

**REPORT TO: CITY GOVERNANCE COMMITTEE – 29 FEBRUARY 2024**

**REPORT ON: CORPORATE EMPLOYABILITY SERVICE**

**REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT**

**REPORT NO: 58-2024**

## **1 PURPOSE OF REPORT**

1.1 This report updates the Committee of proposed savings that could be delivered through the review of the Council's Employability Support.

## **2 RECOMMENDATIONS**

2.1 It is recommended that the Committee:

- a approves the reduction in revenue budget for employability support across the three existing work areas; and
- b remits the Executive Director City Development, as chair of the Corporate Employability Review, to finalise the approach to be taken to deliver the proposed savings.

## **3 FINANCIAL IMPLICATIONS**

3.1 Approval of this report will result in an estimated saving of £146,000 per annum that could be delivered through reduction in headcount across the three existing employability teams.

## **4 BACKGROUND**

4.1 Employability activity across the Council includes a breadth of support, initiatives and interventions delivered by three teams. This is funded by the Council and Discover Work including external funding received from the Scottish and UK Governments (e.g. No One Left Behind and the Shared Prosperity Fund). An overall cohort of 11,000 people across the city is the target client group to help them achieve positive destinations, including jobs.

4.2 The three employability teams are: the Adult Employability Team in City Development; the Youth Employability Team in Corporate Services; and the Employment Support Service, part of Dundee Health and Social Care Partnership.

4.3 The Adult Employability Team delivers support for adults aged 25+ with multiple barriers to employment, those from ethnically diverse backgrounds, and refugees including those supported by the Vulnerable Persons Resettlement Scheme. The Team also delivers bespoke recruitment solutions for local businesses through sector/employer-led academies, jobs fairs, and open days.

4.4 The Youth Employability Team focuses on support for young people (aged up to 24) transitioning from school, including those who are not participating or those who require additional support. The Team also leads on the Child Poverty Pathfinder in Linlathen, co-ordinating place-based support for families living in poverty.

4.5 The Employment Support Service helps people with disabilities, health problems and other significant barriers to find, secure and sustain employment.

4.6 In July 2023, the Council Leadership Team agreed to undertake a review of Council employability support. The review was in response to several local and national drivers that set out the case for change and need for improvements in how we approach and deliver employability support. These drivers for change are summarised below:

- a the need to drive further improvement in labour market and poverty position;
- b the need to respond to the Fairness Commission Recommendations 2021;
- c the commitment of Scottish Government and local authorities to No One Left Behind with funding transferred to the Local Employability Partnership;

- d the Discover Work Strategy & Action Plan 2022-2027, *Transforming Employability for a New Dundee*; and
  - e the new Council and City Plan - Fairness, Design a Modern Council, & Workforce Plan.
- 4.7 The objectives of the Employability Review were to:
- a deliver step-change improvements for our customers;
  - b align the efforts of multiple employability teams and streamline common functions e.g., employer engagement activity;
  - c consider how Council employability support is integrated with other Discover Work partner organisations, including other employability providers;
  - d reduce demand placed on corporate services such as finance, and HR.
- 4.8 The review is currently considering several options, including the possible merger of all or part of the employability functions. Although the review was not undertaken to deliver savings, potential efficiencies could be realised whilst maintaining existing outcomes for employability clients, and alignment with other Discover Work employability partners. Identification of efficiencies will follow a detailed review of budgets for the three existing teams including a review of posts across the three functions, including consideration of early retirement or non-filling of vacancies.

## **5 POLICY IMPLICATIONS**

- 5.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate Senior Manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of/mitigating factors for them is included as an Appendix to this report.

## **6 CONSULTATIONS**

- 6.1 The Council Leadership Team have been consulted in the preparation of this report and are in agreement with its content.

**7 BACKGROUND PAPERS**

7.1 None.

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7 February 2024



# Integrated Impact Assessment

Committee Report Number: 58-2024

Document Title: Corporate Employability Savings

Document Type: Service

Description:

This report updates Committee of proposed savings that could be delivered through the review of the Council's Employability Support.

Intended Outcome:

Deliver estimated savings of Â£146,000 from the review of Corporate Employability Support as part of the wider Savings / Budget setting process

Period Covered: 1 August 2023 to 1 February 2025

Monitoring:

Strategic oversight provided by Local Employability Partnership - Discover Work

Advisory Group will be set up to provide oversight on the implementation of the Corporate Employability Review involving Health & Social Care, City Development and Corporate Services. Regular engagement with relevant Service Accountants

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## **EQUALITY, DIVERSITY AND HUMAN RIGHTS**

Age: Negative

The Council currently delivers employability support through multiple teams separated by age groups across the city - 16-24 and 25+. A reduction in resource may lead to less support to these groups, however, the review will consider how best to continue to deliver support based on proportionality and local need.

Disability: Negative

The review will consider how best to support the work of the Employment Support Service and other Discover Work partners in delivering support to people with disabilities, health problems and other significant barriers in finding work.

The impact of savings may lead to a reduction in staff resources to this client group which requires higher levels of 121 support, however, the review will consider the most efficient model of delivery to ensure maintaining current levels of service where possible. This may be service delivery from other delivery partners within the Discover Work Partnership or further specialist training of existing staff.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: No Impact

Race/Ethnicity: Negative

The review will consider how best to continue to support the work of the Council teams and other Discover Work partners in delivering services to clients with multiple barriers to employment, including those from ethnically diverse backgrounds, and refugees including those supported by the Vulnerable Persons Resettlement Scheme. The approach may lead to a reduction in staff resources supporting clients but through the review and working with partners we will consider the most efficient model of delivery.

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report? No

**FAIRNESS & POVERTY****Geographic Impacts & Implications**

Strathmartine:	No Impact
Lochee:	Negative
Coldside:	Negative
Maryfield:	No Impact
North East:	Negative
East End:	Negative
The Ferry:	No Impact
West End:	No Impact

## Household Group Impacts and Implications

### Looked After Children & Care Leavers: Negative

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting our services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

### Carers: Negative

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting our services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history.

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

### Lone Parent Families: Negative

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Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty

Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

Single Female Households with Children: Negative

### **Household Group Impacts and Implications**

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting our services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty

Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

Greater number of children and/or young children: Negative

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting our services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty



Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

Pensioners - single/couple: No Impact

Unskilled workers or unemployed: Negative

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty

Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history.

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

Serious & enduring mental health problems: Negative

## Household Group Impacts and Implications

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty

Lone parents

Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history

A reduction in resource may mean support is not as targeted or support reaches less clients from these groups. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

Homeless: No Impact

Drug and/or alcohol problems: No Impact

Offenders & Ex-offenders: Negative

The Discover Work Strategy & Action Plan has set out an evidence-based approach to targeting services at customers experiencing structural inequalities and personal circumstances that increased their likeliness of being left behind in the labour market. These are:

Those who are long-term unemployed

Those with physical and mental health conditions, including disabilities People requiring specialist support to access the workplace Neurodiverse people (e.g. Autism)

Families with children experiencing poverty

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Women returners

Young people most at risk of not participating in education, training, or employment (e.g. those with experience of care)

Those with convictions or an offending history

A reduction in resource may mean support is not as targeted or support as many clients. The Review will consider how a redesigned service can continue to provide support to these client groups either through continued council delivery or that offered by other delivery partners across the Discover Work partnership.

Socio Economic Disadvantage Impacts & Implications

Employment Status: Negative

A reduction in resource may mean support is not as targeted or support as many clients who are out of work. The Review will consider how a redesigned service can continue to provide support to this client group either through continued council delivery or through services offered by other delivery partners across the Discover Work partnership.

Education & Skills: No Impact

Income: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: No Impact

Fuel Poverty: No Impact

Cost of Living/Poverty Premium: No Impact

Connectivity/Internet Access: No Impact

Income/Benefit Advice/Income Maximisation: No Impact

Employment Opportunities: Negative

A key focus of employability support is engaging with businesses across the city to identify opportunities where clients in the employability pathway may be suitable for available vacancies. The approach may lead to a reduction in staff resources supporting businesses & pathway clients but through the review and working with partners we will consider the most efficient model of delivery.

Education: No Impact

Health: Negative

Poor health is a significant barrier to those entering employment. How we can continue to support this large group in the city is being considered as part of the review. The approach may lead to a reduction in staff resources supporting clients with these conditions but through the review and working with partners the review will consider the most efficient model of delivery and continuation of support.

Life Expectancy: No Impact

Mental Health: Negative

Poor Mental Health is a significant barrier to those entering employment. How we can continue to support this large group in the city is being considered as part of the review. The approach may lead to a reduction in staff resources supporting clients with this condition but through the review and working with partners we will consider the most efficient model of delivery.

Overweight /Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: No Impact

Transport: No Impact

## **Environment**

### **Climate Change Impacts**

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: No Impact

### **Resource Use Impacts**

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery, or recycling of waste: No Impact

Sustainable Procurement: No Impact

### **Transport Impacts**

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

### **Natural Environment Impacts**

Air, land & water quality: No Impact

Biodiversity: No Impact

Open & green spaces: No Impact

### **Built Environment Impacts**

Built Heritage: No Impact

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

## **Corporate Risk**

### **Corporate Risk Impacts**

Political Reputational Risk: Negative

There may be a risk of adverse reaction to savings and the reduction in support to key client groups and some of the cities more deprived community. The review will focus on delivering the same level of employability support but more efficiently and maintaining existing levels of support where possible.

Economic/Financial Sustainability/Security & Equipment: No Impact

Social Impact/Safety of Staff & Clients: No Impact

Technological/Business or Service Interruption: No Impact

Environmental: No Impact

Legal/Statutory Obligations: No Impact

Organisational/Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.