

Agenda Item	8
	PED 33/13

EMPLOYABILITY SERVICES

Report by Director of Planning & Development

SUMMARY:

The Report sets out the proposed Work Plan and Revenue Budget for the Employability Service in 2013/14. The Highland Works Youth Employment Action Plan is also attached for noting.

The work of the Employability Service directly supports the Council's Programme of support for the Highland economy and specifically helps with the creation of jobs and efforts to assist young people who have left school to access training, education or work.

1. BACKGROUND

- 1.1 The Report to the PED Committee in March 2013 set out the work programme of the Employability Team and its work with communities and partner organisations. It noted the evolving nature of employability services at national and local levels and in particular the work being done by the Team in support of the Council's Programme for Highland Council. This Report sets out a revised budget supporting these work streams within the allocated budget of £2.25m.
- 1.2 The Scottish Government has asked that all Local Employment Partnerships prepare a Youth Employment Action Plan as part of the Opportunities for All commitment to offer a place in further learning and training for all young people aged 16 to 19 who are not in employment. The Council also has a Programme Commitment to prepare a Youth Employment Strategy and an explicit Programme commitment to ensure that every 16-19 year old seeking employment has the opportunity to access a modern apprenticeship or further training. The Highland Youth Employment Commitment prepared by the Highland Works Partnership and now in part incorporated into the draft Single Outcome Agreement brings both of these requirements together and is attached as Appendix 2.

2. WORK PLAN 2013/14

- 2.1 The Employability Team will continue to provide the full range of services outlined in the March 2013 Committee Report, however, in response to recent changes in partner Programmes, it is proposed to make some adjustments. In particular the Service is in discussion with the Scottish Government about how additional Youth Employment Scotland funding will operate in Highland. Skills Development Scotland (SDS) has introduced the Employability Fund in 2013 to replace the former National Training Programmes. As in previous years this needs to be responsive to ensure the Council's activities are complementary to the national programmes and will be reviewed throughout the year.

2.2 The 2013-14 Budget for the Service is described below -

ACTIVITY	Net £('000)
Employability Team, Grant Funding & Graduate Programme	1,486
Create & Employ	208
Public Sector Work Experience	424
Contracted Services	133
	2,251

2.3 **Employability Team, Grant Funding & Graduate Programme**

2.3.1 Core Management & Advisor Team: The Team will continue with its core service team of management staff and 12 employment advisers providing a range of contracted services established for 2013-14 in association with JCP and in particular the new Employability Fund managed by SDS. The Advisers also act as mentors to the Council's Trainees, in supporting community Work Clubs and joint working with Job Centre Plus/SDS in delivering the national programmes in Highland.

Net £610,000

2.3.2 Work Clubs: Provision has been made for additional support to Work Clubs to enable improved IT access to Universal Job Match facilities as well as improving IT literacy. In particular the Team will explore the use of Social Media communications with young people. The Council has approved an allocation of funding from its Preventative spend funding.

Net £260,000

2.3.3 Deprived Area Funds: The DAF Grant funding programme is being continued through 2013-14 but will be reviewed in the course of the year. A number of projects are now being "core funded" through the Programme.

Net £416,000

2.3.4 Graduate Placement: Based on the initial pilot work done over 2012/13 it is proposed to extend the Graduate Placement support, providing 50% wage costs for Graduates recruited to SME's. This will complement the Talent Scotland project operated by HIE for Account Managed Businesses.

Net £200,000

2.4 **Create & Employ**

2.4.1 This is the programme operated jointly with Business Gateway which is delivered under contract to the Council by Highland Opportunity Ltd, and provides recruitment advice and wage incentives to small businesses. It is part funded by the European Social Fund to March 2014. 65 new jobs have been supported through 2012-13 and provision has been made for a similar level in 2013/14. The project has been recognised nationally by the Federation of Small Businesses as an example of best practice in SME support. The project currently provides a higher level incentive (% support and duration) for the recruitment of young people aged 16 – 19 and it is proposed to extend that provision for the recruitment of anyone under the age of 25. Scottish Government has introduced a Youth Employment Scotland funding package to March 2014 and the Employability team are in positive dialogue with Scottish

Government officials about extending the current Employ project to include a pilot of support for seasonal employment (targeted to the tourism industry) linked to annualised wages. Gross expenditure of £560,000 is expected on this project with financial assistance from Scottish Government and ESF of £352,000.

Net £208,000

2.5 Public Sector Work Experience

2.5.1 As reported to the March PED Committee the Council's Trainee/Work Experience Programme has achieved its two year target in one year and approval has been given to repeat the intake of a further 65 posts over this year. Subject to further discussion with Services it is proposed to investigate how this programme could be used to increase the provision of additional Modern Apprenticeships within the Council. In addition, the possibility of extending the remit of the project to include other public sector organisations thereby increasing the range and geographic spread of work placement opportunities will also be investigated and implemented during 2013/14.

2.5.2 Application will be made to extend the ESF support to the project and gross spend of £908,000 is anticipated with ESF & Scottish Government support of £484,000.

Net £424,000

2.6 Contracted Services

2.6.1 In the course of 2012-13 the Service has introduced a series of contracted services through the Council's Procurement process and with ESF funding. These are:

1. Try It Out – extended work experience / work trials for people with little work experience and barriers to employment;
2. Work It Out – a series of short term personal development and learning programmes intended for people returning to the labour market and needing to build confidence and refresh their knowledge and skills.
3. GO4IT – an outreach programme aimed at young people not currently engaging in learning activity aiming to engage them in employment or further learning.

2.6.2 Members will be aware that during 2012/13 transitional arrangements were put in place with grant aided organisations to ensure that client services continued during the tendering phase for these contracted services. As detailed in Appendix 1 New Start Highland secured such funding and has delivered training and work experience to 80 clients during 2012/13. While New Start Highland has not tendered for the new contracted services, a one off request has been received seeking continued transition support of £29,500 to assist another 20 new clients ahead of the commencement of a Lottery Award. If Members are supportive of this request the funding involved can be accommodated from the Contracted Services budget.

2.6.3 All of these services work in conjunction with Job Centre Plus and SDS provision locally through joint planning and delivery arrangements. A gross expenditure of £585,000 is anticipated with ESF current and accrued support of £453,000.

Net £133,000

2.7 Some of the Employability Team activities are supported by ESF through to March 2014. The Council's contracted Services also run to March 2014. Planning for 2014/15 SDS funding and the new EU programme will form an important part of the work plan for this year and the adjustments being proposed will prepare the way for 2014/15 and the new EU Programmes.

3. HIGHLAND YOUTH EMPLOYMENT COMMITMENT

3.1 As reported to earlier meetings the Scottish Government has charged all Community Planning Partnerships to prepare Youth Employment Action Plans setting out how the Partnerships will deliver on the Government's Opportunities for All commitment of a place in training or learning for all young people aged 16 – 19 who are not in employment. As detailed in paragraph 1.2 this aligns with the Council's Programme commitments.

3.2 The Employability Team has been working with partner organisations in Highland to develop a Highland Youth Employment Commitment based on the 6 Point Commitment to Youth Employment adopted by the Council in November 2011. The Highland Partnership Commitment is attached as Appendix 2 to this Report. It commits the partners to follow the template of the Council's plan for young people including:

- provision of advice and guidance on the training and employment options open to them;
- training and work experience within their organisations; to create youth specific trainee and permanent jobs;
- encourage private and voluntary sector employers to provide opportunities for young people
- require suppliers and contractors to provide training, work experience and jobs for young people;.
- support initiatives to assist young people who have been Looked After.

3.3 Work is ongoing with Council Services to finalise the contribution of Council Services to the Council's 6 Point Youth Employment Commitment through the Youth Employability Board established last year and chaired by the Director of Planning and Development.

4. IMPLICATIONS

4.1 Resources: The recommendations made are within the Budget allocation for 2013-14. The Council's resources will be supplemented by an additional £1m of Scottish Government and European Social Fund over the 2012/14 financial years.

4.2 Risks: The recommendations are based on assessment of the resources available through the Council and Partner Programmes at this time. As in previous years circumstances and programmes may change in the course of the year necessitating in year adjustments. The delivery of the work placement and recruitment incentives will require sufficient confidence among businesses to recruit additional staff. The Service will have to continue to manage and administer programmes to meet ESF compliance requirements.

4.3 Equalities: The Employability Service aims to tackle identified socio-economic inequalities. In particular the measures within the programme particularly

target young people; women and people with long term conditions.

4.4 Climate Change: There are no significant Climate Change implications arising from the Report.

4.5 Legal: The range of activity described is operating within the Council's Financial Regulations, Procurement Policies and EU compliance requirements.

5. Recommendation

5.1 Committee is recommended to:

- (i) Approve the Employability Service Work Plan and Budget for 2013/14
- (ii) Approve £29,500 transitional support to New Start Highland
- (iii) Note the Highland Works "Highland Youth Employment Commitment."

Designation: Director of Planning and Development

Date: 1 May 2013

Authors: Andy McCann, Economy & Regeneration Manager
Bob MacKinnon, Employability Team Leader.

**Appendix 1:
New Start Highland
Request for Transitional Funding**

1. Background

- 1.1 New Start Highland was established in 2000 as a local charity to serve communities in the Highlands by providing support and assistance to the most vulnerable in society, including people who are moving from homelessness, long-term unemployed or otherwise experiencing social exclusion. Their aim is to support people to realise their potential as they work towards a sustainable future - for themselves and their families. The service operates in Inverness, East Ross and Lochaber.
- 1.2 The organisation has received assistance from the Council for Employability and Training provision for a number of years. This in turn has been used by New Start to match further funding from the European Social Fund. As the Council moved to procure services through tendering in 2012 New Start received transitional funding from the Council in 2013-14 amounting to £117,996 (£9,833 per month). During this time New Start supported 80 clients with training and work experience.
- 1.3 The organisation decided not to enter the Council's tendering process in 2012 in anticipation of commencing with a new Big Lottery Award early in 2013. That Award is not expected to commence now until June 2013, leaving the organisation with a 3 month gap in funding between the end of the Council's Transitional funding in March and commencement of the Lottery Award at the end of June.
- 1.4 New Start has requested £29,500 to enable them to continue this service and assist another 20 new clients to benefit from their training and work experience programme.

The Highland Youth Employment Commitment

... to ensure that young people have the opportunity to flourish and to contribute to the sustainable economic growth of the Highland economy.

Produced by The Highland Council on behalf of Highland Works – the local Employability Partnership for the Highland Council Area.

For further information contact Highland Council Employability Team

01463 702044

employability@highland.gov.uk

Introduction

While the numbers of young people in Highland entering post school destinations remains relatively high there is also evidence that it is increasingly difficult for young people to obtain sustained employment. Whether you are leaving school, college or university or have been working but now find yourself unemployed, there are limited opportunities available and those who have experience in the workplace, are better placed to compete for and secure the work that is available.

Following the credit crunch in 2008, young people have found it harder to enter the labour market and find sustained work. Since 2007 unemployment for people aged 18 – 24 years has risen from 450 (Sept 2007) to 890 (Sept 2012). At the same time long-term youth unemployment (those unemployed over 6 months) has increased almost four fold from 40 to 150 over the same period.

Long term unemployment can damage young people and stunt their life chances. There are long term financial implications for individuals if a generation of young people fail to make the transition into regular employment. There are also costs to society including mental and physical health consequences, an increased risk of offending and intergenerational social problems linked to long term unemployment.

These are costs that society in Highland cannot afford to pay.

The public sector in Highland provide a wide range of educational and training services for young people to enable them to access and participate in the labour market or to set up and run their own business. In addition, the public sector through the purchase of goods and services and in its delivery of public services can help create opportunities for young people to learn about and participate in work.

This Youth Employment Commitment and the associated Action Plan that each public sector body in Highland will prepare and deliver, is a shared statement of intent and captures what each public sector organisation will do to

... enable the regions' young people to have the opportunity to flourish and to contribute to the sustainable economic growth of the Highland economy

Partnership Working

Highland Works is the employability¹ partnership of the Community Planning Partners in the Highland Council area. The Partnership includes public sector organisations –

- Department of Works & Pensions - Job Centre Plus
- The Highland Council
- Highland & Islands Enterprise
- NHS Highland
- Skills Development Scotland
- University of the Highlands & Islands (Higher and Further Education provision)

The Partnership is part of the Highland Economic Forum and contributes to the labour market and workforce development aspects of the Highland Single Outcome Agreement. In doing so it engages with a range of business organisations including Chambers of Commerce in Highland; Scottish Council for Development and Industry and the Federation of Small Businesses as well as sector based organisations such as Energy North, Tourism and Hospitality, Construction and other key sectors.

The aim of the Partnership is to develop an integrated and coordinated framework of employability provision for people and businesses in Highland. The Partners are developing joint approaches to the commissioning and delivery of employability services in Highland including –

- Provide a coordinated “no wrong door” approach to businesses as part of support to economic growth and development
- Ensure progression opportunities and improved outcomes for individuals
- Smarter, more efficient procurement of public services to boost employment levels and available learning opportunities
- Maximise the use of resources through integrated and coordination of supply

A particular priority for the Partners is provision for young people aged 16 – 19 and this Youth Employment Action Plan is produced as part of the Scottish Government’s Opportunities for All commitments. The Partners in Highland will work together to maximise the benefits of the introduction of the resources available in Highland by working together to provide a range of services and learning to meet the needs of young people seeking work and businesses seeking staff.

The Partners have engaged with young people in giving feedback about their experiences of the services being provided. A summary of the views of young people obtained through Highland Youth Voice has informed the Action Plan.

¹ Employability is describes as the range of tasks and processes that enable people to prepare for obtain and sustain employment.

The Highland Youth Employment Commitment

The Highland public sector partners want the regions' young people to have the opportunity to flourish and to contribute to the sustainable growth of the Highland economy. To do so the Partners need to encourage our young people to aspire, to have the knowledge and skills required and the opportunity and experience necessary to enter and progress in the labour market.

To help them do this and ensure that all partners are working to the same end, the partners have adopted a six point commitment to youth employment:

1. *The Partners will ensure all young people, starting with those in secondary school, will receive the information, guidance and advice they require to enable them to make informed choices on the training and employment options open to them.*
2. *The Partners will provide training and work experience directly itself, via employers and 3rd sector organisations to help young people to make informed choices on the training and employment options open to them and for some to get their first critical experience of the world of work.*
3. *The Partners will create youth specific trainee and permanent jobs across a wide range of occupations and locations throughout Highland.*
4. *The Partners will encourage employers and developers to provide opportunities for young people through its use of grant and loan finance, the Business Gateway advisory service and promotion of corporate responsibility.*
5. *The Partners will require suppliers and contractors to provide training, work experience and jobs for young people through its purchase of goods and services.*
6. *In delivering these Actions the Partners will include provision that addresses significant inequalities in Highland including a coherent and individualised approach to post school transition for young people experiencing significant barriers to employment.*

In response to the Scottish Government's Opportunities for All Guidance each public sector organisation involved will prepare its own Action Plan in response to this commitment and detail the activities they will undertake and the outcomes they seek to achieve. (<http://www.scotland.gov.uk/Resource/0040/00408815.pdf>)

As young people typically require the services of more than one public sector organisation in their journey towards sustained work, there is a need to ensure that when doing so, young people receive a seamless service. There is a need therefore for number of shared actions across the public sector. These are identified in the Action Plan attached to this Commitment.

Each public sector organisation will monitor and review its own Action Plan response. All of the public sector partners involved will come together every six months to monitor and review their collective effort and the outcomes secured. The Highland Single Outcome Agreement will detail the outcomes expected and the indicators which will be used to measure progress.

Youth Employment Profile

Around 2,500 young people leave school in Highland each year, with a consistently high proportion of around 90% achieving a positive first destination across the area (Skills Development Scotland - SLDR Return 2011-12).

While this Action Plan focuses on those young people who have left school there is clear evidence of a high proportion of young people staying on at school post 16 but not necessarily following a traditional academic timetable (of 3 Highers or more). In most schools those staying on at S5 and S6 and not doing Higher subjects are in a majority highlighting the need to develop more occupational and vocational learning opportunities within the Curriculum. There is also clear evidence that those who leave school at S4 do less well post school, particularly those who leave at the December leaver date. These factors illustrate how important it is for the Partners to have clear alignment and progression routes through “school” and “post school” learning particularly in relation to awareness of work, information, guidance, work experiences and skills development. Businesses who try to engage young people consistently tell us young people are not “job ready” yet we need to engage with businesses to help create clearer and differentiated pathways to experiencing “work” particularly in the Senior Phase of the Curriculum for Excellence.

However, between 130 and 200 young people each year have difficulty in finding their first post school employment or training opportunity by the September of their leaving year and similar numbers are categorised as “unemployed and seeking” by the time of the following March. For many young people their first opportunity may be a temporary employment or short term training programme. For example, there are some 240 young people aged 16 – 19 on Highland Council’s Activity Agreement programme. These are in addition to those identified by the SLDR information identified above. There are different sources of information about young people not in employment, education or training as shown in the Tables below². There is also some evidence that a number of young people are not claiming JSA and not showing on official data.

² The data presented here is shown in the main Travel to Work Areas defined by the Office of National Statistics using “best fit” and in some cases approximation to adjust for geography or data limitations. They are intended to illustrate the issues.

Table 1: JSA Claimants Aged 17 – 24*

TRAVEL TO WORK AREAS	Aged under 17	Aged 17	Aged 18	Aged 19	Aged 20-24	Total Claimants 18 to 24
Thurso	0	5	15	15	55	85
Wick	0	0	15	20	55	90
Dornoch & Lairg ³	0	0	5	5	20	30
NORTH						205
Invergordon	0	0	30	20	100	150
Inverness & Dingwall	0	0	60	70	250	380
Badenoch	0	0	5	5	25	35
INNER MORAY FIRTH						565
Lochaber	0	0	5	10	55	70
Skye & Lochalsh	0	0	5	5	30	40
Ullapool & Gairloch*	0	0	5	0	10	15
SOUTH & WEST						125
Highland	5	5	140	155	600	895

*Rounded to nearest 5 (NOMIS Dec 2012)

Skills Development Scotland is the principal source of information on the “destinations” – the first opportunity for young people who have left school. Recent data indicates that some 136 young people are not currently engaged in learning or employment activity with a further 70 or so young people not currently engaging with SDS though they may be employed or engaged in provision (SDS unpublished Dec 2012). The distribution of those who are engaging with SDS but not placed is shown in Table 2.

Table 2: Young People “Unemployed and Seeking” in contact with SDS (*SDS data Dec 2012 – unpublished – mainly 16-17 years but will overlap with JSA claimants.)

NORTH	12	(8 M; 4F)
EAST ROSS	63	(F 25; M 38)
INVERNESS, NAIRN, B&S)	47	(F 19; M 28)
INNER MORAY FIRTH	110	* includes EAST ROSS & INVERNESS
LOCHABER & WEST	14	(F 4; M 10)
Not Known / Out of Area	8	
	136	

Highland was one of the pilot areas for the development of Activity Agreements⁴ and is currently supporting some 240 young people in individual programmes – see Table 3 (Dec 2012). Young people on Activity Agreements do not form part of the “Unemployed and Seeking” category described above.

³ Adjusted to include estimate for North West Sutherland

⁴ Activity Agreements are individual, informal learning programmes for young people managed by Highland Council Education Service in collaboration with partners and supported by Scottish Government & ESF funding.

The principal outcomes from Activity Agreements are progress to further learning (previously Get Ready for Work or Further Education provision) or employment. It is anticipated that the additional flexibility available through the new SDS Employability Fund will result in a higher proportion progressing in this way. The Employability Fund provides the opportunity for the better alignment of services to provide clearer progression routes for young people through coordinated learning provision and recruitment incentives. This will be an important feature in the development of services in Highland over the coming year through local networking arrangements.

Table 3: Activity Agreements

AREA	Numbers
North highland (Caithness & Sutherland)	60
Easter Ross	60
Nairn, Badenoch and Strathspey	25
Inverness	53
Inner Moray Firth	138
Lochaber	22
Wester Ross/Skye	20
South and West Highland	42
Highland	240

The young people on Activity Agreements form a significant cohort who will need to progress from to employment or more structured programmes over the coming year.

Taken together with the young people who are “unemployed and seeking” this indicates that there are will be between 300 and 400 young people in the Scottish Governments 16 – 19 year Opportunities for All priority group and as indicated by the JSA figures this increasing proportion are having a longer period of “inactivity”.

Service Provision

The Partners are increasingly using the Employability Pipeline model as a common framework with which to describe, map and deliver employability services in Highland (Table 4). The “Staged” approach is intended to provide a framework which can more clearly articulate both individual’s needs and progression as well as be clearer about the nature of “learning” being provided and “work readiness” of individuals. It will also provide a model that will allow better articulation of what we mean by “work experience” and what we want from businesses at different stages in the learning journey giving them a structured and more satisfactory engagement in the process.

The Partners are mapping existing service provision using the Pipeline approach to the geographic Travel to Work Areas in Highland described above. That initial mapping has been used to inform the allocation of the SDS Employability Fund programme in Highland for 2013-14 and will provide the Partners with an increasingly sophisticated and accurate tool for assessing and designing services.

The Partners produced a Contracting Statement to assist SDS Procurement processes for the new Employment Fund. This will be updated and used through 2013-14 to shape the public sector procurement processes and ultimately the delivery of services. Highland Works will establish a partnership co-commissioning group in 2013-14 to manage the mapping and more effective and equitable provision of services aligned to need.

Table 4: Employability Pipeline

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Engagement / Assessment	Removing Barriers	Vocational Training	Employer Engagement & Job Seeking	Employment and sustaining employment
Outreach Engagement activity (drop in and taster events) 121 Mentoring Activity Agreement Advice and guidance	a) Personal Development - specialist support to target group - personal and life skills - core skills development b) Vocational skills and interests activity - advice and guidance - work experience	Vocational training Work experience related to vocational training Information, Advice & Guidance Financial Advice	Industry specific courses with qualifications Customised training for employment work experience Information, Advice & Guidance; Financial Advice	Induction / Job coaching / mentoring; Health & Wellbeing; Employer training programmes; PACE; Information, Advice & Guidance; Financial Advice
Engagement / Attendance; Identifying personal issues; Individual Actions; Dealing with barriers	a) personal progression / improving engagement / core skills achievements b) SCQF pre-employability / personal development/ core skill provision 18 SCQF credit points at level 3 or above.	SCQF credit rated employability / vocational provision of at least 18 credit points at level 4 or above	Employer or Industry Certification	Employer or Industry Certification

Delivery

The Highland Youth Employment Commitment is a collective statement of intent and requires all of public sector bodies involved to detail the activities they will undertake and the outcomes they seek to achieve.

Each public sector organisation involved will prepare and publish its Action Plan response by June 2012.

In response to the need to align public sector services so young people can receive a seamless service, a number of shared actions across the public sector has been identified. Responsibility for ensuring delivery rests with the local employability partnership – Highland Works

The actions required are identified in the Partnership Action Plan attached to this Commitment.

The Highland Youth Employment Commitment Partnership Action Plan

The Highland public sector partners want the regions' young people to have the opportunity to flourish and to contribute to the sustainable economic growth of the Highland economy. To do so the partners need to encourage our young people to aspire, to have the knowledge and skills required and the opportunity and experience necessary to enter and progress in the labour market.

To help them do this and ensure that all partners are working to the same end, the partners have adopted a six point commitment to youth employment.

To deliver on the commitments made, each public sector organisation involved will prepare its own Action Plan and detail the activities they will undertake and the outcomes they seek to achieve.

As young people typically require the services of more than one public sector organisation in their journey towards sustained work, the challenge is to ensure that all the necessary services are in place and that young people when accessing them receive a seamless service. There is a need therefore to complement the actions individual organisations may make, by identifying and delivering on a number of shared actions across the public sector.

This Partnership Action Plan details the shared actions required, who will lead on them and the timescale envisaged with their delivery. It has prioritised the actions required to ensure effort and resource is focused. The Action Plan will be reviewed on a quarterly basis.

The Highland Youth Employment Commitment Partnership Action Plan

The Highland Works Partners have agreed a six point commitment to Youth Employment. This Action Plan details how these commitments will be delivered.

- 1. The Partners will ensure all young people, starting with those in secondary school, will receive the information, guidance and advice they require to enable them to make informed choices on the training and employment options open to them.*
- 2. The Partners will provide training and work experience directly itself, via employers and 3rd sector organisations to help young people to make informed choices on the training and employment options open to them and for some to get their first critical experience of the world of work.*
- 3. The Partners will create youth specific trainee and permanent jobs across a wide range of occupations and locations throughout Highland.*
- 4. The Partners will encourage employers and developers to provide opportunities for young people through its use of grant and loan finance, the Business Gateway advisory service and promotion of corporate responsibility.*
- 5. The Partners will require suppliers and contractors to provide training, work experience and jobs for young people through its purchase of goods and services.*
- 6. In delivering these Actions the Partners will include provision that addresses significant inequalities in Highland including a coherent and individualised approach to post school transition for young people experiencing significant barriers to employment.*

Commitment 1: Information, Advice and Guidance (IAG)				
Action	Resources	Outcomes	Lead/ (Supporting Service)	Progress and Comment
Implementation of Information Advice and Guidance in schools.	<ul style="list-style-type: none"> - SDS MWOW website and Highland content; - Implementation of SDS Career Coaching IAG in Curriculum; - Hi-Hope Highland service directory; - Develop structure of Skills for Life & Work Curriculum; - Develop knowledge of World of Work building on Bridge to Employment and other good practice. 	<ul style="list-style-type: none"> - No. of pupils registered and using website; - All schools have developed Skills for Life & Work curriculum; - Register of Businesses and business offers. 	Highland Council; (SDS; UHI - Colleges)	Staff development progressing; local school agreements reached and planning for 2013 leaver group underway.
Develop the use of Information Advice and Guidance post school.	<ul style="list-style-type: none"> - Implementation of SDS & FE Job Coaching IAG Services – direct and through Employability Fund; - Outreach services for young people not in education, training or employment (e.g. Activity Agreements and 	<ul style="list-style-type: none"> - No. of young people participating in EF activity; - No. of young people participating in outreach activity; 	SDS (JCP; UHI – Colleges; Highland Council)	Review of Highland profile on World of Work and Our Skills Force to report September 2013

Commitment 1: Information, Advice and Guidance (IAG)				
Action	Resources	Outcomes	Lead/ (Supporting Service)	Progress and Comment
	<ul style="list-style-type: none"> others); - Engagement through community based IT and on-line provision. 	<ul style="list-style-type: none"> - No. of outlets and usage by young people. 		
Engage and consult with young people on	<ul style="list-style-type: none"> - Continue to engage and consult with Youth Voice 	<ul style="list-style-type: none"> - Views and ideas of young people gathered and incorporated into curriculum and provision 	Youth Convener (High Life Highland); Service Providers	Youth Voice consultation circulated to Partners (attached to Youth Action Plan). Report back to YV June meeting.

Commitment 2: Training and Work Experience				
Action	Resources	Outcomes	Lead /(Supporting Service)	Progress
Develop Highland Sector based Skills Investment Plans articulating skills; recruitment and location patterns.	<ul style="list-style-type: none"> - SDS Employer Engagement Team SIPS; - HIE & UHI Employer & Sector Plans 	Skills Investment Plans used to inform local service provision and agency plans.	HIE / SDS	Team appointed / partner meetings arranged
Develop Bridge to Employment model of business engagement in Skills for Life & Work Curriculum.	<ul style="list-style-type: none"> - Highland Council Curriculum Development / 16+ Learning Choices 	Graduated approach to “work experience” in the Curriculum and Business engagement in delivery.	Highland Council (LifeScan; SDS other businesses)	Review of work experience in curriculum being undertaken.
Jointly design, plan and deliver suite of complementary national and local pre-employment and work experience services.	<ul style="list-style-type: none"> - SDS National Employability Fund Programmes; - HE & FE provision and Outcome Agreements; - Local Authority Programmes; - External / charitable funding programmes. 	Comprehensive; articulated and equitable distribution of services covering Employability Pipeline Stages and geographic areas.	SDS (JCP; Highland Council (P&D; ECS); UHI – Colleges.	Partners engaged in delivery of Employability Fund provision; Highland Council contract packages designed to complement EF & JCP provision.

Commitment 3: Job Creation (Public Sector)				
Action	Resources	Outcomes	Lead/Supporting Service)	Progress (R/A/G and Comment)
Review and promote Trainee, Intern and Graduate placement schemes to develop practice in the public sector.	Highland Council / ESF	Extend Highland Council Trainee project to other public sector partners	Highland Council	Review undertaken – 2 nd phase to start June 2013 with extension to other Public sector organisations.

Commitment 4: Job Creation (Private Sector)				
Action	Resources	Outcomes	Lead/Supporting Service	Progress (R/A/G and Comment)
Coordinate, simplify and market Business Advice Development and Recruitment Incentives for young people	<ul style="list-style-type: none"> - HIE / Highland Council / Business Gateway Create & Employ - DWP Youth Contract - SDS Recruitment Incentive - 3rd Sector Community Jobs Scotland 	<ul style="list-style-type: none"> - No. of Businesses assisted on recruitment - No. of jobs assisted. 	<ul style="list-style-type: none"> - Highland Council - DWP - SDS - SCVO / 3rd Sector 	Project descriptions collated; marketing

Commitment 4: Job Creation (Private Sector)				
Action	Resources	Outcomes	Lead/Supporting Service	Progress (R/A/G and Comment)
Review and promote Trainee, Intern and Graduate placement schemes to develop practice	<ul style="list-style-type: none"> - HIE Talent Scotland placements - Highland Council Graduate placements - Intern placement projects 	<ul style="list-style-type: none"> - No. of Businesses assisted on recruitment - No. of jobs assisted. 	<ul style="list-style-type: none"> - HIE / Highland Council 	Collate for Economic Forum meeting June 2013

Commitment 5: Procurement (Community Benefit)				
Action	Resources	Outcome	Lead/(Supporting Service)	Progress (R/A/G and Comment)
Develop guidance and practice in securing youth employment through public sector procurement	Improvement Service Guidance introduced to Public Sector Procurement processes.	No. of Employment Jobs and work placements in public sector contracts	Highland Council Procurement Board	

Commitment 6: Equalities				
Action	Resources	Outcomes	Lead / (Supporting Service)	Progress (R/A/G and Comment)
Conduct EQIA and monitoring on all programmes.	Programme and Management Information ;	Impact Assessments undertaken	Highland Council / All	
Introduce mentoring systems to support recruitment and induction of young people who have experienced barriers to employment.	Partnership review of Transitional approach for young people with additional support needs.	Transitions Policy; Implementation Plan	Highland Council	Project Initiation meeting held March 2013