

# Governance, Risk and Best Value Committee

10.00am, Tuesday 31 October 2023

## Capital City Partnership: Progress Update – referral from the Housing, Homelessness and Fair Work Committee

Executive/routine

Routine

Wards

### 1. For Decision/Action

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- 1.1 The Housing, Homelessness and Fair Work Committee has referred the Capital City Partnership: Progress Update to the Governance, Risk and Best Value Committee for noting.

**Dr Deborah Smart**

Executive Director of Corporate Services

Contact: Jamie Macrae, Committee Officer

Legal and Assurance Division, Corporate Services Directorate

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# Referral Report

## Capital City Partnership: Progress Update – referral from the Housing, Homelessness and Fair Work Committee

### Terms of Referral

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2.1 On 3 October 2023, the Housing, Homelessness and Fair Work Committee considered a report which set out the progress that had been made against the objectives and targets detailed within the Service Level Agreement (SLA) between the Council and Capital City Partnership (CCP).

2.2 The Housing, Homelessness and Fair Work Committee agreed:

#### **Motion**

- 1) To note the progress made by Capital City Partnership (CCP) against their Service Level Agreement (SLA) objectives and targets.
  - 2) To note that COVID-19 had a major impact on the employment landscape as a whole, with corresponding changes in the strategic and operational landscape at national and local level, impacting employability delivery across the city.
  - 3) To note that, as the current SLA was in its final year, a review was currently being undertaken and a new SLA would be presented to Housing, Homelessness and Fair Work Committee for approval in January 2024.
  - 4) To refer the report by the Executive Director of Place to the Governance, Risk and Best Value Committee for noting.
- moved by Councillor Meagher, seconded by Councillor Watt

#### **Amendment**

- 1) To note the progress made by Capital City Partnership (CCP) against their Service Level Agreement (SLA) objectives and targets.
- 2) To note that COVID-19 had a major impact on the employment landscape as a whole, with corresponding changes in the strategic and operational landscape at national and local level, impacting employability delivery across the city.

- 3) To note that, as the current SLA was in its final year, a review was currently being undertaken and a new SLA would be presented to Housing, Homelessness and Fair Work Committee for approval in January 2024.
- 4) To refer the report by the Executive Director of Place to the Governance, Risk and Best Value Committee for noting.
- 5) To request that the updated SLA includes an increased and renewed focus on green skills and the green economy so that the work of CCP complements the Council's climate strategy and helps to answer the workforce needs / skill gaps identified in that strategy.
- 6) Additionally to request that consideration is given for how CCP could include a workstream / programme focused on retraining workers in carbon intensive industries to transition into green jobs, in line with a just transition approach, and as a preventative action against unemployment.
- 7) To request that these points are captured in the new SLA objectives and that officers engage with groups in the development of these ahead of the report to committee in January 2024.

- moved by Councillor Parker, seconded by Councillor Rae

In accordance with Standing Order 22(12), the amendment was accepted as an addendum to the motion.

### **Decision**

To approve the following adjusted motion by Councillor Meagher:

- 1) To note the progress made by Capital City Partnership (CCP) against their Service Level Agreement (SLA) objectives and targets.
- 2) To note that COVID-19 had a major impact on the employment landscape as a whole, with corresponding changes in the strategic and operational landscape at national and local level, impacting employability delivery across the city.
- 3) To note that, as the current SLA was in its final year, a review was currently being undertaken and a new SLA would be presented to Housing, Homelessness and Fair Work Committee for approval in January 2024.
- 4) To refer the report by the Executive Director of Place to the Governance, Risk and Best Value Committee for noting.
- 5) To request that the updated SLA included an increased and renewed focus on green skills and the green economy so that the work of CCP complemented the Council's climate strategy and helped to answer the workforce needs / skill gaps identified in that strategy.
- 6) Additionally, to request that consideration be given for how CCP could include a workstream / programme focused on retraining workers in carbon

intensive industries to transition into green jobs, in line with a just transition approach, and as a preventative action against unemployment.

- 7) To request that these points be captured in the new SLA objectives and that officers engage with groups in the development of these ahead of the report to committee in January 2024.

## **2. Background Reading/ External References**

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- 3.1 [Webcast of the Housing, Homelessness and Fair Work Committee of 3 October 2023](#)

## **3. Appendices**

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- 4.1 Appendix 1 – report by the Executive Director of Place

# Housing, Homelessness and Fair Work Committee

10.00am, Tuesday, 3 October 2023

## Capital City Partnership: Progress Update

Executive/routine  
Wards

Routine  
All

### 1. Recommendations

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- 1.1 It is recommended that Housing, Homelessness and Fair Work Committee note:
  - 1.1.1 The progress being made by Capital City Partnership (CCP) against their Service Level Agreement (SLA) objectives and targets;
  - 1.1.2 That COVID-19 had a major impact on the employment landscape as a whole, with corresponding changes in the strategic and operational landscape at national and local level, impacting employability delivery across the city;
  - 1.1.3 That, as the current SLA is in its final year, a review is currently being undertaken and a new SLA will be presented to Housing, Homelessness and Fair Work Committee for approval in January 2024; and
- 1.2 Committee is also asked to refer this report to Governance, Risk and Best Value Committee for noting.

**Paul Lawrence**

Executive Director of Place

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## Capital City Partnership: Progress Update

### 2. Executive Summary

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- 2.1 This report sets out the progress that has been made against the objectives and targets detailed within the Service Level Agreement (SLA) between the Council and Capital City Partnership (CCP).

### 3. Background

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- 3.1 CCP is an Arm's Length External Organisation (ALEO), with charitable limited liability company status, wholly owned by the City of Edinburgh Council.
- 3.2 Its activities are governed by its Memorandum and Articles of Association which enable it to:
- 3.2.1 Relieve poverty by the introduction of measures designed to alleviate unemployment and give access to employment;
  - 3.2.2 Advance education by the provision of training and educational opportunities and assist the participants to find work;
  - 3.2.3 Advance mental and physical health;
  - 3.2.4 Provide recreational facilities and organise recreational activities available to members of the public improving their conditions of life;
  - 3.2.5 Relieve those in need by reason of age, ill-health, disability, financial hardship or other disadvantages;
  - 3.2.6 Advance environmental protection and improvement and provide public amenities;
  - 3.2.7 Advance citizenship and community development; and
  - 3.2.8 Promote, establish, operate and/or support other similar schemes and projects which further charitable purposes.
- 3.3 The specific services which are funded by the Council are detailed in an SLA, which was reviewed, updated and approved by Housing and Economy Committee on [18 January 2018](#) (extract included in Appendix 1).

## **Governance of ALEOs**

- 3.4 An update on the reporting on the Council's Arm's Length External Organisations was approved by Policy and Sustainability Committee on [25 February 2020](#). This report confirmed that the responsibilities of Executive Committees and Governance, Risk and Best Value Committee were as follows:
- 3.4.1 Executive Committees – should scrutinise the future direction of the ALEO, performance of service delivery, progress against any agreements such as Service Level Agreements, and any emerging issues; and
  - 3.4.2 Governance, Risk and Best Value Committee – should scrutinise the ALEO's financial performance and any risks impacting the Council and/or ALEO.
- 3.5 Therefore, it is recommended that this report be referred to Governance, Risk and Best Value Committee for scrutiny of the financial performance of the organisations and any risks impacting Edinburgh Leisure.

## **4. Main report**

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- 4.1 CCP focuses on supporting the development of a more inclusive labour market, working in collaboration with the Council and other partners to maximise the impact of its activities on the city.
- 4.2 The SLA that governs the relationship between the Council and CCP requires the provision of services to the Council in three areas:
- 4.2.1 Effective Partnerships, Relationships and Leverage;
  - 4.2.2 Performance Management; and
  - 4.2.3 Quality Assurance.
- 4.3 To date, progress against the SLA commitments and the agreed Key Performance Indicators (KPIs) (detailed in Appendix 1) have been good.
- 4.4 Appendix 2 contains a Red/ Amber/Green rating (where Red means target not met, Amber target partially met and Green target fully met) of the KPIs. The full report can be found in Appendix 3, and the key messages are outlined below.

### **Effective Partnerships, Relationships and Leverage**

- 4.5 Following the decision to merge the Job Strategy Group and the Local Employability Partnership (LEP), CCP has acted as the chair and has provided secretariat support for the various underlying partnerships structures, including the providers' forum and allied working groups with the aim to support collaboration and continuous improvement. As part of this, they have also been developing the refreshed Edinburgh Partnership Survey to give wider insights including needs for employability services.
- 4.6 During 2022/23, CCP led on the co-ordination of employability services to Ukrainian refugees, as part of the wider Edinburgh Conflict Oversight Group and, thanks to Housing, Homelessness and Fair Work Committee – 3 October 2023

the efforts of this sub-group, 75% of displaced Ukrainians were supported into employment.

- 4.7 CCP has continued to successfully attract external funding to add value to the Council core investment and complement its own external income raising activity. The target, to raise £2,000,000 annual cumulative over three years, has been achieved with significant margin, with the current total projected leverage over three years at £6,436,714 (equivalent to £2,145,571 per annum).
- 4.8 The company has been particularly successful in attracting funding from Edinburgh and South East Scotland (ESES) City Region Deal Partners, plus backing from several other public and private sources, clearly demonstrating a diversified leverage on the Council's investment from Employability services.

### **Performance Management**

- 4.9 CCP performs a contract management service, ensuring all outsourced Council employability contracts and grants deliver good value. It has maintained regular oversight of managed contracts, undertaking regular audit and compliance visits and provides quarterly reports to the Council.
- 4.10 Contracted services underwent significant recommissioning, including coproduction exercises, in 2021, to ensure they were fit for purpose.
- 4.11 The Annual Report provides a high-level overview of the individual services and breakdown of their performance. Notably, across all services, there had been 3,148 new client engagements in the year, a bit below the target of 4,095. With regards to outcomes, while some services had significantly exceeded their targets, at least two reported less than 2/3 of their target. CCP will be working with underperforming providers and initiate performance improvement plans.
- 4.12 The SLA targets 60% of clients to sustain in employment for six months or more, and CCP reports that the current level is 74% which is a very good outcome considering the current job market.
- 4.13 The SLA also includes targets for 60% of clients to be earning a Real Living Wage (RLW) six months after employment (without subsidy) where this was a KPI in the contract with the service provider. Contracts are currently achieving 82% RLW jobs as standard, which is an excellent achievement however, due to the current inflationary environment, there is a real risk that this number will slip back below target and so CCP has undertaken additional measures to ensure that clients are moving into fair, well-paid work.

### **Quality Assurance**

- 4.14 CCP have systems in place to verify the collective impact and quality of services to inform targeting and future development. To ensure quality, CCP audits all funded organisations. All providers input data to the information management information system, Helix, which ensures accountability of public funds and ability to understand where services meet needs and where there are gaps.



## **5. Next Steps**

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- 5.1 There has been steady progress against the objectives and targets set in the SLA and work is ongoing to maintain this and identify areas for improvement.
- 5.2 The impact of the COVID-19 pandemic and Brexit has changed the employment landscape in Edinburgh and, given the context of the current cost of living crisis the full impact is not yet known. Work will continue with CCP and service providers to ensure a swift and efficient response.
- 5.3 As the current SLA is in its final year, a review of its content and KPIs is underway and a new SLA will be presented to Committee for approval in early 2024.

## **6. Financial impact**

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- 6.1 The SLA commits the Council to revenue support per year to cover the core staffing and accommodation cost of the organisation, plus a further contribution to the running costs of the directly delivered projects and partnership support structures.
- 6.2 The financial commitments detailed in the SLA were agreed for 2018/19 and indicative for the remaining years. The SLA and financial contribution of the Council is therefore subject to review annually, as a result of the Council's budget process.
- 6.3 In 2020/21 and onwards, the Council's core funding to CCP was reduced by £150,000 (from £647,000 to £497,000).
- 6.4 Other revenue funding provided is to cover the cost of contracts procured by the Council and passed to CCP to performance manage.
- 6.5 This report is for noting only and no financial implications arise directly from it.

## **7. Equality and Poverty Impact**

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- 7.1 As noted in 3.2, relieving poverty by introducing measures designed to alleviate unemployment and give access to employment is part of CCP's Memorandum and Articles of Association and as such is a fundamental part of all the work that CCP do.
- 7.2 Equality is integral to CCP's work and they have signed up to the Scottish Business Pledge and is a Real Living Wage accredited employer and has also recently acquired Living Hours Accreditation. In addition, they are Disability Confident 'Leader', Digital Participation signatory, accredited SCQF Recruiter and supporters of the Armed Forces Covenant.

## **8. Climate and Nature Emergency Implications**

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- 8.1 As noted in 3.2, advancing environmental protection and improvement and provide public amenities is part of CCP's Memorandum and Articles of Association and as such is a fundamental part of all the work that CCP do.
- 8.2 The importance of green skills is widely recognised, to ensure the success of a just transition to a greener and more sustainable world where all people benefit equally. Green skills include technical knowledge, expertise and abilities that enable the effective use of green technologies and processes in professional settings. They draw on a range of knowledge, values, and attitudes to facilitate environmentally sustainable decision-making at work and in life.
- 8.3 Through the work that CCP do, the Council is not only able to work with individuals to develop the relevant green skills, but is also able to engage with businesses to understand what green skills look like in their sector and support businesses in transitioning to net zero.

## **9. Risk, policy, compliance, governance and community impact**

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- 9.1 The requirements within the SLA have been updated to reflect 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).
- 9.2 Quarterly meetings are held with the CCP Chief Executive Officer to discuss SLA progress and ensure alignment with work directly undertaken by the Council.
- 9.3 Partnership working is at the heart of CCP's work, both with Council departments and other partners and, as hosts of the LEP, they bring together partners to share information about their organisations and to discuss future changes and initiatives. This ensures a strategic approach to planning, implementation and delivery, and identifies opportunities for joint working and helps tackle inequality and poverty and improve job outcomes and increase skills.
- 9.4 The LEP in turn oversees the Joined Up for Jobs, Joined Up for Business, Joined Up for Young People, and Joined Up for Families elements, all providing support, training and collaboration opportunities for communities, third sector partners and businesses in the city to work together to help more people into employment, improve skills and reduce poverty through our Strategic Skills Pipeline

## **10. Background reading/external references**

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- 10.1 [Capital City Partnership Service Level Agreement](#) - Housing and Economy Committee on 18 January 2018.
- 10.2 [Joined up for Jobs website](#)

## **11. Appendices**

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- 11.1 Appendix 1 – Extract of Services and KPIs from CEC/CCP SLA 2018/2021.
- 11.2 Appendix 2 – KPI RAG.
- 11.3 Appendix 3 – Progress Report by Capital City Partnership.

# Appendix 1 – Extract of Services and KPIs from CEC/CCP SLA

## 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 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 Recruitment Skills Centre 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 and 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 JUFJ website, service directory and noticeboard, and JUFJ customer charter schemes.

## Key Performance Indicators

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

INDICATOR	Target	Timeframe	Source
<b>KPI 1: Delivering effective operational partnerships &amp; relationship</b>			
a) Stakeholder and client satisfaction with services provided and effectiveness of the partnership.	90% Very satisfied	to be conducted in 2022/23	Internal evaluation across networks  External commissioned evaluations
b) Facilitate four Job Strategy Groups, four JUFJ forums, and four Joined up for Business meetings per year. Deliver and source training and information products according to needs.	Average 75% participation by partners and/or funded organisations	Annual	Attendance monitoring / Webinar data
c) External leverage (cash and in-kind) secured by the Recipient to add value to the Funders Investment or help deliver on savings targets.  d) Support capacity of Third Sector to leverage match from CEC funds, including identifying opportunities	£2,000,000  £500,000 (10% match target)	Cumulative over 3 years  Cumulative over 3 years	Progress and performance reports  Financial Reports and Audited Accounts  Progress and performance reports
e) Engagement with employers across Edinburgh to support with recruitment, training, and funding opportunities to enable business growth.	25 employers	Annual	Progress and performance reports
f) Linking Vocational Training Framework opportunities to priority groups and making recruitment more accessible.	Programme of training opportunities sourced and made available under new VTF with 50% achieving an employment outcome	Annual	Caselink (and new IKS system) and Job Portals

g) Deliver business insight sessions to employability advisors and employers supporting a more diverse and inclusive workforce and reflecting Fair Work practices	4 sessions	Annual	Progress and performance reports
<b>KPI 2: An effective employability performance management service</b>			
a) Service are well targeted at agreed priority groups	90% of active clients are from priority groups	Annual	Verified client records and audit trails
b) Cumulative engagement, progression, and outcome targets are achieved. Underperformance is managed and mitigation reported.	Over 90% of agreed volumes delivered	Annual	Progress and performance reports
c) Client supported into work sustain employment for at least 6 months	60% sustain employment for 6 months or over (where this is a contracted KPI)	Annual	Progress and performance reports
d) Providers have insight into local Labour Market Information (LMI), sectoral intelligence	12 Monthly claimant count reports; quarterly LMI digests	Annual	Insight reports
e) Providers adhere to the principles of Fair Work	Monitor fair work indicators (living wage, living hours, community benefit)  60% of clients supported into work earning living wage 6 months after employment (without subsidy) where this is a KPI.  Annual report on fair work measures and monitoring via Customer Charter  Support JUFJ providers to become Living Wage accredited	Annual	Progress and performance reports
f) Projects and services comply with the associated terms, conditions, rules, and regulations.	100% compliance demonstrated	Annual	Progress and performance reports

<b>KPI 3: Quality Assurance &amp; Communications</b>			
a) Employer satisfaction with scope and quality of service received and the positive impact made.	90% Very satisfied	Annually	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  Contractual Regulations
c) Employability contracts and grants holders are awarded the Joined up for Job Customer Charter within 6 months of programme start	90% hold charter mark status within 6 months of project start	Annual	Progress and performance reports
d) Support and maintain JUFJ website and directory. Deliver consistent communication and marketing to network of providers	Comprehensive and up-to-date directory held.  48 weekly bulletins sent to network	Annual	Progress and performance reports

Progress and performance reports to be provided quarterly with Ad hoc reports on red-rated provision

## Appendix 2: KPI RAG

Indicator	RAG
Stakeholder satisfaction with services provided and effectiveness of the partnership (90% Very satisfied).	
Facilitate four Job Strategy Groups, Joined up for Jobs (JUFJ) forums, and Joined up for Business meetings per year with 75% participation by partners and/or funded organisations	
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 over 3 years)	
Support capacity of Third Sector to leverage match from CEC funds, including identifying opportunities (£500,000 over 3 years)	
Engagement with min. 25 employers across Edinburgh to support with recruitment, training, and funding opportunities to enable business growth.	
Deliver four business insight sessions to employability advisors and employers supporting a more diverse and inclusive workforce and reflecting Fair Work practices	
Linking Vocational Training Framework opportunities to priority groups and making recruitment more accessible.	
Services are well targeted at agreed priority groups (90% of active clients from priority group)	
Cumulative engagement, progression, and outcome targets are achieved (Over 90% of agreed volumes delivered, underperformance is managed, and mitigation reported).	
Client supported into work sustain employment for at least 6 months (60% where this is a contracted KPI)	
Providers have insight into local Labour Market Information (LMI), sectoral intelligence (12 Monthly claimant count reports; quarterly LMI digests)	
Providers adhere to the principles of Fair Work (Monitor fair work indicators, 60% of clients supported into work earning living wage 6 months after employment (without subsidy) where this is a KPI. Annual report on fair work measures and monitoring via Customer Charter)	
Projects and services comply with the associated terms, conditions, rules, and regulations.	
Employer satisfaction with scope and quality of service received and the positive impact made. (90% Very satisfied)	
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)	
Employability contracts and grants holders are awarded the Joined up for Job Customer Charter within six months of programme start (90% within six 6 months of project start)	



Indicator	RAG
Support and maintain JUFJ website and directory. Deliver consistent communication and marketing to network of providers (Comprehensive and up-to-date directory held. 48 weekly bulletins sent to network)	

## Appendix 3 - 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**

CCP has completed its annual feedback survey for 2022/23 from stakeholders and funded providers. We can report that:

- 100% were at least very satisfied with overall partnership with CCP, exceeding the target set.
- One Local Employability Partner said: *“We very much appreciate our contract manager and his support. We feel we have a good relationship with CCP senior managers and respect each other’s strategic direction.”*

CCP on behalf of the Local Employability Partnership is also developing the refreshed Edinburgh Partnership Survey to give wider insights including needs for employability services. This will be launched in September 2023 to engage with 4000 Edinburgh citizens. This will help give more insight into the citizen view around employability and poverty interventions and services.

##### **(b) Facilitate four Job Strategy Groups, four JUFJ forums, and four Joined up for Business meetings per year. Deliver and source training and information products according to needs.**

CCP successfully co-ordinated the Local Employability Partnership for Edinburgh on behalf of The City of Edinburgh Council, bringing together key stakeholders for joint working, collaborations and to align strategically where possible and avoid duplication of effort and resources. The Local Employability Partnership group also represents the Edinburgh Partnership Local Outcome Improvement Plan Priority 2 Access to Work, Learning and Training opportunities.

The Local Employability Partnership met quarterly, with membership comprising of Skills Development Scotland, Department of Work and Pensions, NHS Lothian, Edinburgh College, Edinburgh Universities, Chamber of Commerce, The City of Edinburgh Council,

EVOG (Third Sector Interface), and representation from the Joined up for Jobs third sector provider network forum.

There are sub-groups under the Local Employability Partnership for specific area focus and responses. In this year a focus was on establishing the Ukrainian Employability Support Group which reports into the Edinburgh Conflict Oversight Group. CCP co-ordinated weekly and then monthly meetings with the focus on job and education support, linking back to the Edinburgh Conflict Oversight Group. From the Local Employability Partnership, we ran bi-monthly drop-in employability sessions at the Edinburgh Association Ukrainian Great Britain (AUGB) and through our external fundraising provided emergency support to the Welcome Hub including provision of travel tickets, children's clothing, bedding, and pushchairs. We also established a new employer offer with NatWest to support 50 Ukrainian women and girls into Software Engineering roles and ran a construction academy with Balfour Beatty. From the collective support from partners and through the co-ordination of offers, we supported 75% of Ukrainians into employment.

**Joined Up for Jobs (JUFJ)** brings together the commissioned frontline service providers for a cohesive programme within the Strategic Skills Pipeline; including running quarterly provider forums, a weekly bulletin of live job vacancies, insight reports, latest news and strategic development and funding opportunities; a monthly bulletin on unemployment figures and analysis; and production of the JUFJ website as a resource for all frontline workers. We co-ordinated a quarterly forum with over 220 attendees from over 50 different providers in attendance. Guest speakers invited included Social Security Scotland, Edinburgh Health and Social Care Partnership, CEMVO, Disclosure Scotland, Department of Work and Pensions, Living Wage Scotland, Citizen's Advice Edinburgh, as well as many of our funded providers.

**Joined Up for Business** is a partnership approach to employer facing activity to support business to meet skills and employment demands and to encourage and facilitate employment of our more vulnerable groups. We co-ordinated four business meetings in this year, including an Employer Insight forum and networking event to build connections and knowledge of employment opportunities between employability partners and the business community. We also held an Employer seminar centred on the theme of 'The Great Resignation', with guest speaker, Russell Beck, and included a panel discussion to further highlight labour market trends and promote fair work practices as a means of increasing employee engagement and retention.

**Joined up for Young People** CCP co-ordinates the Joined up for Young People forum and the Youth Employability Partnership, bringing stakeholders and providers together to ensure there is enough positive destination provision across the city and capturing this in the Youth Employability Action Plan shared with the Scottish Government. We ran four forum sessions in this year.

### **Joined up for Families**

This is a new area that brings together the range of council funded provision and other partners for a cohesive approach. This area reports into the Child Poverty Action Plan and has embedded recommendations from the Edinburgh Poverty Commission. CCP has supported The City of Edinburgh Council with strategic commissioning of a new grants programme for 2023, utilising Best Start Bright Futures: tackling child poverty delivery plan funding from Scottish Government. CCP continued to develop the minority ethnic focused Whole Family Equality project in response to the Edinburgh Partnership call for a new approach, securing £300,000 from The Robertson Trust and additional funding from the National Lottery Young Start project for a joined-up offer to 120 BAME families.

### **Joined up for Advice**

This is a new emerging area under the Edinburgh Partnership as a response to a review of Welfare and Debt Advice Services with the aim to bring services together for a more unified and single-entry point, building on our established No Wrong Door Approach.

### **c) 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.**

CCP continues to attract significant additional funding through a range of funding bodies and opportunities, exceeding the target substantially. We are projecting a leverage of £6,436,714 over a three-year period against a target of £2,000,000. Average per annum leverage is currently standing at £2,145,571. We have worked to diversify the funding sources, accessing funds and support from both private and public sectors. Most of the funding goes to additional frontline services with a minimum (under 8%) for overheads.

Funds from this other funding profile supplement the core Service Level Agreement activity costs, bringing additional staff and resources and saving efficiencies to the council.

## Additional Funding Table 2022-2025

Funder and Project	Purpose	Year(s)	Leverage
ESESCRD Intensive Family Support Service	ESESCRD Poverty and Social Inclusion match funding for family regions wide	2022/25	£1,843,000
ESESCRD Integrated Knowledge Systems	ESESCRD support for integrating knowledge systems and talent bank and data analysis	2022/25	£605,000
ESESCRD Integrated Employer Engagement	ESESCRD support for integrating employer engagement services and community benefits	2022/25	£1,503,000
ESESCRD Connector Funding	ESESCRD support for PMO function	2022/25	£195,000
Young Person Guarantee NOLB Funding	To provide small staff team to tackle youth unemployment	2022/23	£200,000
Helix System	Support from Borders, Mid and East Lothian for Helix CRM inc. UKSPF	2022/25	£100,000
H&SC Partnership Funding	To run rolling local recruitment programme	2022/24	£250,000
British Land FORT project	Provision of employment skills to enter retail	2022/25	£150,000
British Land FORTY (youth) project for Retail Recruitment	Provision of employment skills to young people to enter retail	2022/23	£30,000
Poverty Commission funding	Funding for school based Maximise! project	2022/23	£300,000
The Robertson Trust Partners in Change	Partners in Change fund to extend Maximise! to Communities of Colour	2022/25	£300,000
L&W New Future pilot	Covid transferable skills/careers advice for those impacted by C19	2022/23	£250,000
Barclays 100 x 100 Fund	Direct cost relief to clients	2022/23	£100,000
Early Years' Service expansion for families	To extend good practice under IFSS funding to South-West area	2022/24	£320,000
Regional Recovery Fund Community Wealthbuilding	To provide a regional wealthbuilding project	2022/23	£81,000
City Centre Recovery Fund	To support FUSE/BID job support	2022/23	£36,000
Scottish Government Investing in Communities Fund	Choices for Change: Participatory Budgeting Vulnerable Families	2022/23	£60,714
Community Fund Young Start Grant (BAME project)	To support 80 disadvantaged young people from BAME community	2022/24	£98,000
Edinburgh Partnership Citizen Panel	To recompense citizens on BAME panel	2022/23	£5,000
Contributions to reviews, evaluations, and events etc	Funding contributions for small project work from the network	2022/25	£10,000
	<b>TOTAL SECURED LEVERAGE 3 YEAR AVERAGE</b>		<b>£6,436,714</b>
	<b>per annum</b>		<b>£2,145,571</b>

- d) **Support capacity of Third Sector to leverage match from CEC funds, including identifying opportunities** We have supported grant funded external third-party projects to capacity build and use The City of Edinburgh Council investment as match funding. We can report an extra investment by third parties of £735,021 has been secured for Edinburgh.

**e) Engagement with employers across Edinburgh to support with recruitment, training, and funding opportunities to enable business growth.**

As part of our Joined up for Business offer, CCP co-ordinates three Skill Centres which are clustered around large scale employment opportunities: Fort Kinnaird Recruitment Skills Centre is funded solely by private investment secured by CCP from British Land and supported by the Integrated Employer Engagement team under the City Region Deal; FUSE as part of the GAM agreement for St James Quarter with additional support from the Business Improvement District lead, plus we successfully secured funding for a new MacMillan Skills Hub to respond to opportunities within the Waterfront Development and as an early support in North Edinburgh to the emerging Green Freeport Leith offer. We are also funded by the Edinburgh Health & Social Care Partnership (EHSCP) to support recruitment activity to drive an increase of applicants to entry level roles within The City of Edinburgh Council and NHS. Our approach focuses on local community engagement, supported through bi-monthly neighbourhood recruitment fairs to highlight the quality vacancies and benefits on offer as well as additional employability guidance and advice tailored to the roles within the partnership to increase candidate confidence and outcomes.

**f) Linking Vocational Training Framework opportunities to priority groups and making recruitment more accessible.**

Under employer engagement, we have the Vocational Training Framework to offer accredited qualification-based training shaped by recruiting employers with guaranteed interviews for those who complete the short courses. The framework holds 12 third sector delivery partners within nine areas of sector provision which are Hospitality, Health & Social Care, Early Learning & Childcare, Warehouse, Manufacturing & Logistics, Construction, Digital & Creative, Business & Finance, Retail and a Miscellaneous lot which allows for flexibility and adaptation to employer requirements and market changes. Employers supported in 2022/23 include NatWest, Bank of Scotland, The University of Edinburgh, Virgin Hotels, the Edinburgh Health & Social Care Partnership, SMILE Childcare, Wheatley, Lothian Buses and Edinburgh Leisure. We have also run client specific academies for more prioritised groups, including Young People and Ukrainian Refugees, who were supported to complete a Construction course to convert to UK qualifications, access to work placements and guaranteed interviews with several contractors such as Balfour Beatty and CCG.

## **KPI 2: An effective employability performance management service**

Capital City Partnership performance manages nine contracts and 51 grants (detailed below) on behalf of the Council for a managed investment portfolio of £5,880,426.91.

Contract management includes chairing or facilitation of steering groups for all contracted provision (usually monthly) and twice-yearly contract management meetings for grant-managed provision. Providers submit quarterly narrative reports and financial claims. Each organisation undergoes a stringent audit, with follow up action if any concerns are raised or underperformance is an issue.

- **Blended Employability Service: Targeted Employability Service (Next Step):** A city-wide integrated employability service operating from all localities and community outreach bases. Focus on short-term unemployed clients.
- **Blended Employability Service: Supported Employment Service (All in Edinburgh):** A pan-disability service open to all job-seeking disabled people or those with long term health conditions who wish to engage with employment support.
- **Blended Employability Service: Complex Needs Employability Service (EnCompass):** Advice and support to those typically in recovery from or living with issues which create barriers to employment, including people who have experience with substance misuse; homelessness; or have an offending background.
- **Blended Employability Service: In-work Employment Support Service (Advance):** An in-work employment support service targeting people who are either experiencing in-work poverty; at risk of losing their job; or looking for a career change.
- **Subsidised Childcare for Working Parents (delivered by Kidzcare, North Edinburgh Childcare, Smile Childcare and Childcare Connections):** Subsidised places are available for families who have income below 75% of the Scottish Median Income level at the four childcare providers. This is currently under review.
- **Network of Employability Support and Training (NEST):** A grant-funded projects programme aimed at more niche client groups with a focus on reducing poverty and increasing access to the labour market.

- **No-one Left Behind (NOLB) Activity Agreements:** Youth-focussed delivery in six locality hubs for vulnerable young people to be supported on their employment journey.
- **Parental Employment Support Fund (PESF) and Disabled Parental Employment Support Fund (DPESF):** provides employability and family support for parents both in and out of work, helping to tackle in-work poverty, with a focus on parents with a disability.
- **Young Person Guarantee (YPG) Funds:** Support to young people across Edinburgh to access training, further education, employment, and volunteering. All projects have a focus on engaging young people with barriers and protected characteristics, residing in Scottish Index of Multiple Deprivation areas 1 and 2 of the city.
- **Vocational Training Framework (VTF):** contract consisting of nine sector-specific lots, focusing on vocational training linked to guaranteed interviews.

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

The new Helix client management systems enables better co-ordination of services for clients who often require a triage of support to move out of poverty and into sustainable employment. 40,000 Edinburgh residents are registered on the Helix system with an average of 5,000 actively engaged with a funded service at any one point.

Helix is used to record clients' 'barriers to work' and collect evidence that we are focusing on the prioritised groups identified in all contracts and grants. A committee paper was produced for the Housing, Homelessness and Fair Work committee in May 2023 to comprehensively explain the process. This included a breakdown of all characteristics and inequalities, and data gathering.

From our data analysis for 2022/23, we know that 98% of clients had at least one barrier whilst 86.5% of the clients supported had three or more barriers to finding employment. Continual analysis of this data allows CCP to flex provision to ensure that it meets the needs of citizens as circumstances change or economic impacts emerge.

An annual refreshed audit of the service provision across the city was undertaken by CCP to ensure we had equity of service (see diagram below) and that all client groups had access to a service to meet their needs from the wider Local Employability Partnership.



CCP has also commissioned Rocket Science from external funds on behalf of the Local Employability Partnership to undertake a deeper analysis of the employability landscape and cross reference with the wider membership provision to ensure the commissioned profile is fit for purpose and to agree overarching priorities moving forward.

Below is the diagram of service offers across the Local Employability Partnership and client group focus. This is reviewed annually and updated accordingly.



Funding source is listed in brackets. These include SDS – Skills Development Scotland, CEC – The City of Edinburgh Council, NOLB – No One Left Behind, SSS – Scottish Security Scotland, DWP – Department of Work and Pensions, DYW – Developing Young Workforce, IRES – Integrated Regional Employability and Skills (City Region Deal), NHS – Housing, Homelessness and Fair Work Committee – 3 October 2023 Page 21 of 28

National Health Service. Please note that more provision will be added in 2023/24 reporting with the arrival of UK Shared Prosperity Funding allocations.

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

Commissioning of third-party services are focused mainly on use of the Scottish Government No One Left Behind funding across a 5 stage Strategic Skills Pipeline (below). Funds come with certain restrictions and client group priorities with a focus on the hardest to help groups. This has resulted in a commissioning portfolio that is more weighted to the early stages of the pipeline.

Stage One	Stage Two	Stage Three	Stage Four	Stage Five
Referral and engagement	Needs assessment, barrier removal	Vocational activity, upskilling, qualifications, work placements	Employer engagement and job matching	In-work support and after-care

Full Edinburgh provision is shown below, with Council funded services in pink.

At this moment, most of the Scottish Government funding around Stage Four and Stage Five sits with other providers in the Local Employability Partnership under Fair Work commissioning. This is due to change in 2024 when funding will move to local authorities.

New engagements for 2022-23 reached 93%, with 3,148 new engagements achieved and 4,632 individuals received support and progress across the pipeline. This provides a total of 3,423 outcomes against a target of 4,095 for all funded provision, which is **83.59% of target, slightly below the overall target of 90%**.

Contracted Providers					
Service	Pipeline Stage and Type of Provision and Client Group	Funding	Outcomes Targets	Outcome Achieved	% Achieved
Next Step	Stage 2-4 targeting clients in areas of deprivation who are short term unemployed.	£360,000.00	330	192	58.18%
All in Edinburgh	Stage 2-5 targeting clients with a disability or long-term health condition.	£1,360,000.00	174	174	100.00%
Encompass	Stage 2-5 targeting clients with addiction, homelessness and criminal justice issues.	£250,000.00	100	113	113.00%
Advance	Stage 5 targeting people experiencing in-work poverty; at risk of losing their job; or career changers	£179,034.00	150	160	106.67%

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
REFERRAL, ENGAGEMENT AND ASSESSMENT	NEEDS ASSESSMENT AND BARRIER REMOVAL	VOCATIONAL ACTIVITY	EMPLOYER ENGAGEMENT AND JOB MATCHING	IN-WORK SUPPORT AND AFTERCARE
<b>NEST Third Party Grants (Stage 1-5)</b> Third sector led support for people requiring specific barrier removal or from area of multiple deprivation <b>600 places</b>				
<b>Young Person's Guarantee (Stage 1-5)</b> Providing young people with individual support to increase progression along pathway to a positive destination <b>565 places</b>				
<b>NOLB Activity Agreements (Stage 1)</b> Support for school leavers <b>180 places</b>	<b>Next Step (Stage 2-4)</b> Employability service, including specialist support for BAME and LGBT communities <b>360 places</b>		<b>Advance (Stage 5)</b> In-work employment support with income maximisation <b>180 places</b>	
<b>Intensive Family Support (NE/NW) (Stage 1-2)</b> Poverty & social inclusion support for families in early years centres <b>55 families</b>			<b>Subsidised Childcare for Working Parents (Stage 4-5)</b> Provides subsidised places based on eligibility criteria with focus on regeneration areas communities <b>286 families</b>	
<b>Intensive Family Support (SE/SW) (Stage 1-2)</b> Poverty & social inclusion support for families in early years centres <b>27 families</b>			<b>Start Scotland (Stage 3-5)</b> Employment service with in-work support built in <b>2400 places</b>	
<b>EnCompass (Stage 1-5)</b> Support for people with a history of substance misuse, criminal justice, and homelessness <b>240 places</b>				
<b>Maximise (Stage 1-4)</b> Targeted poverty and social inclusion support for low-income families in schools <b>120 places</b>				
<b>Parental Employment Support Fund (Stage 1-5)</b> Providing intensive employability support to employed and unemployed parents from priority groups <b>125 places</b>				
<b>Whole Family Equality Project (Stage 1-5)</b> Project for ethnic minority communities in aiming to address poverty and inequality within these communities <b>120 places</b>				
<b>All in Edinburgh (Stage 2-5)</b> Supported Employment service for people with a disability or long-term health condition <b>425 places</b>				
<b>Integrated Employer Engagement (Stage 4-5)</b> To maximise the benefits of employer engagement initiatives <b>200 places</b>				
<b>New Futures Training (Stage 3-5)</b> Sector-based training with guaranteed interview <b>250 places</b>				
<b>New Futures Advice (Stage 3-5)</b> Career advice for those impacted by Covid employment <b>150 places</b>				
<b>IRES Skills Gateway (Stage 3-5)</b> Higher skills gateway routes into construction (HCI) and data careers (DDI) across schools, further and higher education, and work <b>HCI 2120 places, DDI 3262 places</b>				


  
**CEC Funded Provision: 3358 places**
  
**Externally Funded Provision: 2670 places**
  
**ESES City Region Deal Activity: 5637 places**

Childcare Hubs	Stage 5 support for low-income families who otherwise would not be able to access affordable childcare.	£872,572.00	526	284	53.99%
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Grant-funded Providers					
Service	Pipeline Stage and Type of Provision and Client Group	Funding	Outcomes Targets	Outcome Achieved	% Achieved
NEST Grants	Stage 1-5 targeting people requiring specific barrier removal or from area of multiple deprivation	£901,152.78	1030	918	89.13%
NOLB AA	Stage 1 targeting young people leaving school not moving in to employment, education or training.	£200,000.00	210	155	73.81%
NOLB PESF/ DPESF	Stage 1-5 providing employability support to employed/unemployed parents from priority groups.	£442,250.00	280	397	141.78%
NOLB YPG	Stage 1-5 providing young people with individual support to increase progression to a positive destination.	£1,065,418.13	1295	747	57.68%
Vocational Training Framework	Stage 3-5 providing employability and sector-based vocational training linked to guaranteed interviews.	£250,000.00	N/A	283	N/A

The outcomes breakdown as 636 jobs, 381 in work progressions and 2,406 other progressions (outcomes in education and training). This reflects the on-going challenges with long-term unemployed and hardest to reach clients. Providers with underperformance with funding in 2023-24 will be put through performance improvement procedures.

We are finding that engagement figures are high as people seek support but there is an apprehension around cost of living and housing cost increases. Citizens do not see moving into low end employment as an initial route out of poverty and often equate it to losing passport benefits with a net loss to household income.

To help this address this, we have started a rolling programme of community job fairs using the 20-minute neighbourhood to bring quality employers closer to local jobseekers, and invited money and advice agencies to be present to counteract any concerns.

We have also worked closely with advice services for additional income calculations and support, working to develop the Joined up for Advice offer with links to employability.

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

Helix shows that 74% of contracted jobs recorded in 2022/23 were sustained at six months, in excess of the target of 60% sustainment. This is in part due to the work of linking more closely with employers through the Joined up for Business efforts.

***d) Providers have insight into local labour market information (LMI), and sectoral intelligence.***

We produce monthly insight data on NOMIS and unemployment rates and economic activity which also breaks down trends and demographics by wards and demographic profile. We also produce more detailed insights to inform strategic direction, including reports on ethnic minority engagement as part of the Edinburgh Partnership.

***e) Providers adhere to the principles of Fair Work***

To date we have achieved a rate of 82% of contracted job outcomes secured paying the Real Living Wage for the financial year against a target of 60%. We continue to see increased trends of instability of contracts in employment and reduction in secure contracted hours.

Living Wage is not mandatory, so it relies on other factors to lever in those service standards. We have worked with the Local Employability Partnership under the Edinburgh Partnership remit to support the Edinburgh Living Wage City Action with a target of 100 new employer accreditations per annum with 500 by 2026 and 39,500 new living wage employees by 2026. Mid-point figures are 633 accredited employers, and 202,000 workers, exceeding target.

CCP was a finalist in the Living Wage Foundation Awards for our work in this area.

CCP surveyed all Joined Up for Jobs providers on Fair Work, with 79% of organisations indicating that they are Living Wage accredited, with 86% paying the Living Wage. 100% of organisations provide channels for staff to have an effective voice in the workplace with regards to Fair Work.

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

All contracted providers and grant holders are audited for compliance (see KPI3b, below) regularly and CCP also logs information regarding, insurance, OSCR status, disclosure and safeguarding of all providers.

Every user of the Management Information system (Helix) is required to register with the data commissioner. CCP underwent a rigorous GDPR compliance procedure with The City of Edinburgh Council as part of the maintenance of Helix and every organisation who uses Helix has signed an Information Sharing Agreement.

CCP also produces monthly data intelligence reports on employability and poverty which is disseminated to the Local Employability Partnership and wider stakeholders to keep parties up to date with latest trends and developments. Spot focus reports are also produced for strategic consideration of approach.

### **KPI 3: Quality Assurance & Communications**

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

The annual Employer Survey also took place, with feedback showing 90% respondents were highly satisfied with the service received, employers commenting that, ‘*Candidates that applied to us were of good calibre...having received the additional tailored vocational support,*’ and ‘*It [is] an additional avenue to advertise our roles and recruit staff in a less traditional job board advertising.*’

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

CCP monitors all grants and contracts quarterly through our reporting systems. We ensure that reported figures match data on our management information system, Helix.

In addition, each funded organisation receives an annual compliance and audit visit. This is to ensure that providers hold evidence of client support and outcomes.

Our contract management and compliance function audit the following:

- 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 delivered annually to address common issues which were highlighted during the audit process. This is supplemented by individual support for new contractors if necessary.

We view this area of contract management as an exemplar for accountability of public funds and use it across all areas of funding management. We were asked to be the first area to undergo an audit for the Edinburgh and South-East Scotland City Region Deal Integrated Regional Employability and Skills programme for our regional project Integrated Employer Engagement. We achieved a clean audit and additional praise for its high level of compliance and accuracy.

**c) *Employability and contracts and grants holders are awarded the Joined up for Jobs Customer Charter within 6 months of programme start.***

CCP has a Charter Award to verify service standards. 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.

Fifteen organisations funded in 2022-23 were signed up to the Charter. However, a new refreshed Customer Charter for 2023-24 has recently been issued. CCP aims to widen out charter status all contract and grant holders in the first six months of the contracts, to embed good practice and service standards.

CCP follows the Scottish Government's [Approach to Service Design](#), ensuring services are client-led, holistic and co-designed by the people that use them.

Ongoing projects are required to develop feedback with clients in accordance with our JUFJ Customer Charter. Recent audits demonstrated very high satisfaction with services.

Some client feedback from those participating in funded serviced includes:

*Next Step: "It's so good knowing that I can come back here, I am so thankful for having this support on my doorstep."*

*AIE: "Can I say a big thank you? I have finished my peer support mental health assessment. Wow, taken me a year. My growth has been amazing, and you are part of that journey so can I just say a big thank you!"*

*Space @ Broomhouse: "Debbie and her team have created a warm friendly comfortable environment to learn new skills for work and make new friends.'*

***d) Support and maintain JUFJ website and directory. Deliver consistent communication and marketing to network providers.***

CCP produces and maintains the Joined up for Jobs website, with a live noticeboard, and complete directory of organisations. This is maintained so all information is current. We also produce a weekly bulletin linked back to the website, with 450 active subscribers. CCP continues to use and develop the 'Joined up for' branding suite, using colour schemes and cog logos for distinctive areas and to ensure clear communication within the professional sector we co-ordinate. From additional funding secured, we have also produced a range of videos, including a Ukrainian webinar to welcome new arrivals. We are also developing a front end to the Helix portal to support better access to training and employer support services from external funding.