

Governance, Risk and Best Value Committee

10am, Tuesday, 7 May 2019

Capital City Partnership: Progress Update – referral from the Housing and Economy Committee

Item number	8.5
Executive/routine	
Wards	
Council Commitments	

1. For Decision/Action

- 1.1 The Housing and Economy Committee has referred the attached report to the Governance, Risk and Best Value Committee for consideration.

Laurence Rockey

Head of Strategy and Communications

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Referral Report

Capital City Partnership: Progress Update

2. Terms of Referral

- 2.1 The Housing and Economy Committee on 21 March 2019 considered a report which set out the good progress that had been made against the objectives and targets detailed within the SLA between the Council and CCP as part of the multi-partner services that had been established under the auspices of the local Jobs Strategy (Joined up for Jobs).
- 2.2 The report also highlighted the ongoing changes in the strategic and operational employability environment at national and local level that would require the Economic Service (as client department) to keep the terms of the SLA under review and adapt if necessary to ensure good strategic fit with local need and value for money for the Council.
- 2.3 The Housing and Economy Committee agreed:
 - 2.3.1 To note the progress being made by Capital City Partnership (CCP) against their Service Level Agreement (SLA) objectives and targets.
 - 2.3.2 To note that changes in the strategic and operational landscape at national and local level (e.g. Edinburgh Economy Strategy, City Region Deal, Scottish Government Employability Services) that may require updates to the SLA with CCP.
 - 2.3.3 To refer the report to the Governance, Risk and Best Value Committee for its consideration.

3. Background Reading/ External References

Minute of the Housing and Economy Committee 21 March 2019.

4. Appendices

Appendix 1 - report by the Executive Director of Place

Housing and Economy Committee

10.00am, Thursday, 21 March 2019

Capital City Partnership: Progress Update

Item number
Executive/routine
Wards
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1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 note the progress being made by Capital City Partnership (CCP) against their Service Level Agreement (SLA) objectives and targets;
 - 1.1.2 note that changes in the strategic and operational landscape at national and local level (e.g. Edinburgh Economy Strategy, City Region Deal, Scottish Government Employability Services) that may require updates to the SLA with CCP; and
 - 1.1.3 Refer the report to Governance, Risk and Best Value committee for their consideration.

Paul Lawrence

Executive Director of Place

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Capital City Partnership: Progress Update

2. Executive Summary

- 2.1 This report sets out the good progress that has been made against the objectives and targets detailed within the SLA between the Council and CCP as part of the multi-partner services that have been established under the auspices of the local Jobs Strategy (Joined up for Jobs).
- 2.2 It also highlights the ongoing changes in the strategic and operational employability environment at national and local level that will require the Economic Service (as client department) to keep the terms of the SLA under review and adapt if necessary to ensure good strategic fit with local need and value for money for the Council.

3. Background

- 3.1 The CCP is an Arm's Length External Organisation (ALEO) with charitable limited liability company status that is wholly controlled by the City of Edinburgh Council.
- 3.2 Its activities are governed by its Memorandum and Article that enable it:
 - 3.2.1 to relieve poverty by the introduction of measures designed to alleviate unemployment and give access to employment;
 - 3.2.2 to advance education by the provision of training and educational opportunities and assist the participants to find work;
 - 3.2.3 to advance mental and physical health;
 - 3.2.4 to provide recreational facilities and organise recreational activities available to members of the public improving their conditions of life;
 - 3.2.5 to relieve those in need by reason of age, ill-health, disability, financial hardship or other disadvantage;
 - 3.2.6 to advance environmental protection and improvement and provide public amenities;
 - 3.2.7 to advance citizenship and community development; and

3.2.8 to promote, establish, operate and/or support other similar schemes and projects which further charitable purposes.

3.3 The specific services that CCP provides to the Council in return for its core funding are detailed in a SLA, which was reviewed, updated, and renewed by Housing and Economy Committee on [18 January 2018](#) (appendix 1).

4. Main report

4.1 The CCP is an ALEO with charitable limited liability company status that is wholly controlled by the Council.

4.2 Its focus is on supporting the development of a more inclusive labour market, working in collaboration with the Economic Development, Employability and Talent Development team and other partners to maximise the impact of its activities on the city.

4.3 The SLA that governs the relationship between the Council and CCP requires the provision of services to the Council in three areas:

4.3.1 Partnership and Leverage: Supporting the city's jobs partnership, [Joined up for Jobs](#) (JUFJ), and securing leverage that adds value to Council investment.

4.3.2 Performance Management: Putting in place a performance management service to ensure Council contracts and grants managed by CCP deliver good value.

4.3.3 Quality Assurance: Putting in place systems to verify the collective impact and quality of services to inform targeting and future development.

4.4 To date progress against the SLA commitments (see Appendix) have been good and the key successes are outlined below.

Partnership and Leverage

4.4 The CCP has provided support and the secretariat role for Joined up for Jobs partnerships structures including the strategy group (key funding agencies), the providers' forum and allied working groups, with the aim to support collaboration and continuous improvement.

4.5 An annual survey and series of workshops with stakeholders, service providers and service users to help determine areas for improvement are currently underway. The results of this will be collated and available in March 2019.

4.6 CCP has continued to successfully attract external funding to add value to the Council core investment and complement its own external income raising activity.

4.7 Since 2016 the company has secured £2.3 million (Equivalent of £753K per annum when adjusting for multi-year funding agreements) and is therefore currently ahead of target.

- 4.8 The company has also been actively working with other Edinburgh and South East Scotland (ESES) City Region Deal Partners (including Economic Development Teams, universities and colleges and national agencies) on developing the seven projects detailed within the Integrated Regional Employability and Skills (IRES) Programme, with a focus on the Intensive Family Support Service, Integrated Employer Engagement and Integrated Knowledge Management Systems projects.
- 4.9 These projects are expected to move into implementation phase during 2019/2020 and be developed and embedded over the next eight years.

Performance Management

- 4.10 The company has maintained regular oversight of managed contracts undertaking over 40 audit and compliance visits and providing quarterly reports to the Economic Development team as their client department.
- 4.11 Between April 2017 and December 2018 managed contracts have recorded 6,495 new client engagements and 4,947 verified positive outcomes. Of these outcomes 1,233 were job outcomes.
- 4.12 The current set of contracts and agreements being managed by CCP are as follows:
- 4.12.1 All in Edinburgh: Support Employment Service for people with a disability or enduring health condition;
 - 4.12.2 Employability Hubs: targeted employability support for regeneration areas;
 - 4.12.3 Encompass: Specialist employability support for individuals with complex needs (e.g. Homeless, Ex-offenders, History of substance misuse);
 - 4.12.4 Childcare for Working Parent: subsidised childcare places for low income parents within regeneration areas; and
 - 4.12.5 Third party grant agreement: small community based grant agreement to provide employability services.
- 4.13 The profile of these engagements were as follows:
- 4.13.1 43% were female;
 - 4.13.2 34% unemployed 12 months or more;
 - 4.13.3 58% from communities with a high proportion of residents in poverty (40% from 20% most deprived geographies in Scotland, SIMD 2016);
 - 4.13.4 25% had mental health issues;
 - 4.13.5 14% had a disability;
 - 4.13.6 11% had a criminal conviction;
 - 4.13.7 5% of the new engagements had a history of substance abuse;
 - 4.13.8 5% as low income employed; and
 - 4.13.9 3% looked after young person.

- 4.14 In addition to the management of third party contracts the company has directly managed and supported development of the Recruitment and Skills Hubs at Fort Kinnaird and St James, working on behalf of the private and Local Authority funding partners to maximise the benefit for disadvantaged citizens.

Quality Assurance

- 4.15 To ensure quality, CCP has undertaken 40 audit visits to funded services so far during 2018/2019. The audit process has identified that 97% of the services are fulfilling the contractual requirements in relation to data reporting and retention as follows:
- 4.15.1 a mandatory awareness raising/training session is being planned for providers to highlight common issues identified during the audit process. This will be followed up by individual support for new contractors if necessary; and
 - 4.15.2 the CCP has also launched a new Integration Charter Award to promote best practice across the network.
- 4.16 This charter has six commitments that have been developed in consultation with partner organisations and Joined Up for Jobs Forum service providers. These are:
- 4.16.1 keeping information relevant and up to date for providers and service users;
 - 4.16.2 ensuring services are joined up so service user referrals are appropriate to their individual needs;
 - 4.16.3 demonstrating continuous assessment of service user needs throughout their engagement with providers;
 - 4.16.4 actively promoting best practice across the network;
 - 4.16.5 investing in people that provide services; and
 - 4.16.6 having an awareness of employer needs to achieve positive outcomes for service users.
- 4.17 The intention is to eventually make this award mandatory across funded providers if it proves successful maintaining standards.

5. Next Steps

- 5.1 There has been steady and good progress against the objectives and targets set in the SLA and work is ongoing to maintain this performance and identify areas for improvement.
- 5.2 The new Economic Strategy sets out a renewed ambition for the city and the ESES City Region Deal and its IRES Programme will be looking at new ways of working and opportunities to add value to Council investments.

- 5.3 Additionally, there are emerging changes to the Scottish Government's approach to employment services (No one Left Behind) that include strengthen partnership arrangements with local government that may change the way national employability services are delivered in the city.
- 5.4 Collectively these developments may require significant adjustments to the services or targets set out in the SLA (2018-2021) to ensure it remains aligned with policy and strategy objectives and maximises value to the funding partners.
- 5.5 If it is viewed necessary to make significant adjustments to the SLA then a revision to the SLA will be prepared for consideration by the committee.

6. Financial impact

- 6.1 The SLA commits to a £387,000 revenue support per year to cover the core staffing and accommodation cost of the organisation, plus a further £260,000 contribution to the running costs of the directly delivered projects (e.g. Fort Kinnaird and St James Development) and partnership support structures.
- 6.2 Other revenue funding provided is to cover the cost of contracts procured by the Council passed to the company to performance manage.
- 6.3 The company also manages contracts with external bodies for which it recoups any additional costs incurred.
- 6.4 Since 2016 the company has secured £2.3 million (Equivalent of £753K per annum when adjusting for multi-year funding agreements) to supplement the core investment in employability services.
- 6.5 The financial commitments detailed in the SLA are agreed for the 2018/2019 and indicative for the remaining years. The SLA and financial contribution of the Council will be subject to decisions made in the Council's annual budget process.

7. Stakeholder/Community Impact

- 7.1 The requirements within the SLA have been updated to reflect current agreed practice associated with Council arms-length companies and new obligations on the Council under recent legislative changes e.g General Data Protection Regulation (GDPR).
- 7.2 Quarterly meetings are held with the Chief Officer to discuss SLA progress and ensure alignment with work directly being undertaken by the Economic Development team.

8. Background reading/external references

- 8.1 Capital City Partnership Service Level Agreement report to Housing and Economy Committee [18 January 2018](#).
- 8.2 Joined up for Jobs website <http://www.joinedupforjobs.org.uk/>
- 8.3 Edinburgh Economy Strategy [7 June 2018](#)
- 8.4 Integrated Regional Employability and Skills programme business case, Edinburgh and South-East Scotland City Region Deal Joint Committee [17 December 2018](#)
- 8.5 No One Left Behind: next steps for employability support, Scottish Government, March 2018, <https://www.gov.scot/publications/one-left-behind-next-steps-integration-alignment-employability-support-scotland/>

9. Appendices

- 9.1 Appendix 1 – Extract of Services and KPI's from CEC/CCP SLA 2018-21
- 9.2 Appendix 2 - Progress Report by Capital City Partnership.

Appendix 1 – Extract of Services and KPI's from SLA 2018-21

Schedule 1 The Services

The Services comprise the following:

1 Effective Partnerships, Relationships, and Leverage

- 1.1 The development of the “Joined up for Jobs” (JUFJ) jobs and progression partnership to supports the implementation of the City Vision, Economic Strategy, and the Strategic Skills Pipeline. This includes the provision of a partnership secretariat.
- 1.2 The provision of information, analysis and support to partners to encourage them adapt individual or joint delivery arrangements to better match city need and opportunity.
- 1.3 Working jointly with Economic Development on evidence-led policy, strategic and operational development including pulling together responses to policy consultations where appropriate.
- 1.4 Identify and secure financial or in-kind contributions that add value to the Funders investment, or enable financial savings to be realised with minimal loss in impact.

2 Performance Management Service

- 2.1 Where required, the negotiation, commissioning, sign off, and adaptation of projects and services on behalf of the Funder. This includes creating consortia, multi-agency funding packages, undertaking due diligence, target setting, and agreeing financial payment arrangements.
- 2.2 Putting in place a performance management service (integrated with any cross-partner processes advised by the funder) to oversee projects or services passed to the Recipient by the Funder (or co-funding partners) that drives good progress against targets and delivers excellent value for money
- 2.3 Monitoring, auditing, and evaluating projects or services managed on behalf of the Funder to ensure good quality and well targeted services, compliance with any rules and regulations to mitigate any financial risks or reputational damage, and where applicable the recovery of any overpayments.
- 2.4 Managing and developing the city's Employer Engagement Hubs (currently the Airport RC, Fort Kinnaird RSC, and St. James) to; build better relationships with key industries, create effective public/private delivery structures, maximise the community benefits realised from developments, and unlock good job opportunities for citizens.

3 Quality Assurance & Communications

- 3.1 Putting in place processes and systems to track and verify the impact and quality of services (including feedback from beneficiaries, employers, providers, and other stakeholders) and making this data and any analysis readily available to the Funder.

- 3.2 Providing a cross-cutting client management system (“Caselink” or any successor system) to support effective performance management and improved joint working across services. Working with Economic Development to ensuring that data scope and analytical functionality is fit for purpose, there is high level of data accuracy, and measures are put in place to comply with any legal obligations (e.g. GDPR).
- 3.3 Developing and implementing, in conjunction with Economic Development, joint communication, marketing, and quality assurance tools including common branding, Funder acknowledgement boilerplates, the Joined up for Jobs website, service directory and noticeboard, and JUFJ customer charter schemes.

Schedule 4 Key Performance Indicators

The performance of the Services shall be in accordance with the following Key Performance Indicators (“KPI”s)

Indicator	Target	Timeframe	Source
KPI 1: Delivering Effective Operational Partnerships and Relationship			
a) Stakeholder satisfaction with services provided and effectiveness of the partnership.	90% Very satisfied	Annual	Stakeholder feedback survey
b) External leverage (cash and in-kind) secured by the Recipient to add value to the Funders Investment or help deliver on savings targets	£2,000,000	Cumulative over three years	Progress reports Financial Reports and Audited Accounts
KPI 2: An Effective Employability Performance Management Service			
a) Service are well targeted at agreed priority groups	90% of active clients are from target groups	Annual	Verified client records and audit trails
b) Cumulative engagement, progression, and outcome targets are achieved.	Over 90% of agreed volumes delivered	Annual	Progress reports
c) Client supported into work sustain employment for at least 6 months	60% sustain employment for 6 months or over	Annual	
d) Clients supported into jobs or progress in-work are paid the living wage level or above	60% earning living wage 6 months after employment (without subsidy)	Annual	

Indicator	Target	Timeframe	Source
e) Projects and services comply with the associated terms, conditions, rules, and regulations.	100% compliance demonstrated	Annual	
KPI 3: Quality Assurance and Communications			
a) Client satisfaction with scope and quality of service received and the positive impact made.	90% Very satisfied	Annual	Customer and Stakeholder feedback survey.
b) High level of data completeness and accuracy maintained on client and other project records	95% of records are accurate and contain all the data required to satisfy funding and operational commitments	Ongoing	Sample checks and audits of client records Funder and European Social Fund Rules and Regulations

Appendix 2 - Progress Report by Capital City Partnership

Progress against Capital City Partnership SLA Targets

KPI 1: Delivering effective operational partnerships and relationship

- a) *Stakeholder satisfaction with services provided and effectiveness of the partnership. Stakeholder feedback survey 90% Very satisfied*

Capital City Partnership is currently undertaking its annual feedback survey round; one with stakeholders, one with service providers, and one with service users. Results for this will be collated and available in March 2019.

Capital City Partnership has also undertaken a series of workshops to upskill frontline service providers and feedback collected. Focus groups regarding this service are now underway and will be added into the final report.

We are also conducting our annual employer survey at Fort Kinnaird Recruitment Skills Centre and this will also be added in.

- b) *External leverage (cash and in-kind) secured by the Recipient to add value to the Funders Investment or help deliver on savings targets. Target £2,000,000 Annual Cumulative over 3 years.*

Capital City Partnership continues to attract significant additional funding through a range of external funding bodies exceeding the target.

2016-2019	Purpose	Leverage amount
JP Morgan Get DigitALL project	To provide young people access to appropriate digital upskilling to access job growth in these sectors. Includes CodeClan activity for people with autism.	144,000
Big Lottery Making It Work (final stage)	To provide lone parents with support to become more job ready and produce learning and evaluation of this approach.	862,285

2016-2019	Purpose	Leverage amount
Veteran's Fund – SLAS project	Working with veterans to make them able to overcome barriers to access employment	22,000
Scottish Government - Employability Innovation and Integration project	Scottish Government funding on integration of employability services with housing, criminal justice and social care.	469,000
Additional Recruitment Skills Centres Service Level Agreements and generated income	Co-ordinating partnership approach to large employment opportunities; including Fort Kinnaird, St James and Edinburgh Airport	135,000
British Land - Bright Lights Funding	Provision of employment skills training to young people with focus on retail sector.	27,000
Employability Fund (final stage)	Skills Development Scotland. Provision of employability fund programme	414,966
Sector Based Work Academies	Department of Work and Pensions (DWP) training funding	7,000
Chance to Succeed	Children's Lottery Funding for vulnerable groups courses	20,000
Impact Tourism Report	Skills Development Scotland review	15,000
Additional Caselink Service Level Agreements	East and Mid Lothian use of Caselink. Activity Agreements	45,000
Flexible Support Fund	Department of Work and Pensions (DWP) funding for in-work support	86,684
Contributions to reviews, evaluations and events	Funding contributions for small project work	10,300
	TOTAL	£2,258,235
	per annum	£752,745

KPI 2: An effective employability performance management service

a) *Services are well targeted at agreed priority groups*

Between 1/4/2017 and 31/12/2018 there have been 6,495 new client engagements (recorded on Caselink). Of these 6,443 had at least one barrier

- the gender split was as follows 2,806 female and 3,689 male
- 6,441 (99%) of the clients had one or more barriers.
- 5,262 (81%) of the clients had been out of work and of these 2,216 (34%) had been out of work for 12 months or more
- 4,369 (67%) of the new engagements were marked as having low skills
- 3,685 (58%) of the new engagements were from Forth, Leith, Liberton/ Gilmerton and South West Neighbourhood Partnership area, all of which were identified as having a high proportion of residents classified as being in poverty (Strategy and Insight Small Area Deprivation Analysis Feb 17)
- 2,593 (40%) of the new engagements were from geographies classed by Scottish Government as being amongst the 20% most deprived in Scotland (2016 SIMD)
- 2,596 (40%) of the new engagements were from geographies classed by Scottish Government as being amongst the 20% most *employment* deprived in Scotland (2016 SIMD)
- 1,647 (25%) of the new engagements had mental health issues
- 910 (14%) of the new engagements had a disability
- 752 (12%) of the new engagements were from migrants (including marginalised communities such as the Roma)
- 729 (11%) of the new engagements had a criminal conviction
- 494 (8%) of the new engagements were More Choices More Chances/NEET
- 471 (7%) of the new engagements had accommodation issues
- 447 (7%) of the new engagements had family/caring responsibilities
- 349 (5%) of the new engagements had a history of substance abuse
- 299 (5%) of the new engagements, the service user was classed as low income employed.

- 281 (4%) of the new engagements, the service user was living in a jobless household with dependent children.
- 198 (3%) of the new engagements were from a looked after young person.

b) *Cumulative engagement, progression and outcome targets are achieved.*

Between 1/4/2017 and 31/12/2018 there have been 6,495 new client engagements. These clients have received over 84,274 hours of support (1:1 and group work).

- there have been 4,947 outcomes and progression verified and recorded on Caselink.
- there have been 1,233 job outcomes achieved and verified.
- the gender split of outcomes and progressions was as follows 1,745 female and 3,202 male

c) *Client supported into work sustain employment for at least 6 months*

Of the 1,233 verified job outcomes achieved, 334 were sustained for 6 months. NB the 26-week sustainment is not a field ordinarily requested by the majority of contracts or grants. Recording the 4-week sustainment is requested by contracts and as a result caseworker are more likely to source this information. As a result, we can see that 1,126 (91%) of the job outcomes were sustained to 4 weeks.

d) *Clients supported into jobs or progress in-work are paid the living wage level or above*

Between 1/4/2017 and 31/12/2018 there have been 1,233 job outcomes achieved and verified. Of these 115 said that the job was living wage. NB this is a non-mandatory field and as such is likely to undercount the actual number. In a higher number of cases (584) the actual hourly rate was recorded. From this we can see that the average hourly wage record was £8.17

Between 1/4/2017 and 31/12/2018 there have been 1,233 job outcomes achieved and verified, of these 334 were sustained to 6 months and of these 42 were paid the living wage. Again, caseworkers recorded the hourly wage rate

in 157 of the 333 jobs sustained to 6 months. On average the starting hourly wage rate for these 157 was £8.05 per hour.

- e) *Projects and services comply with the associated terms, conditions, rules, and regulations.*

Of the active clients, 99% report at least one barrier relating to a priority group.

Over 90% of agreed volumes delivered 60% sustain employment for 6 months or over,

60% earning living wage 6 months after employment (without subsidy),

100% compliance demonstrated, verified by contract and performance management and over 40 audit and compliance visits. Every user of the Management Information system (Caselink) is required to register with the data commissioner. CCP has undergone a recent GDPR compliance procedure with the City of Edinburgh Council and every organisation is in the process of signing the new Information Sharing Agreement for 2019.

KPI 3: Quality Assurance & Communications

- a) *Client satisfaction with scope and quality of service received and the positive impact made.*

See statement at KPI 1: in process

- b) *High level of data completeness and accuracy maintained on client and other project records*

40 audit visits to funded services have been undertaken in financial year 2018/19 so far, covering 34 organisations on a 20% client record sample. 6 services received a follow up visit, one service contract was terminated. The audit process has identified that 97% of the services are fulfilling the contractual requirements in relation to data reporting and retention as follows;

- Correctly recording and retaining data
- Maintaining correct legal documentation to satisfy GDPR
- Securely retaining data
- Updating and accurately reporting data

- Retaining adequate and appropriate evidence in support of declared outcomes
- Recording accurate and appropriate information to support the level of service provision reported to CCP

A mandatory awareness raising/ training session is being planned to address common issues which were highlighted during the audit process. This will be followed up by individual support for new contractors if necessary.

Capital City Partnership has also launched a new Integration Charter Award to verify service standards, with 20 organisations now signed up. The Charter promotes best practice for partnership working and integration across the network; developing the joined-up approach that ensures that barriers to employment are tackled collaboratively and employment opportunities for all are increased.

The Charter has six commitments that have been developed in consultation with partner organisations and Joined Up for Jobs Forum service providers. These commitments cover:

- keeping information relevant and up to date for providers and service users
- ensuring services are joined up so service user referrals are appropriate to their individual needs
- demonstrating continuous assessment of service user needs throughout their engagement with providers
- actively promoting best practice across the network
- investing in people that provide services
- having an awareness of employer needs to achieve positive outcomes for service users

All contracts and grant holders are mandatory required to complete this going forward.

Support for Edinburgh's New Economy Strategy

Deliver new approaches to tackling barriers that reinforce worklessness, poverty and inequality

Capital City Partnership actively supported a Commissioning Strategy Group to ensure that the right service provision was in place to meet the needs of Edinburgh citizens and to also align better with the new national employability provision, Fair Start. This included:

- Redesign of the four **Childcare Hubs** to better respond to the Childcare Choices national provision of free childcare hours. Target of supporting up to 210 families with 394 subsidised places across after-school, nursery, and holiday playschemes. We to tackle in-work poverty through supporting these families to progress while in work.
- Commission of a new **Employability Targeted and Integrated Employability Service** to better link clients quickly to growth sector jobs with a focus on in-work poverty support to maximise income and progress in employment. Target of supporting 1100 clients per annum with 250 moving into skilled work and 180 to stay in work and progress and an additional 150 education outcomes.
- An external review of the highly successful **All in Edinburgh** contract for people with a disability and/or long-term health condition. Currently supporting 500 clients per year with 200 receiving welfare advice, 144 full-time job outcomes, part-time job outcomes 32, and in-work progression 16 outcomes.
- A review of the **EnCompass** contract targeted at vulnerable groups, including substance addiction, homelessness and experience of trauma. Currently supporting 240 clients a year, with 30 job outcomes and 80 sustained progressions.
- A reprofiling of the **Third-Party Grants programme** to wrap around the larger contract work above and enable progression through the Employability Pipeline.

This has resulted in an improved strategic skills pipeline that is fit for purpose and reaching the hardest to help groups while tackling inequality and poverty. Unlike most other local authorities, Edinburgh contracts directly from the third sector for their skills and expertise.

CCP contract performance manages the seven contracts and 46 grants that make up most of the employability pipeline for a total managed investment of £5,094,674.

Adjustments are made to both contracts and grants during the year where appropriate to respond to labour market conditions.

Stage One (engagement)	Stage Two (barrier removal)	Stage Three (upskilling/progression)	Stage Four (job ready/ new job)	Stage Five (in-work support)
EnCompass	EnCompass	SDS Employability Fund (national provision)	Employability Targeted and Integrated	Employability Targeted and Integrated
All in Edinburgh	All in Edinburgh	Start Scotland (national provision)	Employability Service	Employability Service
Third Party Grants	Third Party Grants	All in Edinburgh	4 x Childcare Hubs All in Edinburgh	4 x Childcare Hubs All in Edinburgh Third Party Grants

Clients can progress through the pipeline, receiving the appropriate (and often specialist) support at each stage of their journey. At any given time, we have approximately 8000 live clients accessing support.

A quarterly Joined Up for Jobs Forum offers support to providers on how best to work within the employability pipeline and make best use of partnership working.

Co-commissioning with other stakeholders, including Skills Development Scotland’s Employability Fund, ensures an added value wraparound of services.

Capital City Partnership also completed the Get DigitALL project with funding from JP Morgan Chase Foundation. This was to offer a targeted opportunity and training interventions to close the digital skills gap for disadvantaged young people and

enable them to respond to emerging jobs. Operational partners included Cre8te Opportunities, CodeClan, and Intowork.

The programme featured two main project areas; digital up-skilling for young people without a positive destination (Cre8te Opportunities) and providing places on CodeClan's 16-week coding course for young people on the autistic spectrum (CodeClan and Intowork).

Cre8te Opportunities programme had a completion rate of 57%, but of those who finished the programme, 69% had positive outcomes including progression to college/ university, gaining a job or beginning a Modern Apprenticeship.

For the CodeClan/Intowork element, 100% completed the programme with 86% of completers gaining employment.

An evaluation was completed to inform good practice and to link into the Edinburgh and South East Scotland City Region Deal to show an example of how people with disadvantages, including a disability, can benefit from higher end career progression and close the digital participation gap.

Capital City Partnership also led on developing the Priority 2: Access to work, learning and training opportunities theme for the new Edinburgh Partnership Community Plan. Initial work for this has included;

- Developing a Family Support Service to give long term integrated support for 60 identified families to help them into work. A mapping of all services gaps is taking place and a series of pilot work is scheduled under the Edinburgh and South East Scotland City Region Deal to better inform a wider specification for a new service. Bid to the Scottish Government for Poverty and Social Inclusion match funding is in progress for an April 2019 start.
- Part funding of a pilot project led by NHS Lothian called Maximise delivered by Children 1st and CHAI. This is a multi-disciplinary school-based team offering expertise in income maximisation, family support and employability. 120 families engaged, with 25 families receiving an employability focus. Expected financial gain per family is so far a minimum of £2000. One family benefited by £16,000 through this support. This project has used Pupil Equity Framework

funding and part of the learning is how to utilise this better going forward in a Family Service offer.

- Post Prison Employability Support group co-ordinated by CCP to redesign better pathway support for those leaving prison, including linking into the wider Community Safety Partnership for sustainability.

Capital City Partnership secured £468,0000 funding from the Scottish Governments under the Employability Innovation and Integration programme, to run the Joined Up for Integration Project. This was to bring employability integration and alignment across the areas of Housing, Criminal Justice and Social Care. A key feature was to work with services interacting with vulnerable groups on how they could better support clients to engage with employability. It was also to raise service standards and improve the quality of service on offer. To date, JUIP has

- Delivered a certified skills programme to over 300 frontline workers, including workshops in mental health first aid, criminal justice, and LGBTi;
- Delivered a programme of training support to 120 housing, homelessness and family and household support officers; with focus on criminal justice, pathways for young people, and how to return to work.
- Delivered a personal development programme to eight Housing Modern Apprentices from vulnerable backgrounds to increase their confidence and prepare for the world of work, including using the YMCA confidence building programme;
- Launched a new Integrated Charter Award at the Scottish Parliament to raise organisation standards with 20 projects signed up and 80 planned by April 2019;
- Responded to the Community Empowerment Act by working with 400 local people to vote on making 21 participatory budget grant awards over the four localities;
- Developed a new online referral resource for frontline workers to refer people to services they need, including a noticeboard and directory of provision;

- Supported the launch of Police Scotland’s Navigator Toolkit to reduce violence in hospitals and link vulnerable groups to local services we fund;

Capital City Partnership is also supporting the Poverty Commission, including presentations at the Job Strategy Group and links to the Joined Up for Jobs Forum for workshops and lived experience evidence gathering.

Reform Edinburgh’s skills landscape to meet the needs of our changing economy

Capital City Partnership is part of the response to the Edinburgh and South-East Scotland City Region Deal with a focus to move employability services from an ‘access to work’ model towards an approach based on better career opportunities.

CCP are the lead for the Integrated Knowledge Systems theme, working with a Project Board to develop a £1,500,000 business case for a seven-year project over three phases.

The Integrated Knowledge Systems theme will bring about a much-required alignment of a multitude of systems in the employability and skills sector.

Change funds will be used to support all relevant stakeholders with a common purpose to achieve inclusive growth through an improved employability pipeline systems integration to better support local individuals and employers.

A key feature will be a joined-up referral tracking process, where a client can be quickly linked to any service they need by a caseworker. This could be an employability project with tracked referrals to literacy training, housing support, childcare facilities and so on. An integrated system will provide a seamless cross regional solution.

A new Talent Bank feature will provide a ‘live pool’ of regional job ready candidates for job matching in response to economic growth stimulated across the IRES and wider City Region Deal.

Community Benefit software will be developed and implemented to capture, monitor and track all community benefit clauses at a regional level, bringing joined up alignment and consistency of service standards. This in turn will enhance future

community benefit asks, making better use of an often untapped and underutilised resource.

Learning from the Developing Young Workforce approach, we will also develop a 'Marketplace Offer' where employers and community benefit clauses can offer up work placement, shadowing and work place intelligence.

CCP is also part of the Integrated Employer Engagement theme and has also contributed to the Housing and Construction Gateway and Data and Digital Innovation developments.

CCP is also responsible for the delivery of the Fort Kinnaird Recruitment Skills Centre, working with site owners British Land to bring about sustainable growth by supporting employers, and working with the employability pipeline for those most disadvantaged to progress into quality jobs.

A unique partnership of private, public and third sector, the FKRSC has engaged with 126 employers over the 1/4/17 to 31/12/18 period with 1050 jobs advertised and 414 people securing employment.

CCP also secured funding from the Children's Lottery to deliver courses to disadvantaged young people through FKRSC, with a focus on school leavers. 12 young people have so far progressed into employment with two more courses set to run.

Fort Kinnaird Recruitment Skills Centre has also developed a positive relationship with the Department of Work and Pensions to deliver Sector Based Work Academies to those needing additional support to become job ready for retail, with a focus on the 50+ group.

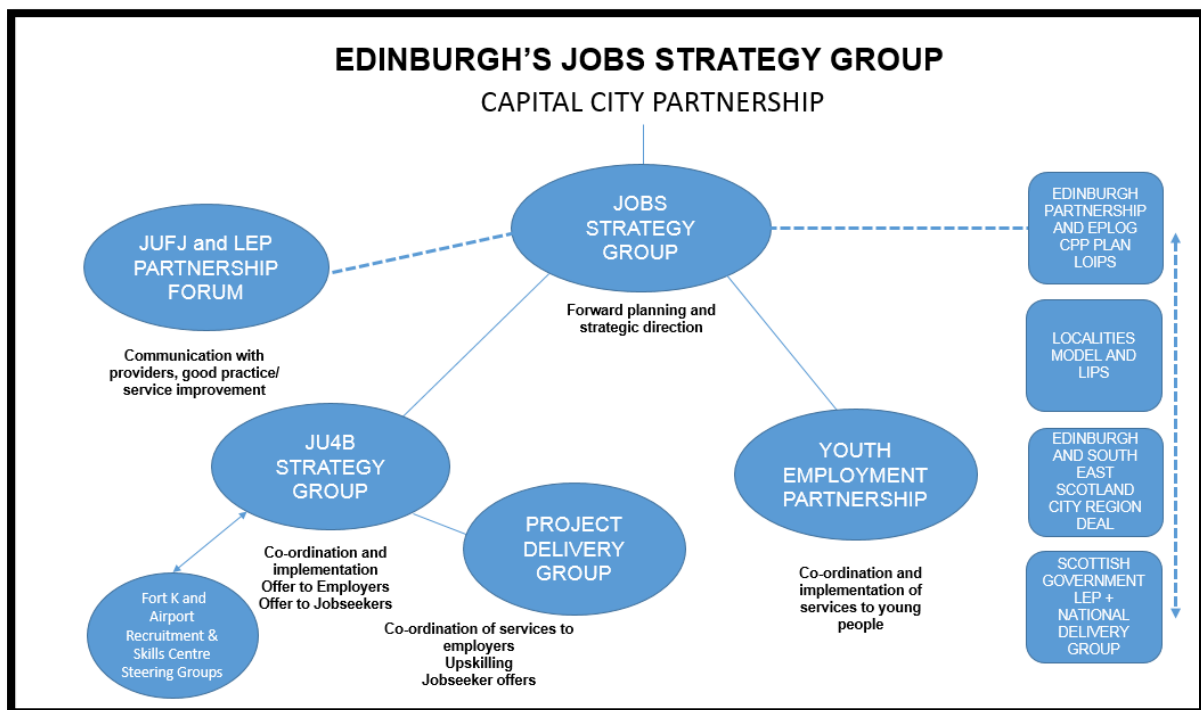
CCP is also the delivery part for the new FUSE approach at Edinburgh St James, employing a FUSE Recruitment Manager and working with Edinburgh St James on an Essential Edinburgh bid to further expand the service. The target is 3000 jobs by October 2020.

CCP is also part of the SLAED (Scottish Local Authority Economic Development) forum to support the devolvement of employability through a new Scottish Government and Local partnership framework. We are currently working on the

Supported Employment, Parental Support, SERI and Activity Agreements models over the next year.

Establish Edinburgh as Scotland’s leading city for fair work practices and socially responsible business

In the last year, CCP undertook a full review of the purpose, membership and remit of the Job Strategy Group and the Joined Up for Business strategy, resulting in a soft restructure. Gaps were identified and new members invited to participate, particularly senior links in with all four Edinburgh Universities. A new structure was developed with partners to make better use of resources, avoid duplication and jointly tackle poverty and address inequality.



The Job Strategy Group meet quarterly, with each partner taking turn to host. Partners include Skills Development Scotland, Department of Work and Pensions, Chamber of Commerce, Edinburgh College, all Edinburgh Universities, City of Edinburgh Council, and NHS Lothian.

The Joined Up for Business review produced a new strategy with a focus to continue to deliver employer engagement, building relationships through developing a responsive capacity for major recruiting sectors. Weekly bulletins issued with 8

events/workshops delivered. Community Benefits was identified as a priority with close working with key construction contractors such as Laing O'Rourke, Robertson, Keepmoat and Multiplex and NHS Lothian. New relationships were also established with Amey (Edinburgh's Street Lighting project), Engie (21st Century homes, Sighthill) and Balfour Beatty (North Bridge project).

During this period CCP also become an accredited living wage employer.