Scotland.

Section 1: Introduction

No One Left Behind: A New Future for Employability

Since the publication of 'A New Future for Employability Support in Scotland' in 2016 the employability system in Scotland has undergone a transformation. The transformation gained momentum in March 2018 with the publication of the 'No One Left Behind' [Strategic Document](#) which outlined the need for a better aligned and integrated employability support system.

Not only have these developments gained momentum they have also intensified in complexity and as a result there is a need to set out local plans for the delivery of employability services.

This is the West Dunbartonshire Three Year Employability Service Operating Plan.

Employability: A Definition

Employability is a concept that has been developed over a number of years. It describes the combination of factors and processes that enable people: to progress towards; get into employment; to stay in employment; and to move on in the workplace.

This will generally include the development of skills and capacities relevant to the local labour market. Employment in this context does not have to be full-time; it could cover a range of 'meaningful' work related activities.

The term 'employability' is widely used, particularly in relation to groups and individuals who are seen to have barriers that prevent them from considering work as an option or entering and progressing in the labour market.

The key factors that contribute to their employability include:

Individual factors

- Attributes such as enthusiasm and willingness to learn.
- Assets such as skills, qualifications and work experience.
- The ability and capability to use those attributes and assets.

External factors

- The prevailing local labour market conditions.
- Wider economic drivers.
- Employers' recruitment procedures and their attitudes and expectations of employees.

Employability services are designed to achieve the best match between the abilities, attitudes and capabilities of an individual and the needs, expectations and attitudes of employers within the local labour market.

Employability services are delivered by a complex range of organisations and agencies including: Government Departments (for example, DWP); non departmental organisations (for example, SDS); local authorities (West Dunbartonshire Council); and Third Sector and private sector employability and training providers.

As a result, employability services should support people to overcome the barriers that prevent them from considering work as an option, move towards and into work and remain in employment. With better access to opportunity; reduced unemployment; and general improvements in the quality of the lives of residents of West Dunbartonshire emerging as a result.

No One Left Behind Development: Key Stages

In November 2018 a [Review](#) of Employability support in Scotland was published. This outlined a three phased approach for developing employability services that focus on delivering an all-age, person centred, needs led approach to services supported by increased local governance of resources.

While the full implementation of the No One Left Behind (NOLB) has been delayed for a number of understandable reasons, not least the emergence of COVID-19, important progress has been achieved. The No One Left Behind development timeline demonstrating key milestones is contained in **Appendix 1**.

By April 2022, the following funding streams were incorporated into the No One Left Behind approach.

- Activity Agreements;
- Employer Recruitment Incentives;
- The Employability Fund;
- Community Jobs Scotland.

This funding will focus on all-age employability service provision aimed at supporting those people experiencing barriers to opportunity.

In addition, we will be managing two further funds through the local partnership:

- Young Persons Guarantee – this is aimed at the 16 - 24 years age group and as well as direct employability support will include employer recruitment incentives. Employer recruitment incentives provide support for employers who recruit people from our target groups and in the 16 - 24 age range;
- Parental Employability Support Funds – focussing on families with children who are most likely to face disadvantage and have limited resources.

Further developments in employability service provision will be managed in West Dunbartonshire by the West Dunbartonshire Local Employability Partnership. This will ensure that we integrate No One Left Behind activity with other employability interventions, including activity delivered through the use of:

- Fair Start Scotland Resources;
- UK Government Future Prosperity Funds.

Section 2: West Dunbartonshire Operational and Delivery Context

West Dunbartonshire, an area of 98 square miles, is located west of Glasgow and shares borders with Argyll and Bute, East Dunbartonshire and Stirlingshire, Renfrewshire and Glasgow. **Diagram 1** provides an indication of West Dunbartonshire's location.



West Dunbartonshire has a population of approximately 88,340 people with the majority living with the three town centres of Clydebank, Dumbarton and Alexandria. The local authority area consists of 121 of Scotland's 6,978 Scottish Index of Multiple Deprivation data zones and 17 Community Council areas. These are set within six 'multi-member' wards, illustrated in **Map 1**.

1. Lomond;
2. Leven;
3. Dumbarton;
4. Kilpatrick;
5. Clydebank Central;
6. Clydebank Waterfront.



Strengths Weaknesses Opportunities Threats (SWOT)

We have reviewed development plans and consulted with agencies providing or potentially providing funds for employability and staff and employability service users to compile a SWOT analysis. This analysis provides the baseline for local employability priorities and the foundation for employability service provision. The details of the analysis are contained in **Appendix 2**.

The summarised SWOT analysis is...

Strengths

- Good location and communications network;
- Commitment to social justice demonstrated by apprenticeship pathway;

- Good infrastructure for the delivery of Modern Apprenticeships and Foundation Apprenticeships;
- Strong local employability partnership;
- Strong local employability service infrastructure;
- Commitment to innovative approaches;
- Good complement of staff with expertise and experience allowing us to design and deliver good quality services;
- Well prepared for introduction of new employability service funds.
- Well established digital platform to deliver on-line support services.

Weaknesses

- Higher than average incidence of multiple deprivation;
- High incidence of poverty and disadvantage;
- Low skills base. Mismatch between skills and opportunities
- More focus on target groups required.

Threats

- Brexit – impact of uncertainty in economy and continuity of employability service funding;
- Impact of Covid-19 harms; intensifying socio/economic challenges within already disadvantaged communities;
- Continued uncertainty of funding availability.

Opportunities

- Substantial capital investment providing access to jobs and training opportunities;
- Funding available to address issues facing target groups – young person’s guarantee, No one left behind and parental employability support fund;
- Additional funds being developed to replace European Structural Funds;
- Levelling up funds for transport projects;
- Net Zero/Zero Carbon job opportunities emerging as projects develop;
- Opportunities available within key sectors such as: care/social care, hospitality, tourism, construction and driving related employment.
- Opportunities to explore green jobs development within context of national programmes.

West Dunbartonshire Key Statistics

West Dunbartonshire Local Employability Partnership has established a dashboard of statistics. These illustrate the challenges that are faced by both the people living in West Dunbartonshire and the organisations developing responses to these challenges. These statistics are reproduced in **Appendix 3** with further statistical analysis available at:

[West Dunbartonshire in Numbers 2020 \(west-dunbarton.gov.uk\)](http://west-dunbarton.gov.uk)

[Labour Market Profile - Nomis - Official Labour Market Statistics \(nomisweb.co.uk\)](http://nomisweb.co.uk)

Further Information about West Dunbartonshire neighbourhoods and their standing in the Scottish Index of Multiple Deprivation can be found here:

[Scottish Indices of Multiple Deprivation \(SIMD\) 2020 \(west-dunbarton.gov.uk\)](http://west-dunbarton.gov.uk)

The key points for consideration by the Local Employability Partnership and employability service providers are:

There are 121 SIMD Datazones in West Dunbartonshire. Of the 121 SIMD Datazones:

- 45 are ranked in the 20% most income deprived in Scotland;
- 34 are in the 20% most deprived in education, skills and training;
- 48 are in the 20% most deprived for employment.

While all Council Ward areas have incidences of deprivation, Linnvale and Drumry has the most intense level of deprivation in income, employment, education/skills and health.

Table 1: West Dunbartonshire SIMD by Ward

| Ward Area | Number of Datazones | Number in 20% most deprived | Proportion in 20% most deprived |
|----------------------|---------------------|-----------------------------|---------------------------------|
| Clydebank Waterfront | 21 | 11 | 52% |
| Clydebank Central | 19 | 9 | 47% |
| Lomond | 16 | 7 | 44% |
| Leven | 26 | 10 | 38% |
| Kilpatrick | 16 | 5 | 31% |
| Dumbarton | 23 | 6 | 26% |
| Total | 121 | 48 | 40% |

Table 1 illustrates a number of points:

- All Wards in West Dunbartonshire have incidence of deprivation;
- 40% of the population of 88,340 are living in a datazone which is in the 20% most deprived in Scotland;
- With 11 of 21 (52.4%) datazones in the most deprived 20%, Clydebank Waterfront has the greatest share of deprivation;
- Clydebank Waterfront, Clydebank Central and Lomond have higher than local incidence of datazones in the 20% most deprived.

Further analysis of NOMIS statistics suggests there are 2,000 people unemployed in West Dunbartonshire. This represents 4.7% of the working population. While this is slightly below the average for Great Britain (4.8%) it is higher than the average in Scotland (4.2%).

In addition there are 5,600 workless households and at 19% of all households this is higher than the average for both Scotland (18.1%) and Great Britain (13.6%).

13.9% of the population, 7,700 people, do not have a qualification this is higher than both Scotland (8.1%) and Great Britain (6.4%).

Furthermore, NOMIS statistics in January 2022 show that there are 3,175 people (5.7%) in receipt of benefits. This is higher than Scotland (4%) and Great Britain (4.4%).

The proportion of people in all age categories in receipt of benefits in West Dunbartonshire is higher than the equivalent figures for Scotland and Great Britain.

While there are 530 people in receipt of benefits in the 16 - 24 years age group, there are 1,810 from the 25 – 49 years age group and 835 in the 50+ year's age group in receipt of benefits.

This combination of factors represents a high level of structural inequality. No One Left Behind aims to support those facing structural inequalities in the labour market.

Community Planning West Dunbartonshire Priorities

Community Planning West Dunbartonshire (CPWD) is committed to improving outcomes for all residents in West Dunbartonshire, and values the focus on delivering locally through the Community Empowerment (Scotland) Act 2015.

The Partnership recognises that improving outcomes requires a variety of different interventions with priorities based on the needs of our diverse communities. CPWD states that this is best planned and delivered at a local community level.

However, it is also important that the local focus is directed by national key priorities and outcomes that have been established in the national performance framework.

In order to deliver the principles, plans must ensure connectivity with other local services and policy priorities aligned to the National Performance Framework. 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.
- Supporting Community Wealth Building.
- Supporting Public Sector Reform.
- Supporting Place Based Approaches.

Appendix 4 summarises the priorities set out in the National Performance Framework.

The West Dunbartonshire Local Employability Partnership has a key role to play and has adopted an approach that is consistent with the need to reconcile local and national priorities.

West Dunbartonshire Community Planning has adopted five strategic priorities which are informed by the national performance framework and has identified a number of outcome areas which will be the focus for partnership activity.

Each priority is pursued by an associated Delivery and Improvement Group (DIG) with representation from all relevant partners. Each DIG will be tasked with developing an annual action plan which progress activity across these outcome areas. Core performance measures and targets are set for each of the five priorities and these are reported on an annual basis.

The five DIGs and their associated priorities are reproduced in **Appendix 5**.

These priorities are reflected in a number of strategic and policy priorities, such as the Community Learning and Development Plan 2022- 2025; the Community Empowerment Plan; and the Local Child Poverty Action Report are therefore not delivered in isolation. The Local Employability Three-year Plan will be a key addition to this suite of plans.

The most consistent fit for employability services' contribution to CPWD objectives is in the Flourishing Delivery Improvement Group with the anticipated outcome of :

'Increased and Better Quality Learning and Employment Opportunities'.

COVID-19 Four Harms.

The COVID-19 pandemic and the impact of the lockdown on society and services represented an unprecedented challenge for the delivery of council services. The Community Planning Partnership in West Dunbartonshire set out a position statement that aimed to:

'suppress the virus', while protecting people, our society, and our economy, by taking co-ordinated action to tackle the four harms of COVID-19'.

The Local Employability Partnership aims, through this plan, to make a contribution to addressing Harm 3 and Harm 4

- Harm 3: Mitigate social harms, protecting against broader harms to residents' way of life- with a focus on food insecurity (schools and within the community), rent arrears, homelessness, unemployment and the provision of crisis grants for vulnerable households/families;
- Harm 4: Support the economy, protecting against the devastating impact for business.

In delivering services we will, where it's possible, commit to attaching Fair Work criteria to grant funding with an emphasis being placed on supporting people from the target groups we have identified as priorities.

Recognising that personal circumstances and equality issues can establish barriers that will prevent individuals from moving towards and into employment we have established a list of target groups that we feel may require additional support.

The list is reproduced in **Appendix 6**. We have also carried out an Equality Impact Assessment that will be published alongside this plan.

Summary of Priorities

Community Planning West Dunbartonshire partners have identified a number of key themes and mapped them to the National Performance Framework. In doing so the partnership has taken into account the need to focus on individuals, families and groups of people who are more likely to be susceptible to disadvantage. This has established the Community Planning framework for response and monitoring progress against the priorities.

As a result of the community planning approach, and through discussion with employability service providers, staff and service users, the Local Employability Partnership has reproduced a list of target groups to guide employability service providers; giving them a focus for their outreach and engagement.

Added to this we have identified areas in West Dunbartonshire where there is concentrated levels of disadvantage. While we will deliver employability services that reach all parts of West Dunbartonshire, the analysis suggest that, when appropriate, there may be value in focussing the attention of employability service providers in particular areas of West

Dunbartonshire. Service providers will use this analysis and their own experience to justify future proposals for service delivery.

Section 3: West Dunbartonshire Local Employability Partnership

Managing the Plan

In West Dunbartonshire we will develop our approach to establishing employability services in partnership with a number of key organisations, service providers and service users who have an interest in good quality employability services.

We have established a West Dunbartonshire Local Employability Partnership for that purpose.

Purpose

The purpose of the West Dunbartonshire Local Employability Partnership (WDLEP) is to enable collective leadership and shared commitment across partners to support a more aligned approach to national and local employability support in Scotland.

The partnership will do this while reflecting the need to shape local employability provision in a way that is consistent with the CPWD Local Outcome Improvement Plan and the National Performance Framework.

In West Dunbartonshire the ‘*West Dunbartonshire Local Employability Partnership*’ will take forward the actions from the No One Left Behind delivery plan and Covid-19 response.

Our approach will be based on the principles which underpin the approach contained within the [partnership agreement](#) for employability agreed by Scottish and Local Government and the West Dunbartonshire Local Employability Partnership will be led and supported by West Dunbartonshire Council (Working4U).

West Dunbartonshire Employability Partnership Core Membership

The operation of the Partnership is a shared responsibility between strategic partners delivering and managing employability services in West Dunbartonshire. The strategic partners will consist of those organisations that invest resources to support local people to overcome barriers to employment opportunities and identify, secure and keep work.

The Strategic Employability Group membership will consist of representatives from:

- West Dunbartonshire Council Working 4U;
- Skills Development Scotland;
- DWP/JCP;
- West College Scotland;
- West Dunbartonshire HSCP-Work Connect, Specialist Supported Employment Service;
- West Dunbartonshire Education Services;
- Developing Scotland’s Young Workforce (DSYW);
- West Dunbartonshire CVS;
- SQA;
- Rep from West Dunbartonshire Creative Design Group;
- Rep from Community of Practice;
- Golden Jubilee NHS Trust.

Governance and Reporting

The multi-agency *West Dunbartonshire Local Employability Partnership* (WDLEP) has been established to focus on addressing the challenges faced by our citizens and will contribute to achieving commitments in Community Planning West Dunbartonshire ‘*Local Outcome Improvement Plan*’ (LOIP) under the following themes:

- Our Economy is Flourishing;
With specific emphasis on Local Outcome 1.4 – Improved Core Employability Skills and assisted people into work
- Our Children and Young People are Nurtured.

To do this, the Partnership will report progress to the WDCPP, Flourishing Delivery Improvement Group and, where appropriate, the WDCPP Nurtured Delivery Improvement Group.

The Partnership will provide quarterly updates for these Delivery Improvement Groups. The updates will focus on the achievements reported to Scottish Government secured through the use of NOLB, YPG and Parental Employability Support Funds.

The partnership will also provide periodical progress reports for West Dunbartonshire Council. This will include:

- Committee Reports as appropriate to the Housing and Communities Committee;
- Contributions to Elected Members Seminars;
- Contributions to Elected Members Monthly Bulletins.

In addition, the Local Employability Partnership will contribute to the Local Child Poverty Action Plan, most notably providing information about activity to support families with children to maximise income from work.

Working4U acting as Lead Agency on behalf of West Dunbartonshire Council will compile and provide a range of reports as part of our established monitoring framework.

Table 2: No One Left Behind Reporting Framework

| Reporting to | Method and Frequency | Evidence Source |
|---|--|--|
| Scottish Government. | Monthly Finance and Activity Progress Reports and Claims. | Compiled by Working 4U Compliance Team based on information provided by service providers. |
| COSLA | COSLA Leaders and Wellbeing Groups as required. | Compiled by Working4U manager based on report requirements. |
| Local Employability Partnership Groups. Strategic Group; Creative Design Group; Community of Practice; | Written and/or verbal progress reports at partnership meetings and events. | Compiled by partnership group facilitator from strategic planning software (Pentana) reports/dashboards/scorecards on Plan Actions, Progress |

| Reporting to | Method and Frequency | Evidence Source |
|---|---|--|
| Service user groups. | | Indicators, and Activity Reports. |
| West Dunbartonshire Council. | Housing and Communities Committee as required. | Working4U management team- Summarising the progress from all sources and reports. |
| West Dunbartonshire Community Planning Partnership. | Report drawing on all sources of information as required by the CPP Board. | Working4U management using Pentana dashboards/scorecards to provide necessary update on progress. |
| West Dunbartonshire Community Planning Partnership. Delivery Improvement Groups | Quarterly verbal and written update outlining progress and challenges | Working4U management using Pentana dashboards/scorecards to provide necessary update on progress. |
| General Public | Annual Progress Reports published on West Dunbartonshire Council web site (W4U Pages) | Working4U Compliance Team using information compiled for reporting to the Scottish Government Pentana dashboards/scorecards to provide necessary update on progress. |

Section 4: West Dunbartonshire Vision

Our vision is the creation of West Dunbartonshire as a great place where people choose to live, work, explore, visit and invest.

West Dunbartonshire Partnership Employability Service Mission

West Dunbartonshire Employability Service Mission is to work in partnership to support sustainable and equitable economic growth by encouraging residents to maximise their full potential. We will do this by: fully engaging with West Dunbartonshire residents; providing good quality advice about employment and training options; helping them to develop their skills and overcome barriers to opportunity; supporting them to move towards and secure fair work; and assisting them to remain and progress within the workplace.

Developing and Delivering the Plan

West Dunbartonshire Local Employability Partnership Aims

The West Dunbartonshire Local Employability Plan will be developed by the West Dunbartonshire Local Employability Partnership. The Partnership purpose is:

- To drive forward the shared ambitions and actions of a local employability service, No One Left Behind and the response to Covid-19 to ensure the right support is available in the right way at the right time.
- To use 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.
- To co-ordinate improved service delivery to West Dunbartonshire citizens accessing local employability services through an agreed agenda.
- To utilise labour market statistics and information to inform good decisions, identify priorities and support improvement of services.
- To identify priority geographical areas and generic issues and to co-ordinate multi-agency initiatives to respond effectively.
- To improve opportunities for citizens to gain access to appropriate learning, education, volunteering, training and employment.
- To co-ordinate existing resources to offer more effective and efficient services.
- To identify common themes, challenges and changes to the landscape of employability delivery and respond appropriately.
- To capitalise on emerging opportunities for joint working where appropriate.
- To provide Community planning with information on emerging priorities and action.
- To coordinate information sharing and action between West Dunbartonshire Community Planning Partnership, strategic partners, private and third sector employers.

Key Principles for Employability Services

Our approach will be customised and responsive to those with multiple barriers to opportunity, with a commitment to ensuring clients are treated with dignity and respect at all times and there is a clear focus on fair work and sustainable outcomes.

The West Dunbartonshire Local Employability Partnership will be led by a Strategic Employability Group and will include sub groups, where appropriate. These sub groups will

further the aims of the partnership and their membership will be determined by the Strategic Employability Group.

The sub groups will be developed in order to ensure we are consistent with the transformation of Scotland's employability services in working towards creating a person centred approach.

Our sub groups will include:

- **Creative Design Group** - A Service Provider Forum to act as a joint design collaborative this group will establish individual and partner projects that will deliver services that take account of local priorities;
- **Community of Practice** - Frontline Service staff –The frontline staff have dealings with service users on a daily basis. They will be aware of the challenges they face in meeting service user demands and the challenges expressed by service users;
- **Local Labour Market Information Group;** and
- **Service User Groups** to understand the lived experience of service users and include these seldom heard voices in our design and approach to service delivery. We will draw on the experience of service providers and their connections with service users to explore key elements from a service user perspective. We will use these insights to develop our service provision.

Each group will be led by a member of the partnership and will have its own terms of reference where the operating methods will be clearly outlined.

In the short to medium term these groups will take forward our plans for the development of a set of Minimum Delivery Service Standards and Customer Charter.

Alignment and Integration

West Dunbartonshire Council through Working4U will lead on developing the partnership, plan and delivery of the plan.

Working4U's main goals centre on:

1. improving, health, wellbeing and safety through the provision of credible information, guidance, education and support to help service users make informed choices and enjoy improved life chances (community learning and youth services);
2. improving the wellbeing and welfare of customers through the provision of good quality advice and learning assisting them to make positive and sustained contributions to our communities (debt and money advice);
3. improving the employability and resilience of service users and making a positive contribution towards increasing employment rates within our community to close the gap with Scotland (employability support).

Working 4U aligns the work of three service areas - Employability, Community Learning and Development and Advice Services. Working4U was established to address the underlying causes and symptoms of poverty by tackling unemployment, providing opportunities to increase levels of education, skills, confidence and personal development.

As such service users have a single gateway to services on Work, Learning and Money.

Working 4U is set within the Employability and Housing Service at West Dunbartonshire and has a direct link to Housing and Homelessness Services ensuring direct access to service provision for tenants and residents in West Dunbartonshire.

In addition, through Working4U's Crisis Support Team, we not only support residents to claim benefits, both in and out of work benefits and manage debt, we also provide support to address food insecurity and fuel poverty and mitigate the impact of Covid-19 through crisis support.

Furthermore, a Working4U representative has assumed the role of Chair for the Addiction Drugs Partnership (Employability sub group). This brings together representatives from the local Health and Social Care Partnership and service providers to focus on supporting vulnerable groups and individuals to secure access to employability services.

In summary, service users have a single gateway to services on Work, Learning and Money. Through close links with housing services we also provide direct access to target groups such as homeless people. Finally, our role with the Addiction Drugs Partnership ensures a clear pathway to support services for people using health and social care and criminal justice services.

We will develop these links further and reinforce integration and alignment between employability and other council, health and social care to maximise access to services, particularly for those who would not have engaged otherwise.

Section 5: Service Delivery

Service Delivery Priorities and Target Groups

Using the Scottish Approach to service design to co-produce an all age employability support service that is person-centred, more joined up and flexible and responsive to the needs of individuals. Our target groups will be those people that, without the support provided through employability services may not overcome barriers to opportunity.

There are seven key principles we expect of service providers delivering employability services in West Dunbartonshire when dealing with service users. This will ensure we are collectively working towards creating a **better person centred system**.

The principles are:

- Treating people **with Dignity and respect**, fairness and equality and continuous improvement
- Providing a flexible and **person-centred support – aspirations for all age, needs based**
- Is **straightforward** for people to navigate – no wrong door
- **Integrated and aligned** with other services – building on the Scottish Approach to service design with the user at the centre
- Providing pathways into **sustainable and fair work**
- Driven by **evidence** including data and the experience of users
- Support more people to move into the **right job, at the right time**

Appendix 6 contains a list of the target groups we want to support with our employability services.

The West Dunbartonshire Employability Pipeline

West Dunbartonshire Employability Partnership will provide access to employability support services that will be delivered in three phases incorporating five employability progression stages.

In **Phase 1** we will incorporate stages 1 and 2 of the employability pathway: we will engage with local residents, assess their needs and jointly agree an employability action plan in order to address barriers to progression.

Phase 2 incorporate stages 2, 3 and 4 of the employability pathway: to encourage progression and we will assist service users to obtain access to training and learning required to compete in the labour market.

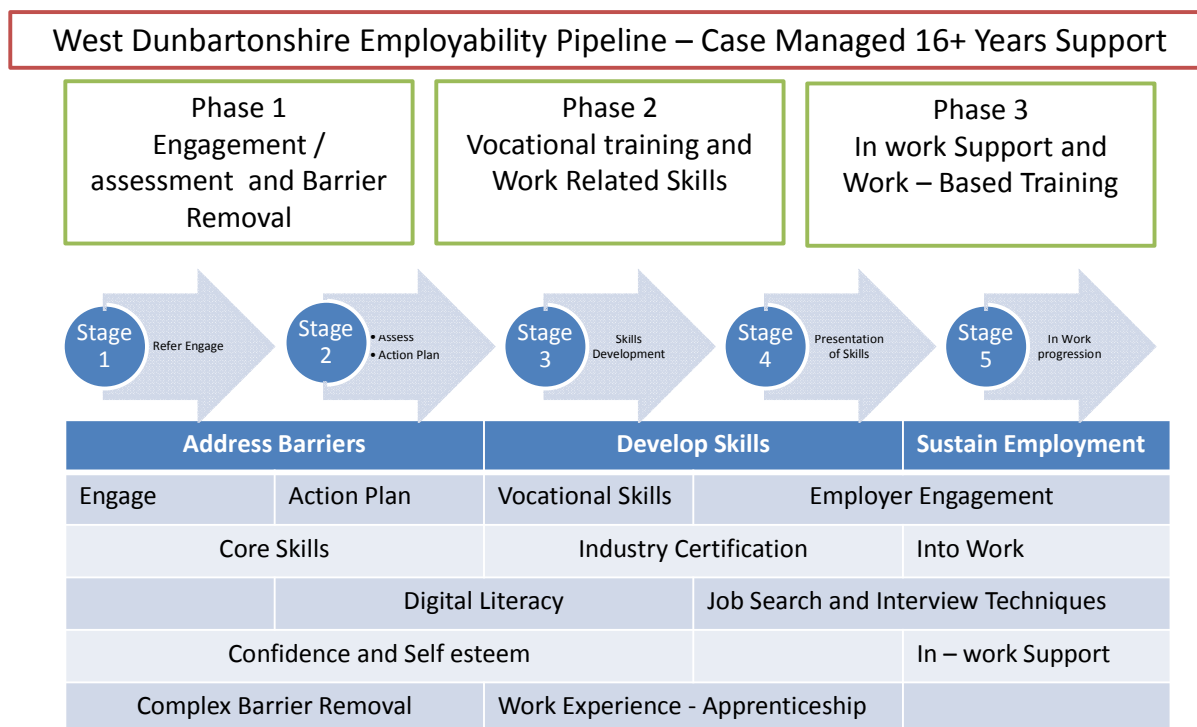
Phase 3 incorporates stages 4 and 5 of the employability pathway: we will provide service users with information about employment opportunities and assist them to secure employment and progress within the workplace.

These Phases will allow us to engage with appropriate specialist service providers to deliver a nationally recognised five stage employability pipeline. This will also ensure the link between stages is maintained and we achieve a flexible whole person approach.

It is essential that the employability support services at each stage of the employability pipeline meet the needs of the local economy and local businesses. However, services must also meet the needs of West Dunbartonshire residents who wish to progress towards and into employment and improve their position within the labour market. As such, this has to be a well-managed journey with a broad range of interventions.

In West Dunbartonshire the Council, through Working4U, will manage the end to end customer journey. This will ensure all employability and skills activity is relevant to the needs of the individual and aligned to the new and emerging policy developments in West Dunbartonshire, the City Region, Scotland, and UK.

Diagram 1 illustrates the three-phase, five stage process and illustrates the link between the phases and stages.



These objectives will be supported by a clear focus on progression within which:

- **stages 1 and 2** of the pipeline supporting those furthest from the labour market with better assessment, action planning and barrier removal activities.
- Improved progression pathways from stages 1 and 2 into vocational activity and skills development at **stages 3 and 4** with increased and improved job brokering, employer engagement and job matching with employers who have identified a specific need or vacancy; and
- **at stage 5**, improved in-work support and aftercare, which includes continued skills development

Appendix 7 provides an overview of the five-stage process and illustrates how the approach in West Dunbartonshire is consistent with the aims of No One Left Behind. **Appendix 7** also provides examples of the type of interventions we will bring to bear at the various stages of the pipeline.

More information on the West Dunbartonshire Employability Pipeline can be found here:

<https://www.west-dunbarton.gov.uk/jobs-and-training/working4u/work/strategic-skills-pipeline/>

Section 6: Resource Requirements

People and Organisations

West Dunbartonshire Council has a strategic interest in employability because of its relationship to the wellbeing of their communities and economic development. 'Local by default, national by design' is the local government policy position on employability support ensuring that local democracy is respected and empowered with a clear aim of improving outcomes.

In addition West Dunbartonshire Council has a strategic role to play in supporting Community Planning Structures through the duties included in the Community Empowerment (Scotland) Act 2015. West Dunbartonshire Community Planning will therefore have an active role in strategic management and development of employability support services.

West Dunbartonshire Council provides access to employability support services through Working4U. Working4U uses the nationally recognised five stage employability pipeline to deliver a flexible whole person approach and will provide Key worker/Adviser support for local people to manage progression through action plan.

This will not only include follow up meetings, tracking progress, engagement, continuous assessment, it will also include making referrals to specialist service providers, advocating on behalf of service users and reviewing and updating action plan.

Specialist services will either be commissioned through public sector procurement processes or by competitive grant; whichever is most appropriate to the local partnership and community needs.

Commissioning Services

Working4U, as lead agency on behalf of West Dunbartonshire Council, has established an employability service commissioning framework to engage and use specialist service providers at each of the employability phases.

In the first call for organisations to apply for inclusion we secured interest from 18 organisations. Each of these organisations has identified their specialism within the context of our employability service phases. This was subsequently reviewed and a further 10 organisations were added to our list of suppliers.

The current list of service providers from the private and third sector and Further/Higher Education Network and their area of phase expertise is provided in **Appendix 8**.

The commissioning framework will be reviewed and refined on an annual basis. Where appropriate we will draw on regional and national employability frameworks for access to additional specialist provision where this is not available within our employability service framework.

Employability Services Competitive Grant

In order to maximise the input and range of expertise we have established a competitive grant process that will complement our commissioning framework. This ensures that we have flexibility in approach. This will also allow us to establish the basis for strategic and operational relationships with employability services providers operating in West Dunbartonshire.

The West Dunbartonshire Employability Grant Programme will:

- Augment the current employability pipeline in West Dunbartonshire by outlining clear aims and guiding principles to applicant organisations for new services.
- Add value to the funding and other resources already available locally and create opportunities for innovation and collaboration.
- Provide a new co-commissioning process for the allocation of funds.
- Support the aims and objectives outlined in the:
 - West Dunbartonshire Strategic Plan 2017- 2022;
 - West Dunbartonshire Economic Development Strategy;
 - Community Planning West Dunbartonshire Local Outcome Improvement Plan 2017 -27; and
 - No One Left Behind: No One Left Behind: delivery plan.

Information about our competitive grant programme can be found at:

<https://www.west-dunbarton.gov.uk/business/grant-and-loan/no-one-left-behind/>

Managing the Grant and Commissioning

Working4U will act as lead agency for the management and governance of the commissioning and grant processes. A proportion of the funding available for employability services will be used to facilitate this lead role, and its associated process management function.

The governance arrangements will include liaising with the Scottish Government, and other funders, to maintain the grant claim processes and provide appropriate ad hoc and periodical reports to comply with funding requirements. Grants governance also comprises; authorising, directing, empowering and overseeing the management of funding.

Working4U will apply a six-step lifecycle framework to manage the grant process. This six stage approach is illustrated in the Table 3 below:

Table 3: Six-Step Grant Lifecycle Framework

| Stage | Activity |
|------------------------|---|
| Design and Development | In consultation with the West Dunbartonshire Employability Partnership we will identify and research the requirements for employability service support that we intend to fund. Representatives from the partnership and Working4U Quality/Compliance Team will come together as a Grants Advice Panel to manage the process. |
| Market Engagement | We will conduct pre-market/grant process consultation and prepare the documentation in consultation with the West Dunbartonshire Partnership creative design group. We will advertise the grant opportunity and respond to questions from potential applicants. |
| Application Assessment | The Grants Advice Panel will evaluate the applications and applicants will be notified of the decisions. We will complete due diligence/risk assessment of successful applicants and draft supporting documentation, including for example performance management documentation. |

| Stage | Activity |
|------------------------|--|
| | We will secure approval to award the grants |
| Award | <p>At this stage we will:</p> <ul style="list-style-type: none"> • Finalise grant funding agreements and key performance indicators. • Establish requirements for management information. • Finalise supporting documentation. • Create grant record (Pentana) |
| Performance Monitoring | <p>Working4U Grant governance team will establish and carry out monitoring requirements.</p> <p>This will include regular reviews of performance and risk.</p> <p>The W4U Grant Governance team will maintain and update grant progress record, performance indicator and action-based scorecards (Pentana).</p> |
| Final Evaluation | <p>At this stage we will prepare to re-administer, renew or close the grant.</p> <p>This will include completion of performance and financial reconciliation</p> <p>Evaluation approach will be agreed with the funders.</p> <p>Evaluation reports published and the Working4U grant governance team will lead on discussions and identifying lessons learned.</p> |

In summary, while including the views of partners through discussions, Working4U will take responsibility for liaising with the Scottish Government to secure grant payments and provide ad hoc and periodical report in compliance with grant requirements. Working4U will also be adhering to a six-stage grant/procurement process and will be responsible for implementing decisions with regard to:

- choice of funding mechanism (grant or competitive process);
- grant/contract approval (subject to business justification in grant/ procurement process);
- approving uncompleted awards where appropriate;
- approving grant award recommendation;
- authorising payments;
- approving grant extension or change within the context of West Dunbartonshire Council's grant conditions;
- claims and dispute resolution;
- suspending or terminating a grant award;
- clawback where grant/contract are not meeting stated outcomes;
- project/grant monitoring and reporting.

Finance

The resources/funding that are in to scope for transfer to local authority management through local employability partnerships are:

- Activity Agreements – March 2019;
- Employer Recruitment Incentives - March 2019;
- The Employability Fund – April 2022;
- Community Jobs Scotland – April 2022;
- 14 – 19 Fund – To be confirmed;
- Discovering Your Potential – to be confirmed.

Young Persons Guarantee funding has subsequently been added to the list as has the Parental Employability Support Funds.

The value of the funds made available to West Dunbartonshire each year is determined through agreement between the Scottish Government and the Convention of Scottish Local Authorities (COSLA).

The subsequent funding made available for grant purposes in West Dunbartonshire will be established through these discussions between the Scottish Government and COSLA and is likely to change on an annual basis.

However in West Dunbartonshire we will apply a number of principles for use of the funds. These principles include:

- Working4U will provide an overarching case management approach;
- We will commit to working in partnership and providing a relevant proportion of the funding made available for grant and employability service procurement purposes;
- We will ensure the target groups that are the focus of the various funding streams is maintained;
- Through the use of statistics and data we will focus on specific communities in West Dunbartonshire, where relevant, but will ensure we have full area coverage.

We have a three phased approach and have established a formula to ensure that we secure employability services that focus on all phases and stages of the employability pathway.

- Approximately 25% of grant funding that is made available for specialist provision will be used to secure Phase 1 activities (engagement and assessment);
- Approximately 50% of grant funding that we make available will be used to secure Phase 2 activities (training and qualifications);
- Approximately 25% of grant funding that we make available will be used for Phase 3 activities (job matching and in work support).

These allocations will be assessed by the partnership and modified when required to reflect the changing needs within the community and service requirements.

We recognise the various target groups will face a range of challenges, some more surmountable than others. As such we will ensure that each project addressing those needs is funded appropriately and progress towards agreed outcomes is judged on its own merit and service user needs.

However, for planning purposes we anticipate that for every £250,000 made available through the employability service grants in West Dunbartonshire we expect as an overall result:

- service providers will engage with 172-180 participants;
- 69 -80 participants will progress along the pathway through participation in training; and
- 69 –80 participants will secure work.

Each project supported will make a contribution to our outcomes in proportion to the scale of funding they receive.

In order to ensure service user choice we anticipate that no single organisation will receive more than 25% of the funding made available at Phase 1 and 20% of the funding made available at Phase 2 and Phase 3. These proportions are a guide and are subject to review depending on local need.

Furthermore, we anticipate that no single organisation will secure more than 20% of the total grant funding made available in any single call for proposals.

These principles will assist us to manage a number of grant related risks and ensure:

- we secure appropriate services across the employability pipeline;
- the focus on geography, target groups and outcomes is maintained;
- service users have a choice in all phases of activity;
- service users can obtain access to training that will support entry into growth/priority sectors and sectors where employment is immediately available;
- we are not reliant on any single organisation for delivery; and
- service providers can manage their expectations about the level of grants they may secure and do not become dependent on our grants.

In **Appendix 9** we have set out a worked example of the allocation of grant funding to employability phases.

Section 7: Performance Management and Reporting

Programme Management

The partnership recognises that active management of the grant/contract is essential to: ensure risks to delivery are effectively managed; support full achievement of the objectives; and to maximise the value for money obtained from the expenditure.

Working4U as lead, on behalf of West Dunbartonshire Council, will establish performance and monitoring that is designed to ensure that there is active performance and financial management of the grant/contract after it has been awarded.

In carrying this out Working4U will ensure that West Dunbartonshire Council report on grants received from the Scottish Government for No One Left Behind, Young Persons Guarantee and Parental Employability Support.

In addition, Working4U will also ensure the specialist employability grant/contract recipients will also report on their awards in accordance with conditions of grant and service agreements.

Performance Management

Working4U will establish an ongoing process of performance monitoring that will include periodical checkpoints that will focus on:

- Ensuring aims and objectives of the grant are clearly understood and applied;
- Financial performance is measured against agreed budgets for the activities being funded; and
- Key performance indicators from the shared measurement framework are reported on.

The performance and financial management framework will include:

- regular financial returns such as ‘statements of grant usage’ which are linked to the release of future payments;
- regular checkpoint meetings to discuss progress against a pre-agreed schedule;
- regular monitoring visits to the grant recipient;
- employability partnership review and impact evaluation of delivery;
- review of supporting documentation and other evidence from the grant recipient;
- quarterly statements of grant usage by eligible expenditure categories;
- a requirement for quarterly performance delivery reports; and
- end of grant report.

This process will include monitoring of payments/expenditure against the agreed budget for the activity, due diligence checks, supporting evidence of progress against objectives and a review of the pre-agreed timeline.

In the event of slippage from agreed progress, the monitoring process may include financial penalties or the withholding of funds until the grant recipient recovers to a level within an agreed tolerance (where performance tolerances are defined).

The monitoring process will include a range of Key Performance Indicators (KPIs) and metrics that are aligned to the wider grant programmes and the shared measurement framework.

In some cases it may include metrics and supporting evidence tailored to the grant objectives and the individual grant award’s intended purpose. For example Parental Employability

Support Fund activities will require additional information to demonstrate how the intervention has reached the stated target groups (families most likely to be affected by poverty).

Shared Measurement Framework

The monitoring framework will align with the five shared measurement themes of: Reach, Progression, Skills Alignment, Experience of Services; and Value of services. Each Theme has a set of key questions that we will seek to answer.

Table 4 below summarises the Themes and Key Questions.

Table 4: Summarised Shared Measurement Framework Themes and Questions

| | | | | |
|------------------------------|--|---|--|--------------------------|
| Reach | Who needs support? | Who are we reaching and what challenges do they face? | Are people actively engaged with support? | Who are we not reaching? |
| Progression | Are people progressing? If so in what ways? | Are people's goals and milestones being achieved within the expected timeframe? | Have People entered and sustained education, training or employment? | |
| Skills Alignment | What relevant skills, knowledge and experience are people developing as a result of our support? | | | |
| Experience of Service | Are we treating people with dignity and respect? | Do clients receive a tailored service that supports their individual journey? | Do clients find the service easy to access? | |
| Value of services | How and in what ways do employability services contribute to national and local priorities? | What is the value for money in our investment? | | |

In order to secure information we will collect quantitative data directly from services and service users. This will provide information about:

- **Reach** through registration forms and equalities documentation and action plans;
- **Progression** through progress indicators to positive outcomes, including further and higher education, formal volunteering, employment and in-work progression;
- **Skills alignment** through evidence of vocational and non-vocational awards achieved;
- **Experience of services** through service user surveys and consultation;
- **Value of service** through stakeholder consultation, self-reflection, comparative analysis and evaluation.

In addition, we will secure information about the effectiveness of services and needs through our creative design group (service providers); community of practice (frontline staff); and service users (lived experience consultation).

Demonstrating Success

We have established a set of key performance indicators. All service providers will have to demonstrate a contribution to one, some or all of these indicators depending on the service provided.

Our services will be considered successful if we engage with people facing barriers to opportunity, assist them to address the barriers that prevent them from considering work as an option; help them to secure the skills they need to compete in the labour market; support them to secure work and embed themselves in the labour market.

The key performance indicators that will demonstrate these aims are outlined in the Table 5 below.

Table 5: Key Performance Indicators

| Key Performance Indicators | Indicative Evidence required |
|---|--|
| Number of people supported with employability advice. | Registration forms with details of eligibility; Equalities Information; Process information; Contextual personal information, for example parental status |
| Number of people with an action plan. | Action plans completed with milestones and information about barriers to opportunity |
| Number achieved a qualification. | SQA qualification documentation |
| Number started work placement. | Evidence from workplace about the opportunity and role. |
| Number that have progressed along the employability pipeline. | Evidence of progression on action plans |
| Number securing formal volunteering opportunity. | Information from host organisations about opportunity and role. |

| Key Performance Indicators | Indicative Evidence required |
|--|---|
| Number entered FE/HE/Training. | Registration/acknowledgement documentation from learning institution. |
| Number entered employment. | Evidence of job start (letter of employment/payslip) |
| Secured a modern apprenticeship (MA). | Evidence of job start (letter of employment/payslip) |
| Number progressed in the labour market (increased earnings). | Comparative payslip demonstrating increased salary. |
| Number sustaining employment at 4,13,26 and 52 weeks | Information provided by service user or employer |

Please Note: the evidence of progression and outcomes outlined here is indicative and will be further determined by the specific funder requirements for each grant programme and may be subject to change.

The annual performance targets will be determined by the level of funding available. However, for planning purposes we will begin with the assumption that for every £250,000 of grant investment in employability we anticipate, subject to discussion, that at key progression points we will:

- engage with 172 – 200 participants;
- support 69 - 80 participants to progress through participation in training; and
- Support 69 – 80 participants to secure work.

We will work towards the introduction of a common client information database (Advice Pro) to capture information from service providers about all participants. We anticipate that all funded organisations will commit their client information to this system.

Information provided will be backed up with hard copy evidence of participation and progression where required. This information will be subject to scrutiny to ensure compliance with evidence requirements at our monitoring visits.

This information will be collated to form the basis of a set of performance monitoring ‘scorecards’ that will reflect on progress against key actions and performance. These scorecards will be produced quarterly and will form the basis of reporting to our stakeholders.

The stakeholder reporting requirements are set out in **Appendix 10**.

Evaluation

Evaluation is a systematic assessment of the design, implementation and outcomes of an intervention. It involves understanding how an intervention is being, or has been, implemented and what effects it has, for service users and why that is the case. It identifies what can be improved and estimates its overall impacts and cost-effectiveness.

There are two main purposes for carrying out an evaluation: learning and accountability. Our approach will address both.

Learning:

- To help manage risk and uncertainty (of the intervention and its implementation);
- To improve current interventions by providing the evidence to make better decisions (and feed into performance-management and benefits-realisation work);

- To gain a general understanding of what works, for whom and when, and generate examples for future policy-making;
- To develop evidence to inform future interventions.

Accountability

Evidence will be generated to demonstrate the impact or wider outcomes of our activities delivering No One Left Behind. This will include evidence of its effectiveness to influence resource/funding allocations and to respond to scrutiny and/or challenge from stakeholders.

Evaluation Focus

Over the course of the delivery period of this three year plan our focus will be on impact and value for money. This will allow us to reflect on the changes brought about, the measurable achievements and to answer questions such as:

- What measurable outcomes, both intended and unintended, occurred?
- How much of these outcomes can be attributed to the intervention?
- Have different groups been impacted in different ways, how and why?
- How has the context influenced outcomes?
- Can the intervention be reproduced?

These questions will be addressed by reviewing anticipated outcomes as expressed in the various proposals set out by employability service providers and contrasting these initial plans with the outcomes produced and evidenced in our monitoring framework.

We will conduct in-house evaluation periodically to inform discussions at key decision points.

In addition we will maintain good quality monitoring records that will be available for future independent evaluations should they be required by funders and/or policy makers.

Performance Management and Reporting Summary

Working4U will act as lead partner on behalf of West Dunbartonshire Council. Working4U will manage the grant/procurement process and the monitoring framework.

As part of our monitoring framework we will seek to gather information about a number of themes, including: reach of service, client progression, skills alignment, experience of services and value of service.

By working with partners through the partnership groups: creative design group, community of practice and lived experience group we will gather information and answer key questions associated to the themes.

We have established a set of progress indicators to demonstrate the outputs achieved and we have set a number of targets that are related to the challenges faced in the local area and the scale of grant/contract investment available.

Our monitoring framework will include periodical visits to service providers that have secured contract/grants for service delivery. It is our intention to apply a single client information database (Advice Pro) and we anticipate that all grant recipients will commit information to the database.

We will commit summarised data to a series of 'scorecards' and will use our project tracking platform (Pentana) for this purpose. These scorecards will be updated quarterly. This will provide a set of data that will be used to meet the information and reporting requirements established by our stakeholders.

We will provide stakeholders with quarterly reports as required and ad hoc reports should this be necessary. The monitoring framework will form the foundation for the provision of evaluations that will provide us with lessons learned to inform ongoing investment decisions and accountability to stakeholders.

Section 8: Strengthening Local Partnerships

Over the course of the planning horizon the Partnership will seek to develop and strengthen through improvement in key areas:

Leadership and Relationships

In West Dunbartonshire there is a strong sense of collective leadership and the LEP members work effectively together. The key organisations are involved and the Community Planning Partnership is engaged in our work.

In the short and medium term we will:

- Establish employability contributions to the West Dunbartonshire Community Planning Partnership Flourishing Delivery Improvement Group;
- Review Partnership membership and terms of reference on an annual basis.

Governance

The LEP members are drawn from across the public, third and private sector and members are committed to the vision and strategic direction. Partners have formally discussed respective roles in the partnership and delivery of the No One Left Behind Plan.

In the short and medium term we will:

- Review membership roles annually;
- Review three year delivery plan assumptions when required and no longer than an annual basis
- Establish a risk register and discuss developments at Partnership meetings

Use of evidence

The Local Employability Partnership has an agreed and common understanding of needs and opportunities.

In the short and medium term we will:

- Review the SWOT analysis contained in the three year delivery plan on an annual basis;
- Review the partnership priorities on an annual basis.

Community Engagement and Participation

The Local Employability Partnership has effective engagement and communication mechanisms for understanding the needs of individuals, communities and employers.

In the short and medium term we will:

- Continue with periodical meetings of our creative design group, community of practice and lived experience group;
- Work with ADP, employability sub group to engage with health and social care/community justice service users;
- Provide update report and service offer for the Strategic Housing Partnership.

Focus on Outcomes

The partnership has identified the outcomes we are focussing on.

In the short and medium term we will:

- Review our priorities on an ongoing basis and review the assumptions we have on target groups and return on investment.
- Create data resources through our data sub-group and review key issues twice yearly at the partnership.

Use of Resources

The partnership is aware of the resources available and analysis of investment has been undertaken. We have a robust commissioning and competitive grant procedure in place.

In the short and medium term we will:

- Review our grant and procurement assumptions and priorities annually;
- Improve frontline practice by staging community of practice meetings (quarterly);
- Seek to establish a customer charter.

Accountability

The local employability partnership members play an active role in agreeing, monitoring and taking actions to improve outcomes.

In the short and medium term we will:

- encourage service managers to use collective resources through discussions and decisions at the creative design group.
- Prepare an annual report demonstrating in-year achievements and lessons learned.

Performance Management and Reporting

The local partners can clearly articulate its collective performance and is clear about performance reporting.

In the short and medium term we will:

- Seek to introduce a single client information database to be used by funded organisations (Advice Pro);
- Establish progress scorecards to demonstrate progress against key actions and performance indicators.

Impact

The LEP is progressing the No One Left Behind principles locally reducing duplication and complexity in the employability landscape while ensuring services delivered meet the needs of individuals, local communities and labour market.

In the short and medium term we will:

- Establish a monitoring framework that is consistent with the shared measurement framework that will form the foundation for evaluations;
- Investigate the requirements for programme and project evaluations.

The short and medium term aims identified here will form the partnership priority actions for improvement and will be reviewed on an annual basis.

Appendix 1: No One Left Behind Development Timeline

Table 6: NOLB Implementation Time Line

| Date | Progress |
|---------------|---|
| December 2018 | Scottish and Local Government signed a 'No One Left Behind' Partnership Agreement to support the shared ambition centred on transformational change in Scotland's employability support system. |
| April 2019 | Phase 1 of 'No One Left Behind' was implemented when 'Activity Agreements' and the 'Scottish Employer Recruitment Incentive' ceased as national programmes. This investment was made available to Local Authorities to develop alternative approaches with partners to meet local needs. |
| November 2019 | West Dunbartonshire established a local employability service procurement framework in preparation for the delivery of No One Left Behind. This is updated annually and will be used for acquisition of required specialist employability services. The partnership subsequently adopted the Local Employability Partnership Framework and Local Employability Partnership Self Assessments. |
| December 2019 | West Dunbartonshire Local Employability Partnership was established. This consists of a Strategic Group (strategic partners); Creative Design) Group (service providers; Community of Practice (frontline staff); and service user groups (lived experience). |
| 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 |
| April 2021 | The implementation of Phase 2 transferring national investment in Employability Fund and Community Jobs Scotland to local governance arrangements was delayed. However, Parental Employability Support Funds were included as part of the Local Employability Partnership Resource. |
| November 2020 | A refreshed and updated Joint Delivery Plan was published in 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 was through the already established approach to No One Left Behind. |
| June 2020 | West Dunbartonshire Partnership produced updated action plan to guide the development of the partnership. To support the effective design and delivery of person centred, needs led approaches the LEPs are supporting the implementation of the Scottish Approach to Service Design and actively helping to develop national |

| Date | Progress |
|------------------------------------|---|
| | frameworks such a customer charter and minimum service standards which support local flexibilities. |
| 5 th October 2021 | The Minister for Just Transition, Employment and Fair Work on confirmed continued implementation of No One Left Behind from April 2022. Incorporating Community Jobs Scotland and Employability Fund, investment into No One Left Behind. |
| February 2022 | West Dunbartonshire Council launched a competitive grant scheme for the acquisition of specialist employability services. This will be the main method for securing partner input (private sector and third sector) to the delivery of No One Left Behind. This will be complemented by the use of our local employability framework where appropriate. |
| April 2022 | Planned implementation of Phase 2 with Employability Fund and Community Jobs Scotland resources transferring to local authority for management through the local employability partnership. |

Appendix 2: Strengths Weaknesses Opportunities Threats Narrative

Our SWOT analysis draws on a combination of:

- Desk based research;
- Consultation with funders and potential funders to determine policy priorities;
- Labour market analysis;
- Consultation with employability service providers and service users (including employers)

Strengths

West Dunbartonshire has many strengths including significant sites of natural beauty and heritage, good transport links and close proximity to Glasgow and its labour market.

The area has a rich past, shaped by its world-famous shipyards along the Clyde, and boasts many attractions ranging from the iconic Titan Crane and Dumbarton Rock, to the beauty of the Loch Lomond and the Trossachs National Park and its historic whisky warehouses.

In terms of employability service provision we have a well-established strategic skills pipeline. The Pipeline provides information about the national and local service provision that is available to support people into employment.

The Pipeline is very much a live document, reliant on the participating organisations to provide updates on a regular basis to ensure information is relevant and accurate. The pipeline information can be found on-line at:

<https://www.west-dunbarton.gov.uk/jobs-and-training/working4u/work/strategic-skills-pipeline/>

In addition, the strategic skills pipeline website acts as a gateway to information about services available to support employability, including

- Additional specialist support pipeline: <https://westdun.wixsite.com/sspipeline/support-pipeline>
- Information about who delivers support services: <https://westdun.wixsite.com/sspipeline/skillspipeline>; and
- information about what's on: <https://westdun.wixsite.com/sspipeline/calendar>

Working4U, West Dunbartonshire Council's employability, welfare and community learning service provider takes responsibility for updating the 'pipeline'. And, because of its position within an integrated service that aligns, welfare, community learning and employability, Working4U takes the lead in providing and co-ordinating all-age, case-managed support for the residents of West Dunbartonshire.

A further strength is that local employability services have been built around the experience and expertise of staff working in the various organisations in West Dunbartonshire. These staff members who are working in the Council, Third Sector and with private employability/training service providers, as well as agencies such as DWP and SDS have made a vital contribution to the design, development and delivery of services and are correctly seen as a critical success factor in delivering services.

In addition, we have a strong commitment to Community Learning and Development which plays a role in developing learning for work. Within the context of our three year Community Learning and Development plan this commitment is delivered by organisations

working in partnership through the Youth Alliance and Adult Learning Partnerships with substantial input to learning for work objectives provided by partners such as West College Scotland.

As such, we are well placed to capitalise on emerging funding opportunities irrespective of the source.

Weaknesses

Despite its strengths West Dunbartonshire is one of the areas in Scotland most affected by post-industrial decline. Its three town centres, Alexandria, Clydebank and Dumbarton have experienced steady decline in their comparative economic performance with some areas affected by wide ranging deep rooted poverty and deprivation.

We have reproduced a series of Socio/Economic Statistics in **Appendix 2**. These statistics were used in developing our analysis of strengths, weaknesses, opportunities and threats and provide an indication of the weaknesses that have to be addressed as a matter of urgency.

Analysis of the statistics provided in Appendix 2 illustrate that West Dunbartonshire has:

- A higher than average proportion of children living in low income and disadvantaged households;
- Higher than average rates of unemployment;
- Higher than average rates of workless households; and
- Residence based full-time employment weekly pay rates that are lower than the highest performing local authorities.

These are circumstances that have been exacerbated by:

- Lower than average participation rates and school leavers achieving a positive destination;
- Lower than average levels of higher qualifications;
- Higher than average numbers of people with no qualifications;

In addition West Dunbartonshire has significantly higher indicators that suggest people have additional barriers that prevent them from considering work as an option, including:

- A lower proportion of children in childcare;
- Substantially higher rates of people in receipt of incapacity benefits;
- Higher rates of inactivity due to ill health; and
- Higher rates of economic inactivity.

These weaknesses contribute to the barriers faced by people in West Dunbartonshire who are looking to move towards and into employment. As such, have been a key consideration for identifying priorities for employability service investment and focus for identifying target groups.

Threats

There are a number of international and national structural and institutional factors that will impact on service provision. This would include a set of factors ranging from the 'Global Probelmatique' (climate change, growth in service sector, changing international division of labour) to the impact of Local Authority funding and welfare reform.

However, we have focussed on two immediate key threats affecting employability service provision at the local level. Both introducing uncertainty into the socio economic environment.

From this perspective, the two main threats are:

- the effect of Brexit; and
- the impact of COVID-19 and its associated harms.

Combined, these threats suggest the potential for a reduction in employability service resources while increasing socio/economic uncertainty increased the need and demand for employability services.

- **Brexit**

Brexit is consistently reported to be one of the top three sources of uncertainty for UK businesses and represents both a major and persistent uncertainty shock. While uncertainty has been higher in industries that are more dependent on trade with the EU and on EU migrant labour the uncertainties have been primarily about the impact on businesses over the longer term rather than shorter term. This includes uncertainty about the timing of any transition arrangements and around the nature of Brexit.

For the most part these uncertainties could increase the likelihood of higher unemployment, underemployment and labour bottlenecks in key sectors (care services, hospitality). However, it also suggests that there may be some uncertainty in the available funding for employability services as funds from, for example, European Structural Funds comes to an end.

This then raises concerns about the availability of resources to meet the needs of unemployed people who are seeking to move into new sectors of work, supporting in work progression and focussing on supporting those most distant from the labour market. It also raises the complementary uncertainty of future access to funding resources to maintain continuity in service provision; and the associated staff expertise we have accrued over the previous years of delivery. Information about the Shared Prosperity Fund (EU replacement funds) will provide some answer. However, while some information is available full details have yet to emerge.

Pre-launch details about the Shared Prosperity Fund can be found here:

<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-pre-launch-guidance/uk-shared-prosperity-fund-pre-launch-guidance>

- **Covid-19**

The restrictions which the Scottish Government put in place to slow the spread of the Covid-19 virus has affected the broader way of living and society in West Dunbartonshire. This includes the effect on poverty and inequality in West Dunbartonshire; an effect that will be profound and intensify the longer the restrictions continue.

The four harms encapsulate the multi-faceted harms of the crisis namely the direct harm of the disease itself, the wider health harm and the broader socio/economic impacts of the virus and our necessary responses. The four harms analysis produced by the Scottish Government is part of the framework for decision making and makes a valuable contribution to identifying the various dimensions of social impact

- Harm 1 represents the direct impact of COVID-19 and the rate of transmission;

- Harm 2 focuses on the indirect impact of COVID-19 on both health and social care services and wider impacts on public health;
- Key considerations around Harm 3 are the impact on safety and security, learning and development; and
- Harm 4 includes the direct impact on the economy and are inter-related to health and social harms through the indirect effects that a weaker economy have

While employability service provision is subject to threats from all four harms; two are particularly relevant. These are Harm 3 and Harm 4.

Key considerations around Harm 3 are safety and security, learning and development, social capital and community cohesion, loneliness and anxiety, economic security, and trust in Government and the social contract. Equalities featured strongly in assessing social harms as we know that diversity groups such as women, disabled people, ethnic minority communities and those from lower socio-economic backgrounds have experienced particular disadvantage. As such employability service providers will have to be mindful of these harms and focus on ways of engaging with equalities groups while health restrictions remain in place and in their planning and beyond the restrictions.

In addition, while the damaging effect on poverty and inequality may be profound the dimensions of economic harm, Harm 4 will also have serious consequences. These include the direct impact on the economy and are inter-related to health and social harms through the indirect effects that a weaker economy can have on health and society through, for example, the impact of unemployment.

The scarring in terms of social and health effects will come through the longer recovery period as we deal with the impacts of higher unemployment and financial insecurity and hardship for many businesses, individuals and households. Furthermore, the impacts will intensify the longer the restrictions continue and we will see more businesses unable to recover and we risk the scarring effects of unemployment.

The continuing threat of the impact of COVID-19 suggests the continued requirement to target resources in support of disadvantaged groups and individuals.

Opportunities

The Council's Economic Development Strategy (2015-2020) aims to create an inclusive and prosperous place where people choose to live, work and invest. The Council is therefore committed to encouraging and supporting existing businesses while supporting the environment for new businesses to grow and flourish. As such, the Council will invest support in the right mix of business infrastructure, both within and outwith our priority regeneration areas.

Significant new investment by Cameron House, Chivas Ltd and McPhersons within the Vale of Leven Industrial Estate and the potential expansion of the Golden Jubilee Hospital, indicate that West Dunbartonshire is still an economically competitive area within the West of Scotland. In addition, the Council has invested in the recent construction of new industrial units within the Vale of Leven Industrial Estate and take up has been steady since the units were completed.

The Spatial Strategy identifies our Strategic Economic Investment Locations and network of Strategic Centres. These locations are the strategic drivers for Economic Development and

Retail within West Dunbartonshire and are identified in the West Dunbartonshire Local Development Plan.

Key strategic locations that will experience change over the next 5 to 10 years include:

- Queens Quay.
- Clydebank Town Centre.
- Carless.
- Bowling Basin.
- Esso Bowling and Scott's Yard.
- Dumbarton Town Centre and Waterfront.
- Lomondgate.
- Vale of Leven Industrial Estate.
- Alexandria Town Centre.

Each of these priority developments contain a set of opportunities for development/construction and end use employment not only in the traditional industrial and service sectors but also in the green (zero carbon) and blue (water based) economies.

For example, the Queens Quay consists of an approved Design Framework for the central 23 hectares of the site, and permission in principle granted for up to 1,000 new dwellings, commercial, health and leisure uses, substantial green infrastructure, public realm and active travel routes.

Meanwhile, the Esso Bowling site is part of our City Deal and the £27.897 million project, when completed, will provide 44,200 m² of industrial and commercial floor space and 689 full time jobs.

Full details of the strategic development opportunities can be found in the West Dunbartonshire Local Development Plan. This document is published on-line and can be found at:

https://wdcweb.blob.core.windows.net/wdc-public-live-media/4319308/wdc_ldp2_2020_web-26.pdf

While these strategic developments will undoubtedly provide employment opportunities they will, however, emerge over the medium to longer term. As such, employability service providers should be aware that statistics produced by NOMIS demonstrate that the local economy is dominated by micro (87.6%), small (10.4%) and medium (1.6%) sized business. The socio economic profile produced by NOMIS can be found at:

<https://www.nomisweb.co.uk/reports/lmp/la/1946157435/report.aspx#tabidbr>

In addition, consultation with local employers and employability service providers have identified a number of vacancies in key sectors. These sectors where opportunities currently exist are:

- Care/childcare;
- Construction;
- Driving related sectors;
- Hospitality; and
- Tourism.

Employability service providers should be aware of the opportunities within these sectors when developing training and employer engagement activities.

These opportunities are intensified with the access to funding available from:

- NOLB;

- Young Persons Guarantee;
- Fair Start Scotland;
- SDS National Programmes – Modern Apprenticeships and Foundation Apprenticeships;
- European Social Fund

And potential funding from future prosperity funds.

Summary Strengths, Weaknesses, Opportunities and Threats.

We have reviewed development plans and consulted with agencies providing or potentially providing funds for employability and staff and employability service users to compile a SWOT analysis.

Strengths

- Good location and communications network;
- Commitment to social justice demonstrated by apprenticeship pathway;
- Strong local employability partnership;
- Strong local employability service infrastructure including national programmes: Modern Apprenticeships and Foundation Apprenticeships;
- Integration across employability, welfare and learning embedded in approaches;
- Commitment to innovative approaches with examples such as Family Opportunity Hub;
- Good complement of staff with expertise and experience allowing us to design and deliver good quality services;
- Well prepared for introduction of new employability service funds.
- Well established digital platform to deliver on-line support services.

Weaknesses

- Higher than average incidence of multiple deprivation;
- High incidence of poverty and disadvantage;
- Low skills base. Mismatch between skills and opportunities
- More focus on target groups required.

Threats

- Brexit – impact of uncertainty in economy and continuity of employability service funding;
- Impact of Covid-19 harms; intensifying socio/economic challenges within already disadvantaged communities;
- Continued uncertainty of funding availability.

Opportunities

- Substantial capital investment providing access to jobs and training opportunities;
- Funding available to address issues facing target groups – young person's guarantee, No one left behind and parental employability support fund;
- Additional funds being developed to replace European Structural Funds;
- Levelling up funds for transport projects;
- Net Zero/Zero Carbon job opportunities as projects develop;

- Opportunities available within key sectors such as: care/social care, hospitality, tourism, construction and driving related employment with specific emphasis being placed on 'green jobs/apprenticeships'.

Appendix 3: Key Socio Economic Statistics

Table 7: Key Socio Economic Statistics

| Indicator | West Dunbartonshire | Top Performing Scottish Local Authority | Glasgow City Region | Scotland | Percentage Gap | Volume Gap |
|---|---------------------|---|---------------------|----------|----------------|------------|
| % Children in Child Poverty | 26.8 | 15.8 | 26.0 | 24.3 | -2.5 | -400 |
| % of Children in Low Income Families | 22.0 | 10.3 | 21.1 | 18.6 | -3.4 | -500 |
| Families with Children receiving Universal Credit or Tax Credits (%) | 39.3 | 20.0 | 37.7 | 35.0 | -4.3 | -500 |
| Families with Dependent Children eligible for Child Benefit (%) | 96.5 | 81.0 | 94.1 | 92.5 | -4.0 | -400 |
| Claimant Count Rate (%) | 6.7 | 2.0 | 5.7 | 4.9 | -1.8 | -1,000 |
| % of Household that are workless | 30.1 | 13.4 | 24.8 | 21.5 | -8.6 | -2,100 |
| % of School Leavers in Positive Destination | 89.7 | 98.4 | 93.6 | 93.3 | 3.7 | 0 |
| Participation Rate (%) | 90.8 | 97.2 | 92.4 | 92.2 | 1.4 | 0 |
| Degree-level Qualifications Rate (%) | 39.0 | 65.8 | 47.4 | 49.3 | 10.3 | 5,800 |
| No Qualifications Rate (%) | 13.9 | 4.9 | 10.6 | 8.0 | -5.9 | -3,200 |
| Number of Incapacity Based Benefits (per 1,000 16 - 64 population) | 90.3 | 35.1 | 75.0 | 59.9 | -30.5 | -1,700 |
| Economic Inactive: Long-term Sick/Disabled Rate (%) | 37.1 | 19.4 | 30.7 | 28.7 | -8.4 | -1,100 |
| Economic Inactivity Rate (%) | 23.2 | 13.7 | 24.3 | 23.2 | 0.0 | 0 |
| Employment Rate (%) | 72.9 | 82.4 | 72.2 | 73.5 | 0.6 | 300 |
| Unemployment Rate (%) | 5.1 | 2.0 | 4.6 | 4.4 | -0.7 | -300 |
| Employment in low pay sectors (%) | 26.4 | 21.6 | 30.8 | 29.6 | - | - |
| % of Residents employed in Quality Work | 71.9 | 72.9 | 67.4 | 62.6 | - | n/a |
| Gender Employment Gap (% difference between Male and Female Employment Rates) | 3.9 | -2.4 | 10.6 | 8.0 | n/a | n/a |
| Median Weekly Earnings (Residence-based, full-time) | 650.9 | 809.4 | 643.3 | 622.0 | - | - |
| Underemployment Rate (%) | 6.0 | 3.4 | 7.4 | 8.1 | - | - |
| % Employed in SOC 1 Occupations | 5.3 | 19.4 | 8.0 | 8.9 | 3.6 | 1,600 |
| % of Procurement spend on Local SMEs | 8.2 | 47.3 | 20.7 | 28.5 | 20.3 | n/a |

(Statistics Provided by Glasgow City Region Team at Glasgow City Council: Statistics Toolkit)

Appendix 4: National Performance Framework Alignment

Table 8: National Performance Framework

| National Outcome | No One Left Behind contribution |
|---|---|
|  Economy | <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> |
|  Poverty | <p>No One Left Behind and the approach taken to employability services supports the Scottish Governments 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.</p> |
|  Communities | <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 place-based approach enables our communities’ voices to be heard and will enable resources to be deployed to better meet service user needs and complement local investment, and be capable of overall national reach and coherence.</p> |
|  Children | <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 | <p>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.</p> |
|  Fair Work | <p>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.</p> |
|  Health | <p>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.</p> |
|  Human Rights | <p>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 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.</p> |

Appendix 5: Community Planning West Dunbartonshire Priorities

Table 9: Community Planning West Dunbartonshire Priority and Outcomes

| CPWD Priority | CPWD Outcome |
|------------------------------------|--|
| A Flourishing West Dunbartonshire | Our economy is diverse and dynamic creating opportunities for everyone. Our local communities are sustainable and attractive. Increased and better quality learning and employment opportunities. Enhanced quality and availability of affordable housing options. |
| An Independent West Dunbartonshire | Adults and older people are able to live independently in the community. Quality of life is improved for older residents. Housing options are responsive to changing needs over time |
| A Nurtured West Dunbartonshire | All West Dunbartonshire children have the best start in life and are ready to succeed Families are supported in accessing education, learning and attainment opportunities. Improved life chances for all children, young people and families. |
| An Empowered West Dunbartonshire | We live in engaged and cohesive communities. Citizens are confident, resilient and responsible. Carers are supported to address their needs. |
| A Safe West Dunbartonshire | Improved community justice outcomes ensure West Dunbartonshire is a safe and inclusive place to live. All partners deliver early and effective interventions targeted at reducing the impact of domestic abuse. Residents lived in positive, health promoting environments where the impact of alcohol and drugs is addressed. Our residents are supported to improve their emotional and mental health and wellbeing |

Appendix 6: West Dunbartonshire Priority Groups Target Groups

While No One Left Behind seeks to deliver an all-age employability service some of the funding will be made available for focussed work on specific target groups. For example:

Families most likely to be affected by poverty of limited resources (Parental Employability Support Funds)

- Living in a household with children in poverty.
- Lone Parents Households.
- Families from Minority Ethnic Communities.
- Families with a Disabled Child.
- Disabled Parent.
- Families with 3 or more Children.
- Families where the Youngest Child is under 1.
- Young parents under the Age of 25.
- Unemployed Disabled Parent.
- Living in a Jobless Household with Dependent Children.
- Living in a Single Adult Household with Dependent Children.
- Primary Carer of a child/children (under 18) or adult.

Young People in the 16 - 24 years age group. (Young Persons Guarantee)

- Unemployed 16 - 24 years.
- At Risk of Becoming NEET (Not in employment, education or training).
- Care Experienced.
- Looked After Young Person.

Disadvantaged by virtue of personal circumstances.

- Living in a Jobless Household.
- Long Term Physical Illness.
- Long Term Unemployed.
- Low Income Employed.
- Low Income Household.
- Low Skilled.
- No or Limited Work Experience
- Underemployed.
- Person aged over 50 years.
- Migrants people with a foreign background, minorities (including marginalised communities such as the Roma).
- Refugee.
- Asylum Seeker.
- Primary Carer of older person.
- Disabled and/or deaf person (includes those experiencing mental health issues and those who have an impairment or long-term health condition).
- Mental Health Issues.
- Homeless or Affected by Housing Exclusion
- Criminal Convictions/ experience of criminal justice system.
- Substance related conditions.

- Armed Forces Veteran.

Disadvantaged because of location

- From Employment Deprived/Disadvantaged Area (Scottish Index of Multiple Deprivation).
- From Rural Areas.

This is not an exhaustive list and service providers will be provided with the opportunity to add to the list through the provision of evidence about other barriers.

Appendix 7: 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 using a [5 Stage Employability Pipeline](#) approach. It is recognised that individuals do not follow a linear journey but the pipeline approach helps in organising support.

Table 10: Employability Stage Progression

| Stage | Stage Description |
|--|--|
| Stage 1 Engagement, Referral and Assessment | This stage is about reaching out and supporting people into regular activity, positive routines connecting them with others |
| Stage 2 Needs Assessment and Barrier Removal | Assessing needs of individuals and agreeing key activities to address any barriers to employment or training |
| Stage 3 Vocational Activity | Activities include delivering a range of accredited training, employability core skills, job search |
| Stage 4 Employer Engagement and Job Matching | Activities such as work experience or volunteering placements with employers, assisting individuals to secure job vacancies. |
| Stage 5 In work Progression | Activities includes supporting individuals to maintain and progress within the workplace |

At each stage we will apply a number of interventions; some of which are outlined in **Table 8**.

Table 11: Employability Interventions

| Intervention | Description |
|---|--|
| Referral and Engagement Activity | Registration and initial action plan, detailed assessment of support needs and barriers to progression such as qualifications, experience, core skills, housing, drugs & alcohol, confidence, motivation, personal finance, health etc.), creation of a detailed action plan. |
| Case Management | Key worker/Adviser support to manage progression through action plan, follow up meetings, tracking progress, engagement, continuous assessment, making referrals, advocating, reviewing and updating action plan. |
| Money Management/Debt Advice | <ul style="list-style-type: none"> • Financial health check, benefits advice, managing debt, setting up bank accounts, living on a budget management advice and support • Better Off In Work Calculations |
| Health and Wellbeing | <ul style="list-style-type: none"> • Health assessments, condition management plans and Social Prescribing • Occupational Therapy, Mental Health Support, substance abuse support, Counselling and other health interventions • Healthy living and diet advice. |
| Personal and Social Development | <ul style="list-style-type: none"> • Confidence Building/Motivation • Personal Development, Personal Presentation, Problem solving, Communication /ESOL • Digital Skill Literacy • Work Preparation |
| Accredited and Certificated Core / Vocational Skills Training | <ul style="list-style-type: none"> • Employability award units SCQF level 4 or above • Digital Skills • Accredited core skills training • National Progression Awards. • Short courses such as first aid, food hygiene etc. • Specific vocational qualifications and/or industry recognised certificates |
| Work Experience | <ul style="list-style-type: none"> • Work based activity, job tasters and employment focused volunteering • Allowance or Wage Based • ILM/Supported Employment/IPS |
| Job Search | <ul style="list-style-type: none"> • Create and update a CV • Job seeking, applications and Interview preparation • Online applications/interviews |
| Employer Support, Engagement and Job Matching | <ul style="list-style-type: none"> • Recruitment Advice, Job Carving, Job Descriptions • Job Broking, Vacancy Matching, Short-letting, Interviews, Job Coaching etc. • Health and Safety/Risk Assessments • Employer Recruitment Incentives - Minimum Standards re ERI National Framework |

Appendix 8: West Dunbartonshire Employability Service Providers

Tables 9 – 11 provide a list of specialist employability service providers at each of our employability phases.

Table 12: Phase 1 Specialist Employability Service Providers

| Phase 1: Service Provider |
|---|
| Archaeology Scotland |
| Barnardos Scotland |
| CS Association |
| Enable |
| Impact Arts |
| Salus Occupational Health, Safety & Return to Work Services |
| Sinclair Wellbeing and Training Solutions Limited |
| The Larder |
| The Lennox Partnership |
| The Tell Organisation Ltd |
| The Wise Group |
| TIGERS training initiative |

Table 13: Phase 2 Specialist Employability Service Providers

| Phase 2: Service Provider |
|---|
| Barnardos Scotland |
| CS Association |
| Enable |
| Eternal Balance |
| Glasgow Clyde College |
| GTS Solutions CIC |
| HSC FUTURES LTD |
| Impact Arts |
| Sinclair Wellbeing and Training Solutions Limited |
| Sixth Sense Trading Ltd. |
| Street League |
| The Digital College Ltd |
| The Larder |
| The Lennox Partnership |
| The Tell Organisation Ltd |
| The Training Team (Scotland) |
| The Wise Group |
| TIGERS training initiative |
| Virtual Internship Partners Ltd |
| Volunteering matters |
| West College Scotland |
| Your The Hero |

Table 14: Phase 3 Specialist Employability Service Providers

| Phase 3: Service Provider |
|---|
| CS Association |
| Enable |
| Eternal Balance |
| Experiential Play Ltd |
| GTS Solutions CIC |
| People at Work |
| Salus Occupational Health, Safety & Return to Work Services |
| Sinclair Wellbeing and Training Solutions Limited |
| Street League |
| The Digital College Ltd |
| The Larder |
| The Lennox Partnership |
| The Tell Organisation Ltd |
| The Training Team (Scotland) |
| The Wise Group |
| TIGERS training initiative |
| West College Scotland |
| Your The Hero |

Appendix 9: Worked Example, Allocation of Grant Funding

This example is for illustration only and serves to demonstrate how we intend to allocate funding resources.

In this illustration we will assume that £250,000 is being made available through grant funding to specialist employability service providers. (25/50/25)

On the basis of current (January 2022) service requirements agreed by the Local Employability Partnership, of the £250,000:

- £62,500 will be allocated to Phase 1 and any single organisation can secure a maximum of £15,625;
- £100,000 will be allocated to Phase 2 and any single organisation can secure a maximum of £20,000;
- £87,500 will be allocated to Phase 3 and any single organisation can secure a maximum of £17,500.

In theory any single organisation could secure up to £53,125 for delivering across all three phases. However, to be consistent with our principles we intend to cap the grant funding any single proposal to 20% of the total grant fund available.

In this case with an overall grant fund of £250,000, this funding limit for any individual organisation would therefore be capped at £50,000.

In this example, once agreed with the service providers for £250,000 we would expect to achieve a minimum of:

Table 15: Anticipated Proportion of Outcomes from Investment (£250,000)

| Indicator | Number |
|--|-----------|
| participation rate | 172 - 200 |
| Number with an action plan | 155 - 180 |
| Number achieved a qualification | 69 - 80 |
| Number started a work placement | 17 - 20 |
| Number progressing along employability pipeline | 147 - 170 |
| Number securing formal volunteering opportunity | 9 - 10 |
| Number entering FE/HE | 26 - 30 |
| expected number into work | 69 - 80 |
| Number securing an apprenticeship | 9 - 10 |
| Number progressing in the labour market increased earnings | 3 - 4 |

Each of the funded organisations would be expected to demonstrate the contribution they are making at the phases they are funded for. They will also take responsibility for a proportion of these anticipated and any other relevant outcomes.

The partnership will review the proportion of funds allocated to each phase when grants are being made available.

Appendix 10: No One Left Behind Reporting Requirements

Table 16: No One Left Behind Reporting Requirements

| Report | To Whom | Frequency |
|---|---|-----------|
| NOLB, PESF, PESF Boosts, PACE - Delivery Reports YPG - Delivery Report NOLB, PESF, PESF Boosts, PACE - Schedule 3 YPG reporting requirements - Schedule 3 | Scottish Government | Annual |
| NOLB, PESF, PESF Boosts, PACE Delivery Report YPG Delivery Report NOLB, PESF, PESF Boosts, PACE Finance Report YPG Finance Report NOLB, PESF, PESF Boosts, PACE Schedule 2 Claim YPG Schedule 2 Claim NOLB, PESF, YPG, PACE, LTU Participant CSV Report | Scottish Government | Quarterly |
| NOLB, PESF, PESF Boosts, PACE, LTU Finance Report YPG Finance Report | Scottish Government | Monthly |
| Progress Update | Local Employability Partnership Community Planning Partnership | Quarterly |

Key

NOLB – No One Left Behind

YPG Young Persons Guarantee

PESF - Parental Employability Support Fund

LTU – Long Term Unemployment

PACE – Partnership for Continuing Employment (Redundancy Support).