



Orkney
Local
Employability
Partnership

Orkney No One Left Behind Operational Plan 2022-2025

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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 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 NOLB 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.

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

Introduction

Background Information about the Local Employability Partnership

With the introduction of No One Left Behind, CLD took over responsibility for employability support within Orkney Islands Council in January 2020. Shortly after we were lunged into the Covid pandemic, and during the first lockdown, June 2020, Education Leisure & Housing created a Recover and Renew Programme of work. Under this Programme there was a workstream on positive destinations. The workstream was tasked with establishing a team to produce a plan and identifying the deliverables to flow from the workstream.

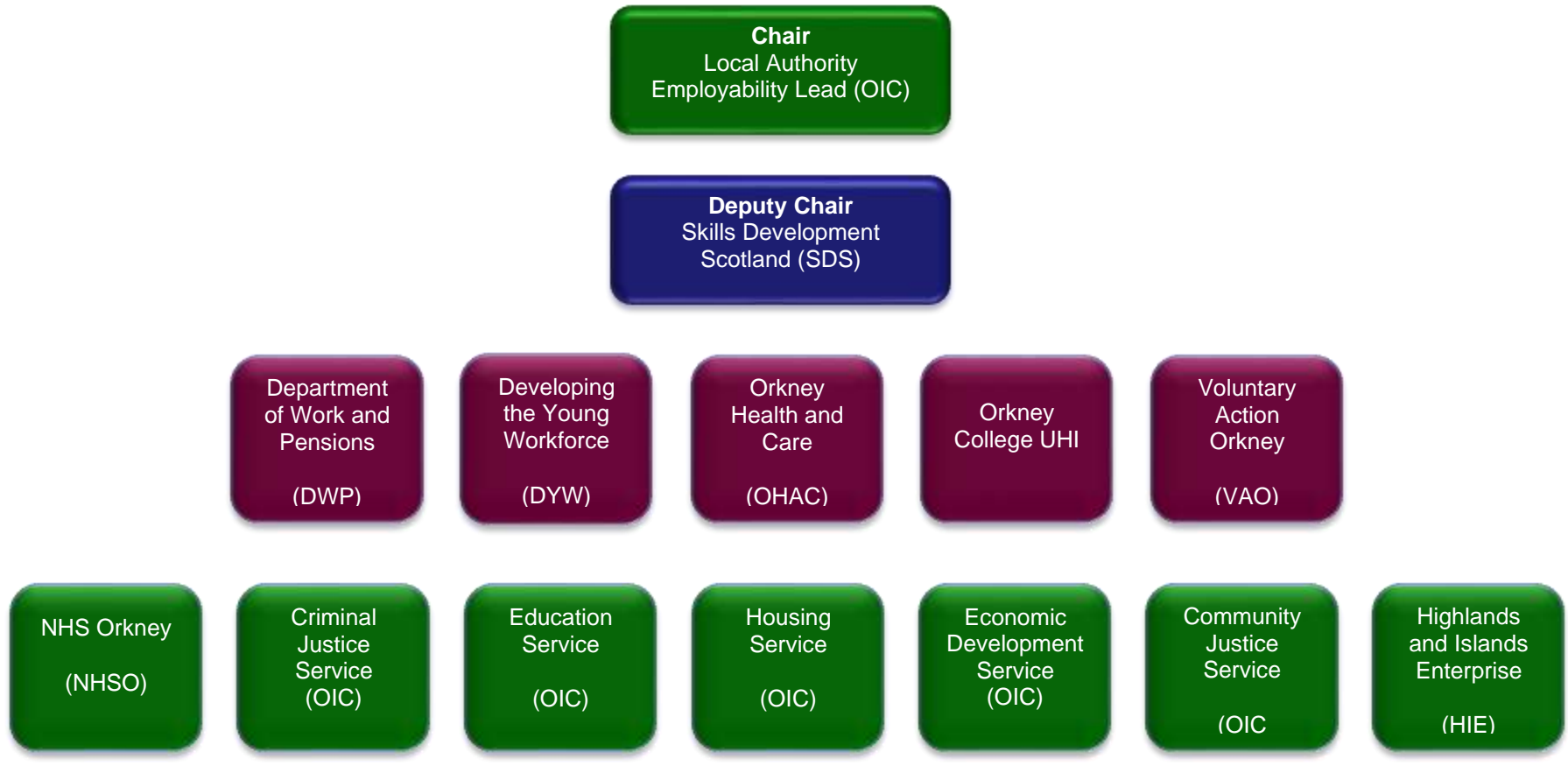
As this new Positive Destinations Partnership workstream, which was focused on Covid support and recovery, progressed it was agreed to put the Orkney Skills and Employability Strategic Group on hold.

As the group progressed and developed to focus on the newly announced schemes and support that was being issued to combat the high unemployment and reskilling needed due to Corona Virus, it was agreed this new partnership would become the Orkney Local Employability Partnership and would replace a number of Employability based partnerships that existed prior to the pandemic.

By merging some partners from the Positive Destinations Group, the Orkney Skills and Employability Strategic Group, and its Equality & Diversity Subgroup a streamlined and effective partnership was formed in December 2020, to ensure a coordinate an effective response to employability support requirements in Orkney through the No One Left Being agenda.

Although a relatively new partnership the group has progressed a lot over the last 13 months, coordinating all age employability provision and support, working effectively to ensure the needs of those targeted under No One Left Behind are met and positive outcomes are achieved.

Membership



Delivery Partners



Governance

The Orkney Local Employability Partnership will utilise existing No One Left Behind national and local governance structures and reporting, the use of the data hub, participation measure and Shared Measurement Framework to report on progress. Improved outcomes will be demonstrated through the reach and impact supported by local and national data dashboards.

The Employability Partnership will report to the Community Planning Partnership through the Sustainable Recovery Delivery Group. In addition, the group will provide advice and reports to Regional and National groups as required.

It is recognised that members may bring items to the group for discussion, subject to other governance structures. In this situation, it is the responsibility of members to highlight the input they are seeking and the associated governance route.

The Orkney Local Employability Partnership has no executive powers other than for shared partnership responsibilities designated in the LEP Delivery Plan. The collective arrangement is based on mutual trust and each partner organisation has come together with equal status within the partnership. The partnership recognises and respects the valuable role that each individual partner brings.

When decisions are required to be made, the LEP will seek to reach them by consensus. The LEP representatives have agreed autonomy to take appropriate operational decisions at group meetings but may require further consultation within their own organisation as required. It is expected that the majority of decisions can and will be agreed by consensus in the LEP group.

However, where a consensus cannot be reached a majority vote will be required with all partners required to participate (by email if necessary), with each partner having an equal vote. When there is a split vote, the Chair has the casting vote.

In the rare circumstances where issues cannot be resolved, for example where a split vote has occurred, these matters will be referred to the Chair of the Community Planning Sustainable Recovery Delivery Group.

Reporting arrangements

The Orkney LEP will report to the Sustainable Recovery Delivery Group of the Community Planning Partnership, Orkney Islands Council Education Leisure and Housing Committee and the Orkney Child Poverty Action Task Group annually or as requested. In addition, progress against agreed priorities will be reported to Scottish Government through quarterly Local Authority data and narrative report submissions.

In addition to annual reporting requirements the LEP will have intrinsic, cross cutting reporting and delivery mechanism to relevant local and national plans and work towards place-based outcomes detailed within them. These include –

- Scottish Government No One Left Behind Delivery Plan: [Supporting documents - No One Left Behind: delivery plan - gov.scot \(www.gov.scot\)](#)
- The Orkney Partnership Plan (LOIP): [orkney-community-plan-2021-23-inc-loip.pdf \(orkneycommunities.co.uk\)](#)
- Local Child Poverty Action Plan: to be added
- Community Learning and Development Partners Plan: [CLD Partners Plan 2021 - 2024 \(orkney.gov.uk\)](#)
- Orkney Children Services Strategic Plan: [Item 8: Childrens Services Plan \(orkney.gov.uk\)](#)
- National Performance Framework: <https://nationalperformance.gov.scot/>
- SDS Regional Skills Assessment: <https://www.skillsdevelopmentscotland.co.uk/media/45753/a-human-future-strategic-plan-2019-2022.pdf>
- National Improvement Framework (NIF): [Education - Achieving Excellence and Equity: national improvement framework and improvement plan 2022 - gov.scot \(www.gov.scot\)](#)
- Community Justice Outcome Improvement Plan (CJOIP) : [Orkney Community Justice Partnership Outcomes Improvement Plan 2018 to 2021](#)

Strengthening Local Partnership Actions/Self-Assessment

The Orkney Employability Partnership have recently undergone a rigorous self-assessment process to critically assess their effectiveness and establish a baseline of how well the partnership meets the ambitions of No One Left Behind and Young Person’s Guarantee. The Self-assessment challenged participants to reflect upon recent performance and to reach consensus on identifying areas for improvement.

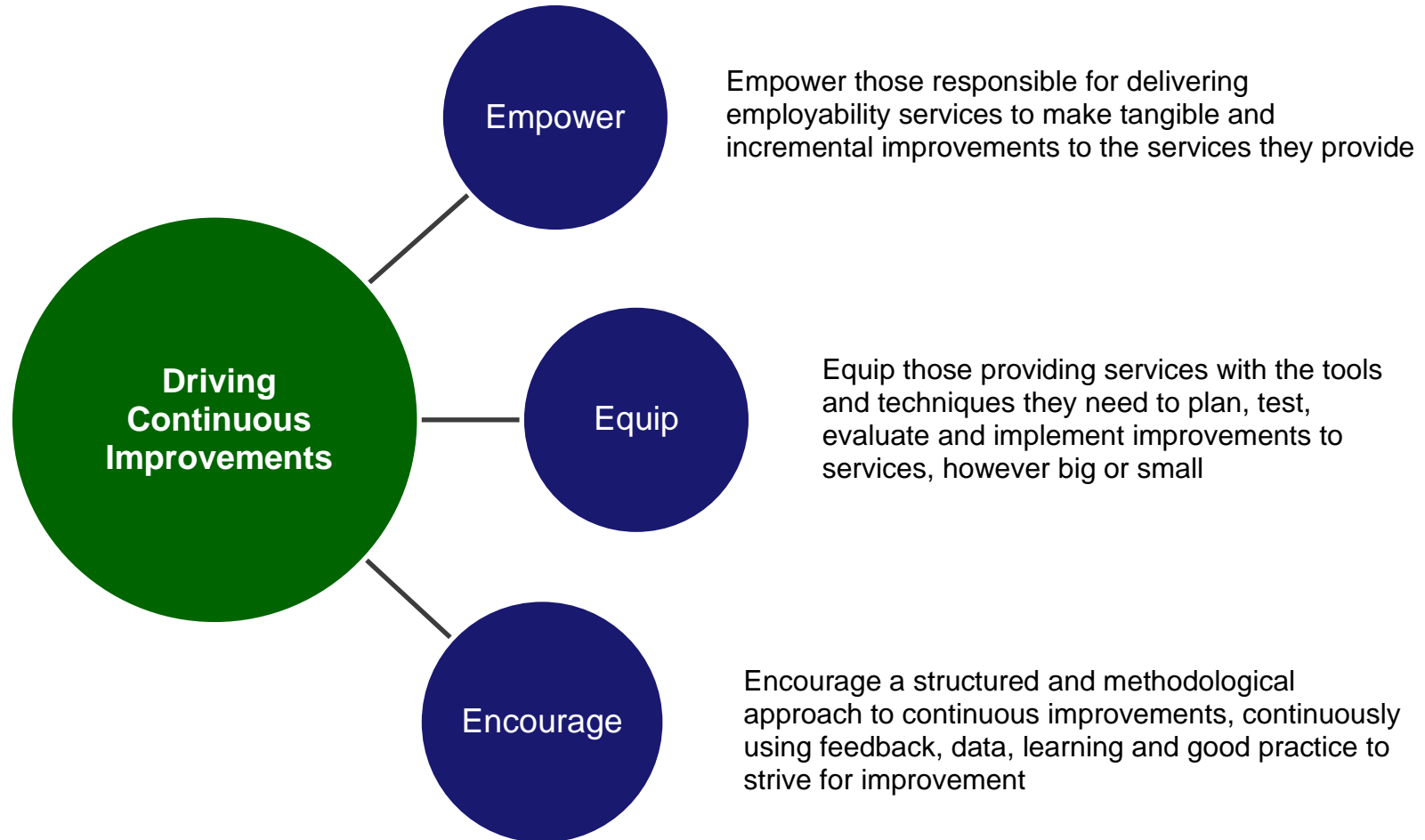
The resulting improvement plan can be accessed [here](#)

In addition to an annual self-assessment, analysis and evaluation process, the Orkney Employability Partnership will apply the principles of the national Continuous Improvement Tool Kit to collective decision making regarding local employability services.

- [Continuous Improvement Toolkit](#)

Recognising the effective processes already in place to deliver improvements to services, the purpose of the toolkit is not to override local approaches with a new, uniform approach, but to add value to existing good practice

This toolkit will hold three main functions in driving continuous improvement within employability related services, by *empowering*, *equipping* and *encouraging* those delivering services, as outlined below.



The Orkney LEP will use the principles detailed with the Continuous Improvement Toolkit [Continuous Improvement Toolkit](#) to identify and improve areas of need and improvement within the LEP and the wider local employability landscape.

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 [continuous-improvement-blank-self-evaluation-survey.docx \(live.com\)](#)
2. The [shared-measurement-framework-key-questions-paper.docx \(live.com\)](#) 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
5. **Develop a change ideas:** teams can collectively develop change ideas that could lead to improvements, testing these iteratively, to see if they do deliver improvements before being fully implemented. For each improvement aim statement, a 'driver diagram' will be developed. Blank template and further information on how to complete a driver diagram included in this [guidance document](#).
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](#) 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.

Vision, Mission, Aims, Objectives, Impacts

Vision

The partnership will;

1. Build on and embed the strengths and effectiveness of the LEP and existing local and national services, to better align funding and improve integration of employability services with wider support services to ensure that services are designed and delivered around the needs and aspirations of the individuals we work with and our local communities.
2. Establish, promote and increase awareness of the local employability services/provision and coordinated information sharing and action between strategic and delivery partners to meet the needs of the individuals we work with and local communities,
3. Improve employment/career opportunities and outcomes for individuals we work with, challenging work based inequalities, through equal access to education, training, learning and fair work, reducing unemployment and inactivity rates and increasing the skills of the workforce within the Orkney Islands Council area.
4. Increase income from employment for (low income) parents. This is one of the 3 key drivers of Child Poverty and one that the Orkney LEP will lead on.

Aims and Objectives

The Orkney Local Employability Partnership (LEP) will plan, coordinate, and deliver employability provision which supports individuals to progress towards fair and sustainable employment that suits their needs and that of the local community. Employability services are pivotal to avoiding the widening of social and economic inequalities and the LEP will work collaboratively by supporting those who are most vulnerable (please see priority groups). Local Employability Partners recognise the vital role that a range of organisations across the employability landscape play and are committed to protecting a diverse range of provision and ensuring that the right support is put into place at the right time for those who rely on these services.

The partnership 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 around the needs and aspirations of those using our services.

Objectives

- To drive forward and implement the shared ambitions and actions of No One Left Behind and the response to Covid -19 and Brexit to ensure the right support is available in the right way at the right time
- To use the [Scottish Approach to Service Design](#) to co-produce an all-age employability support service that is person-centred, more joined up, flexible and responsive to individual needs
- To involve service users throughout the process
- To co-ordinate information-sharing and action between strategic and delivery partners
- To utilise labour market statistics and available data to inform decisions, identify priorities and support an effective partnership response
- To co-ordinate resources to improve opportunities and outcomes
- To align as appropriate with regional and national approaches
- To align the delivery of various NOLB workstreams
- To support and engage employers in the development of employment provision and support

Developing and Delivering the Plan

The Orkney Local Employability Partnership will enable collective leadership and shared commitment across partners to effectively align and coordinate both local and national employability support in Orkney in line with the Local Outcome Improvement Plan and National Performance Framework.

The Partnership will take forward at a local level the actions from the No One Left Behind Delivery Plan based on the following principles which underpin the approach contained within the partnership agreement for employability agreed by Scottish and Local Government.

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

No One Left Behind aims to support those facing structural inequalities in the labour market. In order to deliver the principles, this plan will ensure connectivity with other local services and policy priorities aligned to the National Performance Framework. Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

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

Our Approach to Delivery

Orkney Local Employability Partnership are committed to embedding and meeting the commitments of 'Our Charter'.

The Charter has been co-designed with users of employability services and agreed by partners across the Public, Third and Private sectors. It establishes three commitments NOLB funded services will make to users:

1. A service that treats you with dignity and respect;
2. A service that works for you; and
3. A service that learns and improves.

[View the Charter here](#)

Delivery Infrastructure

A Strategic Commissioning Subgroup has been established to plan and agree local funding decisions and allocations to meet local needs. The Strategic Commissioning Subgroup will follow the same governance procedures as the LEP and will report all decisions back to the wider partnership as required. Local Authority procurement processes and procedures will be followed to ensure transparency and scrutiny of any agreed external commissioning opportunities. Members of the Strategic Commissioning Subgroup will be involved with all aspects of the procurement process including development of invite to tender documentation and assessment, scoring and approval of successful applications.

For further info regarding the procurement process please follow links below.

- [Procurement \(orkney.gov.uk\)](https://www.orkney.gov.uk/procurement)
- [Standard Terms and Conditions of Contracts \(orkney.gov.uk\)](https://www.orkney.gov.uk/standard-terms-conditions)

Use of the National Procurement Framework will be explored for specialist services/provision not available within the local community

Commissioning Subgroup Membership

SDS Local
Manager

OIC CLD and
Employability
Service Manager

OIC
Employability
Team Leader

DWP Local
Manager

TSI Voluntary
Action Orkney

Local Alignment and Integration

The Orkney LEP has representation from NHS Orkney, Kirkwall Job Centre Plus, Orkney Island Council Criminal Justice and Housing Services and relevant Third Sector partners to ensure alignment and integration of services, promote collective and shared responsibility for resources and reduce duplication and complexity in the local support offer.

Economic, Policy and Operational Context

Local Economic/Labour Market Profile

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Employment rate 82.4% (73.5% Scotland) ➤ Gender Employment gap 0.9% (Scotland 8%) ➤ Increase in positive school leavers destinations % School leavers in a positive destination 96.5% (95.5%) this has increased from 91.9% in 2019/20 ➤ Positive Pathways Group ➤ Good access to Further and Higher Education (3 campuses in Orkney) ➤ Strong and developing LEP working collectively at a strategic and service delivery level to deliver NOLB policy intent. ➤ High levels of sector specific networks that work together on identified priorities. ➤ Positive availability of work based learning (FA/MA/GA) and the provision is growing ➤ Employability and wider services are adaptable to meet local need. ➤ High levels of individuals volunteering within community. ➤ Wide range of volunteering opportunities available across the community to engage in. ➤ There is already a breadth of services established to support individuals progress towards learning/training and employment. 	<ul style="list-style-type: none"> ➤ High levels of children living in Child Poverty and concern this will increase due to predicted increased cost of living % of children living in poverty 22.7% (24.3% Scotland) ➤ Lots of new start up businesses do not continue ➤ High levels of micro businesses/ SME 82.8% of private sector business are SME (50.6% Scotland) ➤ High levels of seasonal/transient work Under employment rate 14.3% (8.1% Scotland) ➤ Higher percentage of low paid/ low skilled jobs % of people employed in SOC1 occupations 12.4% (8.9% Scotland) ➤ Recruitment is very challenging ➤ Local skills gap % of people with degree level qualification 38.2% (49.3 %) ➤ High level of temporary positions advertised ➤ Access to child Care provision % of children accessing childcare provision 22.1% (27.2% Scotland) ➤ High Cost of living and lower income levels Median weekly earnings based on FTE £565.20 (£622.00 Scotland) This is decreasing year on year. ➤ Poor transport links and reduced access for people on isles. ➤ Lack of housing/ accommodation. ➤ Young people migrating from the island ➤ Care Experience low attainment levels when leaving school ➤ Limited positive progression for young people requiring additional support resulting in a 'revolving door'

<ul style="list-style-type: none"> ➤ High levels of business start up and entrepreneurialism. % of people self employed 10.5% (8.4% in Scotland) ➤ Positive networks to support work, individuals and communities at various levels ➤ High levels of job vacancies ➤ Globally renowned renewables industry 	<ul style="list-style-type: none"> ➤ Prejudice/stigma re protected characteristics within some areas of the community and economy ➤ Limited understanding of the employability landscape within wider community and employers. ➤ Limited work experience opportunities for those out with education.
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> ➤ Sector specific courses being developed to meet local skills needs ➤ Opportunities to link with growing renewable industry ➤ Opportunities to link with Orkney Harbours and Offshore wind farm development. ➤ Increased opportunities to develop routes into/ advance within Care sector ➤ SDS Employer Engagement team opportunity for national team to work with more local SME/Social Enterprise etc to support business development. ➤ Develop work based learning opportunities increase apprenticeship opportunities across FA/MA/GA ➤ Wider skills agenda take this forward ➤ Promotion of more flexible recruitment and employment processes ➤ Our Islands Our Deal ➤ Development of OIC funded employment opportunities. ➤ Development of 'Carved Roles' for individuals with Learning Disabilities/Autism/Long term health conditions 	<ul style="list-style-type: none"> ➤ Older age profile loss of knowledge and skills through retirement. 54% of Orcadian population are over 45 (47% Scotland) ➤ Continued/increased migration of young people from Orkney ➤ Skills gap to meet specific/specialist roles ➤ People who require the most support potentially 'slipping through the net' ➤ Prejudice/ stigma negative community perceptions ➤ Increased levels poverty within community as cost of living increases. ➤ Funding uncertainty ➤ Capacity to deliver on outcomes ➤ Connectivity infrastructure to support digital advances ➤ Negative prolonged impact of COVID people further from employment than prior to pandemic. Increased need for higher levels of support and engagement ➤ Increasing number of people with mental health conditions. ➤ Challenges with re engaging with individuals and communities as we re adjust from COVID.

- Strengthening and developing of supported volunteering opportunities for individuals furthest from gaining employment.
- Wider promotion and implementation of Get Ready to Volunteer course.
- Embed collaborative approach to drive forward employability agenda locally and nationally through LEP
- Increased opportunities for digital ways of working to increase access.
- Development of work experience programme/qualification

Place Plan Priorities – Links to existing local priorities and plans

The LEP will have intrinsic, cross cutting reporting and delivery mechanism to relevant local and national plans and work towards place-based outcomes detailed within them. These include –

The Orkney Partnership Plan (LOIP): [orkney-community-plan-2021-23-inc-loip.pdf \(orkneycommunities.co.uk\)](#)

Local Child Poverty Action Plan:

Community Learning and Development Partners Plan: [CLD Partners Plan 2021 - 2024 \(orkney.gov.uk\)](#)

Orkney Children Services Strategic Plan: [Item 8: Childrens Services Plan \(orkney.gov.uk\)](#)

National Performance Framework: <https://nationalperformance.gov.scot/>

SDS Regional Skills Assessment: <https://www.skillsdevelopmentscotland.co.uk/media/45753/a-human-future-strategic-plan-2019-2022.pdf>

Community Justice Outcome Improvement Plan (CJOIP)

Evidence Led – Link to [local data dashboard](#) and narrative around local priorities evidenced by data and by user/stakeholder input. Include tables and gap analysis supporting prioritisation

Evidence is provided from a variety of public sources, collated and presented to the LEP to assist with community engagement, planning, commissioning, implementation, performance monitoring and continuous improvement. Additional information is also provided at service level where appropriate.

Current data sources include;

- Office for National Statistics: NOMIS – Official Labour Market Statistics
- The Local Authority Data Toolkit
- Skills Development Scotland: Participation Measurement, 16+ Data Hub & Regional Skills Assessment
- Orkney College
- DWP Stat Excel
- Local intelligence/insight captured from professionals working across the LEP

Indicator	National Data Set	Orkney Data	Scotland Data	Year	Relevant Actions
20 th Percentile Weekly Earning (Residence based, full time)					
Degree level Qualifications Rate		38.2	49.3	2020	
Underemployment Rate		14.3	8.1	2020	
Median Weekly Earnings (Residence based, full time)		569.2	622.0	2021	
% Children in Childcare		22.1	27.2	2019	
Families with Dependent Children eligible for Child Benefit (%)		96.1	92.5	2020	
Gross Value Added (£m)		560	147,333	2019	
GVA per hour worked (£)		32.4	34.4	2019	
Local LEP Identified Priority Areas					

% people with disabilities in employment	To be added	To be added		
Gender gap of quality employment	To be added	To be added		
Child Poverty	22.7	24.3	2020	
Care Experienced Sustaining Positive Destinations	71.4		2021	

The table below highlights national and local priority areas that the Orkney LEP will work towards and will be used during the annual monitoring and evaluation process to track progress against these.

Service Delivery

Supply and Demand Mapping

The Orkney LEP have completed an audit of local employability provision and mapped this to stages of the Employability Pipeline. This map can be found [Employability \(orkney.gov.uk\)](http://orkney.gov.uk/employability)

Service Delivery Priorities

Aligning to the Scottish Government’s No One Left Behind Delivery Plan the Orkney LEP will work collectively to deliver fairer and more inclusive communities where every person has an opportunity to reach their potential. The Partnership will prioritise individuals for which employment opportunities are harder to secure, adopting an equalities first approach ensuring that individuals from priority groups are not left behind and labour market inequalities are not reinforced.

Whilst it has been agreed by the partnership to work with individuals across all NOLB eligibility criteria, the partnership will work collectively using local and national data to identify priority groups and plan, coordinate and deliver provision to meet local need

Key Priority Groups

Service Delivery Requirements and Approach

16 24	25+
<p>Disabled young people. Young people with a learning disability/Autism Young people with long term health condition Care Experienced young people Disengaged from Education, Employment, Training (NEET) School Leavers with unconfirmed destinations Low Skilled. Young parents Young people with/or at risk of criminal convictions Young people from low income households</p>	<p>Disabled People Individuals with a Learning Disability/Autism Individuals with long term health condition Low Income Families & Lone Parents Long Term Unemployed People with a conviction (including CPO s) Low skilled Individuals who are/at risk of homelessness Individuals living in a jobless household Individuals is precarious work or underemployed</p>

The Orkney LEP have used a variety of local and national data and professional intelligence to complete local mapping of provision and gap analysis which has informed the LEP Delivery Plan 22-25. However due to annual funding allocations and restricted budgets the plan will prioritise actions for 2022/2023

Resource Requirements

At the time of writing this plan it must be recognised that although the document sets out the intentions for a 3 Year Delivery Plan the LEP is functioning on annual funding allocations. This makes future planning challenging.

NOLB phase 2 has brought about changes to how employability funding is allocated with a shift to local delivery and commissioning. The key difference in NOLB Phase 2 is the ceasing of both the Community Jobs Scotland and Employability Fund Programmes with funding now being directed to the local areas to meet local needs.

Scottish Local Government and Scottish Government signed a partnership agreement in 2018 to jointly commit around £60M each to local employability support. Alongside this is a commitment from the Scottish Government to a simplification of the grant funding approach and processes which in time will provide councils and LEPs with multi-annual funding and streamlined reporting.

The Scottish Government has confirmed that a total of £59.43m will be allocated to local authorities for 2022/23 for locally delivered employability services (including some LEP commissioned employability support). This does not include Fairstart Funding which is likely to come to LAs/LEPs from April 2023 as part of NOLB Phase 3.

The table below provides a break-down of this funding and the allocations for Orkney and how this compares with the funding available in 2021/22

Investment	National allocation 2022/2023	OIC allocation 2022/2023	Variance from 2021/2022
No One Left Behind	£15.64 million	£54,000	+£10,711
Parent Employability Support	£8.79 million	£82,000	+£1,000
Long Term Unemployed	£20 million	£50,000	Same pot over two years and fully committed
Young Person's Guarantee	£15 million	£59,000	£114,000
Total	£59.43 million	£245,00	£102,289

As the figures show Orkney has a significant reduction in funding allocation for 2022/23 despite the expectation to maintain and develop local employability services and manage any potential gaps in the transfer of Community Jobs Scotland and Employability Fund to local service delivery and governance structures.

The table below identifies agreed interventions and budget allocations across the Orkney LEP to meet local priorities identified with the plan. This is a one-year plan and details spend against the 2022/23 funding NOLB funding allocation. It is recognised that this is a working plan and may change if local priorities change or for unforeseen circumstance we must re-profile. In this instance the Commissioning Group will convene and consult and gain approval of wider LEP before actioning any changes.

Target Group	Intervention	Delivery Partner	Budget	Source of investment	Number of people worked with	Delivery Method	Outcomes expected
25+ Long Term Unemployed							Min 5 individuals 25+ and LTU will progress and sustain funded employment opportunity
YP with Care Experience Individuals with caring responsibilities Individuals with learning disabilities/ Autism Individuals with physical disabilities/long term health	Ring Fenced ERI's	OIC	£30,000	NOLB/YPG	5	In house	5 individuals in targeted groups will enter employment

condition/mental health condition Individuals in or at risk of entering criminal justice system							
Parents in identified priority groups	Enhanced EKW support to develop holistic IDP and support parents to enter/progress in fair and sustainable work	OIC	£53,600	PESF	20	In house	
Priority Groups across NOLB, PESF, YPG	Resources to deliver bespoke learning/training and accreditation to meet the needs of individuals to	OIC	£10,000	NOLB PESF YPG	50 individuals will engage with opportunities/projects/sessions/training to meet individuals needs	50	50 individuals will be supported through a range of bespoke/holistic opportunities to make positive progressions

Low income households Parents in priority groups	Income Max, Welfare support and Debt	CAB	£30,000	NOLB PESF YPG	50	External Provision	50 individuals/families will receive bespoke tailored

	management support. Financial Literacies						
Young People with care experience Individuals with a learning disability/Autism Individuals with a physical disability/long term health condition/mental health condition People in or at risk of becoming involved with criminal justice system.	Increase EKW capacity with a focus of sustaining positive progression	TBC	£40,000	NOLB PESF YPG	25 individuals will be supported to access and SUSTAIN supported work experience/employment.	TBC	

LEP							Associated
LEP Contingency Fund	TBC	OIC	£6,000	YPG NOLB	This will allow LEP to explore and meet any potential gaps in provision as we progress with work on draft	OIC	TBC and agreed by LEP

Performance Management and Reporting

Approach

Performance Indicators – *Detail the agreed performance indicators with reference to the Shared Measurement Framework. Outline the link to the Data and improved outcomes*

The Orkney Local Employability Partnership will use the agreed shared measurement framework to detail progress against agreed local priority areas, objectives and outcomes. This will detail

- partnerships reach,
- progress against agreed priorities
- skills attainment of service users,
- service users experience
- value of service for investment.

The partnership will gather and evidence this information using a variety of methods including national and local data dashboards, case studies, service users' feedback and financial profiling and evaluation tools.

This information will be monitored and evaluated by the partnership during quarterly reviews and reported during regular Scottish Government reporting cycles together with annual LEP review and reporting to Community Planning Partnership.

The Orkney Local Employability Delivery Plan will be monitored, reviewed and evaluated on a quarterly basis across the partnership and progress against agreed priorities recorded.

Service Delivery Requirements and Approach

Aims and Outcomes

1. Build on and embed the strengths and effectiveness of the LEP and existing local and national services, to better align funding and improve integration of employability services with wider support services to ensure that services are designed and delivered around the needs and aspirations of the individuals we work with and our local communities.

2. Establish, promote and increased awareness of the local employability services/provision and coordinated information sharing and action between strategic and delivery partners to meet the needs of the individuals we work with and local communities,
3. Improve employment/career opportunities and outcomes for individuals we work with, challenging work-based inequalities, through equal access to education, training, learning and fair work, reducing unemployment and inactivity rates and increasing the skills of the workforce within the Orkney Islands Council area.
4. Increase income from employment for (low income) parents. This is one of the 3 key drivers of Child Poverty and one that the Orkney LEP will lead on.

Actions

Young Persons Guarantee

By 2023 all children and young people (16-24 year olds) will have the opportunities and support to be engaged in education, training, an apprenticeship, employment or volunteering, based on individualised goals and ambitions (with a particular focus on care experienced and disabled young people)

Priority Groups: Disabled Young People, Young People Autism/Long term health condition, Young People with Care Experienced, Disengaged from Education, Employment, Training (NEET), School Leavers with unconfirmed destinations, low skilled, young parents, Young People with/at risk of criminal convictions, Young People from low income families.

No	Action	Stage(s) of Pipeline	Priority Group(s) Customer Cohort	Organisation/ Service	Sub Action	Measurement	Timescale	Status
1.1	Contribute to the increase in positive destinations for school/college leavers		All Priority groups	SDS Transition Planning group	Quarterly transition meetings with Secondary Schools	SLDR Increase in Positive Destinations locally	2022- 2025 (Continuous)	Established - ongoing
1.2	Provide dedicated 16–24-person		All Priority Groups	CLD Connect JCP	All young people engaging with EKW support will have IDP	Number of YP engaged	2022- 2025 (Continuous)	Established - ongoing

	centred employability key worker provision			Employability Orkney SDS CLD Delivery Partners.	to meet individual needs Development of safe, informal space for customers to engage with a wide range of employability support to meet their needs when they are ready for it.	Number of positive progressions (13, 26, 52 weeks) Development and opening of partnership Employability Hub.		
1.3	Provide additional dedicated provision for young people with learning disabilities/ /autism/long term health condition		Young people with learning disability/autism/ long term health condition	CLD OHAC OHAC	Establish enhanced dedicated in work support for young people with learning disabilities/autism/long term health conditions Develop clear and accessible pathways to support uptake of Access To Work funding to increase in work opportunities Establish 'carved roles' within OIC.	Increased number of supported work opportunities Increase in number of individuals with Learning Disabilities/Autism/ Long term health condition in work Decrease in disability employment gap Number of carved roles established	2022- 2025 (Continuous)	To develop
1.4	Early intervention for		Economically inactive	CLD Connect	Development of bespoke informal	Decrease in the number of	2022- 2025	Established-ongoing

	young people at stages 1 and 2 of employability pipeline to re-engage in wider opportunities and improve health and wellbeing and transferable skills.		young people. Parents < 25 Lone parents Parents from low-income households	CLD PESF CLD	learning programmes/opportunities Youth Work - Personal development courses to enhance confidence, motivation, self-esteem, transferable skills Development of partnership young parents' group. Development of sessions to meet needs identified by young people attending Confidence to cook Group volunteering Financial Education Health and wellbeing Accredited courses etc. Promotion of youth accreditation award programme	economically inactive young people Numbers of young people engaging in programmes Increase in positive progression along employability pipeline. Evaluation data from projects and IDP's Increase in youth accreditation	(Continuous)	
1.5	Increase access to and engagement with volunteering		All Priority Groups	VAO	Delivery of Get Ready to Volunteer to young people out with education	Increased number of young people engaging in	2022- 2025 (Continuous)	To develop and embed

	opportunities within the wider community.				Develop supported volunteer opportunities for individuals and groups Promotion of SALTIRE Awards within priority groups.	volunteering opportunities Increase in positive transitions to sustained volunteering groups Increased numbers of young people in priority groups achieving SALTIRE Award		
1.6	Welfare rights/income max and debt support provision to increase household income		16–24-year-olds Young parents <25	VAO CLD	Explore funding options for continuation of direct referral to welfare rights/income max and debt support Development of financial education programme	Number of people accessing support Increase number of individuals accessing benefit entitlement Increase in median household income		
1.7	Development of work based learning progression		All Priority groups.	Orkney College UHI	Development of accredited work experience college programme in	Increase in positive progressions to fair and	Sept 2022 – ongoing	To be developed.

	routes to reduce revolving door			SDS	collaboration with local employers	sustainable work		
				DYW	Develop and embed pathways planning process for individuals leaving college	Reduced numbers of economically inactive young people		
					Development of SQA Work Placement Unit qualification within secondary schools	Increased number of individuals gaining accredited qualifications.		

No One Left Behind (25's +)

To improve the engagement access and opportunities to training and employment support for priority groups 25+

Priority Groups: Disabled People, People with a Learning Disability/Autism/Long term health condition, Low Income Families & Lone Parents, Long Term Unemployed, People with convictions including CPO, Low skilled, Individuals who are/at risk of homelessness, individuals living in a jobless household, Individuals in precarious work or underemployed

No	Action	Stage(s) of Pipeline	Priority Group(s) Customer Cohort	Organisation/ Service	Sub Action	Measurement	Timescale	Status
2.1	Early intervention for 25+ at stages 1 and 2 of employability		All Priority Groups	Criminal Justice Community Justice	Development of partnership project with Criminal Justice and Community Justice Services	Decrease in the number of economically inactive individuals	March 2023	To develop

	pipeline to re-engage in wider opportunities and improve health and wellbeing and transferable skills.		Criminal convictions	CLD	Bespoke CLD programmes to meet needs of individuals referred – Bike Project, free informal learning course, confidence to cook, financial education sessions etc.	Number of programmes delivered	2022- 2025 (Continuous)	To develop
				VAO	Develop volunteering opportunities for community justice groups or individuals	Numbers of individuals engaging in programmes Increase in positive progression along employability pipeline Evaluation data from projects and IDP's		
2.2	Provide dedicated 25 + person centred employability key worker provision		All Priority Groups 25+ individuals' disability/autism/ long term health condition	CLD FairStart CLD OHAC	All individuals engaging with EKW support will have IDP to meet individual needs Provide additional dedicated provision for individuals with learning disabilities/ /autism/long term health condition Establish 'carved roles' within OIC and partners.	Number of individuals engaged Number of positive progressions (13, 26, 52 weeks) Data from IDP's Number of people with Learning	2022- 2025 (Continuous)	Ongoing

						Disabilities/Autism/ Long term health condition in work Decrease in disability employment gap Number of carved roles established		
	Support parents to enhance skills and career progression options, increasing family income		Low-income families/ employed parents Lone parents	CLD PESF support	Development of bespoke development programmes to support improved personal outcomes and positive progressions towards employment	Number of individuals engaged with service Increased levels of employment Number of sustained positive progressions Number of qualifications gained Programme evaluation data	March 2023	Progressing
2.3	Upskill parents to become childminders to increase		Individuals from Low-income households	CLD PESF	Development and implementation of partnership Child Minding course with	Increased number of local registered child minders	March 2023	Progressing

	provision to support parents to access fair and sustainable employment.		Parents in precarious work/ Underemployment. Lone parents.		SCMA and local partners to support increase in individuals able to offer childcare provision.	Number of qualifications gained Increased household income through employment of participants		
	Provide employability support services for those underemployed or in precarious employment within the labour market		Parents in precarious employment/ Underemployment. Low Income Parents.	CLD PESF SDS	PESF Support Services Marketing action? Re SDS and Skills for Growth	Decrease in underemployment Increase in median weekly income locally Decrease in Child Poverty % Uptake of Skills for Growth Scheme	March 2025	To develop
2.4	Provide adult learning opportunities to support numeracy/literacy/		All Priority Groups	CLD	Provide bespoke/holistic learning opportunities to develop basic literacy/numeracy/digital skills required to	Increase levels of literacy/numeracy and digital skills	March 2023	

	digital skills development and increase attainment levels			VAO	make positive future transitions towards employment	Increased academic attainment		
				Orkney College UHI	Use of CBAL funding to provide learning opportunities for those in the priority groups	Increase in adults gaining accredited quals	March 2025	
				Orkney College	Develop/promote opportunities to support individuals increase academic attainment	Clear, coordinated and supported pathways into sector specific roles		
					Develop sector specific entry level courses to support individuals progress towards fair and sustainable work and meet local skills demands	Decrease in local skills gap		
2.5	Increase access to and engagement with volunteering opportunities within the wider community.		All Priority Groups	VAO	Delivery of Get Ready to Volunteer to 25+ individuals in priority groups	Increased number of individuals within priority groups engaging in volunteering opportunities	March 2023	
					Increased individual and group supported volunteering opportunities	Increase in positive transitions to	2022 – 2025 ongoing	

					Development of Adult Volunteering Award	sustained volunteering Number of Adult Volunteering Awards achieved	March 2024	
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Maximise employer engagement, job creation initiatives and access to fair work								
No	Action	Stage(s) of Pipeline	Priority Group(s) Customer Cohort	Organisation/ Service	Sub Action	Measurement	Timescale	
3.1	Maximise job creation/ERI opportunities for people in identified groups		Targeted groups to be decided	CLD	Recruitment of Employer Engagement Officer % ERI's for targeted groups – Care Experience YP, Individuals with a Learning Disability/Autism/Long Term Health condition Individuals in/at risk of becoming involved in criminal justice system Work collaboratively across LEP	Number of individuals engaged with ERI's Number of individuals making positive progression to employment through ERI Number of LTU placements created and appointed to Number of OIC Kickstart	2022-2025 ongoing March 2023 March 2024	Embedding provision.

					to deliver LTU job creation initiatives for the 25+	placements created		
					Work collaboratively to support individuals in priority groups into OIC funded employment opportunities	Number of individuals who sustain fair work 12/26/52 weeks	October 2022	
					Continue to work with internal OIC colleagues to deliver Kickstart placements across a variety of OIC teams	Decrease in unemployment Reduction in disability employment gap		
3.2	Increased awareness and uptake of Apprenticeship programmes in local economy.		All Priority groups	CLD DYW SDS	Recruitment of Employer Engagement Officer	Number of employers provided with information on Apprenticeships	2022-2025 ongoing	Ongoing
					Collaborative promotion of Apprenticeship routes to employers	Increase in number of FA/MA/GA opportunities offered by employers and taken up by individuals.		To develop
					Promotion of local Apprenticeships with priority groups and key influencers.			

					<p>Promotion of all age Apprenticeship opportunities</p> <p>Development of awareness raising campaign to promote gender equality within Apprenticeship opportunities</p>	<p>Decrease in the gender employment gap</p>		To develop
3.4	<p>Increase employer knowledge and uptake of opportunities/schemes available locally and nationally to offer employment /work experience/volunteering opportunities.</p>		<p>Employers All Priority groups</p>	<p>DYW Employment Engagement Officer</p> <p>OIC HR</p>	<p>Develop collaborative mechanisms for engaging with employers to promote all age opportunities</p> <p>Referral of employers to relevant partners in relation to apprenticeships and/or other key Government initiatives</p> <p>Encourage and increase employer commitment to the Young Person's Guarantee, increasing employment, training and volunteering opportunities</p> <p>Develop and embed processes for delivering/monitoring and evaluating work experience</p>	<p>Number of employers engaged with opportunities / schemes</p> <p>Design and implementation of collaborative promotional materials</p> <p>Number of employers referred to partners</p> <p>Number of local employers signing up to Young Person's Guarantee</p> <p>Number of collaborative events</p>	<p>2022-2025 ongoing</p>	To develop

				VAO	<p>opportunities across OIC</p> <p>Collaborative promotional campaign</p> <p>Collaborative Employer Engagement events</p> <p>Develop volunteer opportunities with employers for all age groups</p>	<p>Increase in new positive transition opportunities developed within the locality</p>		
3.5	Increase transitional/extended in-work support to meet individual needs and support sustained positive progressions to fair work		All priority groups	OIC OHAC	<p>Provide bespoke, holistic ongoing in work support to those who require it to maintain initial positive progressions into fair work</p> <p>Provide tailored work-based support to employers to manage and maintain supported work placement/employment and progress towards increased independent working</p>	<p>Increase in individuals sustaining initial positive destination</p> <p>Decrease in disability employment gap</p>		
3.6	Work collectively to challenge		All priority groups	Inclusion and Diversity Subgroup	Plan/coordinate the design and delivery of Employment Rights	Development and dissemination of	March 2023	Ongoing

	<p>stigma/inequalities within the local economy and promote fair work practices across the LEP</p>			<p>Ec Dev DWP</p> <p>DYW</p>	<p>and Responsibilities pack and associated campaign.</p> <p>All funded Job Creation opportunities delivered will target underrepresented groups/ protected characteristics etc and meet fair work principles</p> <p>Collaboratively promote –</p> <ul style="list-style-type: none"> • Real Living Wage • Disability Confident status • Access to work support <p>Publicity / case studies developed on positive work placements experiences</p> <p>Increase work-based learning and employer engagement with those who would benefit the most</p>	<p>Employability Rights and responsibilities resources</p> <p>Characteristics of participants accessing funded opportunities</p> <p>Increased number of employers offering RLW</p> <p>Increase in Disability Confident employers</p> <p>Increase uptake of Access to Work provision.</p>	<p>2022-2025 ongoing</p> <p>March 2025</p>	<p>Ongoing</p> <p>To develop</p>
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3.7	Ensure opportunities associated with the Islands Deal are utilised for the benefit of those who fit the NOLB criteria and that projects work to the principles of fair and sustainable work		All priority Groups	HIE	<p>Promotion of Fair Work principles within Island Deal contracts</p> <p>Promotion of employment/work experience/volunteering opportunities for priority groups within Island Deal projects</p>		2022-2025 ongoing	
3.8	Explore opportunities to commission updated Local Skills Analysis report to inform future work of LEP			SDS	<p>Identify who is responsible for skills agenda locally and how this aligns with the work of the LEP</p> <p>Explore options to commission updated plan</p> <p>Explore funding options for this piece of work</p>	Completed Local Skills Analysis report	March 2024	

Work Collaboratively to plan, design, implement, monitor and review local employability services, aligning to the wider Orkney LEP Delivery Plan evaluation process, NOLB strategy and wider integrated policies

No	Action	Stage(s) of Pipeline	Priority Group(s) Customer Cohort	Organisation/ Service	Sub Action	Measurement	Timescale	
4.1	Improve accessibility to services by establishing a joined up 'no wrong door' approach across employability support services, stakeholders and partner organisations		All Priority Groups	LEP SDS DWP	Develop and implement a collaborative communications plan including targeted marketing of priority groups CIAG: Continue to deliver careers information, advice and guidance services which includes signposting individuals to the appropriate employability support service Continue to deliver employment support/advice and guidance which includes signposting/referring individuals to appropriate employability support services.	Comms plan designed and implemented Collaborative events and leaflet to promote LEP and local employability services SDS User stats	March 23	Subgroup established

4.2	The partnership will build on the strengths of existing national and local services, to better align funding and improve the integration of employability services to ensure that services are designed and delivered around the needs and aspirations of those using our services		All Priority groups	LEP	<p>Develop and implement delivery plan and review/monitoring process</p> <p>Continue to action and review LEP self-improvement plan, undertaking fresh self-improvement survey annually</p> <p>Identify available funding across the partnership and consider joint resourcing activity towards joint outcomes</p>	<p>Finalise and implement plan</p> <p>Number of jointly resourced activities</p> <p>Self-evaluation review</p> <p>Number of jointly funded projects</p>	Apr 22 – Mar 25	
4.3	The Partnership will commit to undertake training regarding the implementation of Scottish Approach to Service Design (SAAtSD), Shared Measurement Framework and Continuous Improvement Toolkit.		LEP & Wider Stakeholders	LEP	<p>SG, Improvement Service & SLAED People Group will provide training workshops and webinars, LEP Chair to ensure effective communications of workshops and links to information etc</p> <p>Increase service user involvement in all aspects of service design and delivery to meet local needs</p>	<p>SG communication</p> <p>Number of participants on joint training events/workshops</p>	Apr 22 – Mar 25 March 2023	

					<p>Establish a 'lived experience' panel</p> <p>Research project to find out views of current service provision and how to improve future provision</p> <p>Co-production of future renditions of the LEP plan, which will be a live document reviewed and updated annually</p> <p>Lived experience panel involved in procurement, review and evaluation of future provision across the local authority.</p> <p>Use of Hanlon across partnership for collaborative approach to measuring outcomes, impact and inform continuous improvement.</p>	<p>Establishment of a 'lived experience panel</p> <p>Research report with defined outcomes</p> <p>Evaluation data from 'lived experience' panel</p> <p>Q Collaborative data reports from Hanlon</p> <p>Self-evaluation report</p> <p>Updated LEP Plan</p>	<p>October 2023</p> <p>March 2024</p> <p>March 2024-25</p>	
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4.4	Continue to action and review LEP self-improvement plan, undertaking fresh self-improvement surveys annually.		Local Employability Partners	LEP	Standing Agenda Item re review self-improvement actions	Self-improvement plan updates	2020 - 2025	Ongoing
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