



From mountain to sea



Developing the Young Workforce, Aberdeenshire

Strategic Plan

February 2017

Developing the Young Workforce: Aberdeenshire Council Strategy Statement – September 2016

Aberdeenshire Council's *Developing the Young Workforce Project Board and Group* are cross-service and committed to ensuring that

- Aberdeenshire is the best place in Scotland for young people to grow up, a place where they are supported in making the transitions from education to the world of work
- all young people are equipped with the skills for learning, life and work required to allow them to progress into employment
- Aberdeenshire Council is an employer of choice for young people and Aberdeenshire is recognised as a great place to live, work and invest, with opportunities for all
- Partnership working is developed to ensure the best outcomes for our young people, their families and their communities.

Aims of the Developing the Young Workforce Plan

Aberdeenshire Council, as one of the largest employers in the region, is committed to increasing the number of young people in sustained employment through

- Ensuring the school curriculum supports flexible pathways to learning, training and employment
- Its role as a corporate parent, as outlined in its Corporate Parenting Strategy
- Developing and implementing sustainable ways of supporting and increasing youth employment across the Aberdeenshire area
- Its commitment to its Employability Partnership and related services.
- Its commitment to providing work experience/work placement and work inspiration activities for young people, including internship
- Developing more apprenticeship/modern apprenticeship or trainee opportunities within the Council itself
- Partnerships with Aberdeen & Grampian Chamber of Commerce "DYW North East" (DYWNES), North East Scotland College (NESCOL) and other local further education organisations and universities, employers, training providers, third sector organisations, Skills Development Scotland (SDS), and other local authorities, including the 'Northern Alliance' group
- Ensuring the work done within this programme connects to Aberdeenshire's wider economic priorities, eg Opportunity North East.
- Be one of the top 5 performing authorities in Scotland for youth employment by 2021

Key Performance Indicators for Aberdeenshire Council

- 1 Increase the percentage of school leavers attaining vocational qualifications at SCQF Level 5 and above by 8% by 2021
- 2 Increase the percentage of young people employed by the Council, so that the percentage employed is representative of the Aberdeenshire population by 2021
- 3 Increase the number of apprenticeships/trainee posts to 2% of the workforce by 2021
- 4 Increase the number of work placements arranged for young people by 5% from the 2015/16 figure by 2021
- 5 Increase the employment rate for young disabled people to the population average by 2021
- 6 Increase positive destinations for looked after children by 4 percentage points per annum resulting in parity by 2021

Developing the Young Workforce Background

Developing the Young Workforce (DYW) is a seven-year programme that aims to better prepare children and young people from 3–24 for the world of work. This programme builds on the foundations already in place as part of Curriculum for Excellence (CfE). The programme's headline aim is to reduce youth unemployment by 40% by 2021.

The final report of the Wood Commission for Developing Scotland's Young Workforce was published in June 2014. It found broad agreement that all of our young people are entitled to an educational experience that is relevant to the world of work. The Government's response to this report was published in the form of a Youth Employment Strategy, with a focus on improving work experience, careers information, advice and guidance and providing greater access to vocational learning.

The Youth Employment Strategy summarises the ambitions for local authorities, schools and their partners under the following key themes:

DYW key themes

- Increasing the route from schools into employment, or further education which is closely linked to employment;
- Promoting and shaping the world of work – engaging with young people, parents, teachers and practitioners, partners and employers;
- Supporting teachers and practitioners to develop children's and young people's learning about the world of work;
- Providing earlier relevant, labour-market focussed career advice when young people need it, leading to better outcomes;
- Embedding meaningful employer involvement;
- Consolidating partnership working with colleges and other training providers.
- Recruitment of young people at the heart of workforce planning across the private, public and third sectors.

The strategy also includes milestones for the lifetime of the programme. These are across all sectors and challenge schools, colleges and employers to embrace the recommendations and implement the measures required to effect lasting change.

Aberdeenshire Council Position

Aberdeenshire Council has a long history of developing effective strategies, practices and partnerships around enterprise, employability and entrepreneurship. Over many years, we have been held in high regard nationally with work in enterprise education, the previous national 'Determined to Succeed' agenda and the developments that have taken place over the past few years have reinforced positive experiences for young people in developing Skills for Learning, Skills for Life and Skills for Work (SfLLW). It is often very challenging to capture the scale and breadth of work which supports the DYW agenda in its entirety as the landscape is wide and complex, sometimes with competing interests and approaches. What is important, however, is to continue to develop a clear approach to DYW which includes all parts of the Council, including the Council as an employer, and working directly with employers and key external partners to support educational and economic development.

There are several areas that as a Council we must ensure are taken forward to support the DYW agenda. These include:

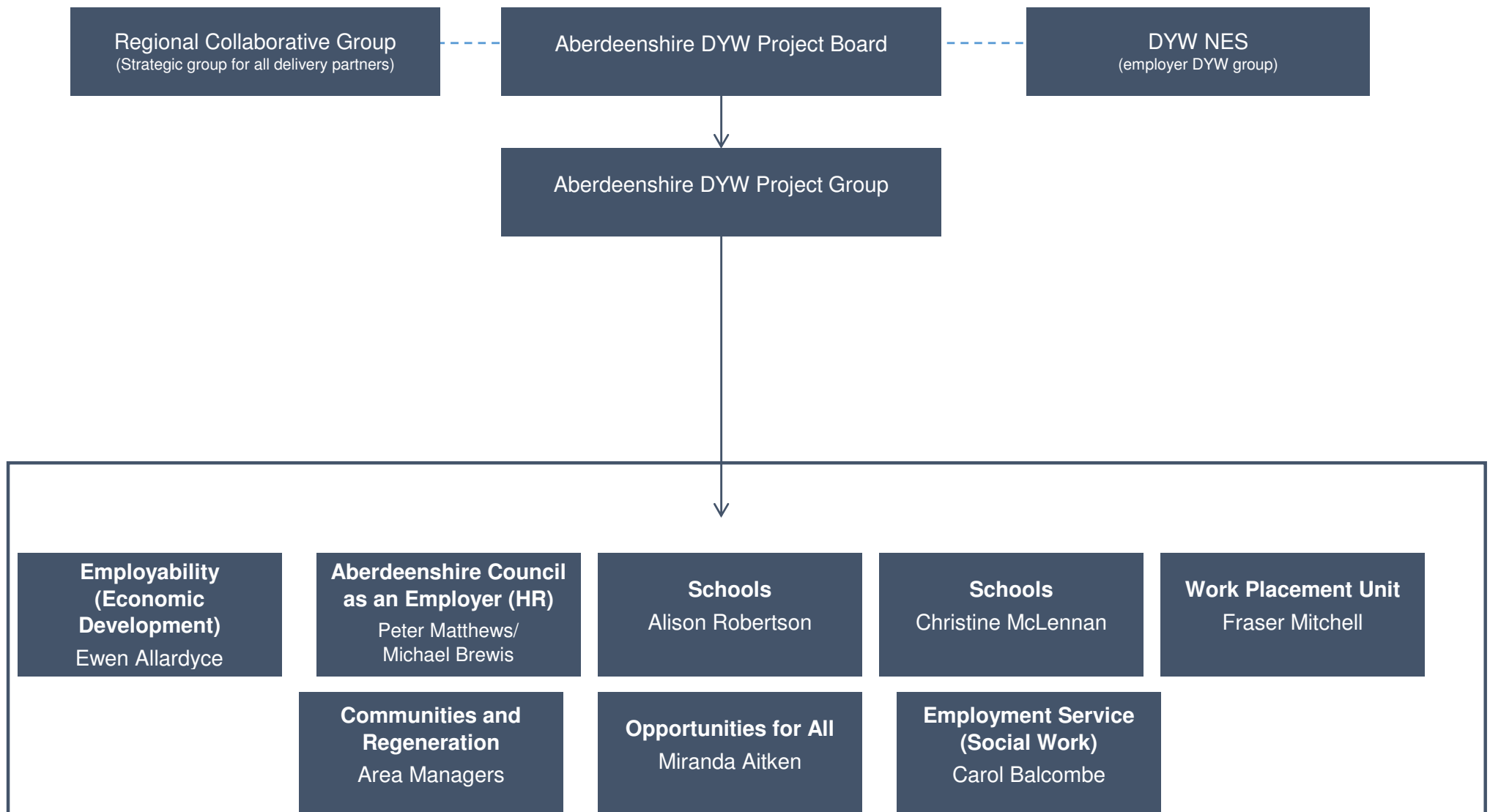
- Developing effective and flexible curricular experiences from 3-18 for children and young people to develop skills for learning, life and work and senior phase pathways from S4 to S6;
- Developing effective partnerships and programmes with employers in a range of contexts, including the regional skills agenda and the employer-led role of the DYWNE Board;
- Engaging widely with all parts of the Council – Education and Children’s Services, Economic Development and HR&OD in particular
- Engaging young people and parents across Aberdeenshire as fully as possible in the development of DYW.
- Ensure that Aberdeenshire Council is seen as an employer of choice and provides employment and work placement opportunities for young people.
- Developing further approaches for apprenticeships to support young people;
- Developing Career Education Standard, Work Placements Standard and Guidance for School/Employer Partnerships
- Ensuring that DYW is part of the Developing Excellence and Equity agenda
- Continuing to support sustained positive destinations for young people
- Developing strategic working with Further Education and Higher Education establishments
- Supporting the DYW ‘seven year timeline’ for schools
- Supporting the Council’s Employability Strategy
- Ensuring that community engagement with DYW is targeted and resourced appropriately and that DYW developments reflect the local community and are responsive to the local community needs, including those identified through local Community Learning Partnerships.

The attached plan details next steps and timescales for Aberdeenshire Council delivering the DYW milestones as set out by the Scottish Government.

North East Scotland DYW Delivery Partners

- Aberdeenshire Council
- Aberdeen & Grampian Chamber of Commerce (DYWNES)
- North East Scotland College (NESCOL)
- Aberdeen University (AU)
- Robert Gordon University (RGU)
- Skills Development Scotland (SDS)
- Scottish Qualifications Authority (SQA)
- Education Scotland (ES)
- Scottish Government (SG)

Developing the Young Workforce, Aberdeenshire Structure and Governance



Aberdeenshire Council Developing the Young Workforce Strategic Plan (Revised January 2017)

	DYW Governance, Communication, Audit and Review		
Intended Outcome(s)/Impact	Actions	Lead	Timescale Completion Date
Develop a framework for supporting implementation of DYW milestones, including governance, monitoring, audit, review and planning.	Appoint a DYW Project Officer Review DYW Aberdeenshire governance and develop new structure for strategic development and delivery. Development of cross-service DYW Project Board and DYW Project Group to strategically lead on DYW in Aberdeenshire.	A Griffiths A Griffiths A Ritchie	August 2016 September 2016
Develop a DYW Communications Strategy	Develop a Communications Strategy to support communications around DYW, including the development of a DYW logo, DYW Aberdeenshire website and social media	A Griffiths A Ritchie R King Comms Team	March 2017
Develop DYW Strategic Plan for DYW Aberdeenshire	Preparation of strategic plan, key messages and focus areas for DYW Aberdeenshire.	A Ritchie	January 2017
Develop a framework for supporting implementation of DYW milestones, including governance, monitoring, audit, review and planning.	Review of Milestones and key performance indicators (KPI) for DYW Aberdeenshire Plan for audit, monitoring and reporting progress of DYW Strategic Plan KPIs, milestones, etc	A Ritchie A Ritchie	December 2016 February 2017
Strategic partnership development to ensure most effective delivery of DYW across the Aberdeenshire area.	Review and develop partnership working with key partners in DYW delivery to enhance and develop effective partnership working. Ensure the most effective strategic DYW delivery by working with our North East Scotland DYW delivery partners as well as young people, parents and community groups.	A Ritchie	June 2017

Wood Recommendation	1	Senior Phase Vocational Pathways		
Intended Outcome(s)/Impact	Actions		Lead	Timescale Completion Date
Curriculum Structures in all schools will ensure that young people are able to access provision which best meets their needs, and access appropriate qualifications to ensure highest possible attainment	Review of secondary curriculum (S1-6) to inform better planning of a range of career pathways. Advice on curriculum structures through BGE and Senior Phase, which facilitate more flexible pathways for youngsters, will be created.		I Stirling	August 2018
Provision will be more tailored to the needs of schools in local areas More streamlined approach to college transport	Work with schools and NESCol to devise consortia approach to college delivery.		A Robertson	March 2017
	Involve school staff in more detailed planning of school/college provision through enhanced programme of school links /college meetings.		A Robertson	On-going
To work towards parity of esteem for vocational and academic learning	Facilitate links between college staff and subject PSGs to ensure staff are fully aware of the opportunities afforded by college courses and ways of enabling more blended learning opportunities.		A Robertson	April 2017
	Roll out Foundation Apprenticeship programme. Facilitate discussion with colleges, schools, pupils, parents and employers.		A Robertson D Wilson	March 2017
	Further develop the range of vocational opportunities and qualifications offered to schools by partner providers – colleges, training providers and universities as appropriate – to include foundation apprenticeship opportunities. Trial alternative delivery models to achieve this – VLE delivery, consortia arrangements, mobile training facility etc.		A Robertson	August 2018
	Work with partners to devise a Vision for S6 in Aberdeenshire schools.		A Robertson C McLennan	January 2017
	Support DYW PTs in schools.		A Robertson C McLennan	On-going
	Work with Duke of Edinburgh (DofE) Awards to pilot curriculum based programmes to promote the SVQ Level 5 DofE Leadership Awards, linked to wider achievement options.		A Miller	June 2017
	Increase the number of Service Level Agreements between academies and DofE Awards, to facilitate the delivery of the Modular Training Framework for DofE Leaders, supporting the growth of volunteer work opportunities in schools and communities		A Miller	March 2018
Plan for the development of a 3-18 Learning Pathway Framework (3-18 skills framework)	Develop a 3-18 learning pathway framework to improve the delivery of skills for learning, life and work.		I Bell/A Ritchie C McLennan A Robertson	June 2018
	Working with parents and schools to develop opportunities/activities for developing skills for learning, life and work as part of Home Learning.		D Wilson	June 2017

Wood Recommendation	2, 3, 14	Preparing Young people for the World Of Work Business and Industry Partnerships with Schools		
Intended Outcome(s)/Impact		Actions	Lead	Timescale Completion Date
Career Education will be planned from 3-18 as per Standard for Career Education. Staff, pupils, parents and carers will be better informed about the range of career opportunities available, and the pathways into these		Awareness raising of the Standard For Career Education with Primary and Secondary schools, with support for implementation through career long professional learning (CLPL) and cluster input.	C McLennan A Robertson	August 2017
		Deliver in-service training to PTs Guidance and DYW PTs focussing on Career Education Standard and the implications for secondary staff.	A Robertson C McLennan	November 2016
		CLPL Activity associated with Standard for Career Education at Aberdeen Learning Festival.	C McLennan	February 2017
		In collaboration with DYW NE, Primary and Secondary schools will be supported to establish business links to support career education, work experience opportunities and curriculum development, with template for formal partnership agreement drawn up within guidance for schools. Schools encouraged to consider skills/knowledge/business links by working with Parent Forum.	C McLennan A Robertson D Wilson	December 2017
		Develop industry sector groups to support understanding of career pathways and local support networks in Food and Drink, Hospitality and Tourism, Life Sciences and Oil and Gas. (Complimenting Opportunity North East key sectors)	C McLennan	Ongoing
		Roll-out of Business Class mentoring programme	I Stirling	June 2018
		Guidance and resources for parents/carers re career pathways to be identified/produced in conjunction with Parental Engagement Officer.	C McLennan A Robertson D Wilson	June 2017
		Identify and support career inspiration activities for all young people, including those with special needs - eg Skills Scotland Event, Young Scotland's Got Talent.	M Aitken C Balcombe A Robertson	August 2018
All 17 Secondary schools involved in Career Ready Programme		Roll-out of <i>Career Ready</i> programme, with Council offering mentoring and internship opportunities. Investigate ways of involving LACs and Young Carers.	A Robertson	Ongoing- 2018
Work Placements will be developed to contribute to flexible pathways into positive destination for young people up to age 24 Work Placements will contribute to a young person's curriculum, and will be accredited as appropriate		Review the Work Placement Unit's role, with a view to broadening its scope to manage requests for work placements within the authority from colleges, universities, charitable organisations and Employability Partners.	F Mitchell Employability Hub partners	July 2017
		Extended work placements will be developed with local employers, and within the Council itself.	F Mitchell A Robertson	June 2018
		The use of work experience blocks for all schools will be reviewed by schools and the Work Placement Unit. Deliver in-service training to PTs Guidance and DYW PTs focussing on Work Placement Standard and the implications for schools	F Mitchell A Robertson	June 2017

The number of young people moving into positive and sustained destinations will increase year on year	Work with DYW North East to fulfil KPIs set by Work Placement Group	F Mitchell	June 2017
	Schools will further develop Senior Phase opportunities to encompass extended work placements as required	A Robertson	June 2017
	Investigate resource to support pupils in using social media to apply for jobs. Create package with My Job Scotland short film	C McLennan	April 2017
	Senior Phase provision will include courses leading to employability qualifications. Following pilot programmes to roll-out to all secondary schools by 2018	I Stirling	August 2018
	Engage with major work initiatives in the Council – eg AWPR, School Estate projects, Community Benefit Clauses.	I Stirling	On-going
	Train young unemployed to achieve qualifications to allow participation in such schemes – CSCS (Construction Skills Certification Scheme), SIA (Security Industry Authority)	E Allardyce	On-going
	Work with Aberdeenshire Life Events Team to provide work experience and real work opportunities linked to holiday programme activities	A Miller R Boal	Ongoing
	Roll-out of <i>Children's University</i> across targeted clusters	A Robertson	on-going
Creative Skills accreditation research project – 'Creative Cred' The aim of the 'Creative Cred' accreditation research project is to work with education partners to <ul style="list-style-type: none"> research and develop a cohesive Aberdeenshire wide, creative skills accreditation programme increasing range and quality of pathways to creative skills accreditation for pupils supporting employability, leadership and workplace skills. to broaden and increase tariff points and opportunities linked to creative learning for 5th year pupils in transition. 	Development of Aberdeenshire's Post 16 Transitions Guidance	A-M Davies M Aitken	June 2017
	Arts Development Team to deliver Creative Pathways resource to academy career fairs and promote online resource to pupils, teachers, parents and pupils. Start Sept 16 –attendance at eight career fairs a year.	C Leathley	August 2017
	Researcher appointed to map and create a base line re what creative accreditation routes are available across Aberdeenshire. Identify where the skills gaps, needs are geographically, promote existing best practise, and make links to external accreditation provider programmes, accreditation gaps, and tariff points linked to accreditation routes. Identify system to measure increase and take up of range of accreditation routes linked to creative learning for pupils – to be able to demonstrate raising of pupil tariff points.	C Leathley	June 2017
	Develop shared understanding and language re creative skills development and raising attainment. Deliver maximum of 6 inspiring partner twilight sessions developing shared creative language and understanding of links between raising attainment and creative skills development. Increasing shared learning and availability of national creative learning network resources and awareness of Scotland's national Creative Learning Plan.	C Leathley	June 2017
	Complete Creative Scotland evaluation report and make Creative Scotland phase 2 application	C Leathley	June 2017
	Use research findings to commission the development of on line resources to direct pupils, parents and young people to more creative skills accreditation routes.	C Leathley	June 2018
	Work with enterprise officer to test online resources with Youth Forum and education partners.	C Leathley	June 2018

	Launch of online accreditation support materials October 2018. Arts Development Team - Continue to promote resource through eight academy career fairs annually.	C Leathley	June 2019
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Wood Recommendation	12	Focus on STEM (Science, Technology, Engineering and Mathematics)	
Intended Outcome(s)/Impact	Actions	Lead	Timescale Completion Date
Ensure equity of provision re STEM subjects, regardless of staffing profile and/or geography	Partnership with NESCol, Aberdeen and RGU Universities to deliver STEM/ STEAM Projects in secondary schools where staffing shortages restrict opportunities	I Stirling	August 2018
	Work with partners to create Foundation Apprenticeships and/or courses leading to industry recognised qualifications for delivery in Senior Phase, in STEM subjects	A Robertson	June 2018
Agreed baseline for Primary Science and Technology delivery	Support and training for primary staff re Primary Science and Technology curriculum – content and delivery Production of Science and Technologies Frameworks, with related resources suggested	A Hendry K Applin L Evans	August 2017

Wood Recommendation	6, 17	Schools and Colleges Working in Partnership Business and Industry Partnerships with Colleges	
Intended Outcome(s)/Impact	Actions	Lead	Timescale Completion Date
Partnership Agreement with NESCol updated to reflect the importance of DYW	Negotiation with NESCol to produce revised Memorandum of Understanding	A Robertson	April 2017
	Joint planning of expansion of college provision for schools, with colleges – NESCol, Dundee and Angus and SRUC	A Robertson	June 2018
College Provision will be enhanced by Industry Partnership	Courses planned with schools, college and industry partners to be developed and piloted	C McLennan A Robertson	June 2018
Equity of vocational training provision across Aberdeenshire	Identify training facility for Aberdeenshire to meet the needs of school-college link pupils, youngsters on activity agreements, vulnerable young people and the young unemployed. Resource and establish training programmes in liaison with NESCol and/or other training providers.	E Allardyce	October 2018

Wood Recommendation 7,8,13,15, 17, 23, 27,37 & 39	Modern Apprenticeships; More Choices More Chances; Business and Industry Partnerships with Schools; Business and Industry Partnerships with colleges; Incentivising and supporting more employers to recruit more young people; Advancing Equalities; Young Disabled People; Care Leavers		
Intended Outcome(s)/Impact	Actions	Lead	Timescale Completion Date
1. Establish formal employer partnerships with Aberdeenshire services, academies and, feeder primaries across Aberdeenshire by 2018 Wood Recommendation 15 DYW Strategy KPI's 1,5,6,9,10&11 Aberdeenshire Council KPI's <ul style="list-style-type: none"> • Number of partnerships with Aberdeenshire Academies • Number of partnerships with Aberdeenshire Primary Schools • Number of careers fairs attended by Aberdeenshire Council • Number of career workshops run by Aberdeenshire Council 	Gain "Certificate of Engagement" from DYW North East, which recognises Aberdeenshire Council's commitment to the DYW strategy, in particular, Schools engagement, work experience and apprenticeships.	P Matthews	August 2016
	Increase number of Aberdeenshire Council employees becoming Career Ready mentors.	P Matthews	September 2016
	Design and deliver Recruitment Masterclass to students on Career Ready programme.	P Matthews Resourcing Team G Walker	September 2016
	Develop Apprenticeship Awareness workshop for S4-S6 pupils across Aberdeenshire.	P Matthews K Briggs	March 2017
	Facilitate employer partnerships between Aberdeenshire Council services, academies and feeder primaries.	P Matthews	December 2017
2. 15% of the Council's workforce will be aged 16-24 by 2021 Wood Recommendation 23 DYW Strategy KPI's 1,6,9,10&11	Undertake research to establish how effective Aberdeenshire Council is at recruiting, retaining and developing young people.	P Matthews	January 2016
	Embed Aberdeenshire Council's commitments to youth employment in the Council Strategic Plan.	P Matthews	August 2017
	Review current recruitment methodologies to identify strategies for effective selection of young people.	P Matthews M Brewis	February 2017

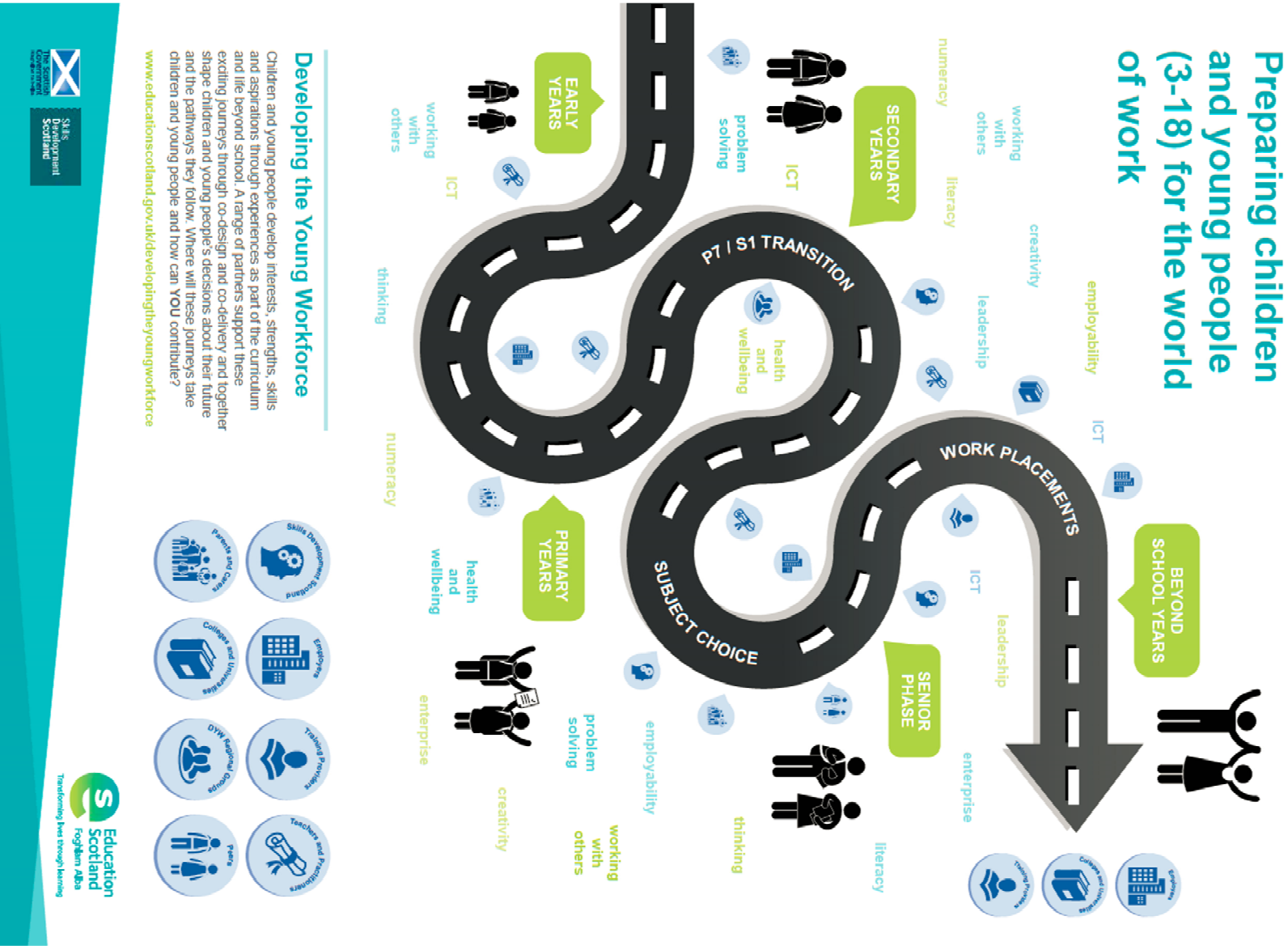
Wood Recommendation 7,8,13,15, 17, 23, 27,37 & 39	Modern Apprenticeships; More Choices More Chances; Business and Industry Partnerships with Schools; Business and Industry Partnerships with colleges; Incentivising and supporting more employers to recruit more young people; Advancing Equalities; Young Disabled People; Care Leavers		
Intended Outcome(s)/Impact	Actions	Lead	Timescale Completion Date
Aberdeenshire Council KPI's <ul style="list-style-type: none"> Age profile of Council Retention rate – young employees Proportion of job applications from young people (16-24) Number of young people undertaking an extended paid work placement 	Develop a young person's recruitment campaign, targeting S1 – S6 pupils, college, university students, young people yet to reach a positive destination, parents, teachers and recruiting managers.	P Matthews K Briggs	August 2017
	Devise an extended paid work placement/internship programme specifically targeted at young people.	P Matthews	March 2018
	Scope potential of Aberdeenshire Council providing an Apprenticeship Service to other organisations	P Matthews M Brewis	August 2018
3. 2% of the Council's workforce will comprise of apprentices and trainees by 2021	Explore how Aberdeenshire Council can support Foundation Apprenticeship placements as an employer.	P Matthews	April 2017
Wood Rec 7,8 & 17 DYW Strategy KPI's 1,3,5,6&7	Develop Graduate level apprenticeship with ICT.	P Matthews K Briggs	April 2017
	Audit all vacancy requests to identify apprenticeship opportunities.	M Brewis Resourcing Team	April 2017
Aberdeenshire Council KPI's <ul style="list-style-type: none"> Proportion of apprentices (craft, modern & graduate) and trainees Retention rate for apprentices and trainees 	Identify impact of Apprenticeship Levy and devise Aberdeenshire Council's approach to managing the funds once Scottish Government intentions are known.	M Brewis	April 2017
	Review current apprenticeship scheme, make recommendations for improvement, and implement changes (including increasing range of Modern Apprentice (MA) programmes delivered in house)	P Matthews	September 2017

Wood Recommendation 7,8,13,15, 17, 23, 27,37 & 39	Modern Apprenticeships; More Choices More Chances; Business and Industry Partnerships with Schools; Business and Industry Partnerships with colleges; Incentivising and supporting more employers to recruit more young people; Advancing Equalities; Young Disabled People; Care Leavers		
Intended Outcome(s)/Impact	Actions	Lead	Timescale Completion Date
4. Increase the proportion of young people from under-represented groups employed by Aberdeenshire Council. Wood recommendation 13, 27;37;39 DYW Strategy KPI's 7,9,10&11 Aberdeenshire Council KPI's <ul style="list-style-type: none"> • Number of young people who are looked after or care leavers employed by Aberdeenshire Council • Proportion of young people with a disability employed by Aberdeenshire Council • Proportion of young people from Black or Minority Ethnic backgrounds employed by Aberdeenshire Council • Gender profile aged 16-24 • Gender profile aged 25+ • Gender profile apprentices and trainees 	Review the existing guaranteed interview scheme and extend to looked after young people and care leavers.	P Matthews M Brewis J Dinnes	February 2017
	Explore the feasibility of developing an in house vocational training programme, which provides employability skills training and Aberdeenshire Council work placement opportunities to young people from underrepresented groups and care leavers.	P Matthews M Brewis E Allardyce J Dinnes	February 2017
	Devise recruitment campaign targeting apprenticeship posts where gender segregation is highest.	P Matthews	September 2017

Wood Recommendation 26,27,2,8,33,39,13	Advancing Equalities		
Intended Outcome(s)/Impact	Actions	Lead	Timescale
Improved transition from education to world of work, with increase in numbers of youngsters from equalities groups entering sustained, positive	Analysis of Data from , for example, Data Hub, Risk Matrix, Insight, to identify areas of concern and areas for development, with early multi-disciplinary intervention, from S3, to be planned and delivered	M Aitken HTs	January 2018
	LAC Monitoring and Tracking Group to agree positive destination target for LAC in Aberdeenshire, and set-up system to ensure effective, robust data management, and tracking and monitoring system for LAC. Similar work is to be done for youngsters with ASN	M Aitken L Jolly	on-going
		M Aitken C Balcombe	on-going
	Awareness raising of key principles of transition and roll-out across authority	M Aitken C Balcombe	June 2017
	Further develop early intervention employability support for young people with ASN in schools, linked to Post 16 Activity Agreements/Employability provision	M Aitken C Balcombe	on-going
	Develop case studies re vulnerable groups, exemplifying best practice and circulate through, for example, the OfA Newsletter	M Aitken C Balcombe	on-going
	Continued roll-out of Project Search	C Balcombe	On-going
	Audit of subject uptake, both at school and college, to identify gender imbalances and any areas of good practice. Produce a paper looking at ways of reducing imbalances in line with Scottish Government KPIs. Represent education on Regional Gender Group and undertake work emanating from this	A Robertson	June 2018
		A Robertson	On-going
	Investigate how colleges could enhance BGE provision by offering a range of career inspiration type activities	A Robertson	On-going
The WPU to continue assisting the Council's Corporate Parenting (Our Family Firm) Initiative destinations	Work Placement Unit to continue to assist with sourcing existing and bespoke work placements for Our Family Firm. This will also look at provision of employability skills such as CV writing, advice on competition of application forms and interview skills.	F Mitchell	On going
	Development of a paid employability project linked to the Corporate Parenting initiative which ensures that the employment gap between looked after young people, care leavers and their peers is closed by delivering vocational training, including interview training and application form guidance. Create a 3 month paid work placement opportunity within an Aberdeenshire Council Service for each participant. Providing on-going vocational support to participants prior to, during and after the work placement. This will include intensive job search and where possible, setting up modern apprenticeship opportunities with Aberdeenshire Council services.	F Mitchell P Matthews	On-going

Alphabetical List of Lead Officers in DYW Plan

Alison Robertson, Curriculum for Excellence Officer
Andrew Griffiths, Head of Education – Aberdeenshire Council
Andrew Miller, Aberdeenshire Life Manager
Andrew Ritchie, Lead Officer - DYW
Anne-Marie Davies, Quality Improvement Manager (ASN)
Audrey Hendry, Lead Officer – Primary
Carol Balcombe, Team Manager, Social Work – Employment Service
Carol Leathley, Principal Arts Officer
Christine McLennan, Education Support Officer
Donna Wilson, Education Support Officer (Parental Engagement)
Ewen Allardyce, Employability Co-ordinator
Fraser Mitchell, Work Placement Officer
Gayle Walker, Recruitment Officer
Iain Bell, Quality Improvement Manager - Curriculum
Ian Stirling, Quality Improvement Manager (Secondary)
Jacqueline Dinnes, Service Development Officer
Kathryn Briggs, recruitment Officer
Kim Applin, Primary Science Officer
Leigh Jolly, Social Work Manager
Linda Evans, Curriculum Support Officer
Michael Brewis, Team Leader (Resourcing), HR&OD
Miranda Aitken, Strategy Development Officer – Opportunities for All
Pete Matthews, HR Advisor (DYW)
Rachel Boal, Active Outdoors Officer
Rebecca King, Communications Officer



Appendix 2 - Education Scotland - Seven-Year Timeline for Schools

What will be Different by 2021?

Developing the young workforce in Scotland requires a long-term effort across many parts of the education and skills systems and by employers. From a schools' perspective, young people, parents, practitioners, local authorities, those working in colleges, training providers and employers will be able to see the following headline changes over the next seven years.

Year 1 (the academic year 2014-15)

- Opportunities to learn more about developing the young workforce (DYW), explain what it means from early years through to the end of secondary education and look at what is already happening in practice;
- Testing out new approaches via the Scottish Funding Council's 'early adopter' activity on school/college partnerships and on Skills Development Scotland's foundation apprenticeship pathfinders;
- Initial communication and engagement with young people and parents on the range of routes into employment which are open to young people at school and college.

Year 2 (2015-16)

- More opportunities in place for young people to undertake learning which connects more directly to employment, for example, through school/college partnerships;
- Evaluation of early activity through foundation apprenticeship pathfinder activity and consideration of how successful programmes can be expanded further;
- Engagement with learners, teachers and practitioners to change perceptions of the value of work-related learning and qualifications.

Year 3 (2016-17)

- More schools will be delivering a broader range of qualifications for young people from S4 – S6 in partnership with colleges and other providers;
- Schools will have more partnerships with employers to inform curriculum design and delivery and provide work-related learning experiences;
- Young people and parents will be more informed about routes into work, careers planning and employment opportunities because of the support they receive from careers professionals, teachers and other practitioners.

Year 4 (2017-18)

- School and college staff and other practitioners across Scotland will be supported to have a greater understanding of the world of work and routes into work to improve young people's learning;
- More schools will offer a fuller range of vocational qualifications, in partnership with colleges and other training providers;
- Pilot activity around foundation apprenticeships will continue to be evaluated and successful activity will start to be rolled out across the country;
- All schools will have employers fully involved in informing curriculum planning and delivery and providing work-related learning experiences.

Years 5 and 6 (2018-19) & (2019-20)

- As the programme matures and the new provision becomes established, visible and valued, there will be an expansion of year four activity to cover the majority of secondary schools and other learning settings in Scotland.

Year 7 (2020-21)

There will be evidence of:

- increased employer satisfaction
- more young people completing vocational qualifications
- more achieving qualifications at a higher level
- more young people in all secondary schools in Scotland progressing to college, training, university and employment.

Appendix 3a – DYW Milestones - Implementing the Recommendations of the Commission for Developing Scotland's Young Workforce 14 - 15

Schools Work Relevant Learning from 3 – 18	Colleges A Valued and Valuable Choice	Apprenticeships Access to Work Based Learning for All Young People	Employers Their Investment in the Young Workforce	Equality Developing the Talents of All Our Young People
<p>During 2014-2015, we will see or are already seeing:</p> <ul style="list-style-type: none"> The aims of the Developing the Young Workforce (DYW) programme embedded within the Curriculum for Excellence Implementation Plan and monitored through the Curriculum for Excellence Management Board and Implementation Group Communications and engagement work undertaken to develop understanding of routes into work amongst parents, teachers and practitioners, and young people An initial evaluation of the starting point in terms of what secondary schools are already offering by way of vocational qualifications established Appropriate measures of success for schools in relation to the DYW programme developed From inception the Insight online benchmarking tool reflects a wide range of awards, including a range of vocational qualifications, undertaken in schools or through school college partnerships where these awards meet the criteria for inclusion Education Scotland integrating DYW in inspection advice to schools; Scottish Funding Council early adopter activity on school/college partnerships undertaken in 7 college regions Foundation apprenticeship engineering pathfinder projects undertaken in Fife and West Lothian 	<p>During 2014-15, we will see or are already seeing:</p> <ul style="list-style-type: none"> Early adopter activity for senior phase pupils established in seven college regions Key performance measures agreed with college sector College outcome agreements for academic year 2015-16 developed with involvement from local authorities A re-prioritised Service Level Agreement between Scottish Funding Council and Education Scotland, and Scottish Funding Council and College Development Network making clear how their work will support the Commission's objectives A joint plan from Scottish Funding Council and Skills Development Scotland to support the use of Skills Investment Plans and Regional Skills Assessments to inform college outcome agreements and the allocation of Modern Apprenticeships 	<p>During 2014-15, we will see or are already seeing:</p> <ul style="list-style-type: none"> Foundation apprenticeship pathfinder in place in Fife and West Lothian Terms for the Modern Apprentice Supervisory Board established New Modern Apprenticeship Identity launched to support consistent branding aimed at raising the awareness and perception of the Modern Apprenticeship offer Skills Development Scotland contracting strategy put in place each year for Modern Apprenticeships and the Employability Fund, in order that key changes each year are reflected to take into account the expansion plan, Skills Investment Plans and Regional Skills Assessments Initial equalities pilot action implemented creating new opportunities for those from currently underrepresented groups. 	<p>During 2014-15, we will see or are already seeing:</p> <ul style="list-style-type: none"> Industry led National Invest in Young People Group to oversee the establishment of Regional Invest in Young People Groups in place and joint Local Government and Scottish Government working group established Establishment of first tranche of Regional Invest in Young People Groups The Investors in Young People (IIYP) accolade launched Education Scotland establishes external reference group in partnership with industry to inform the development of approaches to inspection and review across education sectors (schools, colleges, and other settings) Commitments to develop the young workforce agreed with public sector employers 	<p>During 2014-2015, we will see or are already seeing:</p> <ul style="list-style-type: none"> Initial equalities pilot action implemented, creating new opportunities for those from currently underrepresented groups

Appendix 3b – DYW Milestones - Implementing the Recommendations of the Commission for Developing Scotland’s Young Workforce 15 - 16

Schools Work Relevant Learning from 3 – 18	Colleges A Valued and Valuable Choice	Apprenticeships Access to Work Based Learning for All Young People	Employers Their Investment in the Young Workforce	Equality Developing the Talents of All Our Young People
<p>During 2015-2016, we will see:</p> <ul style="list-style-type: none"> An increase in uptake of vocational qualifications available to those in the senior phase An increase in the quality and number of strategic partnerships between local authorities, schools, and colleges, to widen the offer to young people in the senior phase DYW programme reflected in college outcome agreements and curriculum planning DYW programme reflected in local authority strategic plans Mechanism to influence community plans is established Guidance and support developed by Education Scotland and Skills Development Scotland for teachers and practitioners to support young people in S3 to learn about finding, applying and getting a job Relaunch My World of Work website with a greater learner focus linked to career pathways Guidance and support developed by Education Scotland and Skills Development Scotland for teachers and practitioners on the world of work aimed at ages 3-18 A new standard for work experience in place in schools Lessons from Scottish Funding Council early adopter activity regions disseminated widely Scaling up of the foundation apprenticeship pathfinders to other local authorities Engagement with young people, teachers and practitioners, parents and employers to actively promote the range of options available Expansion of wide range of qualifications included in Insight tool A quality assurance review for the careers service as part of a continuous improvement regime is in place Agreed standard for careers guidance for all young people including those who require additional help and support is in place Education Scotland publish an aspect review of My World of World The establishment of Regional Invest in Young People Groups working in partnership with local authority education teams across Scotland 	<p>During 2015-2016, we will see:</p> <ul style="list-style-type: none"> Publication by Scottish Funding Council of an analysis of the commitments made by colleges in their 2015-16 outcome agreements – including plans to develop senior phase vocational pathways in all regions A plan from Scottish Funding Council to enhance college engagement in Community Planning Partnerships Young people benefitting from better work-related learning experiences Scottish Funding Council publishing a plan to reduce gender imbalance on courses in joint action with Skills Development Scotland and other partners College outcome agreements signed off for academic year 2016-17, with implementation plans agreed with local authorities Scottish Funding Council develops a strategy to promote the value to employers of engaging with colleges Early adopter activity evaluated and lessons inform the development of college outcome agreement guidance Capacity building to support enhanced employer engagement in the college sector Regional curriculum planning established informed by Skills Investment Plans and Regional Skills Assessments 	<p>During 2015-2016, we will see:</p> <ul style="list-style-type: none"> Advanced apprenticeships model designed working with University of the Highlands and Islands and Strathclyde University Engineering Academy Foundation apprenticeship pathfinders undertaken in other local authorities; Model and funding profile for MA expansion programme developed STEM expansion plan produced as part of wider expansion plan MA supervisory board meets for the first time with an initial focus on evaluating current MA processes and advising on where expansion activity is best focussed Modern Apprenticeship Group formally reviewed to ensure model for developing MA frameworks remain fit for purpose Targeted MA campaign activity developed Early assessment of engineering foundation apprenticeships pathfinder activity Education Scotland quality assurance of MAs pathfinder begin Pre-apprenticeship access pilot launched for those not in school and from the labour market Support to small and medium enterprises to incentivise participation in MA programme developed Easier access to Modern Apprenticeship vacancies available through My World of Work 	<p>During 2015-2016, we will see:</p> <ul style="list-style-type: none"> Industry led Regional Invest in Young People Groups established across Scotland New services provided to growth companies by the enterprise bodies Introduction of Regional Selective Assistance (RSA) conditionality where appropriate A revised approach to the Scottish Government’s recruitment incentives established with local authorities and other partners Regional industry led groups established across Scotland Supported employment opportunities in the third sector provided for care leavers and other groups of young people who face significant barriers to employment Lead body identified to support recruitment of young disabled people Good practice in public and private sector procurement in relationship to the development of the young workforce identified and promoted Development of options for introduction of voluntary levies in sectors experiencing skills shortages Integration of the activity of Regional Invest in Young People Groups and that of Investors in People Scotland in the promotion of the Investors in Young People accolade Education Scotland capacity building activities and approaches to external evaluation are more informed by the needs of employers Education Scotland curriculum, learning and assessment groups will include industry representation Guidance on school-industry partnerships established with input from local authorities and the National Invest in Young People Group 	<p>During 2015-2016, we will see:</p> <ul style="list-style-type: none"> Scottish Funding Council publishing a plan to reduce gender imbalance on courses in joint action with Skills Development Scotland and other partners Targeted Modern Apprenticeship campaign activity developed Supported employment opportunities in the third sector provided for care leavers and other groups of young people who face significant barriers to employment. Lead body identified to support recruitment of young disabled people

Appendix 3c – DYW Milestones - Implementing the Recommendations of the Commission for Developing Scotland's Young Workforce 16 - 17

Schools	Colleges	Apprenticeships	Employers	Equality
Work Relevant Learning from 3 – 18	A Valued and Valuable Choice	Access to Work Based Learning for All Young People	Their Investment in the Young Workforce	Developing the Talents of All Our Young People
<p>During 2016-2017, we will see:</p> <ul style="list-style-type: none"> An increase in the uptake of vocational qualifications available to those in the senior phase; Evaluation of the initial foundation apprenticeship pathfinders completed and evidence used to inform the development of an agreed model; Employability and enterprise professional standards in development; Education Scotland further develops its capacity to evaluate in relation to employability and employment; A new focus on work experience and the quality of careers guidance as part of secondary school inspection programme 	<p>During 2016-2017, we will see:</p> <ul style="list-style-type: none"> College outcome agreements for academic year 2017-18 demonstrate more opportunities for young people, building on the development of senior phase vocational pathways; Scottish Funding Council implementing their plan to reduce gender imbalance on courses which they will report on annually; STEM prioritised within college curriculum planning, where appropriate; A new standard for work experience in place for colleges; Scottish Funding Council report on college leaver destinations for 2014-15 leavers; Colleges outcome agreements will reflect active and effective engagement with employers and in the community planning process, regional curriculum planning established, informed by Skills Investment Plans and Regional Skills Assessments 	<p>During 2016-2017, we will see:</p> <ul style="list-style-type: none"> Evaluation of initial foundation apprenticeship pathfinders completed; Early assessment of advanced apprenticeship pathfinder activity; Education Scotland's Modern Apprenticeship Quality Assurance programme rolled out; Individual equality action plans begin to increase participation by under-represented groups 	<p>During 2016-2017, we will see:</p> <ul style="list-style-type: none"> Resources available to support school leaders in promoting career pathway planning with opportunities for emerging school leaders to engage directly with industry; Regional Skills Assessments updated; New work experience model for young disabled people introduced and improved approach to careers services for young disabled people implemented 	<p>During 2016-2017, we will see:</p> <ul style="list-style-type: none"> Secondary school inspection of active gender targeting in relation to college based learning and foundation apprenticeships begins; Scottish Funding Council implementing their plan to reduce gender imbalance on courses which they will report on annually; Individual equality action plans begin to increase participation by under-represented groups; New work experience model for young disabled people introduced and improved approach to careers services for young disabled people implemented

Appendix 3d – DYW Milestones - Implementing the Recommendations of the Commission for Developing Scotland’s Young Workforce 17 - 18

Schools <i>Work Relevant Learning from 3 – 18</i>	Colleges <i>A Valued and Valuable Choice</i>	Apprenticeships <i>Access to Work Based Learning for All Young People</i>	Employers <i>Their Investment in the Young Workforce</i>	Equality <i>Developing the Talents of All Our Young People</i>
<p>During 2017-2018, we will see:</p> <ul style="list-style-type: none"> • An increase in the uptake of vocational qualifications available to those in the senior phase; • Further expansion of foundation apprenticeship across Scotland and covering other sectors; • Delivery of mentoring support for young people in care as part of the Invest in Young People accolade¹². 	<p>During 2017-2018, we will see:</p> <ul style="list-style-type: none"> • All colleges offering vocational options to the majority of secondary schools in their region; • College outcome agreements for academic year 2018-19 signed off, showing evidence of well-developed partnerships with secondary schools, local authorities and employers; • Publication of improved college quality and performance information. 	<p>During 2017-2018, we will see:</p> <ul style="list-style-type: none"> • Further expansion of foundation apprenticeships across Scotland and covering other sectors; • Evaluation of pre-apprenticeship pilot for those furthest from the labour market; • Evaluation of the advanced apprenticeships pathfinder undertaken and evidence used to inform the development of an agreed model. 	<p>During 2017-2018, we will see:</p> <ul style="list-style-type: none"> • School-industry partnerships operating in most secondary schools; • Introduction of supported work experience programme for young disabled people; • Skills Investment Plans refreshed taking account of senior phase vocational pathways. 	<p>During 2017-2018, we will see:</p> <ul style="list-style-type: none"> • Delivery of mentoring support for young people in care as part of the Invest in Young People accolade; • Introduction of supported work experience programme for young disabled people.

Appendix 4 - Key Performance Indicators (KPIs) Table

KPI	Baseline figure	Current figure	Data source	Data frequency
Overarching target To reduce the level of youth unemployment (excluding those in full-time education) by 40 per cent by 2021	52,000 (Jan-Mar 2014)	41,000 (Jan-Mar 2015)	Labour Force Survey (ONS)	Annual, using Jan-Mar data
KPI 1 Be one of the top five performing countries in the EU for youth unemployment by reducing the relative ratio of youth unemployment to 25-64 unemployment to the level of the fifth best country in the EU by 2021	3.7 (Jan-Dec 2013) The ratio of the fifth best country in the EU was 2.1	3.9 (Jan-Dec 2014) The ratio of the fifth best country in the EU was 2.1	Scotland data: Annual Population Survey (ONS); EU data: OECD Stat	Scotland data: Annual, by calendar year; EU data: Annual
KPI 2 Be one of the top five performing countries in the EU for youth unemployment by reducing the youth unemployment rate to match the fifth best country in the EU by 2021	19.0% (Jan-Mar 2014) The rate of the fifth best country in the EU was 14.7%	13.8% (Jan-Mar 2015) The rate of the fifth best country in the EU was 11.7%	Scotland data: Labour Force Survey (ONS); EU data: Eurostat (European Commission)	Scotland data: Annual, using Jan-Mar data; EU data: Annual, using February data
KPI 3 Increase the percentage of school leavers attaining vocational qualifications at SCQF level 5 and above by 2021	7% (2013/14)	7% (2013/14)	2013/14 School Leaver Statistics: data from awarding bodies (SQA for baseline data) and SG Pupil Census	Annual
KPI 4 Increase the percentage of 16-24 year old college students who have successfully completed a full time course moving into employment or higher level study	Baseline data available 15 December 2015	Baseline data available 15 December 2015	College Leaver Destination Survey (SFC)	Annual, by college year
KPI 5 The number of Modern Apprentices at level 3 and above to be increased. The target is for 20,000 out of a total of 30,000 MA starts to be at this level by 2021, i.e. two-thirds	15,655 (2013/14)	16,112 (2014/15)	Modern Apprenticeship Statistics: Full Year Report (SDS)	Annual, by financial year (April-March)
KPI 6 Increase the percentage of employers recruiting young people directly from education to 35 per cent by 2018	32% (2014)	32% (2014)	Employer Perspectives Survey (UKCES)	Biennial, based on 'last 2-3 years' when respondents are surveyed
KPI 7 To reduce to 60 per cent the percentage of Modern Apprenticeship frameworks where the gender balance is 75:25 or worse by 2021	73% (2013/14)	72% (2014/15)	Modern Apprenticeship Statistics: Full Year Report (SDS)	Annual, by financial year (April- March)
KPI 8 Increase by 5 percentage points the minority gender share in each of the 10 largest and most imbalanced college superclasses by 2021	5% average (2012/13)	6% average (2013/14)	Further Education Statistics collection (SFC)	Annual, by college year
KPI 9 Increase the number of MA starts from minority ethnic communities to equal the population share by 2021	1.1% (2013/14)	1.4% (2014/15)	Modern Apprenticeship Statistics: Full Year Report (SDS)	Annual, by financial (April-March)
KPI 10 Increase the employment rate for young disabled people to the population average by 2021	35.9% (Jan-Dec 2014)	35.9% (Jan-Dec 2014)	Annual Population Survey (ONS)	Annual, by calendar year
KPI 11 Increase positive destinations for looked after children by 4 percentage points per annum resulting in parity by 2021	70% (2012/13)	73% (2013/14)	Educational Outcomes for Looked After Children (SG)	Annual, by school year

Appendix 5 - Education Working for All! – Recommendations

SCHOOLS

Senior Phase Vocational Pathways

Recommendation 1: Pathways should start in the senior phase which leads to the delivery of industry recognised vocational qualifications alongside academic qualifications. These pathways should be developed and delivered in partnership with colleges and, where necessary, other training providers. Their delivery should be explicitly measured and published alongside other school performance indicators.

Preparing Young People for the World of Work

Recommendation 2: A focus on preparing all young people for employment should form a core element of the implementation of Curriculum for Excellence with appropriate resource dedicated to achieve this. In particular local authorities, Skills Development Scotland and employer representative organisations should work together to develop a more comprehensive standard for careers guidance which would reflect the involvement of employers and their role and input.

Recommendation 3: A modern standard should be established for the acceptable content and quality of work experience, and guidelines should be made available to employers. This should be developed by Education Scotland in partnership with employer bodies and Skills Development Scotland. This should involve input from young people. Work experience should feature in the senior phase Benchmarking Tool and in Education Scotland school inspections.

COLLEGES

Regional Outcome Agreements

Recommendation 4: Colleges' key role in the development of Scotland's young workforce should be recognised and managed through Regional Outcome Agreements.

Focus On Employment

Recommendation 5: The new regional colleges should have a primary focus on employment outcomes and supporting local economic development. This should be underpinned by meaningful and wide ranging partnerships with industry and should be at the forefront of Regional Outcome Agreements and their measurement.

SCHOOLS AND COLLEGES WORKING IN PARTNERSHIP

Recommendation 6: A commitment to supporting the development of Scotland's young workforce through the enhancement of vocational education pathways should feature prominently in the National Performance Framework, Community Plans and College Regional Outcome Agreements.

MODERN APPRENTICESHIPS

Alignment with Economic Growth

Recommendation 7: Modern Apprenticeships should be aligned with the skills required to support economic growth.

Access and Higher Level Opportunities

Recommendation 8: Development of Modern Apprenticeship access processes and progression pathways should be prioritised.

Quality Improvement

Recommendation 9: An industry-led quality improvement regime should be introduced to oversee the development and promotion of Modern Apprenticeships.

Growth

Recommendation 10: If employers can be encouraged to offer significantly more good quality apprenticeships, the Scottish Government should consider a carefully managed expansion of the annual number of Modern Apprenticeship starts.

QUALITY ASSURANCE

Recommendation 11: Employability must be a key focus within Education Scotland's work to support and quality assure the delivery of education. To support this, Education Scotland must work more closely with business organisations and their members to ensure that their work is underpinned by an understanding of industry's needs and expectations.

SCIENCE, TECHNOLOGY, ENGINEERING AND MATHS

Recommendation 12: A focus on STEM should sit at the heart of the development of Scotland's Young Workforce.

MORE CHOICES MORE CHANCES

Recommendation 13: Support for young people at risk of disengaging from education and for those who have already done so should focus on early intervention and wide ranging, sustained support. This should relate to labour market demand and should be focused on helping young people engage on the labour market relevant pathways that we have highlighted.

INVOLVEMENT OF EMPLOYERS

Regional Invest in Youth Groups

Recommendation 14: The Scottish Government should support the creation of regional industry-led Invest in Youth groups across Scotland to provide leadership and a single point of contact and support to facilitate engagement between employers and education.

Business and Industry Partnerships with Schools

Recommendation 15: Businesses across Scotland should be encouraged and supported to enter into 3-5 year partnerships with secondary schools. Every secondary school in Scotland and its feeder primaries should be supported by at least one business in a long-term partnership.

Recommendation 16: Scotland's leading industry sector groups and companies should be encouraged to work with the Scottish College for Educational Leadership to develop a programme to provide emerging school staff leaders with a wide ranging understanding of industry and careers.

Business and Industry Partnerships with Colleges

Recommendation 17: Employers and national industry sector groups should form partnerships with regional colleges to ensure course content is industry relevant and full advantage is taken of work based learning and employment opportunities.

Industry Led Skills Planning

Recommendation 18: In the development of future industry Skills Investment Plans and Regional Skills Assessments, and in the updating of existing plans, there should be a specific focus on youth employment and the development of vocational pathways starting in the senior phase.

Recognising Good Practice – Invest in Youth Accolade

Recommendation 19: A nationally defined Invest in Youth Accolade should be developed to recognise industry's engagement in the development and employment of Scotland's young workforce.

Additional Support for Businesses Recruiting and Training Modern Apprentices

Recommendation 20: A small business Modern Apprenticeship recruitment incentive package should be developed to equip and support smaller and micro businesses to recruit and train more young people.

Recommendation 21: Voluntary levy schemes to recruit and train young people in skills shortage areas should be encouraged. Groups of employers should be supported to work in collaboration, with the Scottish Government providing co-funding.

Incentivising and Supporting More Employers to Recruit More Young People

Recommendation 22: Procurement and supply chain policies in both the public and private sectors should be applied to encourage more employers to support the development of Scotland's young workforce.

Recommendation 23: Public sector employers should be encouraged by the Scottish Government and local authorities to be exemplars in a national Invest In Youth Policy and this should be explicitly reflected in their published corporate plans.

Recommendation 24: Growth businesses and Inward Investment companies in receipt of public funding should be encouraged and supported to employ young people.

Recommendation 25: Financial recruitment incentives should be re-examined and carefully targeted to achieve the most benefit in providing sustainable employment for young people.

ADVANCING EQUALITIES

Cross Cutting Equality Issues

Recommendation 26: Scotland should embed equality education across Curriculum for Excellence.

Recommendation 27: Promotion and communication of career options should actively target equalities groups to promote diverse participation across gender, Black & Minority Ethnic groups, young people with disabilities and care leavers. The promotion of Modern Apprenticeship opportunities should be to the fore of this activity.

Gender

Recommendation 28: Senior phase vocational pathways should be designed to encourage more gender balance across occupations.

Recommendation 29: The Scottish Funding Council and colleges should develop an action plan to address gender disparities within college education. This should be underpinned by realistic but stretching improvement targets. The Scottish Funding Council should report on this annually.

Recommendation 30: Skills Development Scotland should develop an action plan to address gender disparities within Modern Apprenticeships. This should be underpinned by realistic but stretching improvement targets. SDS should report on this annually.

Young People from Black and Minority Ethnic Groups

Recommendation 31: A targeted campaign to promote the full range of Modern Apprenticeships to young people and parents from the BME community should be developed and launched to present the benefits of work based learning as a respected career option and alternative to university.

Recommendation 32: SDS should set a realistic but stretching improvement target to increase the number of young people from BME groups starting Modern Apprenticeships. Progress against this should be reported on annually.

Young Disabled People

Recommendation 33: Career advice and work experience for young disabled people who are still at school should be prioritised and tailored to help them realise their potential and focus positively on what they can do to achieve their career aspirations.

Recommendation 34: Funding levels to colleges and MA training providers should be reviewed and adjusted to reflect the cost of providing additional support to young disabled people, and age restrictions should be relaxed for those whose transition may take longer.

Recommendation 35: Within Modern Apprenticeships, SDS should set a realistic but stretching improvement target to increase the number of young disabled people. Progress against this should be reported on annually.

Recommendation 36: Employers who want to employ a young disabled person should be encouraged and supported to do so.

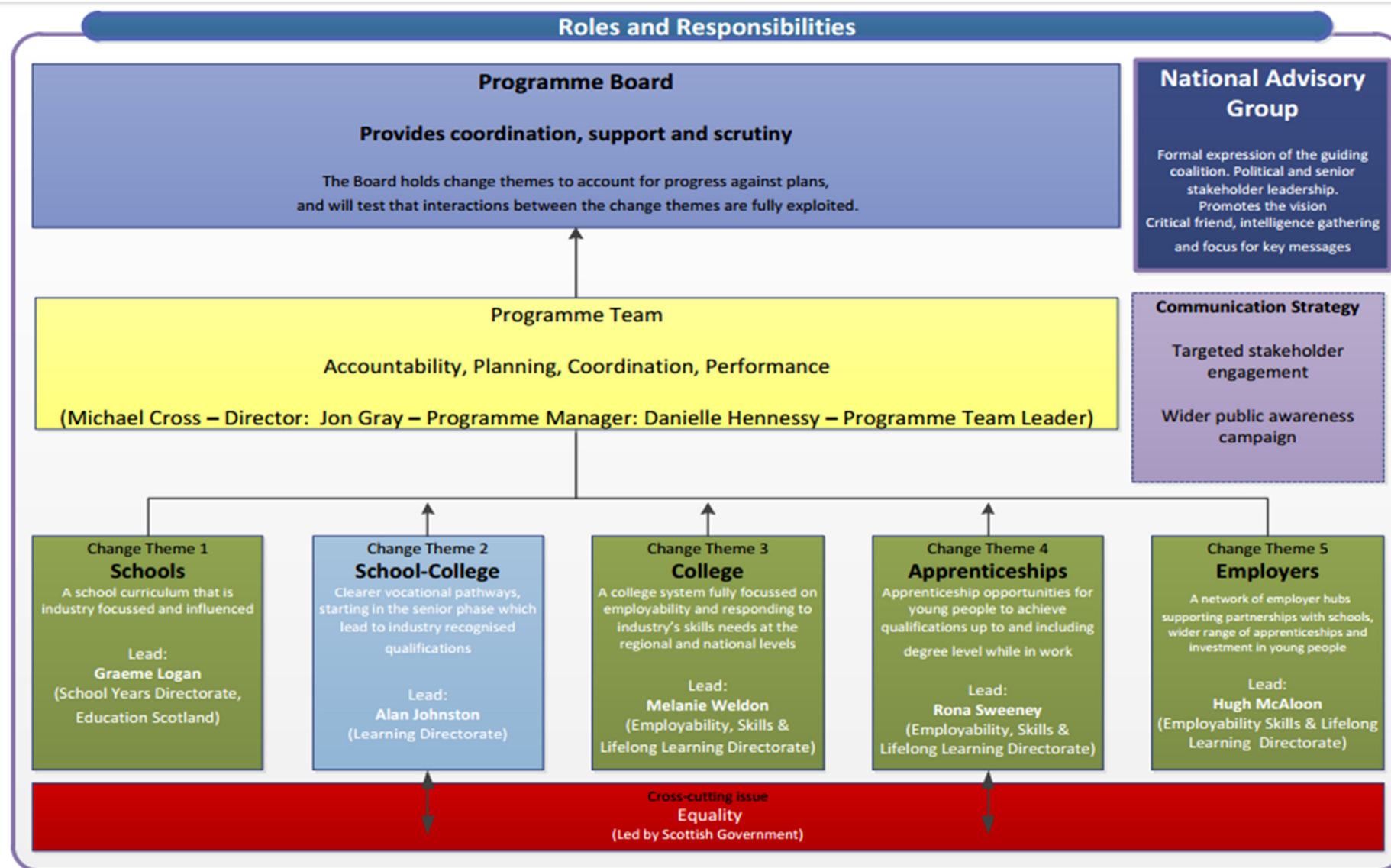
Care Leavers

Recommendation 37: Educational and employment transition planning for young people in care should start early with sustained support from public and third sector bodies and employers available throughout their journey toward and into employment as is deemed necessary.

Recommendation 38: Across vocational education and training, age restrictions should be relaxed for those care leavers whose transition takes longer.

Recommendation 39: In partnership with the third sector, the Scottish Government should consider developing a programme which offers supported employment opportunities lasting up to a year for care leavers.

Appendix 6 - Developing the Young Workforce programme – National Governance Structure



Appendix 7 Glossary

Advanced Apprenticeships: a new approach to blended workbased learning which includes elements of academic, as well as work-based learning to degree equivalent or above.

Curriculum for Excellence Management Board: The [Curriculum for Excellence Management Board](#) has overall responsibility for ensuring that the programme of curriculum change is delivered. A range of organisations with a part to play in bringing about the changes in educational outcomes is represented on the Board. These are:

- Association of Directors of Education in Scotland (ADES)
- Association of Headteachers and Deputies in Scotland (AHDS)
- College Development Network (CDN)
- Community Learning and Development Manager Group (CLDMG)
- Convention of Scottish Local Authorities (COSLA)
- Education Scotland
- Educational Institute of Scotland (EIS)
- General Teaching Council for Scotland (GTCS)
- National Association of Schoolmasters Union of Women Teachers Scotland (NASUWT)
- National Parent Forum of Scotland (NPFS)
- School Leaders Scotland (SLS)
- Scottish Council of Independent Schools (SCIS)
- Scottish Government
- Scottish Qualifications Authority (SQA)
- Scottish Teacher Education Committee (STEC)
- Skills Development Scotland (SDS)
- Universities Scotland

Curriculum for Excellence Implementation Group: The Curriculum for Excellence Implementation Group brings together those who are aspects of delivery of Curriculum for Excellence. It provides a mechanism for identifying and jointly addressing key issues with a view to resolving them and so achieving successful outcomes through the implementation of Curriculum for Excellence.

College outcome agreements: Set out what colleges plan to deliver in return for their funding from the Scottish Funding Council. Their focus is on the contribution that the college makes towards improving life chances and creating sustainable economic growth for Scotland. Outcome agreements span a 3-year period and comprise a regional context statement and an outcome progress table.

Early adopter activity: This refers to the seven 'early adopter' college regions who are exploring and developing senior phase vocational pathways - aiming to bridge the gap between school, college, university and employment for 15-18 year old secondary school students. The early adopter regions are Aberdeen & Aberdeenshire, Dumfries and Galloway, Edinburgh, Fife, Central, Glasgow, and West Lothian.

Foundation Apprenticeships: an option in the senior phase of secondary school (S4- S6) that combines nationally recognised qualifications and the acquisition of industry recognised work based skills and capabilities, through learning undertaken in the workplace and school/college. Derived from the existing Modern Apprenticeship frameworks, they better prepare the young person to progress into further or higher education, employment or offer a head start and second year entry into a Modern Apprenticeship.

Insight benchmarking tool: Insight is a new online benchmarking tool designed to help bring about improvements for pupils in the senior phase (S4 to S6). It is a professional tool for secondary schools and local authorities to identify areas of success and where improvements can be made. Insight has a focus on helping to reduce the gap between higher and lower attainers, raising attainment for all, improving literacy and numeracy and helping more young people to reach positive post-school destinations. Insight will continue to reflect the wide range of awards undertaken in school or through school college partnerships where these awards meet the criteria for inclusion. These criteria are: be SCQF credit rated; fit in with Curriculum for Excellence principles; and meet the Insight technical requirements.

Modern Apprenticeship: Modern Apprenticeships are workbased learning with employed status following a framework approved by the Modern Apprenticeship Group (MAG).

Pathfinders: the term used to describe early activity being undertaken to test new models, including foundation and advanced apprenticeships.

Regional Skills Assessments (RSA) provide a high quality and consistent source of evidence about economic and skills performance and delivery at a regional level across Scotland. They are intended as a resource that can be used to identify regional strengths and any issues or mismatches arising, and so inform thinking about future skills planning and investment at a regional level.

SCEEN: SCEEN serves as a national network of strategic lead officers on enterprise in education in local authorities. The network operates as an independent and non-representative body to facilitate discourse on all aspects related to enterprise in an education setting 3-18.

Skills Investment Plans (SIPs): statements of industry skills development needs facing each economic growth sector, and some enabling sectors, on behalf of the relevant Industry Leadership Groups with significant employer input.

STEM: refers to subjects of science, technology, engineering and mathematics.

Appendix 8 – Useful Contacts and Links

Links:

- Aberdeen & Grampian Chamber of Commerce (DYWNE) <http://www.dyw.org.uk/>
- North East Scotland College (NESCOL) [North East Scotland College](#)
- Aberdeen University (AU) <http://www.abdn.ac.uk/>
- Robert Gordon University (RGU) <https://www.rgu.ac.uk/>
- Skills Development Scotland (SDS) <http://legacy.skillsdevelopmentscotland.co.uk/>
- Scottish Qualifications Authority (SQA) <http://www.sqa.org.uk/sqa/70972.html>
- Education Scotland (ES) <https://education.gov.scot/scottish-education-system/policy-for-scottish-education/policy-drivers/Developing%20the%20Young%20Workforce>
- Scottish Government (SG) <http://www.gov.scot/Topics/Education/developingtheyoungworkforce>
- Opportunity North East <http://www.opportunitynortheast.com/>
- PlanIt Plus - <https://www.planitplus.net/>
- Parents http://www.npfs.org.uk/wp-content/uploads/2015/09/NPFS_world_of_possibilities_1509_E.pdf
- Apprenticeships - <https://www.apprenticeships.scot/>
- Duke of Edinburgh Award - <http://www.dofe.org>
- [Foundation Apprenticeships](#): Information for pupils, teachers and employers.
- [Developing the Young Workforce](#)
- [My World of Work](#)
- [Building the Curriculum 4](#)
- [DYW Professional Learning Community](#) (Glow access required)
- [Scottish Government DYW blog](#)
- [Investors in Young People](#)
- [Scotland's Enterprising Schools](#)
- [Gender Balance in STEM](#)
- [Employability in Scotland](#)
- [DYW Regional Groups](#)
- edsskills@educationscotland.gsi.gov.uk
- #youngworkforce
- [Professional Learning Community](#) (on Glow)

