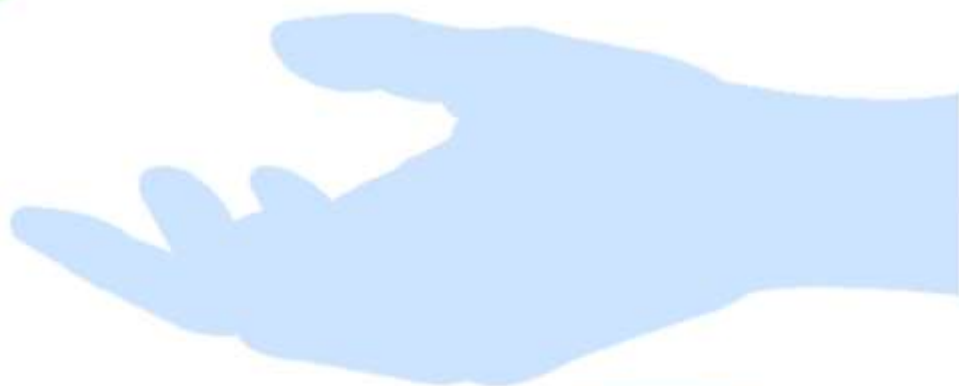
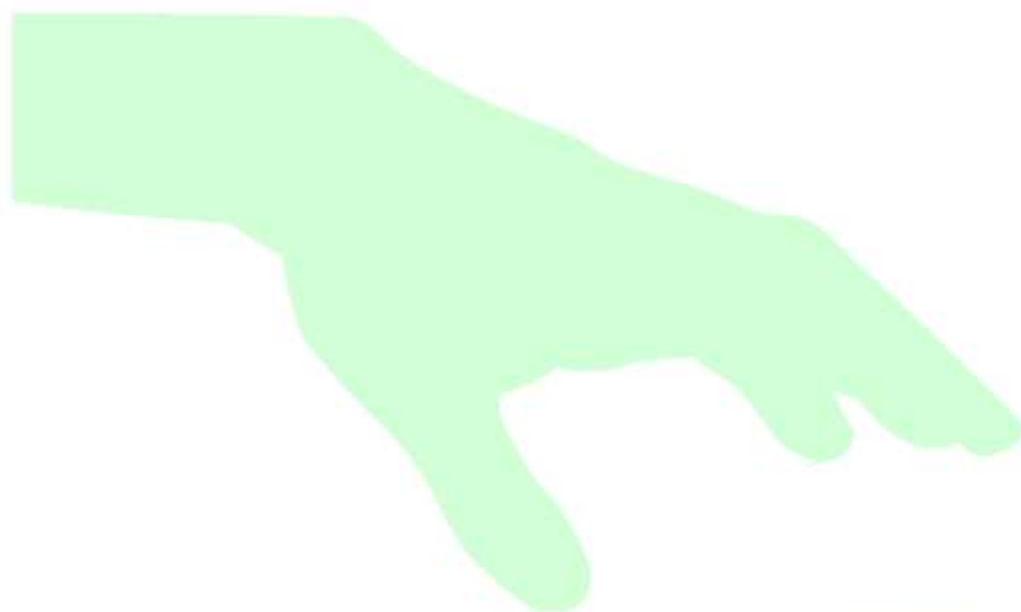


No One Left Behind

National Products Handbook
July 2026



Scottish Government
Riaghaltas na h-Alba

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1. Introduction

[No One Left Behind](#) is Scotland's all-age, place-based approach to employability aimed at supporting those further from the labour market towards and into sustainable and fair jobs.

As set out in the [Partnership Agreement December 2018](#), the Scottish Government and Local Government work in partnership with the third and private sector, to positively shape employability provision nationally and to deliver it locally.

Through the [National Strategy for Economic Transformation \(NSET\)](#), No One Left Behind has a crucial role in achieving our vision for economic transformation and tackling poverty. Scottish and Local Government are working together to deliver a system that is more person-centred, flexible, and tailored resulting in better outcomes for people, communities, and employers in all areas of Scotland.

2. What is the purpose of this handbook?

This handbook is aimed at Employability providers across Scotland and brings existing No One Left Behind resources together into one place. The handbook explains what the resources are, how they fit together and suggests how and when they can be used by delivery partners. Partners are *encouraged* to use these resources and adapt them to best suit local needs.

Through their use, the intention is to enable a clear understanding of expectations, standards, and commitments for employability services. This aims to deliver consistency whilst retaining the ability to develop and deliver services flexibly and in line with local needs and improve outcomes for employability participants.

This handbook has been designed in partnership between Scottish and Local Government and the resources are subject to our shared continuous improvement agenda.

3. Overview of No One Left Behind resources.

The No One Left Behind products table below is split into four categories: the national products, supplementary resources, local resources and data resources. The table outlines when each product was published, what it does, who made it, who can use it and how/when it can be used. The products within the table below will be reviewed, updated, or improved as No One Left Behind progresses.

No One Left Behind Products Table

What is it called?	When was it published?	What does it do?	Who made it?	Who can use it?	How and when can it be used?
<i>National products</i>					
<u>Service Standards</u>	Initially published December 2021. Refreshed version with additional Specialist Employability Support Annex Published July 2025.	Establishes a level of coherency across Scotland by supporting local partners and service providers to understand what is expected of No One Left Behind services.	Co-designed with partners and providers across the Scottish Government, Local Government, the third sector and private sector.	Local Employability Partnerships, Local Authorities, local delivery partners and other strategic partners.	Used when designing, delivering, monitoring, and improving employability provision to ensure services meet user needs consistently and are aligned with our shared No One Left Behind approach.
<u>Customer Charter</u>	December 2021	Sets out what service users can expect of services in a way that is easy to understand.	Co-designed with users of employability services and agreed by partners across the public, third and private sectors.	Developed for a user audience.	Used when informing service users what they can expect employability services, and by delivery partners to ensure that they are aware of their Charter commitments. It lets service users know how they can provide feedback for any reason, including to make a complaint if they feel the commitments in the Charter are not being met.

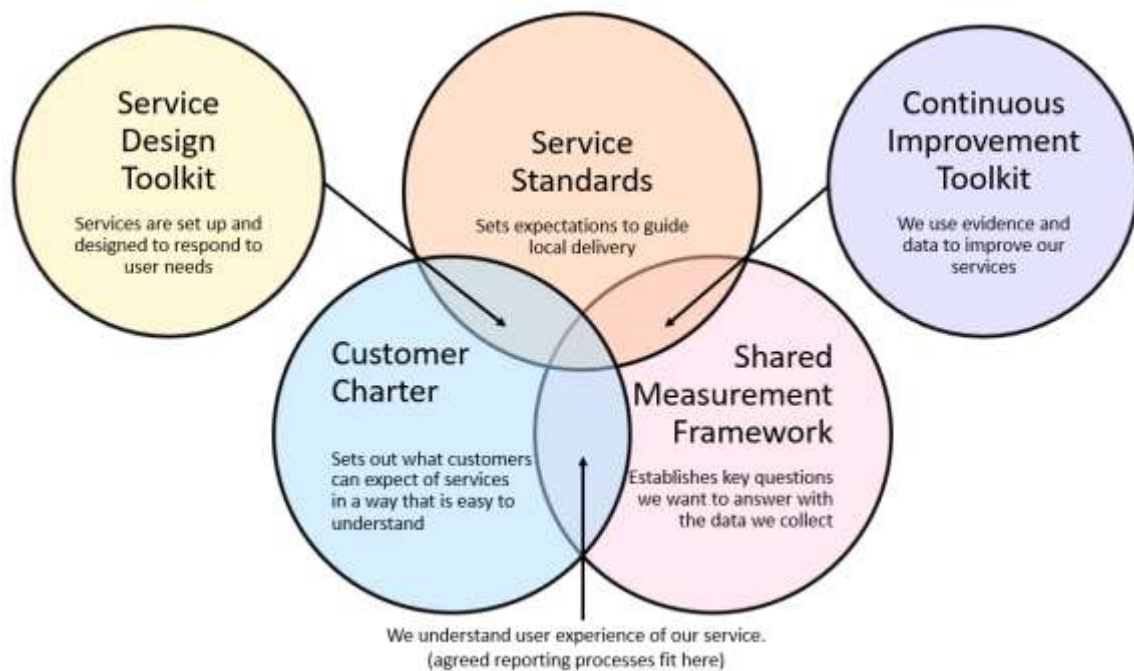
What is it called?	When was it published?	What does it do?	Who made it?	Who can use it?	How and when can it be used?
Shared Measurement Framework	April 2022	Establishes a consistent and shared understanding of how we measure the impact of employability services.	Developed in partnership with representatives from across the public, third and private sectors.	Open-source and can be used by anyone delivering or considering the delivery of employability interventions.	Used to drive all activity that contributes to the measurement of employability, whether it is data collected by services, information reported locally and nationally, or independent evaluation.
<i>Supplementary resources</i>					
Service Design Toolkit	April 2022	Ensures services are set up and designed to respond to user needs, embedding the Scottish Approach to Service Design .	Developed in partnership between the Scottish Government, Local Government, Third Sector and Private Sector through a range of governance groups and engagement.	Local Employability Partnerships, Local Authorities, local delivery partners and other strategic partners.	Used when designing user-centred provision delivered under the No One Left Behind approach.
Continuous Improvement Toolkit	October 2021	Supports continuous improvement practice.	Developed by a short life working group which included representation from the Scottish Government, Local Authorities, Third Sector and Skills Development Scotland.	Supports those delivering employability services in Scotland to continuously improve what they do, and the experiences and outcomes of their service users.	The toolkit is split into three sections: Planning Improvements, Making Improvements, and Sharing Improvements. Each section contains useful tools teams can use at different stages in their improvement journey.

What is it called?	When was it published?	What does it do?	Who made it?	Who can use it?	How and when can it be used?
<i>Local resources</i>					
Local Employability Partnership Framework	First version published December 2020. Refreshed version published December 2025.	Supports the strengthening of local partnerships.	Developed following joint discussions with Scottish Government, Scottish Government Local Authorities Economic Development (SLAED and SCVO).	Local Employability Partnerships, Local Authorities, local delivery partners and other strategic partners.	The framework provides a starting point in developing enhanced local partnership working for both strategic and delivery partners.
Good Practice Guidance for Commissioning Employability Services in Scotland	December 2025	Supports good practice in commissioning for employability.	Developed by a cross-sectoral working group with representatives from Scottish Government, Scottish Local Authorities Economic Development People (Employability) Group (SLAED), Improvement Service, Third Sector Employability Forum (TSEF), the Third Sector Interface (TSI) Network and Employment Related Services Association (ERSA).	Local Authorities in their role as Lead Accountable Bodies and Local Employability Partnerships (LEPs).	The guidance is intended be used to help LEPs collectively identify priority areas for development relevant to their area, to inform future employability commissioning, funding and planning cycles

What is it called?	When was it published?	What does it do?	Who made it?	Who can use it?	How and when can it be used?
<i>Data resources</i>					
No One Left Behind data products	September 2022	Ensures good governance of the data of No One Left Behind service users.	Developed in partnership with Local Authorities.	Scottish and Local Government, Local Employability Partnerships and local delivery partners. The Privacy Information Notice is public facing and uses Plain English.	Used by anyone involved in processing, storing, and/or sharing service user data.
NOLB Data Toolkit	May 2022	Gives an insight into a variety of poverty indicators, locally, regionally and nationally.	Developed for the SLAED People group by Glasgow City Region's Intelligence Hub. Updated twice a year.	Local Employability Partnerships, Local Authorities, local delivery partners and other strategic partners.	Used in delivery planning and reviewing indicators across LGBF Family Groups (Local Government Benchmarking Framework).

4. How the No One Left Behind national resources fit together

The national resources mentioned in section 3 forms part of a wider national framework of products that have been designed to support the delivery of services under the No One Left Behind approach. The diagram below demonstrates how these national resources fit together. Collectively they drive the shared No One Left Behind ambition to achieve better outcomes for users, establishing a common view of what success looks like and what is important in Scotland's employability system.



Annex A below shows how the national products fit in with additional key milestones. The timeline is in chronological order to show which year each milestone was reached.

Annex B has additional reports and resources connected to No One Left Behind. These resources include reports, statistics, supporting documents and the Employability in Scotland website and what year they were published or established.

ANNEX A – Background: No One Left Behind timeline

The following timeline diagram shows the key milestones in the development No One Left Behind since 2016 to present.

2016-2018

Devolved powers granted to Scotland and Fair Start Scotland begins

2016

- A New Future for Employability Support in Scotland

2018

- Next Steps for Integration and Alignment of Employability Support in Scotland
- Fair Start Scotland
- Review of Employability Services
- 7 Key Principles of No One Left Behind*

2019-2020

No One Left Behind & Young Person Guarantee begins

2019

- Parental Employability Support Fund
- Scottish and Local Government Partnership Update December 2019

2020

- Young Persons Guarantee
- No One Left Behind Delivery Plan

2021-2022

Fair Start Scotland continues & further implementation of No One Left Behind

2021

- Employer Recruitment Incentive Framework**
- Local Employability Partnerships Framework
- Young Person's Guarantee Framework
- National Overview of Local Partnership Self Assessments
- Employability Customer Charter
- Employability Service Standards
- No One Left Behind Operating Plan 2022-25

2022

- Employability Shared Measurement Framework
- Delivery Plan Framework

2024-2026

Next Phase of No One Left Behind & Strategic Plan Actions

2024

- No One Left Behind National Discussion Events – Summary Report
- No One Left Behind Employability Strategic Plan – 2024-2027

2025

- No One Left Behind Local Employability Partnership Framework
- No One Left Behind Good Practice Guidance for Commissioning Employability Services in Scotland
- No One Left Behind Good Practice Guidance on Communicating Employability Services
- Employability Strategic Plan: First Annual Report

2026

- Refreshed Employer Recruitment Framework
- No One Left Behind Communications Plan
- No One Left Behind LEP Commissioning Review Guide

ANNEX B – Additional Resources

The following table shows additional reports and resources connected to No One Left Behind.

Type of Resource	Date Published	Publication / Resource
Statistical Data and Evaluation Reports	Latest statistics	Scotland's Devolved Employment Services statistics - gov.scot (www.gov.scot)
	2021	Local Employability Partnership Self-Assessment: National Overview (employabilityinscotland.com)
	2023	Acknowledgements - No One Left Behind and the Young Person's Guarantee: implementation evaluation - gov.scot (www.gov.scot)
	2024	Scotland's Devolved Employment Services: No One Left Behind Statistical Summary October 2025 - gov.scot
Supporting Documents	2022	Shared Measurement Framework Supporting Documents
Employability in Scotland Website & E-Bulletin	Ongoing	Employability in Scotland Supporting the employability sector in Scotland
	Ongoing	E-bulletin archive Employability in Scotland