

Agenda Item	16
Report No	ECI/18/2022

HIGHLAND COUNCIL

Committee: Economy and Infrastructure

Date: 25 August 2022

Report Title: Employability Services

Report By: Executive Chief Officer Infrastructure, Environment & Economy

1 Purpose/Executive Summary

- 1.1 This report provides Members with an overview of how employability services in Highland are evolving in line with a national improvement programme and agenda to ensure that no one is left behind when preparing for and seeking sustainable and fair work. Significant funding is being made available to the Council on behalf of the Highland Employability Partnership to design and deliver the required employability services.
- 1.2 Linked to external funding conditions, the Highland Employability Partnership has had to prepare and submit to the Scottish Government a Delivery Plan for the period 2022-2025. This together with the proposed activity plan/budget is set out for Member's consideration and approval.
- 1.3 It is proposed that a future Members Workshop is organised to enable officers to provide a more detailed description of current and proposed Council and partner employability services and to outline in a practical sense what the new Highland employability service means for clients.

2 Recommendations

- 2.1 It is recommended that Members:-
 - a) **Note** and welcome the No One Left Behind policy and financial agenda which is supporting the design and development of a Highland unique employability service;
 - b) **Approve** the attached Delivery Plan 2022-25 and Activity Budget for 2022/23; and

- c) **Agree** that a Members Employability Workshop be arranged to explain further the services offered, the range of clients benefitting from these services and their progression. The Workshop will also outline the development and improvement actions underway by the Council and its HEP partners.

3 Implications

- 3.1 **Resource** – The majority of the activity funding required is external funding with Council revenue resources used to fund the core permanent staffing team.
- 3.2 **Legal** – None directly arising from this report.
- 3.3 **Community (Equality, Poverty, Rural and Island)** – an Equality Impact Assessment has been conducted with no negative impact on equality groups identified. The proposed Delivery Plan offers wider integration with the Child Poverty Action Plan. A place-based approach has been adopted to ensure the correct employability solution is developed to address the needs of rural and remote rural communities.
- 3.4 **Climate Change / Carbon Clever** – None directly arising from this report.
- 3.5 **Risk** – None directly arising from this report.
- 3.6 **Gaelic** – None directly arising from this report.

4 Background

- 4.1 The Council has a strategic interest in employability because of its relationship to the wellbeing of its communities and economic development across the Highlands. The Council's direct delivery of employability activity and its service alignment with other providers, therefore positively impacts on the Fairer Scotland Duty, Equality Duty and Child Poverty Duty as well as the alignment with fair work and inclusive economic growth.
- 4.2 While the need to have basic employability skills is shared by all who seek work not everyone needs specific support to acquire these basic or other work-related skills. Therefore, when the term 'employability' is used, it predominantly refers to the services required to help those individuals furthest removed from the labour market who need support to address the barriers that stop them from accessing work, and then, progressing in work.
- 4.3 As every individual is different, so too are the barriers they face. The support they need will therefore naturally differ and potentially will need to be provided by different organisations. Getting the right support at the right time has long been a challenge faced by individuals and the more complex the need, the more difficult it is to secure the right support from the right provider. Often national 'one size fits all' programmes imposed on local areas without recognition of the challenges faced by individuals or employers, have made a bad situation worse.

- 4.4 In December 2018 the Scottish Government and COSLA signed a “No One Left Behind” Employability Partnership Agreement. Its ambition was to align and integrate employability services in Scotland; it set out guiding principles to support collaborative working, and set-up new governance and leadership infrastructure. Most critically for local government it adopted a ‘local’ place-based approach to service design and delivery and recognised the lead role played by local government at the local level.
- 4.5 Over the past three years Scottish Government have moved their employability resources away from multiple different teams and agencies and has streamlined them to local authorities to meet local needs. The fundamental principle of change was to give decision making on employability resources to the Local Employability Partnerships (LEPs) in an area, so that each area/LEP could use employability funding to best effect. LEPs would then co-commission services required for their own areas and work together to create an integrated and effective local service. While collaboration and joint decision making is central to this new approach, the Council has the lead role as the accountable body for the funds received.
- 4.6 This new approach and the extent to which funds will be transferred to local control is dynamic and anticipated to increase as UK Government Shared Prosperity Fund becomes available and the Scottish Government bring forward a replacement for their Fair Start Scotland employability programme and potential further support for parents/child poverty.

5. Highland Employability Services

- 5.1 This new approach to employability services is welcome, coming as it does after local government has for many years argued the case that client led services will be best developed and delivered if done so at the local level. It is not however without its challenges including those generated by the Covid-19 pandemic, but over the past two years significant progress has been made at a structural and strategic level to drive forward this change.
- 5.2 The Council has strengthened and restructured its Employability Team to deliver on these new responsibilities. This includes improved back-office systems, projects and client services staff and the procurement/appointment of new Employability Framework providers.
- 5.3 Allied to this, work has progressed with public, third and private sector partners to refresh the Highland Employability Partnership (HEP) and establish three ‘operational’ local area Partnerships.
- 5.4 In order to give confidence to the Scottish Government that the HEP is correctly structured and has a clear understanding of the challenges faced and a programme of action in place to address, the HEP was asked to develop and submit a Delivery Plan to the Scottish Government for consideration and approval. The draft Delivery Plan was submitted on 12 May 2022 (**see Appendix 1**). This Plan is in many respects an operational and living document and will be subject at least to annual review/refresh, rather than being fixed over the next three years. As this HEP Plan was produced at the time of the local Government elections there was no opportunity for formal Council consideration and approval at that time.

Members are therefore asked to consider the Delivery Plan and approve it at this time, but the intention is that going forward, an annual review and refreshed Delivery Plan and Activity Budget will be presented to Committee prior to the new financial year.

6 Scottish Government Funding 2022-23

- 6.1 The Council, on behalf of the HEP, received a grant award of up to £2,392,601, payable over the financial year 2022/23 in connection with supporting the delivery of the No One Left Behind All Age Employability Service. In addition, due to historic funding not being utilised due to Covid-19 pandemic, the Scottish Government have entered into agreement with CoSLA that each local authority has an additional allocation for use over 2022/23 (and as required into 2023/24) to support employability activity. In the case of Highland this allocation is £2,050,626
- 6.2 Together these funds are significant and allow for core service delivery as well as time limited activity to be progressed. **Appendix 2** identifies how the HEP plan to utilise this funding. In practice, as service needs are ultimately client driven, it is anticipated that there will inevitably be some flexibility on the specific activity progressed and funds utilised. If the need arises decisions will be taken in partnership with HEP.
- 6.3 As Members will appreciate delivery of this programme will be very challenging and present capacity issues not just for the Council but other delivery partners including third sector providers. If/when more resources become available locally as per paragraph 4.6 above, then steps will need to be taken to increase delivery capacity. A parallel workstream is underway looking at these capacity issues and actions required to address.

7 Members Workshop

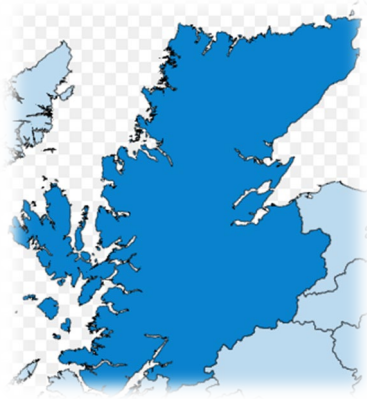
- 7.1 It is appreciated that this report deals with structures, strategy and funding and does not deal with practicalities and critically what it means for clients and how they are supported. To do so, it is proposed that a dedicated Members Workshop/Briefing takes place later in September/early October subject to other Council meetings etc. in which Employability team members will explain further the services offered, the range of clients benefitting from these services and their progression. It will also outline the development and improvement actions underway by the Council and its HEP partners.

Designation: Executive Chief Officer Infrastructure, Environment & Economy

Date: 3 August 2022

Authors: Jane Gair, Employability Team Leader
Andy McCann, Economy and Regeneration Manager

Appendix 1: Draft Delivery Plan



DRAFT

**Highland Employability Partnership
Delivery Plan**

**Com-pàirteachas so-fhastaidh
na Gàidhealtachd
Plana lìbhrigidh**

2022- 2025

Preface

No One Left Behind (NOLB) aims to change the employability system in Scotland to make it more adaptable, responsive and person-centred. Transforming the system requires collaborative leadership across all partners and a culture change in the design, delivery and funding of services through increased local governance arrangements. In Highland this will be delivered via the Highland Employability Partnership (HEP) and 3 sub-Highland Local Employability Partnerships (LEPs).

This 3-year Delivery Plan presents a strategic outline of the proposed employability priorities in Highland from 1st April 2022 to 31st March 2025 and reflects the priorities of partners and their clients and will complement the statutory provision already in place. An annual Operational Plan for 2022/23 is included as Annex 1.

The plan will be updated annually, along with the more detailed annual Operational Plan for the upcoming financial year. This will allow for flexibility to reflect local need and the changing social and economic circumstances that we will encounter.

This plan is the responsibility of the Highland Employability Partnership (HEP) to produce, review and report on progress and performance.

Ensuring that we adopt the correct solution across our geography will enable the partnership to address the 7 key principles of No One Left Behind to support the transformation of Scotland's employability services in working towards creating a better person-centred system:

- 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**

In addition to NOLB, this delivery plan will help progress in Highland, the Scottish Government's statutory child poverty targets. Likewise, this plan supports the ambitions of the UK Government's Levelling Up agenda, particularly with regards developing People and Skills and the Multiply initiative. Through this UK wide initiative, additional opportunities may exist to support the work of the HEP via the Shared Prosperity Fund from autumn 2022 onwards.

Section 1: Introduction

1.1 Background information

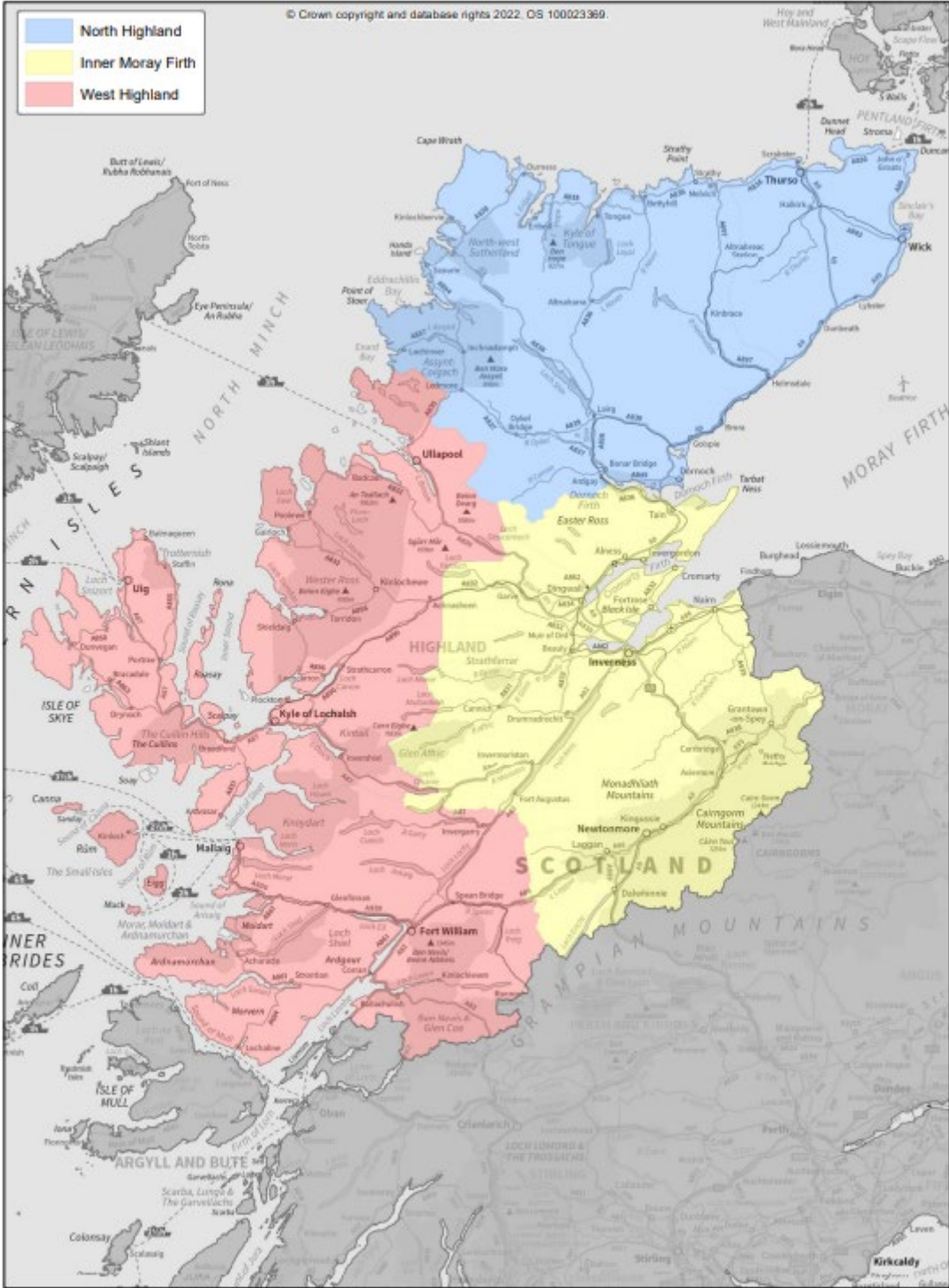
The Highland Employability Partnership (HEP) was re-established in 2021. It is a multi-agency approach to ensure that partners work collaboratively to deliver employability services across the area served by Highland Council. Through collective leadership, the Partners aim to develop shared objectives to service design which addresses the need of both clients and employers and embraces greater integration and alignment of resources in order to simplify and maximise opportunities.

Through developing a person-centred service offer, the HEP partners aim to tackle unemployment and inactivity rates, improve productivity rates through increasing work-based qualifications and take steps to tackling the effects of poverty through increasing the employment rate and income levels of individuals.

The Highland Council geography accounts for 1/3 of the land area of Scotland, covering the fast growing urban and semi-urban areas around the Inner Moray Firth and the most remote and sparsely populated parts of mainland United Kingdom.

To take account of this, the HEP has been established to provide strategic Highland-wide direction, whilst 3 Local Employability Partnerships (LEPs) have been established to drive operational delivery in North Highland (Caithness and Sutherland), Inner Moray Firth (Easter Ross, Mid Ross, Inverness, Nairn and Nairnshire, Badenoch and Strathspey) and West Highland (Lochaber, Skye and Lochalsh and Wester Ross). A map of the 3 LEP areas is on the next page.

This structure is a unique response to a unique situation and will present both opportunities and challenges over the coming three years. However, we believe that this approach is necessary to ensure that No One is Left Behind in any of our Highland communities.



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- North Highland
- Inner Moray Firth
- West Highland

Ref: gis2543
Date: Apr 2022

Local Employment Partnerships in Highland

N
1:850,000



1.2 Membership

Highland Employability Partnership (HEP)

HEP will champion a **strategic level** partnership approach, supporting ongoing dialogue with a range of stakeholders including service users, service providers, employers, local partnerships and national agencies. Membership of the HEP is as follows:-

- Highland Council - Lead Partner and Lead Accountability
- Department of Work and Pensions
- Developing the Young Workforce
- Federation of Small Businesses
- Highland Third Sector Interface
- NHS Highland
- Skills Development Scotland
- University of the Highlands and Islands

Local Employability Partnerships (LEPs)

LEPs will ensure that area **operational level** is client centred, and support pathways for clients as they progress towards, in to and within work, ensuring that area-based delivery meets the local labour market needs and opportunities as well as the unique characteristics of each area.

North Highland LEP membership – Caithness and Sutherland

- Highland Council – area client services co-ordinator
- Department of Work and Pensions – area representative
- Developing the Young Workforce – North Highland
- Highlands and Islands Enterprise – area representative
- Skills Development Scotland – area representative
- UHI North Highland

Inner Moray Firth LEP membership – Easter Ross, Mid Ross, Inverness, Nairn and Nairnshire, Badenoch and Strathspey

- Highland Council – area client services co-ordinator
- Department of Work and Pensions – area representative
- Developing the Young Workforce – Inverness and Central Highland
- Highlands and Islands Enterprise – area representative
- Skills Development Scotland – area representative
- UHI Inverness

West Highland LEP membership – Lochaber, Skye, Lochalsh and Wester Ross

- Highland Council – area client services co-ordinator
- Department of Work and Pensions – area representative
- Developing the Young Workforce – West Highland

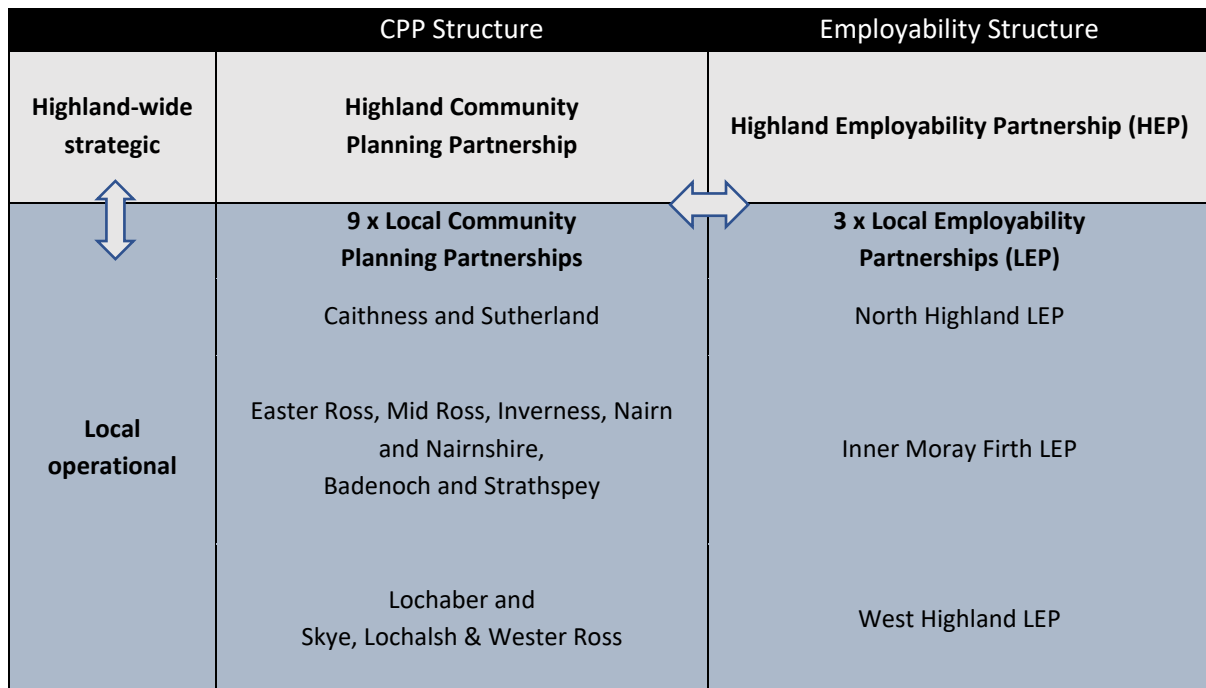
- Highlands and Islands Enterprise – area representative
- Skills Development Scotland – area representative
- UHI West Highland

Highland Council

Running in parallel with and feeding in to the Highland-wide strategic HEP and the 3 LEPs, Highland Council colleagues across services – Communities and Place; Education and Learning; Health and Social Care; Infrastructure, Environment and Economy; Performance and Governance; Property and Housing - will meet regularly to focus on supporting those furthest away from the labour market. As well as delivering No One Left Behind, this cross departmental approach will play an important part in tackling child poverty across Highland and progress the priorities of Levelling Up.

1.3 Governance

Below is a summary of the relationship between the Highland Community Planning Partnership and the Highland Employability structures at both the Highland-wide strategic and local operational levels. The arrows indicate the two-way communication required between the structures at both strategic and operational levels. Each partner will ultimately be accountable to their own governance structures, whilst ensuring that the Highland-wide and locally agreed priorities are progressed.



The Highland Employability Partnership is chaired by Highland Council. Chairs of the Local Employability Partnerships will be agreed locally. The Highland Council will facilitate the running of the HEP and the 3 LEPs.

1.4 Reporting arrangements

The Highland Employability Partnership (HEP) will initially meet at least 6 times a year and will receive an update from each partner towards the delivery of agreed priorities plus updates from each of the Local Employability Partnerships (LEPs). The HEP will produce an annual report, which will be forwarded to the Highland Community Planning Partnership for information.

The 3 LEPs will initially meet at least 6 times a year, with timings set to ensure that their updates can be fed into the HEP meetings. Each partner will provide an update on the delivery of agreed HEP priorities at the local level.

1.5 Strengthening HEP actions

In summer 2021 each HEP partner independently completed a Readiness Survey which informed the creation of the Highland Employability draft action plan which agreed the following improvement actions:

- To establish the Highland Employability Partnership (Strategic and Operational Network)
- To pool expertise and partner resources
- To engage stakeholders in Service Design
- To agree measures of partnership performance
- To communicate the work of the Highland Employability Partnership
- To design and deliver Operational Delivery Plan(s) (Highland/Area)

In recognition of its NOLB lead partner role as well as a delivery agent, Highland Council have re-designed and expanded their Employability team, organising their services as follows: -

- Client Services - organised across three sub-Highland operational areas; North Highland, Inner Moray Firth and West Highland plus dedicated resource focussing on Care Experienced Young People.
- Partner Services - dedicated resource focussed on supporting and facilitating collaborative working across the HEP, LEPs and Highland Council teams.
- Projects and Systems - dedicated back office systems team, project staff and procurement of new Employability Providers Framework from 1st April 2022.

Section 2: Key Principles

2.1 Vision

The Highland Employability Partnership vision is: -

As a partnership of public, private and third sector organisations working together, we will deliver our services in an integrated and aligned manner, giving individuals and employers across Highland an easy to access, high quality and responsive service.

Our clients – young people and adults, will receive a ‘person centred’ service. As required, they will have someone they can talk to, who will help them work out what support and skills they need as they prepare for the jobs that are (and will become) available. We will ask them about the support they are receiving, organise support and skills training for them and sustain this as they progress into and in work.

Our clients – employers, will be able to secure the skilled and qualified staff they need. As required, they will be able to recruit staff with core employability skills, secure work-based learning and training, and receive support to create jobs. To enable this to be best achieved we ask, when we engage with employers, that they work with us, defining what they need and providing the jobs/work placement and skills training

2.2 Aim

The aim of the HEP is to work with individuals and employers to raise as many Highland residents as possible out of poverty through sustainable and fair work; supporting those who face multiple barriers into employment and enabling progression out of poverty for those who are already in work.

2.3 Outcomes

This aim will be achieved through 4 outcomes as shown below, with a range of accompanying actions.

Outcome 1: More people, who face multiple personal barriers and challenges when securing and sustaining work, are progressing towards, into and within paid employment

- All clients experiencing multiple barriers to employment can have a tailored, person-centred employability solution based on and designed around their needs
- Provide the opportunities and integrated support parents need to enter, sustain and progress in work
- Across all local parts of Highland there is the availability, consistency and quality of employability services offering pathways into sustainable and fair work
- Make it easier for unemployed people particularly from rural and remote rural parts of Highland, to have access to further education, skills development training, employability support and jobs
- Increase the proportion of jobs which receive public support (including job incentive or training grants etc) in rural and remote rural parts of Highland

Outcome 2: More young people, after leaving education, are in paid employment commensurate to their skills or receiving in-work training

- All pupils have a more meaningful experience of the world of work and knowledge about the skills required and the job opportunities that are accessible and available to them
- Improve the number and range of young people undertaking Foundation, Modern and Graduate Apprenticeships.

Outcome 3: More people possess relevant skills and experience to compete for the replacement and new jobs that are or will become available, enabling a qualified workforce across Highland.

- Target support to develop skills in key sectors facing skills shortages and/or emerging job opportunities
- Increase the number and range of work-based learning opportunities available, undertaken and completed across sectors and across all parts of Highland
- Improve the skills set and address any associated barriers, to enable those in low pay/low skilled jobs to progress in the labour market

Outcome 4: Individuals and employers alike receive the services and support they need in an aligned and integrated manner

- Better promote and make it easier for individuals and employers alike to access the range of partner support required and available to them
- Improve co-ordination, alignment and integration of partner services and have systems in place which map support services and secure support service delivery and client progression

2.4 Developing the plan

Development of the 3-year Delivery Plan is based on the key principle that employability support in Highland is person-centred and that the client only needs to know how they can access support and not how partners are organised behind the scenes to deliver the service offer.

At the heart of the person-centred approach adopted by HEP partners is the **5-stage Employability Pipeline** shown on the next page. This will enable client needs to be matched to service provision and their employability journey tracked along the pipeline.

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

Delivery will be designed to reflect local requirements and will be a hybrid approach undertaken either by service providers commissioned by Highland Council on behalf of the HEP or directly by the partners acting as delivery agents.

Employer engagement will be managed in a co-ordinated manner in order to support local employers and anchor institutions to recruit and create jobs for the future, contributing towards growing the skilled workforce, stimulating labour market growth and economic recovery.

The 3-year Delivery Plan and the 1-year operational plan (Annex 1) has been developed and will be delivered in the context of the 6 No-One Left Behind workstreams (Service Design, Shared Measurement Framework, Communications, Alignment and Integration, Governance and Risk, Policy and Finance) and in conjunction with a number of National Frameworks and toolkits developed to support local employability partnerships across Scotland to ensure that services are of a consistently high quality and meet the needs of service users. These include

- The Scottish Approach to Service Design [here](#).
- Employability Service Standards [here](#).
- Employability Customer Charter [here](#).
- Continuous Improvement Toolkit [here](#).

Section 3: Highland Context

3.1 Introduction

The Highland Council serves 1/3 of the land area of Scotland and 11.4% of the UK, including the most remote and sparsely populated parts of the mainland United Kingdom.



The most recently available figures show us that in 2020, Highland Council had a total population of 235,400 (4.3% of the Scottish total), making it 7th out of 32 Scottish local authorities in terms of overall numbers and 32nd out of 32 in terms of population density at 8 persons per square kilometre.

Since 1998, the region's population has increased by 12.8%, compared to the Scotland-wide increase of 7.1%. In contrast, is the official projection of a 1% fall in Highland's population by 2043 compared with growth of 2.5% in Scotland, and a reduction in the region's working population of 7,800 (-5.4%) compared with slight growth in the rest of Scotland.

3.2 Geography

In a large geography with a dispersed population and localised labour markets, it is challenging to deliver all the services people need to help them prepare for and access work. The fragility of the existing employability eco-system exposes significant gaps in provision across parts of Highland, compounding challenges in developing a Highland-wide all-age all-stage approach to employability services.

The availability and range of employability support services and job opportunities by occupation and sector, and the availability and accessibility of specialised services will vary depending on where a person is based and can reasonably commute to. Travel to work areas can be quite significant, impacting on the ability of some clients to travel long distances to work, particularly those facing long-term unemployment who may be more reluctant to travel.

The reliance on seasonal employment also presents challenges during the dark, winter months contributing to isolation, loneliness and potentially negatively affecting mental wellbeing.

The following is a SWOT analysis in relation to employability services delivery in our urban, rural and remote Highland communities.

Urban Highland

Strengths	Weakness
<ul style="list-style-type: none"> • Concentrated levels of population • Good access to public transport • Good connectivity to high speed digital services • A good variety of employers of different scales offering year-round employment – competition for staff driving up wages • Competitive and varied employability services environment • A variety of housing available • Child-care options available • Good access to complementary services 	<ul style="list-style-type: none"> • High numbers of employability clients • Over provision amongst the client pool potentially leading to sustainability issues for providers • Potential duplication of effort • Poorer quality of life compared to rural areas • Limited opportunities in some sectors such as agriculture and aquaculture • House price inflation
Opportunities	Threats
<ul style="list-style-type: none"> • Booming hospitality and construction sectors • One face-to-face employability gateway can serve many clients • Employability providers could share back office administrative functions • Green technology in and around the Inner Moray Firth 	<ul style="list-style-type: none"> • Shortages of skilled labour impacting the growth of key sectors • Cost of living squeeze on household incomes • High fuel prices limiting the number of people travelling in from rural areas • Growing wages pulling in skilled staff from rural areas

Rural Highland

Strengths	Weakness
<ul style="list-style-type: none"> • On-going expansion of high-speed digital services • Good quality of life compared to urban areas • Space available for developments such as housing • Opportunities in sectors such as agriculture and aquaculture • Good evidence of SME entrepreneurial skills within communities • Local employability service providers are tuned in to the needs of their communities – clients and employers • A good network of public sector facilities in place e.g. schools, service points, libraries, hospitals etc 	<ul style="list-style-type: none"> • Low numbers of employability clients makes 1:1 delivery costly • Limited connectivity – digital and public transport • A limited number and variety of employers offering year-round employment • Choice of employability service providers can be limited • Limited access to housing and childcare to support employment • Limited access to complementary services to tackle multiple barriers at the same time
Opportunities	Threats
<ul style="list-style-type: none"> • COVID restrictions have transformed our view of working from home in a positive way • Stay-cations within the UK are becoming more popular • Partners working together to offer 1:1 support across the Highlands in community hubs • Availability of public and third sector work experience placements • HERO assistance to support SME labour expansion 	<ul style="list-style-type: none"> • Service providers juggling funding from a variety of different programmes to make ends meet • Labour shortages impacting the growth of key sectors • Cost of living squeeze on household incomes – particularly heating and transport costs

Remote Highland

Strengths	Weakness
<ul style="list-style-type: none"> • On-going expansion of high-speed digital services • Good quality of life • People have multiple skills that they can impart to others • SME entrepreneurial skills evident in remote communities • Communities tuned in to their needs, with a history of finding their own solutions • A good network of public sector facilities in place e.g. schools, service points, libraries, hospitals etc 	<ul style="list-style-type: none"> • Very small numbers of scattered employability clients can make provision virtually impossible • Very limited or no connectivity to digital services and public transport • Very limited number and variety of employers • Employability service providers may not exist, and the remoteness may make it unappealing to providers from elsewhere • Suitable housing and childcare may not be available • Access to complementary services may be many miles away
Opportunities	Threats
<ul style="list-style-type: none"> • COVID restrictions have transformed our view of working from home in a positive way – particularly in remote communities • Helping one or two clients into work in a remote community will have a huge impact • Partners working together to offer 1:1 support across the Highlands in community hubs or via outreach services • Building local capacity of existing Community resources • Accessing network of local Trusts receiving community benefit resources • Scaling up existing community provision to deliver multi-stage employability activity 	<ul style="list-style-type: none"> • Service providers juggling funding from a variety of different programmes to make ends meet • Labour shortages impacting the growth of key sectors • Cost of living squeeze on household incomes – particularly heating and transport costs • Off grid heating solutions such as domestic oil aren't price capped

3.3 Highland employability data summary

Unemployment

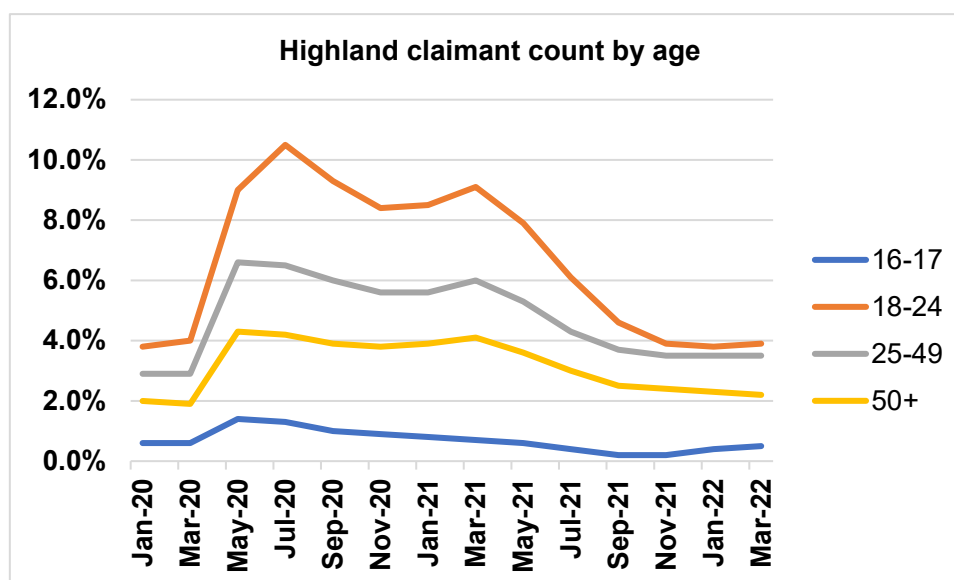
Year	Highland		Scotland
	Number	Percentage	Percentage
Jan – Dec 2019	3,300	2.8%	3.5%
Jan – Dec 2020	3,900	3.1%	4.3%
Jan – Dec 2021	4,000	3.4%	3.9%

Source: ONS Annual Population Survey

Notes: People 16 years and over. % of economically active population

- Overall, unemployment in Highland has been slightly better than the Scotland average over the period of the pandemic. Figures at the sub-Highland level will likely reveal significant local variations, distinct from these Highland-wide totals.
- Unemployment in Highland hasn't yet recovered to pre-pandemic levels.

Claimant Count



Source: ONS Claimant count by age

Notes: % is the number of claimants as a proportion of resident population of the same age

- Over the period of this analysis, the age group with the highest proportion of people claiming unemployment related benefits was the 18-24-year-old cohort, followed by the 25-49 cohort, the 50+ cohort and then the 16-17 cohort.
- All age groups were impacted by the pandemic, but the 18-24-year old cohort were particularly badly affected.

Economically inactive

Total			
Year	Highland		Scotland
	Number	Percentage	Percentage
Jan – Dec 2019	26,400	18.8%	22.9%
Jan – Dec 2020	28,000	19.7%	23.2%
Jan – Dec 2021	35,000	24.7%	23.8%
Wants a job			
Year	Highland		Scotland
	Number	Percentage	Percentage
Jan – Dec 2019	6,700	25.5%	20.4%
Jan – Dec 2020	7,600	27.2%	23.0%
Jan – Dec 2021	6,500	18.5%	17.6%

Source: ONS Annual Population Survey

Notes: Numbers are for those aged 16-64. % is a proportion of economically inactive, except total, which is a proportion of those aged 16-64.

- Figures indicate that there are more economically inactive people in Highland now than pre-COVID, with the increase being driven to a large extent by people who have chosen to leave the labour market altogether.
- The number of economically inactive people who want a job went up during the pandemic but has dropped back more recently.
- There are approximately 2,500 more economically inactive people in Highland who want a job than are registered as unemployed.

Highland school leavers going to positive destinations

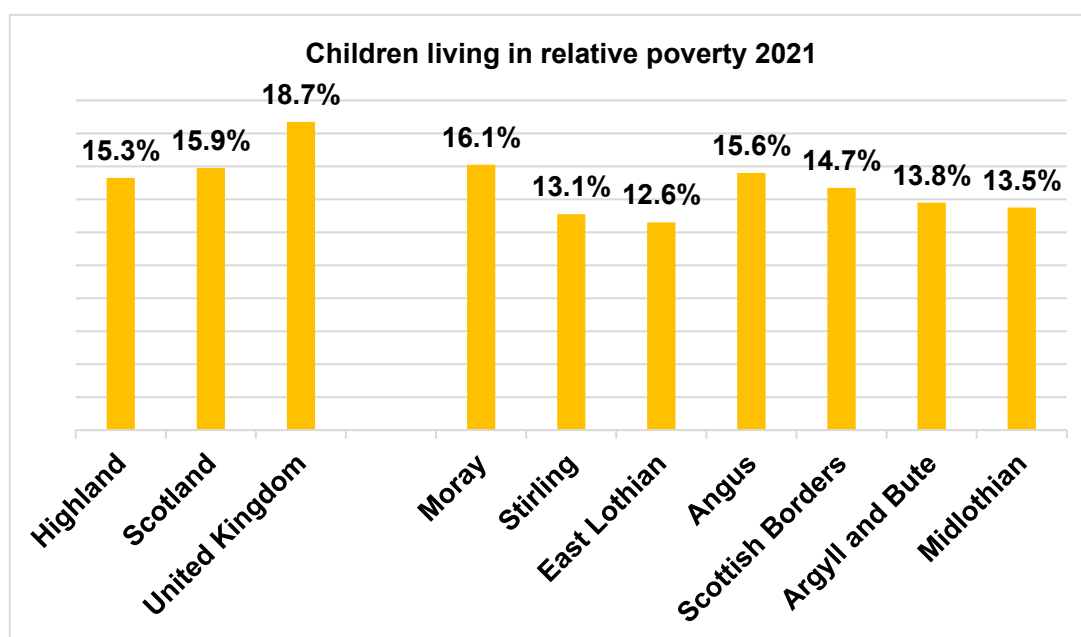
Year	Highland	Virtual Comparator
	Percentage	Percentage
2018/19	94.8%	95.0%
2019/20	92.6%	93.4%
2020/21	94.3%	95.5%

Source: Insight in Scottish Education, February 2022

Notes: Virtual comparator figure is drawn from a group of local authorities similar in nature to Highland Council
Positive destination will include education, training and employment

- The percentage of school leavers in Highland going on to a positive destination has been lower over the last three years than would be expected when compared with other similar local authorities.
- The total cohort of school leavers from Highland in 2020/21 was 2,328. With 94.3% going on to a positive destination, this means that 132 young people didn't.

Child Poverty



Source: UK Government – children in low income families via the NOLB Data toolkit

Notes: % of children in Low Income Families – relative measure

- The most recently available data from 2021 showed that 15.3% of children in Highland lived in relative poverty, equating to 5,878 young people. This percentage is lower than the Scottish (15.9%) and the UK (18.7%) figures.
- Also shown are a selection of other local authorities which the NOLB Data toolkit groups together to allow for useful comparison. Two of the local authorities (Moray and Angus) have higher percentages of children living in relative poverty than Highland and five (Stirling, East Lothian, Scottish Borders, Argyll and Bute and Midlothian) have lower percentages.

Employers

Source: HIE Business Panel Report, December 2021

Notes: The survey was carried out in October 2021 amongst 1,000 businesses across the Highlands and Islands including Highland

- Among those for whom it was relevant, 57% overall had experienced some form of labour shortage: 49% arising from recruitment or retention challenges, and 44% arising from staff absence.
- Businesses reported a range of impacts due to labour shortages. The three most common were: increased workload for other staff (29%), difficulties in delivering services or fulfilling orders (21%) and scaling back production or services (51%).
- The majority of businesses (78%) were taking measures to support Fair Work for their staff. Around two thirds (67%) were paying the real Living Wage, while 60% were committed to flexible working after the pandemic and 57% had Diversity and Inclusion policies. Fewer, 34%, were measuring their gender pay gap.

3.4 Current local provision

The HEP partners participated in a mapping exercise in the preparation of this 3-year Delivery Plan and the results have been mapped to the 5-stage employability pipeline as shown below. This has been further broken down to Highland-wide and local provision. It should be noted that this is still a work in progress. Further mapping work will be carried out on an ongoing basis by the HEP and will be made available publicly to assist clients and employers.

	Stage 1 Engagement and Referral	Stage 2 Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employment Engagement	Stage 5 Employee Support
Highland Wide					
Highland Council	•	•	•	•	•
DWP (Job Centre Plus)	•	•	•	•	•
Skills Dev. Scotland	•	•	•		
NHS Highland		•		•	•
UHI (University)			•	•	•
HTSI (Third Sector)			•		
North Highland					
UHI North Highland		•	•	•	•
DYW – North Highland			•	•	
Inner Moray Firth					
HTSI (Third sector)			•		
UHI Inverness			•	•	•
DYW – Inverness and Central Highland			•	•	
West Highland					
UHI West Highland	•	•	•	•	•
DYW – West Highland			•	•	

3.5 Place Plan Priorities

In preparing this Highland Employability Partnership delivery plan, several key Highland place plans have been considered. These are summarised below, with hyperlinks to the relevant plans included.

Highland Outcome Improvement Plan 2017-27

The work of the Highland Community Planning Partnership is closely aligned with that of the HEP and the 3 LEPs. Highland Community Planning Partnership priorities are outlined in the Highland Outcome Improvement Plan (HOIP) 2017-27 which has as its strapline “Working Together to Reduce Inequalities in Highlands”. The full plan can be accessed [here](#).

The HOIP is set out under 5 priorities, each with an outcome to be realised by 2027.

- Poverty Reduction – More people in Highland will live a life free from the experience of poverty
- Community Participation and Dialogue – People in Highland will be more involved in decisions that affect their lives
- Infrastructure – Fewer people in Highland experience transport or digital connectivity as a barrier to accessing opportunities
- Community Safety and Resilience – People in Highland will benefit from living in stronger, safer and more resilient communities
- Mental Health and Well-being – People in Highland will benefit from good mental health and well-being

Underpinning these 5 priorities are 4 cross-cutting themes. One of these is Employability, Employment and Skills Development.

Inverness and Highland City-Region Deal

The vision behind the Inverness and Highland City-Region Deal is to position Inverness and the Highlands as a region of digital opportunity. The deal formalised the commitment of £315 million worth of funding - £135m from the Scottish Government, supported by £127m from The Highland Council and its partners, and another £53m from the UK Government. Full details can be accessed [here](#).

The City-Region Deal contains several proposals under three broad headings.

- A Growing Economy
- Enabling the Economy
- A Skilled Economy

An action under the Skilled Economy heading is to pilot a joint Highland Employability Programme to bring about transformational change to employability services.

Child Poverty in Highland

The Child Poverty (Scotland) Act 2017 sets several targets aimed at reducing child poverty in Scotland. These are that by 2030, of children living in Scottish households:

- less than 10% should be living in relative poverty (how many families are on low incomes compared with middle income households)

- less than 5% should be living in absolute poverty (how many low-income families are not seeing their living standards improving over time)
- less than 5% should be living with combined low income and material deprivation (how many lower income families cannot afford basic necessities)
- less than 5% should be living in persistent poverty (how many families live on low incomes three years out of four)

The most recent estimate is that in 2021, 15.3% of young people in Highland are living in relative poverty.

In March 2022 the Scottish Government launched the Best Start, Bright Futures – Tackling Child Poverty Delivery Plan 2022-26. The plan can be accessed [here](#).

The delivery plan is set out in 3 parts: -

1. Providing the opportunities and integrated support parents need to enter, sustain and progress in work
2. Maximising the support available for families to live dignified lives and meet their basic needs
3. Supporting the next generation to thrive

Highland Council and NHS Highland are currently updating the Highland Child Poverty Action Plan. The HEP partners will work closely with the Highland child poverty action team to ensure close alignment.

Highland Integrated Children's Service Plan 2021-23

Highland's Integrated Children's Service Plan sits within a context of the Community Planning Partnership and delivering the Highland Outcome Improvement Plan and is a requirement of the Children and Young People (Scotland) Act 2014. The plan can be accessed [here](#).

The plan sets out a range several priorities for improvement and change under the 6 themes:

-

- Health and wellbeing, including mental health
- Child poverty
- Children's rights and participation
- Child protection
- Corporate parenting
- Alcohol and drugs

Levelling Up in the United Kingdom

The Levelling Up policy was articulated in a white paper published by the UK Government in February 2022. The policy aims to reduce the imbalances, primarily economic between geographical area and social groups across the UK but without reducing the prospects of already relatively prosperous areas. The white paper can be accessed [here](#).

The UK Shared Prosperity Fund will support the delivery of the Levelling Up agenda, with investment in People and Skills identified as a priority, to boost core skills and support adults to progress in work, support disadvantaged people to access the skills they need to progress in life and into work, support local areas to fund local skills needs and supplement local adult provision, reduce levels of economic activity and move those furthest from the labour market closer to employment

Community Wealth Building

“Community Wealth Building is a people-centred approach to local economic development, which looks to increase the flow of wealth back into local economies and places, by giving more control to local people and business” CLES (Centre for Local Economic Strategies) 2020

It focuses on integrating and enhancing social and economic benefits into all economic activity, making sure growth delivers for our people and communities, commonly known as Inclusive Growth.

There are 5 Pillars of Community Wealth Building:

- Fair employment and labour markets (e.g. living wage, removing barriers to employment, diverse workforce)
- Socially productive use of land and poverty (e.g. building affordable housing, supporting Community Asset Transfer, using land to develop low carbon and renewable energy schemes)
- Making financial power work for local places (e.g. local investment opportunities)
- Plural ownership of the economy (e.g. developing and supporting a range of business models such as cooperatives, social enterprises and employee ownership)
- Anchor organisation purchasing (e.g. public sector buying locally and helping to develop local supply chains)

HEP partners will seek to embed Community Wealth Building (CWB) principles into their policies and practices. Employability initiatives delivered by the partners will play a significant role in this work, with the shared goal of alleviating poverty across Highland.

For further information on Community Wealth Building:

Scottish Government [here](#)

Case Studies [here](#)

Infographic [here](#)

Section 4: Our Approach

4.1 Clients

Individuals

Our partnership services will be available to everyone in Highland who needs support towards achieving the aim of raising as many Highland residents as possible out of poverty through sustainable and fair work.

Utilising the 5-stage employability pipeline approach is key, ensuring that the needs of every individual is assessed, and appropriate support provided.

In addition to the overarching objectives of No One Left Behind, the following specific client groups will be prioritised for support.

- Young people with barriers to employment
- People with health-related issues including disabilities
- Long-term unemployed people and those with limited work experience
- Families more likely to experience poverty – lone parents, disabled, 3+ children, minority ethnic, youngest child aged under 1 and mothers aged under 25
- People with protected characteristics as defined by the Equality Act 2010, who are experiencing inequality
- People experiencing multiple and complex barriers
- Clients living in remote and rural communities

As local and national priorities change, there may be some additional specific targeting of certain client groups or communities and it is important to ensure services are inclusive and accessible for individuals requiring additional support to secure sustainable outcomes.

Employers

HEP partners will work with employers across the Highlands to help them secure the skilled and qualified staff they need. Employers are vital if we are to achieve our aim of reducing poverty through sustainable and fair work.

Our role is to ensure that employers are: -

- able to access support to create jobs if required
- able to recruit staff with core employability skills
- able to secure work-based learning and training to support the development of clients already in work

It is vital that HEP partners engage with employers at strategic and operational levels, working together to define what they need and providing the jobs/work placement and skills training needed to develop individuals.

4.2 Collaboration

Underpinning our approach is a different mindset, one that is first and foremost collaborative, rather than organisational. A planned, phased implementation will be undertaken in the transition to a new “whole-system” model across the Highlands.

This approach will develop and test new delivery methods to provide solutions to proven market failure and will build on best practice to create a person-centred service offer which is responsive to local labour market challenges.

The success of our approach will be subject to how well it reaches out and engages with all involved at national and local levels and by how those involved at a national and local level, engage in the process.

Mutual trust and confidence based around shared clients, shared assessments, active case management and client progression (if/as required) between providers is what will characterise and drive forward the service. It is anticipated that organisational improvements, such as streamlined back-office administrative support, may well flow from this collaboration.

4.3 Data

It is important that the decisions made by HEP partners are evidence based. Highland employability data is available from a wide variety of sources and will be collated and presented to partners on a regular basis at both the Highland-wide and sub-Highland levels.

This will be vital in ensuring that investments are directed to the places and projects that will make the most difference. There are two particularly important data resources that the HEP partners will draw upon.

Highland socio-economic dashboard

The Highland Council is currently developing a socio-economic data dashboard which will be capable of drawing together key indicators at sub-Highland resolutions, highlighting the most recently available data as well as trends over time.

Our ambition is to be able to monitor key employability data at both the Highland-wide and 3 LEP levels. Finer detail analysis may also be accessed if required, subject to accurate data being available at that level.

No One Left Behind (NOLB) data toolkit

The NOLB toolkit has been developed by the Improvement Service, The Scottish Local Authority Economic Development (SLAED) group and the Glasgow City Region Intelligence Hub to support the network of Employability Partnerships across Scotland. It draws together existing publicly available social and economic data at local authority level and allows comparison with other similar local authorities and other regional and national level data.

The toolkit is renewed as and when large pieces of new data are released. This is a useful tool for drawing together several important datasets and for allowing local authority areas such as Highland to benchmark themselves to similar local authorities and to the national average.

Section 5: Priorities

5.1 Service Delivery Priorities

During the preparation of this 3-year Delivery Plan, HEP members were asked to give their view regarding priorities. Based on these views service delivery 3-year priorities are shown below organised under the 6 No One Left Behind workstreams. Year 1 priorities are shown in bold and in more detail in the 2022/23 Operational Plan which is included as Annex 1.

Service Design

- **Operate a Highland-wide employability key worker service**
- **Create a Gateway / Single referral form / system, triaged to prioritise those most in need of support**
- **Client and service users engaged at HEP and the 3 LEPs to help inform service design**
- **Develop a range of accredited training; industry recognised certification and VQs to address identified labour market gaps**
- **Prepare a suite of labour market work experience opportunities across the public, private and third sectors**
- **Data collection, sharing and dissemination driving decisions – where and who are the people in most need of support**
- Special innovative measures to support people in remote areas
- **Engage Highland employers at HEP and 3 LEP levels**
- Reduce barriers that employers face to engaging

Alignment and Integration

- **Understanding and clarifying roles and responsibilities – training provided to all Highland Employability staff**
- Align service standards across HEP partners
- Increase physical access to Highland Employability offer in communities – HC service points, job centres, schools, libraries, SDS offices, HIE offices, colleges, learning centres, health centres

Communication

- **Create a Highland Employability brand and on-line presence**
- **Create and continually update a Highland Employability directory – who, what, where and how – mapped to the 5-stage pipeline**

- Collect and disseminate case studies to promote Highland Employability
- **Annual Highland Employability conference for staff, service providers and employers**

Policy and Finance

- **Ensure a smooth transition to No One Left Behind funding arrangements to support service delivery**
- **Strategic spend to save programme in 2022/23 – focussed on creating the Highland Employability brand and on-line presence plus training to support better understanding and collaboration**
- **Post COVID-19 challenge fund. A competitive grant scheme will be advertised in 2022/23 focussed on local delivery of programmes to help overcome social anxiety, improve soft skills and develop digital literacy.**
- Establish a HEP small grants scheme to overcome barriers quickly e.g. transport, childcare, small cohorts, employability events

Governance and Risk

- **Complete the governance and membership of the HEP**
- **Establish 3 LEPs – North, Inner Moray Firth and West – to drive priorities at the local level, based on local data**
- Employability is on the agenda of the 9 community planning partnerships in Highland

Shared Measurement

- **Agree shared performance indicators at the HEP level**
- **Produce an annual HEP progress report**

Section 6: Resource Requirements

6.1 Partner buy-in and contribution

No One Left Behind is an all-age all-stage approach to employability and we expect that HEP and LEP partners will take responsibility for ensuring that all clients they encounter will be signposted to the service or services best suited to meet their needs. The HEP and 3 LEP structure is important in this regard as some partners have a Highland-wide remit and will operate in all communities and some will operate in specific geographies.

Some partners are involved in direct delivery of employability services: -

- Key Worker Service – the Highland Council is recruiting and developing a team of Key Workers across Highland to support clients on their employability journey. This team will complement the support engaged via commissioned services.
- Accredited Training – the network of Colleges across the Highlands under the umbrella of the University of the Highlands and Islands offer a range of FE and HE accredited training courses.
- Work Based Learning – a suite of “work-based learning” volunteering and training placements are offered across the public and third sector organisations.
- Employer Recruitment Incentive – the Highland Council offers a financial incentive to SME’s to recruit employees who have been unemployed and experience barriers to employment.

6.2 Commissioning

Highland Council has created a **Local Employability Support Services Framework** which they will access on behalf of HEP partners. This became operational on 1st April 2022. This seeks to develop a menu of diverse activities and interventions to enable engagement with priority clients. It aims to offer tailored support to clients, either individually or as part of a group, enabling them to progress towards sustainable and fair work and to improve their position within the labour market. Services remain flexible to respond to emerging local labour market needs.

The HEP partnership will also have access to the **National Employability Service Dynamic Purchasing System** where appropriate, to undertake service delivery which will complement activity commissioned via the Local Employability Support Services Framework.

6.3 Service Funding

In financial year 2022/23, in addition to the core Key Worker Service and suite of training and work experience opportunities, HEP will run a **Competitive Grant Scheme** to help Highland recover from the impact of COVID-19. This will allow organisations from across the public, private and third sectors to test innovative approaches to engagement of priority clients across our geography both virtually and face-to-face and thus inform future sustainable service arrangements. Whilst competitive the HEP will specifically set out target client groups and client characteristics that it will seek applicants to focus on when submitting their bids. Assessments and recommendations will be made at the LEP level on successful applications.

Subject to available funding, it is anticipated that from year 2 onwards the HEP will seek to establish a collective small grants scheme to overcome barriers quickly e.g. transport, childcare, small cohorts, employability events.

6.4 Delivery Capacity

The partnership will apply appropriate robust monitoring, evaluation and financial management systems and processes to support the delivery of employability services across the Highlands.

Between the HEP and LEP partners, a considerable infrastructure is already in place in terms of staff directly involved in the delivery of employability services, physical infrastructure such as schools, libraries, offices and health care facilities in communities right across Highland plus well developed on-line offers.

The partnership is dependent on the private and third sector to develop creative service delivery solutions to ensure client engagement and equitable access to support across our geography. Long-term funding and a collaborative approach is fundamental to enable capacity building and strengthen the sustainability of service provision across Highland, particularly in our remote and rural communities.

6.5 Alignment and Integration

Highland geography is challenging but many years of experience, knowledge and hard work means that across the partnership, service delivery coverage is in place to deliver No One is Left Behind. The challenge will be to step away from existing ways of working as separate entities and put the needs of the client at the centre. Clients should only need to know where they can access support, with the partners taking care of the rest.

We are confident that the HEP and 3 LEP delivery structure will ensure that alignment and integration will be strengthened at both the strategic and operational levels across Highland.

Going forward, the HEP will strive to better align and integrate support through;

- Regularly reviewing HEP and LEP memberships to address any gaps in representation (Strategic & Operational levels)
- Ensure appropriate representation across the partnership to progress developing workstreams
- Participation in national and local employability consultations
- Development and delivery of stakeholder engagement and communications plan
- Utilising community engagement insight and service user feedback

Section 7: Performance Management

7.1 Approach

The HEP's approach to performance management will be three-fold.

Employability Shared Measurement Framework (ESMF)

The ESMF has been developed to create a Scotland-wide system to measure the impact of employability services across the country. The first iteration of the ESMF was published [here](#) in April 2022.

The ESMF is arranged under 5 themes; Reach, Progression, Skills Alignment, Experience of Services and Value of Services and contains a range of key questions in relation to each of the themes as shown below.

Reach	Who needs support in our community?	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/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 Services	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 of our investment?		

The HEP partnership will collect data with the aim of addressing the questions posed by the ESMF.

HEP performance monitoring

The HEP partners will work towards achieving the aim to work with individuals and employers to raise as many Highland residents as possible out of poverty through sustainable and fair work; supporting those who face multiple barriers into employment and enabling progression out of poverty for those who are already in work.

In addition, we will collect and monitor data to support the delivery of the 4 outcomes outlined below:-

- **Outcome 1:** More people, who face multiple personal barriers and challenges when securing and sustaining work, are progressing towards and into paid employment.
- **Outcome 2:** More young people, after leaving education, are in paid employment commensurate to their skills or receiving in-work training.
- **Outcome 3:** More people possess relevant skills and experience to compete for the replacement and new jobs that are or will become available, enabling a qualified workforce across Highland.
- **Outcome 4:** Individuals and employers alike receive the services and support they need in an aligned and integrated manner.

Individual HEP partners

Individual HEP partners will continue with data gathering and reporting requirements in response to source funding regulations. Highland Council will continue to develop its online Hanlon management information system in order to fulfil its reporting requirements and communicate appropriate data requests and developments for implementation by service providers.

7.2 Continuous Improvement

Striving for continuous improvement is already a key part of the work undertaken by employability partners across Highland. All HEP and LEP partners are supportive of the key principles contained within the Continuous Improvement Toolkit: -

- **Empower** our teams to make tangible and incremental improvements to the services they provide.
- **Equip** our teams with the tools and techniques they need to plan, test, evaluate and implement improvements to services, however big or small.
- **Encourage** a structured approach to continuous improvement, constructively using feedback from individuals and employers, data, learning and good practice to strive for improvement.

7.3 Evaluation

The HEP partners are fully committed to undertake a programme of evaluation under the NOLB shared measurement workstream. Specifically, in the Operational Plan 2022-23 we have agreed to produce a set of shared performance indicators which will us to establish a baseline from which to measure year-on-year progress.

In addition, the HEP partners will ensure that information gathered and presented will aim to answer the key questions raised within the Employability Shared Measurement Framework, with data extracted from existing sources to measure progress.

Highland Council has committed a team of staff with extensive grant funding management experience to carry out some of this work, along with HEP and LEP partners.

Evaluation processes also include managing the performance of commissioned provision inputting on to Hanlon, allowing the Highland Council team to keep track of progress and outcomes of all individuals and service delivery.

Any issues identified from evaluations or low satisfaction standards will be discussed by the HEP and LEPs on an ongoing basis.

7.4 Review

The 3-yr Delivery Plan will be revised in February each year, at which time a new Operational Plan for the upcoming financial year will be published.

ANNEX 1: Highland Employability Partnership Operational Plan 2022-23

	Summarised NOLB Key Principles*	Led by
NOLB Workstream - Service Design		
Operate a Highland-wide employability key worker service	Person-centred support	HC
Create a Gateway / Single referral form / system, triaged to prioritise those most in need of support	Straightforward for people to navigate	DWP
Client and service users engaged at HEP and LEPs to help service design	Dignity and respect, continuous improvement	HTSI
Develop a range of accredited training; industry recognised certification and VQs to address identified labour market gaps	Pathways into sustainable and fair work	UHI
Prepare a suite of labour market work experience opportunities across the public, private and third sectors	Right job, at the right time	HC and HTSI
Data collection, sharing and dissemination driving decisions – where and who are the people in most need of support	Driven by evidence	SDS and NHS Highland
Engage Highland employers at HEP and LEPs	Right job, at the right time	FSB and DYW
NOLB Workstream - Alignment and Integration		
Understanding and clarifying roles and responsibilities – training provided to all Highland Employability staff	Integrated and aligned	UHI
NOLB Workstream – Communication		
Create a Highland Employability brand and on-line presence	Straightforward for people to navigate	HC
Create a Highland Employability directory mapped to the 5-stage pipeline	Person-centred support	HC
Annual Highland Employability conference	Integrated and aligned	SDS and DWP
NOLB Workstream – Policy and Finance		
Ensure a smooth transition to No One Left Behind funding arrangements to support service delivery	Pathways into sustainable and fair work	HC
Strategic spend to save programme in 2022/23		HC
Post COVID-19 challenge fund		HC
NOLB Workstream - Governance and Risk		
Complete the governance and membership of the HEP	Integrated and aligned	HC
Establish 3 local area employability partnerships – North, Inner Moray Firth and West		HC
NOLB Workstream - Shared Measurement		
Agree shared performance indicators at the HEP level	Dignity and respect, continuous improvement	SDS
Produce an annual HEP progress report		HC

***Full version - NOLB 7 Key Principles**

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

Appendix 2: Activity Budget 2022/23 – 2023/24

EMPLOYABILITY SERVICE DELIVERY - 2022/23 – 2023/24					
Project Descriptor	Clients	Value	Source	Lead	RAG Status
Key Worker Service					
Provide a dedicated Key Worker Service to priority client groups across Highland delivered by a hybrid delivery model: <ul style="list-style-type: none"> • Key Workers within the Highland Council's Employability Service • Employability Framework Commissioned Services via private and third sector organisations 	500	£1m	NOLB/PESF/ YPG	THC	Commenced 01/04/22
Work Experience/ERIs					
Deliver a suite of Work Experience Placements and Employer Recruitment Incentives including: <ul style="list-style-type: none"> • Youth Work Experience Placements • Graduate Interns • Modern Apprenticeships • HERO's 	50	£400k	NOLB/PESF/ YPG	THC	Commenced 01/04/22
LTU Placements					
Provide a suite of Work Experience Placements for long term unemployed people 25 years+: <ul style="list-style-type: none"> • Public Sector • Third Sector 	79	£790k	LTU	THC/HTSI/ SCVO	Commenced 01/04/22
HERO Incentives					
Offer Highland Employment Recruitment Offer Incentives to encourage the creation of permanent employment for priority client groups	50	£300k	GRG	THC	Commenced 01/04/22
Specialist Sector Skills					
Designing and delivering industry recognised qualifications to address labour market shortages	25	£90k	GRG	THC	Commenced 01/04/22

Post Covid Challenge Fund					
Competitive grant scheme offering grants of up to £10k. Open to constituted third sector organisations to deliver proposals to help people in the local community engage with employability services, with a particular focus on overcoming social anxiety, improving soft skills and developing digital literacy	Min 25 projects	£250k	GRG	THC/HTSI/SCVO	Launch Sept22
“Spend to Save” Competitive Grant					
Competitive grant scheme offering grants between £10k-£50k. Open to public and third sector organisations to support significantly improved outcome or intervention for clients furthest removed from the labour market	Min 9 projects	£450k	GRG	THC	Launch Sept22
Steps to Success					
<p>Volunteering placements within third sector organisations providing mentoring support, workplace skills and work experience:</p> <p>Steps to Success! Volunteering</p> <ul style="list-style-type: none"> • 2 days/week over 26 weeks working towards SQA Volunteering Skills Award and Core Skills Awards <p>Steps to Success! Boost</p> <ul style="list-style-type: none"> • Intensive 4 week programme offering Core Skills Awards 	30 StS Vol 60 StS Boost	£250k	GRG	THC/HTSI	Launch Sept22
Pathway to Care					
Pilot course to address staff shortages in the Care Sector:	40 (5 courses)	£30k	GRG	THC	Launch Sept22

4 week course with groups of 8 incorporating accredited training, industry recognised qualifications, industry exposure, employability skills and guaranteed interview					
Support to Work					
Integrated package of support for people with disabilities in IMF area to gain employment incorporating: <ul style="list-style-type: none"> • Key Worker • Job brokering • Work experience supported placement • Enhanced HERO supported employment 	20	£200k	GRG	THC/Third Sector	Launch Sept22
Driven					
To address transport issues for people living in rural communities and to support more clients to improve their employability prospects and enhance their careers choices by obtaining their driving licence	50	£85k	GRG	THC	Launch Sept22
Third Sector Joint Venture – Specialist Support					
Work with consortium of third sector organisations offering intensive support to clients furthest removed from the labour market with a particular focus on improving mental wellbeing	50	£350k	GRG	THC/Third Sector	To be developed – Q3/Q4
Parental Returners College Course (North)					
Piloting a bespoke college course, tailored to meet needs of parents returning to employment. The offer will integrate a range of accredited qualifications with practical and holistic learning at a time that avoids the need for childcare	30 (2 Courses)	£50k	PESF	NHC/THC	To be developed – Q3/Q4

Management					
Council management fee, staffing contribution and partnership costs		£200k			Commenced 1/4/2022