
NORTH AYRSHIRE COUNCIL

7 June 2022

Cabinet

Title:	North Ayrshire's Local Employability Partnership - No One Left Behind Delivery Plan
Purpose:	To provide an update on North Ayrshire's Local Employability Partnership and to seek approval of the proposed North Ayrshire 'No One Left Behind' Delivery Plan.
Recommendation:	<p>That Cabinet:</p> <ul style="list-style-type: none">i. Notes the update on the work of North Ayrshire's Local Employability Partnership;ii. Approves the North Ayrshire No One Left Behind Delivery Plan attached at Appendix 3, and investment priorities detailed therein; andiii. Approves the submission of the North Ayrshire Delivery Plan to Scottish Government as requested to support the No One Left Behind Offer of Grant

1. Executive Summary

- 1.1 The employability system in Scotland has been undergoing a transformation since 2016 and in 2018 *No One Left Behind (NOLB)*, outlining the need for a better aligned and integrated employability support system, was published. A Partnership Agreement supported the shared ambition between national and local government to deliver transformation change in Scotland's employability services. Local Employability Partnerships (LEPs) were established with responsibility for integration and alignment of local services, ensuring no one was left behind.
- 1.2 To drive forward and implement these shared ambitions, LEPs were asked to develop a NOLB Delivery Plan to deliver transformational change in local areas using an all age, person centred, needs led approach, while following national framework principles.

2. Background

- 2.1 A review of employability support in Scotland was published by the Scottish Government outlining a three phased approach to implementing an all age, person centred, needs led approach which included a move towards increased local governance of resources.
- 2.2 In December 2018 Scottish and Local Government signed a *No One Left Behind Partnership Agreement* to support the shared ambition to deliver transformational change in Scotland's employability support system.
- 2.3 Fair Start Scotland was the first devolved employment service commencing in April 2018, awarded across nine lots to various contracts to deliver for Scotland. In April

2019, Phase 1 of No One Left Behind (NOLB) was implemented with Activity Agreements and the Scottish Employer Recruitment Incentive ending as national programmes and Local Authorities were required to develop alternative approaches with partners to meet local needs.

- 2.4 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 agreed pace of change.
- 2.5 Phase 2 of NOLB included the transfer of national investment in the Employability Fund and Community Jobs Scotland to local governance arrangements again to develop alternative approaches with partners to meet local needs. This was initially scheduled for April 2021 but was delayed due to COVID 19 restrictions and was implemented from April 2022.
- 2.6 The NOLB Partnership Agreement was supported by a Joint Delivery Plan between Scottish and Local Government and provided a critical path to enable the agreed work programme to be implemented. In addition, Young Persons Guarantee (YPG), a guarantee of an offer of employment, education, training or volunteering for all 16-24 years old, was established and the employability delivery element of YPG was directed through the local NOLB approach.
- 2.7 To assist with the local governance arrangements a Local Employability Partnership Framework was developed to provide national coherence and local flexibility facilitating a place based approach to improving local co-production, co-commissioning and stakeholder engagement.
- 2.8 The North Ayrshire Local Employability Partnership (LEP) includes representatives from the following organisations:
 - North Ayrshire Council:
 - Economic Development & Regeneration: Employability
 - Economic Development & Regeneration: Business Support
 - Education
 - Children, Families & Justice
 - Connected Communities
 - DWP, Employer & Partnership Manager
 - Ayrshire College, Head of Schools, Essential Skills & Widening Access
 - Ayrshire College, Head of Apprenticeships & Work Based Learning
 - Skills Development Scotland, Area Manager, Ayrshire
 - Ayrshire Chamber of Commerce, DYW Regional Lead, Ayrshire
 - TACT – Third Sector Interface
- 2.9 To drive forward and implement the shared ambitions and actions of NOLB, the LEP has developed a Delivery Plan to deliver transformational change following the national framework principles, namely:
 - Incorporate the Scottish Approach to Service Design to co-produce an all-age employability support service that is person-centred, more joined up, flexible and responsive to individual needs.
 - Involve service users throughout the planning, commissioning, and delivery process

- Use agreed available data to inform decisions, identify priorities and support the design of interventions
- Align with other employability resources locally to improve opportunities and outcomes
- Align and integrate with other support services to foster a “no wrong door” approach for service users
- Address structural inequalities faced by key groups in our society to support the development of a fairer, wellbeing, inclusive economy
- Align as appropriate with regional and national approaches
- Include the delivery of the Young Person’s Guarantee

2.10 The North Ayrshire LEP will report to the Community Planning Partnership (CPP) board. The LEP will use intelligence from newly formed Provider and Practitioners Forums, to inform activities and priorities. Operational Delivery Groups, with a focus on the priority groups have been established. These groups will report to the LEP and maximise expertise and knowledge to identify gaps, opportunities and develop specific proposals and recommendations. This partnership structure and governance, (illustrated in appendix 1), will deliver transparency and accountability in ensuring citizens of North Ayrshire receive the best service and resources are used most effectively, where the greatest need exists, ensuring no one is left behind. The Summary NOLB Delivery Plan (Appendix 2) and the NOLB Delivery Plan (Appendix 3) are included within this report.

2.11 The LEP’s vision is aligned to the North Ayrshire Community Wealth Building vision to create a fairer and more inclusive local and regional economy that delivers economic, social, and environmental justice for the citizens of North Ayrshire. This vision will be achieved by working in partnership with communities and businesses to enhance local wealth, create fair jobs and maximise the potential of all places.

The LEP’s key aim is to improve skills for employment and reduce unemployment for citizens of North Ayrshire

The objectives are to:

1. Improve the engagement of citizens with good quality and appropriate education and skills services
2. Reduce, significantly, long term unemployment and low incomes in working households

Success will be to:

- Reduce the current unemployment rate for North Ayrshire (5.7%)
- Increase the employment rate for North Ayrshire (67.8%)
- Increase qualification levels across North Ayrshire (8.8%)

Source: NOMIS

2.12 This will be delivered with the National Standards at the core of service design and delivery ensuring:

- Our services have partnership at their heart
- Our services work for users
- Our services learn and improve
- Our services treat people with dignity and respect

2.13 The NOLB Phase 2 Award to North Ayrshire Council, is provided to support existing provision and commission new services that meet local needs, using the LEP to agree local service provision which will meet the National Standards. The following allocations were included to support the priorities groups:

Authority LEP Allocation 2022-2023	No One Left Behind (NOLB)	Parental Employment Support Fund (PESF)	Young Persons Guarantee (YPG)	Long Term Unemployed (LTU)	Total 2022/23
North Ayrshire	£457,175.99	£282,132.65	£462,343.02	£650,000	£1,851,651.66

Investment Required	Total 2022/23
Continuity of existing provision 22/23	£851,651.66
Long Term Unemployed - (activity restricted by SG to create 65 x Job Placements)	£650,000
LEP Commissioning	£350,000
Total	£1,851,651.66

2.14 In addition to the investment detailed above, the North Ayrshire Employability Pipeline is co-funded by European Structural and Investment Funds (ESIF) until 31st December 2022 and will be replaced with Shared Prosperity Funding (SPF).

2.15 The LEP allocation will secure continuity of existing provision including the following projects, some of which are co-financed with ESF to maximise all resources:

- Ambition Agreements
- EQUAL Programme
- Community Justice Mentors
- We Work for Families
- English for Speakers of Other Languages (ESOL)
- Employer Recruitment Incentives
- Developing the Young Workforce School Transition Workers
- EQUAL Intermediate Labour Market Training Placements

2.16 The Long Term Unemployed Programme will support the Council's Skills for Life programme which creates paid placements across Council services for people who are over 25 years old and have been unemployed for more than 12 months to enable them to gain employment with wraparound support provided by North Ayrshire Council's employability programme to sustain and progress following the 6-month fixed term placement. Up to 49 people will be supported to progress within NAC, in addition to a minimum of 25% of the total job placements to be created within Third Sector organisations.

These programmes were funded from 1st April 2022.

2.17 The LEP will commission services in the future to address emerging gaps and priorities based on need to deliver a flexible, responsive and needs led employability service for North Ayrshire which will improve skills for employment and reduce unemployment for citizens of North Ayrshire.

2.18 Scottish Government plan to continue with NOLB Phasing and Phase 3, which includes Fair Start Scotland, will transfer to Local Authorities from 1st April 2023 which completes the end of the planned phasing and transfers all programmes, previously delivered

through various mechanisms to integrate and align locally.

3. Proposals

3.1 That Cabinet:

- i. Notes the update on the work of North Ayrshire's Local Employability Partnership
- ii. Approves the North Ayrshire No One Left Behind Delivery Plan attached at Appendix 3, and investment priorities detailed therein.
- iii. Approves the submission of the North Ayrshire Delivery Plan to Scottish Government as requested to support the No One Left Behind Offer of Grant

4. Implications/Socio-economic Duty

Financial

- 4.1 There are no financial implications for the Council and this proposal utilises external funding from the Scottish Government and the European Structural and Investment funds (ESIF) for 2022/23. Subject to approval, Shared Prosperity Funding, will replace ESIF when it concludes on 31st December 2022.

Human Resources

- 4.2 The NOLB Delivery Plan proposes continuity for existing staff and therefore there are no human resource implications.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 An Equality Impact Assessment has been completed by the LEP and this proposal supports priority groups with equality considered as part of the service delivery and design. The Delivery Plan aims to address inequality and support people with multiple barriers to employment to progress to sustainable employment opportunities, with fair work considered in all aspects of job creation interventions.

Climate Change and Carbon

- 4.5 None.

Key Priorities

- 4.6 The report covers information relevant to the following Council Plan priorities including:

- North Ayrshire has an inclusive, growing, and enterprising economy
- North Ayrshire is well-connected with effective infrastructure
- North Ayrshire is a sustainable environment
- North Ayrshire is a vibrant, welcoming, and attractive environment
- An efficient Council that maximises resources and provides value for money

Community Wealth Building

- 4.7 The LEP's vision is aligned to the North Ayrshire Community Wealth Building vision to create a fairer and more inclusive local and regional economy that delivers economic, social, and environmental justice for the citizens of North Ayrshire. This vision will be achieved by working in partnership with communities and businesses to enhance local wealth, create fair jobs and maximise the potential of all places.

5. Consultation

- 5.1 The Delivery Plan has been developed in partnership with the LEP partners with consultation with service users and practitioners. A range of data has been collected to inform a data led approach, avoiding duplication of service delivery, integration and alignment of services and maximise funding and resources and use the partnership to deliver the best possible outcomes for North Ayrshire citizens. This includes labour market information, service user participation, provision mapping and input from key employer partners. Full details of this can be found in the NOLB Delivery Plan (Appendix 3)

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Laura Neill, Senior Manager, Employability and Skills** 01294 324802

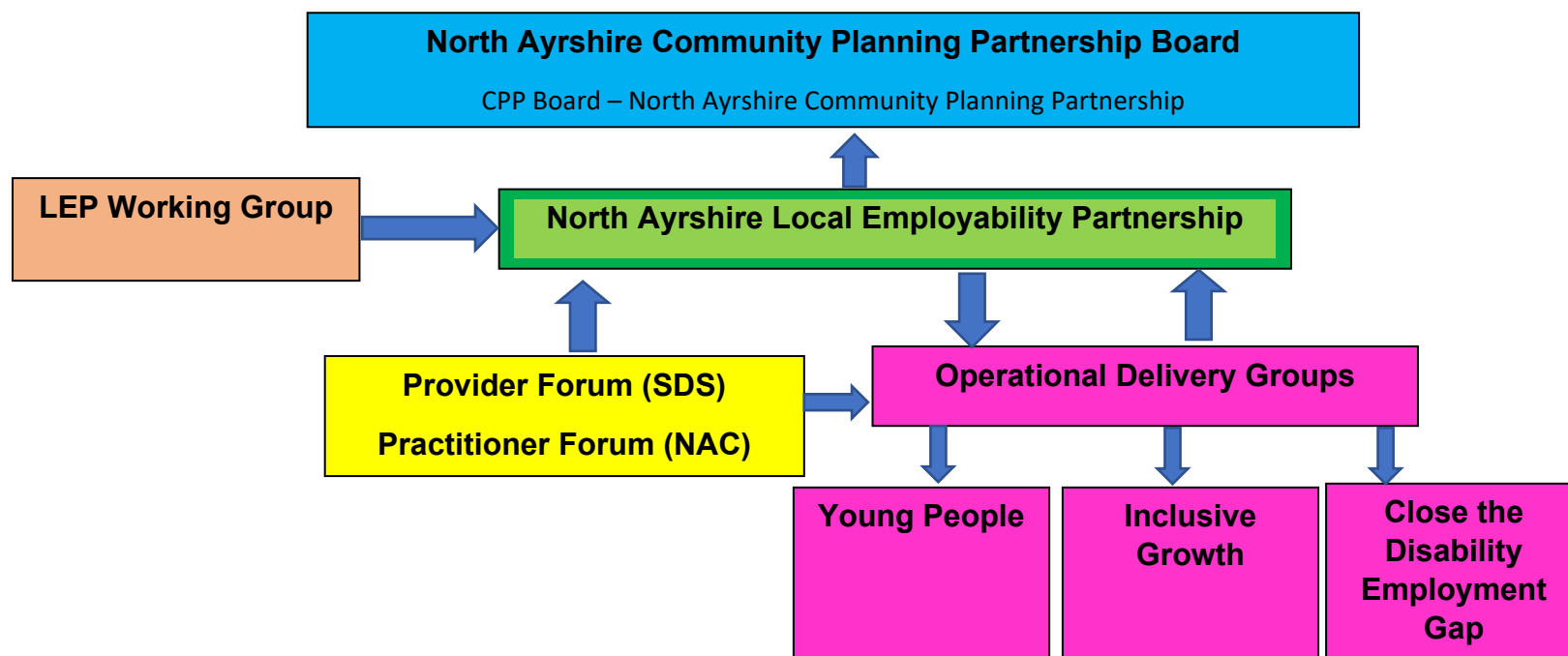
Background Papers

Appendix 1: Governance & Structure

Appendix 2: Summary North Ayrshire NOLB Delivery Plan

Appendix 3: North Ayrshire NOLB Delivery Plan

North Ayrshire Local Employability Partnership Operational Delivery Structure



North Ayrshire Local Employability Partnership: Priority Groups – Action Plan Key Objectives

Young People Priority Groups: 16-24 year olds who are care experienced, NEET or at risk of being NEET on leaving school	Inclusive Growth Priority Groups: parents (lone parents, disabled family member, 3+ children, minority ethnic, child <1 years old, <25 years old) Long term unemployed individuals (12 months +)	Close the Disability Employment Gap Priority Groups: Disabled people and people with long term health conditions
1. Deliver North Ayrshire's Young Persons Guarantee of a job, training, education or volunteering for the priority groups	1. Deliver suitable provision to engage and progress priority groups	1. Deliver suitable provision to engage and progress people with a disability/health condition
2. Ensure effective tracking arrangements exist	2. Reduce unemployment/inactive rates	2. Close the disability employment gap
3. Increase participation rates	3. Reduce family poverty rates	3. Raise the number of disabled people gaining a qualification

Appendix Two

Summary Delivery Plan

North Ayrshire LEP

Partners:

- North Ayrshire Council – employability & skills, business development, education, children/families/justice, community learning
- Department For Work & Pensions
- Skills Development Scotland
- Ayrshire College
- TACT - Third Sector Interface
- Ayrshire Chamber of Commerce

Vision: Our vision is aligned to the North Ayrshire Community Wealth Building vision to create a fairer and more inclusive local and regional economy that delivers economic, social, and environmental justice for the citizens of North Ayrshire.

This will be achieved through the Community Wealth Building Ambition to Enhance local wealth and create fair jobs and maximise the potential of all places through working in partnership with communities and businesses.

Aim: The key aim is to improve skills for employment and reduce unemployment for citizens of North Ayrshire

Objectives:

Objective 1: Improve the engagement of citizens with good quality and appropriate education and skills services

Objective 2: Reduce, significantly, long term unemployment and low incomes in working households

What Success Will Look Like:

- The current unemployment level of 5.7% will reduce
- The current employment rate of 67.8% will increase
- The number of citizens with no qualifications 8.8% will reduce

Priority Groups:

- Young People (16–24-year-olds who are care experienced and NEET or at risk of being NEET on leaving school)
- Disabled people and people with long term health conditions
- Parents (lone parents, disabled family member, 3+ children, minority ethnic, child <1 years old, <25 years old)
- Long term unemployed people (12 months +)

National Frameworks & Quality Standards:

[Employability Service Standards](#)
[Employability Customer Charter](#)
[Local Employability Partnership Framework](#)
[Employer Recruitment Incentive Framework](#)
[Continuous Improvement Toolkit](#)
[Shared Measurement Framework Key Questions Paper](#)

North Ayrshire Local Employability Partnership Delivery Plan 2022 - 2026

Our Services have Partnership at their Heart

Our Services Work for Users

Better Outcomes

Our Services Learn & Improve

Our Services Treat people with Dignity & Respect

Service Users:

Customer Charter



Customer Charter

Service User Involvement Survey



Participant Survey Form.pdf



Practitioners Survey Form.pdf

Evidence Sources:

[North Ayrshire Community Wealth Building Strategy](#)
[North Ayrshire Inclusive Growth Diagnostic Community Wealth Building Annual Report 2020-21](#)
[About The Deal | Ayrshire Growth Deal Council Plan Progress Update - Year End 2020-21 \(north-ayrshire.gov.uk\)](#)
[North Ayrshire | Skills Development Scotland](#)
[College Reports \(ayrshire.ac.uk\)](#)
[North Ayrshire HSCP Annual Performance Report 2020-21](#)
[Ayrshire RSA](#)

Local Economic Labour Market Profile:



NOLB Data Toolkit
Jan 2022

Service Delivery Priorities:



Annex 2.xlsx

Service Delivery Requirements & Approach



Current Provision & Mapping

Operational Delivery Structure & Action Plan Key Objectives



Operational Delivery Structure

Performance Management and Reporting:



Performance Framework

North Ayrshire Local Employability Partnership Delivery Plan 2022 - 2026

Preface

The employability system in Scotland is undergoing a transformation, as indeed it has been doing so since the publication of A New Future for Employability Support in Scotland in 2016. In March 2018 the publication of the No One Left Behind [Strategic Document which outlined the need for a better aligned and integrated employability support system](#). Fair Start Scotland the first devolved employment service commenced in April 2018, with the award of nine contracts lasting up to five years.

[In November 2018 a Review](#) of Employability support in Scotland was published and outlined a three phased approach to implementing an all age, person centred, needs led approach to change including a move to increased local governance of resources. In December 2018 Scottish and Local Government signed a '[No One Left Behind](#) Partnership Agreement to support the shared ambition of transformational change in Scotland's employability support system.

In April 2019 Phase 1 of No One Left Behind was implemented when Activity Agreements and the Scottish Employer Recruitment Incentive ceased as national programmes and this investment was available to Local Authorities to develop alternative approaches with partners to meet local needs. In March 2020 Covid 19 had a significant impact on the joint programme of work and the response to the consequences of Covid 19 on the economy and service delivery disrupted the initial programme of work delaying the pace of change. National and local responses to the health and economic impacts also lead to unplanned activities as efforts were temporarily diverted and new ways of working were embedded alongside new and additional measures to deal with the disproportionate impact on individuals and communities. The implementation of Phase 2 transferring national investment in Employability Fund and Community Jobs Scotland to local governance arrangements initially scheduled for April 2021 was delayed. The Minister for Just Transition, Employment and Fair Work on 5th October 2021 confirmed further implementation of No One Left Behind from April 2022, with the ceasing of two national programmes Community Jobs Scotland and Employability Fund, investment will be transferred to No One Left Behind.

A refreshed and updated [Joint Delivery Plan](#) was published in November 2020 to reflect the additional challenges in the labour market and provided a sharper focus to the Workstream deliverables and the critical path which would enable the work programme to get back on track. In addition the [Young Person's Guarantee](#) was established and the employability delivery element was through the already established approach to No One Left Behind. To assist with the local governance arrangements a [Local Employability Partnership Framework](#) was developed to provide national coherence and local flexibility to assist with the **Strengthening of Local Partnerships**. 32 Local Employability Partnership Self Assessments were undertaken to help increase the effectiveness and functionality and readiness to implement Phase 2 of No One Left Behind and a [National Overview of Local Partnership Self Assessments](#)

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was published assisting the creation of 32 Local Improvement Action Plans supporting the place based approach and improving local co-production, co-commissioning and stakeholder engagement.

To support the effective design and delivery of person centred, needs led approaches the Local Employability Partnerships (LEPs) are supporting the implementation of the [Scottish Approach to Service Design](#) and actively helping to develop national frameworks such as a customer charter and minimum service standards which support local flexibilities.

The Delivery Plan Framework

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

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

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

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

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

This Framework will ensure that the delivery plan highlights:

- The approach the LEP intends to take to provide employability support services in the locality between April 2022 and March 2025.
- The actions identified to strengthen effectiveness and functionality of the Local Employability Partnership.
- Joint working and collaboration providing the basis of a better understanding of need and demand to inform service design and delivery.
- A reduction in duplication, inefficiency and conflicting interventions when designing solutions improving integration and alignment.
- How employability support services have been informed by service users
- How the provision of employability support will be co-ordinated locally involving a range of stakeholders and agencies that currently provide employability support services within the locality.
- The approach to performance management and continuous improvement
- Allows for the amendment of plans based on emerging labour market demands and service user feedback

Section 1: Introduction

1.1 Background Information: North Ayrshire's Local Employability Partnership

The North Ayrshire LEP was re-established in 2017 and tasked with overseeing and guiding employability provision in North Ayrshire. The LEP is chaired by North Ayrshire Council, meets every 6 weeks, and is attended by the following partners:

- North Ayrshire Council – employability and skills, business development, children/families/justice, community learning & development and education
- Department For Work & Pensions
- Skills Development Scotland
- Ayrshire College

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- TACT - Third Sector Interface
- Ayrshire Chamber of Commerce

This membership is under review, and we intend to invite further representatives, initially from health and will continually review this, to ensure we can deliver the most appropriate services to our priority groups. We will also ensure we are able to fully appreciate demand and be able to plan ahead for skills shortages and this will require ongoing development.

The LEP's Improvement Plan included an action to improve its capacity to oversee the devolving of additional employability service through No One Left Behind funding.

1.2 Membership

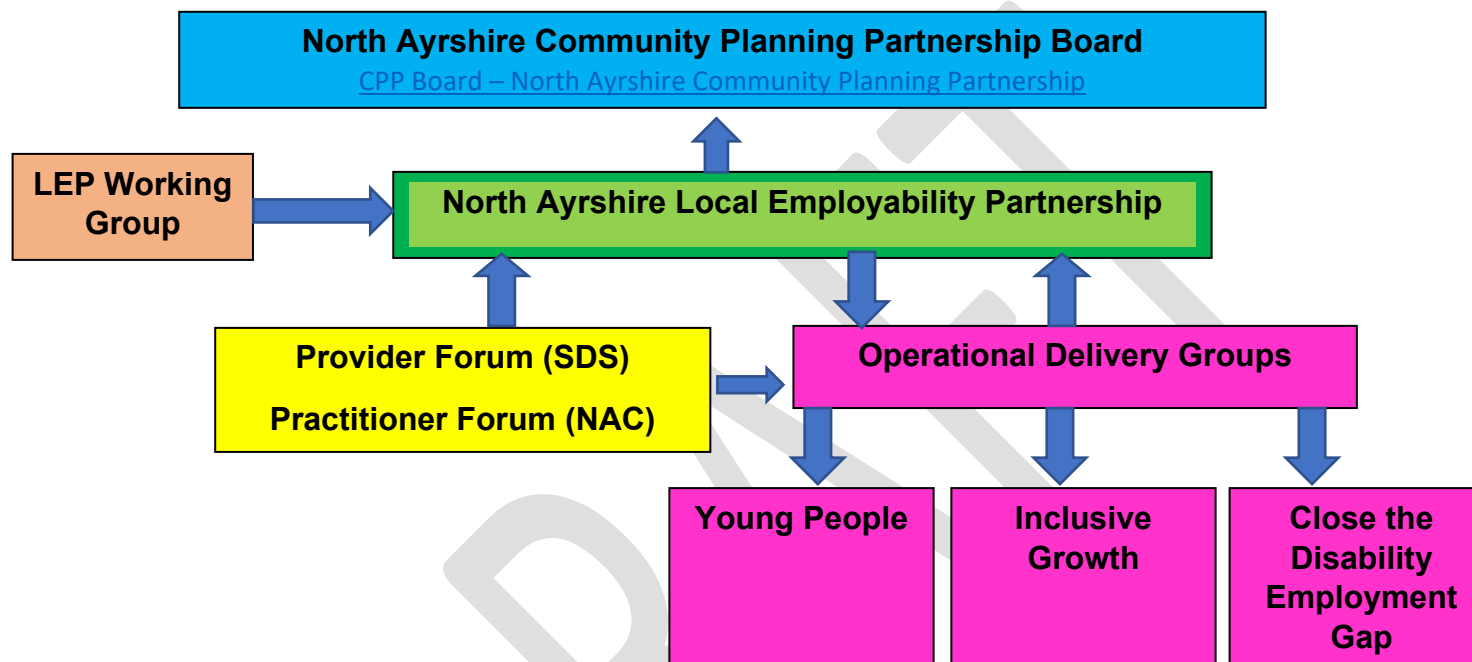
Laura Neill	North Ayrshire Council	Employability & Skills Senior Manager (Chair)
Angus O'Henley	North Ayrshire Council	Employability Manager
Kelley McCandlish	North Ayrshire Council	Employability Liaison Officer
Laura Cook	North Ayrshire Council	Quality Improvement Officer, Education
Stuart Munro	North Ayrshire Council	Business Support & Development Manager
Alison Sutherland	North Ayrshire Council	Head of Service; Children, Families & Justice
Angela Morrell	North Ayrshire Council	Senior Manager Community Learning & Development
Tom Gilligan	DWP	Employer & Partnership Manager
Carole Nisbet	Ayrshire College	Head of Schools, Essential Skills & Widening Access
Stuart Millar	Ayrshire College	Head of Apprenticeships & Work Based Learning
Claire Tooze	Skills Development Scotland	Area Manager, Ayrshire
Glenn Hays	Ayrshire Chamber of Commerce	DYW Regional Lead, Ayrshire
Barbara Connor	TACT – TSI	Lead Capacity Building Officer

1.3 Governance

The North Ayrshire LEP will report to the Community Planning Partnership (CPP) board. The LEP will utilise intelligence from the Provider Forum, chaired by Skills Development Scotland and the Practitioners Forum, Chaired by North Ayrshire Council to inform activities and priorities. Operational Delivery Groups, with a focus on the priority groups will be established from the LEP and local organisations to report to the LEP and maximise expertise and knowledge to identify gaps, opportunities and develop specific proposals and recommendations. This partnership structure and governance will deliver transparency and accountability in

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ensuring citizens of North Ayrshire receive the best service and resources are used most effectively, where the greatest need exists, ensuring no one is left behind. A new Ayrshire Regional Strategy is being developed which will consider future partnership deliver and governance.



The Operational Delivery Groups will create actions plans from these objectives, will report on progress, and will include wider partnership representation with a clear focus on improving outcomes for service users.

Young People Priority Groups: 16–24-year-olds who are care experienced, NEET or at risk of being NEET on leaving school	Inclusive Growth Priority Groups: parents (lone parents, disabled family member, 3+ children, minority ethnic, child <1 years old, <25 years old) Long term unemployed individuals (12 months +)	Close the Disability Employment Gap Priority Groups: Disabled people and people with long term health conditions
1. Deliver North Ayrshire's Young Persons Guarantee of a job, training, education or volunteering for the priority groups	1. Deliver suitable provision to engage and progress priority groups	1. Deliver suitable provision to engage and progress people with a disability/health condition
2. Ensure effective tracking arrangements exist	2. Reduce unemployment/inactive rates	2. Close the disability employment gap

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3. Increase participation rates	3. Reduce family poverty rates	3. Raise the number of disabled people gaining a qualification
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1.4 Reporting Arrangements

North Ayrshire LEP reports:	Community Planning Partnership	Biannually
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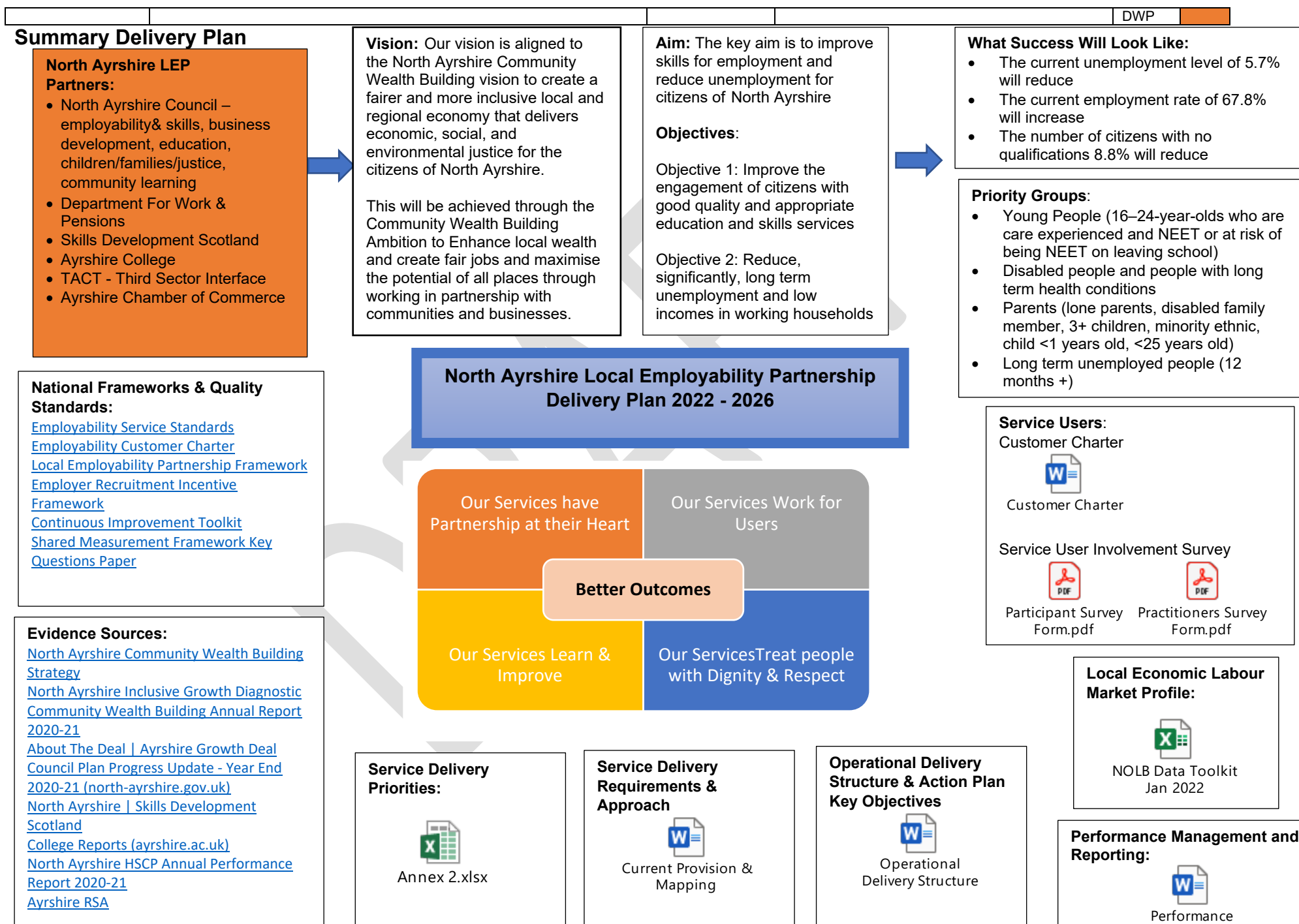
1.5 Strengthening Local Partnership Actions/Self-Assessment

The Scottish Government complete a survey and a [National Overview of Local Partnership Self Assessments](#) was published assisting the creation of 32 Local Improvement Action Plans supporting the place based approach and improving local co-production, co-commissioning and stakeholder engagement. The following key improvements have been identified, from the survey results, for North Ayrshire:

1. Develop a Delivery Plan
2. Report to CPP Board bi-annually
3. Through the 3rd Sector Interface, effectively engage with 3rd sector organisations
4. Establish a Provider Forum
5. Create a risk register
6. Use evidence and community engagement to inform service design

Area for Improvement	Priority Action	Timescale	Comments	Lead	RAG
Leadership & Relationships	7. Develop Delivery Plan	January 2022	Delivery Plan working group to be established	NAC	
	8. Report to CPP Board & submit bi-annual reports following this submission	February 2022	Draft Report to be presented to next LEP Meeting	NAC	
Governance	9. Development of a delivery plan and report progress to CPP Board	February 2022	As above	NAC	
	10. A formal note of every LEP meeting will be taken and submitted to CPP Board bi-annually	December 2021	Minutes taken and circulated	NAC	
	11. Explore further with the 3rd Sector Interface how to get the voice of the 3rd sector effectively	December 2021	Recommendations from TACT	TACT	
	12. Consider re-establishing a provider forum with clear Terms of Reference	May 2022	Currently arranged and chaired by SDS	SDS	
	13. Risk Register created and reviewed	Ongoing		NAC	
Use of Evidence	14. Partners to continue sharing evidence but group want to focus on insight rather than data alone	Ongoing	Use existing data to inform decision making – create a demand statements and update in advance of LEP meetings	SDS NAC DWP	
Community Engagement & Participation	15. Add customer engagement as a standing item on agenda of LEP and seek to develop understanding of Scottish Approach to Service Design	December 2021	Create standard agenda for LEP	NAC	
Focus on Outcomes	16. Delivery plan should set out the timetable and approach to the use of resources	January 2022	Delivery Plan working group to be established	NAC	
Use of Resources	17. Delivery plan should set out the timetable and approach to the use of resources	January 2022	Delivery Plan working group to be established	NAC	
	18. Consideration of co-commissioning for NOLB Phase 2	April 2022	Action Plan to be developed to secure NOLB provision from April 2022 and ensure no gap from end of CJS/EF	All	
Accountability	19. Delivery Plan and reporting to CPP Board	January 2022	Delivery Plan working group to be established	NAC	
Performance Management & Reporting	20. Report to CPP Board will provide some basic reporting of performance	June 2022	CPP Board Report	NAC	
Impact	21. Report to CPP should include evidence of impact	June 2022	CPP Board Report	NAC	
	22. Demand Statement to be produced	January 2022		SDS NAC	

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

2.1 Vision

Our vision is aligned to the North Ayrshire Community Wealth Building vision **to create a fairer and more inclusive local and regional economy that delivers economic, social, and environmental justice for the citizens of North Ayrshire.**

This will be achieved through the Community Wealth Building Ambition to Enhance local wealth and create fair jobs and maximise the potential of all places through working in partnership with communities and businesses.

2.2 Aims & Objectives

The key aim is **to improve skills for employment and reduce unemployment for citizens of North Ayrshire**

The objectives are:

Objective 1: **Improve the engagement of citizens with good quality and appropriate education and skills services**

Objective 2: **Reduce, significantly, long term unemployment and low incomes in working households**

What Success Will Look Like:



The current unemployment level of 5.7% will reduce



The current employment rate of 67.8% will increase



The number of citizens with no qualifications 8.8% will reduce

2.3 Developing & Delivering the Plan

Local Operational Context - Key facts and figures:

Geographical coverage

North Ayrshire covers an area of around 886 sq.km (mainland 441 sq.km, islands 445sq.km) and has a coastline of 225km (mainland 67km, islands 158km). The main settlements are Irvine, Kilwinning, Ardrossan, Saltcoats, Stevenston, Beith, Dalry, Kilbirnie, Largs, Dreghorn, Springside, West Kilbride, Seamill, Fairlie, Skelmorlie, Brodick and Millport.

Demography

National Records of Scotland produce various council area demographic data, the North Ayrshire profile can be viewed [North Ayrshire Council Area Profile \(nrsotland.gov.uk\)](https://nrsotland.gov.uk/north-ayrshire-council-area-profile)

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Labour market

Information on the North Ayrshire labour market can be found on the NOMIS website [Labour Market Profile - Nomis - Official Labour Market Statistics \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/labour-market-profile)

Deprivation

The Scottish Government published the latest version of the Scottish Index of Multiple Deprivation (SIMD) on 28 January 2020. The SIMD uses a range of socio-economic data to calculate deprivation across small areas known as data zones. There are 6,976 datazones across Scotland each with an average population of around 750 people. Of the 186 data zones in North Ayrshire 52 are in the 15% most deprived in Scotland, an increase of 1 since the index was last published in 2016. Further information can be found on the Scottish Government website [Scottish Index of Multiple Deprivation 2020 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/scottish-index-multiple-deprivation-2020/pages/introduction.aspx)

Regional Delivery

The Ayrshire Growth Deal [Home | Ayrshire Growth Deal](#) supports the vision for Ayrshire to be 'a vibrant, outward looking, confident region, attractive to investors and visitors, making a major contribution to Scotland's growth and local well-being, and leading the implementation of digital technologies and the next generation of manufacturing' Ayrshire's potential as a world class business location. A range of regional projects, both revenue and capital offer a wide range of opportunities. This will be supported by the development of an Ayrshire Economic Strategy and an Ayrshire Skills Investment Plan to inform future skills needs.

Implementation of National Frameworks

[Employability Service Standards published | Employability in Scotland](#)

The Service Standards will focus on the following key areas:

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North Ayrshire Employability Services Standards

Service standard	LEP Input	Delivery result	Continuous Improvement
Our services work for users	<ul style="list-style-type: none"> • Set baselines using local data • Local mapping exercise • Overview and direction • Develop consistent referral routes/entry points • Direct delivery partnership to adopt whole system approach 	<ul style="list-style-type: none"> • Whole system approach designed – programmes designed to respond to user need; clear progression pathway established • Clarity on referral process • Enhanced Key worker role established – responsible for all aspects of participant progress; no closed doors – access to all Employability services to aid progression • Single entry point established – however, no wrong way • Consistency of processes: registration, Assessment; action planning, reporting standardised • However, participant sets their own person-centred employability journey with intensive key worker support • Focus on progressions built around needs/expectations of participant, delivered at their own path 	<p>Reviewed annually</p> <p>Promote best practice</p> <p>Adopt principles underpinning NOLB</p> <p>Consider Participatory Budgeting to ensure service work for users</p> <p>Community Wealth Building Approach</p>
Our services treat people with dignity and respect	<ul style="list-style-type: none"> • Sets priorities: 16-24 year olds, families, long-term unemployed, people with disabilities • Simplifies the employability system/journey • Identifies/procures specialist services 	<ul style="list-style-type: none"> • Through personalised action plans, service users dictate their own personal journey • Hybrid approach to engagement depending on what suits participant: <ul style="list-style-type: none"> • Face to face • Hybrid of face to face/digital • Digital only • Outreach through employability hubs • Services aligned to make it easier for participants to access, understand, navigate 	<p>Reviewed continuously</p> <p>Customer feedback</p> <p>Build on best practice</p> <p>Embeds fair work within delivery</p> <p>Community Wealth Building Approach</p>

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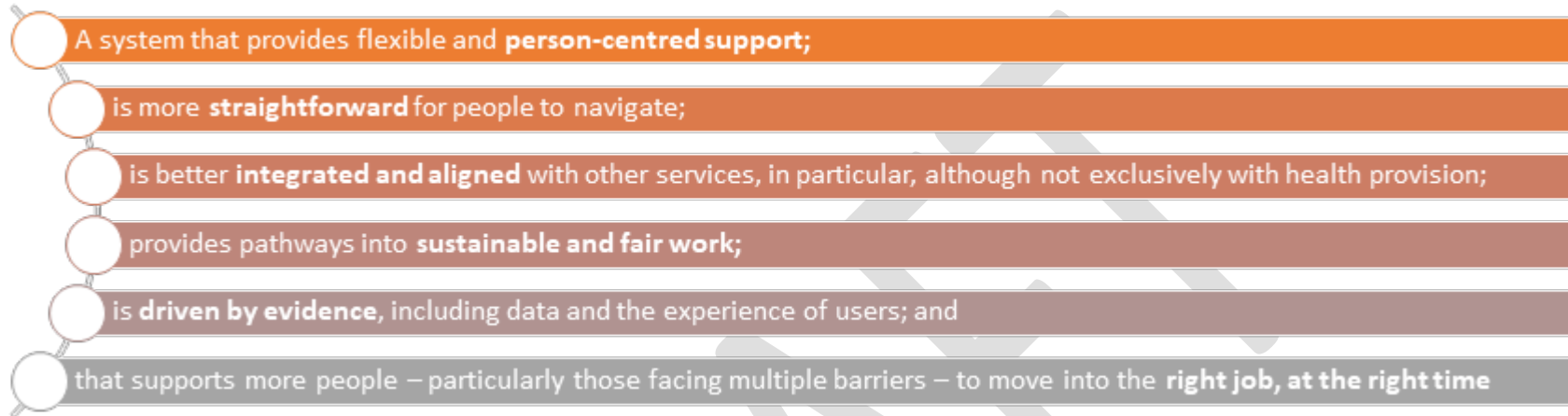
Our services learn and improve	<ul style="list-style-type: none"> • Setting direction • Key worker and participant surveys • Embedding continuous improvement • Promoting services/good news • Marketing advertising 	<ul style="list-style-type: none"> • Service development: <ul style="list-style-type: none"> ❖ Delivery: ❖ Key worker role clearly defined embedded ❖ Development training portal ❖ ILM training academies ❖ Horticulture for disabilities ❖ Sector based academies based on recruiting sectors ❖ ERIS/Kickstart responding to growing sectors • Partnership: <ul style="list-style-type: none"> ❖ Promoting whole system approach ❖ Clear entry points ❖ Referrals to specialist services ❖ Learning/feedback: ❖ Participant forum for feedback ❖ Continuous feedback assessment 	<p>Services evolving/changing to meet client needs</p> <p>Consistently reviewing service delivery, measuring impact</p> <p>Ongoing staff training and development</p>
Our services have partnership at their heart	<ul style="list-style-type: none"> • Partnership approach developing strategic direction • Mixed delivery including 3rd sector • Continuous improvement/sharing good practice • Engaging/including main local partners 	<ul style="list-style-type: none"> • Partnership forums • Co-location • Partnership working in action • minimising duplication • partners deliver to their strengths • no holding onto clients, referrals to specialist provision 	<p>Review LEP membership and Operational Delivery Groups</p> <p>On-going co-ordination to strengthen partnerships</p> <p>Operational/working partnerships across services encouraged and progressed</p> <p>Community Wealth Building Approach</p>

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Customer Charter

The North Ayrshire Customer Charter is based on the 7 key principles:



All North Ayrshire delivery partners will sign up to the charter to offer a consistent quality of service provision, customer experience and to deliver the aim **to improve skills for employment and reduce unemployment for citizens of North Ayrshire**:



Customer Charter
Draft

Service User Involvement

A survey was completed to involve service users which included participants and practitioners and inform the design of future services. These surveys were disseminated by LEP members to their services users and networks to glean a range of views from all. The following surveys were shared:



Participant Survey
Form.pdf



Practitioners Survey
Form.pdf

The results were collated will be used in the design of future services, detailed at Service User Experience within this Delivery Plan.

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2.4 Our Approach to Delivery

No One Left Behind aims to support those facing structural inequalities in the labour market. To deliver the principles, plans must ensure connectivity with other local services and policy priorities aligned to the National Performance Framework. The key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

- Tackling Child Poverty
- Addressing the Gender Pay Gap
- Closing the Disability Employment Gap
- Addressing Race Employment Gap
- Promoting and Embedding Fair Work
- Delivering the Young Person's Guarantee
- Delivering on The Promise
- Supporting Community Wealth Building
- Supporting Public Sector Reform
- Supporting Place Based Approaches

2.5 Delivery Infrastructure

North Ayrshire has a range of training provision and delivery of employability support and service with approximately 20 local delivery partners, including public, private and third sector organisations as well as Ayrshire College who offer a wide range of vocational qualifications.

An analysis of this highlights there is a raft of provisions at stage 1,2 of the pipeline with gaps at stage 3. The Council contracts end to end delivery to the Third Sector which provides a flexible, responsive, and agile solution to meeting the needs and demands of funders, participants, and employers. This current infrastructure to be used to support delivery of the plan in the short term, continuing the provision, which is already embedded within communities, is well known, trusted and delivers outcomes for people who need the support. As gaps in provision emerge the LEP will commissioning services as required which meet needs and eliminate duplication.

2.6 Local Alignment & Integration

The North Ayrshire LEP has links with key, local services and will ensure effective links are developed with health, housing, DWP and Justice to reduce duplication and complexity in the local support offer.

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Section 3: Economic, Policy and Operational Context

3.1 Local Economic/Labour Market Profile

Local Challenges & Local Opportunities

Strengths Employability Pipeline – Provision Offer Partnership Investment Physical Infrastructure Housing Developments International employers Indigenous growth businesses Sector Strengths: manufacturing engineering, life sciences Community Wealth Building Strategy/Approach	Weaknesses High Unemployment Lack of jobs (employment rate and jobs density rate) Deprivation Low skills/wrong skills Population decline: changing workforce/working age population Lack of engagement with service users In work poverty Short term funding
Opportunities Ayrshire Growth Deal External funding opportunities Tourism Natural Assets Current volumes of job opportunities	Threats Funding levels & insecurity with no long-term funding Costs of living increases Low skilled, low paid jobs In work poverty

In addition, there is a local data dashboard produced by Glasgow City Region for use across Scotland which will provide timely information and provide comparative data with other areas



NOLB Data Toolkit
Jan 2022

Service User Experience

Participants

A survey was conducted offering access online and paper based which was disseminated by all LEP partners and promoting across all services. The survey was completed by school pupils ready to transition (58%) and unemployed individuals (42%), of the unemployed cohort 58% had been unemployed for more than 2 years. The survey results stated 70% of the respondents know

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what support is available to help them access training and find a job with 72% currently seeking employment or training however 72% were not engaging with any provider offering employability support. Travel to locations throughout North Ayrshire to access provision was not highlighted as barrier and an even spread of responses was received for each area so there was no preferred location or town. The responses for type of support were 34% would attend a training course, 14% a recruitment event, 11% a job club, 9% an Apprenticeship hub and 16% reported they do not require any support.

Practitioners

A survey of practitioners was completed to collate feedback from frontline practitioners which was disseminated to staff and wider networks by LEP partners. The survey results stated that 88% of respondents had a good knowledge of employability services and provision with 68% stating there is enough provision to support the people they work with. There was very positive feedback on the partnership, networking, and communication across North Ayrshire between all the partners and the key priority group identified by 56% were those who were over 25 years old, and gaps existed within engagement and vocational training, specifically sector-based programmes linked to employers/jobs.

Geographical Needs/Considerations

SIMD

The Scottish Index of Multiple Deprivation (SIMD) is a relative measure of deprivation across 6,976 small areas (called data zones). If an area is identified as 'deprived', this can relate to people having a low income, but it can also mean fewer resources or opportunities. SIMD looks at the extent to which an area is deprived across seven domains: income, employment, education, health, access to services, crime, and housing.

North Ayrshire Key Findings

- There are 29 unique data zones that rank among the bottom 5% of data zones in at least one domain.
- There appears to be some overlap between the prevalence of employment, income, and health deprivation.
- 7 data zones rank among the bottom 5% for all of employment, income, and health.
- Saltcoats Central (S01011240) has the most domains that rank within the bottom 5%, with bottom 5% results in 5 (overall, income, employment, health, and crime) out of 8 categories (seven domains plus the overall domain).
- 8 data zones have 4 domains that rank within the bottom 5%, 2 have 3 domains that rank within the bottom 5%, 6 have 2 domains that rank within the bottom 5%, and 12 have 1 domain that ranks within the bottom 5%.

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North Ayrshire Labour Market Overview

Employment and Unemployment Rates (July 2020 to June 2021)

- North Ayrshire has the **3rd lowest employment rate** in Scotland (67.8%). The number of people in employment in North Ayrshire increased by 1.4- percentage points since the previous data release (April 2020 to March 2021).
- North Ayrshire has the **2nd highest unemployment rate** (5.5%) in Scotland. The number of unemployed people is down by 0.3-percentage points since the last data release.

Economic Inactivity (July 2020 to June 2021)

- North Ayrshire's **economic inactivity rate (28.3%) is the 3rd highest** in Scotland, Shetland is highest at 35.0%

Female and Male Employment Rates (July 2020 to June 2021)

- North Ayrshire has the **7th lowest Male employment rate** in Scotland (70.6%); the rate is up 1.6-percentage points on the previous data. The Scottish rate is 74.4%.
- North Ayrshire has the **3rd lowest female employment rate** (65.3%); the rate is up by 1.3-percentage points on the previous release. The Scottish rate is 70.1%.

North Ayrshire Claimant Count by Demographic Group

- The youth (16-24) claimant count has fallen -0.4%pts to 6.5% in October, down from 6.9% in September.
- The **25-49** age group **continues as the age group with the highest claimant count** rate among the demographic groups, at 7.3%.
- From June 2020 to August 2021 the 16-24 claimant count rate had persistently remained higher than the rate for those aged 25-49; potentially it could be that the reopening of the economy has disproportionately benefitted the sectors and employment opportunities sought out by the 16-24 age group, i.e., potentially in the hospitality sector.
- The 25-49 age group accounts for 56% of claimants in North Ayrshire. The 16-24 age group accounts for 18% of claimants (aged 50-64: 25% of total claimants; aged 65+: 2% of total claimants).
- Males account for 60% of total claimants; this ratio is consistent (between 59% to 63%) across all age groups.

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UC Age & Town: February 2022		18-24	25+	Total
KA11	Irvine	95	380	477
KA12	Irvine	138	556	691
KA13	Kilwinning	104	396	503
KA14	Glengarnock, Beith	16	18	21
KA15	Beith & surrounding	88	130	147
KA20	Stevenston, Kilwinning	84	303	393
KA21	Saltcoats	76	386	471
KA22	Ardrossan	7	314	391
KA23	West Kilbride & Surrounding	32	87	96
KA24	Dalry	34	166	200
KA25	Kilbirnie	8	194	224
KA27	Arran	6	53	60
KA28	Millport	5	36	48
KA29	Fairlie	5	6	11
KA30	Largs	40	174	214

Universal Credit Data for all North Ayrshire
Postcodes from November 2021 – February
2022



UC Age & Town
Nov 21 - Feb 22

Participation Rates

Time series data prepared by Skills Development Scotland details comparative North Ayrshire data on participation rates for 16–19-year-olds. Over the past three years, headline findings from the Annual Participation Measure are:

Measure	North Ayrshire 2019	North Ayrshire 2020	North Ayrshire 2021	Scotland 2021
Participation	90.5%	90.6%	90.1%	92.2%
Non-participation	2.5%	2.3%	3.3%	3.2%
Unconfirmed	6.9%	7.2%	6.6%	4.6%

This data indicates that North Ayrshire's positive participation rate remains below the Scottish average and the unconfirmed statuses are higher than the national average.

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3.2 Place Plan Priorities

North Ayrshire Council's aim is to build back our local economy through an inclusive and green economic recovery. The Council has shown real economic leadership with the launch of our Community Wealth Building strategy in May – the first of its kind in Scotland. The strategy sets out a new economic model focused on wellbeing and inclusion.

[Economic Recovery and Renewal Approach \(north-ayrshire.gov.uk\)](https://www.north-ayrshire.gov.uk)

Community Wealth Building Annual Report 2020/21 <https://www.north-ayrshire.gov.uk/Documents/cwb-annual-report-2021.pdf>

Ayrshire Growth Deal [About the Deal | Ayrshire Growth Deal](#)

North Ayrshire Council Plan Progress Update [Council Plan Progress Update - Year End 2020-21 \(north-ayrshire.gov.uk\)](#)

Skills Development Scotland [North Ayrshire | Skills Development Scotland](#)

Ayrshire College [College Reports \(ayrshire.ac.uk\)](#)

North Ayrshire Health & Social Care Partnership [North Ayrshire HSCP Annual Performance Report \(nahscp.org\)](#)

Inclusive Growth Diagnostic [SCRIG-Content-North-Ayrshire-Inclusive-Growth-Diagnostic-FINAL-1.pdf \(inclusivegrowth.scot\)](#)

North Ayrshire Community Wealth Building Strategy <https://www.north-ayrshire.gov.uk/Documents/nac-cwb-strategy-brochure.pdf>

3.3 Evidence Led

Statistics show that in 2020-21 North Ayrshire had significant challenges in relation to levels of economic inactivity, with associated lowest employment rates in Scotland. An award-winning Inclusive Growth Diagnostic completed shows that priority groups for support should be:

1. Young People
2. Disabled people/those with health issues
3. Females
4. Parents
5. Long term unemployed
6. People living in 0-15% SIMD Areas

There are a range of sources of evidence for North Ayrshire detailed within the labour market analysis.

The Shared Measurement Framework aims to create **a coherent approach to measurement across employability support** and is one of the key deliverables required to fully realise the principles of No One Left Behind. This framework will play a key role in

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enabling the development of a North Ayrshire approach, which is ‘driven by evidence, including data and the experience of users’, and will support a shift from separate approaches to measurement for different employability programmes, to a coherent view of what is working for people at a national, local and individual service level.

Theme	Description	Key Questions
Reach	To ensure employability services are reaching all those who need support to progress towards, move into and sustain fair work.	1.1 Who needs support in our community? 1.2 Who are we reaching and what challenges do they face? 1.3 Are people actively engaged with support? 1.4 Who are we not reaching?
Progression	To enable an individual's progression towards fair work and sustained employment. Considering aspects such as improving well-being, confidence and motivation, maintaining or re-engaging with support, and developing aspirations and skills	2.1 Are people progressing, if so, in what ways? 2.2 Are people's goals/milestones being achieved within the expected timeframe? 2.3 Have people entered and sustained education, training, or employment?
Skills Alignment	To ensure participants are being supported to develop skills, knowledge and experience that are needed now, and in the future.	3.1 What relevant skills, knowledge and experience are people developing because of our support?
Experience of Services	To ensure that people accessing services are treated with dignity and respect, and experience support, which is accessible, aligned with other services and responsive to their needs	4.1 Are we treating people with dignity and respect? 4.2 Do clients receive a tailored service that supports their individual journey? 4.3 Do clients find the service easy to access?
Value of Services	To understand whether we are making the best use of resources invested, maximising value for participants and contributing to local and national policy ambitions	5.1 How and in what ways do employability services contribute to national and local priorities? 5.2 What is the value for money of our investment?

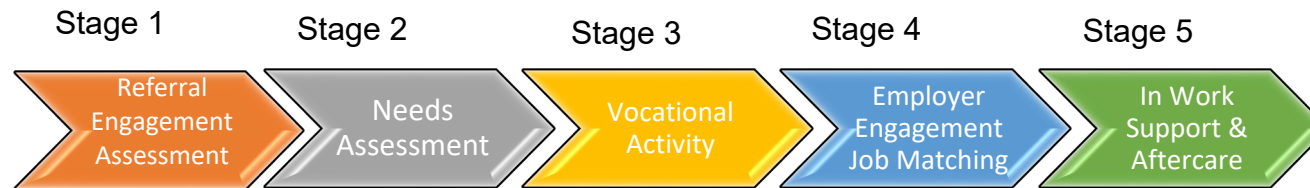
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Section 4: Service Delivery (Supported by Annex 1 and 2)

4.1 Supply & Demand Mapping

Employability and skills mapping summary

The job seeking journey...



Stage 1 and 2 – most programmes/providers delivering a service at this stage. Engagement depends on referrals from other agencies e.g DWP, with no community engagement or targeting specific geographies.

Stage 3 – Services at stage 3 are intermittent and limited in linking with employers. CEiS Ayrshire are delivering defined vocational packages that support a sector-based approach to employers, which is working well to deliver job outcomes. Given relatively buoyant jobs market currently more focus on this stage is required.

Stage 4 – The majority of services/ key workers deliver a job matching service. However, only CEiS Ayrshire have volume targets into work per year (circa 500 per year) and have a dedicated team linking with employers and building specific vocational programmes to match participants with employer demand. ERIS: Kickstart have been available so this will leave a gap in provision and the offer needs to be developed and consideration to all age provision.

Stage 5 – There is a gap at this stage - all employability and skills services do follow ups with participants moving into work with CEiS having the largest volumes.

Gaps

There are gaps within each of stage:

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- Feedback from the LTU programme suggest IT, especially transactional IT (uploading info etc) is a major weakness for older client group.
- Employability fund will leave a gap for training allowances for 16-18 yr olds not claiming benefits. This is something that needs to be addressed to encourage this age group – specifically those leaving school with no progression – to engage with programmes.

Ages

All ages covered but focus on 16–24 year olds, partly driven by funding but leaves a gap for older people, longer term unemployed.

Targeting

Young people, disabilities, Parents, and new Scots well covered. Gaps in older age groups and other disadvantaged groups

Funding

Targeting/ages very much driven by funding and there is a need to pay attention to all the programmes finishing in 2022. This mapping is a list of services that partners have highlighted operate in North Ayrshire, there will be other services and this mapping doesn't take account of effectiveness of services at the various stages.

4.2 Service Delivery Priorities

Key priority groups & Geographical Approach

1. Young People
2. Disabled people/those with health issues
3. Females
4. Parents
5. Long term unemployed
6. People living in 0-15% SIMD Areas

4.3 Service Delivery Requirements & Approach

The LEP proposed to have a short-, medium- and long-term plans to respond to emerging gaps. The mapping completed shows an immediate need for sector specific training linked to the current labour market to deliver job outcomes for those progressing through the pipeline. The needs and gaps will be prioritised using the priority groups and local labour market demands. This is based on the evidence collated but will be reviewed on a regular and ongoing basis by the North Ayrshire LEP to ensure provision meets local demands, needs, and delivers the impact required to deliver the ambition

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Section 5: Resource Requirements

5.1 People and Organisations

North Ayrshire has a wide range of partners and services, currently being delivered:



North Ayrshire
Provision Mapping

Full Mapping Document:

Partner	Employability Pipeline		Stages					End Date	Funding
	Provision	Priority Group	1	2	3	4	5		
Fed Cap/Lennox Partnership	FSS	All						Mar-23	Scot Gov
Ayrshire College	Community Programmes	All						ongoing	Scottish Funding Council
DWP	Flexible Support Fund	All						ongoing	UK Gov DWP
CEIS Ayrshire	Employability Pipeline	All						Dec-22	ESF & NAC
Skills Development Scotland	Careers Guidance & Coaching	All						ongoing	Scot Gov
North Ayrshire Council	EQUAL Programme	Disabled people						Jan-23	ESF & NOLB
SALUS	Working for a Healthy Economy	Health Condition						Mar-26	Scot Gov: Growth Deal
North Ayrshire Council/TACT	Skills For Life	LTU						Mar-23	SG LTU Programme
Wise Group	JETS	Other						Sep-22	UK Gov DWP
WEA Scotland	ESOL	Parents						Dec-22	ESF & PESF
The Lennox Partnership	We Work for Families	Parents						Dec-22	ESF & PESF
North Ayrshire Council	Criminal Justice Mentors	People with Convictions						Dec-22	ESF & NOLB
Barnardos	Care Experienced Support	Young People							
Impact Arts	Creative pathways	Young People						Jun-23	UK Gov: Community Renewal
Impact Arts	Enterprising Pathways	Young People						Jul-23	UK Gov: Community Renewal
Impact Arts	Making Space	Young People						Aug-23	UK Gov: Community Renewal
Impact Arts	Artists Mentoring	Young People						Sep-23	UK Gov: Community Renewal
Impact Arts	Cashback to the Future	Young People							Scot Gov
Impact Arts	Make it Your Own	Young People							Scot Gov
Impact Arts	Art Therapy	Young People							Scot Gov
Apex	National Third Sector Training Fund	Young People						Dec-22	ESF
Impact Arts	National Third Sector Training Fund	Young People						Dec-22	ESF
Princes Trust	National Third Sector Training Fund	Young People						Dec-22	ESF
Venture Trust	National Third Sector Training Fund	Young People						Dec-22	ESF
North Ayrshire Council	Ambition Agreements	Young People							Scot Gov YPG
North Ayrshire Council	Modern Apprentices	Young People						Mar-23	North Ayrshire Council
North Ayrshire Council	ERIs	Young People						Apr-23	Scot Gov YPG
North Ayrshire Council	DYW Schools Transitions	Young People						May-23	Scot Gov YPG
Chamber of Commerce	DYW Schools Transitions	Young People						Jun-23	Scot Gov YPG
Action For Children	Let's Look at Care	Young People							
Ayrshire College	National Training Fund	Young People						Mar-23	Scot Gov

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Ayrshire College	Full Time Courses	Young People					ongoing	Scottish Funding Council
Ayrshire College	Prince's Trust Team Programmes	Young People					ongoing	Scottish Funding Council
Ayrshire College	HIVE programmes	Young People					ongoing	Scottish Funding Council

5.2 Commissioning

The LEP have created Operational Delivery Groups who will consider specific priority groups, specific key objectives, challenges, opportunities, and report to the LEP who will make decisions on commissioning. These groups will provide additional information to enable decision making to be more informed and ensure the most effective local approach is implemented. This will include review of provision, highlighting gaps, identifying emerging opportunities to inform commissioning, amendments or delivery which is not longer required. The aims of this will be to ensure services meeting the needs of service user and repurpose investment by making recommendations to the LEP who have make the decisions.

5.3 Funding

Authority LEP Allocation 2022-2023	NOLB	PESF	YPG	LTU	Total 2022/23
North Ayrshire	£ 457,175.99	£ 282,132.65	£ 462,343.02.00	£650,000.00	£ 1,851,651.66

Investment Required	Source of Funding
Continuity of existing provision 22/23: Annex 2	All
Review of future service delivery (September 2022)	All
Future Employability Service Provision Plan	All

In addition to the investment detailed above, the North Ayrshire Employability Pipeline is co-funded by European Structural and Investment Funds until 31st December 2022.

5.4 Delivery Capacity

North Ayrshire Council has implemented a Management Information System, YETI, to collate statistical information, generate reports to funding bodies and store information as require in accordance with terms and conditions of funding. This is supporting by a compliance team who conduct regular checks to ensure information is stored, recorded, and processed in compliance with terms and conditions of funding. These systems and checks are essential to ensure eligibility of participants as well as producing accurate and timely reports and information as requested.

5.5 Alignment and Integration

This Delivery Plan aligns and integrates with existing provision in North Ayrshire.

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Section 6: Performance Management and Reporting

6.1 Approach

The approach would be to utilise existing reporting mechanisms and collate information which already exists to be presented to the LEP to measure gaps, issues, improvement actions, impact, and good practice.

6.2 Performance Indicators

A range of performance indicators will be created which take account of the ambition, what success will look like and will collate key information from the Shared Measurement Framework which will be reported quarterly/bi-annually to measure impact and identify where additional

6.4 Evaluation

Evaluation is conducted on a regular basis and the LEP will consider feedback from service users on a more formalised basis to ensure continuous improvement can be achieved.

6.5 Continuous Improvement

1. **Identifying areas for improvement** through self-evaluation, analysing data, and collecting feedback from service users. These findings should be used to identify where improvement is needed most, and to develop clearly defined and measurable aims. Self-Evaluation Survey and evaluate services against the desired service standard in their area, and establish processes for collaborative and evidence driven self-evaluation [blank self-evaluation survey template](#).
2. The [Shared Measurement Framework](#) for employability services will be deployed, providing a consistent approach to measuring the reach and effectiveness of employability services at national, local, and individual programme level. The LEP will undertake and encourage providers to take full advantage of the available data sets to analyse the outcomes of services to identify which areas of the service would benefit most from improvement. Where data is being collected consistently, benchmarking data with similar organisations across Scotland can provide a useful insight into how a service is working.
3. **Collecting and analysing feedback and insights from service users** is vital in identifying which improvements will have the biggest impact on their experiences and outcomes. The LEP use robust processes, detailed within our communications plan to collect regular feedback from service users. This will be undertaken through surveys, interviews, focus groups and lived experience panels, as well as new innovative approaches that are deemed effective locally. These will provide an invaluable source of data to use to identify where a service can be improved.
4. **Creating an improvement aims statement:** An aim statement should be a measurable and concise sentence composing of the following three elements: What will be improved – i.e., what is hoping to be achieved, how much of an improvement will there be, when will the desired improvement be delivered by

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5. **Develop a change idea:** teams can collectively develop change ideas that could lead to improvements, testing these iteratively, to see if they do deliver improvements before being fully implemented. For each improvement aim statement, a 'driver diagram' will be developed. Blank template and further information on how to complete a driver diagram included in this [guidance document](#).
6. **Various continuous improvement tools:** will be utilised by the LEP as appropriate when undertaking continuous improvement of services. **Process Map:** this [guidance document](#) **Empathy Map** this [guidance document](#) **Cause and Effect Diagram** this [guidance document](#)
7. **Plan, Do, Study, Act:** This is a tried and tested approach used for testing an improvement idea at a small scale to assess its impact, before implementing successful improvements at a larger scale. This cycle is not necessarily designed to deliver large scale transformational change, but rather to deliver incremental and continuous improvement over time. Further details included in this [guidance document](#).
8. **Continuous Improvement Action Plan:** In order to log and monitor ongoing improvement activities within a team or organisation, it's encouraged that this [Continuous Improvement Action Plan template](#) be used to co-ordinate improvement activities and log the key information relating to the improvement activity. This includes the improvement aim and desired outcome, how the success of the initiative will be measured, and the timeline for delivering an improvement.
9. **Share Improvements:** Delivering an improvement, however big or small, is an achievement that should be celebrated and shared with other organisations. Sharing learning and experiences across organisations breeds innovation, encouraging those delivering services to build on each other's improvements. A National digital platform is currently in development, which those delivering employability support services can use to share information about successful improvement initiatives.

6.6 Review – Highlight the anticipated process to review and update the Delivery Plan highlighting key timelines

Milestone	Review Frequency	Process	Deadline
Implementation: Delivery Plan	6 monthly	LEP Working Group – report to LEP	September 2022 March 2023

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.

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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 must be able to find the service and be able to access it regardless of their circumstances. Referral routes should be as seamless as possible where they are needed.

It is anticipated that Local Employability Services will be designed and delivered in line with the principles set out in the Scottish Approach to Service Design. Using a [5 Stage Employability Pipeline](#) approach. However, it is recognised that individuals do not follow a linear journey.

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Engagement, Referral and Assessment	Needs Assessment and Barrier Removal	Vocational Activity	Employer Engagement and Job Matching & Job Brokerage	In Work Support and Aftercare
Engaging 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				
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.			

Appendix Three

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/financial well-being advice and support • Better Off In Work Calculations
Health and Wellbeing	<ul style="list-style-type: none"> • Ayrshire Growth Deal – Working for a Healthy Economy <ul style="list-style-type: none"> ❖ Health and wellbeing support for unemployed individuals experiencing health conditions, disabilities, and long-term unemployment to address health and wellbeing barriers to work
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 • Youth Hub • Employability Hubs
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. • Short courses such as first aid, food hygiene etc • Specific vocational qualifications and/or industry recognised certificates • Sector Based Work Academies • Sector specific programmes
Work Experience	<ul style="list-style-type: none"> • Work based activity, job tasters and employment focused volunteering • Allowances or Wage Based Opportunities • ILMs • Supported Employment (EQUAL Programme)
Job Search	<ul style="list-style-type: none"> • Create and update CVs • 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, Interview preparation, Job Coaching etc • Health and Safety/Risk Assessments • Employer Recruitment Incentives: ERI Targeting priority groups

Service Delivery Requirements and Approach Template

The following document provides additional information on key interventions to be supported from the NOLB/PESF/YPG Investment and further services will be commissioned, as requested, and identified by the LEP on identification of gaps and local demands.











Annex 2.xlsx

The LEP have approved the proposal outlined in Annex 2 as the first-year investment plan, based on the following allocations:

Authority LEP Allocation 2022-2023	NOLB	PESF	YPG	LTU	Total 2022/23
North Ayrshire	£ 457,175.99	£ 282,132.65	£ 462,343.02.00	£650,000.00	£ 1,851,651.66

Performance Framework Alignment

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, can 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 and breaking the cycle of poverty and disadvantage.</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 & Business	<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. Local approaches will ensure employability support does not reinforce occupational segregation and will encourage employers to adopt more inclusive recruitment and workplace practices</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 and socio-economic inequalities. Local Employability Partnerships along with Scottish Government are mindful that no one should be denied the opportunity because of their race or ethnicity, their disability, their gender, sexual orientation, or religion and will consider how they can positively contribute to the advancement of equality.</p>