

The Highland Council

Agenda Item	9.
Report No	EDU/23/25

Committee: Education

Date: 27 August 2025

Report Title: Employability Service Update

Report By: Assistant Chief Executive - People

1. Purpose/Executive Summary

- 1.1 The report provides Members with an overview of the role of the Employability Service in progressing the No One Left Behind (NOLB) policy approach. It considers progress made towards transforming the employability system, enabling greater partnership collaboration, local flexibility and person-centred services in line with the key priorities presented in the Scottish Government's NOLB: Employability Strategic Plan 2024-27¹.
- 1.2 The Highland Employability Partnership (HEP) aims to lift people out of poverty across the Highlands through enabling access to fair and sustainable work. The partners have drawn up a three-year Strategic Plan (2025-28) highlighting local and national priorities. Annual Operational and Investment Plans set out specific delivery actions for the year ahead. The Plans are presented in Appendices 1-3 for Members' information.
- 1.3 The work of the Employability Service directly contributes to the Council's My Highland Future portfolio activity and Workforce North partnership commitment.

2. Recommendations

- 2.1 Members are asked to:
 - i. **Note** the No One Left Behind policy and financial agenda which is supporting the design and development of a unique Highland employability service. This includes the commitment to offer Specialist Employability Support for people with more intensive support needs, alongside an increasing focus on tackling child poverty through supporting parents out of poverty through increasing household income.
 - ii. **Note** the three-year Highland Employability Partnership Strategic Plan (2025-28) and Annual Operational and Investment Plans for 2025-26.
 - iii. **Note** the implementation of a hybrid delivery model to support a mixed economy of provision and enable capacity-building and sustainability within the employability system.

¹ [No One Left Behind: employability strategic plan 2024 to 2027](#)

3. Implications

- 3.1 **Resource** – The majority of the activity is resourced through external funding from the Scottish and UK Governments. Council revenue resources are used to fund the core permanent staffing team and core activity when external resources are not otherwise available.
- 3.2 **Legal** – The Council is the lead accountable body for the management of external Scottish and UK Government funds and hence responsible to ensure that all funds are used for the purpose given. Accordingly, if others are delivering activity, appropriate agreements are entered into with each party to ensure compliance.
- 3.3 **Risk** – A key risk is that the funds awarded will not be fully utilised within the financial year. Delivery capacity across the Council, partner and local providers is constrained and not always best placed to deliver across all parts of Highland. To mitigate, a hybrid delivery approach is utilised (part in-house, part contracted/grant aided).
- 3.4 **Health and Safety** (risks arising from changes to plant, equipment, process, or people) – there are no implications arising directly as a result of this report.
- 3.5 **Gaelic** – None directly arising from this report.

4. Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children’s Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and/or update report and therefore an impact assessment is not required.

5. Background

- 5.1 The Council has a strategic interest in employability driven by its commitment to tackling poverty, improving community wellbeing and strengthening the economy across the Highlands. It plays a lead role in co-ordinating the work of the Highland Employability Partnership (HEP) and in implementing the No One Left Behind (NOLB) approach to employability services.

The Highland Employability Partnership members are:

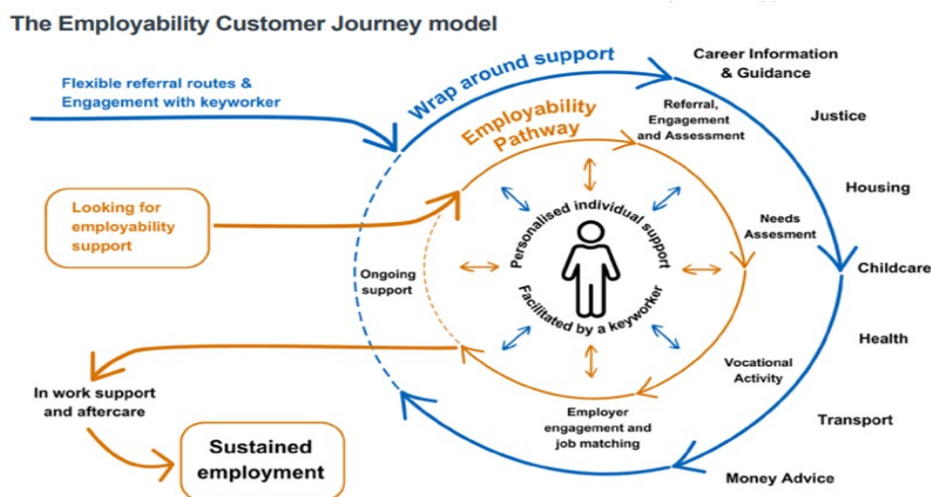
- Department of Work and Pensions (DWP)
- Developing the Young Workforce (DYW)
- Federation of Small Businesses (FSB)
- Highland Council (THC)
- Highland Third Sector Interface (HTSI)
- Highlands & Islands Enterprise (HIE)
- NHS Highland (NHS)

- Skills Development Scotland (SDS)
- University of the Highlands and Islands (UHI)

5.2 NOLB is the Scottish Government and Local Government’s joint approach to support people who are at risk of being left behind in the labour market. It aims to transform, improve and simplify the employability system by making changes to how services are designed, delivered, and funded. The approach is guided by shared principles which encourage partnership collaboration with a clear focus on increasing local control to make the system more flexible, responsive, and centred on client’s needs.

In Highland, this function is delivered by the Highland Employability Partnership (HEP) and three Local Employability Partnerships (LEPs), operating under the Work.Life.Highland brand name.

5.3 As Members will be aware, child poverty continues to have a significant impact on family wellbeing and the wider economy. The Scottish Government’s “Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-26”² sets out a range of priority actions which includes increasing income from employment. Employability is central to supporting this driver, working in collaboration with wider public services to ensure wrap-around support is available to parents. The challenge is to ensure that employment, whether through securing a job or progressing in work, provides a sustainable route out of poverty for families.



5.4 In an effort to reduce the Disability Employment Gap, from Summer 2025, there is a requirement to deliver Specialist Employability Support offering enhanced support for people with a disability or longer-term health condition. In preparation, a Test & Learn pilot funded by the UK Shared Prosperity Fund (UKSPF) was launched in 2023 to trial a new delivery model. This model offers high quality, end-to-end, work-focussed support tailored to individual client needs. Through continuous improvement, the model has been refined to address specific challenges across the Highlands and is now embedded within the NOLB approach.

6. Employability System Re-structure

² [Best Start, Bright Futures 2022 to 2026](#)

6.1 Partnership Collaboration

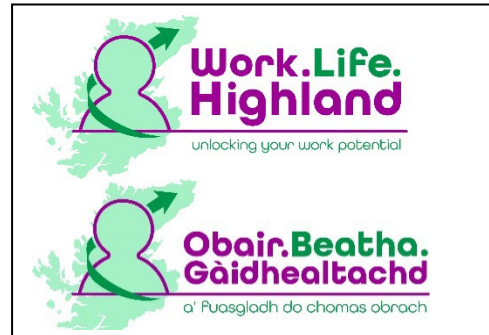
The HEP aims to tackle labour market inequalities by supporting a collaborative approach across public, private and third sector organisations. This approach leads to better integration and alignment of services creating clearer pathways to work for our clients.

Work.Life.Highland is the brand under which the HEP delivers and aims to create a single, accessible gateway for both individuals and employers to engage with support services.

Supplemented by a radio and social media campaign, since its launch in Autumn 2024, the website has received over 10,000 views and attracted more than 3,500 individual users:

www.worklifehighland.co.uk

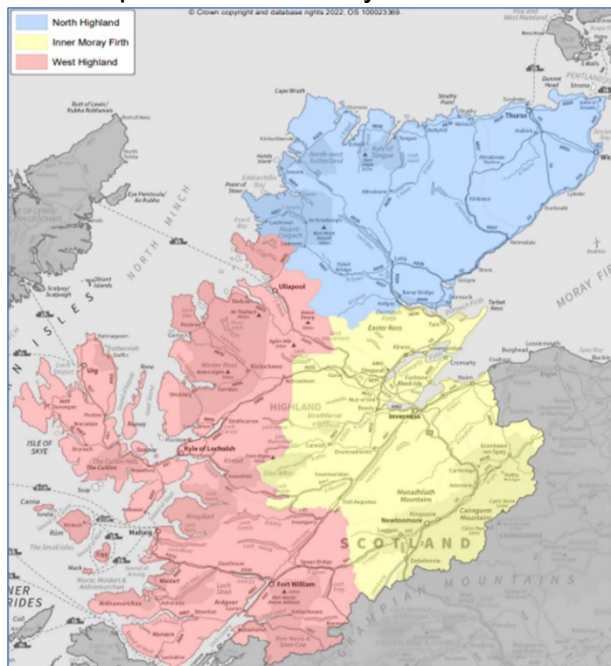
A programme of community engagement events is also currently underway to improve outreach across the Highlands, particularly focused on engaging parents and economically inactive individuals.



A parallel programme of employer engagement seeks to identify current and emerging labour market opportunities and demands. This intelligence enables services to be designed to address these needs with the aim of leading to inclusive and sustainable outcomes.

6.2 Local Flexibility

To tackle the diverse geography of the Highlands, a structure has been established to enable local flexibility to address local labour market needs. The HEP provides strategic direction across the Highlands, while three Local Employability Partnerships (LEPs) co-ordinate operational delivery at the local level:



North Highland

- Caithness
- Sutherland

Inner Moray Firth

- Easter Ross
- Mid Ross
- Inverness
- Nairn
- Nairnshire
- Badenoch & Strathspey

West Highland

- Lochaber
- Skye & Lochalsh
- Wester Ross

6.3 Person-centred Service

The Employability Team, in collaboration with contracted third and private sector providers, deliver a wide range of employability services across the Highlands tailored to

the needs of our clients. Tackling labour market inequalities by enabling clients to develop the relevant skills, knowledge and experience to help them become more competitive within the labour market.

Priority client groups include:

- Young People aged 16 to 26, including those with care experience
- Families at greater risk of poverty
- People with disabilities or long-term health conditions
- Individuals who are long-term unemployed

Our offer includes:

- Universal key worker support
- Specialist key worker & intensive support
- Community engagement outreach activity
- Tailored, person-centred employability activities
- Accredited training; industry recognised certification and vocational qualifications
- Work-based learning, volunteering and training placements
- Employer engagement, job brokerage, recruitment incentives and self-employment support



Examples of specific initiatives are presented in Appendix 4 along with client case studies in Appendix 5.

7. 2025-26 Resource

7.1 Scottish Government Resource

NOLB is now the primary mechanism for delivering Scotland’s devolved employability responsibilities. The HEP must ensure a mixed economy of provision by utilising the knowledge and expertise of both national and local third and private sector organisations in the design and delivery of support for clients.

The Council serves as the Lead Accountable Body, responsible for managing and distributing up to £3,485,267 in funding to support the delivery of HEP Annual Operational and Investment Plans (Appendices 2 & 3).

The allocation comprises:

2025-26	Allocation	Target
No One Left Behind	£1,623,617	400
Child Poverty (Unemployed)	£1,690,913	300
Specialist Employability Support	£170,737	200
Total	£3,485,267	900

This funding enables both the delivery of core services and the progression of time-limited, targeted activity. In addition, a separate resource has been allocated to retain a dedicated Employability Child Poverty Co-ordinator, strengthening the Council’s ability to address the links between employability and child poverty.

7.2 UKSPF Funding

An award of £250,000 from UKSPF will combine with NOLB funding to enable the continued delivery of Specialist Employability Support. Ongoing review of the pilot Test & Learn has informed the design of a successor delivery model prioritising the needs of clients requiring more intensive support on their journey towards work.

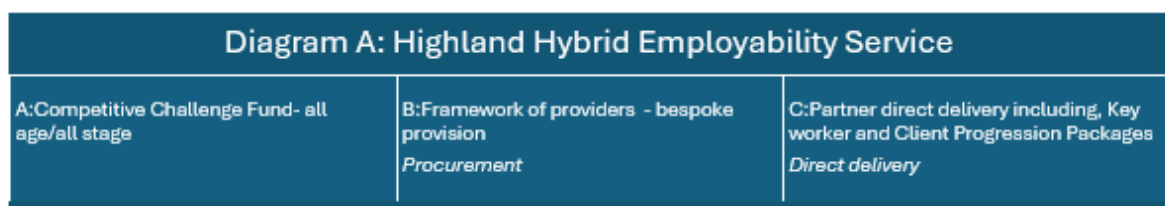
7.3 Commissioned Services

In order to fulfil the commitment within the Operational and Investment Plans, a balanced approach to service delivery is required. A new commissioning strategy has been designed, in consultation with partners, to support a mixed economy of provision. This new approach, approved by the HEP, is about to go to market to improve the ongoing delivery of an all-age, all-stage employability pathway to support clients in their journey towards and into work.

A key fundamental, particularly where current provision is limited due to rural challenges, is to support capacity building and increased sustainability within the employability system. This approach will see the implementation of a new hybrid delivery model which presents opportunities for improved integration and alignment of services via a consortium approach.

In addition to direct delivery by partner organisations and a refreshed procured framework, a new competitive challenge fund and refreshed procured framework will support:

- a hybrid /mixed economy of provision
- opportunities for co-investment, co-design and shared performance management
- collaboratively build on existing local partnerships to share and align activities and priorities by including partners from the broader public, private and third sectors
- recognising and building on the strengths of local delivery and good practice around services, delivery models and approaches



The competitive challenge fund will accommodate all-age, all-stage key worker and employability provision, including:

- A specialist service for people with disabilities and long-term health conditions who wish to and are able to work.
- Encouragement of a consortium approach covering a range of providers. It is considered no single organisation would be able to deliver the full requirement with organisations having to work together to provide a high-quality pathway for clients.
- Whole Highland geographic lot with area specific targets. As some providers operate across multiple geographic areas, it was felt a single lot would help streamline the application process. This could support ongoing management of a consortium approach. It would also ensure that any consortium would be required to demonstrate service delivery beyond the more populated Inner Moray Firth area.

- The scope to develop and establish new providers where there is currently no provision or a lack of capacity from existing providers. This may also include specialist or bespoke provision.
- Full cost recovery ‘payment for a service model’ to support capacity as opposed to payment per client and payment by results. This will include robust built-in performance monitoring measures with specified actions to address non-performance.
- Length of award: 2 years plus option to extend by a further year.

The competitive challenge fund will launch by the end of August 2025.

8. Performance

8.1 2024-25

Ambitious targets were set to reflect the level of grant funding available during 2024-25, with a focus on building capacity across our rural communities. Resource allocated to “Tackling Child Poverty” has steadily increased in recent years so a new approach to parental engagement, particularly in-work parents, had to be developed.

A total of 1,212 clients received support throughout the year, which included 120 UKSPF clients in receipt of longer-term support. On 1 April 2024, 525 clients were active on the service, 687 clients registered during the year and 321 clients secured a job outcome. A summary of client registrations is captured below with a detailed breakdown of the key performance statistics provided in Appendix 6:

2024-25 – Client Registrations	Target	Actual
No One Left Behind	400	362
Child Poverty (Unemployed)	220	111
Child Poverty (In-work)	80	49
Specialist Employability Support	200	165
Total	900	687

Due to reliance on annual funding allocations, planning longer-term delivery of services is challenging, which can impact consistency of service available to our communities.

8.2 2025-26

On 1 April 25, 543 clients were active on the service. In addition, a further 175 clients have registered for support during the first quarter of 2025-26.

2025-26 – Client Registrations	Annual Target	Q1
No One Left Behind	400	85
Child Poverty (Unemployed)	220	29
Child Poverty (In-work)	80	15
Specialist Employability Support	200	46
Total	900	175

8.3 As detailed in 8.1, ambitious targets are set to reflect the level of potential funding available and also the planned engagement activity by the Council and through partners and providers. A particular challenge across all Local Authority areas has been the engagement of out-of-work parents with a number of factors impacting on the achievement of targets. The approaches set out above and in the appendices are looking to address some of these challenges.

9. Conclusion

This is an ambitious programme which requires systemic change over time. It has involved a fundamental shift in how employability funding is structured – driven by a more responsive, place-based approach which empowers local areas to tailor services to their specific needs. Crucially, it has also seen a culture shift away from large scale, “one-size fits all” programmes towards a person-centred, integrated service offer which presents opportunities to address current and emerging job opportunities.

While headline unemployment rates may appear low, the impact of unemployment remains deeply entrenched for certain client groups. These individuals face the risk of being pushed further from the labour market as new challenges emerge. The root causes of poverty, particularly child poverty, across the Highlands remain persistent and complex. Addressing them requires a collaborative, cross-sector approach to designing and delivering local solutions that enable parents to increase household income through access to, and progression within, work.

Central to the My Future Highland portfolio and the Workforce North partnership is the work of the Employability Service and the HEP, and how they collaborate with employers, clients and other Council Services, to prepare and contribute to a skilled, inclusive and future-ready workforce.

Designation: Assistant Chief Executive - People

Date: 12 August 2025

Author: Jane Gair, Employability Team Leader

Background Papers: NOLB: Employability Strategic Plan 2024-27
Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-26

Appendices: Appendix 1 – HEP Strategic Plan (2025-28)
Appendix 2 – HEP Operational Plan (2025-26)
Appendix 3 – HEP Investment Plan (2025-26)
Appendix 4 – Employability Service Activity (2025-26)
Appendix 5 – Client Case Studies
Appendix 6 – Employability Service Performance (2024-25)

Highland Employability Partnership

- Department of Work and Pensions (DWP)
- Developing the Young Workforce (DYW)
- Federation of Small Businesses (FSB)
- Highland Council (THC)
- Highland Third Sector Interface (HTSI)
- Highlands & Islands Enterprise (HIE)
- NHS Highland (NHS)
- Skills Development Scotland (SDS)
- University of the Highlands and Islands (UHI)



Work.Life.Highland

- ✓ Person-centred
- ✓ Place-based
- ✓ Partnership

Why? – Aim

Our core aim is to help lift people out of poverty across the Highlands through enabling access to sustainable and fair work.

Core Values? – Underlying Principles

1. Provides flexible and person-centred support
2. Straightforward for people to navigate
3. Integrated and aligned with other services
4. Provides pathways into sustainable and fair work
5. Driven by evidence including data and the experience of users
6. Support more people to move into the right job at the right time

Highland Employability Partnership Strategic Plan 2025-2028

Operational Workstreams:

- Service Delivery
- Communication & Engagement
- Performance
- Continuous Improvement

Performance? – Outcomes

1. More people with multiple barriers are moving towards, into, and within paid employment.
2. More young people engage with services to support their journey to work.
3. More people have the skills and experience needed for new and replacement jobs
4. Individuals and employers receive services in a coordinated manner

Priorities? – No One Left Behind Approach

Employability strategic plan 2024 to 2027

1. Continue to improve the employability service
2. Increase awareness & uptake of employability support
3. Tackling child poverty by increasing parental income from employment
4. Supporting disabled people & those with a long-term health condition
5. Delivering jointly with wider public services

Emerging Priorities:

6. Working with employers to improve outcomes
7. Supporting a just transition & Net Zero

Governance Structure

Strategic	Highland CPP	HEP
Operational	9 x CPs	3x LEPs: North, West, Inner Moray Firth

Performance? – Standards

NOLB National Products Handbook

- Service Standards
- Customer Charter
- Shared Measurement Framework
- Service Design Toolkit
- Continuous Improvement Toolkit
- Local Employability Partnership Framework
- Local Delivery Plan Framework
- NOLB Data Products
- NOLB Data Toolkit

How? – Resource

- Partner core staffing and funding resources
- Scottish & UK Government resources

How? – Delivery Model

Hybrid approach enabling capacity building across public, private and third sector organisations:

- Partner Direct Delivery
- Competitive Grant
- Procured Framework

What? – Strategic Actions

- Promote Work. Life. Highland as the gateway to services
- Deliver a tailored employability service, accessible across Highland
- Offer targeted employability support for our priority groups
- Develop an employability toolkit to support career & employment pathways
- Analyse labour market intelligence & stakeholder feedback to inform service design
- Adopt a co-ordinated approach to employer engagement

Who? – Priority Groups

- Young people 16 - 24 (up to 26 for CEYP)
- People with disabilities or long-term health conditions
- Long-term unemployed people
- Priority family groups:
 - Lone parents
 - Disabled parents or parents of disabled children
 - Families with 3 or more children
 - Minority ethnic
 - Youngest child under 1
 - Mothers under 25 years
- Employers

Service Delivery Workstream

- Deliver a flexible, Highland-wide, universal and specialist person-centred Key Worker service
- Grow the range of client progression products to populate an employability toolkit
- Increase outreach via targeted Community Engagement and Employability Hub activity
- Address labour market demand by designing an offer which captures Employer Engagement and Job Brokering activity supporting pathways to work
- Enable a hybrid delivery model to support capacity building across public, private and third sector

Continuous Improvement Workstream

- Identify value added contribution to service delivery resulting from shared resources
- Collate regular feedback from clients, partners, employers and service providers to inform service design
- Access national products to support quality control across service delivery
- Establish a programme of CPD to support the development of Employability Key Workers across the public, private and third sectors
- Enable the continued development of a mixed economy of provision to respond to local labour market challenges

Highland Employability Partnership Operational Plan 2025/26



Why?

To help lift people out of poverty across the Highlands through enabling access to sustainable and fair work.

Our Priority Groups

- Young people 16 - 24 (up to 26 for CEYP)
- People with disabilities or long-term health conditions
- Long-term unemployed people
- Priority family groups:
 - Lone parents
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Communication and Engagement

- Promote Work. Life. Highland as the gateway to partner Employability Services
- Prepare a targeted approach to communication and engagement to continue to develop new referral pathways and increase flow of clients
- Improve integration and alignment of partner activity to promote holistic, wrap around support
- Co-ordinate approach to Employer Engagement to address current and emerging labour market opportunities to improve outcomes
- Align strategic approach with Workforce for the Future policy development

Performance Workstream

- Develop baselines and shared methodologies to identify added value through partner collaboration
- Present robust quarterly data to enable performance monitoring and build evidence base
- Utilise Highland employability data at both HEP and sub-Highland LEP levels to inform locally based employability solutions
- Develop approach to evaluate wider economic impact of collaborative service delivery outcomes
- Implement LEP Maturity Assessment recommendations

Highland Employability Partnership Investment Plan 2025/26

Key Worker Service (37%) £1,300,000

- Delivery of a universal and specialist key worker service via hybrid model of public sector, contracted third and/or private sector operators
- Development of a suite of employability activities to support a client's journey towards employment
- Allowances to enable young people to undertake training for employment
- Training, development, service standards and quality assurance

Training for Employment (15%) £520,000

- Commissioned services from public, third and/or private sector providers to help people of all ages progress along the employability pipeline and into work including:
 - Group work sessions/Courses
 - Vocational qualifications
 - Accredited training
 - Industry recognised certification
 - Sector Based Work Academies
 - Apprenticeship opportunities
 - Self-employment business start-up training
 - Access to training to upskill parents to support in-work career progression



Community Engagement (10%) £350,000

- Development and promotion of Work.Life.Highland brand as single gateway entry onto Highland Employability Service
- Client identification and engagement (all ages) through HEP partner collaborative working and third / private sector commissioned services
- Community engagement activity to establish new referral routes for unemployed people and working parents to access support from the Highland Employability Service
- Local third sector capacity building resource to address cost-effectiveness of service delivery provision across Highland geography

Management (5%) £175,000

Lead accountable body management of No One Left Behind, Tackling Child Poverty and UK Shared Prosperity Fund.

Partnership Facilitation (4%) £140,000

Facilitation and co-ordination of the Highland Employability Partnership and the three area Local Employability Partnerships.

Employment (29%) £1,000,000

- Employer engagement and job brokerage
- Volunteering opportunities
- Work experience placements for priority client groups within public and third sector organisations
- Self-employment business start-up support
- Employer Recruitment Incentives

Community Engagement Events: support to third sector organisations to identify and engage with people within their communities who could benefit from extra help to secure work.

Personal Development Courses:

- **Venture Forward** delivered by Aban is an engaging outdoor-based experience for young people who have struggled in traditional educational settings. Incorporating hiking, outdoor cooking, rock climbing, it focuses on building confidence, developing practical skills and working towards a recognised qualification.
- **Tune In** delivered by Enable Works is an innovative project designed to engage unemployed and economically inactive young people from the Inner Cromarty Firth area. Using electronic music as a powerful engagement tool, the project combines creative activities like music production and DJing with personalised 1:1 employability support, including CV building, interview skills and work placements.

Sector Specific Initiatives:

- **Access to Trades** (CITB & Barnardo's) supporting young people interested in a career in the construction industry – combining classroom and work experience activity followed by access to HERO grant to encourage employers to provide a job with in-work support
- **Hospitality Academy** delivered in partnership with Calman Trust & Barnardo's, a combination of training, work experience and mentoring support for young people working towards the Certificate of Work Readiness
- **Childminding Academy:** in partnership with Scottish Childminding Association (SCMA) offering an all-inclusive support package to enable clients to become registered Childminders which also links in with the ELC/Childcare project in the Person Centred Solutions Portfolio.

Work Experience Placements: within the Third Sector and Public Sector to provide valuable work-based learning to enable clients to become 'work ready'.

Highland Employment Recruitment Offer (HERO): a grant to employers to support the initial employment of clients. The re-launch of HERO saw the offer being more closely linked to supporting clients from the employability pipeline to secure employment.

Supported Employment Initiative: intensive support to clients with additional longer-term support needs to progress into employment.

Launch Pad: grant scheme, linking in with Business Gateway, to support clients to develop the knowledge and skills to progress into self-employment.

Raised Up North: initiative to support in-work parents, in receipt of Universal credit, to obtain qualifications to enable career progression.

Rewiring Confidence – Journey Back to Work Through Wraparound Support:

Out of work due to caring responsibilities, low confidence, digital exclusion/anxiety applying for jobs online, no drivers licence/in a rural setting, loss of self-belief due to time away from trade. Employability Service provided Wraparound/Person-Centred approach – confidence and skills through volunteering, employment experience through supported paid placement, enabling independence through driving and digital access, all with ongoing holistic support through regular 1:1 coaching and check-ins – now more confident, improved digital literacy, gained recent relevant experience and being considered for a permanent role with THC’s Maintenance team. A positive outcome through listening, adapting and providing holistic support.

Self-Employment:

Single, disabled parent, given up employment 12 months ago due to ill health, living in remote location, few employment options suited to abilities. Client joined Highland Employability Service’s Remote and Rural Parental Support offer, for disabled parents and parents of disabled children, delivered in partnership with Enable Works Scotland. Key Worker provided, identified a work from home or self-employed opportunity could work – client had interest in doing Nails. Accessed funding from Service’s Launch Pad project for Nail Technician Qualification, engaged with Business Gateway for advice, and assistance provided with start-up costs.

Care Experienced Young Person:

Returned to Highland having been in a young offenders institute, in homeless accommodation, keen to find employment, but housing situation/benefits/costs complex – unsure number of hours could work, team worked with CEYP Key Worker and multiple THC teams to work out what working hours would be most suitable – agreed part-time, secured a Public Sector Work Experience Placement in Roads Maintenance Team, who were incredibly supportive, client package and start in work achieved within 4 weeks.

Disrupted Learner:

Moved to Scotland when at Primary School, English is second language, achieved NAT 4 Maths; Post-school transitioned to Employability Service youth offer, Aim High! Provided opportunity for further learning, personal development, and engagement with employers. Through THC’s L&D Apprenticeship staff network, secured paid placement with THC Street Lighting team, and with further support passed test to apply for and secure Apprentice Electrician post with THC.

Remote / Rurality:

School leaver with Foundation Apprenticeship in Childcare, living rurally, lack of transport/time required to travel to college – paid placement arranged in Kinlochleven School with funded SVQ level 3 qualification, placed in a school struggling to recruit qualified staff.

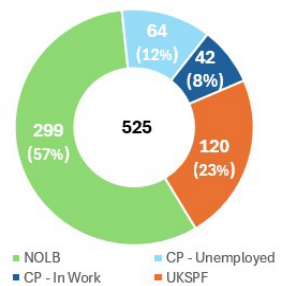


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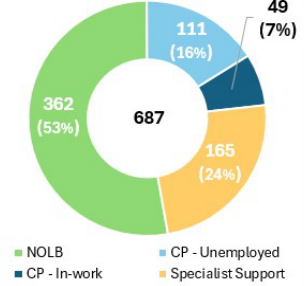


Employability 12 Month Performance – 2024-25

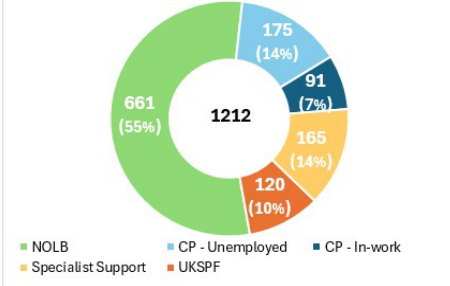
ACTIVE CLIENTS @ 01/04/2024



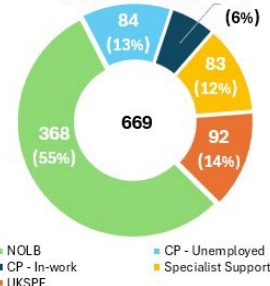
TOTAL NEW CLIENTS



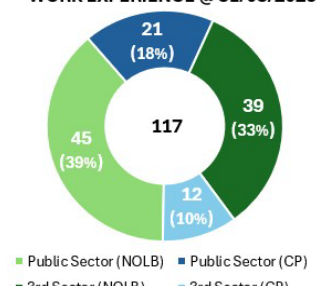
ACTIVE CLIENTS + NEW STARTS & RE-ENGAGEMENTS



EXITS inc UKSPF



WORK EXPERIENCE @ 31/03/2025



TOTAL JOB OUTCOMES inc UKSPF

