

Dumfries and Galloway Local Employability and Skills Improvement Plan 2021-22

The Dumfries and Galloway Local Employability and Skills Partnership (D&GLEP) have recently undertaken a rigorous self-assessment process to critically assess their effectiveness and establish a baseline of how well the partnership meets the ambitions of No One Left Behind and Young Person's Guarantee. The Self-assessment challenged participants to reflect upon recent performance and to reach consensus on identifying areas for improvement.

The self-assessment contained statements relating to Leadership & Relationships, Governance, Use of Evidence, Community Engagement & Participation, Focus on Outcomes, Use of Resources, Accountability, Performance Management and Reporting and Impact. This evaluation supported the partnership to gather the feedback required to strengthen the partnership and produce a collective and collaborative Improvement Action Plan as set out below.

Based on the responses submitted and a follow up session with LEP partners, the key improvement themes identified to enable successful delivery of LEP objectives were Governance, Performance Management and Reporting and Impact.

Progress on these improvement actions will be discussed at LEP meetings and monitored and evaluated across the partnership, embedding the LEP as an effective strategic group aligned with the ambitions of No One Left Behind and delivering our local partnership vision of:

a collaborative, effective and easily understood employability and skills system, focused on positive outcomes which are flexible, person-centred and provide pathways to sustainable and fair work.

through our agreed objectives:

- To drive forward and implement the shared ambitions and actions of No One Left Behind to ensure the right support is available in the right way at the right time, with a focus on delivery of the Young Persons Guarantee within an all-age employability support service.
- To use a range of labour market data and evidence including the actual experience of service users to coordinate and inform decision making, identify priorities and support effective partnership delivery.
- To agree shared local governance to streamline the employability landscape, support collaborative working and coordinate resources to improve opportunities and outcomes.
- To set and monitor quality standards for employability provision and encourage compliance by providers.
- To encourage employers to adopt fair work principles and promote inclusive growth which is sustainable for people and planet.

DGLLEP Improvement Action Plan 2021-2022

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Action Plan notes/key

- Executive Group refers to a group comprised of the LA Employability Lead and chairs of the delivery subgroups
- PMO refers to the Project Management Officer responsible for joint delivery and support to the Local Employability & Skills Partnership
- RAG Status:

Not Started	Ongoing	Complete
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2. Governance					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
2.4 Partners have discussed and formally agreed their respective roles and responsibilities in relation to the partnership and delivery of the NoLB Local Delivery Plan					
2.5 The LEP has an effective mechanism in place for managing collective risks, which is regularly reviewed.					
2.7 The LEP Members have agreed means by which the partnership resolves issues/conflict					
2.4 Partners to gain better understanding of each organisations' responsibilities within employability and in relation to NoLB delivery to avoid duplication and silo working	DGC	<i>Lack of engagement by LEP members</i> Time and staff	June 2022	Workshop for partners to take place with positive evaluation Presentation by chair of each LEP subgroups to enable each organisation to align with their roles and responsibilities <i>Output – NoLB Operating Plan</i>	All partners in LEP will be aware of and have agreed their individual responsibilities within the LEP and have a better understanding of each partners organisations' activities to better set targets and measures for the LEP. Increased engagement by LEP members
2.5, 2.7 Update the Terms of Reference to include Risk Register, Standing Agenda items, Roles and Responsibilities and expectations of partners, resolving conflict and reporting arrangements.	Executive group	-	April 2022	Risk register produced, which is regularly reviewed All members understand processes for resolving conflict	All LEP members have a clear understanding of how the LEP will manage and mitigate potential risks as we move forward. Effective processes in place to ensure conflict is resolved timeously and risks are identified to consider contingencies/mitigation

3. Use of Evidence					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
3.3 The LEP has a good understanding of the distribution of positive and negative outcomes across its area, including information relating both to inequalities (e.g., education, income, health) and the range of equalities groupings (e.g., age, race, gender, disability).					
3.3 Continued development and implementation of local data dashboard to effectively monitor, analyse and report on distribution of outcomes and inequalities within LA	DGC Policy & Partnerships Team (Gregor Docherty)	Time Staff Links to 9.1	Ongoing	Data dashboard updated monthly Utilised by subgroups and reviewed at LEP meetings	LEP will have current and local data to inform decisions

4. Community Engagement and Participation					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<p>4.2 Input from individuals and communities influences the NOLB Delivery Plan and LOIP</p> <p>4.3 Input from individuals and communities influences the activities undertaken and the way they are delivered.</p> <p>4.5 Each LEP member has articulated how it will use its resources in support of strengthening community engagement in employability</p> <p>4.6 The LEP is committed to designing services directly with users, involving them at the earliest stages, in line with the Scottish Approach to Service Design.</p>					
<p>4.2 4.3</p> <p>LEP members to map current work with client input to service delivery</p> <p>Identify gaps and explore systematic and rigorous approach based on SATSD via customer focus events and a range of opportunities</p> <p>Co-designed universal template used by all LEP partners when collecting data/feedback from participants</p> <p>Map, review, and revise communication channels (websites/portals/social media) and consider links with national sites (including new YPG website) for consistency; simplicity; shared branding</p>	<p>Subgroup on service design and client engagement</p>	<p><i>Lack of meaningful engagement/small sample of feedback leading to skewed feedback</i></p> <p>Funding restrictions</p> <p>Increased staff time to engage in client feedback, forums and lived experience groups</p>	<p>Ongoing</p>	<p>Service users' feedback evident in plans and delivery</p> <p>Collaborative template used and data analysed for LEP</p> <p>Local website updated to reflect partnership activity</p> <p>Links made to national website – particularly YPG</p>	<p>Greater link between customer feedback and service delivery</p> <p>Information on opportunities easily accessible</p>

4. Community Engagement and Participation					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
4.5, 4.6 Create a systematic and structured approach to community engagement and use of community intelligence to help shape the operational plan and improve outcomes	TSD&G DGC	Resource required for engagement <i>Risk of not engaging with the hardest to reach – user must be at the certain for Scottish Approach to Service Design</i> Links to 9.5	June 2022	Customer engagement is a standing item on LEP agenda Understanding of Scottish Approach to Service Design is improved	By engaging more effectively with local communities we will gain a better understanding of local challenges and issues and by using service design techniques we will incorporate their views into our LEP delivery plan

6. Use of Resources					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
6.6 - The LEP has in place a robust commissioning and procurement process that enables co-design, co-production, co-delivery, and co-commissioning of services to best meet the needs of users, evidenced by the needs of individuals and local/regional geographies.					
6.6 Develop clear written processes and protocols for the LEP commissioning group	DGC/ ES&P Manager with Procurement Team		April 2022	Develop timetable for approach	Fair and transparent commissioning processes
Support to local providers on how to bid for contracts	DGC, Supplier Development Programme TSD&G		January 22	Process and protocols agreed and shared with update to ToR if required	LEP partners understand what funding is available and the rationale behind funding decisions
Ongoing CPD and networking opportunities for employability key workers so that they are aware of the support available within the locality and labour market opportunities	Forums inc. T&PF and TSEF		Ongoing		

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7. Accountability						
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	
7.2 - All LEP members play an active role in agreeing, monitoring, and taking action to improve local employability outcomes, offering constructive criticism and regularly challenge each other and the partnership as a whole to 'do more' in achieving the Delivery Plan outcomes.						
Delivery will be remitted to the LEP subgroups: <ul style="list-style-type: none"> • YPG partnership • NOLB 25+ • PACE partnership • Employer Engagement Partnership <ul style="list-style-type: none"> • Apprenticeship subgroup And guided by forums: <ul style="list-style-type: none"> • Training and Practitioners Forum • Third Sector Employability Forum 	Executive Group	<p>Transparency and shared ownership - partners do not have equal access to update information, data sharing issues</p> <p>Resource needed for the capacity and capability building in the third sector</p> <p>and Promotion - articulate ambitions and outcomes so creating strong local buy-in.</p>	March 2022	<p>Performance management reporting arrangements developed to monitor delivery</p> <p>Overall performance monitoring a standing item on LEP agenda</p> <p>Milestone targets overseen by a scrutiny group with high levels of accountability around collective actions</p>	<p>Each LEP operational partnership has a clear action plan with measurable, aligned outcomes aligned to the key objectives identified by the LEP.</p> <p>robust scrutiny body with clear roles and responsibilities</p> <p>High levels of partnership, trust, and robust outcomes for participants.</p> <p>Increased third sector delivery</p>	
Seek funding for a resource within TSI similar to Fife model	TSD&G DGC			Mar 22	Postholder and SLA in place	Increased capacity and capability within third sector
LEP partners will have separate structures and processes for decision-making about policy and delivery	All partners			Mar 22 Mar 23	Phase 2 NoLB – increased third sector delivery Phase 3 NoLB	Localised delivery and support in areas of need as identified by LEP operating plan

8. Performance Management and Reporting					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<p>8.1 The LEP can clearly articulate its collective performance expectations on the necessary steps to reduce inequalities in and between local communities and has effective arrangements to evaluate its own performance.</p> <p>8.4 - The Delivery Plan clearly expresses what the partnership understands improvement will look like locally and is ambitious in driving effective service/partnership working to achieve its ambitions.</p> <p>8.6 - The LEP has effective arrangements to evaluate its own performance, with an efficient and robust system in place for recording progress made towards the achievement of outcomes.</p>					
<p>8.1 Collectively agree on groups/communities facing inequalities to enable LEP members to target improvements in these areas.</p> <p>Timetable a progress check on improvements on inequalities.</p>	DGC Policy & Partnerships Team (Gregor Docherty)	Data licences Time Staffing	April 2022 March 22 Dec 22 etc	Agreement reached on priorities. Positive and negative outcomes scrutinised, and improvement measures put in place as required Inequalities scrutinised by LEP on six monthly basis	LEP will have an effective mechanism to monitor and evaluate progress against outcomes Evidence of successful and sustained transitions to positive destinations for priority groups within NOLB Inequalities reduce.
<p>8.4 Utilise Scottish Government template for NoLB Operational Plan 2022-2025</p>	Executive Group	Time Links to 7.2 and 9.5	March 2022	Agreed collaborative NoLB Operating Plan in place for NoLB Phase 2 implementation in 21-22	Improved planning and collaborative delivery resulting in better outcomes for our local communities and citizens.
<p>8.6 LEP members to provide reports on outcomes resulting from LEP activity in their organisation.</p> <p>LEP to consider how to provide the role of Project Management to support the monitoring and evaluation of strategy and action plans</p>	All LEP delivery partners DGC ES&P Manager	<i>LEP members don't engage Competing priorities outwith scope of members Difficulty attributing success to LEP</i> Costs and time associated with implementation of Project Management		Development of performance report Dashboard implemented Agenda items LEP members engage in process Reports shared at meetings and acted upon	Impact of LEP collectively recognised by members and valued by the employability support sector

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9. Impact					
Improvement actions	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
9.1 The LEP is able to evidence the impact its decisions for employability investment locally have had on local needs and national themes addressing 9.5 The LEP is progressing the No One Left Behind principles locally reducing duplication and complexity in the employability landscape while ensuring services delivered meet the needs of individuals, local communities, and labour market.					
9.1 Annual report to CPP should include evidence of impact	DGC	Links to 3.3		Annual report and quarterly updates to CPP	Greater visibility of impact and connection to communities
9.5 Strengthen delivery planning to ensure maximising our impact on local communities by completing NoLB Operating Plan for 2022-2025	DGC and Executive Group	<i>Contextual changes to funding require quick changes and flexible response</i> <i>LEP partners don't engage</i> Staff Time	March 2022	Agreed collaborative NoLB Operating Plan in place for NoLB Phase 2 implementation in 2021-22	Improved planning and collaborative delivery with reduced duplication and silo working resulting in better outcomes for our local communities and citizens.