

# Fair Start Scotland

Annual Report  
Year 2



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# Ministerial Foreword

**I am very pleased to present this second Fair Start Scotland annual report, which highlights how the service has matured in line with our “test and learn” approach and in response to feedback from participants, providers and delivery partners.**

I remain convinced that employment support services in Scotland should be voluntary, flexible and centred around the needs of the individual, with dignity and respect at the forefront of our approach. This report and the supporting evaluation provides strong evidence that these principles are now well embedded in Fair Start Scotland’s delivery. It is also clear from discussions I have had with participants across Scotland, that they favour this more holistic, person-centred support.

Our performance analysis, the evaluation evidence and feedback from providers suggest that many of the early challenges identified in Year 1 have been resolved, from improved engagement between Service Providers, Jobcentre Plus and other local partner organisations, to increased flexibility in the delivery model itself.

It is also clear however, that challenges remain with respect to further relationship building, and better integration with other employability provision and delivery partners at a local level. I am confident that our continuing focus on working in partnership with local government and the third sector, through the delivery of No One Left Behind, will help us to realise our vision for locally integrated and flexible employability support that both delivers for individuals and provides value for money.

For most of Year 2 (April 2019 to March 2020), the Scottish labour market performed strongly, with a record low unemployment rate of 3.2% in early 2019. This report demonstrates how Fair Start Scotland provided essential support throughout this period to those further away from sustained employment. However, the report also acknowledges the impacts of the COVID-19 pandemic on service delivery, as the nationwide lockdown commenced in the final weeks of Year 2. In response, we moved quickly in late March 2020 to ensure continued support for participants, by introducing a more flexible delivery model and a financial package to sustain Service Providers’ capacity.

Unfortunately, the impacts of the pandemic continue to be felt across Scotland. Unemployment is already increasing and is projected to rise further over the coming year. We know from previous recessions that those who already face disadvantages suffer most, and we have already started to see the impacts on participation in, and outcomes from the service.

Employability support will be more important than ever as we shape our collective economic and wellbeing response to the current public health crisis. As part of that response, I have extended access to Fair Start Scotland services for a further two years, allowing more people to start on the service up to March 2023. We will also continue to review and seek ways to improve the delivery model in response to the changing labour market and to any further uncertainty arising from EU Exit.

I remain committed to ensuring no one is left behind in Scotland’s labour market. Our recovery will be an opportunity to do things differently, rebuilding our economy with wellbeing and fair work at its heart. I am confident this tried and tested service will make an essential contribution to our economic recovery and continue to provide support for those who need it most.



**Jamie Hepburn MSP**  
Minister for Business, Fair Work and Skills

# 1. Introduction: Employability services in Scotland



# 1. Introduction:

## Fair Start Scotland

In 2015, following the independence referendum and subsequent Smith Commission recommendations, the Scottish Government undertook a public consultation to develop a new approach to delivering employment support services. The consultation response [‘Creating a Fairer Scotland: A new future for employability support in Scotland’](#) laid the foundation for the employability services the Scottish Government wanted to see implemented, and that are now being delivered through the first fully devolved service, Fair Start Scotland.

Fair Start Scotland launched in April 2018 with the ambition of supporting 38,000 people who want help to move towards, find and stay in work. While the service has performed well in its first two years, the impacts of the COVID-19 pandemic are likely to have a profound impact in achieving this ambition.

The service is delivered across 9 geographical areas, allowing flexible alignment with the specific needs of local labour markets, whilst ensuring a consistent national standard of service delivery.

Fair Start Scotland builds on the principles identified in the consultation, and continues to support the Scottish Government’s values and principles of public services by providing:

- ▶ a **high quality service** that maximises delivery of real and sustained job outcomes for individuals, treating them with **fairness, dignity and respect**;
- ▶ a base from which to redesign employability support as part of a wider programme of alignment and integration, that will seek to join up public employability services; and
- ▶ support for those furthest removed from the labour market.

In line with the consultation responses, the following key factors continue to be the driving force behind the service:

- ▶ **participation is voluntary**, and people will not be driven to take part by fear of benefit sanctions;
- ▶ **person-centred** support which is not based on the type of benefit an individual receives; and
- ▶ **national service standards** providing a high quality service and consistency of delivery across Scotland, meaning that no one is left without the support they need.

In response to the complex challenges faced by people accessing Fair Start Scotland, we have designed the service to take a long-term approach to identifying and overcoming individual barriers, and this is reflected in the length and intensity of pre and in-work support on offer. Eligible participants can access up to 18 months pre-employment support and a further 12 months of support for them and their employer once in work.

Fair Start Scotland’s overall ambition is to support people on their journey into sustained employment. This is reflected in the payment model for Service Providers, where they are financially rewarded when they support people to remain in work for 13, 26 and 52 weeks.

## Labour market during Year 2

Prior to the start of the COVID-19 pandemic in March 2020, Scotland’s labour market was performing strongly, achieving both a record low unemployment rate (3.2%, Jan-Mar 2019) and a record high employment rate (75.9%, Feb-Apr 2019) during 2019. For women and young people there were particular successes, as the employment rate for women reached a record high in Feb-Apr 2019 (72.7%)<sup>ii</sup> and youth unemployment in 2019 fell to its lowest (8.3%)<sup>iii</sup> since the series began in 2004.

However, the Scottish Government recognise that even when our labour market is performing strongly there are still many who face barriers and challenges to entering work. The COVID-19 pandemic is likely to heighten the scale of this challenge, particularly as labour market conditions deteriorate.

The Scottish Government’s latest estimate is that unemployment could peak in the final quarter of 2020 at 8.2%<sup>iv</sup> and is estimated to remain elevated for several years. We have already seen a sharp rise in the Claimant Count (Jobseeker’s Allowance and some Universal Credit claimants) since the start of the pandemic, with the number broadly doubling since March, a rise of over 100,000 claimants.

The Scottish Government has developed an economic recovery plan to respond to the impacts of the COVID-19 pandemic, and is prepared for future economic challenges, including potential labour market fluctuations arising from EU exit.

# 1. Introduction:

## Reach of Fair Start Scotland

Referrals to the service continue to be made either directly through Jobcentre Plus Work Coaches, through a “third party organisation” such as one of the Fair Start Scotland Service Providers, or through a self-referral route. Year 2 has seen a substantial increase in the number of third party and self-referrals to the service, the majority of which were generated by the Service Providers through increased focus on social media and digital promotion of the service.

During Year 2, several eligibility pilots and marketing campaigns were launched as part of continuous improvement activity, to extend the reach of the service and allow more people to benefit from the support offered. A Fair Start Scotland helpline was also introduced, allowing potential participants an alternative method to learn more about Fair Start Scotland and to be put in touch with the Service Provider who delivers in their local area.

In March 2018, the Scottish Government published *No One Left Behind*<sup>v</sup> setting out the vision and articulating our principles for more effective integration and alignment of the range of employability support and services, with all partners collaborating to simplify the current landscape and deliver better outcomes for people facing significant barriers to accessing work.

## Purpose of this report

Building on the lessons learned from Year 1, this report highlights the progress Fair Start Scotland has made in its second year of delivery. It demonstrates how Service Providers have adopted new ways of working to support people to get the jobs they want. It outlines the impact of services on participants across Scotland and how this has progressed since the end of Year 1.

It also shows some of the ways that Fair Start Scotland is making a difference in local communities and highlights some of the challenges Service Providers and partners have experienced in supporting people towards and into work.

The report draws on a range of sources including analysis of management information, demographic and background characteristics of Year 2 participants and information from Service Providers who deliver Fair Start Scotland, including first hand experiences of the participants themselves.

Many of the findings outlined are taken from the [Fair Start Scotland Evaluation Report 3 – Overview of Year 2](#) published on the Scottish Government website. The Scottish Government also publishes quarterly statistics on the performance of Fair Start Scotland. These can be found at <https://www.gov.scot/publications/>.

# 1. Introduction:

## Case Study

### Leigh's Story (South Lanarkshire)

Leigh was diagnosed with rheumatoid arthritis, multiple sclerosis and lost both of her parents, all in the same year. This left Leigh feeling as though her life was slipping through her fingers.

Following a positive meeting with South Lanarkshire Council, Leigh was encouraged to approach her local Fair Start Scotland Service Provider to discuss a referral to the service. Mother of two, Leigh said: "It felt like it was bad news on top of bad news. I didn't want to leave the house and felt like I had lost all my independence. It felt good when I found out there were services I could access." She continued: "Although my first day was a hard one, my key worker was great and we built up a brilliant bond." Leigh took the positives from her first meeting and commenced weekly sessions in the Service Provider's office. Following the completion of numerous development courses, Leigh's confidence began to improve. So much so, she started to believe she could find work and make choices about her future. She joined a gym and started swimming to help her with her mental health. She said: "I don't think people appreciate the wonders that these types of activities do for your mental wellbeing. I'm so glad my key worker suggested I take up these hobbies. I started to feel so much better about my future and believed that I would find work again." With renewed positivity, Leigh felt ready start applying for appropriate vacancies. She attended mock interview sessions and performed extremely well.

Leigh applied for a vacancy through her key workers local connections and successfully gained a position as a Vocational Rehabilitation Consultant. She said: "I believed I had the attributes to perform well in this position because supporting people has always been a key part of the roles I've had previously. Leigh has now been in work for over 6 months.

# 2. Story of Year 2: Highlights





## 2. Story of Year 2: Highlights

### Key figures<sup>vi</sup>



A total of **34,755 referrals** were made to Fair Start Scotland in the first two years of the service. Of those, **64% subsequently chose to participate.**



A total of the **22,140 people** joined the service during the same period.



**6,621 participants** had started a job.



**72%** of those who started a job sustained employment for at least 3 months.



**77%** of those who sustained employment for at least 3 months went on to reach at least 6 months.



**76%** of those who sustained employment for 6 months went on to reach at least 1 year.



**65%** of those joining Fair Start Scotland reported having a long-term health condition and **47%** were disabled.

### Comparisons between Year 1 and 2



**70%** of those who were referred subsequently chose to join the service in Year 2, an increase of **12%** from Year 1.



**12,077 people** joined the service in Year 2, a **20% increase** from Year 1 (10,063).



While more **men** than **women** joined the service in Year 2 (**63%**), the proportion of women joining the service has increased from **35%** in Year 1 to **37%** in Year 2.



The number of reported ethnic minority participants increased from **364** in Year 1 to **736** in Year 2.



There was a **5 percentage point increase** in people who joined Fair Start Scotland reporting a mental health condition (**34%** over the two years) from Year 1.

Compared with Year 1, Year 2 had:

- A higher proportion of female participants
- A lower proportion of disabled participants
- A higher proportion of younger participants (aged 16-34)

Compared with Year 1 of the service, Year 2 has a higher proportion of:

- Lone parents
- Participants with convictions
- Refugees
- Those who are care experienced

## 2. Story of Year 2: Highlights

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### Early leavers



**8,407 (51%)** of people who started Fair Start Scotland left the service early<sup>1</sup>.

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### What people think of Fair Start Scotland<sup>vii</sup>



**91%** of people feel they were treated with dignity and respect.



**80%** of people felt the service took account of their individual needs and circumstances.



**81%** of people felt the service offered support to improve their general quality of life and wellbeing.



**80%** felt they were in control of their progress on the service.

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<sup>1</sup> An early leaver is defined as someone who leaves the service before the end of the pre-employment support period without achieving a known job outcome. Early leaver rates can only be reported for start cohorts where enough time has passed in pre-employment support and for outcomes to be achieved. These figures here cover the first two years of delivery.

Source: Scotland's Devolved Employment Services: statistical summary 7 (26 August 2020).

# 3. Experience of services



# 3. Experience of services

## 3.1: Participants

The following section outlines how Fair Start Scotland continued to achieve its aims in Year 2 of the service.

In setting out its key principles, the Scottish Government made clear that it wanted to take a different approach to previous employability services and in Year 2, participants continue to be very positive about the support they have received.

### Voluntary approach

**95% of participants were aware the service was voluntary<sup>iv</sup>**

The Scottish Government believes employability services should be voluntary and should support people without threat of benefit sanctions. Evidence from Years 1 & 2 suggests that people welcome the voluntary nature of the service. Participants believe the voluntary nature of the service lends itself to “a more relaxed environment” in which they receive support, and that “not feeling pressured” helped them to engage more effectively in the service.

**“ I’ve loved the Fair Start Scotland service; the one-to-one aspect was great. The team took a real interest in my wellbeing and understood finding the right job was important. I’m really happy with where I am now and could not have done it without their faith in me. They gave me the courage to succeed.”**

### Dignity and Respect

**91% of participants felt that they were treated with dignity and respect<sup>iv</sup>**

Similar to the case study findings in Year 1, participants from Year 2 described the approach of their key workers as caring, respectful, kind and supportive. With over 90% of participants in both Year 1 & 2 feeling that that they were treated with dignity and respect, it is clear that Fair Start Scotland’s values and principles continue to be embedded within all aspects of the service.

### Person-centred approach

**80% of participants felt that the support they received took account of their individual needs and circumstances, and that they had choices about the support they received<sup>iv</sup>**

Individualised action plans continue to be the starting point for a participant’s time on Fair Start Scotland. Developed in collaboration with their key worker, these recognise a person’s skills, attributes and previous experience, while identifying their needs and future goals at all stages of their journey.

Reflecting on what they liked about Fair Start Scotland, participants from Year 2 favoured the non-traditional approach to employability interventions (including a broader range of health-related and other types of support), re-emphasising the need for a holistic approach to the delivery of employability services.

**“ I hadn’t worked for over 12 months. I came to Fair Start Scotland looking for help in January 2020 with no self-esteem and quite a lot of support needs. My advisor was great, she obviously really cares about people and did so many things for me. From housing, benefits, debt, organising my routine and helping me believe in myself. I couldn’t and wouldn’t have been able to do this without her help.”**

# 3. Experience of services

## 3.1: Participants

### Pre-work support

**Participants were positive about the effectiveness of the pre-employment support they received. Around four fifths of respondents felt support was useful, ranging from 82% for specialist support for a mental health condition, to 94% for help with addictions.**

In line with the Scottish Government's "test and learn" approach, we pledged to continue to flex and refine the service to meet the needs of all participants. Based on feedback received from service providers, Year 2 saw a number of improvements to the way the service is delivered including:

- ▶ an extension to the initial assessment period that participants undertake with their key workers, from 8 weeks to 12 weeks. This extra time allows key workers to more effectively identify their participants' needs, and better tailor the level of support required.
- ▶ introducing more flexibility in the way Service Providers are able to engage with participants, supporting them to remain on the service whilst their health or current circumstances are proving challenging, and therefore reduce the volume of early leavers.
- ▶ allowing extended time for disengaged participants to re-engage with the service, allowing them to address any significant barriers and preventing premature exits from the service.

Participants previously committed to 3 hours per week face to face contact which could be made up of a range of activities. Participant and Service Provider feedback in Year 1 suggested that this could be challenging, especially in more rural areas of the country. To address this, requirements were eased to allow for these 3 hours of activities to be carried out in a way the best suited the individual. This has already had a positive impact in reducing the number of participants disengaging from the service in rural areas.

Towards the end of Year 2, flexibilities to the delivery model were introduced as a result of the COVID-19 pandemic, ensuring participants continued to receive support during the crisis. Service Providers can now engage and support participants regularly through telephone and video calls while restrictions prevent face to face contact.

As part of continuous improvement activities, further analysis will be undertaken to identify the actions required to support our long-term aim of reducing the number of participants who choose to disengage (leave the service early).

## 3. Experience of services

### 3.1: Participants

#### Case Study

##### Muir's Story (Ayr)

Muir joined Fair Start Scotland to help him find a job that suited his skills. He had been out of work for a long period and suffered from anxiety, which meant that getting out and being around people was difficult and stressful for him. He was also a carer for his parents. Muir had a good work history and is well educated but his anxiety stopped him from going for the jobs he wanted.

Muir met with his key worker who recognised his anxiety, so arranged to have one-to-one meetings with him until he was comfortable being in a group setting. She introduced him to the health and wellbeing team, as well as a tutor, who was able to focus on his self-confidence. Gradually Muir started to gain confidence and attended workshops in smaller groups, while continuing to manage his anxiety. The COVID-19 pandemic took its toll on his progress, it made him feel very low and unmotivated. Muir was contacted by his tutor to see if he had access to IT equipment to try and get him involved in virtual workshops. To begin with, Muir was only comfortable speaking with his tutor on a one-to-one basis using his iPad and phone, but he gradually began joining the small group sessions where other participants were in a similar position. During the calls, his tutor instilled a bit of fun such as quizzes to get the participants engaged. The social aspect of the calls has helped Muir become more confident speaking in a group and he now looks forward to the group sessions.

These sessions helped Muir grow his confidence to the point where he is now actively job searching, however the lockdown has made it difficult for him to find the right job. Fair Start Scotland continues to support him with his anxiety, as well as focusing on his key skills. Muir is starting to build up his network and make new friends, and will continue to attend these sessions as he applies for jobs.

#### In-Work Support

**At least 4 in 5 participants found each type of in-work support they received useful, ranging from 83% for a monthly workplace review with their employer, to 92% for developing an in-work support plan.**

Fair Start Scotland continues to offer in-work support for up to 12 months, tailored to suit each participant's needs. A strong relationship with the key worker is essential to ensuring participants sustain employment, identifying issues as they arise and providing additional support when needed.

Participants described the importance of the in-work support provided in helping them to sustain their job, such as practical support with specialist equipment, and in an advocacy-type role, such as liaising with their employer when they felt they needed more support. Participants, many of whom had been out of work for a significant period of time, appreciated this on-going support to help them address any issues that could affect their ability to sustain their employment.

## 3. Experience of services

### 3.1: Participants

## Case Study

### Chelsea's Story (Renfrewshire)

Chelsea joined Fair Start Scotland in August 2019. While Chelsea has no recognised learning difficulty, she does have difficulties with literacy, numeracy and memory and had been out of work for over two years. She was desperate to work and was proactive in handing out her CV, but wasn't sure how to talk to potential employers. Chelsea was assigned a key worker who worked with her to update her CV and establish her job goals. Chelsea started to search for jobs independently and was able to identify the roles she wanted to apply for. With her key worker's support she secured a role with Renfrewshire Council as a leisure assistant, in October 2019.

Chelsea's job was very varied and her key worker realised that Chelsea would need further in-work support if she was to remain and progress in the role. For example, part of the job was to cover reception and answer phone calls, but Chelsea did not know how to use the phones. As part of the in-work support offered on Fair Start Scotland, the employer engagement team, in collaboration with Renfrewshire Council provided the additional training Chelsea needed, along with a job check list so she was could tick off her duties. With this support Chelsea's confidence improved and she was able to ask for help when it was needed. Chelsea also learned how to read floor plans, allowing her to take on additional tasks such as setting up rooms for events, and she has gone on to flourish in this role.

Through her hard work and with the support provided by both her key worker and her employer, Chelsea has now sustained her employment for over a year.

### Summary

- ▶ We have built on the lessons learned in Year 1 to refine the service, ensuring participants continue to receive the best support possible.
- ▶ The second year of delivery has demonstrated that the key principles of Fair Start Scotland continue to be delivered and are valued by participants.
- ▶ People receiving support from Fair Start Scotland are positive about their experiences.
- ▶ People understand that Fair Start Scotland is voluntary and it is well recognised, and welcomed, that dignity and respect are key features of the service.

### Next Steps

- ▶ In collaboration with Service Providers, the Scottish Government will continue to drive continuous improvement activities to review and improve upon both pre and in-work support activities, ensuring that they meet the needs of all participants.
- ▶ We will continue to work alongside all partners during the COVID-19 pandemic to ensure participants receive high quality services tailored to their own individual needs.
- ▶ We will continue to actively seek out and learn from the lived experience of FSS participants and other service users to further develop and improve employment support services across Scotland.

## 3. Experience of services

### 3.2: Partnerships

Partnership working continues to be a vital element of the success of Fair Start Scotland. Strengthening existing relationships and building new ones is key to ensuring a wider range of support and opportunities are available for participants.

Year 2 has seen significant progress in collaborative working with local partners to extend the visibility of the service. This includes the launch of several eligibility pilots in Year 2, made possible through the Scottish Government and The Department for Work and Pensions (DWP) joint continuous improvement plan. It is clear however, that further work is needed to integrate with other employability provision. A key theme that emerged from Service Provider feedback and the evaluation was around the crowded nature of the current employability landscape, potentially causing confusion for individuals and referring organisations.

#### The Department for Work and Pensions

**(55%) of participants in Year 2 were referred on to Fair Start Scotland by Jobcentre Plus<sup>viii</sup>**

DWP continues to play a lead role as the main source for referrals to Fair Start Scotland through the network of work coaches within Jobcentre Plus (JCP) offices. JCP remain crucial to the success of Fair Start Scotland, and are predominantly the first point of contact that most potential participants will have on the service. The strong, enduring relationship and processes built and agreed between Scottish Government and DWP allows individuals to safely self-refer to the service without fear of failing to comply with benefit guidelines.

Relationships have further strengthened throughout Year 2 of the service, at both a national and local level, with Service Providers engaging more effectively with their local JCP partners. One of the ways this has been achieved is through the establishment and use of shared locations between JCP and Service Providers. This has allowed for more effective communications between organisations and facilitated the use of strategies like warm handovers<sup>2</sup>, improving the participants overall experience of the service.

**“ Fair Start Scotland Service Providers have worked out of our Jobcentre at least 1 day each week. They met with customers in the local office, avoiding the need for further travel and improving attendance rates. JCP Staff appreciated the regular contact and were able to discuss potential referrals prior to being made. This had a positive effect on the number of participants who started on the service.”**

**Jobcentre Plus Manager**

In partnership with DWP, a series of simplified eligibility pilots were launched in summer 2019, aimed at supporting people who face the greatest disadvantage in our communities. Seven Jobcentre Plus locations were selected, based in areas with a high level of deprivation. The pilot meant that anyone in receipt of a working age benefit who lived in one of these areas was eligible for the service from day one of unemployment, rather than having to wait until they had been unemployed for six months. The pilot was originally agreed for three months, and early in 2020 it was agreed that it would run indefinitely across the existing pilot locations, whilst also being extended to a further delivery area.

Another pilot which commenced in 2019, aimed to provide support to minority ethnic women in the Glasgow area – a demographic group identified in Year 1 with particularly low starts on the service. Taking on board feedback from specialist organisations experienced in supporting minority ethnic women, the pilot proved to be successful. While the COVID-19 pandemic has had an impact on the predominantly group-based activities offered, we continue to monitor how participants are progressing within their employability journey, and provide ongoing support.

These pilots have already had a positive impact on the numbers of participants starting on the service from different equalities groups and, given their success, the Scottish Government continues to work in partnership with JCP to extend the eligibility criteria further. This will ensure an early intervention is available to those who need it most, by providing ‘day one’ access to intensive support for lone parents, minority ethnic groups and refugees.

<sup>2</sup> Warm handover refers to a process whereby the referral agency actively engages and shares relevant information with the organisation to which the participant is being referred, rather than just submitting minimal referral paperwork.



# 3. Experience of services

## 3.2: Partnerships

### Community Benefits

All Service Providers continue to individually support the Fair Work agenda through their own working practices. Many have increased the number of Living Wage accredited employers they engage with since Year 1, and continue to seek out new relationships. Some Service Providers host regional Living Wage events to engage with potential new employers, using it as an opportunity to promote the service while discussing the benefits of becoming an accredited employer.

Service Providers also remain committed to supporting and promoting the development of the Scottish Business Pledge, with an increased number of supply chain partners signing this pledge in Year 2. Service Providers continue to work within each element of the pledge, taking them into account through their own recruitment.

### Case Study

#### Susannah's Story

Susannah had been made redundant and was struggling to get back into employment. She did not know where to start looking. She was interested in a career change but unclear what she could do.

Susannah was introduced to her key worker who was keen to find out more about her skills and experience, so that she could offer her the right level of support. After working together to develop a new CV, Susannah was raring to go. She demonstrated excellent determination, motivation and was keen to get back to work. Her previous role in Merchandising for a large fashion brand meant she had transferrable skills that would help expand her job opportunities. Susannah expressed interest in a compliance role vacancy within the Service Provider supporting delivery of Fair Start Scotland.

With support from her key worker, Susannah was able to prepare for the interview and was successful in getting the job. She demonstrated a brilliant work ethic within the compliance role, and her manner with everyone who came in the office did not go unnoticed. She was soon promoted to key worker. The team knew she would thrive in this role, as it involved meeting participants and supporting them back to work. Susannah has now been in her new role for over a year.

Providers continue to play an active role in communities, collaborating with local charities and utilising staff volunteer days. In the early stages of the current COVID-19 pandemic, some Service Providers encouraged staff to utilise volunteer days by collecting shopping, medication and working with local Food Banks.

### Third party referral organisations

**45% of referrals in Year 2 have come from outwith JCP<sup>viii</sup>**

Third party referrals have become an increasingly important feature of the service, with the percentage increasing from 14% in Year 1 to 45% in Year 2.

Providers have prioritised establishing alternative sources of referrals, and much of their success in Year 2 was achieved through an increased presence on social media platforms. Others promoted the service successfully through open days in their offices, where participants could attend and learn about the service without feeling any pressure to make a decision on the day to take up the offer of support.

Collaborative working between Providers and local communities also improved throughout Year 2, with further links made in embedding Fair Start Scotland in local services. Engaging with organisations such as the NHS, housing associations, education and community justice services provides a routeway for people who may not be JCP customers, but would benefit from the support provided on Fair Start Scotland.

Year 2 has also seen a substantial increase in the volume of people referred who then choose to join the service. Through analysis undertaken by Service Providers and feedback from disengaged participants and early leavers, we have a better understanding of the reasons why people disengage from the service. We have used this learning in partnership with JCP to drive an increase in more appropriate referrals throughout Year 2.

While the majority of referrals continue to come from JCP, third party referrals are essential in reaching and supporting as many people as possible. The COVID-19 pandemic has already had a significant impact on referrals to the service, with JCP referrals temporarily stopped at the end of Year 2 to respond to the increase in universal credit claims.

## 3. Experience of services

### 3.2: Partnerships

Looking forward, Providers will continue to prioritise developing further partnerships within local communities, to ensure third party referrals continue to increase moving into Year 3.

#### Local Authorities

Local Authorities play an essential role in supporting individuals to move towards and into employment, working to overcome a range of individual needs. While there is still further work to do, the last year has seen significant steps taken to align with other employability services. The Scottish and Local Government Partnership Working Agreement on Employability<sup>ix</sup> recognises the collective commitment and collaborative leadership required across all partners to deliver the culture change needed in how we design, deliver and fund services at a local level.

Following discussions with the Scottish Local Authorities Economic Development Group (SLAED), Scottish Government officials carried out a partnership exercise in October 2019. The purpose of this was to gain a general understanding of Fair Start Scotland Service Provider engagement with Local Authorities across the local employability landscape.

Findings from the exercise have been used to develop the next steps needed to strengthen the partnership, have articulated the role and value of both spheres of government in contributing to the delivery of local level employability services and have raised the profile of best practice in employment support.

It has also provided an evidence base at a local level which will assist Scottish and Local Government and Service Providers in their future partnership working, information sharing and in better integration and alignment of employability services.

#### Health

**65% of those joining Fair Start Scotland reported having a long-term health condition<sup>iv</sup>**

As in Year 1, mental health conditions were the most commonly reported health condition in Year 2, representing 34% of all participants with a health condition.

In response to the prevalence of mental health issues, Service Providers in Fraserburgh ran a successful pilot in collaboration with JCP. The pilot brought in specialist support providers to encourage potential participants with significant mental health barriers to develop healthier lifestyles. As a high volume of people joined Fair Start Scotland after these sessions, the pilot was replicated in several other areas.

**“ I am feeling very positive about my life at the moment thanks to Fair Start Scotland. I feel it’s made a difference talking with someone that understands my mental health and how I feel, and at the same time I have someone to talk to without judgement.”**

Evidence from this year’s evaluation research suggests that significant health conditions can have an impact on participants’ sustained engagement with the service. Analysis of data on early leavers showed that participants whose daily activities were limited ‘a lot’ by a long-term health condition were more likely to leave the service early (57% left early) than those whose activities were not limited by their condition (45% left early). Analysis of job outcomes data for participants with disabilities also shows that they are less likely to both start and sustain work than participants who did not report having a disability.<sup>3</sup>

We recognise that for some people with disabilities or long-term health conditions, the prospect of sustainable work may not be a realistic option. However, for those participants where work is still a possibility, steps have been taken to ensure their time on the service can be fully utilised. Participants now have the ability to request that their support is “paused” if there are changes to their health or personal circumstances. This allows them the time and space to address these issues without it impacting on their full entitlement of pre-employment support.

<sup>3</sup> Job Outcomes for disabled participants: 29% job starts; 20% sustained for 3 months; 16% sustained for 6 months. Compared with job outcomes for participants without a disability: 33% job starts; 23% sustained for 3 months; 17% sustained for 6 months.

## 3. Experience of services

### 3.2: Partnerships

#### Case Study

##### Fiona's Story (Kilmarnock)

Fiona joined Fair Start Scotland after seeing the service advertised through her local Service Provider on Facebook. She had an excellent work history but her main barrier was her mental health condition. Previous employers showed a lack of acceptance and understanding of this, and she had very low self-esteem and confidence, which deterred her from applying for new jobs.

When Fiona booked her first meeting, she became extremely nervous and in the end did not have the courage to attend. The Service Provider's engagement consultant assured her that she wouldn't be pressured to do anything she was not ready for. As a result, Fiona booked a second appointment and was introduced to her key worker who made her feel at ease and comfortable with the meeting.

Fiona's key worker made sure her appointments would tie in with the recovery model that she was currently working through with the community mental health team. Fiona became anxious as time went on, however her key worker recognised this and slowed down her support to a pace Fiona was more comfortable with. After working through the recovery model, Fiona was supported to work on techniques to improve her social skills, self-confidence and coping mechanisms, including mindfulness tasks to make her feel at ease. Fiona's key worker set her small goals such as going out on daily walks, which helped her sleep better and lift her mood, and eventually she began to feel ready to apply for new jobs.

With the help of her key worker, Fiona applied for a role with the NHS, through Sensee - a working from home initiative. She was successful in the interview and offered the role. The job offer worked wonders for Fiona's confidence and made her believe in herself again. Fiona told her key worker that before joining Fair Start Scotland she would not have been able to handle situations confidently, and convey her needs to her employer. Fiona feels that the role provides a great work-life balance for her and she is enjoying the routine and structure. Fiona's anxiety means she still needs a lot of reassurance, but she gets this through the in-work support she continues to receive as part of the service.

#### Individual Placement and Support (IPS)

**44 participants were receiving IPS support on Fair Start Scotland as of 31 March 2020\***

IPS remains an important part of the employment support landscape for people with severe and enduring mental health issues in Scotland. For those with mental health problems, being employed can be an important step to recovery, improving self-esteem, confidence and reducing psychological distress.

Service Providers have experienced challenges in establishing IPS as a core part of the Fair Start Scotland offer in many areas. The main areas of successful delivery tended to be those where relationships with local Community Mental Health teams were already well established. This further highlights the importance of building effective partnerships with other local support agencies.

Following commitments in last year's Annual Report and the [A Fairer Scotland for Disabled People: employment action plan](#), an independent review of IPS was commissioned in the summer of 2020. A series of fidelity and readiness reviews were carried out in all Fair Start Scotland Lots, along with an assessment of the impact of rurality on IPS outcomes. The findings of this review will be published in late 2020, giving a clear view of the service participants currently receive, and recommendations to improve delivery of the IPS model going forward.

## 3. Experience of services

### 3.2: Partnerships

## Case Study

### Chris' Story

Chris has been unemployed for six years and is now receiving IPS support from Fair Start Scotland. Chris said: "I have had various roles in the past in different sectors including Waste Management, Forklift Driving and Machine Operations, but I have found it difficult to sustain in these roles with my ongoing poor mental health." Chris has been diagnosed with autism and also has depression, anxiety and a learning disability, which impact on his moods and his ability to work in new environments.

Chris was referred to the service through his Occupational Health Therapist, who accompanied him on his first few meetings until he felt comfortable attending himself. Chris carried out vocational profiling with the support of his health therapist, which allowed them to better identify his needs and understand his barriers. The IPS specialist said: "I did a series of further interviews with more in-depth questions, using a fishbone diagram to discuss barriers as I found Chris really liked the visual aspect to this. It allowed us to tackle one barrier at a time". Chris said: "So far, Fair Start Scotland has been a great help with my general development, but with a real focus on getting me into employment. I was able to identify my barriers to employment at a very early stage before drafting and agreeing an action plan." He continued: "There are small achievable goals in my development that we look at periodically which can be tailored at any time to suit my needs. We have focused on confidence, interview skills, CV and covering letters as well as completing job applications. Something I have never been able to do before."

Chris said: "I would like to obtain meaningful employment in a job that I enjoy and can see myself developing, with the opportunity of gaining more qualifications. I see this as a way of gaining my own independence including my own home, car and family in the future." Chris and his IPS specialist have agreed they are both happy with progress so far, with the next steps being to proactively engage with employers.

### Supported Employment

**635 participants were receiving SE support on Fair Start Scotland as of 31 March 2020<sup>vi</sup>**

For those participants who would benefit from Supported Employment, Fair Start Scotland continues to offer the opportunity to access this tailored individual pre-employment support, which is consistent with the principles and practices of the 5 stage model described in the Supported Employment Framework for Scotland.

During Year 2, the Scottish Government undertook an internal review to understand how the Supported Employment element of Fair Start Scotland was working in practice, and where improvements could be made.

Whilst there were examples of participants benefiting from the Supported Employment offered and delivered, it was evident that improvements could be made.

Broadly this included areas such as:

- ▶ ensuring all Service Provider staff involved in the delivery of Supported Employment are appropriately trained;
- ▶ reviewing how the concept of Supported Employment is explained to participants and the benefits the model provides when appropriate to that individual's needs; and
- ▶ ensuring all elements of the Supported Employment model are delivered as per the framework.

Following the review, we undertook a consultation with each Service Provider to discuss the findings and to develop a Supported Employment Improvement Plan outlining areas for development.

Scottish Ministers are currently considering a further independent review of how Supported Employment is delivered through Fair Start Scotland, with findings and recommendations expected in summer 2021.

## 3. Experience of services

### 3.2: Partnerships

#### Criminal Justice

An essential part of rehabilitation for people with convictions is being afforded the same opportunities as anyone else to re-start their lives and gain sustainable employment.

As one of the under-represented demographic groups in Year 1, people with convictions were included in the simplified eligibility pilots launched in early 2020, allowing 'day one' access to the service. This proved to be successful, particularly in the Moray area, where the main source of referrals came through community justice routes.

**A Fair Start Scotland participant with a serious criminal conviction, carrying a range of restrictions and barriers secured a job through the team's employability support.**

The participant said:

**// I was referred to the Fair Start Service as I have a criminal record that poses a very major hurdle to gaining employment (a vital part of rehabilitation). This barrier is so significant that most employers simply reject any application without further consideration.**

**I count myself very lucky to have become involved with Fair Start Scotland. The team provided support and encouragement that has given me much greater motivation than I ever had, particularly after multiple rejection letters. The most vital part of this process for me has been their well-developed contacts with employers in the area, as it is only through this personal referral approach that we have found an employer willing to take me on. I now have the great opportunity to develop my skills and self-confidence working for a very well respected local employer. I would stress that no other agency provide this service in any effective way so the Fair Start Service is vital in this regard. After only a matter of months, I have gone from unemployed to a full-time post."**

## 3. Experience of services

### 3.2: Partnerships

#### Summary

- ▶ Through the inherent flexibility underpinning the service, Providers continue to work with a range of delivery partners to understand participant needs and provide a unique and tailored service.
- ▶ Improved relationships between partners continue to have a positive impact on the service, with key successes in Year 2 attributed to collaborative working.
- ▶ The holistic approach to employability services significantly improves people's health and wellbeing, as well as supporting them into employment.

#### Next Steps

- ▶ The Scottish Government will respond to the Individual Placement and Support review, with a view to implementing recommendations and improving the quality of service participants receive.
- ▶ The Scottish Government will continue to consider and implement changes to the eligibility conditions for the service, allowing support to a wider range of disadvantaged groups.
- ▶ The Scottish Government will continue to work collaboratively with Local Authorities to work towards closer alignment and flexibility of services.
- ▶ The Scottish Government will consider commissioning an independent review of Supported Employment, with a view to supporting and implementing recommendations for future delivery of the model.

## 3. Experience of services

### 3.3: Employers

Building and maintaining successful relationships with employers has remained a key element of the Scottish Government's ambition to deliver and promote Fair Work principles over the last year. Guidance on policies such as the Scottish Living Wage, the Scottish Business Pledge, Modern Apprenticeships and Disability Confident are available

to Service Providers to help educate, support and guide employers in corporate social responsibility. This focus has also contributed to supporting wider ambitions such as tackling the Gender Pay Gap and Child Poverty by moving participants into sustainable jobs, while ensuring there is a flexibility of approach in response to their individual needs.

## Case Study

### Jane's Story (Falkirk)

Jane is a single parent who had her daughter while still at school and so missed most of her exams. She was very quiet and lacked confidence. She was open to various types of work but didn't have any work experience. Her priority was trying to find something within school hours.

Jane's key worker arranged for her to do some volunteering at a local cafe and slowly, with their support, her confidence started to grow. The key worker visited her at the cafe on a weekly basis, praising her achievements and offering support and encouragement.

Jane really wanted to get into employment, as she wanted her daughter growing up seeing her mum going to work.

An opportunity became available at a local nursing home for a Domestic Assistant. An interview was arranged and whilst they loved Jane's personality, they were concerned about her lack of experience. It was agreed that Jane would do a couple of trial shifts and as a result the employer was delighted with her and offered her the job.

Jane has now been in employment for 6 months, and continues to be supported through Fair Start Scotland's in-work support element.

Jane really enjoys her job and the hours are perfect as they are 9am-2pm so fit in with school. Jane has been open that she did not think that this would be possible prior to starting Fair Start Scotland.

### How Fair Start Scotland is supporting fair and sustainable employment

Building effective relationships between Fair Start Scotland Service Providers and both local Small-Medium Enterprises/Employers (SMEs) and large employers remains key to achieving sustainable employment that meets the needs of participants, employers and the local labour market. Service Providers have achieved this by liaising with employers to offer a flexible approach to working and, where relevant providing work experience, on the job placements and training interventions to help participants gain invaluable experience.

During Year 2, Service Providers and employers worked together to develop a series of specific routeways for various employment sectors including hospitality, retail and security. This enabled participants to gain an insight into an employment sector where they may not have previous experience, and to understand the skills required. It also gives participants and employers the chance to meet in a supported and relaxed environment.

Results from the latest evaluation suggest that 6% of participants who were in work when surveyed<sup>4</sup> were self-employed. Advice and guidance on self-employment is offered by Service Providers to participants interested in starting their own business.

<sup>4</sup> A telephone survey of 1007 FSS participants was conducted in May 2020 as part of the planned evaluation activity.

## 3. Experience of services

### 3.3: Employers

A Fair Start Scotland Service Provider delivered a care sector specific routeway to facilitate opportunities for Mainstay Trust Ltd and Real Life Options. This led to 10 participants successfully placed in work within the care sector.

A Participant said:

**“The support from Fair Start Scotland and Mainstay has been absolutely amazing. After working in Retail for 27 years and being made redundant, I had no idea where I was going to find a job. However, within one month of being referred to the service, my key worker suggested I attend a Care Sector Specific Routeway facilitated by the Trainer which I found to be interesting as I had never thought about going into Care before. I was then introduced to the Employer Relationship Manager who agreed to arrange an interview for me with one of her employers, Mainstay Trust. This all happened very quickly, and I was delighted to be offered a full-time contract as a Support Worker. What made this even better was that I started the job with the same people I had been on the Routeway with who were also offered jobs and this made the whole process much easier knowing we were all starting the induction of our new roles at the same time.”**

Mainstay Trust said:

**“Working with Fair Start Scotland has been a really good experience which we would like to continue going forward.”**

#### Public sector ambitions

Fair Start Scotland plays a key role in reaching the Scottish Government ambition to at least halve the disability employment gap by 2038. Following the publication of [A Fairer Scotland for Disabled People – Employment Action Plan \(Dec 2018\)](#), the Scottish Government demonstrated its commitment to this by launching its Recruitment and Retention Plan for disabled people, committing to making Scottish Government an exemplar in the employment and support of disabled workers, and to ensure that by 2025 at least 25% of new recruits are disabled. Support for new and existing workers is also being enhanced through a single point of contact for workplace adjustments which will be fully embedded by April 2021.

Further details of ongoing and planned work was set out in the [Employment Action Plan Progress Report published in March 2020](#). It includes undertaking a review of Individual Placement Support (IPS); delivering a Public Social Partnership (PSP), led by The Scottish Union of Supported Employment (SUSE) to support employers in relation to disabled workers; supporting unemployed disabled parents in poverty by boosting the funding allocated to local government for the Parental Employability Support Fund (PESF); and establishing, for the first time, a Scottish Access to Work Stakeholder forum so that disabled people in Scotland have a formal mechanism through which to help shape the programme's delivery.

The Scottish Government will also deliver hands-on campaign work to support employers to recruit and sustain the employment of disabled workers. Disabled people and young people are also more likely to work in industries that have been negatively impacted by the recent COVID-19 outbreak. Therefore different policy areas across government are currently working together to ensure that young disabled people are included in all economic responses to the pandemic. This includes the development of the Young Person's Guarantee to give all young people access to work, training or education, with a share of the £60 million investment to focus specifically on tackling inequalities. There has also been significant investment in recruiting and retaining Apprentices, including additional funding for the Scottish Government's Adopt an Apprentice programme<sup>5</sup>.

<sup>5</sup> Adopt An Apprentice – for more information see: <https://www.skillsdevelopmentscotland.co.uk/news-events/2020/october/funding-increase-for-businesses-through-adopt-an-apprentice/>



## 3. Experience of services

### 3.3: Employers

It is also essential that our Armed Forces Community, including spouses and partners recognise their skills and can easily translate these when moving into civilian life, so that employers can understand and appreciate these skills when they are recruiting. As part of the Recruitment and Retention Plan, a Veterans Employability Strategic Group was established to drive forward work on veterans' employability, bringing key players together to really look at how we remove barriers to veterans accessing a full range of employment opportunities. The group has been refreshed this year with two co-chairs and the development of a new purpose and vision. A veteran's portal on [mygov.scot](https://mygov.scot) brings together a range of useful information for job seekers. As one of a range of Scottish Government supported employability initiatives, eligible veterans are able to access and benefit from early Fair Start Scotland support, to recognise the range of transferrable skills gained within service and tailoring this individual support for employment opportunities and civilian life.

#### Public Sector Opportunities

During Year 2 there have been opportunities for Fair Start Scotland Service Providers in Glasgow and Tayside and representatives from Social Security Scotland (SSS) to work closely together to support those who experience labour market inequalities. This was achieved by hosting joint Information workshops for Fair Start Scotland participants, offering advice on applying for vacancies and working within SSS.

The Scottish Government have also worked with Service Providers to recruit Fair Start Scotland participants for fixed term employment opportunities within the Scottish Government.

#### Employer Feedback

Fair Start Scotland Service Providers have worked consistently over the last year to further develop their relationships with local, national and global employers.

One such example is Diageo. The global drinks company were keen to consider individuals with severe mental and physical health conditions for employment, and were offering internships for the right individual, with salaries approaching £27,000.

Diageo delivered several presentations, along with on-site tours to attract the right individuals and give those interested a good understanding of what to expect. The Service Providers also supported those going forward to interview with full interview prep.

## Case Study

### Mirjana's Story

Mirjana was a Fair Start Scotland Participant who joined the Scottish Government in February 2020 on a fixed term contract within the Scottish Government's Employability Division.

"My key worker informed me about the vacancy with The Scottish Government as soon as they knew about it. They invited me to fill out the application on their premises and assigned an advisor who supported me during the process of applying. They even provided WiFi, refreshments and a laptop for me to use.

I was successful in my application and through the in-work support provided on the service, my key worker continues to call and email me to make sure everything is all right and that I am happy with the job".

Diageo had initially planned to offer roles to two participants, but after several rounds of interviews they agreed to offer four full-time career opportunities to successful participants, some of whom faced multiple barriers such as Autism, Asperger's and physical disabilities. This was testament to the hard work and dedication of all involved, giving opportunities to those who may not have been able to secure the roles without support.

In March 2020 three of the participants started their Internships at the bottling hall based at Shieldhall, and a fourth participant joined the Diageo team at the Port Dundas site, having secured a full-time permanent position working within the Supply Chain.

#### Quote from Diageo:

**It has been a fantastic journey so far & we are really keen to continue to partner with Fair Start Scotland to scope out what is possible for the year ahead."**

Diageo Operations Manager

## 3. Experience of services

### 3.3: Employers

**BPO**

Having secured a customer service contract we needed to recruit from around Ayrshire and had a very short timeline in which to do so. I contacted our local Fair Start Scotland Service Provider and she and her colleagues were outstanding. From the initial contact we were delighted with their communication style. They advised regularly on progression and gave robust and accurate background information.

I was very comfortable and confident that they would provide the number of staff that we had requested on time, and they did! Not only that, they also supported the candidates above and beyond; providing help with clothes, expenses and the candidates health and wellbeing was of the utmost importance. Delighted with the service, we requested another group and had the same fabulous experience as before. Most of our staff that we have from Fair Start Scotland are still with us. I would have no hesitation in using the service in the future and would encourage others to do the same. The time saved within our business allowed us to continue with our day job, during this difficult time.”

HR Director, BPO

As a Homecare Service Provider in the communities of North and South Lanarkshire, All New Beginnings Ltd require a company that we can use to meet the growing recruitment needs of the business. Fair Start Scotland fulfils that need by supplying potential staff that have been screened prior to interview and have the necessary training attributes that a Homecare Service Provider would be looking for. The benefits to having a service like this supplying candidates is exactly what the company needs, it saves time so that we can focus on getting quality care out into the communities. Our relationship with Fair Start Scotland, although in its infancy is already blossoming and we at All New Beginnings see a long and fruitful partnership ahead.”

Company Director, All New Beginnings Ltd

I have had a total of 6 successful candidates from Fair Start, most of whom are still employed with us, I have and would recommend Fair Start to all of my colleagues and business in the industry.”

Cleaning Manager,  
Large Facilities Management Employer

## 3. Experience of services

### 3.3: Employers

There was also a strong focus on employer feedback in the evaluation activity planned for Year 2.

Unfortunately this was cancelled when Scotland entered COVID-19 related lockdown in March 2020.

We are working with the evaluation research contractors to find safe ways to reschedule this element of the evaluation and hope to provide further evidence in next year's report.

#### Summary

- ▶ Fair Start Scotland has already helped to support over 6,000 people into work with over 70% of Participants who started a job sustaining their employment for at least 3 months..
- ▶ The Scottish Government has worked in collaboration with Service Providers to support Fair Start Scotland Participants through its own recruitment processes and will continue to do so where further opportunities are available.
- ▶ The Scottish Government continues to work with Fair Start Scotland Service Providers to deliver Fair Work ambitions, as well as supporting participants into good and sustainable employment.

#### Next Steps

- ▶ With the development of new UK employability programmes such as Kickstart, the Scottish Government will align with DWP to work in partnership to ensure Fair Start Scotland participants continue to receive the appropriate and individual level of support they require.
- ▶ Through ongoing continuous improvement activity, the Scottish Government will review the Fair Start Scotland delivery model in response to the impacts of COVID-19 and further changes to the labour market.
- ▶ In collaboration with Service Providers, the Scottish Government will take action to understand the changes to the labour market and to identify new sectors and skill requirements to support participants.

# 4. Summary & Next Steps



## 4. Summary and Next Steps

Throughout the second year of delivery, Fair Start Scotland has made significant progress, from enhancing the delivery model, to the improved relationships with local partners.

Fair Start Scotland has supported over 22,000 participants in the first two years of delivery, and has seen over 6,600 people move into work as a result of this support, with many of these participants overcoming a range of barriers in the process.

Over the course of Year 2, and through our test and learn approach to delivering Fair Start Scotland, we have worked continually with Service Providers and partners such as JCP to identify where improvements could be made to the service.

This flexibility has allowed us to make improvements to the delivery model, ensuring participants continue to receive high quality person-centred support in line with the ethos of the service. It is also evident from participants' feedback that not only does this type of service support them towards and into work, it also significantly improves their mental health and wellbeing.

The Scottish Government and Service Providers continue to work together to identify further improvements to the delivery model, particularly now in response to COVID-19 and the potential for further economic shocks from EU Exit.

The COVID-19 pandemic has already had a profound impact on the service with DWP referrals temporarily stopping at the end of Year 2. While Service Providers have significantly increased their third party referrals, it is unlikely that we will achieve our ambition to support 38,000 people by the end of March 2021.

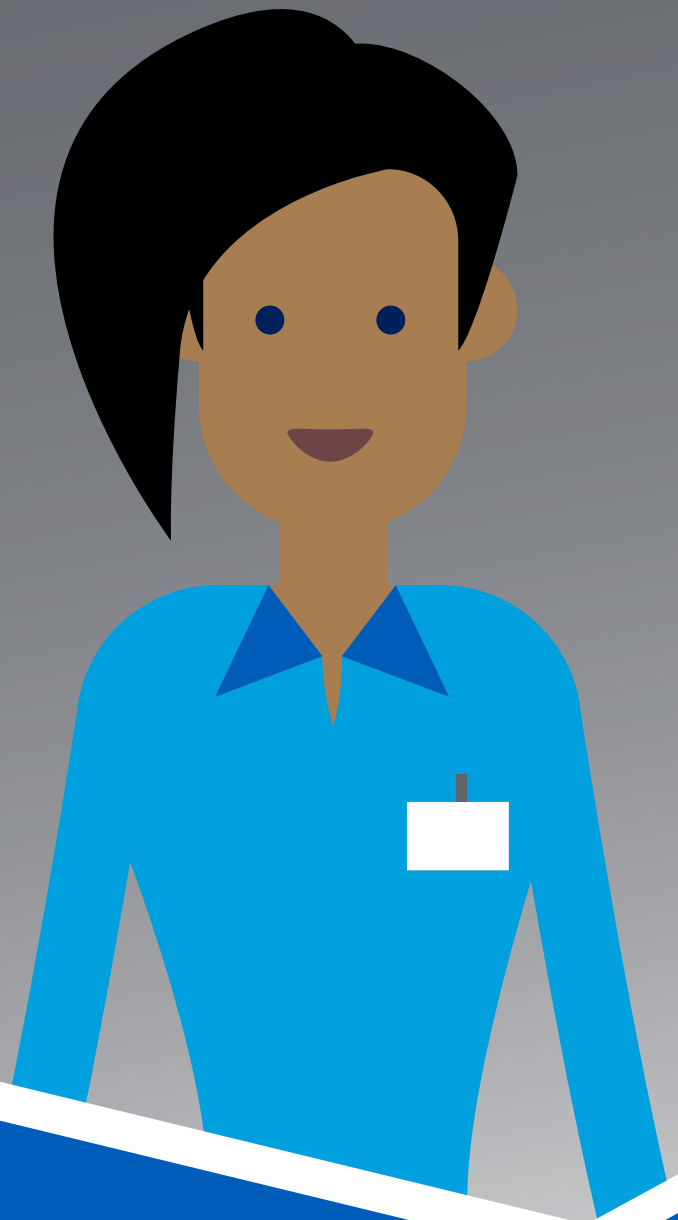
Despite this, we will continue to work towards our ambition and ensure that we support as many people as we can, whilst working closely with all partners to identify changes in traditional employment destinations and adapt to emerging priorities, new sectors and different skill sets.

We recognise that the coming year will bring challenges, including increasing unemployment and fewer opportunities for participants. However, we remain focused on our ambition to develop locally aligned and integrated employment support services which place people at the centre of the system and our learning from the continued delivery of Fair Start Scotland remains an essential part of this journey.

We will publish our No One Left Behind Delivery Plan in November 2020, outlining the key milestones from April 2022, which will increase our focus on user engagement, service design, local governance arrangements, shared measurement and a common approach to inclusive communications.

The pandemic has highlighted the importance of partnership working across the employability sector, and it is vital that this commitment to multi agency partnership work sits at the core of all activities moving forward. Collaborative working is at the heart of a whole systems approach, which recognises that everyone has a role to play in tackling the causes and effects of inequality and adversity. Tackling inequalities, compounded by COVID-19 requires the engagement and leadership of the sector.

# 5. Annexes



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# ANNEX A

## Provider breakdown

Fair Start Scotland is delivered in 9 geographical Lot areas across Scotland with the ambition of better reflecting local labour market and economies.

Contract area	Local authority	Successful Bidder	Delivery Partners/ Sub Contracted	Estimated Value (up to £ million)
<b>1 – Glasgow</b>	Glasgow	People Plus Group Ltd (Private)	▶ The Lennox Partnership (Third Sector)	<b>19.1</b>
<b>2 – Lanarkshire</b>	N Lanarkshire S Lanarkshire	Remploy Limited (Supported Business)	▶ ENABLE Scotland (Third Sector) ▶ Routes to Work South (Third Sector)	<b>12.6</b>
<b>3 – Tayside</b>	Angus Dundee City Perth and Kinross	Remploy Limited (Supported Business)	▶ No delivery partners	<b>7.3</b>
<b>4 – Forth Valley</b>	Falkirk Stirling Clackmannanshire	Falkirk Council (Public Sector)	▶ Falkirk Council (Public Sector) ▶ Clackmannanshire Council (Public Sector) ▶ Stirling Council (Public Sector) ▶ NHS Forth Valley (Public Sector)	<b>5.0</b>
<b>5 – East</b>	City of Edinburgh East Lothian Midlothian Scottish Borders West Lothian Fife	Start Scotland Limited (Private and Third Sector Partnership)	▶ Start Scotland/ Fedcap (Third Sector) ▶ Triage (Private)	<b>21.3</b>
<b>6 – Southwest</b>	North Ayrshire South Ayrshire East Ayrshire Dumfries and Galloway	Start Scotland Limited (Private and Third Sector Partnership)	▶ The Lennox Partnership (Third Sector) ▶ Start Scotland/ Fedcap (Third Sector)	<b>10.1</b>
<b>7 – Northeast</b>	Aberdeen City Aberdeenshire	Start Scotland Limited (Private and Third Sector Partnership)*	▶ ENABLE Scotland (Third Sector) ▶ Aberdeen Foyer (Third Sector) ▶ Enterprise Mentoring Ltd (Private) ▶ Start Scotland/ Fedcap (Third Sector)*	<b>5.6</b>



# ANNEX A

## Provider breakdown

Contract area	Local authority	Successful Bidder	Delivery Partners/ Sub Contracted	Estimated Value (up to £ million)
<b>8 – Highlands and Islands</b>	Argyll and Bute Eilean Siar Highland Moray Orkney Islands Shetland Islands	People Plus Ltd (Private)	<ul style="list-style-type: none"> <li>▶ Argyll and Bute Council (Public Sector)</li> <li>▶ Lochaber Hope (Third Sector)</li> <li>▶ Third Sector Hebrides (Third Sector)</li> <li>▶ Triage (Private)</li> <li>▶ 2020 Clearview Ltd (Private)</li> </ul>	<b>6.2</b>
<b>9 – West</b>	E Renfrewshire Renfrewshire E Dunbartonshire W Dunbartonshire Inverclyde	The Wise Group (Third Sector)	<ul style="list-style-type: none"> <li>▶ The Lennox Partnership (Third Sector)</li> <li>▶ ENABLE Scotland (Third Sector)</li> <li>▶ Enterprise Mentoring (Private)</li> <li>▶ The Wise Group (Third Sector)</li> </ul>	<b>8.8</b>

### NOTES:

\*Momentum Scotland delivered FSS services in Lot 7 throughout Year 2. However, they withdrew from Lot 7 and were replaced as Lead Provider by Start Scotland/Fedcap from 1/7/20.

# ANNEX B

## Finance

The spend for 2018/19 and 2019/2020 is outlined in the table below.

Summary	2018/19 (£000s)	2019/20 (£000s)	Cumulative (£000s)
<b>Grand Total</b>	<b>£14,748</b>	<b>£15,529</b>	<b>£30,277</b>
Service Fees Total	£13,807	£8,284	£22,091
Outcomes Total	£981	£6,676	£7,657
CostPlus Top-Up (COVID Related)	n/a	£591	£591
Credits Total	-£40	-£22	-£62
<b>Total Payments</b>	<b>£14,748</b>	<b>£15,529</b>	<b>£30,277</b>

Outcomes Breakdown	(£000s)	(£000s)	(£000s)
13 Week	£459	£1,582	£2,041
26 Week	£522	£3,002	£3,524
52 week	£0	£2,092	£2,092

# Endnotes

- i Labour Force Survey: June 2020
- ii Source for unemployment and employment data quoted is the Labour Force Survey, dates provided.
- iii Annual Population Survey: Jan-Dec 2019
- iv [State of the economy: September 2020 \(29 Sept 2020\)](#)
- v [http://www.employabilityinscotland.com/media/1228880/no\\_one\\_left\\_behind\\_-\\_march\\_2018.pdf](http://www.employabilityinscotland.com/media/1228880/no_one_left_behind_-_march_2018.pdf)
- vi Sources: Fair Start Scotland Evaluation Report 3; Scotland's Devolved Employment Statistical Summary 6 & 7; Scottish Government Management Information.
- vii Fair Start Scotland Evaluation Report 3 – Overview of Year 2
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- ix [http://www.employabilityinscotland.com/media/1198170/signed\\_partnership\\_agreement.pdf](http://www.employabilityinscotland.com/media/1198170/signed_partnership_agreement.pdf)
- x Information derived from Fair Start Scotland Service Providers



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