

The Highland Council
Education, Children and Adult Service Committee
27 August 2015

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| Agenda Item | 18. |
| Report No | ECAS 64/15 |

Developing Scotland's Young Workforce Update

Report by Director of Care and Learning

Summary

This report sets out the initial progress achieved in implementing the Developing Scotland's Young Workforce initiative.

1. Background

- 1.1 In June 2014, the Commission for Developing Scotland's Young Workforce led by Sir Ian Wood produced its final report with 39 recommendations.
- 1.2 The report focused on significantly enhancing Scotland's vocational education. There is also a focus on the importance of business and industry working with schools and colleges as a key factor in ensuring young people are more prepared for employment and better informed in career choice.
- 1.3 In December 2014, the Scottish Government published Developing the Young Workforce - Scotland's Youth Employment Strategy, which contained implementation jointly agreed with local government.
- 1.4 Whilst Highland has a very strong record of partnership working for securing positive destinations for young people, it is accepted that this can still be improved upon even further and the Youth Employment Strategy was welcomed as a very positive plan by Highland Council.
- 1.5 The new Council Programme includes a commitment to "enable Highland's young people to develop their skills for work, and support them to achieve ambitious and positive destinations after school. We will work specifically with young people who are unemployed to support them into work."

2. Highland's Response to plan actions for Developing Scotland's Young Workforce

- 2.1 No one agency can deliver on a Youth Employment Strategy alone. It is essential for partners to work together to share resources, planning, information and to avoid duplication (or omission) of activities that best meet the needs of our young people.
- 2.2 The Directors of Care and Learning, and Development and Infrastructure have formed a Highland Council strategic planning group to look at the issues raised, the funding streams and to ensure that the Council was represented with one voice when work with outside agencies and partners.
- 2.3 A partnership group was already in existence to look at employment in Highland called Highland Works. Highland Works includes representatives from Highland

Council, HIE, Skills Development Scotland, Colleges, Employers and the third sector It was decided that this would be the overarching multi-agency planning group that would oversee and co-ordinate developments. The group had a series of very positive meetings where a joint vision and guiding principles to inform the work of the group were agreed. (**Appendix 1**)

- 2.4 Highland Works felt that it was important to consider the recommendations from the Youth Employment Strategy alongside the Highland and Island's Skills Investment Plan. The group also decided to use the workstreams for the change themes already identified by the Government (**Appendix 2**). This allows the planning to be taken forward by a lead party. Action plans will be shared and opportunities to join forces identified.

3. Highland's Response for the Delivery of the Actions

- 3.1 Taking forward the development of the young workforce across the whole of Highland will need a series of local solutions. The delivery of this strategy has to take account of local needs and contexts. Therefore the aim is to have delivery groups based around the three college areas in Highland. The groups would be made up of representatives from employers, further education and schools, and the proposal is to link into the work that will be undertaken by the Invest in Youth Groups promoted by the Government.
- 3.2 In order to deliver the strategy at a local level, it is necessary for the Council to consider what is already in place and where current provision can be adapted. The highly successful 16+ team currently work from a central basis (**Appendix 3**) and the proposed restructure of the team would look to redefine roles to be more locally based and to identify local youth employability officers for the three hub areas.
- 3.3 The youth employability team has inevitable cross overs across all areas of Care and Learning and the restructure shows the links to officers who may not be directly line managed as part of the team but whose roles will very much link into the work of the team whilst still keeping an area of specialism. Skills Development Scotland has funded a college programme manager for the colleges and the hope is that all involved will liaise very closely together.
- 3.4 Perhaps the biggest overlap and the most joint working will be across the two directorates of Care and Learning and Development and Infrastructure. As the plan is taken forward, the intention is for the Youth Employability Team to foster ever closer working with the Highland Council Employability Team, and the longer term plan is for the Development and Infrastructure Service to take over the day to day management for youth employability.
- 3.5 Secondary Head teachers received a recent training session on the proposals and the plan and a draft copy has been sent out for consultation. Each secondary school will have an element of this on their improvement plan for 2015/16. The links to developing the senior phase curriculum are obvious and this initiative has been very well received by the schools who have increasingly sought more imaginative ways to ensure that all pupils are able to pursue their individual learner pathways towards employment. Funding has been allocated to secondary schools to ensure that they are able to nominate a key person to be able to drive the project forward.

- 3.6 In Primary Schools and throughout the Broad General Education, the development of skills and pupils being able to talk about their achievements and learning has been developed throughout the curriculum. The development of learner profiles and pupil engagement and involvement in their learning journey, has already been presented to Committee. This very good practice now needs to be built upon so that every pupil in highland has a high quality school experience which educates them and prepares them for the world of work.
- 3.7 The in-depth action plans for both the senior phase and the BGE are attached as **Appendix 4**. This will be matched by other detailed action plans across all of the change themes. Education Scotland has allocated three Developing the Young Workforce Development Officers to support Authorities across Scotland.

4. Implications

4.1 Resources

- 4.1.1 There are several funding streams that support this plan in addition to Highland Council's own financial commitment from the Care and Learning and Development and Infrastructure Services. The future of specific government funding allocated to this plan is uncertain, and it has been necessary to plan developments to the best of our knowledge on a year by year basis, but to also have a contingency plan in case the funding source ceases to exist.
- 4.1.2 The recent allocation of funding for 2014/15 arrived in March 2015, which has resulted in an underspend for that financial year. This has not hindered the pace of the project, in fact the opposite, as we are now able to much better link into the work going on nationally. At a recent meeting about the project, Highland was considered to be well ahead with plans and strategic implementation.
- 4.1.3 It is very probable that external funding may again be allocated at a late stage in the financial year. Therefore, the strategy is to commit strategic funding over a three year period. The underspend for 2014/15 can be spread out over three years to ensure continuity of essential projects and this report seeks approval to carry forward this underspend. This ensures that in the worst case scenario of no government funding being received we have a robust contingency plan that will be able to match fund other sources of income and still deliver essential services whilst in the best scenario, we are able to plan strategically for projects and ensure they have time to impact.
- 4.2 **Rural:** It is important to ensure equity for pupils living in rural areas, and the 3 hub structure is intended to help achieve that.
- 4.3 **Equalities:** It is important to ensure equity for young people from less advantaged backgrounds, and also for young people with additional support needs.
- 4.4 **Gaelic:** The strategy recognises the many opportunities for employment in the Gaelic medium.
- 4.5 There are no **Climate Change/Carbon Clever, Risk or Legal** Implications.

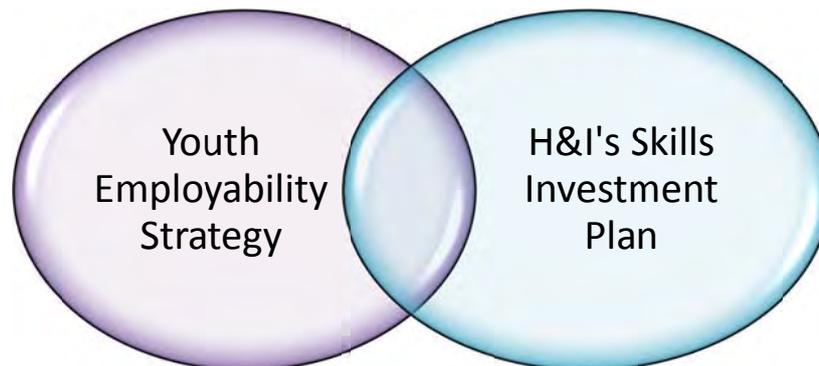
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| 5. Recommendation |
| 5.1 Committee is asked <ul style="list-style-type: none">• to note the progress being made on Developing Scotland's Young Workforce, and• to agree to carry forward the underspend in 2014/15 over the next three years. |

Designation: Director of Care and Learning

Date: 17 August 2015

Author: Ruth Binks and Jim Steven

Workforce Planning



Joint Vision:

Businesses have the skills set they need to have their current needs met

There is a better intelligence and shared understanding of future needs of communities Young people are:

- *well informed,*
- *getting the services and support they need,*
- *have the workplace skills and qualifications they need to make informed choices in their career pathways*

Our approach:

- A three year focus on youth employment as our response to workforce planning with demonstrable change (whilst recognising the cross over to adult services)

Guiding principles to inform our work:

- Better use of and realignment of resources to maximise opportunities
- Celebrate good practice within and outwith Highland and replicate
- Listen to what do our young people, parents and employers say, and share this across our organisations
- Our joint systems are honestly evaluated and fit for purpose
- Co-ordinate communications
- Use technology to embrace and to drive new methods of learning

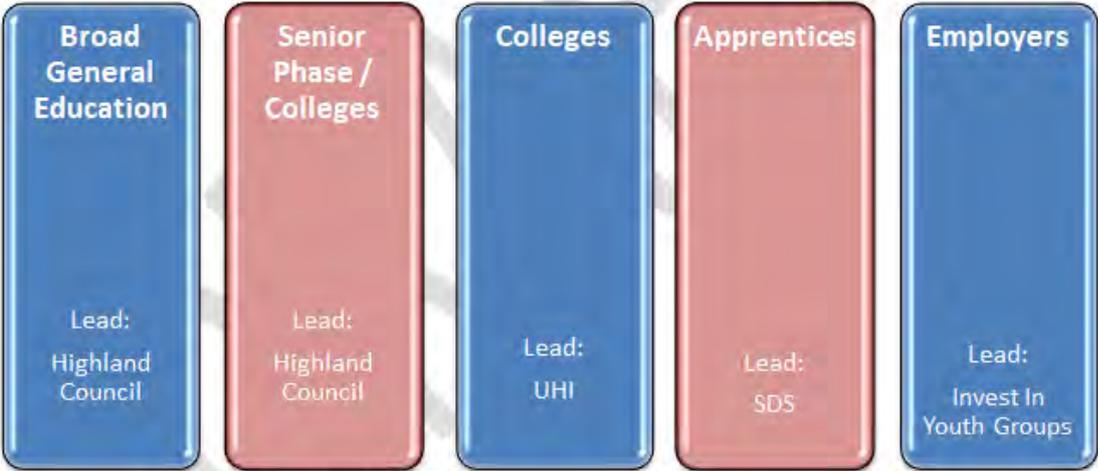
Strategic Programme Board



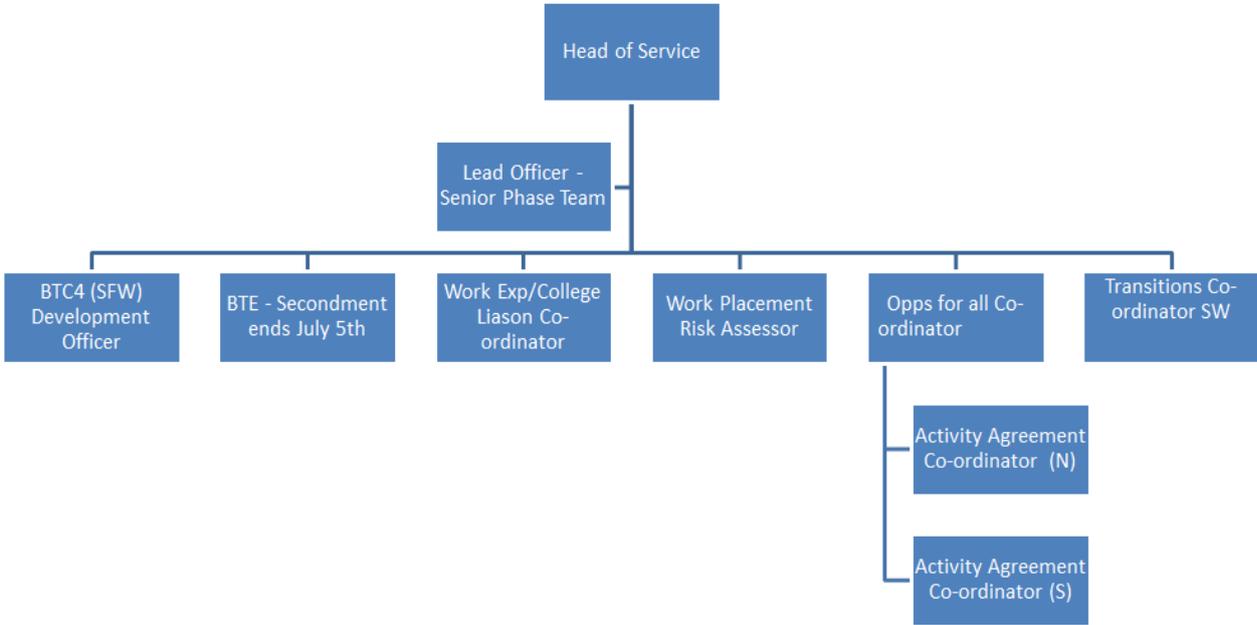
Strategic cross cutting themes



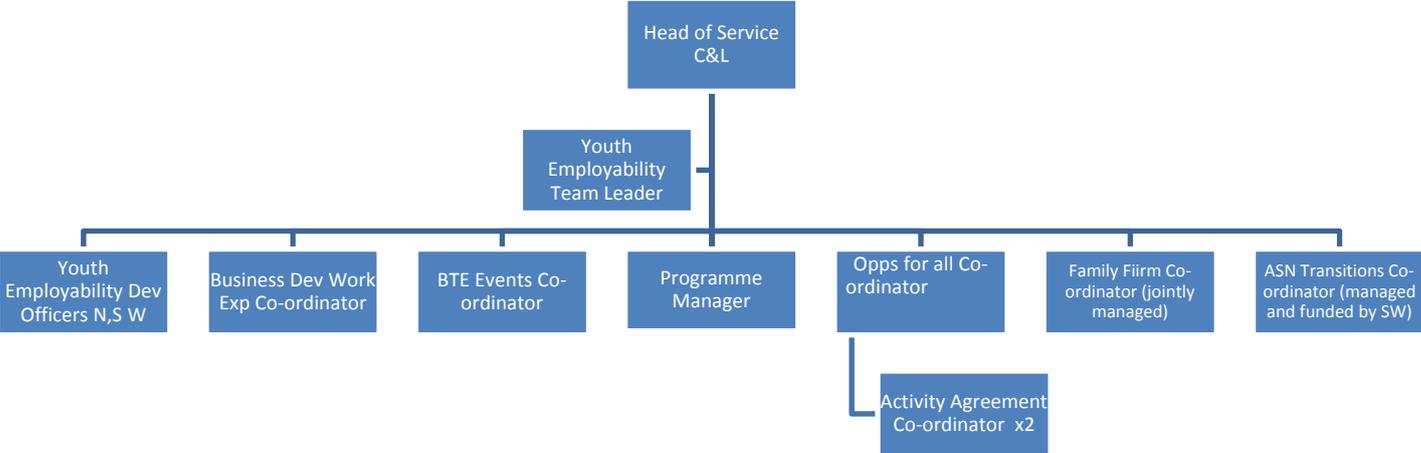
Strategic change themes/workstreams



Current structure of 16+ team



Proposed new structure for Youth Employability Team



Broad General Education

Strategic Change Theme/Workstream

Success criteria:

- All pupils in Highland to have a profile in place that articulates how they are developing skills for learning life and work. The quality of the profiles increase year upon year.
- The curriculum in Highland takes into account skills for learning life and work and pupils are offered experience of Enterprise type topics (R15)
- Appropriate staff have received training on careers advice and options (R2)
- Improved pupil and parental feedback on developing skills for learning life and work
- Each S1 pupil has a learning conversation with their key adult about their P7 profile by the end of the second term.

| Schools: Work Relevant Learning from 3-15 (anticipated Highland actions) | Main lead | Link to other change themes/SIP | Partners involved |
|--|-----------|---------------------------------|-------------------|
| During 2014-15: | | | |
| <ul style="list-style-type: none"> • Raise awareness of DSYW and ensure that secondary schools have this on their improvement plans for 15/16 and primaries for 16/17 | | | |
| During 2015-16: | | | |
| <ul style="list-style-type: none"> • Continue to develop pupil profiles to develop skills for learning life and work | | | |
| <ul style="list-style-type: none"> • Establish baseline information on pupil experience of developing skills for learning life and work | | | |
| <ul style="list-style-type: none"> • Establish baseline information on parental experience of developing skills for learning life and work | | | |
| <ul style="list-style-type: none"> • Continue to improve and better integrate services internally & externally that enable us to “get it right” for Highland’s Children, including into employment | | | |
| <ul style="list-style-type: none"> • Establish baseline quality of profiles | | | |
| <ul style="list-style-type: none"> • Schools identify where learners can develop skills important for the world of work in inter-disciplinary learning activities and curricular areas. (Education Scotland advice on career education) | | | |
| During 2016-17: | | | |
| <ul style="list-style-type: none"> • Disseminate guidance and support by Education Scotland and SDS for teachers and practitioners to support young people to learn about finding, applying and getting a job | | | |
| <ul style="list-style-type: none"> • Disseminate guidance from Education Scotland and SDS for teachers and practitioners on the world of work. | | | |

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| <ul style="list-style-type: none"> • DYW reflected in Council strategic plans | | | |
| <ul style="list-style-type: none"> • New standard, guidance and protocol for work experience (including H&S) in place for schools/colleges/parents/employers & Youth Investment Groups | | | |
| <ul style="list-style-type: none"> • Engagement with young people/teachers/parents/employers to promote range of options available | | | |
| <ul style="list-style-type: none"> • Establishment of Regional Invest in Young People Groups | | | |
| <ul style="list-style-type: none"> • <i>Establish strategic education, industry and public sector skills partnerships</i> | | | |
| <ul style="list-style-type: none"> • Disseminate guidance and support developed by Ed Scotland and SDS for teachers and practitioners to support young people in S3 to learn about finding, applying and getting a job | | | |
| <ul style="list-style-type: none"> • <i>Establish Science Skills Academy</i> | | | |
| <ul style="list-style-type: none"> • Hold inset for guidance teachers and work with SDS to ensure high quality careers guidance is available in all schools. | | | |
| <ul style="list-style-type: none"> • Information disseminated to schools, colleges & parents on labour market intelligence and employability skill level awareness | | | |
| During 2017-18: | | | |
| <ul style="list-style-type: none"> • Schools to have an inter-disciplinary topic at each Curriculum for Excellence level that develops enterprising skills and links to the world of work | | | |
| <ul style="list-style-type: none"> • CPD for schools/teachers on employability skills, attitudes, expectations of employers and skill requirements enhancing learning and teaching | | | |
| <ul style="list-style-type: none"> • New focus on work experience and quality of careers guidance as part of secondary school inspection and quality assurance visits | | | |
| <ul style="list-style-type: none"> • Use Seemis to capture and monitor the wider achievements of young people across Highland. Establish systems to ensure the accreditation of wider achievement where possible. | | | |

Senior Phase and Colleges

Strategic Change Theme/Workstream:

Success Criteria:

- All secondary schools have explicit routes to pathways to employment in their senior phase and this is understood by parents and pupils (R1)
- All pupils in Highland to have access to a high quality work experience placement (R3)
- Improved positive destinations for all pupils including those in danger of missing out (R26)

| Schools: Work Relevant Learning from 15-18 (anticipated Highland as opposed to national actions) | Main Lead | Link to other change themes/SIP | Partners involved |
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| During 2014-15: | | | |
| <ul style="list-style-type: none"> • Raise awareness of DSYW and ensure that secondary schools have this on their improvement plans for 15/16 | | | |
| <ul style="list-style-type: none"> • Establish Pathfinder Projects with the Colleges for apprenticeships | | | |
| During 2015-16 | | | |
| <ul style="list-style-type: none"> • Each school to establish a key link person for DSYW | | | |
| <ul style="list-style-type: none"> • Communications and engagement work undertaken to develop understanding of routes into work amongst parents, teachers and practitioners and young people | | | |
| <ul style="list-style-type: none"> • Evaluation of vocational qualifications offered within secondary schools | | | |
| <ul style="list-style-type: none"> • Strategic planning for the next 3 years to plan and deliver our vision for learner pathways increasing school/college provision & employer engagement ensuring provision matches resource and industry | | | |
| <ul style="list-style-type: none"> • Lead person for curriculum and college links established (for each college area) | | | |
| <ul style="list-style-type: none"> • Establish a timeline and communication structure for college engagement with the council and schools – information disseminated by leaflet/presentation/meetings with parents and pupils raising awareness of menu of learning opportunities | | | |
| <ul style="list-style-type: none"> • Appropriate measures of success for schools in relation to the DYW programme developed and agreed | | | |
| <ul style="list-style-type: none"> • CPD for schools/teachers on employability skills, attitudes, expectations of employers and skill requirements enhancing learning and teaching | | | |

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| <ul style="list-style-type: none"> Dissemination of education Scotland Advice for school inspections | | | |
| <ul style="list-style-type: none"> Review and remain up to date with Scottish Funding Council early adopter activity on school/college partnerships undertaken in 7 college regions | | | |
| <ul style="list-style-type: none"> Local partnership hubs identified around the 3 colleges | | | |
| <ul style="list-style-type: none"> Continue to develop pupil profiles to develop skills for learning life and work | | | |
| <ul style="list-style-type: none"> Pathfinder project with Inverness Colleges for developing Foundation Apprenticeships | | | |
| <ul style="list-style-type: none"> Increased communication and opportunities between schools and colleges for qualifications that can count as credits towards apprenticeships and vocational qualifications | | | |
| <ul style="list-style-type: none"> Further explore opportunities for joint timetabling and remote delivery across schools – initially in relation to the delivery of Advanced Higher | | | |
| <ul style="list-style-type: none"> Working group (led by Head of Education) to review the rationale behind the delivery of the senior phase curriculum in schools across Highland. | | | |
| During 2016-17: | | | |
| <ul style="list-style-type: none"> Increase in uptake of vocational qualifications available to those in senior phase | | | |
| <ul style="list-style-type: none"> Increase in quality and number of strategic partnerships between schools/colleges to widen the offer to young people in the senior phase | | | |
| <ul style="list-style-type: none"> Partnership Agreements to be drawn up at authority, school, college, SDS, strategic and operational level. Define our combined vision of a Highland Senior Phase Curriculum | | | |
| <ul style="list-style-type: none"> <i>Establish work-based learning opportunities within senior phase and higher level apprenticeships</i> | | | |
| <ul style="list-style-type: none"> DYW reflected in College outcome agreements and curriculum planning | | | |
| <ul style="list-style-type: none"> DYW reflected in Council strategic plans | | | |
| <ul style="list-style-type: none"> Mechanism to influence community plans and three “hub areas” | | | |
| <ul style="list-style-type: none"> Disseminate guidance from Education Scotland and SDS for teachers and practitioners on the world of work. | | | |

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| <ul style="list-style-type: none"> • New standard for work experience in place for schools | | | |
| <ul style="list-style-type: none"> • New standard, guidance and protocol for work experience (including H&S) in place for schools/colleges/parents/employers & Youth Investment Groups | | | |
| <ul style="list-style-type: none"> • Data base for work experience established for each geographical area and sector based industries | | | |
| <ul style="list-style-type: none"> • Establish a new senior phase team database. | | | |
| <ul style="list-style-type: none"> • Scaling up of foundation apprenticeships | | | |
| <ul style="list-style-type: none"> • Engagement with young people/teachers/parents/employers to promote range of options available | | | |
| <ul style="list-style-type: none"> • Ensure schools are aware of wider range of qualifications on Insight Tool | | | |
| <ul style="list-style-type: none"> • Have begun to establish an agreed standard for careers guidance for all young people including those who need additional support | | | |
| <ul style="list-style-type: none"> • Establishment of Regional Invest in Young People Groups | | | |
| <ul style="list-style-type: none"> • <i>Establish strategic education, industry and public sector skills partnerships</i> | | | |
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| <ul style="list-style-type: none"> • Inspection and Quality Assurance visits to schools focus on progress with developing the young workforce. | | | |
| During 2017-18: | | | |
| <ul style="list-style-type: none"> • Further increase in uptake of vocational qualifications available to those in senior phase | | | |
| <ul style="list-style-type: none"> • Development of an agreed model for foundation apprenticeships | | | |
| <ul style="list-style-type: none"> • Ensure schools are ready for a new focus on work experience and quality of careers guidance as part of secondary school inspection programme | | | |