

Governance, Risk and Best Value Committee

10.00am, Tuesday, 22 November 2022

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

Executive/routine
Wards All
Council Commitments

1. For Decision/Action

- 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.

Richard Carr
Interim Executive Director of Corporate Services

Contact: Emily Traynor, Assistant Committee Officer
Legal and Assurance Division, Corporate Services Directorate
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Referral Report

Capital City Partnership: Progress Update

2. Terms of Referral

2.1 On 29 September 2022, 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 circumstances around Covid-19 had a major impact on the results for 2021/22 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);
- 3) To refer this report to the Governance, Risk and Best Value Committee.
- 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 circumstances around Covid-19 had a major impact on the results for 2021/22 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);
- 3) To refer this report to the Governance, Risk and Best Value Committee.
- 4) To encourage CCP to review its memorandum and articles of association, especially to consider more detail of priority groups including an evidence-based approach to who experiences disadvantage in terms of skills and the job market, and that this should be regularly reviewed.

- 5) To note the new council term and agree to provide briefing to committee around grant programmes and Edinburgh Local Employability Partnership for the benefit of new / all councillors.
- 6) To agree that diversity and equality reporting should be strengthened in relation to outcomes and that priority groups should be defined clearly.
- 7) To agree to bring back a report in 3 cycles on the data gathered, and how this will be monitored in future, in relation to provision of service that reflects support for people in need by reason of age, poor health and wellbeing outcomes, disability, learning disability, marginalised groups including those from low socio-economic backgrounds, single-parent families, ethnic minorities, and people with experience of complex needs including trauma or violence.

- moved by Councillor Kumar, seconded by Councillor Dobbin

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 circumstances around Covid-19 had a major impact on the results for 2021/22 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);
- 3) To refer this report to the Governance, Risk and Best Value Committee.
- 4) To encourage CCP to review its memorandum and articles of association, especially to consider more detail of priority groups including an evidence-based approach to who experiences disadvantage in terms of skills and the job market, and that this should be regularly reviewed.
- 5) To note the new council term and agree to provide briefing to committee around grant programmes and Edinburgh Local Employability Partnership for the benefit of new / all councillors.
- 6) To agree that diversity and equality reporting should be strengthened in relation to outcomes and that priority groups should be defined clearly.
- 7) To agree to bring back a report in 3 cycles on the data gathered, and how this will be monitored in future, in relation to provision of service that reflects support for people in need by reason of age, poor health and wellbeing outcomes, disability, learning disability, marginalised groups including those from low socio-economic backgrounds, single-parent families, ethnic minorities, and people with experience of complex needs including trauma or violence.

- 8) To note that members were invited to Joined Up for Jobs sessions.
 - 9) To note that the Capital City Partnership events schedule would be shared with members.
- 2.3 The role of the Governance, Risk and Best Value Committee is to scrutinise the performance of Capital City Partnership in the period of 1 April 2021 to 31 March 2022.

3. Background Reading/ External References

- 3.1 [Webcast of the Housing, Homelessness and Fair Work Committee of 29 September 2022](#)
- 3.2 [Minute of the Housing, Homelessness and Fair Work Committee of 29 September 2022](#)

4. Appendices

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

Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 September 2022

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;
 - 1.1.3 Note that the current circumstances around Covid-19 have had a major impact on the results for 2021/22 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.

Paul Lawrence

Executive Director of Place

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Capital City Partnership: Progress Update

2. Executive Summary

- 2.1 This report sets out the 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 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).

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 acts as the chair of the city's Local Employability Partnership (LEP), the Job Strategy Group and has provided secretariat support for the various underlying partnerships structures, as well as the strategy group, the providers' forum and allied working groups with the aim to support collaboration and continuous improvement.
- 4.5 When Scottish Government, as part of their No One Left Behind (NOLB) agenda, asked that Local Authorities establish LEPs, the Job Strategy group agreed to act as this.
- 4.5 CCP has completed its annual feedback survey for 2021/22 with funded providers and 100% of providers were 'very satisfied' with CCP's contract management services.
- 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. 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 £6,621,280 (equivalent to £2,207,093 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 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.
- 4.9 Contracted services have undergone significant recommissioning, including coproduction exercises, this year to ensure they are fit for purpose. Contracts and grants programmes being managed by CCP in 2021/22 were:
- 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, three of whom are also subsidised for their running costs;
 - 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 Network of Employability Support and Training (NEST): Grants programme aimed at reducing poverty and increasing access to the labour market;
 - 4.9.6 NOLB: Youth-focussed delivery based in five hubs and featuring significant amounts of outreach;
 - 4.9.7 Parental Employability Support Fund Grants: provides employability support for parents both in and out of work, helping to tackle in-work poverty;
 - 4.9.8 Young Person's Guarantee Grants: 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; and
 - 4.9.9 Partnership Action for Continuing Employment (PACE): Support for people made redundant or at threat of redundancy during COVID, with a particular focus on those 50+.
- 4.10 Appendix 2 provides a high-level overview of the performance of the individual services but, across all services, between 1 April 2021 and 31 March 2022 there had been 1,925 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 groups over the year and verified outcomes as at 31 March 2022 were: 1,031 progressions towards work, 525 job outcomes and 261 'in-work' outcomes.

- 4.12 The SLA targets 60% of clients to sustain in employment for six months or more. 100% of jobs in 2021/22 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.
- 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 Full details of the KPIs can be found in Appendix 1. However, the table below shows each KPI with a Red/ Amber/Green 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 (JUFJ) 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	Green
Services are well targeted at agreed priority groups (90% of active clients from priority group)	Green

Indicator	RAG
Cumulative engagement, progression, and outcome targets are achieved (Over 90% of agreed volumes delivered, underperformance is managed and mitigation reported).	Amber
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.	Green
Employer satisfaction with scope and quality of service received and the positive impact made. (90% Very satisfied)	Green
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)	Green
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)	Green
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)	Green

4.17 With regards to achieving targets, due to Covid-19, performance across all services was generally below target with a few exceptions thus the amber rating. CCP have been engaging regularly with providers and Council officers throughout the year to mitigate impact and will continue to do so over 2022/23.

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 We know that the double impact of the Covid-19 pandemic and Brexit has changed the employment landscape in Edinburgh and the full impact is not yet known. Officers will continue to work together with CCP and service providers to ensure a swift and efficient response.
- 5.3 The Council's main contracted services, which are managed by CCP, were reprocured during 2021 with replacement services commencing on 1 April 2022.
- 5.4 In 2022, a co-production for the NEST grants as well as NOLB, Phase 2, was undertaken and new provision commenced 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 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 secured leverage at a total of £6,621,280 over three years 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 was 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.

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
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 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

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	<p>Monitor fair work indicators (living wage, living hours, community benefit)</p> <p>60% of clients supported into work earning living wage 6 months after employment (without subsidy) where this is a KPI.</p> <p>Annual report on fair work measures and monitoring via Customer Charter</p> <p>Support JUFJ providers to become Living Wage accredited</p>	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 & 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
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

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*

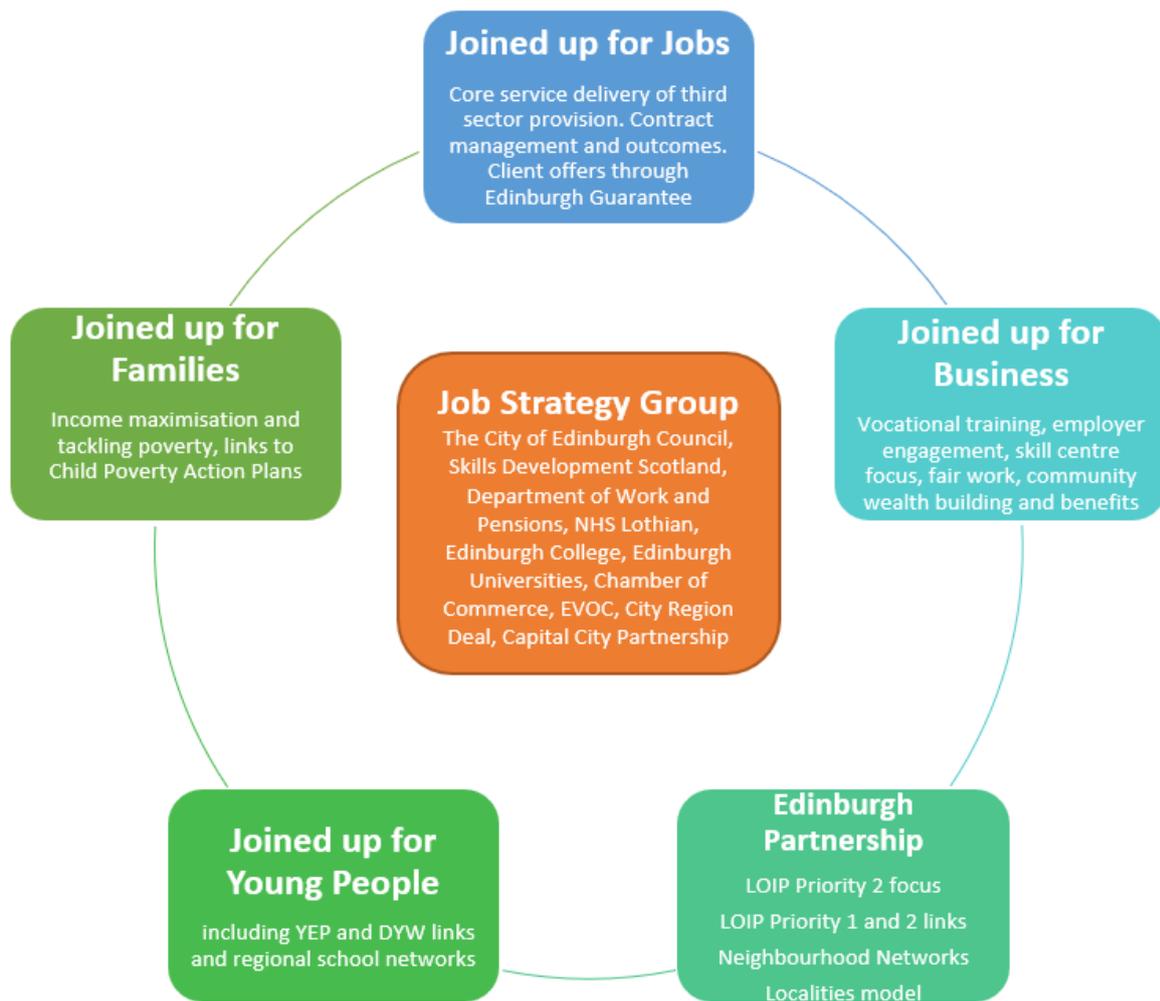
CCP is the Local Employability Partnership lead for Edinburgh on behalf of The City of Edinburgh Council and co-ordinates the Job Strategy Group as part of this, bringing together key stakeholders for joint working, collaborations and to align strategically where possible and avoid duplication of effort 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 CCP.

We have sub-groups under the Job Strategy Group for specific area focus and responses, including in this year a Job Strategy Group Hospitality Recruitment group, and the Ukrainian Focus Job Strategy Group which meets weekly and reports into the Edinburgh Conflict Oversight Group.

Underneath this, CCP co-ordinates on behalf of the Council a range of 'Joined up' for approaches for synergy, added value, co-ordination of services, and improving service standards and job outcomes. We also Chair and lead on the Edinburgh Partnership Local Outcome Improvement Plan Priority 2 Access to Work, Learning and Training opportunities, and sit on the Priority 1 group Enough Money to Live On to ensure best use of wider partnership efforts for more pressing issues. Under LOIP, we are part of the review of advice services.

Edinburgh Local Employability Partnership



Joined Up for Jobs brings together the commissioned frontline service providers for a cohesive programme within the Strategic Skills Pipeline; including running quarterly JUFJ 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. A new addition is the Helix client management systems, with an investment of £200,000 secured from Scottish Government to enable better co-ordination of services for clients who often require a triage of support to move out of poverty and into sustainable employment. 65,000 Edinburgh residents are registered on the Helix system with an average of 5,000 actively engaged with a service at any one point.

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. As part of this offer, CCP co-ordinates two

Skill Centres which are clustered around large scale employment opportunities: Fort Kinnaird Recruitment Skills Centre is funded solely by private investment secured from British Land and supported by the Integrated Employer Engagement team under the City Region Deal, and FUSE as part of the GAM agreement for St James Quarter with additional support from the Business Improvement District lead.

A new addition to the Joined up for Business area is the development and commissioning of a Vocational Training Framework to offer accredited qualification-based training shaped by recruiting employers with guaranteed interviews for those who complete the short courses. Additional £250,000 funding was secured from UK Government's Covid 19 Recovery Fund to add a careers service element to the Vocational Training Framework for outreach engagement, barrier removal, and longer-term skills pathways out of poverty. Joined up for Business continues to reach out to new developments and is part of the Granton Waterfront Steering Group and supports the new Dunard Centre.

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.

Due to the impact of the pandemic on young people across Scotland, 12 Third Sector organisations have been awarded a total of £760,353.13 via Young Person's Guarantee Grant funds to support young people in Edinburgh in 2022-23. The funds support young people to access further education, training, employment, and volunteering. All projects focus on barrier removal, fair work, outcome sustainment and aftercare for those who need it, with an overall aim to engage with the most vulnerable young people residing in Scottish Index of Multiple Deprivation 1 and 2 areas of Edinburgh. CCP led on the commissioning of these new provisions, and effectively contract manage all 12 grants ensuring the priorities of Young Person's Guarantee and wider policy areas are met.

Through ongoing mapping and analysis of the local youth employability landscape, a further £305,065.00 worth of Young Person Guarantee funded provision has been awarded to five additional projects commencing in July 2022 focusing on support for young people from black and minority ethnic, youth justice and homelessness backgrounds.

Alongside this, The Young Person's Guarantee team have supported 60 young people to start Young Person's Guarantee funded Paid Work Placements within The City of Edinburgh Council and Third Sector organisations. These placements are supported for a

six-month period and pay real living wage. Work is underway to coordinate the sustainment of these posts via further Young Person's Guarantee incentive funding, or to support the young people to progress into another workplace depending on their goals.

Joined up for Families

During the last year, and due to the increase focus around families and poverty prevention and income maximisation, we have added this new Joined up for area to bring 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 contract manages the Maximise! service for the Council to address household poverty, with CCP attracting additional leverage of £120,000 from the regional Intensive Family Support Service to widen the offer. Next year this service will be expanded further with an additional £160,000 from Communities and Families, Early Years. We also secured £100,000 from the Barclays Trust to support families' transition into work and remove immediate barriers such as food poverty. CCP won the Public Services Award for voluntary-public sector partnership alongside CHAI and Children 1st. In this year CCP also developed the new minority ethnic focused Whole Family Equality project in response to the Edinburgh Partnership call for a new approach, securing £300,000 core funding from The Robertson Trust and additional funding attracted from the Investing in Communities Fund and the National Lottery Young Start project for a joined-up offer to over 120 BAME families.

Within the above areas, CCP has completed its annual feedback survey for 2021/22 from funded providers. Providers reported that:

- 100% were at least very satisfied with CCP's contract management services, exceeding the target set.

One Local Employability Partner said:

"The contract management element always ran very smoothly with excellent communication and an always supportive approach."

And a JUFJ provider also commented that:

"Communication always felt consistently excellent. The JUFJ web presence is really good."

In addition, the FUSE Employer Survey we conduct under the Growth Accelerator Model (GAM) agreement for the St James Quarter showed that 100% of respondents were highly

satisfied with the service received and employers commenting that, '*the service from FUSE has been excellent*' and '*a great support in terms of recruitment*'. We have also used the survey to anticipate future activity and trends to shape the offer to meet requirements and will be enhancing the FUSE training offer through utilising the newly launched Vocational Training Framework. The survey also helped identify opportunities to work alongside employers to develop the wider community engagement offer.

Going forward, it is worth noting that CCP is also part of the newly funded Edinburgh People/Partnership Survey to give wider insights including needs for employability services. The proposal is to engage with 4000 Edinburgh citizens. This will help give more insight into the citizen view around employability and poverty interventions and services.

(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.

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 £6,621,280 over a three-year period, broken down below. Average per annum leverage is currently standing at £2,207,093. We have worked to diversify the funding sources, accessing funds and support from both private and public sectors. The vast majority of this funding goes to frontline services with a minimum (under 8%) for overheads, which also reduces the cost of the core Council SLA.

We form part of the Programme Management Office for the Edinburgh and South-East Scotland City Region Deal (ESESCRD) Integrated Regional Employability and Skills (IRES) programme through hosting an IRES Programme Connector. This role involves bringing together the seven themes into an aligned and consistent programme approach for inclusive growth. A focus for this year has been to capture additional leverage across the IRES programme, which has been confirmed as £4,301,540 to date. Of this, over 50% has been directly secured by CCP.

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

Funder and Project	Purpose	Year(s)	Leverage
EESCRD Intensive Family Support Service	EESCRD and Poverty and Social Inclusion match funding for 144 family regions wide	2021/24	£2,176,480.00
EESCRD Integrated Knowledge Systems	EESCRD support for integrating knowledge systems and talent bank and data analysis	2021/24	£690,000.00
EESCRD Integrated Employer Engagement	EESCRD support for integrating employer engagement services, including focus on community benefits	2021/24	£1,490,000.00
EESCRD Connector Funding	EESCRD support to connect the seven IRES themes and support central PMO function	2021/24	£180,000.00
Young Person Guarantee NOLB Funding from City of Edinburgh Council	To provide small staff team to tackle youth unemployment and link young people to a positive destination	2021/23	£560,000.00
British Land Rapid Response to Retail	Provision of employment skills support to furlough staff and recovery	2021/22	£48,000.00
Pupil Equity Fund Maximise!	PEF funding to support school-based activity project Maximise!	2021/22	£300,000.00
The Robertson Trust Partners in Change	Partners in Change fund to extend Maximise! to Communities of Colour	2022/25	£300,000.00
L&W New Future pilot	Covid transferable skills/careers advice for those impacted by C19	2022/23	£250,000.00
Barclays 100 x 100 Fund	Direct cost relief to those facing financial difficulties due to Covid	2021/22	£100,000.00
FUSE Edinburgh St James Funding	Staff resource for FUSE recruitment centre at St James Quarter	2021/22	£50,000.00
East Lothian Caselink Service	East Lothian use of Caselink.	2021/22	£5,000.00
Regional Recovery Fund Community Wealth building	To provide a regional wealth building project	2021/22	£185,000.00
City Centre Recovery Fund	To support FUSE job support delivery	2021/22	£34,000.00
Scottish Government Investing in Communities Fund	Choices for Change: Participatory Budgeting Vulnerable Families support	2021/22	£60,300.00
Community Fund Young Start Grant (Get Hired project).	To intensely support 20 disadvantaged young people from Maximise! Project	2021/22	£45,000.00
Workplace Equality Fund Scottish Government	Women returners Listening project with Volunteer Centre/Women's Aid	2021/22	£17,500.00
DWP Low Value procurement Academies pop ups	Sector Based Work Academies Programmes (SWAPS) for recruiting sectors	2021/22	£120,000.00
Contributions to reviews, evaluations and events etc	Funding contributions for small project work from the network	2021/22	£10,000.00
	TOTAL SECURED LEVERAGE 3 YEAR AVERAGE		£6,621,280.00
	per annum		£2,207,093.33

KPI 2: An effective employability performance management service

CCP contract performance manages seven contracts and 51 grants on behalf of the Council for a managed investment portfolio of £5,985,885.34.

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. Contracted services have undergone significant recommissioning from The City of Edinburgh Council this year to ensure they are fit for purpose

- **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.
- **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.
- **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.
- **Edinburgh Targeted and Integrated Employment Service (Next Step):** A city-wide integrated employability service operating from all localities and community outreach bases. Focus on short-term unemployed and in work low-income clients.
- **Network of Employability Support and Training (NEST):** 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.
- **No-one Left Behind Grants (NOLB):** Youth-focussed delivery in seven locality hubs for vulnerable young people to be supported on their employment journey.
- **Parental support fund** provides employability support for parents both in and out of work, helping to tackle in-work poverty.
- **Young Person Guarantee 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.

- **PACE:** Support for people made redundant or at threat of redundancy during COVID, with a particular focus on those 50+.

a) Services are well targeted at agreed priority groups.

For the majority of 2021/2022, Caselink was the main management information system, with a migration to the new system, Helix, starting in the last quarter. Helix is now the system used to record clients' 'barriers to work' and collect evidence that we are focusing on the prioritised groups identified in all contracts and grants, and all historic data has been transferred to Helix.

For the year in question, we were still following the Scottish Government European Social Fund (ESF) data framework with early NOLB recording during this data transition year.

In terms of client records on inclusion and equalities profiling on Caselink (and now Helix), all clients record ethnicity, gender, age and sexuality (with the option to not answer).

In addition, there are follow up questions asked about types of health and disability conditions, which can provide a very detailed focus.

More specific barriers are then asked to inform the service needed and aid barrier removal. Within the ESF and NOLB data framework were 81 barriers (below) that could have been recorded in 2021/22:

Armed Forces Veteran	EU migrant workers
Asylum seeker	EU migrant workers
At risk of becoming NEET	Ex-service personnel
Criminal convictions	Family/caring responsibilities
Disability	General motivational issues
Employed Status affected by Covid-19	Historic Substance Use
Homeless or affected by housing exclusion	History of alcohol abuse
Households with youngest dependent aged less than 1	History of substance abuse
Households with 3 dependents or more	Lack of confidence
Living in a jobless household	Lack of reliability/Time keeping
Living in a jobless household with dependent children	Lack of work experience
Living in a Single Adult Household with dependent children	Lacking IT skills
Long-term physical illness/condition	Literacy and Numeracy
Looked after young person	Lone parent
Low income employed	Low Communication/Interpersonal Skills
Material Deprivation	Low Vocational Skills/Qualifications
Mental health issues	MCMC
Migrant people with a foreign minority background (incl marginalised communities such as the Roma)	Young people at risk of becoming MCMC on leaving school
No work experience	Need assistance with English Language

Primary carer of a child/children (under 18) or adult	Non EU migrant workers
Primary carer of older person	Offender
Refugee	Other attitudinal barriers
Substance Related conditions	Parole
Underemployed	Physical illness
Young People aged <25 impacted by Covid-19	Poor interview skills; CV presentation
Above 54 years of age	Prisoners
From employment deprived areas	Seasonal worker
Long Term Unemployed	Voluntary worker
Low skilled	Work Programme Completer
Accommodation issues	Young people leaving care
Additional learning needs (Dyslexia/ADHD)	Employed
At Risk of Substance Use	Ethnic minority
Benefits issues/difficulties	In full-time or part-time education
Care Experienced	Long term unemployed
Community Sentence Order	No qualifications
Criminal record	Part-time worker
Current Substance Use	Remote Rural Area
Debt problems	Rural Area
Disabled Child In Family	Self Employed
Economically Inactive	Unemployed
Emotional/Behavioural Difficulties	Workforce Returner

We are moving to the Scottish Government's Shared Measurement Framework with full adoption by October 2022, but we started the adoption of this in July 2022 as part of an incremental transition. This sets out a common data language across all 32 Local Authorities in Edinburgh.

Free texts boxes are then available for more nuanced data gathering and recording of client needs. Each funder can add additional fields for specific projects if required – for example, a project focused on clients impacted by Covid specifically and asked questions around this.

The raw qualitative data is supplemented with quantitative analysis dependent on the project – these can include surveys, interviews, workshops and focus groups. External evaluations also provide additional insights in areas of interest but come at a cost.

In 2021/22, 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 CCP 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 35.4% 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; 16% of clients in 2021/22 reported a disability and 14% identified as being from an ethnic minority (the city average is 8%).

We co-ordinate the JUFJ framework to influence and develop additional projects to complement the Council offer, reaching more excluded client groups. We now have a

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
NEST Third Party Grants (Stage 1-5) Third sector led support for people requiring specific barrier removal or from area of multiple deprivation 660 places				
Young Person's Guarantee (Stage 1-5) Providing young people with individual support to increase progression along pathway to a positive destination 340 places				
NOLB Activity Agreements and Boost (Stage 1) Support for school leavers 262 places	Next Steps (Stage 2-3) Employability service, including specialist support for BAME and LBGT communities 360 places			Advance (Stage 5) In-work employment support with income maximisation 180 places
Intensive Family Support (NE/NW) (Stage 1-2) Poverty & social inclusion support for families in early years centres 55 families			Subsidised Childcare for Working Parents (Stage 4-5) Provides subsidised places based on eligibility criteria with focus on regeneration areas communities 294 families	
Intensive Family Support (SE/SW) (Stage 1-2) Poverty & social inclusion support for families in early years centres 27 families		Start Scotland (Stage 3-5) Employment service with in-work support built in 2400 places		
EnCompass (Stage 1-5) Support for people with a history of substance misuse, criminal justice, and homelessness 240 places				
Maximise (Stage 1-4) Targeted poverty and social inclusion support for low-income families in schools 240 places				
Parental Employment Support Fund (Stage 1-5) Providing intensive employability support to employed and unemployed parents from priority groups tbk places				
Whole Family Equality Project (Stage 1-5) Project for ethnic minority communities in aiming to address poverty and inequality within these communities 120 places				
	All in Edinburgh (Stage 2-5) Supported Employment service for people with a disability or long-term health condition 425 places			
			Integrated Employer Engagement (Stage 4-5) To maximise the benefits of employer engagement initiatives 200 places	
			New Futures Training (Stage 3-5) Sector-based training with guaranteed interview 200 places	
			New Futures Advice (Stage 3-5) Career advice for those impacted by Covid employment 300 places	
			IRES Skills Gateway (Stage 3-5) Higher skills gateway routes into construction (HCI) and data careers (DDI) across schools, further and higher education, and work HCI 2120 places, DDI 3262 places	



refreshed Strategic Skills Pipeline offer (below) after recommissioning by The City of Edinburgh Council NOLB funding allocations and other investments.

An annual refreshed audit of the service provision across the city was undertaken by CCP on behalf of the Edinburgh Partnership Local Outcomes Improvement Plan in 2021/22 to ensure we had equity of service (see diagram below) and that all client groups had a service. This was refreshed again in early 2022/23 with new commissioned services and offers.



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

As well as recording client's barriers, the Helix management information system collects data on the outcomes of all funded projects (jobs, training, education etc). Given the continued disruption caused by COVID, certain providers have struggled to meet targets, largely down to intermittent lockdowns and a difficult labour market. However, it is pleasing to see a number of provisions reaching 90% of their outcomes targets and above.

Overall engagements are lower than in a 'normal' year but improved as services returned to a blended model of delivery, including face-to-face and virtual post the easing of restrictions. There were 1,925 new engagements this year and 3,755 individuals continued to receive support.

Final figures of evidenced client outcomes from quarterly reports on progression have been submitted to the board of CCP and currently we can report verified outcomes of 525 jobs, 261 people to progress in work, and 1,031 people progressed towards work (outcomes in education and training).

Service	Funding	Outcomes Targets	Outcome Achieved	% Achieved
Next Step	£692,318	494	243	49%
All in Edinburgh	£1,598,781	204	187	92%
Childcare Hubs	£876,020.08	89	22	25%
Encompass	£247,965	106	178	168%
NEST Grants	£865,604	617	578	94%
NOLB AA and Boost	£295,648	194	171	88%
NOLB – PESF	£464,098.26	372	180	48%
NOLB PACE	£80,000	82	38	46%
Maximise!	£550,000	250	242	97%

In line with the Edinburgh and South-East Scotland City Region Deal Benefits Realisation Plan, the IRES Programme Connector at CCP has developed and launched a monitoring and evaluation framework to capture impact. The first data visualisation report was produced for the IRES Board in May 2022 and provides a transparent insight into activity across the projects from launch to current date. The report also shows progress to the headline targets demonstrating that the project is on track to achieve these.

IRES PROGRESS	Career Progression	Skills Improvements	Job Outcomes
TARGET	64	8293	699
ACTUAL	42	18,062	620

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

Helix shows that 100% of jobs recorded in 2021/22 were sustained to 4 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, in excess of the target of 60% sustainment.

Through our relationship with the Department of Work and Pensions, we continue to monitor Universal Credit figures for post Brexit and post-pandemic indicators and are aware that while the figure in recent months of claimants has stayed at around 10,000. These are not the same people and there continues to be on and off flows indicating rapidly changing jobs situations and short-term employment scenarios. We are again further tracking this with partners during 2022/23 to understand impact and adjust service offers accordingly.

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. As outlined last year, we continue to see increased trends of instability of contracts in employment and reduction in contracted hours. 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 on other factors to lever in those service standards.

CCP is still promoting and undertaking additional measures to ensure that 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.

- Conversations with employers to showcase business reason to adopt the Living Wage.
- Community Benefit clauses influenced under City Region Deal activity.
- More focus within contracted provision on in-work support and progression and upskilling and prioritising living wage income.

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

CCP launched an Integration Charter Award in 2019 to verify service standards. The Charter commitments and validation methods will be reviewed in Financial Year 2022/23 to maintain standards and relevance.

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 Charter status. In addition, we have widened out charter status to non-contracted services to embed good practice and service standards.

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 introduction of Helix and every organisation has signed the new Information Sharing Agreement. We also annually conduct an internal GDPR assurance audit with legal partners Harpers and MacLeod to identify and strengthen any weaknesses with any recommendations fully adopted and implemented.

CCP 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.

KPI 3: Quality Assurance & Communications

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

CCP mirrors the Scottish Government's [Approach to Service Design](#), ensuring services are client-led, holistic and co-designed by the people that use them. We use a variety of co-production techniques to ensure that projects deliver a high quality, impactful service. This year we have carried out a range of checks to gauge satisfaction with projects and the impact that they have on people's lives.

In 2022 CCP conducted a wide-ranging consultation of young people who took part in Young Person's Guarantee projects. Young people are overwhelmingly positive about the quality of delivery, specifically highlighting the outstanding work of frontline staff during a challenging and unpredictable time. 66% of the 198 young people reached via these provisions have already progressed to a positive destination in education, employment, or further training. Key recommendations for future commissioning primarily revolve around raising awareness of and expanding access to commissioned provisions, particularly for young people from protected characteristic groups and areas of multiple deprivation.

Ongoing projects are required to develop feedback loops with their clients in accordance with our JUFJ Customer Charter. Recent audit of this demonstrated very high satisfaction with services.

Some client feedback from those participating in funded serviced includes:

"It has all happened so fast, it is mad I feel I have gone from a wee girl to an adult going to college, thanks for everything"

"I would like to thank Linknet for offering such a great service to minority ethnic people and I would also like to recommend this service to anyone who is suffering to go for further education or to find a job."

We have also undertaken co-production workshops with clients to inform future commissioning, so their voices are at the centre of policy work. We undertook a survey and focus group of over 60 parents whose children engage in Early Years care so that we could design a holistic family-centred project in South-West Edinburgh

Next year we plan to deepen our community engagement and participation policies to strengthen user involvement in commissioning. We are creating two Citizens' panels: one for people from ethnically diverse communities and another for younger people who face disadvantage in the labour market. These will be underpinned by a new policy for

participation which will properly value the input of those who have expertise through experience. CCP will also support the development of the Edinburgh People/Partnership Survey in 2022 to better understand Edinburgh citizens requirement for employability services. The survey will engage with at least 4000 residents.

[In December, CCP alongside partners Children 1st and CHAI won the Public Service award for best voluntary/public sector partnership based on client engagement.](#)

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

CCP monitor all grants and contracts quarterly through our reporting systems. We ensure that reported figures matches data on our management information system, Helix, 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. While move back to in person visits, a virtual audit took place.

To ensure objectivity, our contract management and compliance function is carried out by different CCP 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. Strategy and Insight have asked us to carry out contract management of their grant to Maximise! and starting in 2022 we will be contract managing the Early Years programme of support for Communities and Families.