

OPPORTUNITIES FIFE PARTNERSHIP – NO ONE LEFT BEHIND

COMMISSIONING FRAMEWORK 2021-22

1.0 INTRODUCTION

1.1 This Commissioning Framework sets out the Opportunities Fife Partnership¹ (OFP) intentions, principles and priorities which will underpin employability and skills provision between 2021 and 2024 funded through No One Left Behind Fife. **Budgets are currently confirmed for 2021/22.**

1.2 The Opportunities Fife Partnership (OFP) is responsible for overseeing the delivery of aspects of the “Inclusive Growth and Jobs” priority within Fife Partnership’s Local Outcome Agreement (LOIP); “A Plan for Fife”. The OFP is a strategic decision-making partnership reporting directly to the Fife Partnership.

1.3 The OFP’s Mission is:

“To influence and drive innovative approaches to skills and employability services that reflect the current and future needs of individuals and employers.”

1.5 This Commissioning Framework provides:

- A brief outline of the current policy, economic and delivery context (Section 2)
- No One Left Behind Employability Service delivery expectations: How services will be delivered (principles), where and when (Section 3)
- No One Left Behind Employability Service delivery expectations: Who services will be aimed at and what they will be delivering (Section 4)
- No One Left Behind infrastructure that will support provision in Fife (Section 5)
- Performance Management expectations and recording personal information (Section 6)
- Outline Budget allocations (Section 7)
- Outline timetable and criteria for commissioning and assessing No One Left Behind Provision, commencing in April 2021. (Section 8)

¹ Opportunities Fife Partnership includes representation from: Fife Council, Fife College, Fife Health & Social Care Partnership, NHS Fife, Department for Work & Pensions, Skills Development Scotland, Fife Voluntary Action, Developing Young Workforce and Fife Chambers of Commerce

2.0 CONTEXT

No One Left Behind: national and local context:

- 2.1 [No One Left Behind](#) is the Scottish Government's most recent policy framework and approach to tackling employment issues across the nation. It aims to ensure those who experience complex and multiple barriers to moving into work are not 'left behind'. No One Left Behind is supported through a Partnership Working Agreement which reflects shared principles and ambitions for improving outcomes for individuals between Scottish Government and local authority partners agreed with COSLA, with inputs and oversight through the Improvement Service, SLAED and SOLACE².
- 2.2 The Agreement is supported by local commissioning and a national Shared Measurement Framework currently in development. The Fund combines several existing national employment-related funding pots³ into one coordinated fund which is flexible to local needs, takes a long-term approach to funding, adaptable to changing circumstances, and values the role of the third sector.
- 2.3 Scottish Government Guidance states that No One Left Behind funding should:
1. Provide flexible and person-centred support;
 2. Be more straightforward for people to navigate;
 3. Be better integrated and aligned with other services, particularly with health, justice and housing provision;
 4. Provide pathways into sustainable and fair work;
 5. Be driven by evidence, including data and the experience of users; and
 6. Support more people – particularly those facing multiple barriers – to move into the right job, at the right time.
- 2.4 In Fife we have used the [Scottish Approach to Service Design](#) to help us understand what we should be commissioning in the area. The Framework outlined below is based on the findings of 16 Collaborative Conversations with 120 individuals and over 124 responses to our online survey. This includes the voice of frontline staff, those who have used or are currently using employment services as well as those who have never used an employment service before.

² COSLA: Convention of Scottish Local Authorities, Solace: Society of Local Authority Chief Executives, SLAED: Scottish Local Authority Economic Development representative body.

³ No One Left Behind Funding strands will include: Activity Agreements, Scottish Employer Recruitment Incentive, Parental Employment Support Fund. Community Jobs Scotland and the Employability Fund will come online in 2022/23

Wider national strategies relating to employability/employment:

- 2.5 No One left Behind connects to, and is supported by, a number of wider Scottish Government policies relating to improving employment outcomes in Scotland. These include but are not limited to: Halving the Disability Employment Gap, Reducing the Gender Pay gap, Reducing the Race Pay Gap, Tackling Child Poverty, and a human-rights based approach to policy development and delivery.

The impact and context of Covid-19

- 2.6 No One Left Behind was conceived and developed in a social and economic context where Scotland was experiencing relatively high employment rates and comparatively low unemployment. Since the global spread of Covid-19 and the first UK-wide lockdown of March 2020 this situation has dramatically reversed. The health, social and economic impacts of the pandemic are still evolving as this Framework is being developed.
- 2.7 The full economic impact is unclear but it is expected that we will be facing unprecedented levels of unemployment and slow economic growth in key sectors such as arts, entertainment, tourism and hospitality and supply chains for these industries in Fife for several years to come. This will combine with fluctuating funding provision coming from both the UK and Scottish Governments to try and mitigate the worst impacts of this. Evidence from previous recessions suggests people affected by protected characteristics will be disproportionately negatively affected and therefore the work of the No One Left Behind provision will be all the more important.
- 2.8 Across Fife the issues created by digital poverty have been significant. Whether this be through lack of laptops, tablets and computers, lack of wifi, lack of skills or lack of confidence, digital poverty has had severe impact on people's ability to access and interact with a whole range of services, including employability services as well as jobs. The national [Connecting Scotland](#) programme aims to address elements of this issue, nevertheless it will be critical for No one Left Behind provision to factor this into service delivery.
- 2.9 A number of national and local strategies and funding streams are being developed to try and address this including: [the Scottish Government Economic Recovery Implementation Plan](#), [Coronavirus: Measures to mitigate labour market impacts](#); [Towards a Robust, resilient Wellbeing Economy for Scotland](#); [Young Person's Guarantee Activity Plan Phase 1](#), [Inclusion Health: Principles and Practice](#) and locally: Fife's Youth Employment Recovery Plan and Fife's Economic Recovery Plan.

Community Wealth Building

2.10 Community Wealth Building provides a holistic approach to empowering communities to actively participate in and benefit from economic growth. The five pillars of Community Wealth Building are:

1. Progressive Procurement
2. Fair Employment and Just Labour Markets
3. Accessing Affordable Funding
4. Land & Assets
5. Plural Ownership of the Economy

The Community Wealth Building approach in Fife will link to No One Left Behind through ensuring that fair and accessible work is embedded within delivery approaches.

Brexit

2.11 The effects and opportunities arising from the end of the Brexit transition period are as yet unknown. Indicators and research from business representative organisations forecast that many businesses which trade internationally will see some level of impact if no trade deal is reached by January 2021. There will be implications for local authorities in the provision of environmental health services to businesses, including export health certificates.

Existing employment funding & support in Fife

- 2.12 No One Left Behind commissioning must be placed in the context of existing employability provision and support in Fife adding value and additional types of support where there are gaps in provision. This includes (but is not limited to):
- **Fair Start Scotland:** Scottish Government funded provision delivered at 'regional' level focussing on all ages with multiple barriers to employment. In Fife, this is delivered by FedCap, working across the Edinburgh & South East Scotland city region with a small element sub-contracted to Triage.
 - **OFP European Social Investment Fund Employability Pathway** (funding due to end March 2022): Currently five providers⁴ focussing on those with multiple barriers to employment, those living in deprived areas such as mid-Fife and those facing in-work poverty.
 - **Dep't for Work & Pensions and Job Centre provision:** benefits administration, signposting, funded specialist activity at UK and local level, including the national Kickstart programme which will deliver 6 month placements for those jobseekers aged 16-24, Job Entry Targeted Support (JETS), Job Finding Support, Work & Health Programme and Commissioning Agreement for Work and Health Related Services (CAERHS)
 - **Skills Development Scotland:** advisers offer careers and employability support to people of all ages in Fife. SDS have public centres across Fife and work in schools, colleges and community settings. SDS also promote and fund Foundation/Modern /Graduate Apprenticeships as well as developing and sharing of local and national labour market insight data.
 - **City Region Deals:** in Dundee and Tayside and East & South East. The latter includes an Integrated Regional Employability and Skills programme (IRES) with a focus on inclusive families, growth sector pathways, workforce mobility and more.
 - **Fife College:** Careers advice and skills development, including apprenticeship activity, the Flexible Workforce Development Fund and new programmes aligned to priority groupings and funding streams identified to support economic recovery.
 - **Fife Council funded provision:** internal provision focuses on foundation and modern apprenticeships, Employability Fund, 16+, Fife Job Contract and the Supported Employment Service. Community Learning and Development and local area funded provision varies according to locality and includes a variety of valuable partnership projects⁵

⁴ FEAT (focus on complex mental health problems), Fife-ETC (focus on long-term unemployed and in-work support), Fife Council Supported Employment Service Positive Pathways (focus on those with health problems and disabilities), Opportunities for All (focus on young people and young people with mental health problems), Fife Gingerbread (focus on lone parents)

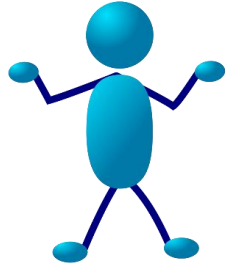
⁵ such as the FEAT and Coalfield Worx programme

3.0 No One Left Behind SERVICE DELIVERY – HOW, WHERE AND WHEN SERVICES SHOULD BE DELIVERED

3.1 No One Left Behind Fife will commission employability provision in a way which supports services to adapt to:

- *the unique needs of individuals with a specific focus on those who tend to be ‘left behind’,*
- *the dynamic and rapidly changing economic and employment context in Fife and beyond*

3.2 This is based on our insight that ‘employability’ is a complex concept which is affected by factors relating to an individual’s personal strengths and capacities and the social and economic context in which they live. These two contexts inter-connect with each other but broadly can be divided as follows:

Internal: Personal context		External: economic/social context
Motivation		The economy
Determination		Job opportunities
Confidence		Stigma & discrimination
Hope		Educational opportunities
Resilience		Social & family context
Emotional stability		Transport
Abilities (learned and innate)		Access to health care
Knowledge & skills		

Successful No One Left Behind providers will be expected to demonstrate how their staff, and the provision they deliver, will support people to navigate both internal and external barriers, so they are more likely to achieve healthy, sustainable employment outcomes⁶.

3.3 The voice of experience has been key in developing new provision in Fife, therefore involving people who use services, frontline staff and employers in service planning, design and delivery is crucial to developing services which are responsive and relevant. This must include targeted efforts to engage with people affected under the Equalities Act (Scotland) 2010. This is in line with the Scottish Human Rights PANEL principles of: Participation, Accountability, Non-Discrimination, Engagement and Legality.

Successful No One Left Behind providers will be expected to demonstrate how they have engaged, and will continue to engage with, people who use services, staff and employers to inform and support service delivery in line with the PANEL principles outlined above.

⁶ Healthy and sustainable work characteristics are defined in the [Marmot Principles of Fair work](#)

3.4 *How services are delivered is as important as what they do. No One Left Behind Conversations identified the following Principles as being central to delivering a good service:*

No One Left Behind Fife Principles for Service Delivery

- **Equal and fair:** people accessing the service will be treated as equals, they will feel **respected, trusted and listened to**.
- **Strengths-based:** provision will focus on helping people to identify and grow their own strengths rather than solving problems for them. This also means giving people responsibility and allowing them to make mistakes and take risks.
- **Non-judgemental:** people will feel able to open-up without risk of judgment, staff will bring **humility** and an open mind to understand peoples' individual situation and challenges⁷
- **Discreet:** services will be provided in a way that respects people's need for privacy and the vulnerability associated with accessing support services
- **Collaborative:** services will work together to ensure people get the support they need when they need it. This includes warm handovers or working alongside one another, with clearly identified progression options and support pathways.
- **Time unlimited and progressive:** services will balance consistency and dependability with energy, momentum and challenge at a pace that works for the individual and which maintains momentum towards improved employability
- **Continuously improving:** services will actively gather feedback from people who use their services, reflect on delivery and demonstrate a willingness to adapt and learn.
- **Hopeful:** provision will hold the hope for everyone who comes through the door, (and those who don't), *and support people to recognise, voice and progress their individual hopes. Knowing that the right work is out there for them, and we are all on a journey.*

Successful No One Left Behind providers will be expected to demonstrate how they will ensure provision supports the No One Left Behind Principles outlined at Section 3.4 and how their internal monitoring and evaluation of their provision will reflect them. Providers will be held accountable for delivering in line with these Principles and must have clear systems for people to raise concerns or complaints with regard to delivery.

⁷ This will be supported by awareness training outlined within Specialist provision and Infrastructure.

Where and when do we want services to be working?

- 3.5 No One Left Behind will seek to ensure there is Core delivery available in **each of Fife's 7 localities with a particular focus on areas of multiple deprivation and the Mid-Fife area** (See Annex B). Provision must be easily accessible from anywhere in Fife, such as within a single bus journey, or alternative delivery offered online. In reality this may involve prioritising provision in areas with highest levels of systemic unemployment OR where the local transport connectivity is a predominant barrier for effective access to services.
- 3.6 Whilst face-to-face delivery should be prioritised wherever possible it will be critical that **online and remote approaches**, including the tools for people to use these, are considered as an essential part of delivery. The use of online platforms developed during the pandemic has given greater flexibility for many people to engage with provision when at home.
- 3.7 Providers will be expected to offer reasonable support outwith Mon-Fri, 9-5 as appropriate, especially for people who had moved into work.

Successful No One Left Behind providers will be expected to demonstrate where services will be physically located to ensure local availability in priority areas; state which online platforms they will use and their commitment to out of hours provision where necessary.

4.0 No One Left Behind SERVICE DELIVERY – WHAT SERVICES WILL BE DELIVERED, FOR WHOM

- 4.1 No One Left Behind services will be delivered with the aim of actively reducing barriers for people with protected characteristics as defined by the Equality Act 2010, as well as for those with certain life experiences who are significantly more likely to struggle, in order to improve their employability and successfully gain and sustain employment.
- 4.2 These characteristics and life experiences often interact with each other (also known as intersectionality) meaning that people are often affected by more than one issue at a time which can have a cumulative impact on person's journey to work. No One Left Behind services will be commissioned under two banners, but it is our intention that these be delivered within Consortia or Partnerships to build on the principles of Collaboration outlined at section 3.3:
- **Core No One Left Behind provision** which will need to be as *inclusive* as possible (Section 4.6 for details), working closely with
 - **Specialist No One Left Behind provision** for people where additional, specialist skills are required (Section 4.15)
- 4.3 Core No One Left Behind Provision will be 'universal' – that is it should be *open and accessible to all* no matter what their background, protected characteristics or life history. Core Provision will be expected to work alongside the Specialist Provision (outlined at Section 4.14) where necessary. Conversely Specialist Provision will be expected to use the skills and courses already being delivered through the Core provision to avoid duplication of effort.
- 4.4 The table below outlines the currently available data for Fife for people with key protected characteristics and life experiences relevant to No One Left Behind. It is important to acknowledge that this data is not complete and there will be under-reporting in many categories. Alongside an awareness of existing provision (see Section 2.10) this data has informed the commissioning approach outlined below.

Protected Characteristics under the Equality Act (Scotland) 2010	Population data for Fife	Life Experiences (whole population figures: employed or not)	Population data for Fife
Unemployed age: 16- 24	3,100 ⁸	4+ Adverse Childhood Experiences (ACEs)	34,777 ⁹
Unemployed age: Over 50	1,100 ¹⁰	Looked After Young people	81/year ¹¹
Unemployed from a minority ethnic background	2,000 ¹²	Accessing criminal justice support services	1,020 ¹³
Unemployed with (physical or mental) health conditions or illnesses lasting more than 12 months (aged 16+)	4,000 ¹⁴	Drug and alcohol use	4,089 (Substance) ¹⁵ 34,768 (Alcohol) ¹⁶
Common mental health problems (employed and unemployed)	32,785 ¹⁷	Long-term unemployed	6,438 ¹⁸
Sexual Orientation (LGBTI) (employed and unemployed)	6,263 ¹⁹	Homeless	2,630 ²⁰
Gender identity (employed and unemployed)	Estimate between 17-34 ²¹	Carers and young carers	53,500 adult carers (16+) ²² 6,785 young carers ²³
Economically inactive women who wish to work	5,300 ²⁴	Lone parent households	8,123 ²⁵
		Children living relative or absolute poverty	13,238 ²⁶
		'Employment deprived', living in 20% most deprived area of Fife	9,071 ²⁷

⁸ Source: Annual Population Survey Jul 2019-Jun 2020, NOMIS (accessed 17/11/2020)

⁹ Those with four or more ACEs far more likely to have low qualifications and be in lower paid/manual jobs [Scottish Health Summary 2019](#)

¹⁰ Source: Annual Population Survey Jul 2019-Jun 2020, NOMIS (accessed 17/11/2020)

¹¹ [School Leaver Destination Return 2018/19](#)

¹² Source: Annual Population Survey Jul 2019-Jun 2020, NOMIS (accessed 17/11/2020) – small sample sizes mean this figure need to be treated with caution. Other figures show total population of non-UK born residents in Fife at 23,000, [ONS.gov.uk](#)

¹³ 2020 data provided via email from Fife Criminal justice team

¹⁴ 3.7% of people who had a health condition or illness lasting more than 12 months were unemployed in Fife compared with 2.3% in Scotland as a whole. Importantly we also estimate a further additional 52.3% (55,800 people) were economically inactive many of whom may wish to gain or return to employment with appropriate support (47.5% in Scotland). Source: Annual Population Survey Jul 2019-Jun 2020, NOMIS (accessed 17/11/2020)

¹⁵ [Prevalence of problem drug use in Scotland](#), June 2020 (2015-16 estimates) -this includes all forms of problem drug use from cannabinoids to opiates

¹⁶ [ScotPHO profile tool \(2014-17\)](#)

¹⁷ [ScotPHO profiling tool](#). (2014-17) common mental health problems, defined as score of 4 or more on the General Health Questionnaire (12 item version) (GHQ12). Does not include undiagnosed MH problems

¹⁸ Source: ONS Jobseeker's Allowance by age and duration; Department for Work & Pensions statxplora

¹⁹ Scottish Survey Core Questions

²⁰ This data does not include the hidden homeless which are more likely to be affected by other complex barriers listed here. [Homelessness in Scotland 2019-20](#)

²¹ <https://centreforequalities.org.uk/wp-content/uploads/2019/08/EQUALITY-IN-FIFE-JULY-2019-3b.pdf>

²² Based on figures from Fife Carers Centre: 17% of the adult population (16+). The figures for adult carers are estimated to have increased by at least 25% since lockdown, and higher than this in some areas.

²³ Will have a caring role at some point in their life, [Fife Young Carers Report 2018](#)

²⁴ Annual Population Survey Jun 2019 - July 2020, accessed via NOMIS 20/11/20

²⁵ [Scottish Household Survey](#)

²⁶ [Child Poverty Fife Findings 2018-19](#)

²⁷ Scottish Index of Multiple Deprivation 2016 & 2020

4.5 Based on the data above and existing and new provision outlined at section 2.10 the following groups would appear to be under-served given the scale of the population affected. Many people will be affected by more than one of these issues so there is going to be cross-counting between these groups

- Those with four or more adverse childhood experiences (ACEs) (34,777), issues relating to alcohol misuse (34,768), common mental health problems (32,785), living in areas of multiple deprivation (9,071) have very large populations for Fife. It is clear that all Core No One Left Behind provision must have the necessary skills to support people affected by these issues whether working with young people or adults.
- The figure for unemployed people with physical health problems and disabilities (4,000) does not include those who want to work but who are not claiming employment-related benefits. This community is currently supported mainly through Fife Council's Supported Employment Service, Positive Pathways and Fair Start Scotland²⁸. There is a clear need for continued investment for this community, particularly around in-work support since the closure of Health & Work Support in Fife.
- Lone parents (8,123) are primarily being supported through the Fife Gingerbread Making it Work for lone parents and Making it Work for families provision but this is currently limited to certain geographical areas.
- Young carers (6,785), the LGBTI community (6,263), those with issues relating to drug use (4,089), homeless households (2,105+), people from minority ethnic backgrounds (1,613), accessing criminal justice support services (1,020), adult carers (53,500) and women returners (5,300) are all communities who would benefit from some targeted support to help them access mainstream employability provision.
- Looked after young people (81/year) are currently supported through Fife Council's Rising Stars programme (20/year) and the Apex element of Opportunities for All (circa 50-70/year) funded through ESiF.
- People experiencing low wages, in-work poverty and/or lack of progression opportunities

²⁸ [Year 2 evaluation](#) for Fair Start Scotland show a 57% drop out rate for those with long-term health conditions

Core No One Left Behind Delivery will include:

- 4.6 Core No One Left Behind Services will be delivered using a 5-stage keyworker/support worker model of support, which aligns with the OFP Employability Pathway (Annex A). The 5 stages breakdown as follows:
1. Early engagement
 2. Support to overcome barriers
 3. Vocational activity
 4. Job brokerage and job matching
 5. In work aftercare
- 4.7 People’s life circumstances mean that they may need support at multiple stages simultaneously and it will be the keyworkers’ role to navigate the necessary supports as appropriate to the individual’s journey. The No One Left Behind keyworkers will be expected to take a **strengths-based approach** to supporting individuals, with capacity for **reflective practice** to ensure sufficient support and momentum is in place on their journey – as outlined within the No One Left Behind Fife Principles at Section 3.4.
- 4.8 Core No One Left Behind Services must provide access to a *menu* of skills development as appropriate to individuals’ needs. Proposed elements of the menu of support are listed here. This is not an exhaustive list and not all elements are expected to be delivered by all providers..

Core provision must include	Core provision may also include the following	These elements will be available through NOLB infrastructure or existing provision
Digital Skills, tools and access to the internet	Volunteering	Industry specific training
Accurate and easy to understand financial advice and support	Work placements (of personal relevance)	Understanding stigma and discrimination
Employability skills: cv, applications, personal presentation, interview and career management skills	Peer mentoring	Talking to your employer and knowing your employment rights
Growing Community Connections	Funding for transition to work costs	Basic literacy and numeracy support
Emotional Awareness (resilience)	Travel training and financial support	Use of Employer Recruitment Incentives
Support for mild mental health problems, Mental Health First Aid	Engagement with & feedback from employers	
Trauma & Alcohol use Aware	In-work support	
Strengths-based approaches and reflective practice		

- 4.9 **Positive outcomes** for Core No One Left Behind Provision will primarily focus on the outcomes relevant to the individuals being supported. From an employability perspective they will include moving into: training, education, volunteering which supports transition to employment; paid employment and staying in/progressing in work. Job outcomes are a core element and expectation of any employment service. No One Left Behind job outcomes are expected to be sustainable and in 'good and healthy'²⁹ working environments.
- 4.10 Core No One Left Behind Provision will be split according to Fife's seven localities - with keyworker provision for young people (24 and under) and for adults (25+) in each area.
- 4.11 **Core Provision for adults (25+)** will focus on key transition points such as supporting women returners, over 55s, and those affected by change in life circumstances. This would be reviewed to ensure provision reacts to the changing needs of the economy in the context of Covid-19.
- 4.12 **Core Provision for young people (24 and under)** will have a focus on key transition points including early engagement, actively working with schools, those who have left school to a negative or unknown destination, and/or those who have fallen out of/not sustained their first positive transition
- 4.13 Providers are invited to bid to:
- Deliver in one or more locality in Fife
 - Deliver *either* young person's *or* adult provision, *or* both
- 4.14 Whilst Core provision will be allocated by locality they must offer flexibility and willingness to work with individuals outwith that area where necessary. For example, this may be due to the individual moving accommodation mid-engagement with a service or due to a stated preference to access a service outwith their local area.

Successful No One Left Behind providers delivering Core provision must demonstrate whether they will work with adults or young people, how they will provide a universal and accessible 5 stage approach, and in which localities. They must identify their ability to deliver a strengths-based approach and embed reflective practice in delivery. They must also identify which elements of the provision outlined at 4.8 they will deliver internally and which, if any, they intend to work with partners to provide. They must evidence how they will connect or partner with specialist provision (Section 4.14) as well as relevant existing services within localities, across Fife and wider employability pathway provision.

²⁹ [Marmot Principles of Good Work](#) and [Scottish Government Fair Work First Principles](#)

Specialist No One Left Behind Provision will include:

- 4.15 Specialist No One Left Behind provision will take a different role and *will not be involved in delivering end-to-end* employability services. Specialists will vary activity to reflect the needs of the community being supported. Key elements of all No One Left Behind Specialist Provision will include:
- Acting as an **early engagement partner** with individuals from the relevant community, helping them to gain confidence to access mainstream (or relevant specialist) employability services whether through group activities, outreach or 1:1 work.
 - **Supporting individuals** *while* they are accessing mainstream (or relevant specialist) employability services (either within No One Left Behind or elsewhere) and liaising constructively with the relevant services in terms of any specific support needs (e.g. language issues), barriers and opportunities affecting that individual
 - Actively **engaging with employer engagement** teams and employer recruitment incentives in Fife to ensure that they are both accessible and being accessed by the individuals they are looking to support.
 - Providing **in-work support** where necessary to help people to maintain or progress in employment and to address in-work poverty.
 - Delivering **awareness sessions** (min four/year) targeted at frontline staff, employers and the employer engagement team about their area of expertise. These will be coordinated through No One Left Behind Infrastructure
- 4.16 The Specialist Provision that will be prioritised in Phase 1 may include:

Specialist Group
Families including lone parents, parents with disabilities and those accessing early learning childcare support ³⁰
People from Minority Ethnic Communities in Fife
Young people with a physical or mental health problem or disability
People with physical or mental health problems or disabilities (particularly in-work/job retention support)
Carers & young carers
Housing issues, including at risk of homelessness, drug and alcohol use, history of offending,
People for whom their sexual orientation or gender identity is acting as a barrier to work
Looked after young people – focus on transition from Rising Stars provision to next step – positive outcome e.g. education, training, employment..

³⁰ These priorities are defined by the Parental Employment Support Fund and PESF Boost guidelines from Scottish Government.

- 4.17 Specialist provision will be commissioned on a Fife-wide basis to reflect the spread of people affected by these issues. Providers will be expected to develop effective working relationships with the successful Core No One Left Behind providers in each area as well as other provision in Fife relevant to their specialism.
- 4.18 **Positive Outcome measures** for the specialist provision will include will also focus on the outcomes relevant to the individuals being supported. In addition they will be expected to identify people accessing and sustaining access to mainstream employability provision, uptake of employer recruitment incentives and feedback from training sessions

Successful Specialist No One Left Behind Provision must evidence what experience, knowledge and skills they have relating to the specialist provision they have proposed. They must demonstrate experience of existing partnership working and commitment to working pro-actively with both No One Left Behind Core Provision and wider relevant partners in Fife.

5.0 No One Left Behind Infrastructure

No One Left Behind Collaborative Conversations identified a need for Core infrastructure services relating to employability to improve both accessibility and outcomes for individuals they support. Infrastructure services will be coordinated through the Fife Council No One Left Behind Coordinator and will be available to all No One Left Behind services as well as other employment-related services in Fife.

- 5.1 **Tackling Stigma and Discrimination** – OFP partners will support a programme of training for frontline staff in employability services and employers to understand the impact of stigma and discrimination in services and the workplace. They will also support training for on employment law and the Equality Act 2010 for people who use services.
- 5.2 **Staff training** – OFP partners will support a programme of staff training relevant to employability colleagues and beyond. This will include elements such as strengths-based coaching, basic employment law, understanding stigma and discrimination, emotional resilience & employability, understanding the Fife landscape of employability services, housing and more. This will also raise awareness with key partners in Fife of the support on offer within the employability landscape
- 5.3 **Marketing** – OFP partners will support the development and maintenance of an accessible public-facing, searchable database of employment-related services in Fife and beyond. This will also be produced as a hard copy directory and promoted to staff in related sectors every 2 years. All providers will be expected to display the OFP logo on commissioned provision marketing.
- 5.4 **Collaboration** – OFP will continue to support strategic partnerships (OFP Delivery Groups and other related Fife Partnership groups) and Forums which promote networking and collaboration such as: Know Your Network and the Fife Employability Forum.
- 5.5 **Employer Recruitment Incentives (ERIs)**– Fife Council will deliver a coordinated approach to employer recruitment incentives in Fife. Job application, interview and job outcome equalities data will be monitored and reviewed, and provision adapted as necessary, to ensure significant outcomes are being achieved for groups identified at 3.3 above. Employers using ERIs in Fife will need to demonstrate how they are working to create good and healthy working environments, pay the living wage and tackle stigma and discrimination. This work will be supported by a small operational group including representatives from all No One Left Behind funded provision.

Successful No One Left Behind providers must contribute to the support of this infrastructure by ensuring marketing materials are up to date and promoted on shared platforms, staff attend training as appropriate, that they embed stigma and discrimination awareness across their programmes, they actively participate in relevant networking events and optimise use of ERIs for the individuals they support.

6.0 Performance Management, gathering of personal information

All No One Left Behind funded provision will need to comply with certain data gathering requirements in line with the expectations of Scottish Government (To be confirmed) and the principles outlined below.

- 6.1 Personal information** will be gathered and recorded for the following purposes:
- To provide quantitative data on registrations, progressions and positive outcomes to inform service delivery adjustments and improvements (e.g. are people getting healthy sustainable jobs?, are services mainstreaming equalities provision? are people 'stuck' in the system?)
 - To provide qualitative data in the form of case studies and surveys to inform how services are doing in relation to the No One Left Behind Principles outlined at Section 3.4
 - To contribute to the national No One Left Behind Shared Measurement Framework once published
- 6.2 Providers** will be expected to use the Fife Online Referral Tracking (FORT) system to record all personal and service-related information for people who use their services. Tracking and aftercare support must be recorded for a minimum of 12 months.
- 6.3 Equalities** data will be recorded separately and anonymously at point of registration for *all* participants in No One Left Behind funded services. It is our intention that forms will be coded anonymously so that outcomes can be tracked for individuals.
- 6.4** Information relating to **personal barriers** to work will be allowed to emerge as trust builds with someone's keyworker and recorded on the system only when relevant/appropriate. The **Fife Mental Health & Work Indicator** should be used as appropriate to guide conversations where mental health has been identified as a barrier.
- 6.5** Successful providers must follow No One Left Behind guidance and provide **evidence that supports compliance**. Any delivery partner(s) failing to maintain acceptable performance or compliance standards will be removed from the No One Left Behind provider list and their funding withdrawn.
- 6.6** Service delivery will include on-going **monitoring and reporting of progress**: through statistical data uploaded to FORT; qualitative reporting at scheduled meetings; case studies; monitoring of equalities data and external user-led evaluations. This will allow the real-time evaluation of each project's current levels of achievement and facilitate any actions required to address any performance issues.

- 6.7 **Service activity reports** and performance against No One Left Behind Fife Principles will be provided to OFP (at least) twice annually and published so that all partners understand their own progress against performance profile, but also in relation to the other delivery partners.
- 6.8 All provision must demonstrate how it will uphold the No One Left Behind Fife Principles outlined at Section 3.4 as well as applying a Human Rights-based Approach to service design and delivery using the key principles of PANEL: Participation, Accountability, Non-discrimination and equality, Empowerment and Legality³¹.

Successful NOLB providers must ensure staff abide by the expectations outlined above and that they are gathering the necessary information and paperwork to inform in-year reviews of provision. Providers will be expected to evidence how they will use data as a tool for reviewing, informing and where necessary adapting provision within contract if necessary.

³¹ <http://www.scottishhumanrights.com/>

7.0 BUDGET AND PAYMENT PROCESS

- 7.1 Payment for service delivery will be made with the first quarter in advance and then quarterly in advance subject to compliance with service delivery commitments.
- 7.2 The Opportunities Fife Partnership intend to support service delivery for a three year period depending on confirmation and clarity on budgets from Scottish Government (April 2021 – March 2024) and the ongoing review of service provider's performance. The No One Left Behind element of the programme budget can only be guaranteed for the first year, it is anticipated that funding will continue to be available until 2022 at a similar level.
- 7.3 Funds that will be absorbed into NOLB 2021/22 include:
- Fife Council Employability Third Sector Service Level Agreement
 - No One Left Behind Phase One Spend (formerly Activity Agreements and Scottish Employer Recruitment Incentive)
 - Parental Employment Support Fund (ring-fenced for families and lone parents)
 - Scottish Young Person's Guarantee Fife allocation (partial)

Employability Fund and Community Jobs Scotland activity is being extended 2021/22. The funds related to this provision are expected to be devolved to local authorities in 2022/23.

7.4 Overall No One Left Behind funding for 2021/22 is anticipated to be up to £1.9m*. The table below indicates the maximum values that may be attached to each funding stream. The No One Left Behind delivery plans require a flexible response to meet needs and demand for services, therefore, we may prioritise the commissioning of services to reflect this.

Year	No One Left Behind Infrastructure	Employer Recruitment Incentives	Core service across 7 localities			Specialist services
			Area	Young People % ³²	Adult 25+ % ³³	
2021 - 22	To a maximum funding level of £200,000 (or 10% of the budget)	To a maximum funding level of £230,000 (Scottish Employer Recruitment Incentive)	Cowdenbeath	12%	15%	To a maximum funding level of £130,000
			Dunfermline	13%	13%	
			Glenrothes	16%	16%	Families and lone parents /parents with disabilities. To a maximum funding level of £337,000
			Kirkcaldy	22%	19%	
			Levenmouth	15.5%	16%	
			North East Fife	11%	11%	
			South West Fife	10.5%	10%	
				To a maximum funding level of £1.0m	To a maximum funding level of £248,000	

*All funding allocated by Scottish Government is given as a total commitment over the life of the No One Left Behind programme. These funding allocations are reviewed and agreed yearly and may be subject to change. No contractual agreements exist at this stage between Fife Council and the Scottish Government beyond March 2021. Funding allocations outlined above assume a carry forward of committed funding from 2020 into 2021. And, the overall commitment will be met over 2020/2021 and 2021/2022.

³² Allocation based on the Annual Participation Measure for Fife 2020

³³ Allocation based on levels of employment deprivation recorded in the [Scottish Index of Multiple Deprivation 2020v2](#)

8.0 CHALLENGE FUND PROCESS

Activity	Timescale
Expressions of Interest Submitted via Fife Council Dynamic Purchasing System, and a Challenge Fund Application Requested	December 2020
Commissioning Framework published	December 2020
Registration of delivery organisation on Fife Council's No One Left Behind portal on Public Contracts Scotland	8 January 2021
Completed Challenge Fund Applications must be submitted to Fife Council using a standard pro-forma which will be provided <i>only</i> to those who have registered interest in this opportunity via Public Contracts Scotland	07 February 2021
Proposals will be assessed and scored	Mid February 2021
Recommendations will be made to OFP Executive Group for approval	23 rd February 2021
Successful applications notified	March 2021
New provision in place	01 April 2021

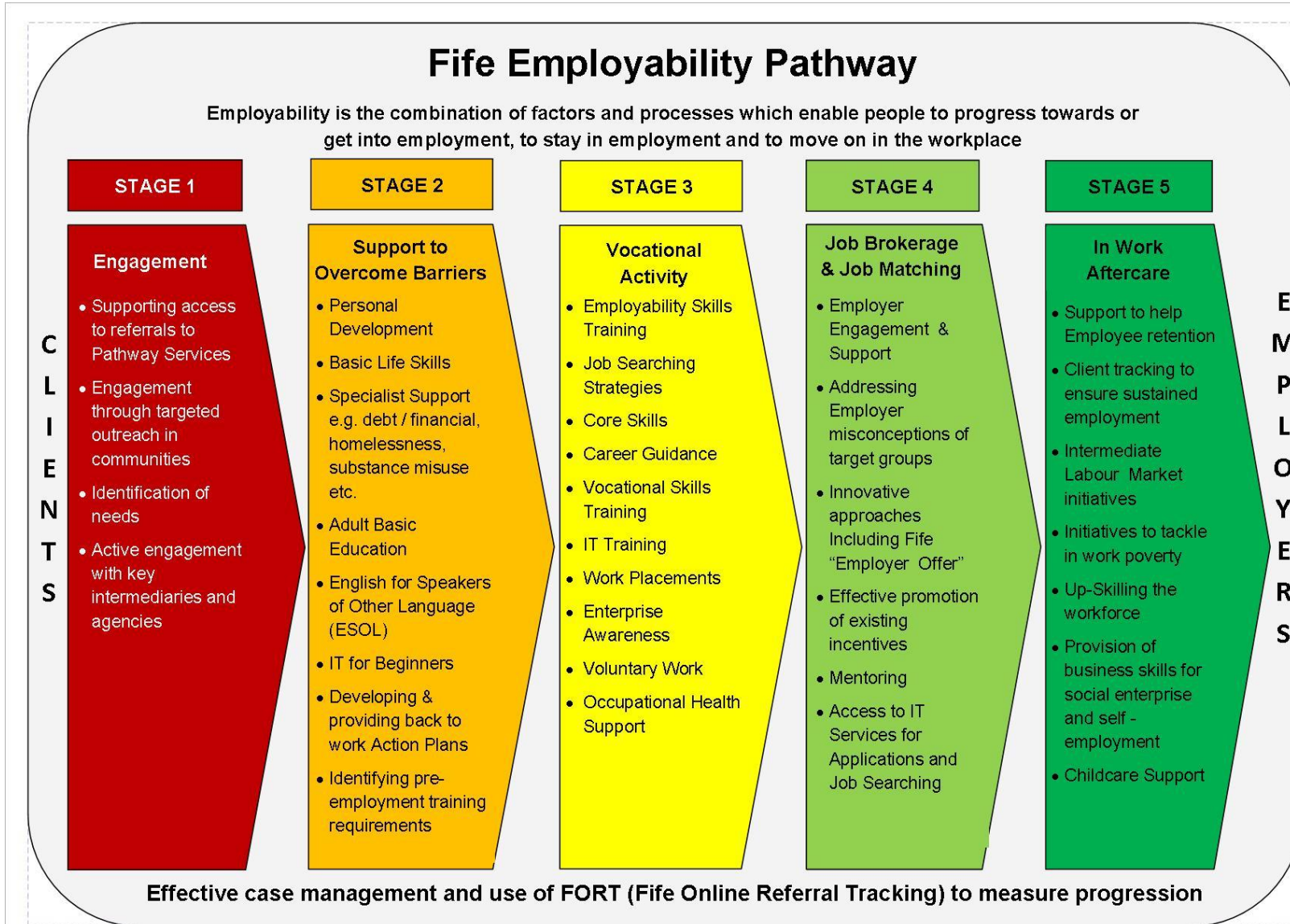
Proposals will be assessed according to the following sample criteria. Percentage allocations will be marked against the different elements of the bid.

Outline Scoring Criteria	% score allocation
<p>Programme Delivery Details</p> <p>Support people for to navigate internal and external barriers to work (3.2 of Framework)</p> <p>Delivery of a strengths-based approach and ensure staff have time to deliver reflective practice</p> <p>Tools offered to help people see their own progression and journey and support reflective practice for staff</p> <p>Commitment to partnership working: outline key relationships</p> <p>Commitment to working with Fife No One Left Behind Infrastructure (Section 5.0 of the Framework)</p> <p>Core No One Left Behind Delivery applicants must demonstrate:</p> <ul style="list-style-type: none"> • Whether you are bidding to support young people (16-24) adults or (25+) or both • How you will deliver a universal and accessible full 5 stage pathway service (4.6 of Framework) • How you will deliver <i>all</i> 'core' elements outlined at Table 4.8 • Which <i>additional</i> elements you will provide - also Table 4.8 • How you will target people at key transition points and what partnership relationships you have in place to support that <p>Specialist No One Left Behind applicants must demonstrate:</p> <ul style="list-style-type: none"> • Which specialist community you wish to support including evidence of need • How you will create and deliver early engagement opportunities • How you will support people to engage with mainstream employability services • Your ability to work with existing employer engagement teams to improve uptake of opportunities for the people you support • How you will provide <i>specialist</i> in-work support and will work with mainstream in-work support to avoid duplication of effort • Proposals for specialist awareness sessions for frontline staff, employers and employer engagement staff. 	<p>40%</p>

<p>Co-production of design and No One Left Behind Fife Principles</p> <p>Involvement of people who use services, staff and (where relevant) employers in developing the proposal. Including reference to how have met the Scottish Human Rights Commission PANEL principles (Section 3.3 of Framework).</p> <p>Evidence of how provision meets the Fife No One Left Behind Principles (Section 3.4 of Framework). This should include how training, supervision, internal monitoring and evaluation processes will ensure these standards are maintained.</p> <p><i>Equal & Fair; Strengths-based; Non-judgemental; Discreet; Collaborative; Time unlimited & progressive; Continuously improving; Hopeful</i></p>	<p>20%</p>
<p>Programme Management, Performance and Previous Experience</p> <p>Internal systems for governance, review and continuous improvement to ensure can achieve the performance management expectations outlined at Section 6.0 of the Framework</p> <p>Expectations in terms of numbers of people will work with during 2021/22 and associated outcomes</p> <p>Evidence of previous experience that supports ability to achieve these outputs and outcomes</p> <p>Reporting processes for evaluation and activity updates</p>	<p>10%</p>
<p>Partnership Structure and Project Staff</p> <p>Partnership structure, governance, management, infrastructure, delivery roles and reporting lines.</p> <p>Details of delivery partner, roles, and relationship</p> <p>Number and experience/skills of personnel involved in delivery and the role each person will perform in delivering this contract: Contingency plans to cover holidays, absence, sickness etc</p> <p>Summaries of the relevant qualifications, competencies and experience for staff intended to be involved in delivering this contract.</p>	<p>10%</p>

<p>Delivery Location</p> <p>Which localities in Fife covered, and why</p> <p>Details of venues in which services will be located and their suitability in terms of privacy and accessibility</p> <p>Which online platforms and tools will be used to support digital delivery and why</p> <p>What skills and resources will be in place to ensure digital accessibility for the people being supported</p> <p>What out of hours provision will be made available and in what format.</p> <p>Rationale for the approach being taken</p>	<p>5%</p>
<p>Budget</p> <p>Anticipated financial costs for staff and related costs must be fully detailed.</p> <p>Additional match or in-kind contributions can also be included.</p>	<p>10%</p>
<p>Added Value</p> <p>How the proposal supports the Plan 4 Fife and other relevant local/National strategies (Section 2.9 of the Framework)</p> <p>Any additional elements which are important for the panel to consider in terms of resource, relationships and values.</p>	<p>5%</p>

Annex A





Annex B –
Map of Mid-Fife

