

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 3 June 2021

Capital City Partnership: Progress Update

Executive/routine	Executive
Wards	All
Council Commitments	7 and 31

1. Recommendations

- 1.1 It is recommended that Housing, Homelessness and Fair Work 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 the SLA has been amended in 2020/21, reflecting a £150,000 reduction in payments from the Council to CCP;
 - 1.1.3 Note that the current circumstances around Covid-19 have had a major impact on the results for 2020/21 and on the employment landscape as a whole, with corresponding changes in the strategic and operational landscape at national and local level (e.g. Edinburgh Economy Strategy, City Region Deal, Scottish Government Employability Services); and
 - 1.1.4 Refer this report to Governance, Risk and Best Value Committee.

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Capital City Partnership: Progress Update

2. Executive Summary

- 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).
- 2.2 It also highlights the ongoing changes in the strategic and operational employability environment at national and local level that will require that the terms of the SLA will be kept under review and adapted, if necessary, to ensure it continues to strategically fit with local need and provides value for money for the Council.

3. Background

- 3.1 CCP is an Arm's Length External Organisation (ALEO), with charitable limited liability company status, that is 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 disadvantage;
 - 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 renewed by Housing and Economy Committee on [18 January 2018](#) (extract included in Appendix 1).

4. Main report

- 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 (detailed in Appendix 1) have been good and the key successes are outlined below
- Effective Partnerships, Relationships and Leverage**
- 4.4 CCP has been supporting the city's jobs partnership, Joined up for Jobs (JUFJ), and securing leverage that adds value to Council investment. It has provided secretariat support for JUFJ partnerships structures, including the strategy group, the providers' forum and allied working groups with the aim to support collaboration and continuous improvement.
- 4.5 The feedback survey for 2020/21 was twofold; one for stakeholders and one for service users. Stakeholders reported 100% satisfaction with CCP's co-ordination and delivery of the Job Strategy Group and 96% of clients were 'very satisfied' with the service they received from JUFJ providers.
- 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. It's target, to raise £2m annual cumulative over three years, has been achieved with significant margin, with the current total secured leverage three-year average for 2020/23 at £6,124,940 (equivalent to £2,041,646 per annum).
- 4.7 The company has 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 and initiating 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 Systems projects.

Performance Management

- 4.8 CCP performs a management service, ensuring all Council 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. All numbers below are as at 5 May, final numbers are available June 2021.
- 4.9 The current contracts and agreements being managed by CCP are:
- 4.9.1 Edinburgh Supported Employment Service (All in Edinburgh): A pan-disability service open to all job-seeking disabled people in Edinburgh who wish to engage with employment support;
 - 4.9.2 Subsidised Childcare for Working Parents: Subsidised places are available for families who have income below 75% of the Scottish Median Income level at four childcare providers;
 - 4.9.3 EnCompass: Specialist employability support for individuals with complex needs (e.g. homeless, ex-offenders, history of substance misuse);
 - 4.9.4 Edinburgh Targeted and Integrated Employment Service (Next Step): Focusing on short-term unemployed and in work low income clients;
 - 4.9.5 NEST (Network of Employability Support and Training): Grants programme aimed at reducing poverty and increasing access to the labour market.
 - 4.9.6 No-one Left Behind: Youth-focussed delivery based in five hubs and featuring significant amounts of outreach.
- 4.10 Appendix 3 provides a high-level overview of the performance of the individual services but, across all services, between 1 April 2020 and 31 March 2021 there had been 1,801 new client engagements (new starts). 98% of clients supported had at least one barrier to employment and 86.5% had three or more.
- 4.11 These clients have received support on a 1:1 basis as well as in group over the year and verified outcomes as at 31 March 2021 were: 555 progressions towards work, 311 job outcomes and 481 'in-work' outcomes.
- 4.12 The SLA targets 60% of clients to sustain in employment for six months or more. 100% of jobs in 2020/21 were sustained to four weeks, and 70% of jobs sustained for six months, which is a very good outcome considering the temporary nature of jobs during the Covid-19 pandemic.
- 4.13 The SLA also includes targets for 60% of clients to be earning living wages six months after employment (without subsidy) where this was a Key Performance Indicator (KPI) in the contract with the service provider. Contracts are currently achieving 62% living wage jobs as standard, which is an excellent achievement, however due to the Covid-19 pandemic, 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 to verify the collective impact and quality of services to inform targeting and future development. To ensure quality, CCP audits all funded organisations. This year it was not possible to gain access to premises to do a full audit of funded organisations. However, a virtual audit took place for those organisations who did not have a satisfactory initial audit in 2019/20.
- 4.15 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.

KPI monitor

- 4.16 The full KPIs can be found in Appendix 1. The below shows each KPI with a Red/Amber/Green (RAG) rating where Red means target not met, Amber target partially met and Green target fully met.

Indicator	RAG
Stakeholder satisfaction with services provided and effectiveness of the partnership (90% Very satisfied).	Green
Facilitate four Job Strategy Groups, Joined up for Jobs forums, and Joined up for Business meetings per year with 75% participation by partners and/or funded organisations	Green
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)	Green
Support capacity of Third Sector to leverage match from CEC funds, including identifying opportunities (£500,000 over 3 years)	Green
Engagement with min. 25 employers across Edinburgh to support with recruitment, training, and funding opportunities to enable business growth.	Green
Linking min. 1,000 opportunities to priority groups and making recruitment more accessible (20% most vulnerable groups).	Green
Deliver four business insight sessions to employability advisors and employers supporting a more diverse and inclusive workforce and reflecting Fair Work practices	Amber
Services are well targeted at agreed priority groups (90% of active clients from priority group)	Green
Cumulative engagement, progression, and outcome targets are achieved (Over 90% of agreed volumes delivered, underperformance is managed and mitigation reported).	Red
Client supported into work sustain employment for at least 6 months (60% where this is a contracted KPI)	Green
Providers have insight into local Labour Market Information (LMI), sectoral intelligence (12 Monthly claimant count reports; quarterly LMI digests)	Green
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)	Green

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)	
Support and maintain Joined up for Jobs 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)	

4.17 Overall, CCP have met their KPIs. Due to the Covid-19 pandemic, Business Insight focus has been more on the employment market overall and less on Fair Work practices, hence amber rating on that KPI, however this will realign as recovery progresses. With regards to achieving targets, again due to Covid-19, performance across all services was generally below target with a few exceptions thus the red rating. CCP have been engaging regularly with providers and officers throughout the year to mitigate impact and continue to do so over 2021/2022.

5. Next Steps

- 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 Covid-19 pandemic has changed the employment landscape in Edinburgh but the full impact is not yet known. The Council will need to work together with CCP and service providers to ensure a swift and efficient response.
- 5.3 As per the report to Committee on [14 January 2021](#), three of the Council's main contracted services managed by CCP are currently undergoing a reprocurement exercise with the new contracts scheduled to commence 1 April 2022.
- 5.4 As reported to this Committee, coproduction is also about to commence for the NEST grants as well as No One Left Behind, Phase 2, transition from national to local delivery scheduled to commence on 1 April 2022.
- 5.5 These changes in contracts and grants, in addition to further ad hoc funding provided by Scottish Government in response to the unemployment situation following the Covid-19 pandemic will require a continued strong partnership between the Council and CCP.
- 5.6 Additionally, the involvement with the ESES City Region Deal and its IRES Programme have brought about new ways of working and opportunities to add value to Council investments.

6. Financial impact

- 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 (e.g. employer hubs at 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 CCP has currently secured leverage at a total three-year average for 2020/23 at £6,124,940 (equivalent to £2,041,646 per annum) to supplement the core investment in employability services.
- 6.5 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.
- 6.6 In 2020/21 and onwards the Council's funding to CCP has been reduced by £150,000 (from £647,000 to £497,000).
- 6.7 This report is for noting only and no financial implications arise directly from it.

7. Stakeholder/Community Impact

- 7.1 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).
- 7.2 Quarterly meetings are held with the CCP Chief Executive Officer to discuss SLA progress and ensure alignment with work directly undertaken by the Council.

8. Background reading/external references

- 8.1 Capital City Partnership Service Level Agreement report to Housing and Economy Committee on [18 January 2018](#).
- 8.2 [Joined up for Jobs website](#)
- 8.3 Edinburgh Economy Strategy on [7 June 2018](#)

9. Appendices

- 9.1 Appendix 1 – Extract of Services and KPIs from CEC/CCP SLA 2018/21.
- 9.2 Appendix 2 - Progress Report by Capital City Partnership.
- 9.3 Appendix 3 – Provider Performance 20-21

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 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 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 Joined up for Jobs 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
KPI 1: Delivering effective operational partnerships & relationship			
a) Stakeholder and client satisfaction with services provided and effectiveness of the partnership.	90% Very satisfied	to be conducted in 2021/22	External evaluator appointed
b) Facilitate four Job Strategy Groups, four Joined up for Jobs 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 opportunities to priority groups and making recruitment more accessible.	1000 opportunities sourced and made available with 20% target at most vulnerable groups	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

KPI 2: An effective employability performance management service			
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	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

KPI 3: Quality Assurance and Communications			
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
e) Support and maintain Joined up for Jobs 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 - 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 the Local Employability Partnership lead for Edinburgh and co-ordinates the Job Strategy Group as part of this, bringing together key stakeholders for joint working, collaborations and to align strategically where possible and avoid duplication of effort and resources. The Job Strategy Group meets 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, EVOC and Capital City Partnership.

Underneath this, Capital City Partnership co-ordinates the Joined Up for Jobs programme within the Strategic Skills Pipeline, bringing together the commissioned frontline service providers for a cohesive programme; including quarterly Joined Up for Jobs 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 Joined Up for Jobs website as a resource for all frontline workers.

Capital City Partnership also co-ordinates Joined Up for Business, 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. As part of this offer, Capital City Partnership also co-ordinates two Skill Centres which are clustered around large scale employment opportunities: Fort Kinnaird Recruitment Skills Centre and FUSE as part of the GAM agreement for St James Quarter. Community Benefits also make up a large part of the Joined Up for Jobs approach, securing best value from contracts and especially construction activity in the city.

Capital City Partnership also co-ordinates 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 (YEAP) shared with the Scottish Government. There will be an increased focus on this area going forward with new funding from the Young Person's Guarantee.

Within this area, Capital City Partnership has completed its annual feedback survey for 2020/21. Stakeholders and partners reported 100% very satisfied with CCP's co-ordination and delivery of the Job Strategy Group and related services outlined above, and 96% of clients very satisfied with the service they received from Joined up for Jobs providers and contracted provision and would recommend it to someone they know. One Local Employability Partner said:

"CCP are always so helpful and encouraging and support partnership working. Very much appreciated."

And a Joined up for Jobs provider also commented that:

"The team at CCP are great and extremely approachable and helpful. The training events organised for staff were great."

We usually conduct an employer survey annually within the two Skill Centres we support with direct funding from the developers, but due to Covid we have been unable to this year as most business (especially in the BID City Centre) were closed. However, we continue to receive regular positive feedback from employers and the investors, evidenced by the funding renewals on both sites from the developers British Land and Nuveen respectively.

We also provided employers with a new emergency fund under our Integrated Employer Engagement project within the City Region Deal, supporting 73 businesses with grants of £500-£1,000 to respond to Covid and keep their workforce supported. A survey conducted in December 2021 showed 100% were very satisfied with the service offer and 91% said it had helped them to retain staff.

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 funding bodies and opportunities, exceeding the target substantially. Below is the latest secured leverage profile. We are projecting a leverage of £6,124,940 over a three-year period against a target of £2,000,000. Average per annum leverage is currently standing at £2,041,646. We have worked to diversify the funding sources, accessing funds and support from both private and public sectors.

Leverage Funding Table 2020-23

Funder and Project	Purpose	Year(s)	Leverage
ESESCRD Intensive Family Support	To support 144 families in the region	2020/23	£1,703,940.00
ESESCRD Integrated Knowledge Systems	For integrating knowledge systems	2020/23	£765,000.00
ESESCRD Integrated Employer Engagement	For integrating employer engagement services, including community benefits	2020/23	£1,677,000.00
ESESCRD Connector Funding	Support to connect the seven themes	2020/23	£180,000.00
Young Person Guarantee NOLB Funding from City of Edinburgh Council	To provide small staff team to tackle youth unemployment	2021/23	£280,000.00
Rapid Response to Retail Fort Kinnaird Recruitment Skills Centre	Provision of employment skills support to furlough staff and recovery	2020/21	£48,000.00
Pupil Equity Fund	Maximise! project to tackle poverty	2020/22	£850,000.00
FUSE Edinburgh St James Funding	Recruitment centre St James Quarter	2020/21	£100,000.00
Caselink Service Level Agreements	East Lothian use of Caselink.	2020/22	£10,000.00
Regional Recovery Fund	Three regional wealth building projects	2021/22	£185,000.00
Scottish Government Investing in Communities Fund	Choices for Change: Participatory Budgeting Vulnerable Families support	2020/22	£126,000.00
Community Fund Young Start Grant (Get Hired project).	To intensely support 20 disadvantaged young people from Maximise! Project	2020/22	£72,500.00
Workplace Equality Fund Scottish Government	Women returners listening project linking with Volunteer Centre and Women's Aid	2021/22	£17,500.00
DWP Low Value procurement Academies pop ups	To deliver Sector Based Work Academies for recruiting sectors	2020/22	£80,000.00
Contributions to reviews, evaluations, and events etc	Funding contributions for small project work from the network	2020/22	£30,000.00
	TOTAL SECURED LEVERAGE 3 YEAR AVERAGE		£6,124,940.00
	per annum		£2,041,646.67

Capital City Partnership has consolidated work within the Edinburgh and South East Scotland City Region Deal and the Integrated Regional Employability and Skills (IRES) programme. We currently lead on one full area and operationally deliver two others. We also are part of the Programme Management Office with an IRES Programme Connector to bring together the seven themes into an aligned and consistent programme approach for inclusive growth.

The three projects we manage are:

- Intensive Families Support Service:** The service offers a combination of intensive, general and specialist activities tailored to the needs of the whole family. Supporting each individual within the families to progress, as well as implementing whole family activities that will build a support network, improve the family dynamic to provide effective support for each other. We align this work to the Edinburgh Poverty Commission and Child Poverty Action Plans. We are currently supporting twenty-four families in Edinburgh.

- **Integrated Employer Engagement:** This project helps to co-ordinate and improve the employability and skills service offer to employers. This year we are developing a regional approach to “Community Benefits from Procurement” to ensure that the significant expenditure of the partners fully exploits any opportunity to drive inclusive growth and support community empowerment. We also created the Covid-19 Jobs Portal under this funding, promoting 3,863 job opportunities during the year, registering 1,548 employers, and securing 400 jobs for prioritised groups. We also worked with training providers to provide free transferable skills training for recruiting sectors.
- **Integrated Knowledge Systems:** To better align and integrate partner performance management systems and digital services to enable the more effective pooling, analysis, and dissemination of performance information that will be critical to driving service improvement, increased responsiveness, and the creation of an integrated person-centred approach.

Other funding secured includes investment from British Land at Fort Kinnaird to deliver a Rapid Retail Response service to employers, employees, and jobseekers. We exceeded targets for this service of supporting 50 clients and 70 employers and have secured another year funding to continue this project into 2021/22.

We have also worked closely with St James Quarter to secure core funding for an employer contribution to FUSE Skill Centre to replace the loss of Essential Edinburgh support due to Covid impacts. We have a target of 450 jobs planned for when the centre fully opens in early Summer 2021.

We have also developed a new training Sector Work Academies Partnership (SWAPs) relationship with the Department of Work and Pensions to deliver transitional training into recruiting sectors, with 12 courses ran and 95 people gaining transferable skills and 68 jobs secured during Covid. We are aligning this training area with FUSE job opportunities for when the new St James Quarter development fully opens in 2021/22.

Capital City Partnership has also secured Scottish Government funding under the Investing in Communities Housing and Regeneration programme to deliver community engagement projects across the localities model for two years, enabling community groups to access grants of £4,000 each to develop their solutions to poverty. We were able to adjust this project during Covid to have a more direct community response, initially providing 600 meals a week in South West Edinburgh during the first lockdown. During the

second lockdown the project set up the distribution of 2,100 meals to families in South East Edinburgh via Maison Bleu and Goodtrees Neighbourhood Centre. We have worked closely with the Scottish Government to keep this project running during Covid to reach the hardest to help communities and will have a focus on vulnerable young people going forward.

Capital City Partnership's contract management of the Maximise! Project (cited as best practice in the Edinburgh Poverty Commission). Maximise is based in school clusters and offers parents and older children money advice, employability support and family/household support. To ensure strategic links Capital City Partnership contribute to the Child Poverty Action Plan, sit on the City of Edinburgh Council Income Maximisation and Bridging the Gap groups, and have contributed to the Edinburgh Poverty Commission, hosting interaction with clients, and contributing to policy development. We have also secured new funding from the National Lottery for a new project under Maximise! called Get Hired to intensively focus on young people who are care experienced and need additional support to secure work.

Through our management of the NEST grant programme, we have supported funded projects to use the City of Edinburgh Council investment of £865,604 as match funding and can report an extra investment by third parties of £531,064 per annum has been secured for Edinburgh.

KPI 2: An effective employability performance management service

Capital City Partnership contract performance manages seven contracts and 27 grants on behalf of The City of Edinburgh Council for an investment of £4,787,177.

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 annually, or more often if any concerns are raised.

- **Edinburgh 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. Provides for clients in the following categories: Learning disability, Mental Health condition, Autism/Asperger's, Acquired Brain Injury, Visual Impairments, Hearing impairment, Physical disability, other long-term health conditions.

- **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. Parents are supported to access employability support to help them progress in work and move off the subsidy.
- **EnCompass:** This service provides advice and support to those typically in recovery from or living with issues which create barriers to employment, and which complicate the likelihood of effective engagement by other services to meet their employability needs. This includes people who have experience with substance misuse; homelessness; or have an offending background.
- **Edinburgh Targeted and Integrated Employment Service (Next Step):** A city-wide integrated employability service operating from all four localities and community outreach bases. Focus is on both short-term unemployed and in work low-income clients.
- **NEST (Network of Employability Support and Training):** This is a programme of grant-funded projects aimed at more niche client groups with a focus on reducing poverty and increasing access to the labour market. We have worked on co-commissioning and co-design to ensure there is equity across client groups and localities.
- **No-one Left Behind Grants:** Youth-focussed delivery based in seven hubs and featuring significant amounts of outreach. More vulnerable young people are supported on their employment journey.

Contracted providers of employability services have found this year difficult; the impact of Covid measures such as social distancing and the closing of community resources has meant that services have had to be delivered almost entirely online. In addition, many clients faced digital poverty, increased caring responsibilities and food insecurity during this time. Considering the challenges brought by Covid, adjustments were made to both contracts and grants during the year where appropriate to respond to labour market conditions.

a) Services are well targeted at agreed priority groups.

Capital City Partnership's management information system, Caselink, 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.

In 2020/21, 98% of clients had at least one barrier whilst 86.5% of the clients supported had three or more barriers to finding employment. Analysis of this data allows Capital City Partnership to flex provision to ensure that it meets the needs of Edinburgh citizens. For example, the pandemic has been particularly hard on young people and 23.6% of clients who started to receive support this year are 19 or younger. We also use this data to ensure that our services are meeting the needs of all citizens; 19.6% of clients in 2020/21 reported a disability (in 19/20 it was 18%), 13.6% identified as being from an ethnic minority (the city average is 8%).

We also co-ordinate the wider Joined up for Jobs framework to influence and develop additional projects to complement the core Council offer, to reach more excluded client groups, provide early intervention and tackle poverty and inequality. We also work with partners on co-commissioning, co-design, and co-funding of resources to make the most impact of our collective efforts.

An audit of the service provision across the city was undertaken by us for the Edinburgh Partnership Local Outcomes Improvement Plan in 2020/21 to ensure we had equity of service (see diagram below) and that all client groups had a service.

Through this we have worked collectively to highlight gaps in service and how we can collectively address it:

- 1. Support the depth and breadth of work under the refreshed 'Edinburgh Guarantee for All' (EGFA)*
- 2. Improve support and outcomes of Care Experienced young people to be able to access work, learning, and training pathways.*
- 3. Improve outcomes for BAME citizens, including better access to employment through leadership, senior visibility, and high-ranking positive role models.*
- 4. Develop improved coordination of support for prison leavers, bringing together services for a more joined up approach with clearer pathways.*



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

The pandemic and resultant lockdown had a huge impact on contracted providers' ability to deliver their services in 2020/21. Many organisations moved their focus to the immediate needs of their clients in the early part of the year and concentrated efforts on alleviating food and digital poverty and supporting clients with their health and wellbeing. As restrictions relaxed over the summer months some were able to restart socially distanced contact and other focused on moving their employability services online. Capital City Partnership supported this in several ways: offering support and guidance; adapting data-gathering and adjusting contracts and grants to take account of new ways of working and changing client needs.

Overall engagements are lower than in a 'normal' year, but the number of service sessions/correspondence sessions has increased significantly as providers moved their service delivery online. There were 1,801 new engagements this year and 3,922 individuals continued to receive support.

Final figures of evidenced client outcomes will be available in June 2021 but quarterly reports on progression have been submitted to the board of Capital City Partnership and currently we can report verified outcomes of 311 jobs, 481 people to progress in work, and 555 people progressed towards work (outcomes in education and training).

A review of most commissioned services is currently taking place within The City of Edinburgh Council for a new programme to be put in place from 2022 onwards, to be more responsive to new labour market conditions and take account of the Scottish Government No One Left Behind funding and preventative agenda.

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

We will report fully on jobs sustained for six months or more in June when final figures have been collated, so we have full end of year figures and verification. However, 100% of jobs recorded in Caselink in 2020/21 were sustained to four weeks. In spite of the temporary nature of much employment as a result of the Covid-19 pandemic current figures show that 70% of jobs have been sustained to six months (there is obviously a lag in this reporting) in excess of the target of 60% sustainment.

Through our relationship with the Department of Work and Pensions, we have been monitoring Universal Credit figures during the pandemic and are aware that while the figure in recent months of claimants has stayed at around 18,000, these are not the same people and there has been on and off flows of circa 6000 per month, indicating rapidly changing jobs situations and short-term employment scenarios. We again are tracking this with partners during 2021/22 to understand disruption and impact on fair work.

Historically, we did not count jobs with a wage subsidy in our outcomes but given the plethora of schemes and initiatives and the reliance on these we are expecting an adjustment to give the fuller picture going forward.

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

To date we have achieved a 62% target of jobs secured paying the Real Living Wage for the financial year. This is the first time we had achieved this level and in normal circumstances would be cause for celebration and an indication we will continue to improve wage levels going forward. However, we are starting to see trends of instability of employment and reduction in contracted hours. We are concerned that the furlough scheme of 80% wages has impacted Living Wage attainments of our client groups, although this might be rectified over the coming year when people move back into their permanent posts. It is a difficult area to predict, and we are undertaking further analysis across the Job Strategy Group to understand the patterns and what measures we can put in place. We welcome the Edinburgh Poverty Commission recommendation of Edinburgh becoming a Living Wage city and are working with colleagues on how this can happen. Living Wage is not mandatory, so it relies heavily on other factors to lever in those service standards.

Capital City Partnership is still promoting and undertaking additional measures to ensure that our clients are moving into fair, well-paid work where possible. These include:

- Our Joined up for Business team undertaking Fair Work training sessions with employer engagement officers to enable them to better have the conversation around terms and conditions.
- Fair Work embedded in Business Plans at Skill Centres to influence sectoral change with the St James Quarter committed to encouraging all employers to pay a Living Wage.
- Conversations with employers to showcase business reason to adopt the Living Wage.
- Community Benefit clauses review taking place under City Region Deal to influence contracts.
- More focus within contracted provision on in-work support and progression and upskilling.

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

Capital City Partnership launched an Integration Charter Award in 2019 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. All contracted providers have or are working towards Charter status. In addition, we have widened out charter status to non-contracted services to widen good practice.

The Charter commitments and validation methods will be reviewed in Financial Year 2021/22 to maintain standards and relevance.

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

Every user of the Management Information system (Caselink) is required to register with the data commissioner. CCP underwent a GDPR compliance procedure with the City of Edinburgh Council and every organisation has signed the new Information Sharing Agreement established in 2019/20. We also conducted an internal GDPR assurance audit with legal partners Harpers and MacLeod to identify and strengthen any weaknesses and all recommendations were fully adopted and implemented.

Capital City Partnership also produces monthly data intelligence reports on employability and poverty which is disseminated to the Job Strategy Group and wider stakeholders to keep parties up to date with latest trends and developments. Spot focus reports are also produced for the Job Strategy Group for strategic consideration of approach, including a focus on BAME activity this year to improve outcomes.

KPI 3: Quality Assurance & Communications

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

Client satisfaction was recorded as 95% 'very satisfied' when Capital City Partnership conducted a survey in January 2020. This has been further borne out with qualitative workshop feedback sessions carried out by funded providers on client satisfaction. We have also undertaken co-production workshops with clients to inform future

commissioning, so their voices are at the centre of policy work, and have fully adopted the Scottish Government's [Scottish Approach to Service Design](#).

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

Capital City Partnership monitor all grants and contracts quarterly through our reporting systems. We ensure that reported figures matches data on our management information system, Caselink through this reporting process.

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. This year it was not possible to gain access to premises to do a full audit of funded organisation. However, a virtual audit took place for those organisations who did not have a satisfactory initial audit in 2019/20. For ESF funded programmes the audit requirement is split; the ESF Programme Management Office at The City of Edinburgh Council audit financial and client record compliance whilst Capital City Partnership audit 100% of claimed outcomes claimed by Next Step and All in Edinburgh.

To ensure objectivity, our contract management and compliance function is carried out by different Capital City Partnership teams.

- 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, including attracting in fund controls from other Council services.

APPENDIX 3 - CUMULATIVE PERFORMANCE CONTRACTED SERVICES SUMMARY – Quarter 4 2020/21

CCP monitors seven contracts and 27 grants for the Council. This activity contributes to the success of the Strategic Skills Pipeline and the Jobs Strategy for the city. All provision has been audited for verification checks.

Contract	Purpose/Pipeline	Headline Figures	Performance summary notes	
Next Step	Support for shorter term unemployed and low paid employed	1,270 clients, 121 progressions, 119 job outcomes, 32 in work outcomes	Performance continues to be low; this is largely to do with the impact of lockdown and a stagnant labour market. Progressions now picking up as certification and education opportunities pick up.	
All in Edinburgh	Support people with a disability into work	880 clients, 113 job outcomes 62 in-work outcomes	Good performance this quarter given the impact of lockdown and restrictions. All in Edinburgh have continued to engage with clients virtually over this period.	
Childcare Hubs (Four contracted providers)	Support families to secure affordable childcare and sustain work and tackle in work poverty	387 families supported with 502 children receiving subsidised places, 8 individuals have improved labour market situation	Three of the four childcare settings closed during lockdown with the other only caring for children of keyworkers. Some concern about demand for childcare in future quarters. No further assessment of clients in this quarter so figures are unchanged from last quarter.	
Encompass	Education-focussed project for people with protected characteristics	320 clients, 47 progressions, 11 job outcomes	Performance was good during lockdown and this project continued to engage with clients whilst focussing on wellbeing. Difficult labour market is likely to mean that job outcome targets will be difficult across the year.	
NEST Grants (17 grants)	Early stages of the pipeline. Small grants programme with average 45k award	854 clients, 324 progressions, 59 job outcomes	There were a variety of responses to the pandemic situation across the 17 projects. Most focussed on wellbeing of clients and access to basic necessities alongside traditional employability delivery. Some projects had to suspend activities and furlough staff. Q4 saw a limited return to face-to-face delivery and an increase in progression outcomes.	

Contract	Purpose/Pipeline	Headline Figures	Performance summary notes	
NOLB – young people (Five grants)	Young school leavers people struggling to move to a positive destination	161 clients, 55 progressions, 9 job outcomes	Programme of support continues to work well. Engagements are based on referrals from schools, so numbers can fluctuate. New NOLB provision started just as lockdown was announced but providers have continued to offer a virtual service and limited face-to-face delivery.	
NOLB – Parents (Five grants)	Parents who are out of work or in low income employment	50 clients	Too early to report outcomes but providers have made good progress in securing referral pathways and in advertising their services to potential clients.	
TOTAL CUMULATIVE OUTCOMES Q4: 3,922 clients supported, 555 progressions, 311 job outcomes, 481 in-work outcomes				