

The Highland Council

Agenda Item	5
Report No	RDB-05-24

Committee: Redesign Board

Date: 29 May 2024

Report Title: Employability Review

Report By: Assistant Chief Executive - Place

1 Purpose/Executive Summary

1.1 This report provides an update to Members on how the Employability Review has been incorporated into the Council's Operational Delivery Plan 2024-27.

2 Recommendations

2.1 Members are asked to:

- i. Note that the consideration and findings from the Employability Review will be incorporated into Council's Operational Delivery Plan 2024-27, Workforce for the Future Portfolio and specifically actioned with the Service Re-design project.

3 Implications

3.1 **Resource** – Employability Team 2023/24 revenue budget funded the Employability Review.

3.2 **Legal** - Statutory employability responsibilities captured and addressed in review.

3.3 **Community (Equality, Poverty, Rural and Island)** - Review sought to address the complex service landscape which impacts on vulnerable individuals and the client centred approach being developed across Scotland/Highland to aid clients, and in particular parents, to progress towards and when employed to progress in work.

3.4 **Climate Change / Carbon Clever** - No implications identified.

3.5 **Risk** – No direct risks linked to Employability Review. Risks have been identified for each Delivery Plan Project with risk sections built into the programme and project templates. As programmes and projects develop, project specific risks and issues will be captured and managed.

3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – No implications identified.

3.7 **Gaelic** - No implications identified.

4 Employability Services Review

4.1 In March 2023 the Redesign Board considered a report on a Corporate Employability Review and agreed the specification for an external adviser to be appointed to bring challenge and independent assessment to review Council (and NHS and HLH) dedicated and supportive employability related services. The outcomes sought from the Review were as follows:

1. Mapping as to who does what in support of improved employability outcomes for clients, with clarity on the separation between supportive and dedicated services.
2. Clarity on the expectation from Scottish Government (and more recently by UK Govt with its Levelling-Up programme) placed by on local government to deliver/co-ordinate employability services alongside its other statutory and non-statutory services. Allied to this identify the external financial resources made / planned to be made available to undertake this work.
3. The identification of emerging and best practice approach as to how local government has organised itself to deliver employability services alongside other supportive/contributory services.
4. Recommendation on how Highland Council could re-design itself and its service provision/co-ordination to improve employability outcomes.
5. The identification of any Council revenue funding efficiencies/savings that could be achieved, including immediate and direct savings in 2023/24 as well as longer term indirect savings secured 2024/25 onwards through Service redesign and improved employment outcomes (savings due to reduction in associated service demands).

4.2 A consultant was appointed and in effect has now completed the Review. However, before detailed consideration of the findings and recommendations could be made, work commenced on the Workforce for the Future and completion of the Review was paused in order that it could align and add value to this wider work.

5 Workforce for the Future

5.1 Council on 9 May 2024 approved the Council's Operational Delivery Plan 2024-27. As Members will be aware one of the six Portfolios contained within the Delivery Plan, is named Workforce for the Future with the Assistant Chief Executive – People the sponsor. Within this Portfolio, there are four workstreams, one of which is Adult Employment (post school employability). This workstream has a Project named Service Re-design, the first element of which is to consider and implement the Employability Review.

5.2 The Service Re-design project will seek to create a new employability pathways service which, together with partners, will deliver a co-ordinated and aligned service offer:

- to young people leaving school and adults who need support to secure work;
- to those in work who need support to progress;
- to employers to assist them to create jobs and to invest in the skills of their current and future workforce

5.3 The Employability Review taken forward by the Redesign Board will very helpfully inform and contribute to the new employability pathways service, particularly its

recommendations on improved communications and marketing; internal service re-design including pre-employability support; external service delivery including 'one door' approach, and a focus on priority groups. Progress will be reported to the Economy & Infrastructure Committee as agreed by Council on 9 May 24.

Designation: Assistant Chief Executive - Place

Date: 7 May 2024

Author: Andy McCann, Service Lead – Economy and Regeneration

Background Papers:

Appendices: Extracts from Workforce for the Future Portfolio

Workforce for the future Feachd-obrach airson an ama ri teachd



Lochaline Primary by Iain Ferguson

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We will build cross sectoral career pathways, skills packages and partnerships to develop the future workforce of the Highlands to meet current and future business demand, attracting public/private investment and best practice:

- Engaging with industry and business sectors to **create jobs** and pathways towards sustainable employment – being led by the demands businesses have for workers.
- Aligning school curriculum offers towards the **economic opportunities** available to young people – building on our existing Developing the Young Workforce practice.
- Strengthening our partnership approaches to provide support and **opportunities for those furthest from economic achievement & success in the labour market.**
- Recognising **employers' achievements** in improving the economic conditions people in the Highlands experience.
- Ensuring that young people benefit from opportunities to undertake **learning through digital delivery.**



Workforce for the future
Feachd-obrach airson an ama ri teachd

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Workforce for the future

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Workstream	Workforce for the future	Senior Responsible Officer: Chief Officer	Portfolio Sponsor: Assistant Chief Executive
Adult Employment (Post school employability) Project Service Re-design Responsible Officer: Service Lead – Economy and Regeneration	Activity Creation of a new employability pathways service which, together with partners, delivers a co-ordinated and aligned service offer: <ul style="list-style-type: none"> to young people leaving school and adults who need support to secure work; to those in work who need support to progress; to employers to assist them to create jobs and to invest in the skills of their current and future workforce. Project Elements <ul style="list-style-type: none"> Employability Review: Consideration and implementation. Delivery of revised hybrid universal and specialist key worker service including Council, contracted third/private sector providers. Design/deliver an early-stage pre-employability programme. Develop/deliver a suite of sector-based work experience/job pathways linked to Sector Skills Boards pathway proposals. Client and service provider feedback to inform service re-design. 	Measures of Success <ul style="list-style-type: none"> New Employability Service established. Number of clients receiving support and progressing towards employment. Number of clients progressing into work. Number of in-work clients securing job career advancement support. Number of jobs created. Milestones <p>10/24: Employability Service redesign complete.</p> <p>10/24: Client/Provider feedback secured.</p> <p>12/24: Revised Key Worker hybrid model and early-stage programme.</p> <p>12/24: Complete package of sector-based work pathways.</p>	
Programme Theme: 1 A Fair and Caring Highland Links to Performance Plan targets: 1.3 (i), (ii) 5.2 (i), (iii)		Links to Programme: People – Secure positive destinations including Modern Apprenticeships. People – Work with public and private sector partners to coordinate employment opportunities.	
		Key Risks 1. Successful service redesign dependent on partnership capacity and agreed approach across Highland.	

Ref: CS:7

Income Target: £0.5m

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