Employability Re-Design:
Executive Summary

Redesigning how services can join up to improve outcomes for participants

CENTRE
FOR
CIVIC
INNOVATION

Glasgow
CITY COUNCIL

Employability Re-Design

Contents

Background & Project Brief

Initial ask

The CCI was initially approached by the council's employability team to assist with the re-design of the overall employability service process in Glasgow. This is the way people are supported towards personal development, training, and employment.

Service design is highlighted as a work stream within the No One Left Behind delivery plan, a national strategy for placing people at the centre of the design and delivery of employability services.

The employability team had already undertaken a considerable amount of work using the Scottish Approach to Service Design to understand the current challenges and opportunities within the employability system. The overall challenge was:

During initial workshops involving the employability team, potential directions were identified by reviewing what had already been generated and deciding what would be most impactful to be taken through a long-term service design process by the CCI. This meant targeting the projects which were of high strategic priorities, but complex to address.

The Local Employability Partnership (LEP) contributed to this process throughout. The LEP is a group with representation from key organisations in the city concerned with employability and are supporting the implementation service re-design.

Re-framing the ask

The Centre for Civic Innovation is a pioneering citizen-centred design team within **Glasgow City Council.**

The issues raised via the Scottish Approach to Service design process included inclusion, accessibility, employer engagement, holistic support, funding and mental wellbeing. From these, several work streams were proposed including a communication strategy, reviewing the management information system, and creating a joined-up system of services and providers.
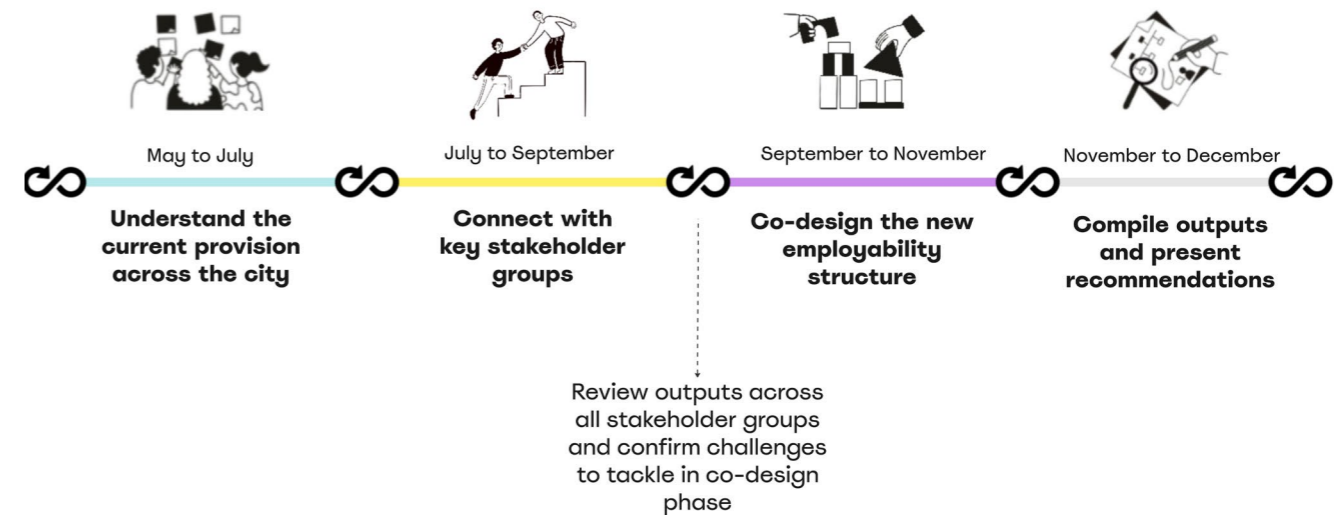
As work was ongoing to look at communications, and a digital re-design approach was required to tackle the management information system, it was decided that the CCI could make the most impact by focusing on improving the way all the

"Co-designing people's employability journey and services in Glasgow. It's about transforming and improving employability provision with an approach that is truly accessible to everyone."

stakeholders in the employability system join up. This meant using our design skills to engage with and bring together services, the council, the LEP and participants themselves.
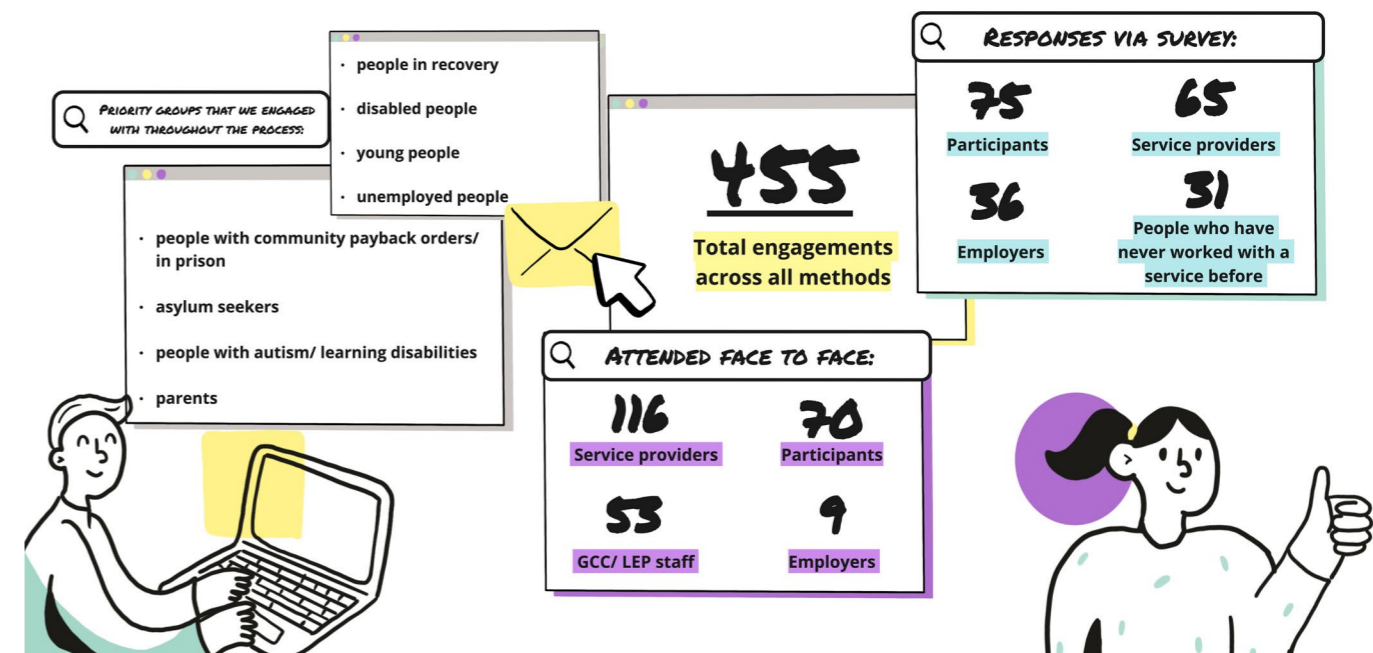
It was decided that the project would centre around:

How might employability provision better join up to improve outcomes to participants?

High Level Timeline

May to July — **Understand the current provision across the city**

July to September — **Connect with key stakeholder groups**

September to November — **Co-design the new employability structure**

November to December — **Compile outputs and present recommendations**

Review outputs across all stakeholder groups and confirm challenges to tackle in co-design phase

Throughout the process we have co-designed with...

PRIORITY GROUPS THAT WE ENGAGED WITH THROUGHOUT THE PROCESS:
· people in recovery
· disabled people
· young people
· unemployed people
· people with community payback orders/ in prison
· asylum seekers
· people with autism/ learning disabilities
· parents

455 **Total engagements across all methods**

RESPONSES VIA SURVEY:
75 Participants
65 Service providers
36 Employers
31 People who have never worked with a service before

ATTENDED FACE TO FACE:
116 Service providers
70 Participants
53 GCC/ LEP staff
9 Employers

Participants: Throughout the project, we engaged with different key stakeholders. For each engagement, we ensured that we used appropriate design and research methods.

For participants, we had a suite of methods which helped us engage with groups with complex barriers, experiences or time. This included informal focus groups within services' venues, printed materials which participants could complete individually or discuss with the group, and informal conversations had at job fairs.

We wanted to engage with empathy, patience, understanding and always valuing each person's voice, unique experience and perspective.

Service providers, employers, GCC, the LEP: To capture insights and co-design with decision makers, service providers and employers, we used more formal engagement methods, such as workshops, interviews and surveys. These methods provided us with a large volume of information, while respecting the limited time of those involved.

Employing a diverse range of design tools and methods played a crucial role in obtaining the necessary outputs to advance through each stage of the project.

Opportunities & Recommendations

INCREASING AWARENESS OF SERVICES AND SUPPORTING REFERRALS

FACILITATING MORE NETWORKING AND COLLABORATION

ENABLE STRONGER LINKS TO EMPLOYERS

USE A DATA LED APPROACH TO UNDERSTAND GAPS

ENHANCE FEEDBACK AND EVALUATION

Overview

Through analysis of information gathered across all the engagement methods with all groups, 119 single and distinct ideas were identified in total.
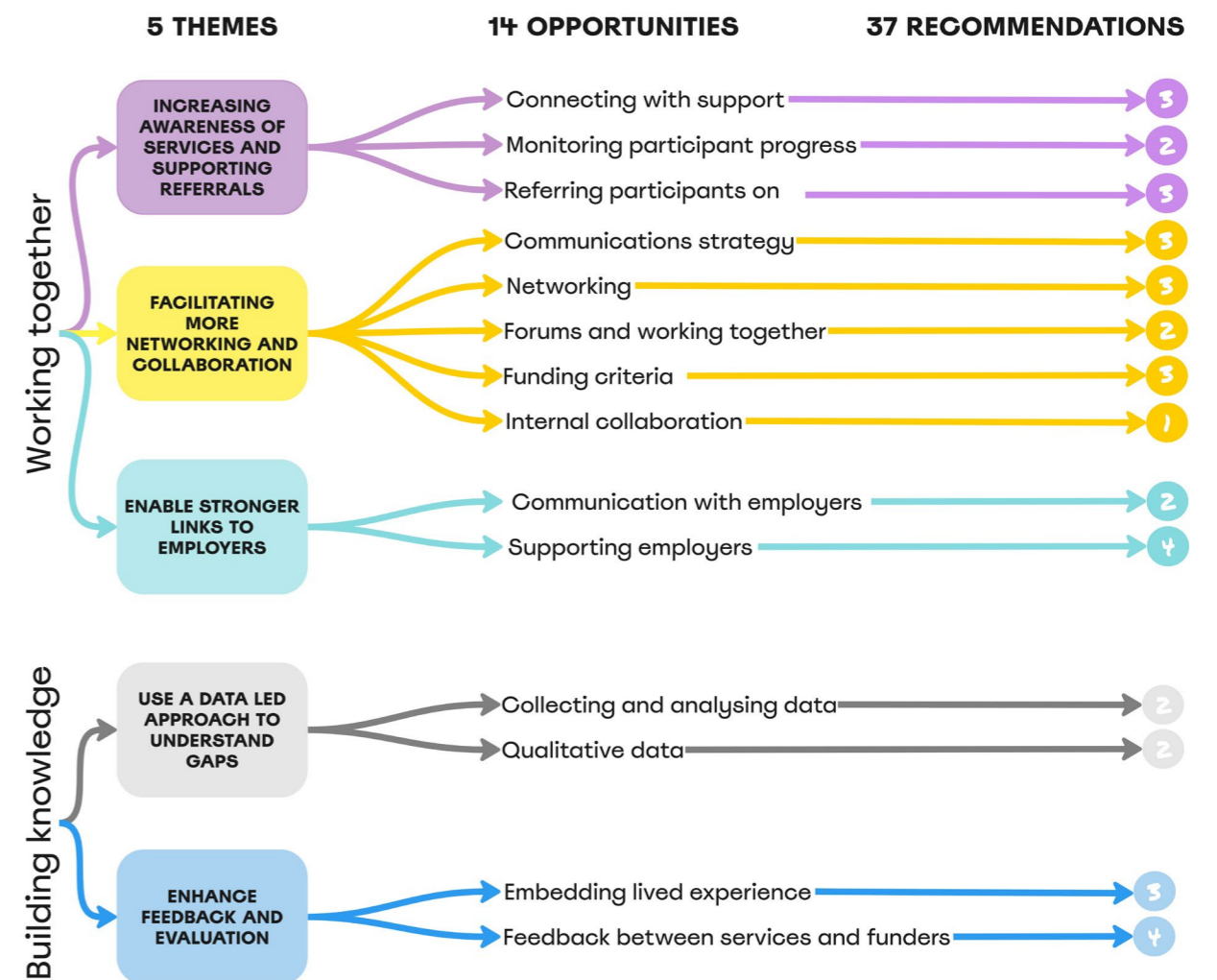
Intensive analysis, mapping and theming was undertaken to group these ideas into 52 actions, which were then further condensed into 14 opportunities and 36 recommendations.

From this, five key themes emerged which could be tied closely to improving the way services join up and work together, and came directly from what people had told us over the course of the project.

These five key themes then fall into two overarching themes:

+ **Working together**

+ **Building knowledge**

Grouping, theming and collating all of the ideas put forward by those we spoke to throughout the project helped us to find common trends and shared experiences within the analysis stages. Each opportunity and recommendation outlined in this report is a result of this process.

5 THEMES — **14 OPPORTUNITIES** — **37 RECOMMENDATIONS**

Working together

INCREASING AWARENESS OF SERVICES AND SUPPORTING REFERRALS
- Connecting with support — 3
- Monitoring participant progress — 2
- Referring participants on — 3

FACILITATING MORE NETWORKING AND COLLABORATION
- Communications strategy — 3
- Networking — 3
- Forums and working together — 2
- Funding criteria — 3
- Internal collaboration — 1

ENABLE STRONGER LINKS TO EMPLOYERS
- Communication with employers — 2
- Supporting employers — 4

Building knowledge

USE A DATA LED APPROACH TO UNDERSTAND GAPS
- Collecting and analysing data — 2
- Qualitative data — 2

ENHANCE FEEDBACK AND EVALUATION
- Embedding lived experience — 3
- Feedback between services and funders — 4

Opportunity 1 - Connecting with support

Create an open platform for service providers, employers and participants to access information about available support and get matched to services.

Recommendations

1 Create an open directory of all services, providers, and opportunities

Building a service directory of all provision which is kept to date and open to everyone. This could utilise existing databases with information sharing policies being put in place with a dedicated resource to support.

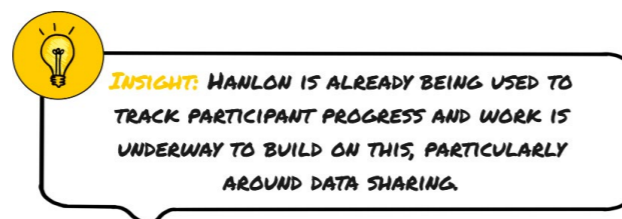**2 Develop a needs assessment tool for participants**

Developing an online tool for participants to match them with services by generating a list of organisations and who could help them based on what they input. This would involve mapping out what each service does, and storing this in a central, up to date place.

3 Create a matching service for employers to connect with service providers

A matching service for businesses to find suitable employability partners to work with, and for service providers to connect with employers willing to work with them.

Opportunity 2 - Monitoring participant progress

Rework digital monitoring systems to track participants' progress and individual needs for service providers to share information and make better informed decisions when a participant has been referred on.

> **INSIGHT:** Hanlon is already being used to track participant progress and work is underway to build on this, particularly around data sharing.

Recommendations

1 Refine the documentation process around recording participant evidence

Make paperwork required between services, funders, and participants shorter and less complex, with more focus on digital rather than paper when recording evidence. On a broader level, re-evaluating how outcomes are measured may be needed to more accurately measure how participants are progressing.

2 Improve tracking of participant progress through online systems

Re-design the management information system to be accessible and visible to all services, preventing data duplication and addressing GDPR issues. Create an interactive action plan for a person's entire journey, updated by various providers.

INCREASING AWARENESS OF SERVICES AND SUPPORTING REFERRALS

Opportunity 3 - Referring participants on

Create a referral system that is centred on a participant's journey, evolves with them and gives service providers the means to refer efficiently, easily connecting them to the right support or employment opportunity.

Recommendations

1 Create an online tool to facilitate referrals and share information about the participant's journey

A referral tool to make sharing participants easier through sharing information and streamlining the referral process. This involves information about the outcomes a participant has met being shared automatically, smoothing handovers and reducing duplication.

> **INSIGHT:** There are examples of key worker models already working effectively, for example Glasgow Life's Family Finance key workers. Work needs to be done to understand existing best practice, build on it, and have it written into procurement.

2 Develop a key worker role that oversees the whole journey

Scale up the key worker service delivery model which provides a single point of contact to guide individuals throughout their journey, streamlining referrals to various services for a more person-centred approach.
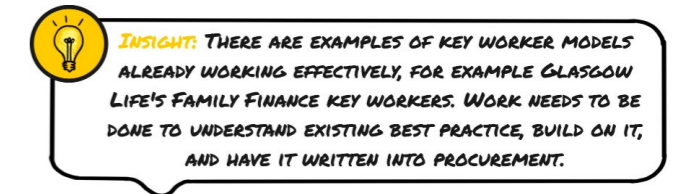
3 More training for staff to support them to make referrals

Training sessions for developing skills in staff to refer to other organisations, and refresh processes to be more in line with NOLB principles.

FACILITATING MORE NETWORKING AND COLLABORATION

Opportunity 4 - Communications strategy

Develop a communication and storytelling strategy for service providers to encourage collaboration, partnerships and celebrate the things that are working well.

Recommendations

1 Create communication and storytelling materials to showcase success stories and good news

Develop more engaging and consistent creative ways to highlight case studies of good practice, important learnings and any information service providers would like to share with others.

2 Create a mechanism for sharing information on partnership opportunities

Being supported by marketing materials, this would involve methods which would consistently highlight services with details of how to refer participants to encourage collaboration and awareness of opportunities.
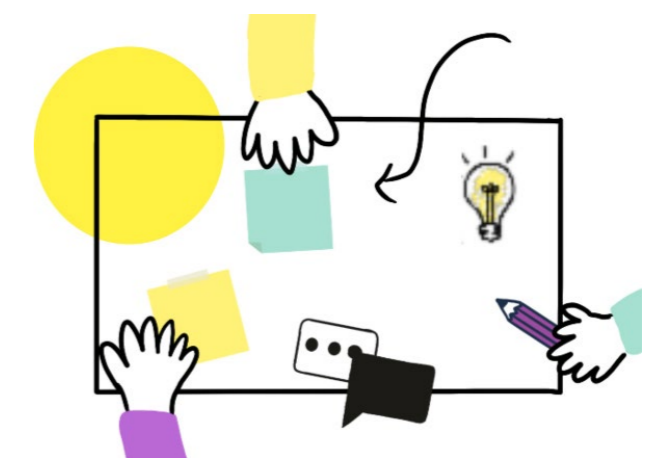
3 Communicate and share stories to show the impact and value of collaboration

More communications, for example events, newsletters, social media, to highlight the value of working together, with sessions to give hands-on support.

Opportunity 5 - Networking

Develop a set of networking opportunities for services providers, employers and front-line staff to build relationships, share feedback, opportunities, skills and best practices.

Recommendations

1 Utilise existing networking events and forums, as well as creating new ones with specific focuses and attendees if required

Hold regular networking events, such as "speed dates" and user group-specific gatherings, at large city centre venues. There would be emphasis on networking for front-line workers, not just management, to foster strong professional relationships for participant referrals. These could even align to funding period to find partners to work on joint funding bids.

2 Single point for coordinating engagement and collaboration between services

Empower one organisation to lead networking and collaboration, achieved through the council creating a database of potential lead partners. Or, funding a dedicated post or collective leadership forum via the LEP.

Insight: To be useful, these networking opportunities would have to go beyond just information sharing, and include feedback and making real connections.

3 Provide shared spaces for providers to interact

Create more shared working space for providers to interact, such as a face-to-face hub with drop in working desks and break out space. This would be a non-competitive shared space where providers would commit to sending staff on rota to network, share ideas and knowledge.

Opportunity 6 - Forums and working together

Rework digital monitoring systems to track participants' progress and individual needs for service providers to share information and make better informed decisions when a participant has been referred on.

Insight: More work would be required to understand what the best use of time would be for any forum, as well as what attendees would need out of them, the frequency and the venue.

Recommendations

1 Create opportunities to share skills and knowledge

Building a community of sharing through making information and resources for key workers and employability teams more accessible. Creating practitioner forums for service providers to exchange expertise and set up a culture of knowledge sharing.

2 Create working groups coordinated by the LEP

Create subgroups as a part of the LEP to build relationships and share expert input between service providers around certain priority groups, ensuring enough representation is present to support developments.

Opportunity 7 - Funding criteria

Redesign funding models and criteria in a way which encourages more collaboration between service providers to bring about more formalised partnerships.

Recommendations

1 Encourage formal partnerships to form between organisations

Influencing funding bodies to make collaborative working a bigger part of their criteria, and building on existing successful informal partnerships between organisations by encouraging more formal working agreements.

Insight: In our survey, most organisations reported only working in informal partnerships with other organisations, with a few exceptions such as Glasgow Guarantee and Jobs and Business Glasgow.

2 Review community benefit clauses and funding requirements

Change community benefit clauses to make sure contractors are working more closely with organisations to support participants and are offering proper jobs. Change funding requirements to make sure services are open to as many people as possible to tackle any issues around referrals or postcode lotteries.

3 Extend the length of funding contracts to enable longer term provision

Review feedback from services and create a funding allocation model which addresses concerns around joined up working, and makes a commitment to longer term multi annual year employability funding. Help funding commissioners and the Scottish Government recognise the need for longer term contracts.

Opportunity 8 - Internal collaboration

Create information sharing and collaboration mechanisms for the employability team to connect with the business and data council teams to benefit from their skills and relationships with employers.

Insight: There is significant up to date data that could and should be used to drive our service design, for example child poverty data. The challenge may be deciding what is useful to look at, and what data would be required to make a well informed decision.

Recommendations

1 Drive closer collaboration between employability, business, and data teams within Glasgow City Council

Ensure there is more internal collaboration between the council's employability team and surrounding teams to bring forward relevant skillsets and knowledge across insights, data and innovation to ensure ultimate and efficient development.

ENABLE STRONGER LINKS TO EMPLOYERS
Opportunity 9 - Communication with employers

Create a model for the employability team and service providers to reach, communicate, network and collaborate with employers to identify and develop partnerships and link participants with opportunities.

Recommendations

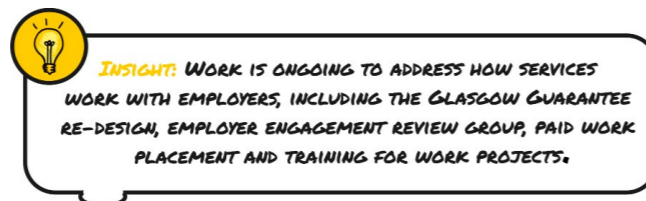**1 Create an employer engagement programme**

Encourage networking between service providers and employers for streamlined paths into employment. Establish a council team to connect employers with services, and use existing networks, such as the Chamber of Commerce.

2 Building stronger relationships between service providers and employers

Set up a more consistent and efficient way to link employers with service providers, enhancing engagement, especially for those supporting participants with additional needs. Facilitate discussions through joint events to address participant needs and business priorities.

Opportunity 10 - Supporting employers

Create an education, support and awareness programme for employers in order to get them on board and open their eyes on how they might offer opportunities to participants.

> *Insight:* Work is ongoing to address how services work with employers, including the Glasgow Guarantee re-design, employer engagement review group, paid work placement and training for work projects.

Recommendations

1 Create an employer education programme with dedicated employer support

An employer education programme could improve the transition to employment for participants. They would provide practical assistance to employers and promote awareness of available help, ensuring flexibility in offering opportunities with varying commitment levels.

2 Employer incentive programme

More employer incentives programmes, and/or expand Glasgow Guarantee, while raising the awareness of the wide variety of community benefits employers can offer and support where they can.

3 Employer engagement which links employers to participants

A dedicated service or team who would familiarise themselves with all the service providers and then use data and their knowledge of industry demand to identify and match employers to providers and their users. This could be led by existing structures like Glasgow Guarantee.

4 Review how employers and participants interact before employment begins to set expectations

Enhance the participant job matching process to provide enough detail and expectations to ensure it is the right job for participants and the right candidate for employers.

USE A DATA LED APPROACH TO UNDERSTAND GAPS
Opportunity 11 - Collecting and analysing data

Set up a data led research programme for the LEP and employability team to understand gaps in provision, identify trends, and better allocate funding where it is needed.

Recommendations

1 Increase the level of data analysis to identify gaps and trends in employability provision

More analysis on the data already collected and held by organisations is needed to understand where the needs are in relation to employability provision. This would enable better allocation of funding, and employability provision could be targeted to where it is most needed, reducing over saturation in other areas.

2 Bring together various datasets into a data hub

Building a central data hub, addressing GDPR concerns, and conduct workshops with council and LEP staff to identify data gaps and insights. This also involves qualitative methods, like gathering user stories, for a deeper understanding.

Opportunity 12 - Qualitative data

Create tools and creative methods for GCC's employability team to gather qualitative stories and evidence on participants' experiences to inform funding allocation and improve services.
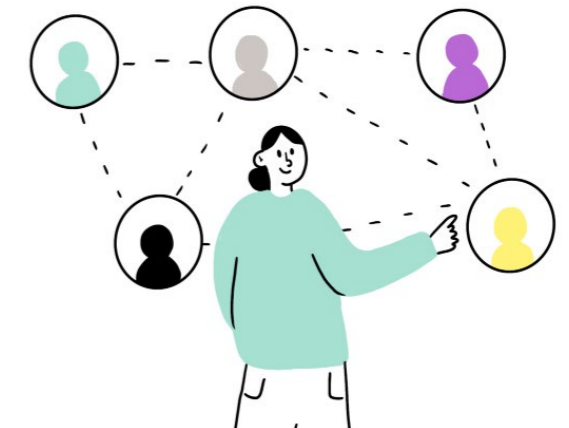
Recommendations

1 Expand funding requirements to include "soft" outcomes

Putting more importance on measuring softer outcomes, such as personal development or informal training, to get a clearer understanding of impact rather than relying solely on traditional outcomes, like a certification or job role secured.

2 Making better use of data to generate insight and implement the quality standard

Form a dedicated team to implement and document the quality standard in an ongoing basis. Explore analytical tools for drawing insights from qualitative data.

> *Insight:* The Quality Standard tool (developed by the council with input from participants) is qualitative, and once it is in place, it may give rise to these larger scale changes.
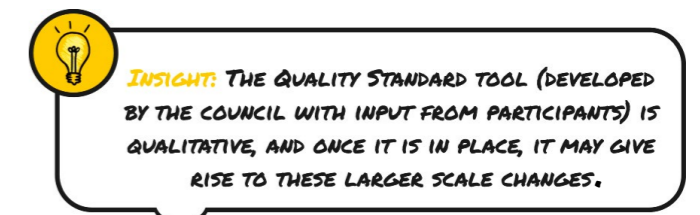
ENHANCE FEEDBACK AND EVALUATION
Opportunity 13 - Embedding lived experience

Develop a model to embed participants and their lived experience in the co-design of services for the LEP and GCC employability to improve services, inform policy and provide recommendations for service providers.

Recommendations
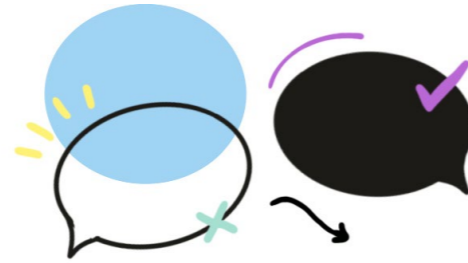
1 More inclusive representation of participants during evaluation, and increased visibility of ways to feedback

Develop engagement methods which enable more representation and higher visibility of diverse groups and experiences, making it easier for participants to feedback and share their experiences.

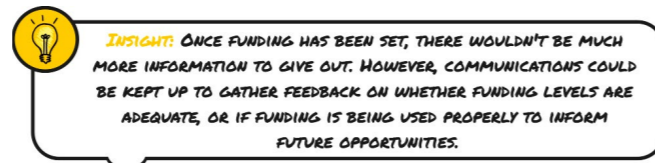**2 Co-design services with participants for better outcomes**

Involve participants more in the design and delivery of the NOLB work plan through collecting more feedback from participants, including suggestions to make things better, and using case studies gathered from participants to get their perspective and needs.

3 Embed lived experience to influence policy and strategy

Create a user panel or a lived experience panel to influence change based on what those who have used services think. This could be done by the LEP creating a co-production team, having representation of participants from services at panels or when making funding decisions.

Opportunity 14 - Feedback between services and funders

Develop a system for feedback and learning between service providers and those who fund services to bring about a better understanding of what's working and where the needs are.

Insight: Once funding has been set, there wouldn't be much more information to give out. However, communications could be kept up to gather feedback on whether funding levels are adequate, or if funding is being used properly to inform future opportunities.

Recommendations

1 Hold events or meetings to bring service providers and funders together

Build an open dialogue between service providers and funders where they can listen and respond to each other's ideas and concerns.

2 Funders providing feedback to providers on a regular basis

When service providers write reports and case studies of their work, funders could write reports in response back to give feedback and let them know what they would like to see more of based on funding priorities.

3 Have a point of contact in the LEP for services

Every service could have a clear communication link to the LEP, be it through having a dedicated member in the LEP to reach out to, or via subgroups.

4 Funders spending more time understanding the services

Funders could be more on the ground where services are delivered to talk with services and participants and see directly what they are delivering and where the gaps are.
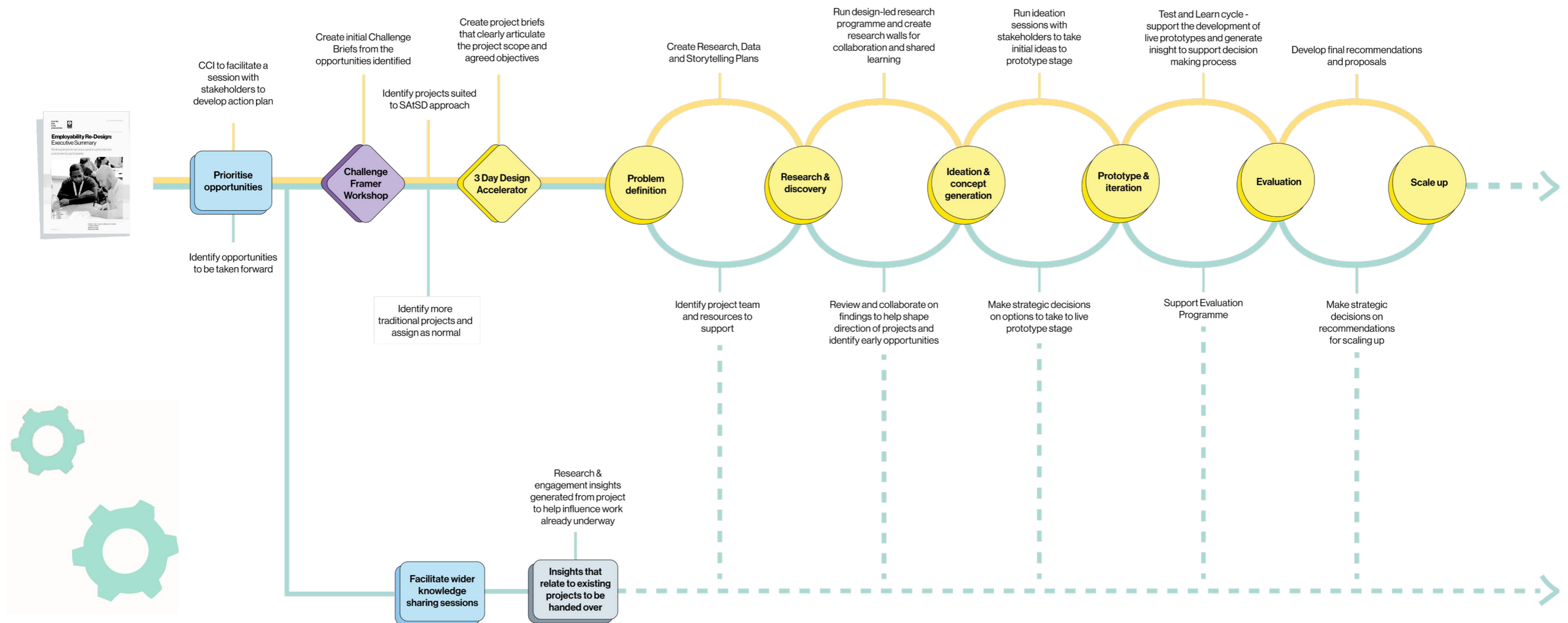
Proposed Next Steps

+ PRIORITISATION OF OPPORTUNITIES

+ BUILDING CAPACITY

+ KNOWLEDGE SHARING

Proposed Next Steps

CCI to facilitate a session with stakeholders to develop action plan

Create initial Challenge Briefs from the opportunities identified

Create project briefs that clearly articulate the project scope and agreed objectives

Identify projects suited to SAtSD approach

Create Research, Data and Storytelling Plans

Run design-led research programme and create research walls for collaboration and shared learning

Run ideation sessions with stakeholders to take initial ideas to prototype stage

Test and Learn cycle - support the development of live prototypes and generate inisght to support decision making process

Develop final recommendations and proposals

Prioritise opportunities

Challenge Framer Workshop

3 Day Design Accelerator

Problem definition

Research & discovery

Ideation & concept generation

Prototype & iteration

Evaluation

Scale up

Identify opportunities to be taken forward

Identify more traditional projects and assign as normal

Identify project team and resources to support

Review and collaborate on findings to help shape direction of projects and identify early opportunities

Make strategic decisions on options to take to live prototype stage

Support Evaluation Programme

Make strategic decisions on recommendations for scaling up

Research & engagement insights generated from project to help influence work already underway

Facilitate wider knowledge sharing sessions

Insights that relate to existing projects to be handed over

Prioritisation of Opportunities

Throughout the design process we identified several opportunities whilst engaging with the key stakeholder groups that aligned to our project brief. Our intention was to review all opportunities with the view to proposing which of these should be prioritised moving forward. It was evident however that to do this effectively it would require an in-depth knowledge of both the current and future employability landscape.

We would recommend the next steps would be to work with the Local Employability Partnership to review the list of opportunities and develop an action plan as to how each of these may be taken forward.

Outputs from this process would see the identification of which opportunities CCI would take ownership of and continue to explore these with the various stakeholder groups using the Service Design process.

Building capacity

Due to the number of opportunities identified it is unfeasible for the Centre for Civic Innovation to be able to take forward all of these without a significant increase in resource.
However, we believe, that with the knowledge we have built during the design process, there are opportunities which could be taken forward either by GCC Employability Team or LEP partners.

We would recommend that the Centre for Civic Innovation work with the Local Employability Partnership to develop a formal capacity building programme in design and innovation.

Knowledge Sharing

Throughout the design process we gained invaluable insight that relates to work that is either underway or is planned across the employability ecosystem. There was also a vast amount of insight gained around other key theme's that did not directly align to our revised brief.

To ensure that this insight is not lost, CCI would recommend exploring with the Local Employability Partnership how might we best consolidate this insight and share with partners

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