



ESES City Region Deal IRES Programme

Integrated Employer Engagement Project Proposition

ACCELERATING GROWTH

EDINBURGH AND SOUTH EAST SCOTLAND
CITY REGION DEAL

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1 Introduction

1.1 About this Document

This Project Proposition sets out a detailed case for investment in an Integrated Employer Engagement (IEE) Project as part of the Integrated Regional Employability and Skills (IRES) Programme and should be considered in conjunction with the IRES Programme Business Case.

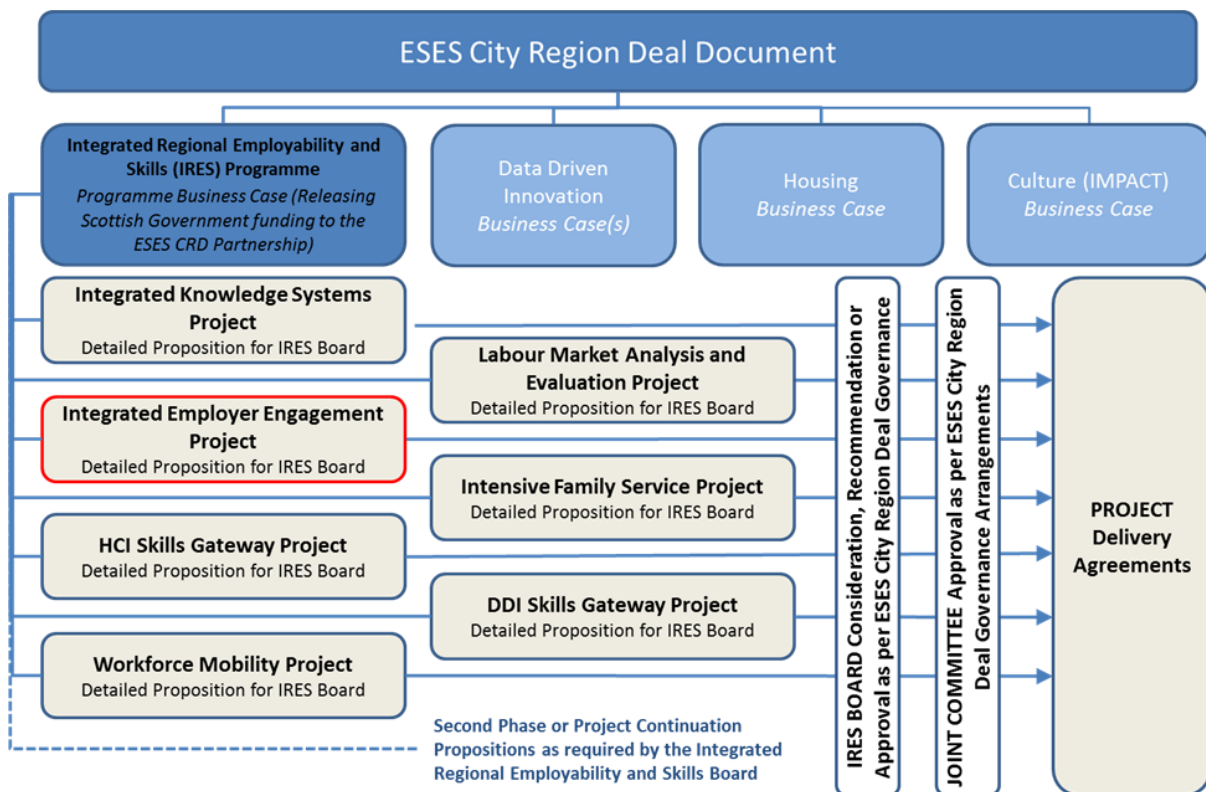


Figure 1 IEE Project Proposal in the context of the ESES CRD IRES Programme

2 Project Vision

This Project work will clarify, co-ordinate and improve the employability and skills service offer to employers and clients. The partners will establish a ‘no wrong door’ approach that will create designated points of contact to manage individual employer relationships that will allow us to: tailor and route our combined service offer; pool and match the opportunities that are generated; and reduce double handling, and so strengthen individual relationships. To complement this, the partners will develop a regional approach to “Community Benefits from Procurement” to ensure that the significant expenditure of the partners fully exploits any opportunity to drive inclusive growth. This project-stream will also work on developing our network of Recruitment and Skills Centres to act as a tangible interface between the partners and business, particularly in geographic or sectoral high demand areas.

2.1 Overview of the IEE Project

This Project aims to enhance our trusted relationships with the region's employers and investors to: increase the flow of disadvantaged groups into good employment; promote Fair Work and the Scottish Living Wage¹; minimise skills shortages and gaps that could impact on inclusive growth ambitions; and increase the cohesion and efficiency across partners to fully exploit the inclusive growth potential of our economy.

Main areas of focus include:

- **Integrating Employer Engagement:** Establishing a set of values and operating principles to ensure wider access to employers, promote a 'no wrong door' approach, and avoid the confusion of duplicated offers from multiple partners
- **Pooling Employer Engagement Capacity:** To organise engagement and co-ordinate activity with employers to widen our collective reach into the region's business base, while improving our capacity to respond to emerging opportunities, recruitment, refocusing declining industries, and redundancy
- **Generating and Aligning Community Benefits:** Using procurement process to ensure the expenditure of the partners fully utilises any opportunity to drive inclusive growth (e.g. Community Benefit, Fair Work, and Scottish Living Wage requirements).

The community benefit work is part of the implementation of the partnership 'inclusive growth framework (theme 3)²' that will work with employers, developers, and contractors to maximise and realise community benefit, while ensuring that people we are targeting for support are the primary beneficiaries.

- **Recruitment and Skills Centres Network:** Using our experience of Recruitment Centre public/private partnerships (e.g. Fort Kinnaird RSC) to expand our physical footprint that can improve employer relationship building and enhance service delivery.

Project themes are outlined further in [ANNEX A](#) and all will be co-ordinated from an Integrated Regional perspective resulting in a more focussed and streamlined employability support network that will:

- improve workforce diversity
- decrease numbers claiming benefits
- encourage higher value employment
- simplify and streamline employer offers
- increase and improve employer and client partnerships
- ensure less employer fatigue

¹ What is the Living Wage?, Living Wage Scotland https://scottishlivingwage.org/what_is_the_living_wage

² P8, Edinburgh and South-East Scotland City Region Deal, August 2018

2.1.1 Outcomes and Benefits

The IEE Project will bring about much needed alignment of supply and demand across key business industry and SME sectors. Change funds will be used to corral all relevant stakeholders with a common purpose to achieve inclusive growth through an improved employability pipeline specifically tailored to better support local individuals. Greater numbers of local people will be more able and better equipped to access the wealth of employment and training opportunities available.

There will be more focus on reducing worklessness and poverty through better alignment of existing resources to target disadvantage, and it is intended that more local people will be engaged in the opportunities available.

An improved business as usual approach will allow partners to work together to coordinate engagement with SMEs, social enterprise and key opportunity sectors, including DDI and HCI, to encourage and support them to recruit and develop a more diverse pool that benefits business and promotes Fair Work for people in the region. Those most likely to benefit are:

- People living in poverty
- The 20% most deprived SIMD areas
- Young people and school leavers
- Young people with experience of mental health
- Unemployed and those experiencing in-work poverty
- Carers and care experienced
- People with a physical or learning disability
- People with long-term health conditions
- People with experience of substance abuse, homelessness, and /or trauma
- Supporting carers with childcare responsibilities
- Supporting women into higher paid jobs and planning to return to work
- Veterans
- Ex-offenders
- Vulnerable families
- Minority ethnic groups

The IEE Project will drive a more proactive, regional, and sectoral-specific approach to early skills and new skills development appropriate to local labour market conditions. The IEE Project will provide the platform for all relevant stakeholders, including the diverse SME sector, to come together and engage with their key industry sector partners to provide training and support for local people to allow them to progress in and onto employment with the key skills that the various sectors need. More people will be able to access and gain employment as a result.

3 Strategic Case

The Project strategic case is set out in two parts:

Part A: The Strategic Context – establishes the IEE Project Proposals from a Scottish Government and ESES City Region perspective.

Part B: The Case for Change – describes the existing arrangements and summarises the objectives to be addressed by the Project, including investment needs, operational risks, constraints and dependencies.

3.1 PART A: The Strategic Context

3.1.1 National Context and Strategy Alignment

Scotland's Economic Strategy (Scottish Government, 2015)³ sets out the Scottish Government's purpose "to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth" and has two key goals: increasing competitiveness, and tackling inequality.

Allied to this, the Creating a Fairer Scotland (Employability)⁴ policy seeks to promote greater fairness and equality in employment while also driving continuous service improvement through strong, productive partnerships.

No One Left Behind, Next Steps for the Integration and Alignment of Employability Support in Scotland⁵ urges the need to incrementally develop an integrated regional employability and skills system that:

- Is more flexible, tailored, and takes a 'whole person' approach
- Is more straightforward for people to navigate
- Is better integrated and aligned or interwoven with other supporting services
- Provides pathways into sustainable and fair work
- Is driven by evidence to support people into the right job at the right time
- Is designed, delivered, and improved in partnership
- Is responsive to those with high needs (e.g. young care leavers, workless, and those in low paid or insecure jobs) who are at major risk of missing out on the benefits of economic growth
- minimises skills shortages and gaps or gender imbalances in our key growth sectors, while promoting greater workforce diversity.

³ Scotland's Economic Strategy, Scottish Government, 2015, <https://beta.gov.scot/publications/scotlands-economic-strategy/>

⁴ Creating a Fairer Scotland: A New Future for Employability Support in Scotland, Scottish Government, <https://beta.gov.scot/publications/creating-fairer-scotland-new-future-employability-support-scotland/>

⁵ No One Left Behind - Next Steps for the Integration and Alignment of Employability Support in Scotland, Scottish Government, <https://www.gov.scot/Publications/2018/03/5358/downloads>

Fair Work is central to the delivery of economic growth and social justice, including the collective ambition to eradicate child poverty⁶, and is pivotal within the IEE proposal. The IEE change proposal (and the wider City Region Deal) offers an opportunity to significantly support the realisation of Fair Work ambitions by:

- providing support for businesses to offer quality jobs and fair work for everyone
- assisting the development of a globally competitive, entrepreneurial, inclusive, and sustainable economy
- respecting, protecting and fulfilling human rights and tackling discrimination
- tackling poverty by sharing opportunities, wealth, and power more equally
- supporting local people to gain the skills they need to fully contribute to society

3.1.2 Strategic Alignment across the IRES Programme⁷

The IEE Project will enable better understanding of labour market need and opportunity by building stronger relationships with employers, investors, and citizens. Targeted skills development, joint working and supporting activity linked with DDI, HCI Skills Gateways and Intensive Family Support proposals will ensure that maximum value is generated from wider City Region Deal investments by supporting the creation of a diverse and well-skilled population that can benefit from, and help drive, the future growth of the regional economy.

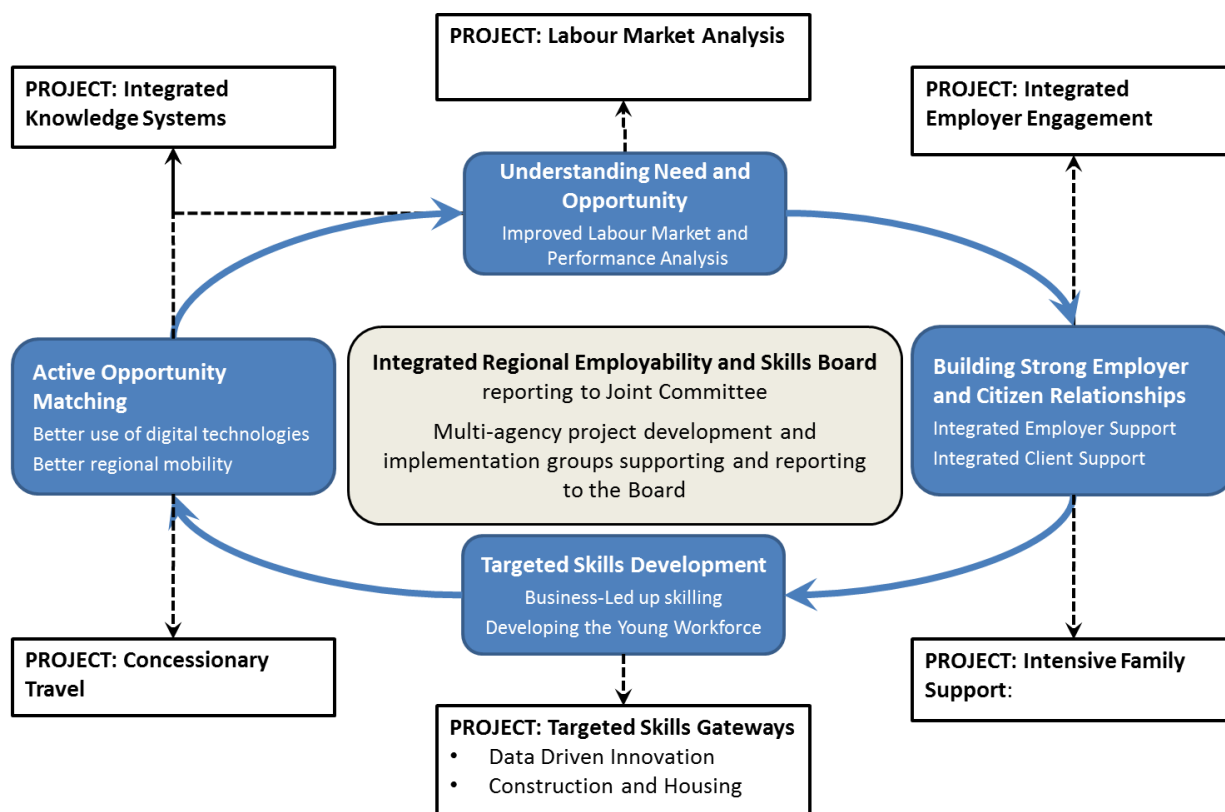


Figure 2. IEE Proposal is an integral component of an inclusive labour market improvement cycle

⁶ Child Poverty Act (Scotland) 2017, Scottish Government

⁷ <http://www.acceleratinggrowth.org.uk/ires>

3.2 PART B: The Case for Change

The 2018 Regional Skills Assessment Summary Report for Edinburgh and South-East Scotland City Region⁸ concludes that although the outlook for the local economy is positive there are some key inclusive growth challenges that remain. Despite expected jobs growth across most sectors and occupations providing opportunities for people at all skills levels, a key challenge facing employers in the region will be sourcing people to fill these vacancies, particularly in the context of Brexit and the resultant constraints on the future supply of labour from Europe. A further challenge is the forecast ageing of the population and associated contraction of the working age population which, although not as pronounced as in other areas, could put further pressure on labour supply in the region.

The IEE Project is designed to redress these disparities through a strong focus on providing disadvantaged groups with tailored support not just to access fair work, but to help them progress into higher responsibility and earnings. The Project will help address specific economic growth pressures across the region in relation to wider deal developments e.g. at Winchburgh, Borders and Midlothian.

3.2.1 Existing Arrangements, Challenges & Business

The current Employability and Skills landscape is complex. The knowledge base and focus of investment across the regional partners is fragmented, patchy, and misaligned. Public interventions are sub-optimal in meeting the labour market needs and opportunities in the region. Factors that reinforce the need for change include:

- **Skills Demand:** growing shortages and gaps in key sectors such as electronics, engineering, software, and care.
- **Productivity:** persistent productivity gap with benchmark cities such as London, Copenhagen, and Munich
- **Poverty and Inequality:** four of the six authority areas have below median earnings and 22% of children born into poverty⁹
- **Clarity:** lack of unified approach across the current economic area, creating confusion and dissatisfaction for citizens, employers, and other stakeholders
- **Knowledge and Key Relationships:** are fragmented, impacting on the effectiveness of investment over the long term and ability to fully unlock opportunities
- **Service Efficiency:** The pipeline of employability, skills and learning services operate in silos, and face budget pressure with often duplication, misalignment, and instability

IEE will provide support to existing and emerging sectors to help employers to develop inclusivity e.g. support for SMEs in developing Modern Apprenticeship opportunities for young people; and support in redesigning roles which will support, and attract, a diversity of candidates.

IEE will help create a more joined-up employability system across the region – an employability system that does more to provide the right help for people of all ages, and particularly for those further from

⁸ Regional Skills Assessment Edinburgh & South East Scotland City Region: Summary Report, Skills Development Scotland, <https://www.skillsdevelopmentscotland.co.uk/media/44990/rsa-edinburgh-and-south-east-scotland-city-deal-region.pdf>

⁹ End Child Poverty Local Poverty Estimates: November 2016

the labour market. An employability system that is defined by values of dignity, respect, fairness, equality, and continuous improvement.

The region requires a system that provides flexible and person-centred support that is more straightforward for people to navigate; is better integrated and aligned with other services; provides pathways into sustainable and fair work; is driven by evidence, including data and the experience of users; and that supports more people – particularly those facing multiple barriers – to move into the right job, at the right time.

3.2.2 Objectives and Benefits

The IEE Project Proposal lays the foundations for ongoing investment in an eight-year programme of activity to bring about such change. A regional approach to integrated employer engagement that will better understand our workforce and ensure that service interventions are working more effectively.

Some citizens for example are stuck in low paid jobs and have to claim benefits to survive. Others are low skilled with limited prospects and can't get the support they need to get a good job. Some people travel over 70 hours per week to study and struggle to meet travel costs.

Businesses often claim they are struggling to grow and retain staff and can only afford to pay the minimum wage. Others cannot get or retain the people they need to grow their business. Some find it difficult to access the right support and are bombarded with requests from the public sector.

Employability and Skills providers are good at what they do but sometimes they can't get the information they need to help their clients get the best jobs. They often work with only a few local businesses and have limited opportunities for their clients.

This IEE Project sets out the partnership's commitment to start the journey of change in employability and skills services that will make a tangible and positive difference to citizens, businesses, and other stakeholders as illustrated:

Citizens	Businesses	Service Professionals	Value for Money
We all work and earn over the living wage, have careers, and don't have to claim benefits	We are a thriving business with high productivity and can afford to pay over the living wage	We can easily access good information to plan and get a better outcome for our clients	We have a clearer understanding on need and opportunity that help set direction
We are clear on the route to good jobs and can easily access the learning we need to progress	We have skilled people who want to join and stay in our business and in whom we can invest	We have good relationships with business and access opportunities from across the region	We have a clearer understanding of the collective impact of our services to inform ongoing improvement
We use flexible working, digital learning, and other supports to help us succeed	We have a strong productive relationship with public services who are helping us to grow	We are part of a strong service network who can meet the full support and development needs of our clients	We maximise the leverage potential from our relationships in the public, private and third sectors to help achieve our goals

Figure 3. Integrated Employer Engagement – Outcome Ambition Statements

Operating very much in parallel with, and informing the IRES Integrated Knowledge Systems Project, the IEE Project will better support job recruitment and matching, support employer engagement, and maximise community benefit across the region. The proposition will deliver greater regional coherence and empowered decision making across a collective economic area, and assist regional partner savings through economies of scale to help strengthen career progression routes for those who face significant labour market disadvantage.

3.2.3 Scope of Investment Requirements

The IRES Programme Business Case proposed an allocation of £3.5 million over an eight-year period to help facilitate a step change in inclusive growth that ensure our economy continues to generate good opportunities and that these are open and attainable by all sections of society. The Financial Case to follow, details planned expenditure further.

3.2.4 Risk Management

Risk Management is an integral feature of the IEE Project, and the project risk register [ANNEX](#) includes all aspects of the Business Case, Strategic, Commercial, Financial and Management. The IRES Board is ultimately responsible for managing all aspects of programme and project risk, and plans will be reviewed on an ongoing basis by a sub group of the IRES Board to ensure they satisfactorily capture the up to date risk profile and ensure there are appropriate mitigation procedures in place. New risks will be highlighted to the Board, and where escalation is required mitigating actions will be agreed and implemented along with agreed timescales for review.

3.2.5 Constraints

In developing the proposed IEE Project investment and activities, consideration has been given to various constraints, particularly that each element of the project must become self-financing (sustaining) in the longer term. This is to satisfy respective partners' governance and charitable obligations to maintain a surplus, and also the technical, ethical and legal constraints of collecting and accessing appropriate data sets.

Another significant constraint will be the level and local flexibility of resources available through public, private and third sector partners (including potential loss of access to European Structural Funds – ESF, ERDF etc) to deliver the ambition, as this will limit the development and delivery capacity of the employability and skills system and its ability to adapt to changing need and opportunity.

3.2.6 Dependencies

The future success of the IEE Project will depend on close alignment with other IRES work streams particularly DDI and HCI. Also integration with existing services and interventions is crucial to ensure a viable and sustainable pipeline of people with the foundation skills required to exploit the range of tailored training, learning and employment opportunities being made available. This approach will require an ongoing review and the active support of local and national stakeholders to:

- engage all employability and skills partners and Community Planning Partnerships in the process of change
- review, align, and integrate key policies impacting on skills and employment in the region
- build on our Regional Skills Investment Plan that sets out the vision, ambitions, and aspirations for the City Region in terms of skills and employment

4 Economic Case

This section provides an overview of the:

- Regional Employability and Skills context informing the Business Case for investment
- Success factors that have informed the development of the IEE Project
- Selection process involved to identify those (short-listed) delivery options which are most likely to realise Project benefits against the “fixed budget constraint” implied by the current Heads of Terms
- Assessment of the anticipated types and levels of economic costs and benefits that might be generated by the programme overall
- How the preferred delivery model links into the skills pipeline and provides access to opportunities through other aspects of the City Region Deal

4.1 Labour Market Context and Gap Analysis

The IRES Programme Business Case points to the need for change to bring about the necessary improvements in the way that employability and skills are delivered across our public services. The IEE Strategic Case highlights the need for closer alignment and integration across local, regional, and national levels for employability and skills interventions.

The ESES City Region is forecast to experience significant and sustained growth in population, households, commercial and infrastructure developments. The current supply of labour and skills in the region, whilst increased over recent years, is still not sufficient to meet future needs in terms of volume or key current and future skills.

Key growth sectors across the region include construction, care, data driven innovation, retail, hospitality and tourism, and other science and technology. The most recent Regional Skills Assessment¹⁰ predicts the future demand for skills across the ESES CRD area to increase at an annual rate of 0.6% in comparison with 0.3% for Scotland and 0.4% for United Kingdom. Between 2018 and 2028 the largest employment growth forecast will be Admin & Support Services (18%), Arts, Entertainment & Recreation (17%) and Professional, scientific & technical (17%). The largest employment decreases are forecast in Mining & Quarrying (-26%), Manufacturing (14%) and Electricity, gas, steam and air conditioning (-9%).

Youth unemployment across the region continues to be a concern and demographic changes are also changing the way older people engage in the labour market. Many groups continue to face real challenges in the labour market e.g. disabled people, people recovering from substance misuse, people experiencing homelessness, and people with convictions.

IEE will encourage responsible business to create a fair and inclusive jobs market that is resilient, innovative, and sustainable over time. IEE will also ensure that employability and skills support is accessible to all our people, regardless of background. IEE will provide the platform to better develop

¹⁰ Regional Skills Assessment Edinburgh & South East Scotland City Region: Summary Report, Skills Development Scotland, <https://www.skillsdevelopmentscotland.co.uk/media/44990/ras-edinburgh-and-south-east-scotland-city-deal-region.pdf>

the skills required to enable more people to participate successfully in the labour market and bring benefits to the whole economy.

4.1.1 The change we want to effect

Approaches to employer engagement related activity across the region is fragmented, inconsistent and often duplicated and there is scope to improve our approaches. Any future employability and skills programme must enhance and help to future-proof the regional economy by combining and augmenting existing resources. It must increase the employment rate and close the opportunity gap between different sections of society. It also must increase productivity and earnings and help reduce the gap between the lowest and highest earners.

Whilst Community Benefits are actively pursued in all Local Authority areas, this practice is not consistent across all partners. More needs to be done to ensure that public sector expenditure and the procurement processes capitalise on every available opportunity and help drive inclusive growth.

There are many examples of good practice employability and skills services operating across the region, for example: Edinburgh Guarantee, Joined Up for Jobs, Joined up for Business, East Lothian Works, Opportunities Fife, Developing Midlothian's Young Workforce etc. Expanding this network and building on existing centres in other key geographic areas would help support the recruitment and training needs of business.

The IEE Project as proposed cements the foundations to better match industry aligned jobs demand with labour market skills supply. The IEE project will ensure a more joined-up and visible regional approach which is easily recognisable to employers and those willing to participate in employment. Better sighting of industry need and more proactive approaches to better equip the workforce will ultimately improve transition from skills gaps and into work ratios.

4.2 Identification of Options

Through the existing contributions each of the partners already spend on employability, skills and training interventions, there is clear recognition that it is not just one partner who is responsible for the delivery of employability and the skills provision, but rather the full partnership involving public, private, and voluntary sector representation.

The most effective, efficient means of delivering the priorities has been considered with options selected for appraisal as follows:

- **Status Quo (Business as Usual)** - Continuous improvement actions within individual organisations, but no integration of alignment between organisations
- **Increased Local Resourcing** - Increase resources for existing local delivery activity, but no integration or alignment between organisations
- **Full Restructure of Delivery into Regional Level Projects** - Zero budgeting approach with all activities ceasing and redesigned from scratch
- **Regional Employability and Skills Activity** - Introducing regional employability and skills services to augment current activity

- **Integrated Regional / Local Model** - Integrated and aligned activity from community level to authority and regional scale as part of an inclusive, multi-agency, whole system, and whole person progression approach to services, interventions, and allied supports

4.3 Appraisals Approach

Pros and cons of each option have been assessed against impact criteria linked to the identified goals for an improved future Employability & Skills programme.

Status Quo (Business as Usual)

Continuous improvement actions within individual organisations, but no integration of alignment between organisations

Pros	Cons
Minimal disruption to service	Scope for duplication and progression bottlenecks. Limited option to shared capacity across partners. Limited opportunity to achieve economy of scale. Service capacity will reduce over time due to financial constraints. Current system for improving employability and delivering skills training has led to disparities and inequalities within the region. Continuing the status quo this trend is likely to continue, resulting in a widening of the skills and productivity gap.

Increased Local Resourcing

Increase resources for existing local delivery activity, but no integration or alignment between organisations

Pros	Cons
Additional capacity Minimal disruption to service	Public Expenditure limited ability to increase Adds to complexity of combined service offer Lack Regional coherence and alignment with wider city region deal Limited capacity to respond to changes in labour market Difficult to sustain due to affordability

Full Re-structure of delivery into Regional level projects

Zero budgeting approach with all activities ceasing and redesigned from scratch

Pros	Cons
Reduced fragmentation from start. Single integrated offer from start	Significant disruption to services and beneficiaries Loss of best practice and expertise during transition Risk of disconnect from local priorities

Regional Employability and Skills Activity

Introducing regional employability and skills services to augment current activity

Pros	Cons
Adds additional capacity	Add to complexity and fragmentation
Minimal disruption	Difficult to sustain due to affordability
Can be aligned with wider city region deal activity	Will not be able meet the employment and skills demand from the wider City Region Deal activities
	Risk of disconnect from local priorities

Integrated Regional/Local Model

Integrated and aligned activity from community level through to authority and regional scale

Pros	Cons
Adds additional capacity	Requires cultural change and strong buy in from all partners
Minimal disruption	Coordination and sequencing is challenging
Aligned with wider city region deal activity	Requires investment in collaboration infrastructure (e.g. management systems)
Reduced fragmentation over time	

4.3.1 Programme Option Analysis

Impact Criteria (0=None, 1=Low, 2=Medium, 3=High)	Status Quo	Increased Local	Full Restructure	Regional Activity	Integrated
Positive impact for service beneficiaries	2	2	3	2	3
Ease of Transition	3	3	1	2	2
Builds on established good practice	2	2	2	2	3
Targeting progression of disadvantaged groups	2	2	3	2	3
Increases value for money achieved	1	1	2	1	2
Aligned with key growth sectors	2	2	3	3	3
Promotes Regional collaboration	1	1	3	2	3
Contributes to City Region Deal commitments	1	1	3	2	3
Drives service streamlining and agility	1	1	2	2	3
Affordable and sustainable	2	1	3	1	3
Improves Diversity	2	2	3	3	3
COMBINED (# out of 30):	19	18	28	22	31

Figure 4: Programme Options Appraisal

Three options were selected on the basis that each scored more highly than business as usual and generated, on aggregate, a positive score (implying that each of these options is more likely than not to deliver the intended aims and objectives).

4.3.2 Preferred Option

The Integrated Regional /local model compared to the as-is position and other alternatives considered is the preferred option for best public-sector delivery approach moving forwards.

The analysis highlighted that the full restructure and integrated options were both viewed as potentially the most impactful, but the significant disruption and unknowns associated with the full restructure make it difficult to implement. The preferred option will help ensure a more integrated and focused system approach built around the existing labour market system that will facilitate and enable improved:

- Regional Leadership and Improvement Capacity
- Better understanding of Labour Market Need and Opportunity
- Stronger Employer and Citizen Relationships
- More targeted Skills Development and
- More effective Opportunity Matching

4.3.3 Impact of implementing the Integrated Employer Engagement Project

It is anticipated the IEE project proposal will contribute to achieve the following high-level quantitative IRES Programme outcomes over the lifetime of investment.

Stage	Measure	Client Group Target over 8 Years	LA Target over 8 Years ¹¹	Profile over 8 Years ¹¹
1-4	<p>ENHANCED OUTREACH: Improved outreach attracts additional people from following disadvantaged or under-represented groups into the programme</p> <ul style="list-style-type: none"> • People with a disability or enduring health conditions • People in workless or low-income (< 60% median wage) families • Care Experienced and disadvantaged young people • Disadvantaged people within the BME Community • Women entering or advancing within DDI or HCI related careers 	20% increase on baseline established in Year 1		CEC: 32% ELC: 8% Fife: 33% Mid: 5% SBC: 10% WLC: 12%
3-4	<p>EMPLOYMENT: Additional people moving into employment</p> <ul style="list-style-type: none"> • Sustaining employment for at least 13 weeks • Sustaining employment for at least 6 months 	5,300		CEC: 36% ELC: 9% Fife: 29%

¹¹ Profile based the proportion of the regions unemployed (modelled) citizens for employment and low paid (below living wage) citizens (Source Nomis Jul 2017)

Stage	Measure	Client Group Target over 8 Years	LA Target over 8 Years ¹¹	Profile over 8 Years
3-4	<ul style="list-style-type: none"> Enhanced targeting supports additional people from the above disadvantaged or under-represented groups secure and sustain employment 	20% increase on baseline established in Year 1		Mid: 7% SBC: 7% WLC: 13%
4-5	<p>CAREER PROGRESSION: Additional people progressing into and sustaining (13 weeks and 6 months) better employment, earnings and careers</p> <ul style="list-style-type: none"> Moving into higher earning role (Scottish Living wage or above) Moving from existing into Medium to High Skills roles Moving from temporary (insecure) work into a permanent role 	500		CEC: 32% ELC: 8% Fife: 33%
4-5	<ul style="list-style-type: none"> Enhanced targeting supports additional people from the above disadvantaged or under-represented groups into and sustaining better employment 	20% increase from the baseline established in Year 1		Mid: 5% SBC: 10% WLC: 12%
2-5	ENABLERS: Additional accredited training and skills improvements	14,700		
2-5	<ul style="list-style-type: none"> Enhanced targeting supports additional people from the above disadvantaged or under-represented groups achieve skills improvements that unlock latent talents and help secure higher earnings. 	20% increase from the baseline established in Year 1		

Figure 5: Anticipated Programme Outcomes

To ensure that supply side targets remain relevant and are stretching and delivering value for money, each will be refined as the partnership matures and project propositions are developed to implementation stage. It is also intended in the first year of project activity to negotiate with business some key mirror targets for demand side. i.e. key sectors, business size and who are we engaging with to open up such opportunities.

5 Commercial Case

We know that public sector investment in employability and skills provision spanning schools, colleges, universities, National Training Programmes etc. is substantial. It is therefore vital moving forwards that outcomes are maximised and delivered by the most effective and efficient means.

Critical to making progress towards an inclusive labour market will be the creation of the right leadership and collaboration environment to stimulate whole system thinking and a shared commitment to improving the quality and quantity of collective outcomes.

The IEE Project will be underpinned by a “regional skills partnership” consisting of; public, private, third sector and education representatives that will actively shape the regional skills offer to meet the current and future needs of the Edinburgh and South-East Scotland’s labour market and will:

- Use more rigorous use of regional labour market intelligence and performance data to provide a **clarity of purpose** that will influence future profiling and activity to ensure greatest impact for our investment

- Strengthen our **relationships with employers and investors (including Social Enterprises)** to enhance our knowledge, create new opportunities, promote inclusive recruitment and workforce upskilling approaches to help drive future growth and innovation
- Fully exploit the potential to generate **Community Benefits from Procurement** across all the regional partners, which will offer additional opportunities and support for citizens and local businesses from the early phases of City Region Deal implementation
- Enhance access to **higher paid, higher skilled jobs for those from vulnerable and disadvantaged sections of society**. Raising aspirations, developing resilience, and stimulating lifelong career-focused learning and progression routes that will reduce labour market inequalities and increase productivity.
- Drive **improvements in school, college and university curriculum** that are better aligned to the needs of the region's key industries sectors and equip individuals with the skills that are essential for stimulating innovation
- Reduce the practical barriers to a **flexible and mobile workforce** that will enable us to make maximum use of the talent pool throughout the region and minimise skills gaps and shortages

The IEE Project Delivery Group, described in the management case will have operational management responsibility for the IEE Project and all procurement will uphold the overarching principle to achieve best value.

6 Financial Case

Table 1 over shows the planned activities, spend plans and time lines for the period 2019-2027. Spend profiles relate specifically to the range of activities required to successfully deliver the four key sub-themes of the IEE Project over the 3 identified development phases.

Integrated Employer Engagement Activity vs CRD Spend Timeline	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL	BUSINESS /INDUSTRY LEVERAGE	COMMENTS
	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)	(£,000)		
PROJECT MANAGEMENT AND DEVELOPMENT											
IEE Project Delivery Group (virtual management team)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Partnership meetings (in kind)
Project/Strategy Development (Spend to save)	50.0	90.0	90.0	90.0	90.0	60.0	50.0	0.0	520.0		Staff training, upskilling and accreditation
IEE Communications Strategy	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	40.0		
IEE Website	0.0	40.0	5.0	5.0	10.0	5.0	5.0	5.0	75.0		Link in with IKS Project delivery
Sub-TOTAL:	55.0	135.0	100.0	100.0	105.0	70.0	60.0	10.0	635.0		
ESES City Region Deal Contribution:	55.0	135.0	100.0	100.0	105.0	70.0	60.0	10.0	635.0		
CORE STAFF TEAM COSTS											
IEE Project Manager	26.0	55.0	57.0	59.0	61.0	63.0	65.0	67.0	453.0		Secondments from CRD partners. Review after 3 years
IEE Development Officer	20.0	44.0	46.0	48.0	50.0	52.0	54.0	56.0	370.0		
Community Benefits Officer	20.0	44.0	46.0	48.0	50.0	0.0	0.0	0.0	208.0		
Regional Engagement Officer	20.0	44.0	46.0	48.0	50.0	0.0	0.0	0.0	208.0		
Business Support	16.0	32.0	34.0	36.0	38.0	0.0	0.0	0.0	156.0		
Non-staff project costs	36.0	36.0	36.0	36.0	36.0	20.0	20.0	20.0	240.0		
Sub-TOTAL:	138.0	255.0	265.0	275.0	285.0	135.0	139.0	143.0	1,635.0		
ESES City Region Deal Contribution:	138.0	255.0	265.0	275.0	285.0	135.0	139.0	143.0	1,635.0		
INTEGRATING & POOLING EMPLOYER ENGAGEMENT											
Staff, partner & client engagement events and training	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	200.0		Significant co-production required
Employer Fund	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	40.0		Fund employers bid to change their processes in line with CRD aims e.g. recruitment
Sub-TOTAL:	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	240.0		
ESES City Region Deal Contribution:	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	240.0		
GENERATING & ALIGNING COMMUNITY BENEFITS											
Procurement tracking systems	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	400.0		Based on (current) Benefits pricing model
Staff resource	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Included in core staff team costs
Community Benefits Charter	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0		New initiative
Sub-TOTAL:	50.0	55.0	50.0	50.0	50.0	50.0	50.0	50.0	405.0		
ESES City Region Deal Contribution:	50.0	55.0	50.0	50.0	50.0	50.0	50.0	50.0	405.0		
RECRUITMENT & SKILLS CENTRES NETWORK											
Operational developments	0.0	60.0	80.0	70.0	45.0	0.0	0.0	0.0	255.0		Includes scope for legal contracts; potential front-loading of rents. Non recurring costs.
Pop-up centres	30.0	60.0	80.0	60.0	40.0	20.0	20.0	20.0	330.0		
Sub-TOTAL:	30.0	120.0	160.0	130.0	85.0	20.0	20.0	20.0	585.0		
ESES City Region Deal Contribution:	30.0	120.0	160.0	130.0	85.0	20.0	20.0	20.0	585.0		
TOTAL:	303.0	595.0	605.0	585.0	555.0	305.0	299.0	253.0	3,500.0		
ESES City Region Deal Contribution TOTAL:	303.0	595.0	605.0	585.0	555.0	305.0	299.0	253.0	3,500.0		

Table 1 IEE Proposed Financial Profile

Table 1 should be read in conjunction with Table 2 in the Management Case detailing Phase 1 and 2/3 of the IEE Project plan activity.

7 Management Case

At the core of the project will be the IEE Project Delivery Group that will deliver progress towards project objectives and work with the IRES Board and other project leads to support the delivery of the wider IRES programme goals. The IEE Project Delivery Group will be responsible for overseeing the planning, implementing, reviewing, and refining of the employer engagement activity to ensure it delivers the change and inclusive growth ambitions for the ESES City Region Deal. This group is already well established and has been meeting regularly to develop the proposal. The group is chaired by a representative from City of Edinburgh Council given the local authority's lead role in taking forward developments. Membership of the group is as follows:

Role	Organisation or Group	No.
Chair/Vice-Chair	City of Edinburgh Council	1
Delivery Partners	Local Authorities: City of Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders, West Lothian	6
	Public Bodies: Capital City Partnership, Department of Work and Pensions, Developing the Young Workforce, Skills Development Scotland	4
	Further and Higher Education: College representative, University representative	2
Business and Inclusion Representatives	Sectorial Representation, DDI, HCI, etc	x
<i>Note: lead members from other IRES themes would attend the delivery group as and when necessary to ensure compatibility across IRES objectives and engage with specific aspects and sub-themes</i>		

Figure 6. IEE Project Delivery Group Composition

City Region Partners have agreed to nominate and ensure appropriate representation on the IEE Project Delivery Group to take forward all matters of Project Business. This will include Business Case and Project Implementation Planning particularly in the early stages of developments. Partners have also agreed the Project Lead to drive and progress development, and to report on progress. Partners acknowledge that Project Leads may change on a rotating basis over the lifecycle of the project, subject to business demands and dependent upon availability of expertise.

The Project Delivery Group will meet as required to develop project activity, and will be supported by the IRES Programme Management Office representatives and other partner organisations, or through opt in, together with subject experts and stakeholders (including industry representatives, or community interests) as required.

The IEE Project Delivery Group reports to and is accountable to the Integrated Regional Employability and Skills (IRES) Board. The accountable body for delivery of the IEE Project will be Capital City Partnership through a delivery agreement with the ESES City Region Deal Lead Accountable Body (City of Edinburgh Council) with strict monitoring of IEE Project progress within an approved agreement framework.

Procurement representatives from each local authority have established a working group, the purpose of which is to work collaboratively to identify, agree and establish a shared approach to community benefits through procurement.

Once implemented, this approach will strengthen the combined 'buying power' of the 6 local authorities resulting in opportunities for our most vulnerable citizens being maximised. The development of this set principles will be subject to agreement through the appropriate ESESCRD decision-making channels, which all partner local authorities will pledge to adopt.

The Procurement group will create a Memorandum of Understanding (MOU) which will form a pledge between the 6 local authorities agreeing a commitment to the shared approach to community benefits through Procurement.

The Procurement group will feed progress into the IEE Project Delivery Group for reporting to the IRES Board on an ongoing basis.

7.1 IEE Operational Management

The IEE project is a change programme with the intention that any new activity introduced will, throughout the project lifecycle, become the norm.

Capital City Partnership (CCP) are already an established Arm's Length External Organisation (ALEO) and main delivery body for the city's employability strategy and programme. Proposals are to build on this approach and bring more key agencies and employers together to help move more people into employment.

It is proposed to undertake changes on a phased basis to ensure that services provided to businesses and clients remain seamless, whilst driving steady improvement in the outcomes delivered.

7.2 Stage and Gate Approach to Management

A Stage and Gate Approach will be used to ensure that IEE funding is meeting the intended objectives. Close working relationships across the IEE Project Delivery Group and the IRES Board will enable ongoing assessment and evaluation linked to funding approvals and evaluation. This metric-based approach will support a continuous improvement model that allows Management to react swiftly to any obstacles or issues and ensure emphasis on the change objectives through structured reviews and targeted measures of progress that help reach Project goals.

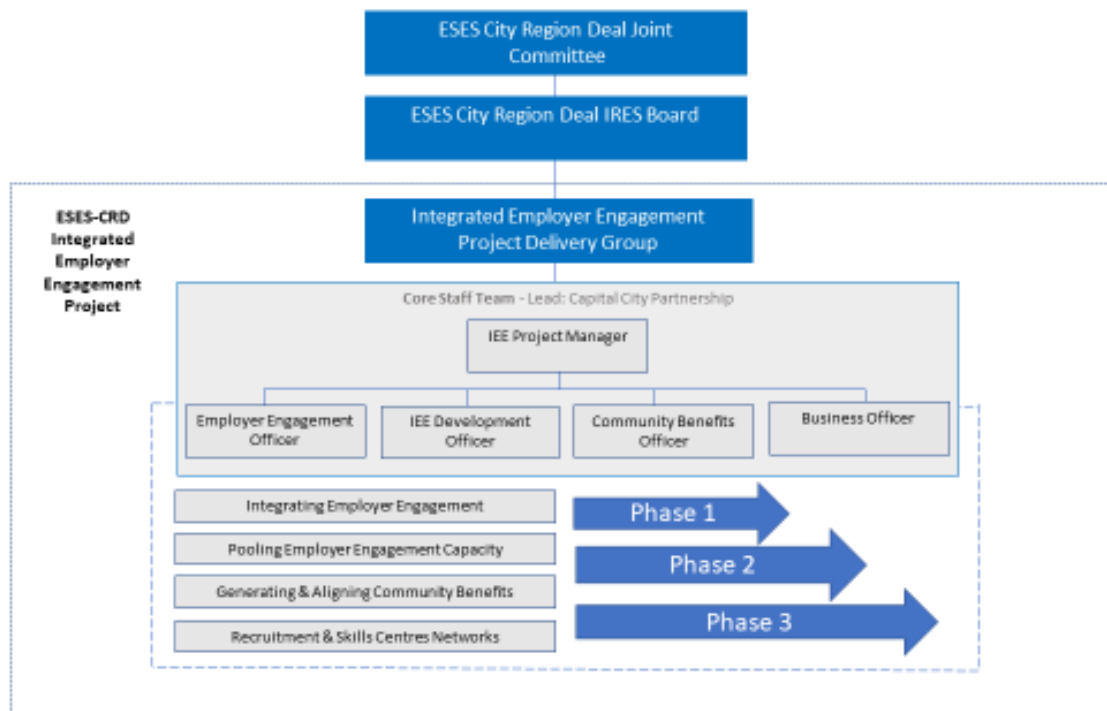


Figure 7. Proposed IEE Strategic and Operational Management Structure

The core IEE staff team will be based initially at CCP offices in Edinburgh with a remit across the wider City Region area and will work closely with the IEE Project Delivery Group. All posts will be employed by Capital City Partnership, who will also take on the necessary contractual, HR and pension responsibilities. Temporary secondments to the team from employer engagement staff from within ESECRD partners are strongly recommended, and will be encouraged, to ensure business as usual whilst facilitating cultural change.

Contracts will be for a three-year fixed term period to attract candidates whilst providing continuity of employment and ensure organisational capacity to manage conversion to mainstream. Staff roles are outlined as follows:

IEE Project Manager will provide overall day to day management of the strategy and delivery of the aims and objectives of the IEE Business Case, including developing implementation plan and working with the Project Board. The post holder will require to have the vision to lead on changes to current funding and systems approaches whilst also attracting leverage where possible. It is anticipated the manager will spend a lot of time maintaining relationships with funders, stakeholders, board and other themes leads. The manager will have operational line management responsibility for other core team members.

IEE Development Officer will focus on the one stop employer offer, supporting each region on developing a set of agreed service standard principles and ‘no wrong door’ approach. Emphasis will be on producing branding and marketing materials including online resources where relevant. This post will also look at supporting the apprenticeship levy and other employer support initiatives.

Community Benefits Officer will work across the six regions with stakeholders to develop a cohesive approach to community benefits, including where community benefits can support

employability and provide links to the Integrated Knowledge marketplace model. New systems development and alignment will also link into this role.

Regional Engagement Officer will provide the link to recruitment skill centre models, supporting the initial FUSE development to understand the relationship with the developer, recruitment requirements and wider business improvement protocols. This post will work on regional pop-ups to support FUSE and then link this back to regional outlets, with a focus predominately on Fife and West Lothian.

7.3 Project Plan

There is already international recognition of the partnership arrangements involving third, private and public sector organisations working to achieve inclusive growth¹². Plans are to build on this approach and harness the co-operation of greater numbers of employers to tackle exclusion and disadvantage over 3 progressive stages.

Phase 1 (2019 to 2021): Stakeholder engagement

This will involve significant co-production and co-design with stakeholders, service providers and service users to create a new way forward, bringing together systems and partnerships which are useable and more efficient in terms of investment and people's time.

The focus throughout will be on reducing worklessness and poverty through the provision and sharing of appropriate employability interventions, accessible for those living in the SES City Region's most deprived areas.

The aim is to offer a joined-up service that can be accessed through one interface, building a more regional and more integrated business model.

Key activities in Phase 1 will be to:

- Establish a virtual team which will develop an improved integrated and joined-up approach, operating across all 6 local authority areas.
- Identify the resource required to effectively coordinate and manage the introduction of the integrated activity across the region. Resourcing is recommended through recruitment secondment, however over the period of the Project it should become self-sustaining.
- Build on the learning from the Regional Improvement Collaboratives to inform wider stakeholder decision-making and support development.
- Undertake an extensive programme of local authority Economic Development staff, partner, and client engagement activity to ensure these groups are fully involved in designing future service delivery, including improved branding and more staff on message to deliver the changes.

¹² Joined up for jobs – joined up for business - <https://www.joinedupforjobs.org/about>

- Develop a range of engagements with employers of all types to promote Fair Work and the Scottish Living Wage to increase the flow of disadvantaged groups into good employment.
- Build on current links with Fairstart and Developing the Young Workforce to embed best practice across the partnership.
- Develop a clear, detailed implementation and communications strategy to publicise the roll-out of the new integrated employer engagement approach operating across all 6 local authority areas and partners. This communications strategy will link with the over ESES City Region Deal Communications Strategy.
- Develop and launch a new integrated employer engagement website in line with the Integrated Knowledge Management Information system; and linking in with existing partner web presence where appropriate.
- Develop and establish a City Region Deal approach to shared community benefits in procurement for community benefits that will operate consistently across the City Region for all City Region Deal projects.
- Build on existing Recruitment and Skills Centre initiatives to expand the range and quality of opportunities and events, including pop-ups across the region targeting the most vulnerable in our communities.
- Review and refine supply and demand side targets to ensure that they remain relevant to the inclusion challenges of the region.
- Promote the economic benefit of Fair Work and negotiate with business some key targets for demand i.e. key sectors, business size and who are we engaging with to open up such opportunities.

Phase 2 (2021 to 2024): Consolidating the Changes

Proposed activities include:

- Launch the agreed approach and strategy for community benefits in procurement that will operate consistently across the City Region for all region wide projects.
- Build on existing Recruitment and Skills Centre initiatives to expand the range and quality of opportunities and events including pop-ups across the region targeting the most vulnerable in our communities as new developments come on stream.
- Review progress on all aspects of the Integrated Employer Engagement project and develop further plans to mainstream activity as improved business as usual.

Phase 3 (2024 to 2026): Fully Integrated Employer Engagement Service

As the Project progresses to Phase 3, an integrated employer engagement approach across the region will become embedded 'business as usual'. This approach will do more to provide the right help for people of all ages, and particularly for those further from the labour market, whilst aligning with both local and national approaches.

7.4 Summary

Proposed project phasing and implementation for the IEE Project is detailed in Table 2 below.

Integrated Employer Engagement	PHASE 1 - 2019 to 2021 - STAKEHOLDER ENGAGEMENT										PHASE 2/3 - CONSOLIDATING THE CHANGES -2021 to 2026									
	2019/20				2020/21				2021/22		2021/22	2022/23		2023/24		2024/25		2025/26		2026/27
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2	Q3/Q4	Q1/Q2
PROJECT MANAGEMENT AND DEVELOPMENT	PROJECT MANAGEMENT AND DEVELOPMENT										PROJECT MANAGEMENT AND DEVELOPMENT									
IEE Project Delivery Group (Virtual management team)	Embedded										Review									
Project/Strategy Development (spend to save)											Shift to Mainstream									
IEE Communications Strategy											Shift to Mainstream									
IEE Website											Shift to Mainstream									
CORE STAFF TEAM COSTS	CORE STAFF TEAM COSTS										CORE STAFF TEAM COSTS									
IEE Project Manager											Shift to Mainstream									
IEE Development Manager											Shift to Mainstream									
Community Benefits Officer											Shift to Mainstream									
Regional Engagement Officer											Shift to Mainstream									
Business Support											Shift to Mainstream									
Non-staff project costs											Shift to Mainstream									
INTEGRATING & POOLING EMPLOYER ENGAGEMENT	INTEGRATING & POOLING EMPLOYER ENGAGEMENT										INTEGRATING EMPLOYER ENGAGEMENT									
Staff, partner & client engagement events and training											Shift to Mainstream									
Employer Fund											Shift to Mainstream									
GENERATING & ALIGNING COMMUNITY BENEFITS	GENERATING & ALIGNING COMMUNITY BENEFITS										GENERATING & ALIGNING COMMUNITY BENEFITS									
Procurement tracking systems	Roll out										Shift to Mainstream									
Staff resource											Shift to Mainstream									
Community Benefits Charter											Shift to Mainstream									
RECRUITMENT & SKILLS CENTRES NETWORK	RECRUITMENT & SKILLS CENTRES NETWORK										RECRUITMENT & SKILLS CENTRES NETWORK									
Operational developments											Shift to Mainstream									
Pop-up centres											Shift to Mainstream									
SUB THEME REVIEWS	Review										Mid Project Review									
											Review									
											Review									
											End report									
Integrated Employer Engagement	Integrated Employer Engagement										Integrated Employer Engagement									

Table 2 Project Phasing - Implementation to mainstream

7.5 Risk Mitigation Plan

Risk management is an integral feature of the IEE Project and the project risk register ANNEX B is regularly updated. All risks at project level will be identified and mitigation measures put in place and monitored as part of the quarterly progress monitoring and annual review processes required by the IRES Programme Board. The IEE Delivery Group and ultimately the IRES board will regularly review project progress with decisions made on continuation, adjustment or withdrawal of funding.

ANNEX A: IEE PROJECT ELEMENTS

Integrating Employer Engagement: Establishing a set of values and operating principles to ensure wider access to employers, promote a 'no wrong door' approach and avoid the confusion of duplicated offers from multiple partners

- Employers have a 'no wrong door' offer to access the network of recruitment, training and business growth support to cut through the maze of public and third sector offers
- Streamline Joined Up for Business partnership approach with capacity to offer a bespoke solution as and when required
- By creating a shared understanding of employers' skills needs partner agencies will be able to respond more to anticipate and help meet their recruitment requirements.
- All employer facing staff across the Region will be trained on the shared 'offer to employers' with a full understanding of the key services that are on offer from each of the organisations within the network
- An A-Z of services etc will be developed for the Region as a supporting tool for all employer facing staff
- Better use of labour market intelligence will increase understanding & response to recruiting businesses, practices, issues, solutions

Pooling Employer Engagement Capacity: To organise engagement and co-ordinate activity with employers, such as response to large-scale recruitment requirements, capacity building and a greater geographical response to PACE activity

- Enable partners to work more closely together so that clients are best prepared for the employment or work placement opportunities that become available.
- Enable partners to anticipate demand from an earlier point and give clients advice on upcoming opportunities.
- Build a common- cross-boundary framework and process to support clients/job seekers to access the full regional travel to work area
- Better informed employability providers who can guide and support clients on making work choices that are current and relevant
- Hold cross-boundary (travel to work area) recruitment support events instead of only LA boundary restricted events

Generating and Aligning Community benefits: Using procurement process to ensure the expenditure of the partners fully utilises any opportunity to drive inclusive growth

- Build a common, cross-boundary framework and process to support clients/job seekers to access the full travel to work area, and not simply a restricted geographical area that pertains to one LA.
- Opportunity to design a clear Regional timeline highlighting opportunities to allow a co-ordinated approach to the design of a programme of pre-employment training by employability providers, colleges and universities.

- An agreed menu of options for community benefits which has been consulted on by all beneficiaries with improved ability to measure deliverables and impact of Community Benefits.
- Improved opportunities for individuals from SIMD areas and disadvantaged backgrounds to progress towards employment opportunities which come out of City Region Deal projects (e.g. housing construction).
- Provide a more accessible co-ordination point for employers throughout the Region.
- Ensure support, tracking and monitoring of contractors regarding the fulfilment of their community benefit obligations.
- Ensure greater alignment and access to third sector provision.

Recruitment & Skills Centres Network: Building on existing centres at Edinburgh Airport and Fort Kinnaird, in other key geographical areas. Supporting the recruitment and training needs of business in concentrated areas; supporting specific industries such as retail and hospitality; while creating talent pools for the Skills Gateway project (DDI and HCI).

- This will provide additional benefits to employers by focusing the efforts of partner organisations to better meet their skills and recruitment needs. By creating a dedicated resource, in areas where there are or will be job opportunities, employers can access a greater pool of talent more easily and more quickly.
- Provide a single point of contact and a consistent service to employers who are seeking to Recruit, Train or grow their workforce across the Region with the ability to have bespoke offers to employers to match specific or local needs.
- Employer skills needs anticipated and met prior to this becoming a skills gap while ensuring fair and inclusive recruitment offers and opportunities for all.
- Build up expert knowledge to act as an 'expert domain' to the employability network for recruitment support
- Provide a focal point for employability providers to access jobs and opportunities for their clients
- Set up a regional response for pre-recruitment training to support Industry recruiting sectors
- Provide additional capacity to promote, service and support Regional recruitments e.g. Edinburgh St James
- Expand the reach of the networks to create a new, joint partnership ensuring a consistent service across the Region

ANNEX B: IEE RISK MATRIX (Updated 2 April 2019)

Risk	Mitigation Measures
<p>Project fit and impact - developments in the economy, operational environment, performance factors, or good practice developments mean projects within the programme (or existing services) are no longer required in their current format or there is evidence of under/over provision.</p>	<p>Impact measures will be regularly reviewed by project team and reported to the IRES Board to ensure target objectives are being met.</p> <p>Implications of Brexit monitored on a daily basis.</p> <p>The partnership will conduct a mid-programme evaluation in 2021 to check the direction of travel is still right.</p>
<p>Programme and project management capacity - Inadequate programme or project management results in failure to deliver agreed outcomes</p>	<p>As above with options considered to review, increase or decrease any aspect of service delivery at any time.</p>
<p>Disadvantaged citizens and low-income families benefit from the change - disadvantaged citizens and families (or under-represented client groups) do not see tangible long-term benefits from the IEE project.</p>	<p>Building capacity of IEE networks from early stage of project inception will result in wider community engagement.</p> <p>Links with local authority employability teams and Fairstart providers locally will enhance provision.</p> <p>More evident formal links establishing across HCI Skills Gateway.</p>
<p>Private sector investment and support for inclusion - buy-in and investment cannot be achieved reducing future impact and sustainability of interventions</p>	<p>Private Sector representation on IEE Delivery Group at strategic level ensuring close monitoring.</p> <p>Economic Benefits of Fair Work a major topic for Private sector engagement</p>
<p>Mainstreaming of Activity - successful activities or changes in practice initiated by the IEE Project are not mainstreamed reducing the impact of ESES City Region Deal funding.</p>	<p>Key intention of the project is to bring about cultural change. Phasing of project deliverables weighted across years 1-3 with resource input reducing years 4-8 to accommodate mainstream shift. Progress regularly reviewed by IEE Delivery Group and IRES Board.</p>
<p>Private Sector Displacement - potential displacement of recruitment agencies throughput as a result of development / introduction of improved IEE activity.</p>	<p>Collaborative partnership working already engaging private and third sector operators. Enhanced communication and clarity of understanding of roles to avoid displacement.</p>